

# The TOYOTA KATA

COACHING KATA

## The Five Questions

- ① What is the **Target Condition**?
- ② What is the **Actual Condition** now?  
-----(*Turn Card Over*)-----→
- ③ What **Obstacles** do you think are preventing you from reaching the target condition?  
Which \*one\* are you addressing now?
- ④ What is your **Next Step**? (Next experiment)  
What do you expect?
- ⑤ How quickly can we go and see what we **Have Learned** from taking that step?

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# FIVE QUESTION CARD

## \*Starter Kata\*

# Practice scientific thinking every day

You can use the five question card in any encounter



The pattern of the questions is easy to learn, and each time you use that pattern it strengthens your scientific thinking.

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# The root of the five question card is this basic pattern

## Five Coaching Questions

- 1. What are we trying to achieve?**
- 2. Where are we now?**
- 3. What's currently in our way?**
- 4. What's our next experiment,  
and what do we expect?**
- 5. When can we see what we've  
learned from that step?**

# Here is the Starter Kata

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Card is turned over  
to reflect on the  
last step

### Reflect on the Last Step Taken

Because you don't actually know  
what the result of a step will be!

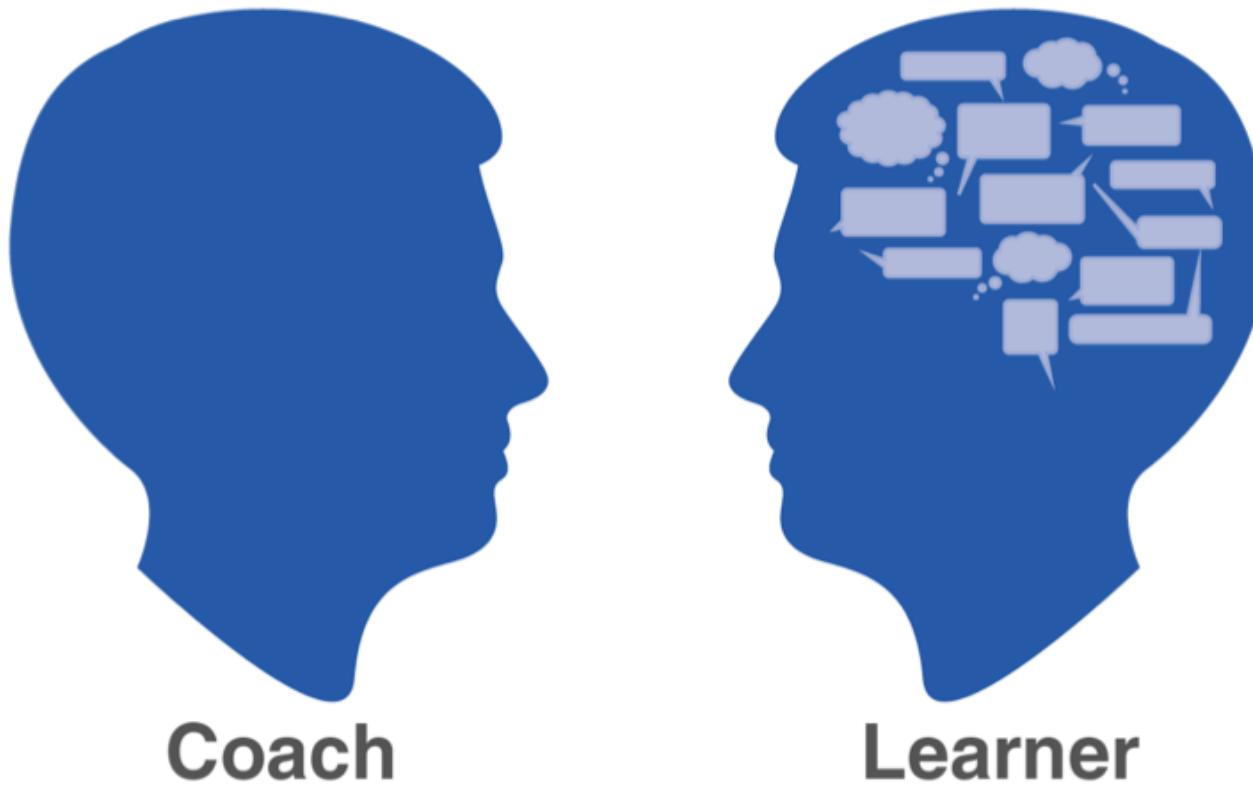
*Have the learner state the **obstacle** being worked on*

- ① What did you plan as your **Last Step**?
- ② What did you **Expect**?
- ③ What **Actually Happened**?
- ④ What did you **Learn**?

-----*Return to question 3*-----

# It's called the **Coaching Kata**

Asking the questions helps make the learner's current thinking visible, so the coach can give feedback



It's like asking an athlete to take a few swings or a music student to play a few bars, so the coach can see what the student is doing.

# Add clarifying questions

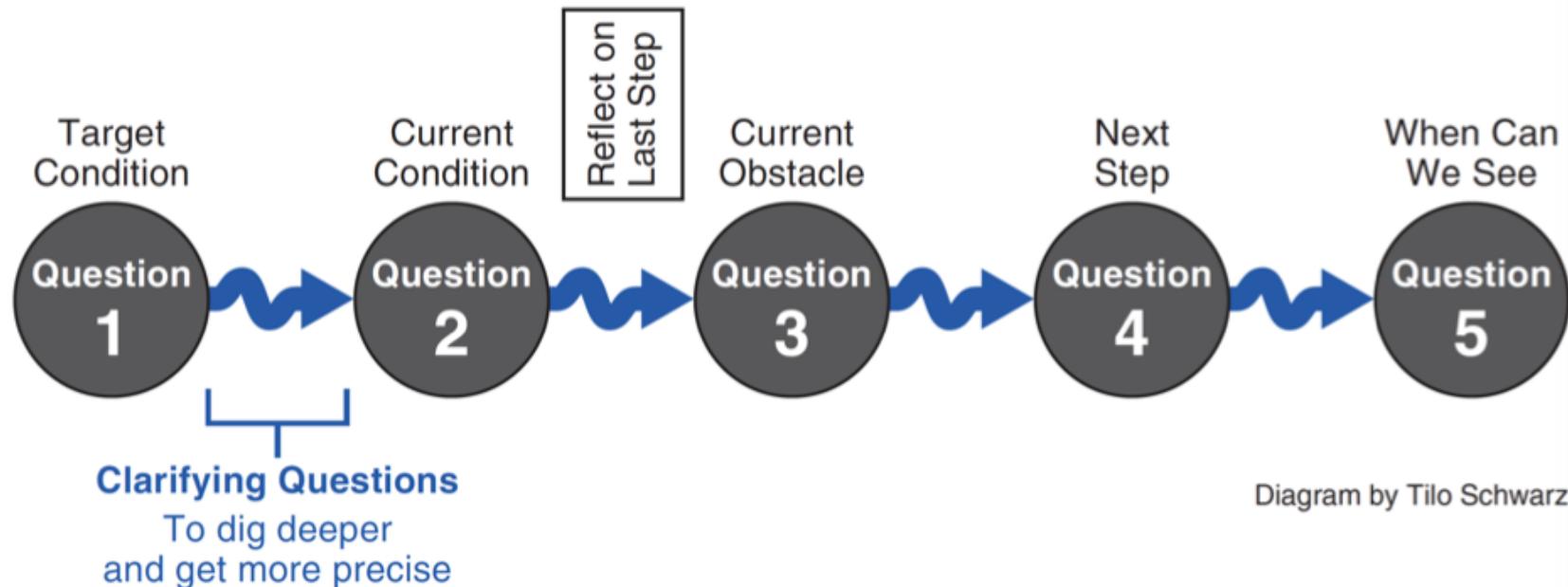
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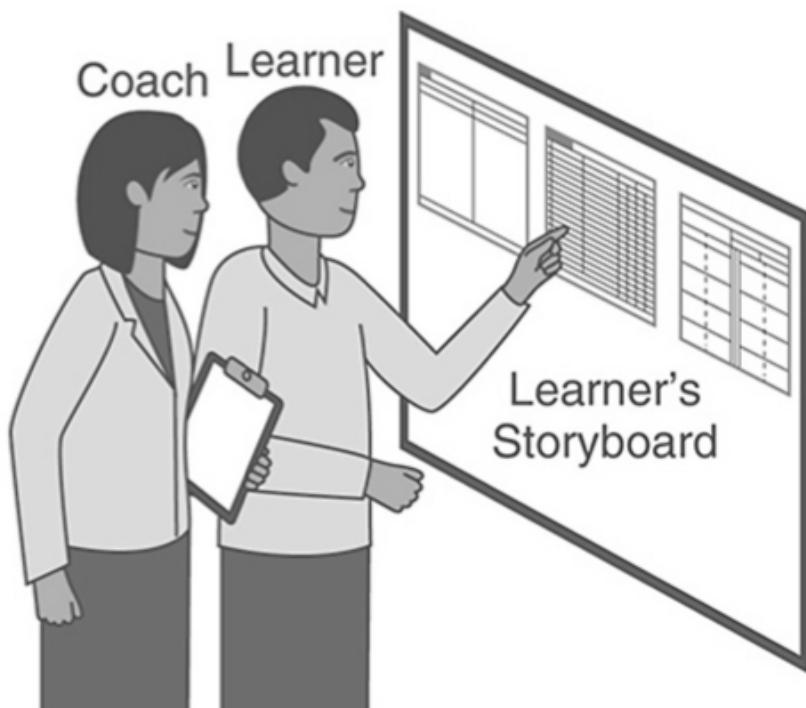
**The five questions are the **main headings** of a daily coaching cycle.**

**After each of the 5 questions the coach usually also asks clarifying questions, seeking more detail relative to that question category.**



# Find the *threshold of knowledge*

You may find the learner's current **threshold of knowledge** at any point in a coaching cycle. At that point, go right to question four.



COACHING KATA

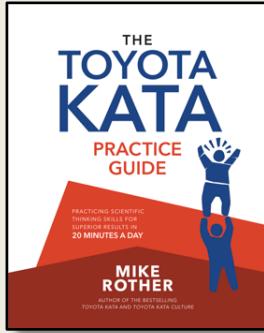
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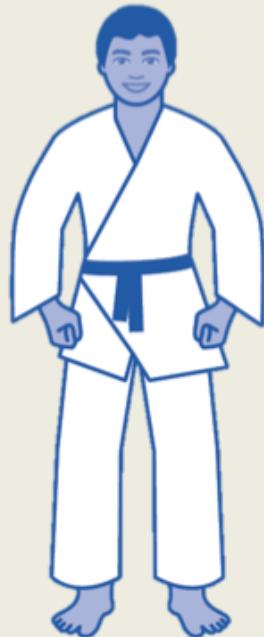
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The next two pages are printer / copier templates for the five-question card.



For more details, refer to the *Toyota Kata Practice Guide*. It's available on Amazon.com or wherever books are sold.



As with any Starter Kata, begin by practicing this Starter Kata exactly as shown, until its pattern becomes somewhat automatic and habitual for you. Simply read the card out loud as it is written.

Once you've learned the pattern through practice, then you can build on it to develop your own style, as long as the core pattern remains intact.

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## Reflect on the Last Step Taken

Because you don't actually know what the result of a step will be!

*Have the learner state the **obstacle** being worked on*

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*Best wishes for  
your practice!*

