

On March 31, 2014 the Institute of Industrial Engineers Chapter 38 hosted the “**Standard Work for Leaders**” workshop presented by Didier Rabino at RedEye, by Stratasys in Eden Prairie, MN.

Didier Rabino, VP - Lean Sensei at HealthEast Care System, coaches senior executives and guide the lean transformation of this major healthcare organization in the Twin Cities. Prior to holding this position, he worked at Andersen Corporation for 8 years as Plant Manager in Menomonie, Wisconsin, and led the company’s Lean Office to develop and deploy the Andersen Management System. He worked at Steelcase In both Europe and the United States for 12 years developing the Steelcase Production System, leading and supporting lean transformations and new process implementations. Didier is also a Director of the AME North Central Region Board, instructor for Manufacturers Alliance, instructor for Lean Bronze Certification Class and Associated Exam (AME, SME, ASQ and Shingo) and a regular presenter at lean conferences.

Organizations often equate lean with the use of tools and concepts like value stream maps, A3 projects, Kanbans and 5S to improve safety, quality, delivery and cost. The technical side of lean represents at best 50% of the efforts required during Lean transformations. Lean projects provide quick results, but these results erode and eventually vanish if a robust lean management system is not implemented in parallel. Standard Work for Leaders is the activities of management to bring a lean improvement system to life and to sustain the gains. This is the “missing link” of lean.

**During the workshop attendees learned and explored the following topics**

- Developing Standard Work for Leaders to manage daily operations
- Creating visual management tools for leaders’ activities
- Organizing daily meetings to check and adjust the health of your business
- Connecting Standard Work for Leaders with strategy deployment and front line management systems
- Developing continuous improvement skills through the use of Standard Work for Leaders

Didier’s teaching style used valuable real-world examples in demonstrating the implementation and usage of leaders’ standard work. He set the base of the importance of strong lean management before flowing into leaders’ standard work and how it supports a robust lean management system.

It was a great day filled with excellent insights for successful lean transformations!