

# COACHING FOR CONTINUOUS IMPROVEMENT

BROUGHT TO YOU BY:



**Manufacturers Alliance**  
Providing Training & Education Peer to Peer

# GUEST SPEAKER



**Scott Gustin**, Director of Operations  
Spectralytics

- ✓ Training
- ✓ Clear roles & relationships
- ✓ Tools, Timing, and Techniques

# Coaching for Continuous Improvement

Scott Gustin

Director of Operations

Spectralytics



# Keys to Coaching - Trust



**Merriam Webster Definition:** Assured reliance on the character, ability, strength or truth of someone or something

As a coach, your mentee is relying on you and your abilities to help guide them through a process. Skepticism is natural...as is resistance to change.

Trust takes months & years to earn, seconds to destroy

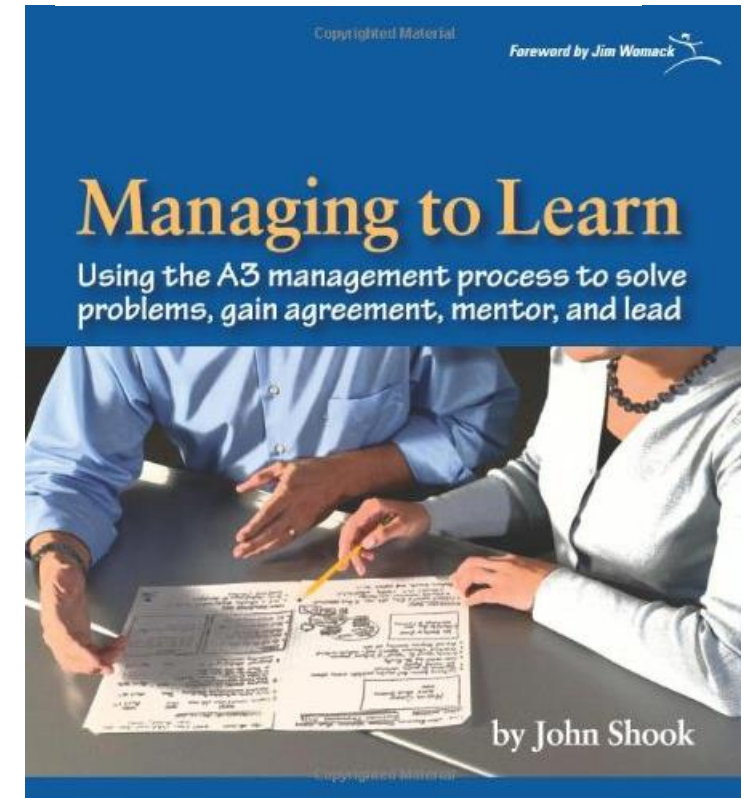
# Keys to Coaching for CI – Training & Expectations

## Key #1) Training

- Hands on in classroom and with the coach
- MA Lean Practitioner
- Engineers need training too

## Key #2) Setting Expectations and Agreement

- Mentor and Mentee
- What problem are you trying to solve?
- Process, Timeframe and Predicted Outcomes



# Keys to Coaching – Tools & Time

## Key #3) Pick the Tool

- Just Do it? Basic problem solving? A3 required?

The image shows a detailed A3 problem-solving form. It is divided into several sections:
 

- 1. DEFINE THE PROBLEM:** Includes fields for 'Company Level Objective', 'Current State', and 'Target State'. A blue box highlights the 'Gap' between current and target states.
- 2. ANALYZE THE PROBLEM:** A section for identifying causes.
- 3. SOLUTION APPROACH:** A table with columns for 'Cause', 'Relative', 'Expected Improvement', and 'Priority'.
- 4. DESIGN EXPERIMENTS:** A table with columns for 'Exp. #', 'What', 'When', 'Expected Results', 'Actual Results', and 'Follow Up Action'.
- 5. IMPLEMENT & ACT:** A section for tracking progress and results.

## Key #4) Take the Time

- This is on you as the coach
- Ask questions, don't give answers
- 1-2 times per week for 1-1 sessions plus informal
- What questions do you ask?

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?

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

# Keys to Coaching – Managing Fear

## Key #5) Manage Fear

- Expect Failure all along the way. It's how we all learn!
- Fear of Failure when your boss is also your coach



## Key #6) Managing Poor Past Experiences

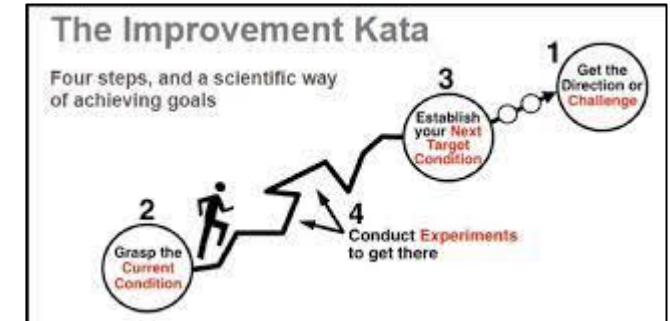
- You can't undo the past; you have control over the here and now
- Focus on small victories and celebrate those. Build confidence
- You can't praise enough
- Clear barriers to progress



# Keys to Coaching – Process & Patience

## Key #7) Trust the Process

- The journey is as important as the outcome
- Let them fail, but quickly recover
- Don't allow jumping to implementation or working from the end to the front
- I'm already good at this, I don't need coaching!



## Key #8) Be Patient

- “I could do this faster myself”
- The process will take time...including yours





# Keys to Coaching - Conclusions

- Training: Take the time to train your people!
- Set Expectations and get Agreement: This is a key to managing people
- Pick the Tool: Don't make it any harder than it needs to be
- Managing Poor Past Experience: Listen, then move forward
- Trust the Process: You are not coaching on the outcome; you're teaching the process
- Be Patient: Follow the process, don't skip steps
- Failure IS an option, learn from it and move forward!



# Coaching for Continuous Improvement

Thank You!

Scott Gustin

[swgustin@spectralytics.com](mailto:swgustin@spectralytics.com)

# COACHING FOR CONTINUOUS IMPROVEMENT

BROUGHT TO YOU BY:



**Manufacturers Alliance**  
Providing Training & Education Peer to Peer