

Leader Standard Work is a set of actions, tools, and behaviors that are incorporated into the daily work of leaders to support a Lean culture. The practice creates teachable moments, surfaces opportunities to collaboratively problem solve, recognizes learning and successes, and builds trust within a team. This exercise is designed for putting Lean leadership into practice.



1. Identify what I want. What is something I can directly affect or influence and want to improve? This should be something that relates to a Leaders role in a Lean culture.

Example: I want to create more opportunities for my staff and I to collaboratively problem solve.

Leadership Role

- Actively champion Lean culture
- Adopt Lean thinking and practices
- Mentor, coach and teach employees problem solving
- Engage with line employees to reinforce Lean mindset
- Devote time and energy to developing a Lean culture
- Set expectations and remove roadblocks
- Celebrate learning along with success
- Promote taking calculated risks for process improvement
- Customer Focus

2. Identify what I can do to get it. What specific actions, tools and behaviors can I use to make the improvement happen? This is an opportunity to use daily Lean tools, employee engagement behaviors, and leader stand work to get what I want.

Example: To problem solve with my staff I can:

- Build trust with my employees by spending one on one time with them.
- Create an open space for employees to talk about problems they are experiencing in their work or their customers are experiencing.
- Develop coaching skills related to problem solving so that my employee feels supported addressing problems.
- Celebrate an employee's learning by highlighting the example in staff meetings.

Leadership Summit – Employee Engagement

- Get to know your employees as individuals and build trusting relationships.
- Give honest feedback to help them achieve their goals.
- Listen and welcome their perspectives.
- Recognize them often.
- Collaborate with them to solve problems.

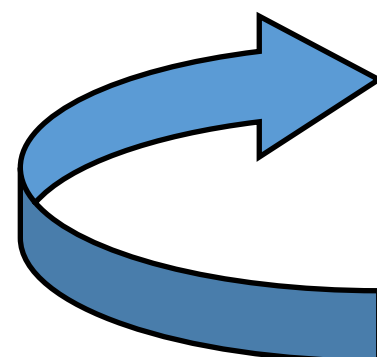


Leader Standard Work

Further Integrate Lean into the Culture

Set of actions, tools and behaviors
...incorporated into the daily work of leaders.


- Huddles
- Process Walks
- Problem Solving
- Coaching employees through problem solving
- Celebrating learning
- Celebrating success



3. Make a plan. What do I need to do by when? Make a plan to implement the actions, tools, and behaviors identified in step 2. (Note: you may need to involve others. Remember the elements of change management in your plan.)

Example:

Who...	Does what...	By when...	Status	Notes



Help Employees through Change (behaviors)

- **Awareness:** Tell them about change (what and why)
- **Desire:** Help them get to where they want the change (What's in it for me)
- **Knowledge:** Ensure they know how to do the change (training, etc.)
- **Ability:** Make sure they have the ability to change
- **Reinforcement:** Put things in place to ensure the change is sustained

4. Track my actions. Hold myself accountable by tracking the actions, tools, and behaviors I identified in Step 2. The key is incorporating what I identified into my daily work. Remember that building a culture takes time. I can use a check sheet as shown below or a Kanban board to track my actions.

Example:

Week 1	
Behavior, action, tool	Used
Team walks	
Time during one on one meetings dedicated to challenges	
Recognition for learning/results	

Week 2	
Behavior, action, tool	Used
Team walks	
Time during one on one meetings dedicated to challenges	
Recognition for learning/results	

Behavior, action, tool	Used

Behavior, action, tool	Used

Behavior, action, tool	Used

5. Monitor results. Similar to problem solving, reflect on whether I am making progress toward what I identified in step 1. I can check-in with a peer and share my reflections.