

# Leader Standard Work

You would use this approach to develop a way of managing consistently, in order to grow and sustain a Lean Culture.

## Projected performance gains

The key benefit is about helping you and your team to sustain improvement activities

## What investment is needed to understand the concept?

### DIFFICULTY



#### Challenging

It is advised to access experts to help understand and implement this technique.

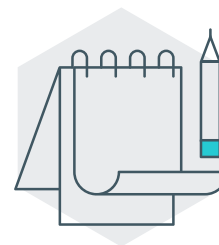
### ACTIVITY



#### Individual and Team

This can start as an individual activity to test the concept, but then needs to become something embraced by a team of leaders or managers.

### EQUIPMENT



#### Paper Templates

It is not essential, but it can be effective to display templates at a notice board to promote the discipline and to share learnings.

## Explanation of the concept

Leader Standard Work (LSW) has been called the ‘engine’ of a Lean management system.

We may already be very familiar with the idea of standard work for operations. When every person completes tasks according to the standard – the current best way – it results in consistent high quality of output. What’s more, abnormal conditions are made visible, which in a lean environment leads to problem solving and improvement.

In the same way, LSW aims to strengthen the essential routines of managing teams, starting at a daily, hourly, weekly and monthly basis. In this way, all front-line leaders and managers develop a consistent approach.

This is not simply focused on ‘getting the numbers’, i.e. meeting today’s performance objectives, but also on looking after the processes and developing the people.

Used well, LSW provides a huge opportunity to coach and develop desired behaviours, both in shop floor teams and in their leaders and managers.

NAME	LEADER STANDARD WORK					TIME
	M	T	W	T	F	
<b>DAILY FOLLOW-UP</b>						
Review daily attendance (07:50–08:00)						10
Start up meeting (08:00–08:05)						5
Check emails & respond (08:05–08:15)						10
Update tier 2 daily boards (08:15–09:00)						45
Attend tier 2 meeting (09:00–09:30)						30
Daily shopfloor walk						45
Actions follow-up						15
Team ideas follow-up						30
Operator standard work review						30
Handover to incoming shift (15:50–16:00)						10
Issue shift report (16:00–16:10)						10
Production reporting (16:10–16:30)						20

WEEKLY FOLLOW-UP	M	T	W	T	F	TIME
	Tier 3 meeting prep					
Project activities						150
Compliance training updates						30
Coaching team members						60

BI-WEEKLY / MONTHLY FOLLOW-UP	1	2	TIME
			60
			40
			30

A template of this document is available for you at the end of this factsheet.

WEEK:	% COMPLETE	
<b>QUARTERLY FOLLOW-UP</b>	✓	TIME
Team one-to-one meetings		420

NOTES & LEARNINGS

ACTIONS (COMPLETED WITHIN WEEK, OR ASSIGNED TO ACTION PLAN)	DONE	ASSIGNED

RECOGNITION

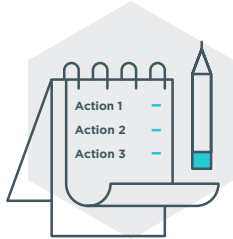
## What action should I take?

1.



Use the template as a starting point.

2.



Make a list of daily, weekly, bi-weekly and monthly routines across safety, compliance, people, process and performance.

3.



Identify any time specific items.

4.



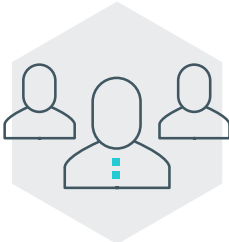
Compile these in the template.

5.



Test it out – you may choose to do this individually first, or with one manager.

6.



Gather a peer group of supervisors / managers together to work on the content.

7.



Explain why it is important with an emphasis on coaching and development, and that ultimately every manager has to develop the content of their own standard work.

8.



Plan, Do, Check & Act (PDCA)!

9.



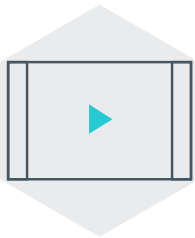
LSW is an excellent basis for meetings between a line managers and direct reports – talking through the successes, challenges and learnings.

## Recommended resources



[GC Business Growth Hub Manufacturing Factsheet 02: Concepts of Lean Manufacturing](#)

[GC Business Growth Hub Manufacturing Factsheet 08: Standard Work](#)



Leader Standard Work – Continuous Improvement, Intermountain Healthcare:

<https://www.youtube.com/watch?v=qEmJr5XMcS8>

Leader Standard Work, David Mann, ASQ Lean Enterprise Division:

[https://www.youtube.com/watch?v=rq8KquY\\_amq](https://www.youtube.com/watch?v=rq8KquY_amq)



Mann, D. (2014). Creating A Lean Culture. 3rd Edition. Routledge.

ISBN: 978-1482243239

Martyn, M., and Crowell. B. (2012). Own the Gap. SISU Press.

ISBN: 978-0-9851354-1-6

## Glossary

**Leader Standard Work (LSW):** Aims to strengthen the essential routines of managing teams, starting at a daily, hourly, weekly and monthly basis. In this way, all front-line leaders and managers develop a consistent approach. This is not simply focussed on ‘getting the numbers’, i.e. meeting today’s performance objectives, but also on looking after the processes and developing the people.

**Standard Operating Procedure (SOP):** A document of the standard work.

**Plan, Do, Check & Act (PDCA):** A cycle of problem solving improvement. Plan an improvement, Do something, Check to see what effect it has had and then Act to either Adopt / Adapt or Abandon the change.

For more advice, case studies and additional factsheets visit: [www.businessgrowthhub.com/manufacturing](http://www.businessgrowthhub.com/manufacturing)

