Building Your House of Lean: Standard Work and Effective Communication

Presenters: Annelise Doll and Laurie Stark
Who We Are

• Annelise Doll, Scholarly Communications and Repositories Librarian

• Laurie Stark, Staff Development and Lean Initiatives Coordinator
Safety

- Fire Exit
  - In case of fire, please walk to the nearest exit.

- Unsafe act or condition
  - If you see an unsafe act or condition, please notify presenters
Roadmap

• Standard Work
• Hands-on Activity
• Language
• VPOL experiences
What is standard work

• Work that is specific, documented, measurable, and repeatable
• A foundation on which to build workflows
• Enables continuous improvement to occur
Elements of standard work

- Takt time—the rate at which a product or service must be provided to meet customer demand.
  - Net available time/customer demand
- Description and sequence of the work.
- The inventory, machine, etc. that is needed to keep the job or task operating smoothly.
## Example of standard work

### JOB ELEMENT SHEET

#### Making coffee for catered events

<table>
<thead>
<tr>
<th>Overview and steps</th>
<th>Instructions and Explanations</th>
<th>Visual assistants</th>
<th>Takt Time</th>
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</thead>
<tbody>
<tr>
<td><strong>Step 1</strong> Prep for making coffee</td>
<td>1.1 Get Event Sheet From LEAD or Manager</td>
<td>1.2 Locate amount of coffee needed 1 pot per table</td>
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</table>
| **Step 2** Equipment Needed | 2.1 Coffee Maker  
Coffee Urn(coffee is brewed in)  
2 gallon Coffee Filter(back up in store room)  
Black Coffee Pots for serving  
Black coffee pot lids  
(NO LABEL-Reg, DECAF on lid-Decaf)  
Coffee packets(starbucks- silver is REG, Green is Decaf) | 2.1 All equipment in ballroom kitchen |          |
| **Step 3** How to brew coffee | 3.1 Turn on Coffee Maker  
20 Minutes before ready to brew | 3.1 Insure green light is on machine is ready | 20 min to heat machine |
| | 3.2 Place coffee urn under basket and handle is in in up position(or coffee will pour out) | 3.2 urn centered and handle in up position |          |
| | 3.3 Rinse basket before starting new brew | |          |
| | 3.4 Place filter in basket  
(filter located on top of coffee machine) | 3.4 Filter location |          |
| | 3.5 Open 1 pack starbucks for 1/2 pot and place or two packs starbucks for a full pot, put the coffee in the filter in the basket | |          |
| | 3.6 Place filter basket into slot in machine  
(Insure that filter doesn’t fold over causing grounds in coffee) | 3.7 Full brew |          |
| | 3.7 Insure machine is set on full brew | |          |
Are you already doing something that could be considered standard work?
Homebuilding Activity - Round 1 of 3

Form teams of two and select roles:

• Foreman - read instructions on your sheet to the builder
• Builder - follow verbal instructions from Foreman using the crayons at your table
• Takt Time: 5 minutes, 1 house/team
• Bring your houses to the “inspector” for review
  • Inspector is looking for compliance with standard for a new community
Homebuilding Activity - Round 2 of 3

Keep your roles!

• Foreman - Read your handout to the builder ONCE out loud and then put away

• Builder - Do not look at the foreman’s handout and do not ask the foreman questions. **Do not begin building until the foreman is done reading.**

• Takt Time: 5 minutes, 1 house/team

• Bring your houses to the “inspector”
  • Inspector is looking for compliance with standard for a new community
Homebuilding Activity - Round 3 of 3

Keep your roles!

• Foreman and builder may both read the handout and collaborate

• Takt Time: 5 minutes, 1 house/team

• Bring your houses to the “inspector”
  • Inspector is looking for compliance with standard for a new community
Discuss at your table:

How does this activity inform your understanding of standard work?

Do you see applicability within your own work or work environment?
Report Out

• Please share!
Benefits of Standard Work

Benefits:

• Improved and more consistent quality
• Reduction in variability
• Facilitates training
• Shows respect for people
• Creates a safer work environment
How was language important in this activity?
Our Language Use Story

KANBAN  GEMBA  SIX SIGMA
LEAN    PACE    ICE
SPOT  IMPROVEMENT  KAIZEN

Michigan Technological University  05/20/19
### Our Language Use Story

![Table Image]

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Our Language Use Story
Application of Standard Work
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# Application of Standard Work

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Takeaways

• Document ways that you are already doing standard work so that you can begin improving them.

• In what areas of your work could incorporate more standard work?
Questions?
Contact Info

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