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May 12th 2020: Beware of Borg: Standards, Standardization & Standard Work

Do you pursue standards, standard work, and standardization as the bedrock to repeatable, precise, and predictable outcomes? Yes, all three words contain "standard" in them; but it is a mistake to use them interchangeably. They are not the same. To think so is to radically limit the contribution each can make to operational excellence. Add to that a parallel misunderstanding about "visual standards" and you have a cognitive and deployment trap of the first order. The trap is the mistaken notion that if we make everything the same, we will a) ensure that the right thing will be done again and a

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