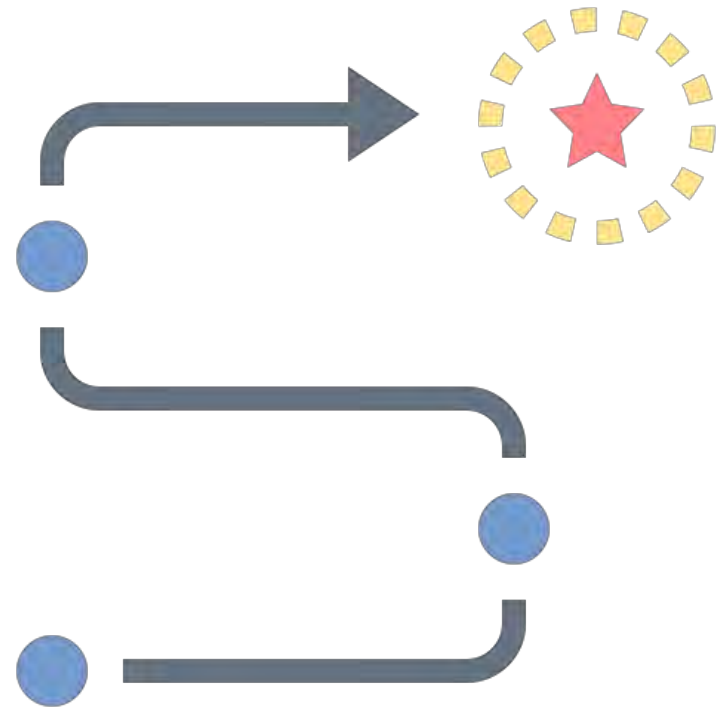# Making Standard Work Stick

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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?
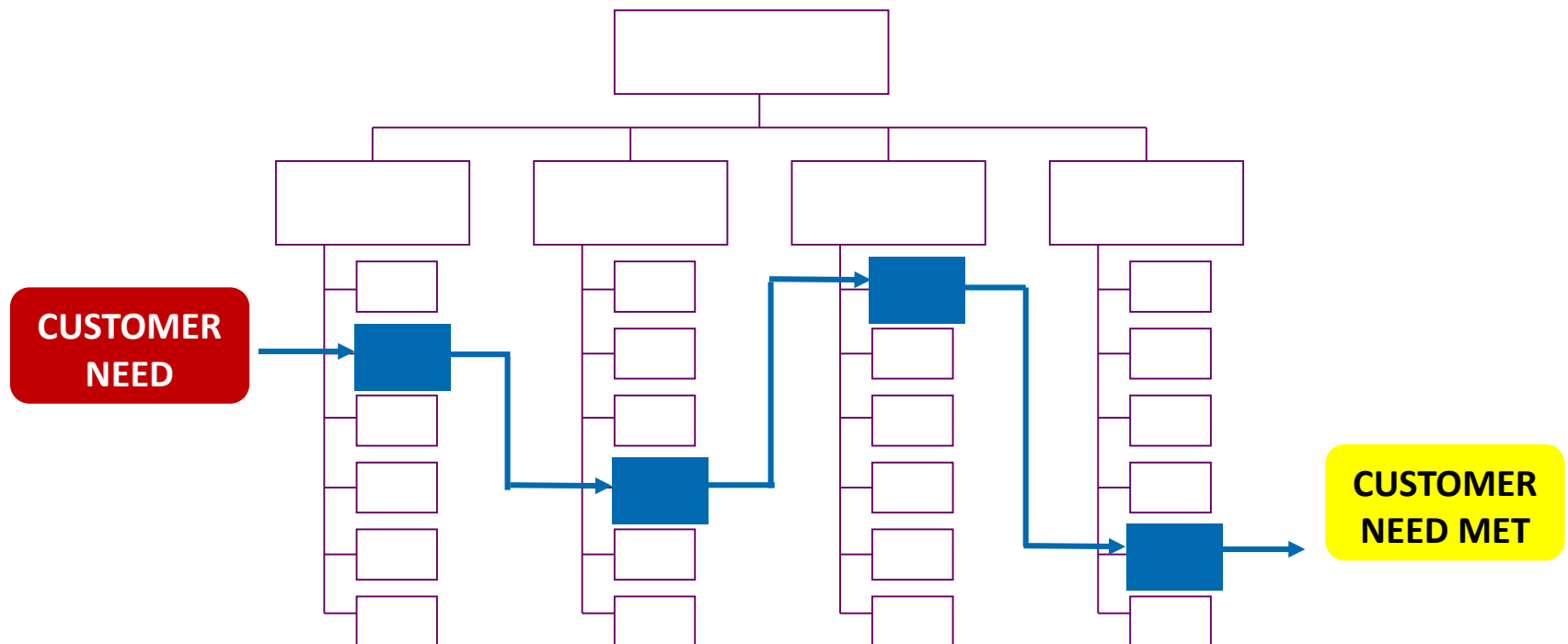4. Questions and answers

My approach

a little bit TECHNICAL

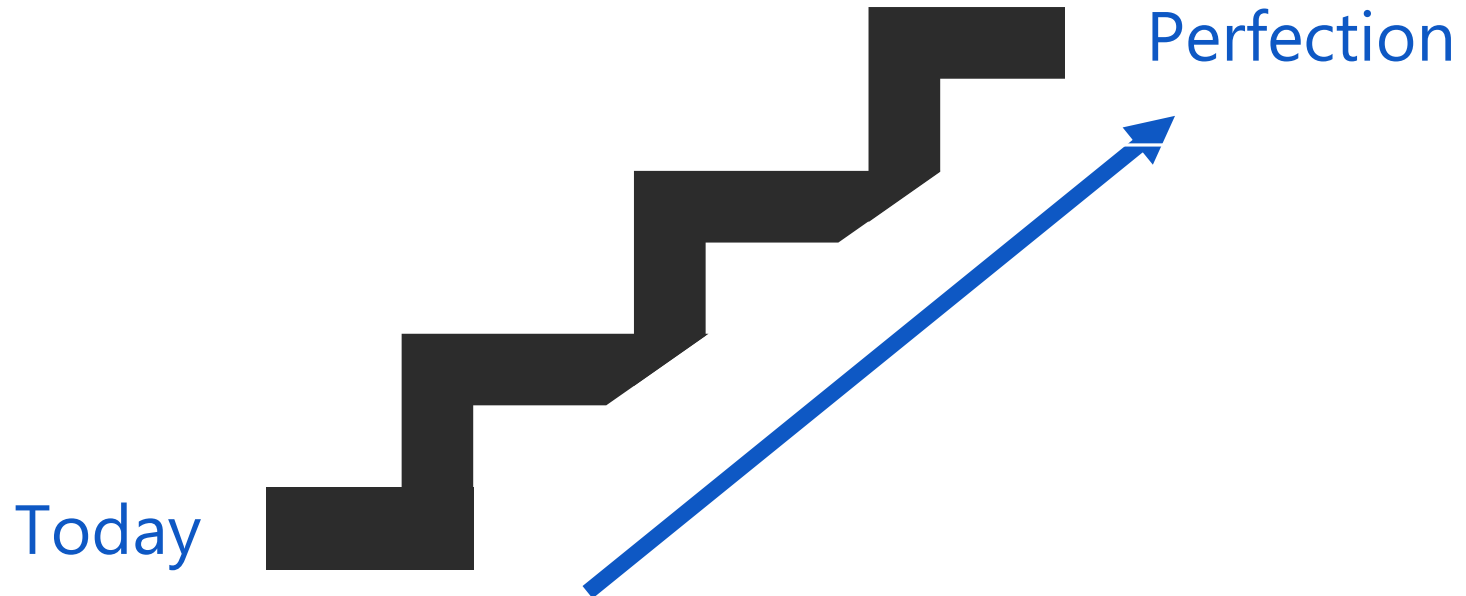a lot bit HUMAN

all PRACTICAL

What is standard work?

- A process is a series of steps that people take to get work done.
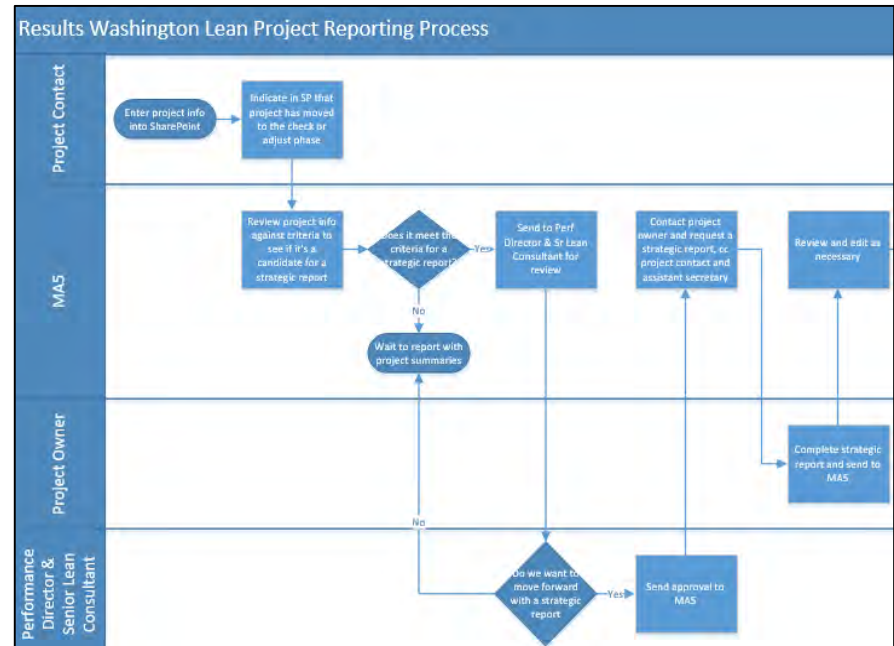
- All work exists in a process.

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?

Standard Work Combination Chart — SHEET METAL LHS (735, 834, 724, 841, 8430SM)

Results Washington Lean Project Reporting Process

1 WAKE UP — You Are My Sunshine
2 BRUSH TEETH
3 GET DRESSED
4 FIND SHOES, COAT, AND BACKPACK

IMPORTANT STEPS	KEY POINTS	REASONS
Step #1 **The Welcome**	Sit Down	You are not rushed and have time for the patient
The Patient needs to be given Hope and wants to be Healed	My name is	Knows who your are
	My role is	Knows why you are there
	My connection with your referring Doc is	Knows that there will be continuity
	I have reviewed your information and know how to care for you	Knows that you have the knowledge to make the right and safe decisions. The patient needs to feel safe and have hope
Step #2 **The Care**	Here is what I am going to do and why	I'm informed
	Here are the next steps	I know what to expect, no surprises
The Patient needs to feel Safe and in Control	Ask for understanding of the Plan	I'm clear on the plan
	Ask for permission to proceed with plan	I have input and control, I feel safe
	Ask for patient's needs	My needs are being met

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:

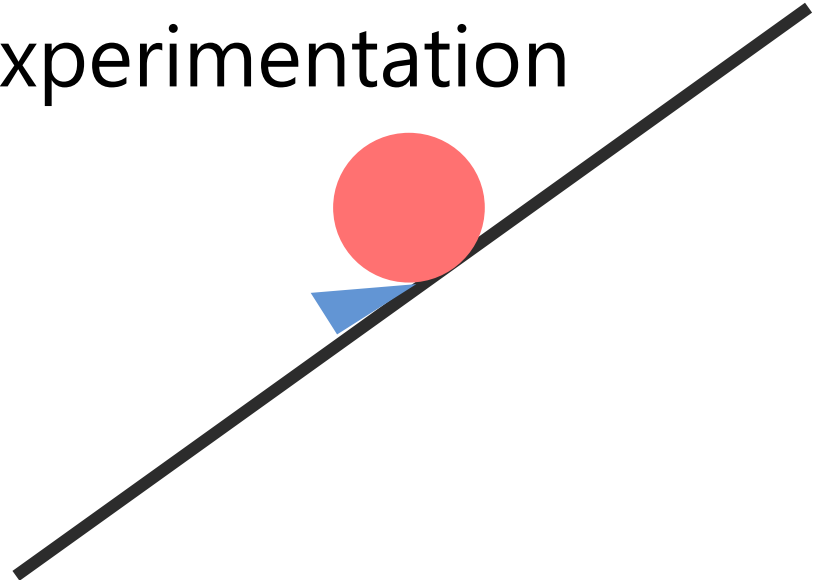- Gains are sustained

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.
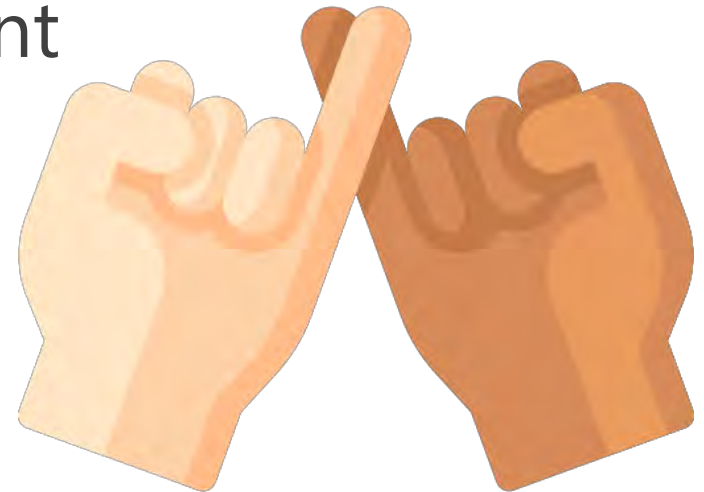
Making it stick

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

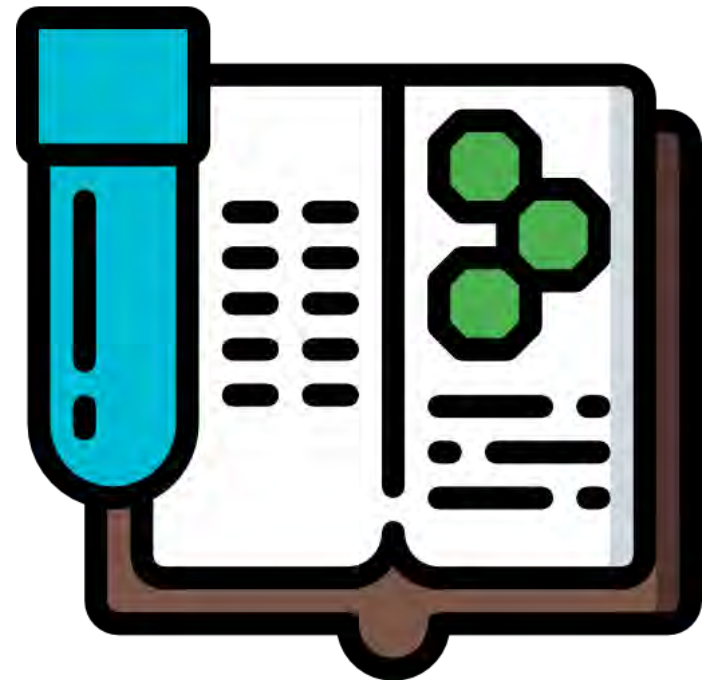- If people aren't using it, you do not have standard work. You have a document.

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

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?

Questions?

Thank you!