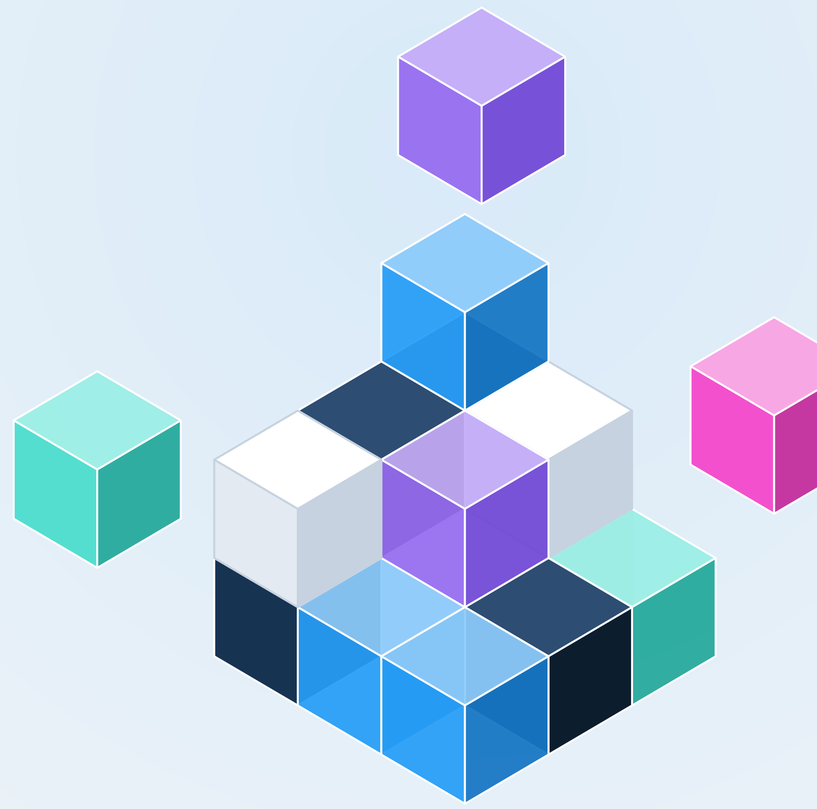
Operations Insider

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LEAN FOUNDATIONS

Standard Work Fundamentals



Standard work documents the safest, best known way to do a job today. It rests on three elements: takt time, the work sequence and standard work-in-process.

01 THE CORE MODEL

THREE ELEMENTS · ONE STANDARD

Standard work
the safest, best known method today

Takt time

The pace of customer demand: available time ÷ demand

Work sequence

The order of steps one operator performs each cycle

Standard WIP

The minimum in-process stock needed to keep flow

Stable process Reliable machines, good materials, trained operators

- **Takt time**
  Available production time ÷ customer demand in that time.
- **Work sequence**
  The steps an operator performs, in order, within one cycle.
- **Standard WIP**
  The minimum parts in the cell needed for smooth, repeatable work.

02 WHY STANDARDS MATTER

Without a standard, there is no baseline to improve from.

INDIVIDUAL — STANDARD

EVERYONE THEIR OWN WAY

- − Output and quality vary by shift
- − Problems cannot be told from normal
- − Training depends on who is teaching

STANDARD WORK

- + Stable, repeatable output
- + Abnormalities stand out at once
- + A baseline for every kaizen

03 WORKED EXAMPLE

ASSEMBLY CELL · DERIVING THE STANDARD · ILLUSTRATIVE FIGURES

AVAILABLE TIME
27,000 s
one 7.5 h shift

÷

CUSTOMER DEMAND
450 units
per shift

=

TAKT TIME
60 s
per unit

175 s ÷ 60 s →

OPERATORS NEEDED
3
work content 175 s

04 MANAGEMENT TAKEAWAYS

01
Write it with the operators
Those who do the work know the best current method.

02
Show it at the station
A simple sheet with sequence, time and key points beats a binder.

03
Change it often
A standard that never changes means nobody is improving it.

05 COMMON MISTAKE

LIMITATION
Confusing it with an instruction
Work instructions describe how to do a task. Standard work also fixes the timing, sequence and WIP that keep flow stable.