Lean Management Standards: Office

| **Leader Standard Work** | Date: |
| | Location: |

Diagnostic Questions:

1. Do leaders have standard work? Do they follow it? Do they routinely have it with them?
2. Is leader standard work regularly reviewed for updating based on new issues and changes?
3. Are standard work documents used as working documents to record notes and observations?
4. Are standard work documents reviewed at least weekly with leaders' supervisors?
5. Is there a defined place where completed standard work documents are stored? Is it used?
6. Has leader standard work been used in this area in transitions between leaders?

Progress			**Notes**
1	Pre-Implementation	No leader standard work is in evidence.	
		Some leaders have heard of the idea of leaders standard work.	
		Most leaders see standard work as applicable to repetitive production work only.	
2	Beginning Implementation	Leader standard work exists for a few isolated positions.	
		Where it exists, leader standard work is carried out some of the time and filled out irregularly.	
		Leader standard work has not been revised. Most leaders talk about it as a compliance, check the box exercise.	
3	First Recognition State	Standard work is in place for all leaders in department, value stream, team lead through value stream sponsor. The standard work for all leaders has been revised once.	
		Most leaders carry their standard work with them, follow it, and use it as a working daily document.	
		Most leaders understand the benefits of standard work and can give examples that illustrate how it has helped them in their work.	
4	System Stabilizing	All leaders carry and follow leader standard work and use it as a working daily record.	
		All superiors regularly review subordinates' standard work documents at least weekly.	
		All leaders can identify how standard work benefits them and the process. Standard work is regularly reviewed and revised.	
5	Sustainable System	Standard work is regularly reviewed at least weekly as a monitoring and communication method. Subordinate regularly review it with supervisor to uncover patterns and consider revisions.	
		A standard process is followed for turning in, storing, and reviewing completed standard work documents for each leader.	
		All transitions between leaders include review and walkthrough of leader standard work. All new leaders follow standard work from day one on the job.	

David Mann
LEAN CONSULTING

| **Value Stream Mapping** | Date: |
| | Location: |

Diagnostic Questions:

1. Are there documented plans for improvement in each area in the value stream, or at least each department?
2. Are process improvements posted and visual in each area?
3. Are value stream maps used to identify and track process improvements?
4. Are value stream maps available for current and future state?
5. Do future state maps show planned kaizens, completion status of kaizens, and specific targets for improvement in process measures?
6. Who prepares value stream maps for the area? How many of the area's leaders are proficient value stream mappers?

Progress			Notes
1	Pre-Implementation	Value stream maps are not in use, or were used once but are out of date. They are not part of the area's approach to improvement.	
		Few people, if any in the area are proficient at value stream mapping.	
2	Beginning Implementation	Value stream maps can be seen posted in the area, may once have been used as an improvement-planning tool, but they are out of date.	
		A few technical specialists know how to map value streams. Most of the leaders do not.	
		Value stream maps, when present, show the current state only. Or, if future state maps are present, they are out of date.	
3	First Recognition State	Most areas have visible plans for improvement; many of these shown as current and future state value stream maps with kaizen bursts indicating planned improvement, also reflected on A3s.	
		Some of the future state maps show planned improvement in specific process measures, such as cycle time, % complete and accurate, process time as a percentage of cycle time.	
		In areas with current value stream maps, some team leaders are proficient value stream mappers and draw their own maps.	
4	System Stabilizing	All value streams display current state and 90-day future state maps showing improvement goals for process measures and kaizens to achieve goals.	
		Team leaders in the value stream are proficient value stream mappers and draw their own maps. Mapping is a tool used systematically to understand opportunities large and small.	
		Completion status of kaizens is shown on the value stream maps, linked to A3 displays, and reflected in status of progress against 90-day goals.	
5	Sustainable System	Value stream maps are regularly used in the area's communication process. Front line leaders teach value stream mapping.	
		All leaders (managers, directors, VPs) are proficient mappers. All departments and teams use posted value stream maps to show their improvement goals.	
		Each area's process performance (down to the work team) is reflected in the current state measures summary on its value stream map (e.g. cycle time, process as a % of cycle time, % complete and accurate, productivity, etc.).	

Lean Management Standards: Office

| **Visual Process Controls** | Date: |
| | Location: |

Diagnostic Questions:

1. Are visual controls in evidence: for balancing workloads? To show pace and progression of work? For exception management?
2. Are reasons for misses or flow interrupters described clearly and specifically enough to decide what next steps to take?
3. Are visuals regularly reviewed and used to drive improvement? Are the improvements stimulated by visuals limited to crisis situations, or are there many, often small, improvements driven by visuals?
4. Are visuals regularly used for support tasks, e.g. material replenishment, rotation of tasks, planned absences, skill versatility?
5. Are visuals revised and changed as conditions change and issues either emerge or are resolved?
6. Are visuals regularly signed off / initialed by leaders in the area?
7. Are visuals self-documented with "who does what here when" information at or on the visual controls themselves?

Progress			Notes
1	Pre-Implementation	There are no visual controls in evidence	
2	Beginning Implementation	Production or exception visuals are used only to show the status of work: who's doing what, and to balance workloads.	
		Tracking charts for value adding and support processes complete for few days or intervals of observation; often filled in irregularly, focus only on production numbers. Reasons for misses are absent or too vague for action	
		There is no or only irregular daily review of process or production exception visuals. Response to information on the visuals is either absent or irregular. Visuals are a check the box activity.	
3	First Recognition State	Some support processes and systems have visual tracking for completion or reliability. Production or process tracking charts, when they exist, are current.	
		Most reasons for misses are specific, complete and actionable with little additional information.	
		Visuals are reviewed daily or on a regular schedule, often drive specific action assignments on identified major interrupters or problems.	
4	System Stabilizing	Tracking charts are in use for each flow path, value stream, handoff, production area. Tracking charts reflect expected versus actual pace or progression of work. Visuals added, discontinued as needs change.	
		All reasons for misses / exceptions specific, complete, actionable with little added information.	
		Visuals are reviewed daily, and regularly leading to specific assignments on small and large interrupters.	
5	Sustainable System	Visuals are in regular use for support tasks and systems through the value stream.	
		All process and production charts are initialed at least daily by department and value stream leaders, and occasionally by executives walking in the area.	
		Visuals are regularly analyzed to identify most frequent interrupters or problems, which drive root case problem solving and improvement.	

David Mann
LEAN CONSULTING

Standard Accountability Process	Date:
	Location:

Diagnostic Questions:

1. Do regularly scheduled meetings focus on the status of processes as well as on results? How often?
2. Do start up or stand up meetings have clear purpose and agenda beyond today's production requirements?
3. Do regular meetings result in task assignments to improve processes, and follow up on overdue assignments?
4. How are improvement assignments and projects managed: visually, or by spreadsheet or list, or not at all?
5. Do visual control charts results in task assignments, problem solving to address interruptions?
6. How many leaders are familiar with and able to apply basic project management techniques like work breakdown structures?
7. How well integrated are support, customer, or supplier groups in value steam improvement activities?

Progress			Notes
1	Pre-Implementation	There are no regularly scheduled meetings to make or follow up on task assignments or projects for improvement or remediation.	
		Daily department and value stream meetings focus only on traditional production and volume issues.	
2	Beginning Implementation	Start-up or stand-up meetings are held sporadically at the team, department, and value stream levels.	
		Start-up or stand-up meetings often lack a clear purpose. Meeting agendas mostly focus on the day's production goals and schedules.	
		Team, department, VS meetings regularly held but few tasks assigned or followed up. Attendance is inconsistent. Many dates slip, no or inconsistent use of visual issue, assignment, or project	
3	First Recognition State	Most team, department, VS meetings regularly held using task assignments. Follow up occurs at department and value stream meetings. Attendance is consistent. Most task assignments are completed; most stay on the original date.	
		Task assignments are mostly made in response to major disruptions. Some leaders use implicit work breakdown approach in making some task assignments.	
		Many leaders consistently use the green / red color-coding convention to indicate on time or overdue status of assignments.	
4	System Stabilizing	Meeting agendas are regularly followed. Attendance is faithful.	
		Review of prior day's visuals results in assignments on small and large items (some of which become A3 projects). Task assignments from many sources, including employee suggestions, gemba walks, not just production and process tracking. Most leaders are familiar with and use project management logic for task assignments.	
		Green / red coding is a regular practice. Accountability tasks stay on original due dates. Many completed tasks reflected in positive trends in value stream's measures.	
5	Sustainable System	Accountability is routine in tasks and projects. Boards and green / red coding used effectively for long- and short-term assignments.	
		All leaders grasp, regularly use basic project management tools to determine task assignments, dependencies, and durations.	
		Supplier and customer groups routinely participate in value stream accountability and A3 review meetings, and are integrated into value stream improvement activities.	

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LEAN CONSULTING

Process Definition	Date:
	Location:

Diagnostic Questions:

1. Are there documented definitions for all production and support processes? Where is the documentation located?
2. Does the documentation match actual practice?
3. Are production tasks and processed documented in Job Instruction Training format with Job Breakdown Sheets and standardized work or procedures?
4. Are standardized procedures documented, available for recurring tasks and situations? Is this information readily accessible?
5. Are definitions available, and accessible for management process tasks, e.g., who fills in charts, standard agendas, etc.)?
6. Is documentation updated as processes change? Is this an assigned and executed responsibility? By whom?

Progress			**Notes**
1	Pre-Implementation	Process documentation is either in books or in IT systems.	
		Most process documentation is out of date and does not match actual practices.	
2	Beginning Implementation	There is evidence of discussions in progress to replace obsolete definitions with JIT/JBS documentation, visual process progression tracking and/or production controls.	
		Standardized procedures are documented and available for some tasks and situations.	
		Work balancing / leveling and volume-dependent staffing procedures are available in a few areas or for a few tasks.	
3	First Recognition State	Standardized procedures are documented and available for most high volume / everyday jobs.	
		Job Breakdown Sheets are in use to document work instructions and training procedures for most high volume / everyday jobs.	
		Standardized procedures and aids (checklists, templates, etc.) are available for high volume / everyday tasks.	
4	System Stabilizing	Areas that produce at variable volumes / rates of demand have defined, documented roles, procedures, JBS training for variable staffing levels.	
		Definitions and Job Breakdown sheets are in place for all production and management processes. Responsibility for maintaining documentation is defined.	
		Process definitions are kept at or are accessible at the point of use or application and are up to date with actual practice.	
5	Sustainable System	Expected performance for all processes has been defined, documented, often in JIT forms and formats.	
		Actual practice matches process documentation.	
		Maintaining process definitions and documentation is a clearly defined, assigned, and consistently executed responsibility.	

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Process Discipline	Date:
	Location:

Diagnostic Questions:

1. Are defined processes regularly followed, e.g. 5S, standardized procedures, checklists/templates, regular meetings, etc.?
2. Do crisis situations result in shortcutting processes, e.g., process tracking, standardized procedures, etc.?
3. Are work processes tracked for compliance with standardized procedures and practices? By people and leaders in the area or by outsiders?
4. When audits or tracking turn up noncompliance or misses, are problem-solving tools used to understand the causes?
5. To what degree does focus on the defined processes lead to process improvement activity? Is there observable evidence?
6. How regularly do leaders conduct gemba walks to teach as well as to inspect? How many leaders do so?

Progress			Notes
1	Pre-Implementation	Leaders' attention is mostly on expectations for results. Consistency of practice and discipline to defined processes is generally lacking.	
2	Beginning Implementation	Processes followed when things run smoothly, but abandoned when problems arise.	
		A few leaders can speak to the lean rationale for process discipline and sticking with it.	
3	First Recognition State	Most leaders focus on obvious processes, e.g. standardized procedures for recurring tasks, production and process tracking, measures of pace.	
		A few leaders focus on other processes such as work balancing, cross training, controlled release of work.	
		Most areas are doing a good, clear, specific job of recording when interruptions or misses occur.	
4	System Stabilizing	Process focus includes customer and supplier areas and support activities such as system downtime, materials and supplies, cross training.	
		Routine audits take place to assess cross training, work balancing, proficiency with tools and practices, accessibility and up to date status of documentation for standardized processes and procedures.	
		Most leaders using process-tracking data to identify and act on improvement activities.	
5	Sustainable System	Regularly scheduled and performed reviews of production and related processes result in appropriate, periodic revisions and updates of standards.	
		All process misses beyond production and process tracking are considered for task assignments for cause analysis and/or improvement.	
		Pareto analysis of most frequent and/or serious misses across all processes drives short-term improvement assignments and longer cycle (A3) improvement projects when warranted.	

Lean Management Standards: Office

Process Improvement	Date:
	Location:

Diagnostic Questions:

1. Who usually gets involved in process improvements in this area? Specialists, leaders, IT, area employees, etc.?
2. Do leaders teach problem solving?
3. Is there an organized, structured approach to problem solving? Examples, visible evidence for it?
4. Who would leaders say are the people with responsibility for process improvement?
5. How are assignments made for process improvement tasks? Are the assignments and their status visually maintained?
6. How typical is it for improvement assignments to end up with actual improvements having been made?
7. Are kaizens a regular part of the improvement process here? Who gets involved? Who leads the kaizens?
8. Does improvement work focus mostly on big, technically led projects or are small improvements also pursued?
9. Is there a regular way for employees to suggest improvements? What percentage of employees make suggestions? How many are implemented (few, some, most, all)?

Progress			Notes
1	Pre-Implementation	Improvements are made by formal project teams, or in response to major failures.	
		IT, Finance, HR, other support groups lead improvement projects.	
2	Beginning Implementation	Project implementation teams make small improvements based on feedback during initial debugging.	
		Most leaders see improvement as responsibility of technical groups like IT, finance, HR.	
		First attempts make to introduce systematic problem solving and related leader training. Suggestion systems may be introduced but are not sustained.	
3	First Recognition State	Most leaders see process improvement as an area for their involvement. Some leaders actively support activities in their areas. Some leaders teach problem solving. Evidence of structured problem solving.	
		Most leaders in area use accountability task boards to drive improvements with green / red coding. Some tasks are completed on time, result in improvement. Some A3 plan formats in use for larger improvement, some use of future state VSMs to display current improvement plans.	
		Most leaders have participated in kaizens, a few have led kaizens. Few or none are qualified to facilitate kaizens.	
4	System Stabilizing	Most leaders see process improvement as their responsibility; can give examples of their involvement. All leaders have participated in kaizens; most now regularly lead kaizens. All leaders teach problem solving.	
		Some leaders experimenting with employee suggestion systems for process improvement. Systematic problem solving is in use by most and evident in the area.	
		Most leaders effectively use task assignment boards, weekly A3 reviews with visible evidence of boards, reviews, improvements. Most use future state value stream maps to display planned improvements and goals.	
5	Sustainable System	Task assignments from regular stand up meetings regularly result in small and large improvements.	
		Employee suggestion systems established, sustained with steady input of ideas, output of implemented improvements. Improvement plans and targets visibly displayed in the area. Problem solving activity and thinking in evidence among all the area.	
		Many leaders qualified kaizen facilitators. Departments have kaizen / lean resources to support local improvement activities, train employees in lean through rotational assignments for interested individuals who meet selection criteria.	

| **Root Cause Problem Solving** | Date: |
| | Location: |

Diagnostic Questions:

1. How often are workarounds used instead of investigating and resolving underlying causes of problems?
2. How often do leaders rely on data and analysis to attack a problem vs. gut feel, intuition, or impression?
3. To what degree do leaders proceed with changes even though they expect that changes will expose previously unseen problems that cannot be specifically anticipated?
4. How frequently do leaders ask why something happened vs. just asking what will we do to get back on track?
5. How frequently are leaders involved in leading problem solving efforts?
6. How well understood and widely used are problem-solving tools such as 5-whys, 8-step problem solving?
7. How frequently do leaders raise expectations for process performance and tighten process measures in order to uncover the next level of process interruption or problem?
8. In conversation, do employees demonstrate problem-solving, continuous improvement thinking?

Progress			Notes
1	Pre-Implementation	Problem solving only focused on workarounds, not on finding causes of problems. Most employees do not believe problem solving is part of their jobs.	
		Where cause analysis problem solving is used, it is by formally chartered technical teams or designated specialists.	
		Leaders can't describe a problem solving process, or if they can it's not documented.	
2	Beginning Implementation	Leaders have begun using visuals to collect problem data but place little emphasis on pursuing cause analysis.	
		The most common response to problems is still to workaround and/or cover the cause with buffers of overtime, extended lead times, temp help, etc.	
		Evidence of one or a few attempts at systematic problem solving. Some leaders trained to teach problem solving.	
3	First Recognition State	Leaders beginning to ask why and pursue root causes for major problems. Many leaders teaching structured problem solving, many team members getting involved in problem solving.	
		Workarounds are recognized as such and often referred to as "countermeasures," evidence of problem solving methods in use to attack them.	
		Interrupters uncovered after process changes still viewed as troubling surprises.	
4	System Stabilizing	Many leaders now asking why and pursuing root causes for problems small and large and beginning to use some form of structured problem solving, at least the "five whys."	
		Leaders expect to surface rocks with process changes and to resolve them at a root cause level.	
		Many leaders are seeking to improve their processes by using systematic cause analysis and problem solving methods. Many employees involved in structured problem solving.	
5	Sustainable System	Leaders regularly expect cause analysis and pursuit of root causes for problems large and small.	
		Problem solving tools used routinely to seek root cause solutions. All leaders teach problem solving. All employees involved in problem solving. All in the area involved in problem solving thinking.	
		Process designs and measurements tightened up to uncover next level of problem to attack: state ultimate goal is to have perfect processes.	