

Study Guide: Leadership Standard Work

What is Leader Standard Work?

LEADER STANDARD WORK

Leader Standard Work is a group of behaviours and tools integrated into a persons daily work pattern for those in leadership roles. It can be applied to positions such as supervisors and managers (or other leadership roles) and has a number of attributes

Goals

- * Provide a standard upon which to follow
- * Reduce variability
- * Reduce waste
- * Provide a baseline for continuous improvement.

Examples

- * Meeting attendance
- * Routine customer calls
- * Gemba Walks
- * Staff reviews (such as 1-1's)
- * 5s activities
- * Goal settings/reviews

Issues

- * Not all tasks lend themselves to being tracked
- * Participation
- * TAKT time may prove difficult to baseline
- * Lack of Work instructions

Key Attributes

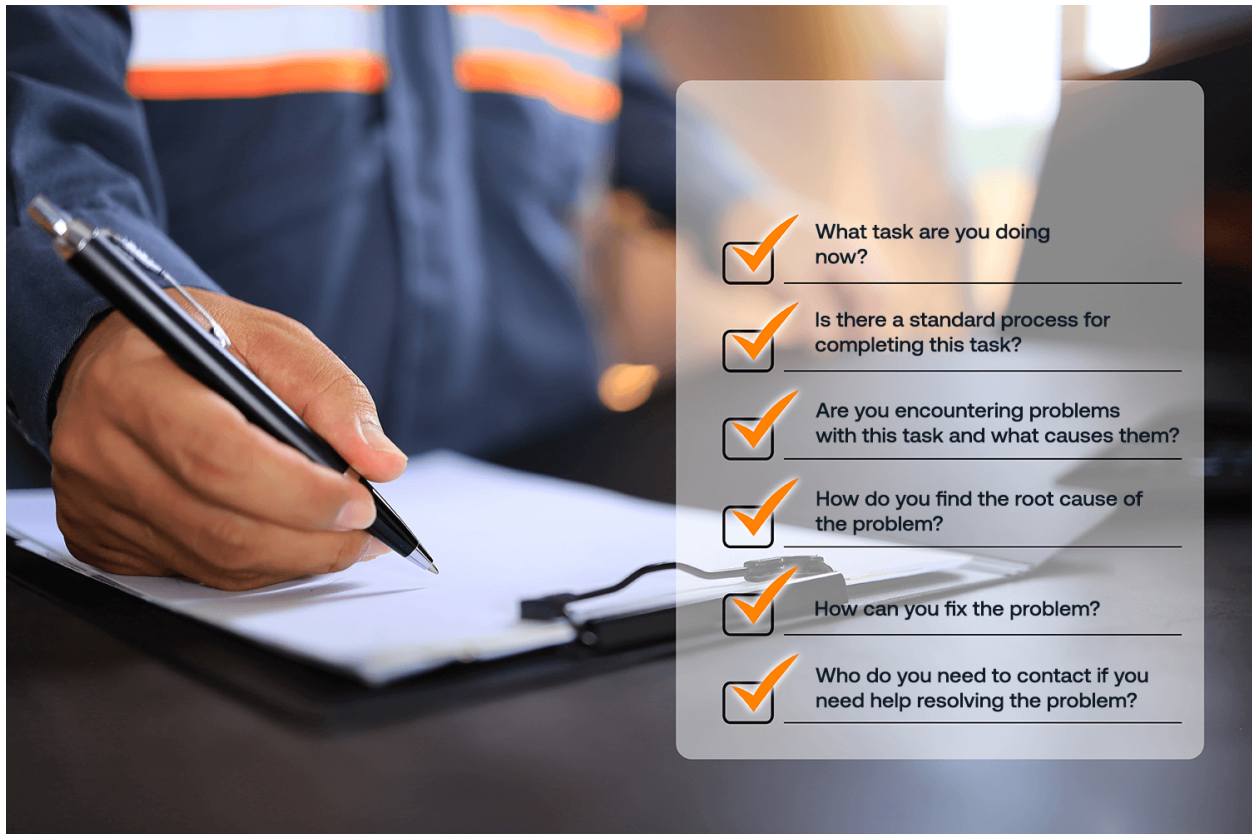
- * Documenting work and its scope
- * Capturing the sequence in which work must be done
- * Responsibilities
- * Key points related to performance
- * Where possible, the optimum time to complete the task

Leadership Standard Work is the set of routine activities performed by leaders at all levels needed to direct drive and sustain Continuous Improvement efforts.

Characteristics of Leader Standard Work:

- **Proactive** – Independent of other events
- **Routine** – pre-scheduled. Predictable
- **Structured** – Set Agenda. Defined Participants. Defined Outcomes

Why is Leadership Standard Work Important?



1. Maintain organizational alignment to strategy
 - a. Promotes regular strategy updates
 - b. Helps keep daily tactical work aligned with strategy
2. Controls pace / Urgence of improvement
 - a. Establishes routine CI progress updates
 - b. Enables more effective resource deployment
3. Sustain Improvement Effort
 - a. Keeps leaders at all levels engaged
 - b. Provides a mechanism to reinforce good habits

Other points that make leader standard work important are:

- **Consistency:** Leader standard work establishes consistent practices and behaviors across all levels of leadership within an organization. This consistency helps to build trust, reliability, and predictability among team members, fostering stability and cohesion.
- **Accountability:** Leader standard work establishes accountability by clearly defining roles, responsibilities, and performance expectations for leaders. This

accountability encourages leaders to take ownership of their actions and outcomes, fostering a culture of responsibility and integrity.

- **Continuous Improvement:** Standard work provides a framework for evaluating and improving leadership practices over time. By regularly reviewing and refining standard work processes, leaders can identify opportunities for innovation, optimization, and growth, driving continuous improvement and adaptation to changing circumstances.
- **Development:** Leader standard work is a valuable tool for developing leadership talent within an organization. By providing clear guidelines and best practices, standard work helps to equip emerging leaders with the knowledge, skills, and competencies needed to succeed in their roles.
- **Organizational Culture:** The consistent application of leader standard work helps to shape and reinforce organizational culture. By modeling desired behaviors and values, leaders set the tone for the entire organization, influencing attitudes, norms, and beliefs that contribute to a positive and high-performing culture.

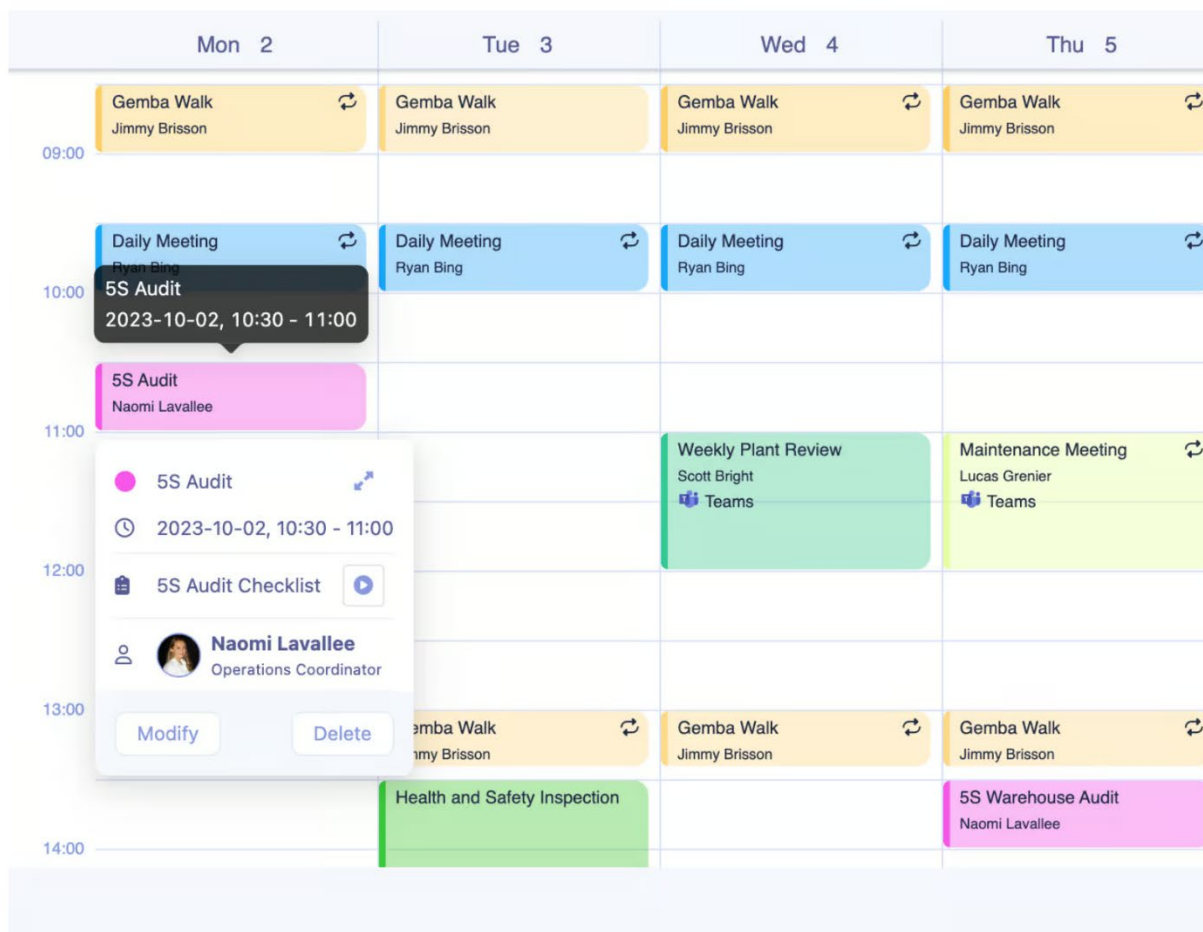
Overall, leader standard work plays a crucial role in promoting effectiveness, accountability, and alignment within an organization, ultimately driving sustainable success and growth.

Best Practices for Leader Standard Work



- At the executive level have a strategic review and update every 90 days. During this review, you will check if all your key items are ahead, on time, or behind. The items that are behind might get red-flagged.
- The red-flag items above, flow to the manager level to a steering committee where the necessary resources are allocated to complete projects or where the decision is made to take a different direction.
- At the lead level, you can meet on a weekly cadence where the CI teams are performing analysis and conducting experiments. The team answers the questions: what did we try last week, what did we learn from it, and what do we want to try next week?
- At a daily level, you are conducting experiments and checking in with the key stakeholders.
- Coaching and improvement katas are happening at each level
- Each level drives improvement at the subsequent level.

Tips for Better Leader Standard Work



1. **Use the calendar.** Program recurring events into the calendar of key players
2. **Distribute Ownership.** Develop leadership in others by assigning them activities/agenda items
3. **Focus on coaching.** Avoid directing and encourage people to set targets, experiment, and innovate.