



Coaching leaders

The *Coaching leaders* program is designed to help leaders successfully achieve “target conditions” in their areas of responsibility. The program helps leaders address the challenge of accomplishing what is needed to move to new levels of quality, safety, satisfaction, engagement, and finances—all of which requires a new approach to leadership.

Our coaching philosophy is one of helping clients (organizations, executives, directors, managers, or future leaders) independently and effectively solve problems. Our work is based on several assumptions:

- Individuals have an innate capacity to develop critical thinking skills.
- Coaching is a complex, learned skill which requires curiosity, genuine interest, listening, and training.
- Process improvement toward a target condition occurs through the structured, iterative application of the scientific method and coaching.

As coaches of leaders, we achieve improvement in target conditions and outcomes by helping leaders to:

- Identify key opportunities for growth by completing the *personal transformation ruler*, drafting their *coaching A3-T*, and developing a personalized coaching plan based on their A3-T.
- Use the *Training Within Industry* method of training to a new standard.
- Develop a practice of going and seeing the real work in the real place using the *gemba walk worksheet*, with demonstration of directive, corrective, and developmental coaching.
- Apply A3 thinking (PDCA) through sequential coaching cycles using the PDCA record.

We also teach and coach the KPO to develop these skills so they become the primary coaches of the executives and other leaders over time.

Audience

- Frontline to executive leaders.
- Leaders learn key content within cohorts.
- Specific cohort size negotiable depending on time available and needs.
- Coaching is provided on a one-to-one basis.

Deliverables/outcomes

Coaching sessions focus on narrowing gaps as a lean leader identified through the personal transformation ruler and personal interview. Each participant develops a personal A3 for coaching. Outcomes include the following:

- Improved calendar management to free time for improvement.
- Development of personal leader standard work to support improvement in areas of responsibility.
- Structured and purposeful gemba walks using the gemba walk worksheet.
- Application of the scientific method to process improvement.
- Over time, improved leader understanding of frontline work.
- Improved staff engagement and satisfaction with leadership.
- A path to mastery.
- Improved results.

Key prerequisites and commitments

- Dedicated lean improvement activities are underway in the leader’s area of responsibility.
- Leadership has made commitment to accelerating improvement.
- Leadership open-minded and receptive to coaching.
- Established support from executive sponsor for frontline improvement.
- Operational units have identified a gap between current and target conditions.
- Time commitment: A 45 min. initial assessment, and then 1–2 hours per month in 2–4 sessions per leader.



COACHING KATA

1. What is the challenge (the target condition)?
2. What is the actual condition now?
3. What problems or obstacles are now preventing you from reaching the target condition?
Which one are you addressing now?
4. What is your next step?
5. When can we go see what we have learned from taking that step?

Program outline

To learn and achieve mastery of a new skill, five steps are required:

1. An interest in addressing a particular challenge.
2. A structured method for practice (the kata questions and gemba walks).
3. Frequent practice (preferably daily).
4. Frequent coaching and feedback.
5. Mastery (eventually).

This program provides a structured method, practice, and coaching. Mastery is dependent on consistent application of what is learned through coaching.

Because organizations may already have some lean leadership practices in place, the program has a modular design; it incorporates the following components:

- *Coaching agreement* including commitment and estimated duration.
- *Personal transformation ruler* to be completed by the participant.
- Completing a *personal coaching A3-T*.
- Calendar management to create time for improvement using the leader standard work checklist and other tools.
- Drafting a *personal leader standard work* document.
- Iterative coaching cycles using:
 - Directive, corrective, and developmental coaching and their appropriate use.
 - Gemba walk worksheet.
 - PDCA cycles record.
 - Consistent use of the 5 kata questions and, over time, applying the clarifying kata questions.
 - Repeated coaching cycles resulting in iterative improvement.
 - Humble inquiry.