The TOYOTA KATA

FIVE QUESTION CARD
*Starter 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?

*You'll often work on the same obstacle with several experiments*
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.

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?

*You’ll often work on the same obstacle with several experiments*
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

Card is turned over to reflect on the last step

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5. How quickly can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle with several experiments*

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

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**

The Five Questions

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2. What is the **Actual Condition** now?
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?

*You’ll often work on the same obstacle with several experiments*
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.
The Five Questions

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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?

*You'll often work on the same obstacle with several experiments
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?

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Return to question 3

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?

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Return to question 3
Best wishes for your practice!