

# Standard Work

You would use this approach to Standardise activities either on the shopfloor or in office processes.

## Projected performance gains



### Improved

- More predictable processes and production
- Quality
- Teamwork and morale
- Training materials for new team members

## What investment is needed to understand the concept?

### DIFFICULTY



### Medium

Requires some reading around the subject and a structured approach

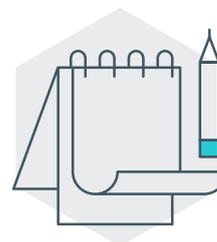
### ACTIVITY



### Team and Individual

Best results come from a team of employees with a representative from each work area

### EQUIPMENT



### None

This process should not require any equipment

## Explanation of the concept

Standard Work breaks down tasks so that they are sequenced, organised and repeatedly followed.

The idea is that the best way of doing something, is probably a combination of the best elements of the ways that all employees who work in a process area do things. Standard Work is a way to draw out all of this valuable knowledge and experience, and capture it in one place.

### Pool knowledge from every work area

The approach to developing Standard Work is to pool the knowledge and experience of employees. This will often mean pulling in people from different shifts and work areas to ensure that all employees have a voice. Developing the Standard Work together is important, as it means people are more likely to adopt the enhanced way of working if it has been created collectively.

### Use visual aids

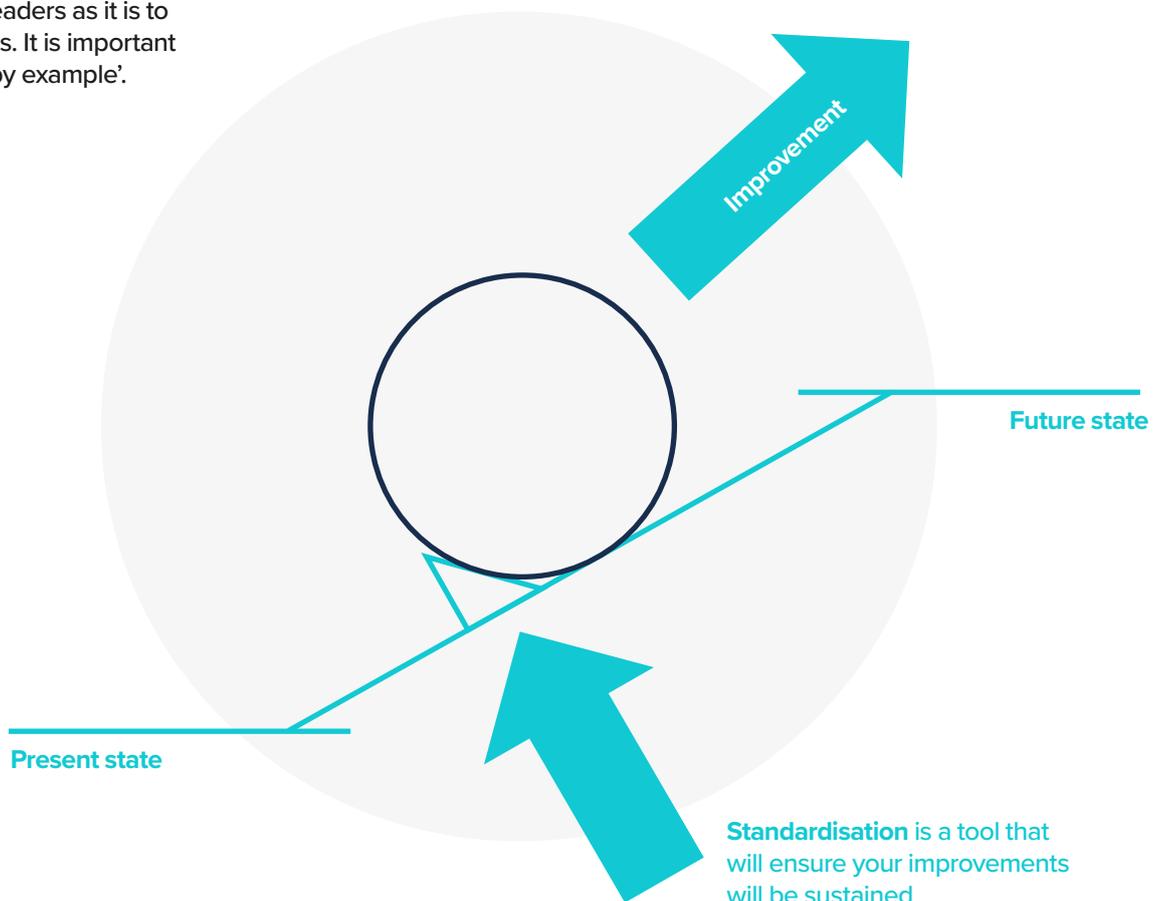
Using highly visual documentation is best. People are unlikely to connect with long documents that are hard to read. Pictures with annotation save a lot of time and effort in creation and are far easier to maintain and update.

### Continuous Improvement

It would be a mistake to assume that once Standard Work has been created, that is the end of the activity. Standard Work should be viewed as the starting point for additional improvement activities, a stepping stone towards something better for everyone.

### Lead by example

Standard Work is just as applicable to senior business leaders as it is to shopfloor employees. It is important for leaders to 'lead by example'.



## What action should I take?

1.



Identify a process or task to standardise

2.



Gather the employees who usually perform the task

3.



Discuss how people do the task and draw out the best way

4.



Document the new way of working as Standard Work

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## Recommended resources



Bicheno, J. (2004). The New Lean Toolbox. Picsie Books.  
ISBN: 0-95412441-3

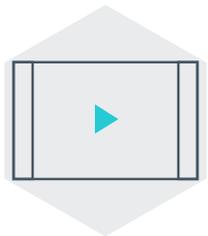
Rother, M. (2009). Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results. McGraw-Hill Education.  
ISBN-10: 0071635238; ISBN-13: 978-0071635233



[GC Business Growth Hub Factsheet 02: Concepts of Lean Manufacturing](#)

[GC Business Growth Hub Factsheet 13: Visual Management](#)

[GC Business Growth Hub Factsheet 21: Line Balancing](#)



Why use Standard Work in your Lean Journey:  
<https://www.youtube.com/watch?v=Dh4VCvenQo0>

The three elements of Standard Work:  
<https://www.youtube.com/watch?v=uCYO7QhCJk8>

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## Glossary

**SOP:** Standard operating procedure – a document of the standard work.

SOP template is available for you to download [here](#)

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