Making Standard Work Stick

Heidi Loveall

Washington State Government Lean Transformation Conference 2020
Where are we heading today?

1. What is standard work?
2. Why is standard work important?
3. How can you help standard work stick?
4. Questions and answers
My approach

a little bit TECHNICAL

a lot bit HUMAN

all PRACTICAL
What is standard work?

• A process is a series of steps that people take to get work done.
• All work exists in a process.
What is standard work?

• Standard work is how we agree to perform a particular process.

• It is the **current best way** we know how to do the work.

Perfection

Today
What does it look like?
What does it look like?

Good
- Plain language
- Clarity about who is doing what
- All the necessary details

Better
- All of the above
- Plus numbers (especially time)

Best
- All of the above
- Plus pictures
What does it look like?

Ask yourself:

1. Can it be understood by everyone expected to follow it?
2. Can it be followed consistently to produce the intended result every time?
Check In

• Yes please! The idea of following a standard appeals to me.
• No thanks! The idea of following a standard makes me feel restricted.
Why does it matter?

Without an agreed upon current best way:
• Processes never improve for long
Why does it matter?
Why does it matter?

Without an agreed upon current best way:
• Processes never improve for long
• Problems remain hidden
• People get blamed for process problems
Why does it matter?

With an agreed upon current best way:

• Gains are sustained
Why does it matter?
Why does it matter?

With an agreed upon current best way:

• Gains are sustained
• Movement occurs together as a team
• The foundation is set for other tools
• Routines allow for experimentation

You cannot improve a process that is not stable
Special Note for Today

Consider standard work in your efforts to make your workplace more diverse, equitable, and inclusive.
Making it stick

• Have you ever experienced a time when standard operating procedures were documented but not followed?

• If people aren’t using it, you do not have standard work. You have a document.
Making it stick

1. Make a **commitment** to try your experiment and stick to it.

   ✓ Standard work belongs to the team
   ✓ Compromise
   ✓ Everything is an experiment
Making it stick

2. Remember your **scientific method**.

- One variable at a time
- Hypothesis
- Repeat for results
Making it stick

3. Build in the **variation**.

- Common scenarios not outliers
- Defined flexibility
Making it stick

4. Decide in advance when you will **evaluate** the standard.

✓ Be specific

✓ Triggers – time, times, or results

✓ Don’t wait to schedule
Making it stick

5. Make a plan for how to handle ideas and use it.
Making it stick

https://youtu.be/gznD GyNiDlgl
Making it stick

6. Most importantly, find your reason to care.

- No judging or comparison
- Let it motivate you

- Yourself
- The customer
- The product
- The team
Tool Time

Check the conference website for a checklist you can use to evaluate standard work.

Standard Work Checklist

Use the questions below to evaluate whether you have put in place all of the elements for successful standard work usage.

☐ Are all of the major steps in the process captured so that the work can be performed in a way which is predictable and repeatable?

☐ Is it documented in a way that can be understood by everyone who is expected to follow it?

☐ Has the whole team committed to trying the work this way together (even if it wasn’t the way they would have chosen)?

☐ Have you accounted for variation? Have you made clear which parts of the process have room for flexibility?

☐ When will you evaluate the standard? What is your trigger?

☐ Is it clear to every team member how to bring forward ideas for improving to the next current best way? How will you handle and document those ideas?
Point to Ponder

• How can you carry out the spirit of standard work in your workplace?
• What will be easy?
• What will be difficult?
Thank you!