Coaching & Teaching
We are all learning at the storyboard.

Tracy Defoe
The Learning Factor
“What’s the Challenge?” “I’m not sure.”

Learning and teaching at the storyboard
How does learning flow at your organization?

Learning to See: Value Stream Mapping to Add Value and Eliminate Muda 1999
by Mike Rother and John Shook

Learning as a coach

Coach

Coaching Kata

Learner

Improvement Kata

Focus Process

KATACON4

LeanFrontiers
Intro to the Coaching Kata

The Coach/Learner Relationship

The learner needs a coach while practicing the Improvement Kata because alone they may not see and correct their own practice errors and can end up practicing poor habits. The effectiveness and speed of the learner’s learning depend to a significant degree on the coaching they get. With this in mind, a job description for an Improvement Kata coach, especially with beginner learners, might be:

To accompany the learner and give procedural guidance as needed to ensure that although the learner struggles, he or she is ultimately successful in learning to use the Improvement Kata pattern to achieve challenging, real target conditions.

Unpacking coaching and teaching at the storyboard

Intentional Practice
Specific objectives
Learner-centred
Reflection

Graphic from The Toyota Kata Practice Guide p 189
Accepting responsibility for the Learner’s understanding

Pay attention to meanings

The relationship is where we influence feelings.
Make curiosity your default setting as a Coach
What does the learner show the curious Coach?

✓ personal understanding
  ✓ what words mean
  ✓ what data means
  ✓ what charts mean
  ✓ observations
✓ thinking patterns
✓ their conceptual framework – what’s wired together and fires together

Challenge = problem with a client

“Big important collective goal”
Experiment Toward the Target Condition

Study the Learning Zone

In the learning modes of the CK conversation

Examples from a fictional learner
Culture bumps on the Obstacle Parking Lot

- 5S for process
- N. Standard Work
- Process not level / work uneven
- Visual Mgmt
- Parts supply / kanban
-
Heading toward “need to learn more about”

Obstacle Parking Lot
- Standard Work unclear
- Work area disorganized
- Issues with Continuous Flow
- Line layout
- Too many hands in the process

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Obstacle Parking Lot
- Don’t know how many people to work process
- Don’t know how to assign tasks
- Don’t know timing of process/steps
- Don’t know how to organize to meet area for safe, efficient work flow
- Don’t know why last step took greatest time
- Variation
-  

Unlearning and undoing, how does the coach respond?

Back up, dig deeper.

Ask clarifying questions.

Get to specifics.

Check, restate.
Unlearning and undoing,

- Precision of thought
- Alternative concept
- Time

You may not be a good example of how others learn.
Confusion, interest, excitement, curiosity → learning

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