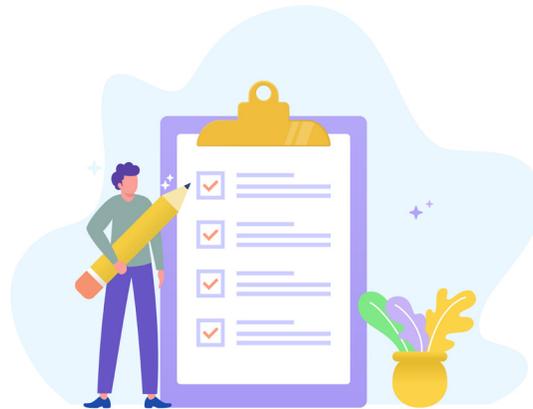


STANDARDIZATION



DEFINITION

STANDARDIZE:

- to bring into conformity with a **standard** (a level of quality or attainment, OR an idea or thing used as a measure, norm, or model in comparative evaluations), especially in order to assure consistency and regularity
- to compare with a **standard**; to determine the strength, value, or quality of (something) by comparison with a **standard**

STANDARDIZE-ATION in LEAN

- A detailed definition of the *current* best practices for performing a process; evolved through ongoing CI initiatives resulting in updated Standard Operating procedures, often called “provisional standards”
- Standard Work—today’s best practice for performing a task that is known and practiced by all. The place where improvement begins. Main components of standard work are: takt time, line balancing, work sequence, and standard in-process inventory
- Key objectives: maximize efficiency, ensure quality and safety, and minimize waste in any task

ONE POINT LESSONS (OPL) AND STANDARD OPERATING PROCEDURE (SOP)

An SOP is a set of step-by-step instructions compiled by an organization to help workers carry out complex routine operations. SOPs aim to achieve efficiency, quality output, and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations.

An OPL is a simple SOP written by operators/workers each focused on a single task. Located at point-of-use, an OPL uses pictures/images (and as few words as possible) to convey the right way to perform a task.

Basic components of an SOP:

- Title, SOP number
- Who will conduct the SOP
- Frequency—how often it will be conducted
- Purpose of the procedure—the “why”
- Procedure—a description of the process/workflow using numbered steps. Include any diagrams, photos, safety measures that need to be taken, and any materials needed
- Revisions—build a timeline in to revisit procedure with those conducting the SOP for updates and adjust SOP accordingly

STANDARDIZATION

STANDARDS—A FEW TIPS

- Lean efforts must first focus on identifying/ understanding current state before improvement and setting/creating standards
- Standards keep the focus on process not people
- Be consistent. Variability can lead to error, which in some industries (i.e. healthcare) can be deadly
- Standards should be made visual as often as possible
- Standards can/must be improved, and operators/ employees who do the job must be empowered to propose improvements to existing standards. This is central to *Keeping an Enterprise in Motion!*

CHECKLISTS

are ideal examples of effective standards—they can be laminated and posted for reference at point of use. See below for examples:

In the Workplace:

- Surgical patient check-in
- Surgical preparation
- Machine tool replacement instructions
- Equipment operating and cleaning procedures
- Barista specialty drink ingredients
- Pilot pre-flight checklist

Taking it Back Home:

- Travel—packing checklists, home maintenance prep /care checklists
- Auto—maintenance checklist, instructions for offspring to change oil at point of use (located far away from the garage or driveway!)
- Children—school supply checklist, instructions for how to do a load of laundry (hey, a parent can dream!) posted at point of use
- Holiday—gift checklist, cards sent/received checklist
- Medical—medication/doctor appointments checklists

BE AWARE!

Standardization for the sake of creating standards may not always be value adding to the customer. It's important to look at standardization in terms of problem solving and value creation, and as adherence to principles that are ever changing based on end user's changing needs.

Henry Ford summarized this best when he said, "Today's standardization...is the necessary foundation on which tomorrow's improvements will be based. If you think of "standardization" as the best you know today, but which is to be improved tomorrow – you get somewhere. But if you think of standards as confining, then progress stops." Tip: Add CBP (current best practice) and CBA (current best approach) to your lexicon.

STANDARDIZATION IN THE NEWS

The need for creating standards is prevalent across all industries, and is most notably on the rise in healthcare, where it is desperately needed. For example:

The World Health Organization developed a [surgical safety checklist](#) with safety procedures to be followed during every surgery. It's broken down into 3 key stages: before induction of anesthesia, before skin incision, and before the patient leaves the operating room. (R. Hanscom, Coverys—Becker's Hospital Review)

The results of a study of liver cancer patients in China were clearly favorable toward those who were treated according to a newly-developed clinical pathway to standardize their treatment in all areas of post-operative outcomes (total complications, mortality, and readmissions), as opposed to the patients who were not. (Siemens Healthineers)



STANDARDIZATION

STANDARDIZED, NOT TO BE MISTAKEN FOR

Scandalized. Mary's generous attempt to create an organized process for food donation for a local shelter became fodder for scandalized water cooler gossip...when her efforts were mistaken for a personal desire to stock up on canned goods to ride out the harsh winter months. That's a whole lotta green beans!

FAMOUS QUOTE USING STANDARDIZATION

"Without a standard, there is no logical basis for making a decision or taking action."

—Joseph M. Juran

SOP FOR ZAP (ZOMBIE APOCALYPSE PREPAREDNESS): ARE YOU READY?!

1. Gather provisions.
2. Find a place to hide.
3. Hunker down!

