Leader Standard Work

Training and Supplemental Information
TSI-###
Revision: 05.28.2015
Topics

• What is Leader Standard Work (LSW)?
• Why Leader Standard Work?
• Benefits of Leader Standard Work
• Four Elements of Lean Management
• Standard Work Examples
• Success Environment for LSW
• How to Deploy Leader Standard Work
• Key Points
• Take Action
Job Design - Exercise

• Answer the following for your job (5 min):
  – Write them down individually, do not discuss with each other. Discuss briefly when everyone is finished.

1. What is the purpose of your job?  
   ....what are the principal expectations

2. What are your key goals and objectives?  
   ....how do you measure your success

3. What do you do to achieve your goals and objectives?

4. Who do you need to cooperate with to achieve your objectives?  
   ....who do you need to work / communicate with
What is Leader Standard Work?

- A list of the normal tasks that must be done to sustain the lean management system
- Tasks typically include rounding, layered audits, meetings (daily accountability) and continuous improvement projects
- Focuses on the hospital processes
- Directs the leader to check on the visual controls
- Expected to be continually improved
- Time each task should be completed (frequency)

*How much time do you spend on the hospital floor coaching, observation, facilitating best practices, and potential risks/non-conformities?*

*....Hospital Floor is the “top priority...center of universe”*
# Four Elements of LSW

<table>
<thead>
<tr>
<th>1. Standard Work for Leaders</th>
<th>• Standards enable improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Visual Management</td>
<td>• Make problems visible</td>
</tr>
<tr>
<td></td>
<td>• Go see</td>
</tr>
<tr>
<td>3. Daily Accountability Process</td>
<td>• Stop and fix</td>
</tr>
<tr>
<td></td>
<td>• Everybody solves problems</td>
</tr>
<tr>
<td>4. Continuous Improvement</td>
<td>• Leaders as coaches</td>
</tr>
<tr>
<td></td>
<td>• Ask the 5 why’s</td>
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Why Leader Standard Work?

Clearly Documents the Lean Management System

- Documents the current state of the best practices in the lean management system
- A baseline for further lean management system improvements
- Defines expected behavior for leaders – (what they should do)
Who Should Have Standard Work?

In a Lean Management System, EVERYONE!

<table>
<thead>
<tr>
<th>Role</th>
<th>% of Work (time) that should be Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>10-15%</td>
</tr>
<tr>
<td>Directors/Manager</td>
<td>25%</td>
</tr>
<tr>
<td>Support Department Managers</td>
<td>50%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>50%</td>
</tr>
<tr>
<td>Charges Nurses</td>
<td>80%</td>
</tr>
<tr>
<td>Colleagues</td>
<td>95+%</td>
</tr>
</tbody>
</table>
Standard Work Content

Standard Work Content Varies by Position

Standard work is LESS structured
• % of time standard
• Specific sequence
• Specific time of day
• More time for discretionary tasks

Executive

Directors / Managers

Supervisor and Supporting Roles
(Maintenance, Radiology, Lab, Continuous Improvement, Pharmacy)

Standard work is MORE structured
• % of time standard
• Specific sequence
• Specific time of day
• Less time for discretionary tasks

Team Leader

Colleagues

Hospital Processes
# Layers of Standard Work

Leader standard work should be layered (developed) from the bottom up

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Executives</strong></td>
<td>Time on the floor to verify the chain of standard work is upheld and hospital processes are stable and improving</td>
</tr>
<tr>
<td><strong>Directors / Managers</strong></td>
<td>Monitor and support Supervisors/Mgrs in their ability to carry out their standard work</td>
</tr>
<tr>
<td><strong>Supervisors/Managers</strong></td>
<td>Monitor and support team leaders in their ability to carry out their standard work</td>
</tr>
<tr>
<td><strong>Team Leaders/Charge Nurses</strong></td>
<td>Maintain flow and ensure standard work is followed</td>
</tr>
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</table>
Daily Accountability Meetings

• The daily accountability process takes place as a series of four brief daily interlocking meetings at the beginning of each shift:

  – 1\textsuperscript{st} Tier
    • Team Leader meeting with the team colleagues and support group representatives.

  – 2\textsuperscript{nd} Tier
    • Supervisor / Manager’s meeting with the Team Leaders and support group representatives.

  – 3\textsuperscript{rd} Tier
    • Functional Manager / Director’s meeting with the Supervisors / Managers, any support group representatives and staff members are required.

  – 4\textsuperscript{th} Tier
    • President / COO and Managers / Directors and Functional Managers (i.e. HR)
Other Considerations for LSW:

• Communication

  • Ensure everyone has the information they need to make good decisions.

Through the use of *structured* practices like:

• Huddles / Tier Accountability Meetings
• Visual Management
• Leadership Town Hall Meetings
• Knowledge Sharing / Continuous Improvement presentations
• Rounding / Gemba Walks
Other Considerations for LSW:

- Safety

  - All Colleagues are expected to participate on creating and sustaining a safe environment - “Just Culture”

  Through the use of *structured* practices like:
  - Safety Audits
  - 5S + 1 Layered Coaching
  - Safety Rounding / Walks
  - Standard Work Instructions (SWI)
Other Considerations for LSW:

• Problem Solving & Continuous Improvement

  • Fast reaction to non-conformities and effective problem solving is key.

Through the use of structured practices like:

• Andon / Call lights
• Escalation Procedures
• Root Cause Analysis
• Built in Quality / Mistake Proofing
• Continuous Improvement Ideas
Other Considerations for LSW:

- **Rounding / Gemba**

  - Leaders are expected to spend significant part of their time on the hospital floor observing the process, coaching colleagues and other leaders, assuring a lean management system is being used.

  Through the use of *structured* practices like:
  - Standard Work for Leaders
  - Purposeful Rounding
  - Layered Coaching
  - Gemba Walks
Other Considerations for LSW:

- **Standard Work Instructions (SWI)**

  - Standard Work are important enablers for safety, quality, delivery, and cost. Leaders are expected to be engaged in leading, maintaining and improving standard work.

Colleagues are expected to perform to standard work
Other Considerations for LSW:

• 5S

  • Standardized environments so that normal and abnormal conditions are easily seen. Establishment and sustainability of 5S requires regular review and practice.
Key Points for LSW

- Check because You **Care** - each level of LSW has some overlap and redundancy to provide linkage - make sure they are logical and meaningful to you.

- **Learn by Doing** - excellence is more about what you do than about what you know - and learning comes from action - follow the LSW process.

- **Improve the Standard** - as the processes changes and as colleagues learn, Leader Standard Work needs to change with it.
Key Points for LSW

• Memory is **not** infinite!

Use your LSW to reduce reliance on memory to complete tasks. Making it visual is making it permanent!

Retrieved from Indiana University study to measure the duration of short-term memory
http://www.indiana.edu/~p1013447/dictionary/stmpp.htm
Common Failures Modes

• LACK OF DISCIPLINE and consistency on the application
• Including only marginally “safe” tasks and activities
• Confusing LSW with your Outlook Calendar
• LSW not being reviewed with your leader regularly
• LSW just focused on immediate tasks, not Dept./Hospital metrics
• “Check the Box” mentality!
Keys to Sustaining LSW

• Observe Leader Standard Work in action in the hospital
• Visit model areas to learn how colleagues and other leaders standard work is functioning.
  • What are the challenges?
  • What are the benefits seen so far?
• Look for things that could be on your Standard Work for Leaders (SWL) checks.
• Purposeful Rounding
• Gain and maintain colleague involvement
• Define a process to update LSW
Lean Management System
Key Behaviors

- Coaching
- Effective Communication
- Leadership Impact (Set Direction/Lead/Model Behavior)
- Fosters Teamwork and Diversity
- Engagement
- Following/Improving Standard Work for Leaders (SWL)
- Champions Change
- Accountability and Ownership
Standard Work for Leaders (SWL)

- Standard Work for Leaders provides the structure and routine to create a dual focus on process and results.
  - Examples
  - Template

** See ICS SharePoint site for example
  ** Under Forms/Templates
**SWL Exercise (30 min)**

- Break into group(s):

- Answer the following questions for each position in the group.
  - What are the key focus behaviors?
  - What goals need to have “red to green” focus?
  - What are the key tools or method to improve?
  - What are the key process indicators?
  - What is the process for Cont. Improvement/Problem and Problem Solving?
  - What are my communication plans?
  - What are my plans to sustain the management system?
  - What are your development plans/ARC goals?

- Deliverable: Working SWL for each person

*Exercise Tool:* Microsoft Word 97 - 2003 Document
Lean Leadership Overview
What is Leadership?

“The task of the leader is to get his people from where they are to where they have not been.”
- Henry Kissinger

VISION

“The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.”
- John Buchan

ENCOURAGEMENT

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”
- Niccolo Machiavelli The Prince (1532)

COURAGE
Leadership vs. Management

Leadership is not management.

- 3 Requirements of Management
  - Planning and Budgeting
    - Involves creating timetables to meet commitments and developing specific action steps
  - Organizing and Staffing
    - Requires that managers put some structure to the plan which includes staffing requirements, communications and delegation of responsibility
  - Controlling and Problem-Solving
    - Entails the monitoring of activities, spotting deviations from the plan and organizing solutions

These management processes create and maintain order and predictability within the organization.

- John P. Kotter
Traditional vs. Lean

**Traditional Leadership**
- Leader plans
- Staff meets goals set by leader
- Leader produces metrics and feeds back when not met
- Rigid enforcement of rules and regulations
- Information controller
- Sole problem solver
- Technical expert
- Assignor of work
- Performance appraiser

**Lean Leadership**
- Direction setter
- Ensures team goals support vision
- Monitors and audits team’s metrics
- Sets expectations
- Information conduit
- Facilitates ‘root cause’ analysis
- Technical resource
- Provider of forward workloads
- Appraises team performance to team goals
Summary

- To teach, a leader has to learn, and learning Lean is more than a cerebral exercise.
- By applying Lean to everything, a leader becomes a more effective teacher.
- Leadership is not a job; it’s an act.
- Lean leaders have to learn how to teach, build and create tension and eliminate fear and comfort.
- Leaders need to actively participate in the transformation of the business and apply Lean to their own jobs.
- Leadership is about change while management is about sustainability.
Lean Leadership Summary

- When combined, all the mentioned tenets of Lean Leadership provide the potential/incumbent leader with a platform of expertise in the promotion and protection of value for his/her organization.

- Leadership is about change while management is about sustainability.

- For organizations to compete in today’s market they will need superb leadership talent which promotes and supports a culture conducive to the attainment of shared visions and strategies, while creating value and maximizing customer satisfaction.
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