

Discussing Results

Huddle Guide for Managers

1. Introduction

- Express gratitude toward team for participation in survey and providing honest feedback.
- Acknowledge and take ownership of where you as a leader can improve.
- Share ideas about your own commitment to action on the results before you ask for your team’s commitment.
- Commit to understanding the results from the team members’ point of view.
- Set ground rules for participation, treating one another with respect, how ideas will be captured.

2. Share Results

- Emphasize that your team should be involved in the continuous improvement process.

Discuss the Data	Share the team’s results that you prepared and understand things from their perspective.	
Identify priorities	Identify 1-2 top priorities the team can impact and focus on for improvement.	
Brainstorm	Brainstorm root causes for opportunities.	

3. Use the Coaching Kata method to assess your progress on a regular cadence

Coaching Kata – The Five Questions

1. What is the Target Condition?
2. What is the Actual Condition now?
Pause and visit the questions on the right ->
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?
5. How quickly can we go and see what we

Reflect on the Last Step Taken

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

Think of 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?