

Leaders Standard Work

Training for Medical Excellence

The objective of
Standard Work
is to ***Find Problems*** and
Correct Them – This is a business
objective

The ***Leaders Objective***

is to

Ensure Adherence

to

Standard Work

“Lean” is Really ***Collaborative***
Problem Solving. It is Not Lean
Manufacturing, Lean is
Standardized Improvements
that Improves ***Quality, Safety*** &
Removes ***Waste***

Who is involved with Lean?

Everyday

Everybody

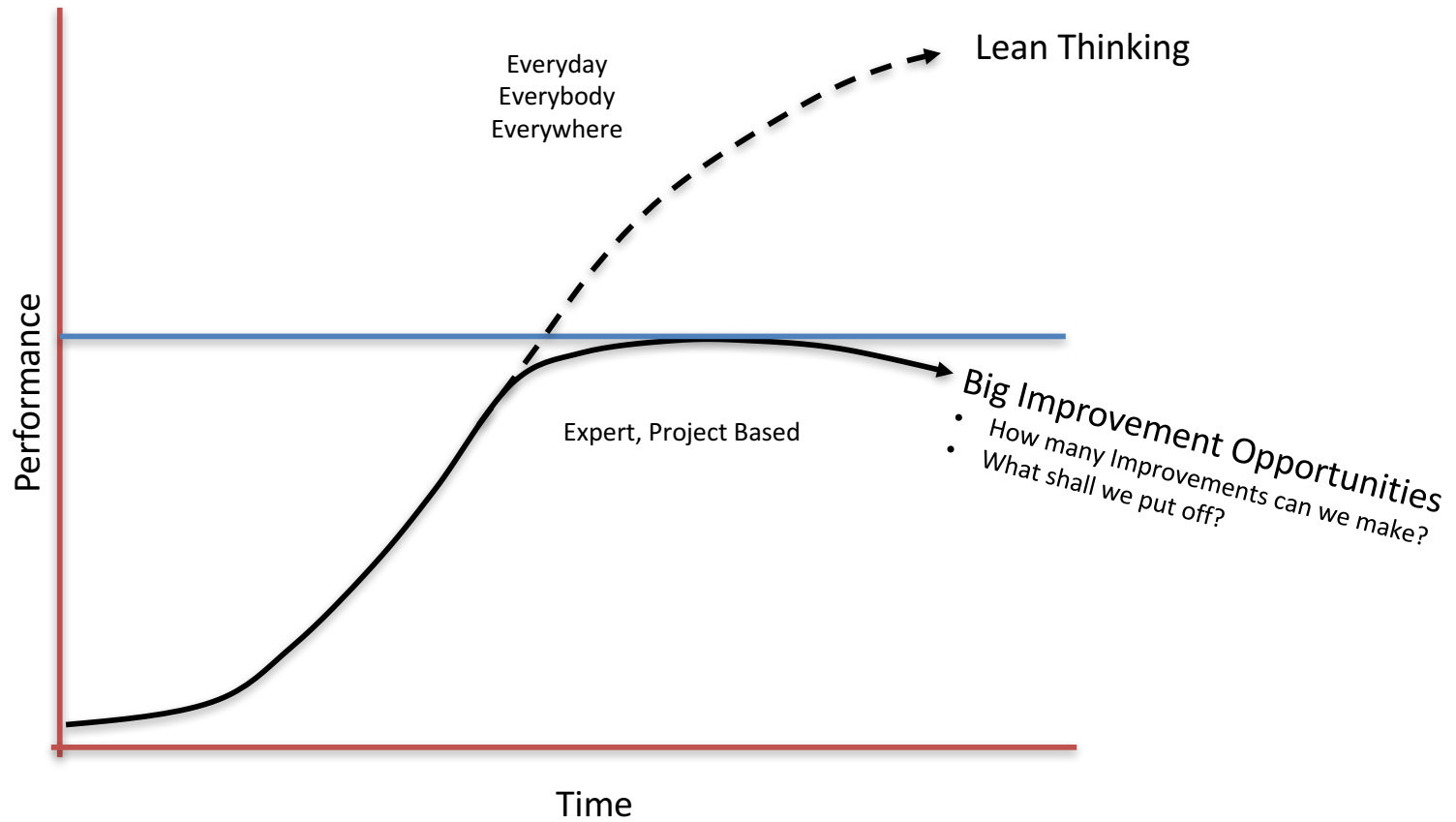
Everywhere

So, if ***everyday everybody*** from ***everywhere*** is improving, how do we all do it the same?

By asking our teams the following repetitive questions:

- How did we do yesterday?
- Where was the waste?
- How can we make it better today?

Human Potential System



If we are to lead 'top down', why do we try

to implement ***Standard Work***

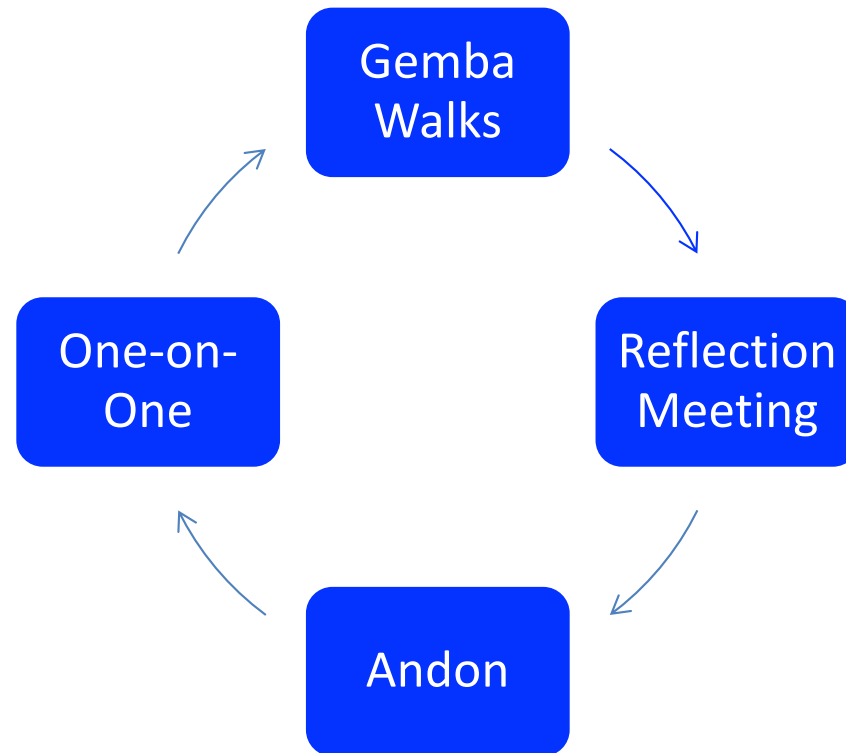
'bottom up'?

What are our excuses?

Leader Standard Work is no
different than ***Standard Work*** in the
workplace, just applied to the
Management Process

The key to ***LSW*** is a ***Repetitive & Predictable*** cycle than ***Enables Sustainability & Organizational Development***

The Elements of LSW



We improve our **Processes** through the **Plan-Do-Check-Act** methodology which is a result of the question “**What’s the Next Focus?**”

LSW is different but similar, the methodology is **Standardize-Do-Check-Act** and is a result of the question “**How’s the health of our current operations?**”

Always Remember - we cannot ***Kaizen***
without ***Standard Work*** and
standard work is ***Not Training***

The Job of a Lean Leader

- Problem Solving
 - Initiating Action
 - Coaching
 - Influencing

- Kaizen
 - Reinforcing Stability
 - Initiating Kaizen
 - Organizational Alignment

The Lean Leaders Job is Built on Two Principles

- Develop the ***Problem-Solving*** capability of their team
- ***Shaping Thinking*** through self-discovery

Gemba Walk

- What is it?
 - A ***Planned Physical*** walk through every level of work area
 - ***Assessment based*** on what should be happening based on what I see and what is actually happening based on what I see and hear.

Gemba Walk

- What use it?
 - It provides us an opportunity to Identify Problems
 - It provides a venue to help the workforce to Think Deeply about their customers and their processes
 - It provides an opportunity to build Problem-Solving muscle in the workforce

Gemba Walk

- **Develops Personnel**

- It assesses adherence and sufficiency of subordinate leaders standard work

- **Solves Problems**

- If LSW work is being adhered to and found effective then problems are identified and solved quickly at primary levels within the organization

How to Ask Gemba Questions

- **When asking questions we utilize open-ended questions based on humble and appreciative inquiry**
 - Open-ended Questions – questions that require thought, not “yes/no”
 - Humble – having or showing a modest or low estimate of one’s own importance
 - Appreciative – feeling or showing gratitude or pleasure

Gemba Questions for Individual Processes

- Is there standard work?
- Is it being adhered to?
- What is our rate, are we meeting it?
- What is our sequence, are we following it?
- How is our quality, can we see it?
- Do we have the required resources?
 - People
 - Materials
 - Equipment

Gemba Questions for Value Streams

- Is product and information flowing as expected?
- Am I getting the business results I need?

Cascading Gemba Walk

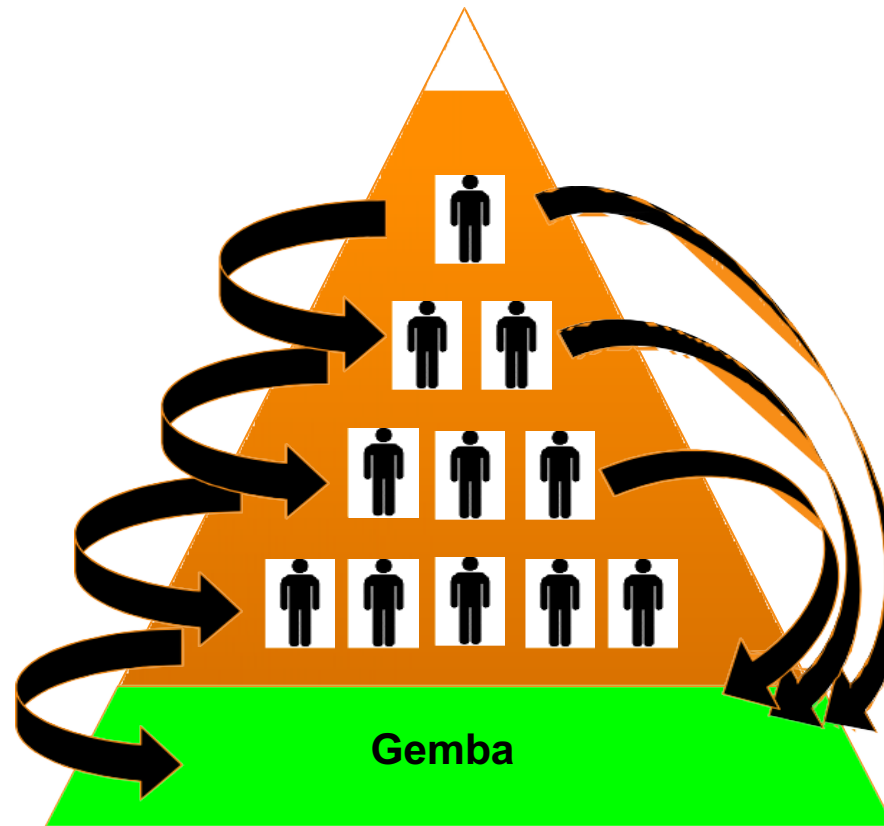
*Its not the frequency
It's the certainty that counts!*

- The same audit in each case
- All that changes is the scope and frequency
- Note: “Drive by’s” are done all the time!



Cascading Gemba Walk

Check the Gemba AND the Checker



Cascading Gemba Walk

“Where” the LSW Activity is Focused?

“Who” Conducts the LSW?

“When” is the Activity Conducted?

Leader Standard Work - Team Manager		Name: _____ Date: _____		Post Completed		Leader Standard Work Each Day					
#	Task (T) or Audit (A)	Area/ Location	Task Name or Target	Done To Ensure	Frequency				Description of Abnormal Condition	Countermeasure	
					Audit Proof	Weekly	Daily	Morning			Afternoon
1	A	Each Workstation	Workstation Organization	Workstation is organized and arranged in accordance with posted visual standard.	Station Check Visual						
2	A	Each Workstation	CSR Availability Andon	Andon is illuminated when and only when the CSR is engaged on a phonecall.							
3	A	Each Workstation	Workaid	Standard work contained within the Workaid is being adhered to and referenced, as required, during the phone contact.							

“What” is the normal or target condition?