

Leadership and daily learning

7 workplace cases and method lessons / 11 pages. Select a chapter or use PDF bookmarks. Online links open the related lesson.

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Leadership and daily learning

Direction becomes useful through discussion of actual capability and resources. Catchball links organizational intent with local feasibility rather than cascading unsupported targets. A daily board then exposes the gap between the agreed plan and observed work. Leaders go to the work, ask what is understood and remove obstacles while developing the team's problem-solving ability. A small experiment records its prediction and observed result. Job instruction supports the competence required to execute safely and consistently. Review checks evidence of effect, not merely completed actions or attendance, and carries learning back to both local targets and the wider plan.

What this system is for

Understand how the methods relate before selecting a detailed lesson.

Use the chapter to

1. Show how direction, local evidence, coaching and follow-through reinforce each other.
2. Turn an organizational challenge into feasible contributions and two-way learning.
3. Connect direct observation, a learning conversation, deliberate practice and follow-through.

A route through the chapter

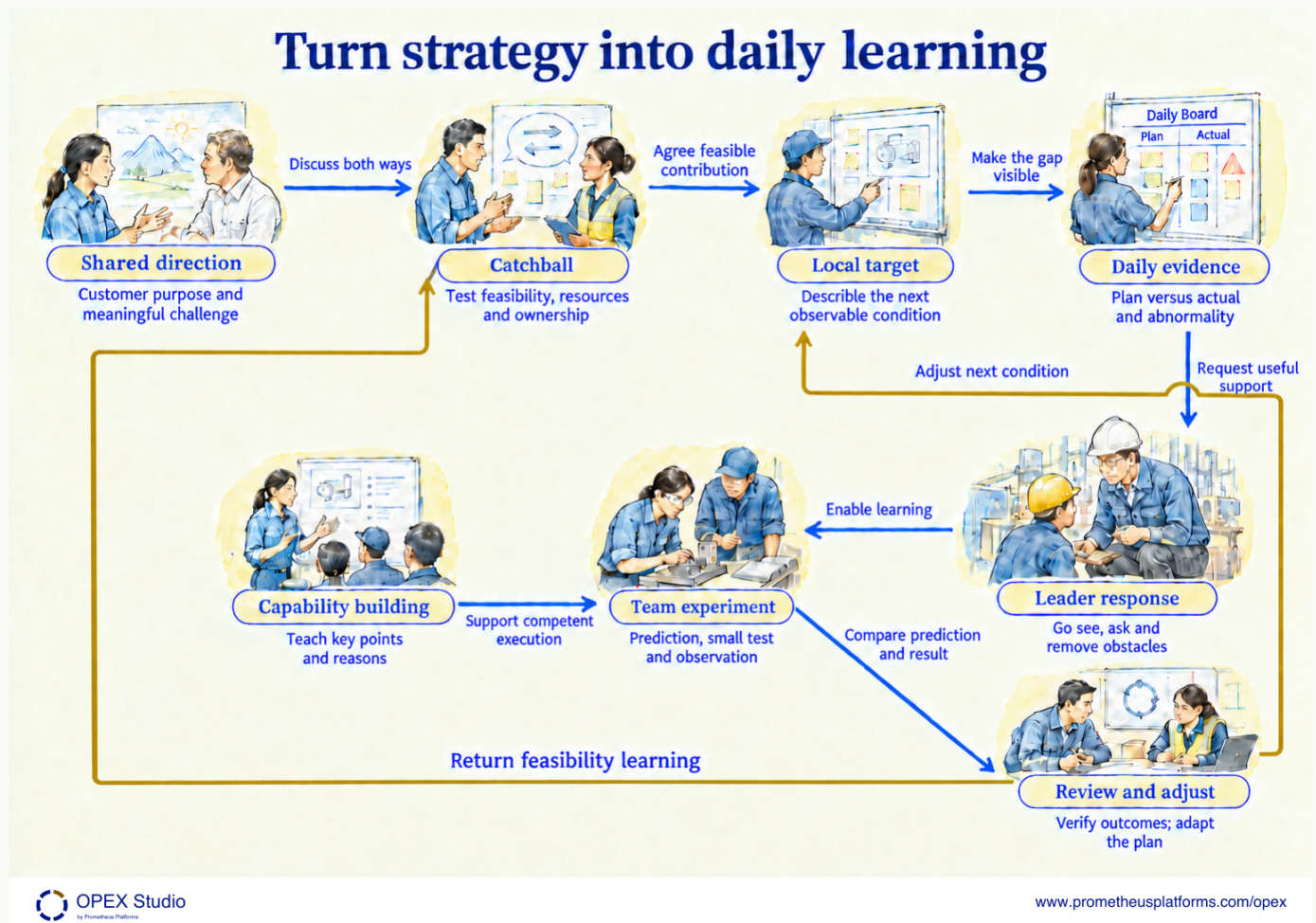
Begin with the three illustrated system maps. Read their connections and decisions, then use the original workplace teaching cards. The supporting lesson index links to the native method packs for worked inputs, practice, reasoned answers and facilitation.

7 mapped cases and method lessons. Illustrations teach the concepts; they are not records of achieved workplace results.

[Open this chapter online](#)

Turn strategy into daily learning

Show how direction, local evidence, coaching and follow-through reinforce each other.



GENERATED CONCEPT ILLUSTRATION / FICTIONAL WORKPLACE

Read the connections

Direction becomes useful through discussion of actual capability and resources. Catchball links organizational intent with local feasibility rather than cascading unsupported targets. A daily board then exposes the gap between the agreed plan and observed work. Leaders go to the work, ask what is understood and remove obstacles while developing the team's problem-solving ability. A small experiment records its prediction and observed result. Job instruction supports the competence required to execute safely and consistently. Review checks evidence of effect, not merely completed actions or attendance, and carries learning back to both local targets and the wider plan.

Check the boundaries

Daily management supports response and learning; a board alone is not the system.

Catchball includes feasibility and horizontal resource conflicts.

A completed action is not proof of an improved or sustained result.

Try it / discuss

A board lists all actions complete, but no later condition check exists. What should the leader ask next?

Read and apply the system / continued

Check your reasoning

Ask what changed in the work, where it was observed and when it will be checked again. Keep effectiveness pending until evidence is available.

Method sources

LEI: Hoshin Kanri

LEI: Daily Management and Hoshin Kanri

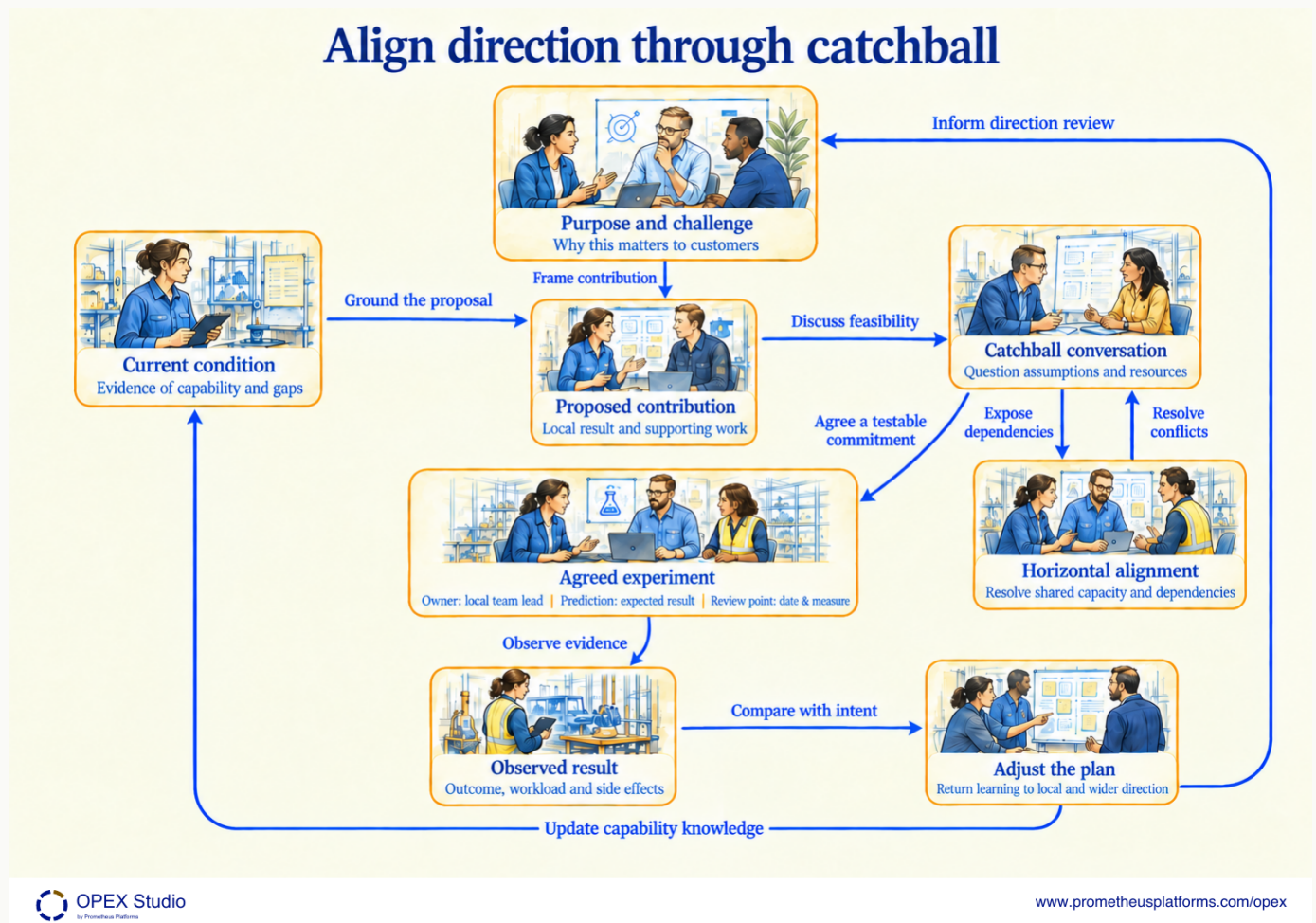
LEI: Leader Standard Work

LEI: Kata

LEI: Training Within Industry

Align direction through catchball

Turn an organizational challenge into feasible contributions and two-way learning.



GENERATED CONCEPT ILLUSTRATION / FICTIONAL WORKPLACE

Read the connections

Catchball is a dialogue about purpose, contribution and feasibility. Begin with current evidence, then propose how a local team can contribute. Make resource needs and cross-team dependencies visible; the same specialist cannot be promised to incompatible work at the same time. Agree a bounded experiment or commitment with an owner, prediction and review point. Observe the result and its effect on workload and neighboring processes. Bring that learning back to both local plans and wider direction. The system depends on honest negotiation and learning; a cascade of targets without discussion does not provide the same mechanism.

Check the boundaries

Catchball is two-way discussion, including horizontal dependencies.

A proposed target is not an achieved outcome.

A shared resource needs an explicit feasible allocation.

Read and apply the system / continued

Try it / discuss

Two teams each promise daily support from the same specialist, whose capacity allows only one team per day. What should the catchball conversation produce?

Check your reasoning

Expose the conflict and agree priorities, timing, scope or another feasible support arrangement. Record the resulting commitment and review evidence; do not approve both promises merely to preserve the target cascade.

Method sources

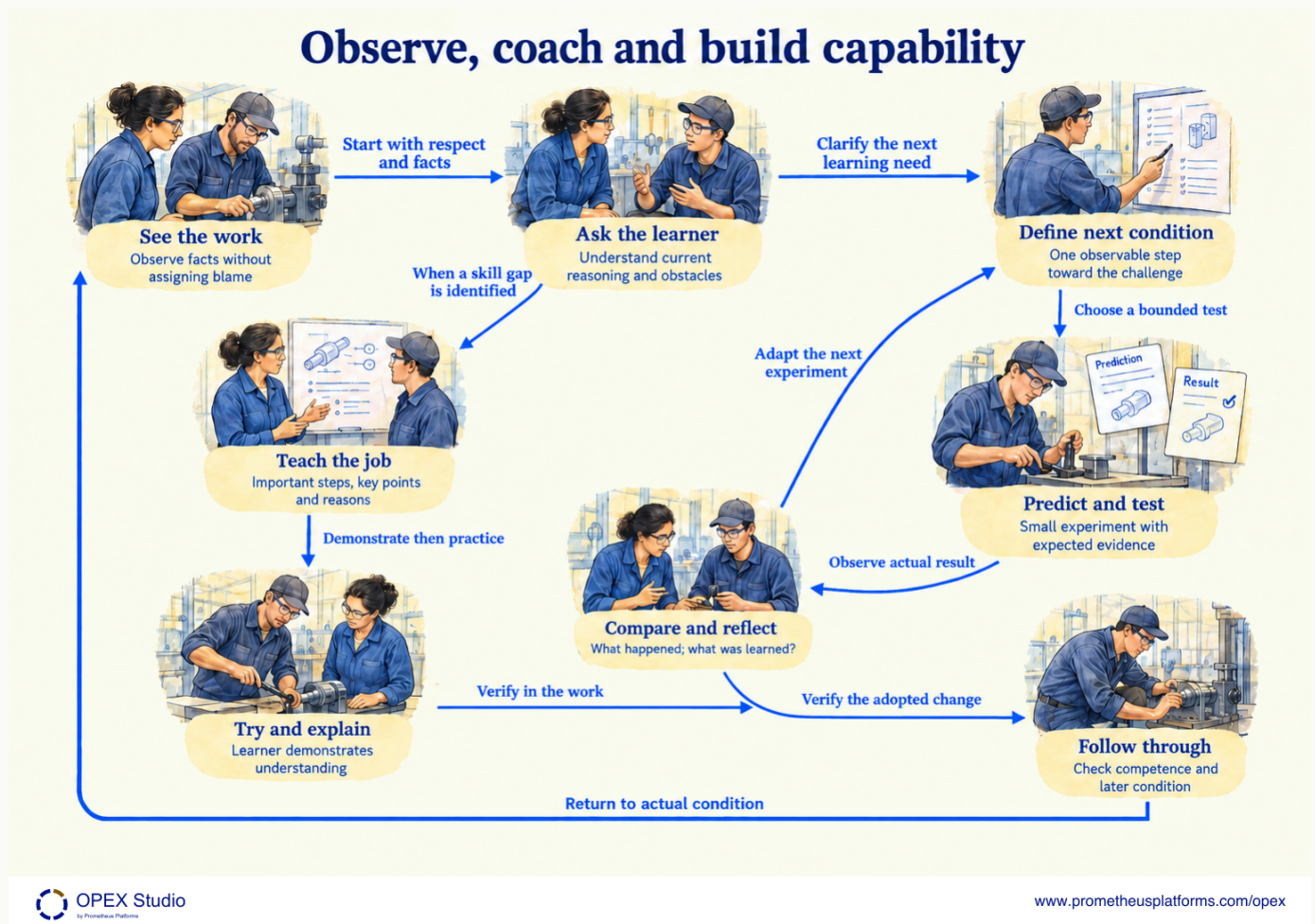
LEI: Hoshin Kanri

LEI: Kata

LEI: Daily Management and Hoshin Kanri

Observe, coach and build capability

Connect direct observation, a learning conversation, deliberate practice and follow-through.



GENERATED CONCEPT ILLUSTRATION / FICTIONAL WORKPLACE

Read the connections

Observe what actually happens and separate facts from interpretations. Ask the learner how the work is understood and what obstructs the next condition. Where uncertainty calls for learning, use a small experiment with a prediction and compare the observation with that prediction. Where the need is competence in an established job, use job instruction: prepare, present the important steps with key points and reasons, let the learner try and explain, then follow up. These are related but distinct routes. Leader standard work creates time and responsibility for this support. Attendance, a coaching conversation or a completed demonstration alone does not establish sustained competence.

Check the boundaries

Gemba observation does not justify conclusions about unseen events.

Coaching an experiment differs from teaching an established job.

Follow-up should verify understanding and performance, not attendance alone.

Try it / discuss

A learner repeats a step correctly once but cannot explain the identity check. Is the instruction complete?

Read and apply the system / continued

Check your reasoning

Not yet. Revisit the key point and reason, let the learner explain and demonstrate the full method, then follow up under appropriate supervision until competence is evidenced.

Method sources

LEI: Standard Work for Lean Leaders

LEI: Kata

LEI: Training Within Industry

LEI: Leader Standard Work

Make tomorrow ready before promising it

Make tomorrow ready



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

01 Review yesterday	02 Check today at the work	03 Remove tomorrow constraints	04 Commit with owner + due	05 Escalate and verify response
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A daily meeting is useful when it changes what happens next. The sample has 82 of 120 commitments completed by their agreed time; the next 120 have a goal of at least 102. Review missed promises, confirm current conditions, expose tomorrow's prerequisites and assign a response. State when an unresolved constraint must be escalated and who verifies the response. A board entry does not authorize work or prove a task is safe.

TRY IT / DISCUSS

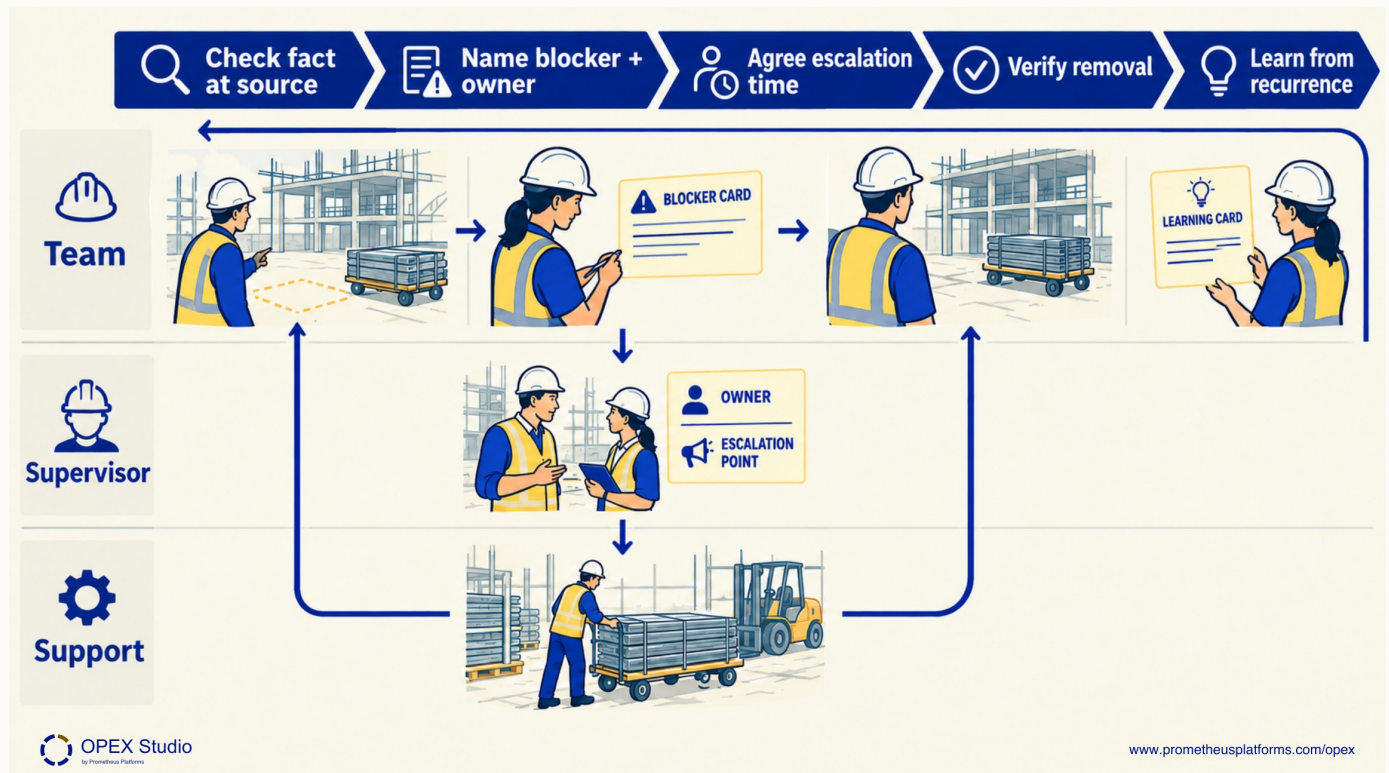
When is an issue closed: when an owner is assigned, or when the response is verified?

Check your reasoning: When the defined response and its effect are verified; assignment is only a commitment.

METHOD SOURCES / Q08: Reinforcing Lean Behavior Through Visual Management | Q07: Gemba | Q01: Plan-Do-Check-Act Cycle

Close the loop from huddle to gemba

Make tomorrow ready



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

Primary reasons for 38 misses / authored sample

Permit / release	12
Material unavailable	10
Preceding work incomplete	9
Crew availability	7

Use a proposed ten-minute huddle cadence as a starting design, not a universal Lean rule: review outcomes, check current readiness, agree the next response and confirm follow-up. Leaders then go to the work to understand unresolved conditions. Record recurring blockers for structured problem solving. Keep urgent hazards on the existing immediate response route rather than waiting for tomorrow's meeting.

TRY IT / DISCUSS

What should the leader ask at the work?

Check your reasoning: What is the expected condition, what is happening now, what is stopping progress, and what support or next test is needed?

METHOD SOURCES / Q08: Reinforcing Lean Behavior Through Visual Management | Q07: Gemba | Q01: Plan-Do-Check-Act Cycle

Supporting lessons and worked methods

Choose a lesson to inspect a worked example, practise a changed case, check the reasoning or plan a facilitated session.

Gemba: observe work, ask, follow through

Leader standard work supports problem solvers

Daily board: measure, respond, learn

Hoshin: align strategy through catchball

Improvement and coaching kata

Job instruction: steps, key points and reasons

Make tomorrow ready

Open the complete learning library