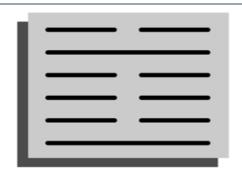
# Change Management Associates



November 2014



# Leader Standard Work It's More Than Just a Schedule

Dear Drew,

During recent delivery of our University of Michigan Lean Leadership program, as well as several other conversations over the past few months it is clear that there still remains some confusion about what constitutes 'Leader Standard Work' as well as its purpose. Several people asked, "Can't we just put it in Microsoft Outlook, LotusNotes or some similar program?" In this newsletter we'll take a look at this important concept and tool.

First let's discuss the purpose of leader standard work. As with any standard work it is to create consistency in <a href="https://www.no.en/bu.nc-

Leader Standard Work (LSW) is the standard or routine for a particular leadership role. It should include the activities that a leader is expected to perform. The activities should include those needed to 'run the business' - the day-to-day tasks necessary to support the value adding processes performed in the leader's area of responsibility. They should also include those activities necessary to 'improve the business' (more discussion later). It is not a job description. The time it should take to perform each activity can be included. Timing - specific points in time that an activity should be performed - should be included if important. Many 'running the business' type activities need to be performed at

**Upcoming Events** 



CMA and our network affiliates have the following events scheduled:

#### **AME Events:**

### Maximizing the Value of QMS in a Lean Environment

East Butler, PA

December 10, 2014

IDL Worldwide a subsidiary of Matthews International will host this event. After a tour of their advanced lean system, there will be a workshop on how to maximize the value of a Quality Management System.

Click here to learn more.

### Roundtable of Central NY Ithaca, NY

December 1, 2014
Come 'share, learn and grow' with fellow business professionals in a roundtable discussion on topics of the attendees choosing. Click here

for more info.

particular times of the day, week or month. For example, there are typically beginning and end of the day or shift routines. In contrast, many 'improving the business' activities are not and should not be performed at specific times. For example, a leader will want to observe a particular process firsthand at different times in order to see if standard work for that process is being followed <u>all</u> the time.

Next, we'll expand on the 'improving the business' type activities. One category of these involve 'going to the gemba' - where work is performed. These are often referred to as 'gemba walks'. Gemba walks are <u>not</u> leaders meandering around the office or production floor. They must have a purpose - a focus. A focus can be to observe existing standard work in a collaborative way with team members performing it. Other possible foci are: to identify existing waste in a process that might be addressed; to take a 'pulse' of a process so that leaders can maintain general awareness and to help guide corrective action if necessary; to verify that workplace organization is being sustained; to identify particular issues that must be addressed by leadership; and others.

We also say 'don't walk alone'. Gemba walks represent learning and teaching opportunities for all participants. Recurring problems that may represent opportunities for improvement can be identified. Leaders can work to develop the problem solving and process improvement skills of associates. Leaders can provide guidance (but not specific direction), as well as convey specific or general business information. Further these interactions provide an excellent means to promote an environment of trust. As has been said, 'go see, ask questions, show respect'.

Gemba walks represent just <u>one</u> category of 'improving the business' type activities that should be included in leader standard work. Other activities include support of kaizen events, working on improvement projects, providing training to team members, participating in strategic planning processes, and similar such tasks.

Documenting a leader's routine and visibly posting it also insures accountability. As a recent participant in our on-site Lean Leadership program said, "writing it down makes the idea a commitment." True words indeed. Finally, process improvement should be practiced during <u>creation</u> of LSW just as with any standard work. A leader should ask three questions of each activity, typically of 'running the business' type activities: can it be eliminated? (nobody should perform it), can it be streamlined? (without undermining its intent), should it be re-assigned? (possibly

## Lean Enterprise Institute Workshops

Click here for information on all LEI workshops

### Phoenix, AZ November 18-20, 2014

Standard Work, Kaizen, Coaching, VSM, and more.

Cambridge, MA December 9-10, 2014 Strategy Deployment

#### **Kata Summit**

Fort Lauderdale, FL February 18-19, 2015 Practitioner presentations, keynotes, and more. <u>Click here</u> for a link to the website.

### University of Michigan Lean Leadership

Ann Arbor, MI March 2-5, 2015

Attendees will create Leader Standard Work, Visual Management Systems, initiate A3s and more as they work to fill 'gaps' in their current Lean Management Systems back in their organizations. Click here for info.

Center for Healthcare Value Lean Leadership Series Salem OR April 21-23, 2015

Workshops include: A3 Thinking, Coaching, Beyond Budgeting and more. Come to a gemba visit to the host Salem Health. <u>Click here</u> for more information. as a developmental opportunity for that person). Experience has shown that 1-2 hours per day can be freed up, thereby providing more time for 'improving the business' type activities.

Leader Standard Work has proven to be an effective tool to help people develop the requisite skills and habits to be a leader in a lean enterprise. So as you can see Leader Standard Work is much more than a schedule. I'm no expert but I don't see how you put all that has been described into one of the aforementioned programs. Or perhaps I need to take a class in one of them.

Best Regards
Drew Locher

Managing Director, Change Management Associates

## University of Michigan Lean Leadership Program March 2-5, 2015, Ann Arbor MI

A second offering of the four-day Lean Leadership program was delivered in October to very positive reviews. The participants represented a wide range of industries and experience. Healthcare, education, financial services and manufacturing professionals were all in attendance. Participants took advantage of time provided to create visual management systems, leader standard work, and initiate A3s - all for real life application back in their organizations. Much sharing between the attendees also occurred throughout the week. All in all a great week and a great group.

The next offering will be March 2-5, 2015. <u>Click here</u> for more information.



Be sure to check out our publications!

"Lean Office & Services Simplified"

(2012 Shingo Prize)

"The Complete Lean Enterprise" (2005 Shingo Prize)

"Value Stream Mapping for Lean Development"

"Unleashing the Power of 3P"

Books are available at www.productivitypress.com

Past Newsletters are available on the CMA website. Recent topics are:

"In Serach of the Elusive Associate Engagement"

"Leadership - the X-factor"

<u>Click here</u> for a link to the newsletter page.

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