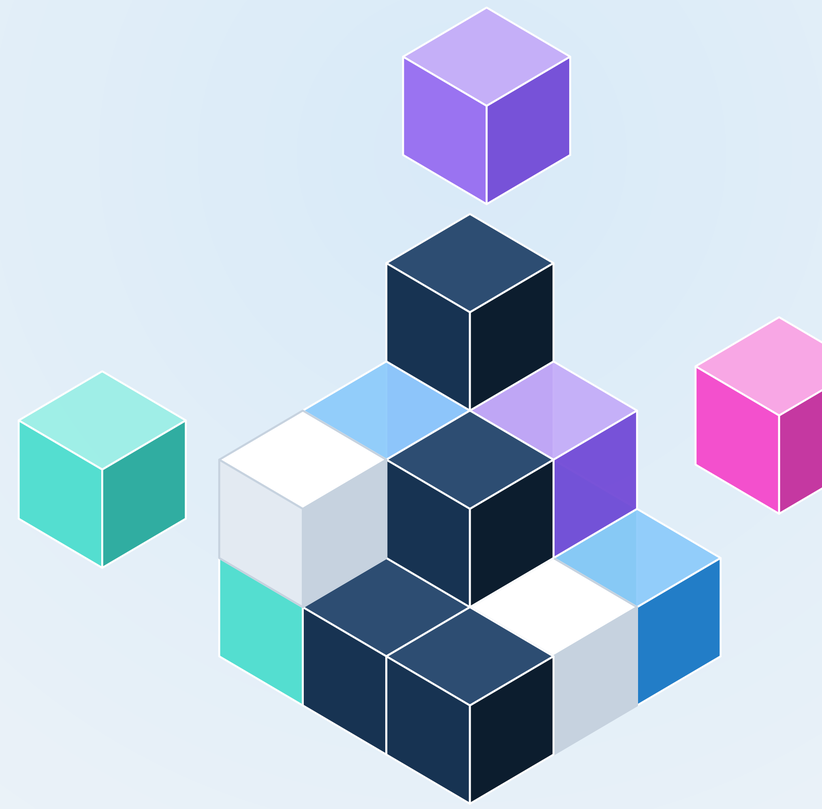
LEADERSHIP & PEOPLE

# Leader Standard Work



Leader standard work defines the daily, weekly and monthly routines each leadership level performs to sustain standards, coach people and escalate problems.

## 01 THE CORE MODEL

CADENCE CALENDAR · ROUTINES BY LEVEL

| LEVEL | DAILY | WEEKLY | MONTHLY |
|---|---|---|---|
| **Team leader** | Tier 1 meeting, hourly board, one standard check | Coach one operator on a standard | Review the skills matrix |
| **Supervisor** | Tier 2 meeting, gemba walk in the area | Audit one standard per team | Review open actions and trends |
| **Department head** | Tier 3 meeting, follow up escalations | Layered audit, one kaizen review | KPI review with supervisors |
| **Plant manager** | Tier 4 meeting, short gemba walk | Walk one area on a theme | Operating review, strategy check |

### Routine

A planned, repeating activity with a fixed time and purpose.

### Layered audit

Leaders at several levels check the same standards at different frequencies.

### Escalation path

What a leader does when a routine reveals an issue beyond their authority.

## 02 TIME WELL SPENT

Leader standard work protects time for the routines that sustain the system.

REACTIVE DAY — STRUCTURED DAY

**CALENDAR DRIVEN BY OTHERS**

- Days filled with meetings and email
- Gemba visits only when things break
- Standards drift unnoticed

**LEADER STANDARD WORK**

+ Fixed time on the floor every day
+ Standards checked on a known rhythm
+ Coaching becomes routine

## 03 WORKED EXAMPLE

SUPERVISOR IN A MACHINING AREA · ONE DAY

07:15 **Tier 2 meeting** — issues from three teams → 08:00 **Gemba walk** — theme: tool changes → 10:00 **Standard check** — one cell, one standard → 14:00 **Follow-up** — actions closed or escalated

## 04 MANAGEMENT TAKEAWAYS

01 **Put routines in the calendar**
Block time for gemba, audits and coaching before other meetings.

02 **Make it visible**
A simple checklist on the board shows whether routines happen.

03 **Review it with your manager**
Leader standard work is coached one level up, like any standard.

## 05 COMMON MISTAKE

LIMITATION

**Filling every minute**

A schedule with no slack collapses on the first busy day. Plan part of the time and keep the rest flexible.