



## LEADER STANDARD WORK JOB BREAKDOWN SHEET

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Purpose: The Job Breakdown Sheet is an Arizona Management System (AMS) guideline document to assist agencies with standard work (SW) preparation. SW is a documented version of the current one best way of performing a process. SW, when followed, allows improvement to be sustainable over time as each improvement becoming part of the latest version.

Scope: Minimum requirements for SW for agencies.

## DOCUMENT VERSION CONTROL

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| Version # | Revision Date | Edited By           | Changelog                       |
|-----------|---------------|---------------------|---------------------------------|
| 1         | 1/9/2018      | Jeanine Inman - GTO | Formatting to new Final Version |
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|           |               |                     |                                 |

## SUPPORTING / RELATED DOCUMENTS:

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| Document Name | Description |
|---------------|-------------|
|               |             |
|               |             |
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## LEADER STANDARD WORK

| IMPORTANT STEPS |  | KEY POINTS   |   | REASONS |                                     |
|-----------------|--|--|---|---------|-------------------------------------|
| WHAT?           | A logical segment of the process that advances the work  | HOW?   | Things in important steps that will make or break the process/ make the work easier   | WHY?    | List the reasons for the key points |
| 1               | Leader standard work (LSW) must be written in a standard agency format   | <ul style="list-style-type: none"> <li>• LSW is distinct from an outlook calendar</li> <li>• LSW represents a plan for daily, weekly, and monthly recurring management activities</li> </ul>   | <ul style="list-style-type: none"> <li>• LSW is a leader’s maintenance plan for their management system</li> </ul>  |         |                                     |
| 2               | LSW must, at minimum, include: <ul style="list-style-type: none"> <li>• Tiered Huddle Meetings</li> <li>• Gemba Walks</li> <li>• 1 on 1 Coaching</li> <li>• Repetitive Operational Activities</li> <li>• Recognition of successes</li> </ul> | <ul style="list-style-type: none"> <li>• LSW should not only represent “lean management” activities</li> <li>• LSW should capture all core repetitive functions that form a leader’s “standard work”</li> <li>• LSW serves to describe a day/week/month in the life of a leader</li> <li>• Does not include one-time activities</li> </ul> | <ul style="list-style-type: none"> <li>• LSW ensures that a leader makes time to develop their people via attendance at huddles, Gemba walks, and 1 on 1 coaching</li> <li>• During a leader transition, LSW should capture the essential activities of a position to maintain the management system</li> </ul> |         |                                     |
| 3               | LSW tracks adherence to commitments  | <ul style="list-style-type: none"> <li>• Failure to follow through with daily, weekly, or monthly commitments will be made visible on the LSW sheet</li> <li>• LSW should be updated daily</li> </ul>  | <ul style="list-style-type: none"> <li>• Adherence to LSW is difficult and requires discipline.</li> <li>• Tracking adherence to LSW forces leaders to countermeasure their inability to meet commitments</li> <li>• LSW builds the discipline required to sustain the management system</li> </ul>             |         |                                     |
| 4               | Leaders must update their written LSW to reflect discoveries and learning  | <ul style="list-style-type: none"> <li>• Don’t remove items from LSW just because they are difficult to schedule.</li> </ul>   | <ul style="list-style-type: none"> <li>• LSW is not static – it changes as the leader improves the standard work of management</li> </ul>   |         |                                     |



|   |                              |  |   |
|---|------------------------------|--|---|
|   |                              | <ul style="list-style-type: none"> <li>• Leaders should reflect on LSW at least monthly to determine whether changes are required</li> <li>•</li> </ul>  |   |
| 5 | LSW should be visible to all | <ul style="list-style-type: none"> <li>• A leader's direct reports will provide meaningful input into gaps in LSW (i.e. where they need help)</li> <li>• Peers should be able to compare leader standard work for similar roles in the organization</li> <li>• Leaders should review the LSW of their direct reports during 1:1's</li> </ul> | <ul style="list-style-type: none"> <li>• Transparency with LSW and adherence to it builds accountability and trust</li> </ul> |