



New Zealand Lean Academy

DAILY STAND UP MEETINGS

E BOOK GUIDE

**A NZ LEAN ACADEMY
RESOURCE**

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www.nzla.nz



WELCOME MESSAGE

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Hi there,

Thanks for downloading and using our resources. We have put these together to make Lean Thinking as accessible as possible to our clients and the wider business community in New Zealand.

Please use them to inspire your Lean journey as you build a team and business that embraces Lean and continuous improvement. Feel free to pass on this resource or use it internally for training etc.

If you'd like to purchase an editable copy of any NZLA resource, please contact kate@nzla.nz.

If you have any questions regarding the information in this e-book, please reach out over at www.nzla.nz.

Thanks, and happy improving!!

Rob & Kate.





DAILY STAND UP MEETINGS

If communication isn't the number one issue highlighted by teams we talk to, it comes a close second. Communication across team members, teams and leadership is always a constant challenge to get right.

It's tempting to turn up to work and dive straight into your to-do list and save up any questions for when you finally see your colleagues walk past. But this approach is often the cause of rework, confusion, errors and ultimately, the erosion of trust.

Starting the wrong job because someone didn't have the most up to date information is costing you money. This lack of coordination, communication and collaboration across team members creates unnecessary chaos and confusion.

A great 'Stand up' meeting is an art form as much as a science. They have different names in every business (huddles, tool box, scrum, POD's etc.) but essentially they are all the same thing. A 10-15 minute hyper-focused meeting to share key information quickly with everyone who needs it.

By structuring and implementing short, stand up meetings, you support your team to set a daily plan of action and sort out any potential issues before they become a big catastrophe. Stand up meetings allow clear a avenue of communication, enable team members to provide feedback, and highlight key bits of information in an open and transparent manner.

In larger organisations, there may even be a hierarchy of stand up meetings, with a slightly different agenda for the specific team's needs. At first they can be awkward and 'clunky' but like all new skills, teams build their skills around asking questions and the need to be prepared for the meeting.

THE 101 OF DAILY STAND UP MEETINGS

The concept of a daily 'Stand Up' meeting is exactly how it sounds. These are the seven key elements that make up an effective stand up meeting:

1. **They are daily.** Daily is the gold standard. A daily conversation allows the team to break the work down to the smallest possible time period and to reset each day with specific and time-bound key objectives. They typically happen in the morning at an agreed time, but some teams choose to do their stand-up meetings at the end of a day, particularly if everyone starts work at different times in the morning.
2. **There is a strict time frame.** This is usually 10-15 minutes, never more (it's not a full-on staff meeting). Daily stand ups are about clear and concise sharing of information, not talking about what happened over the weekend or the latest binge on Netflix. Start on time and don't wait for any late arrivals - even the leaders. Finish on time and don't hang around by dragging things on with chit-chat. Lean Thinking is all about having respect for people; this is about respecting their time.
3. **There is a set agenda.** Your agenda might be a simple list of items or questions to discuss each day. Having a simple agenda allows clarity and can be used as a tool to bring the conversation back on track. The agenda also provides a clear standard and flow so that any team member can take the opportunity to lead the meeting, which brings us to point 4:
4. **They are facilitated not led.** This is not a 15 minute soap-box for the boss to download instructions. A good stand up is about everyone contributing and updating the team on their relevant information. The facilitator of your stand up meeting can be anyone, which frees up the leaders to answer questions, support others and advise. The best facilitator is often the most junior team member because they often need to ask the most questions!
5. **It's safe to raise issues.** By encouraging people to raise issues related to a job, task or process, teams get to understand and also problem solve issues. Remember, team problem solving is about finding flaws in the system, not blaming a person.
6. **Support Team Performance Boards.** Ideally, stand ups are held in front of the Team Performance Board and the agenda follows the key elements of the board, debrief yesterdays performance data, quality issues etc.
7. **You Stand Up.** Might sound a bit obvious, but when teams stand, there is a more efficient focus. When we sit down, we get comfortable with a coffee and let the meeting drift. If you need to, remove chairs from the room for the daily stand up meeting.

EXAMPLE AGENDA

DAILY STAND UP MEETING



XYZ Company

Daily Stand Up Agenda

1. Who's in / out - Day / Week

2. What's our game plan today / rest of the week?

3. Performance Metrics

4. Any blocks / issues to get the work done?

5. Inventory updates

6. Parking Lot

7. Continuous Improvement Opportunities

8. A3 Project Updates

Tone
Mood :



GETTING STARTED

The first decisions to be made are:

1. Time
2. Location
3. Agenda (a draft to start with is all you need)
4. Who needs to be there

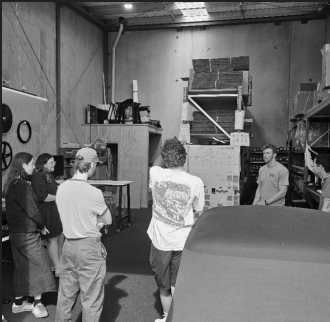
Next, it is about starting your stand up meeting habit, learning, sharing and sticking to it until they become a fluid part of the daily routine of the whole team.

Initially, business leaders may model how they expect the meetings to run, but eventually you do want to share the responsibility and accountability of these meetings.

Advanced:

The integration with Team Performance Boards will be developed over time. These boards are great because you can see key metrics and messages. all in one place. You can also include things like a 'Parking Lot' where ideas that are important, but not urgent, are recorded to come back to another time.

There are a lot of similarities across companies in the way that they do stand up meetings, but working out the small tweaks to make it work for your specific team, is a bit of an art. Review what you're doing regularly and improve a little bit each time.



FINAL THOUGHTS

When we introduce daily stand up meetings to teams, there's always a bit of push back. We're asking teams to add an extra hour of meetings to their schedule each week- we understand the resistance!

But for every team that commits to daily stand ups, we always get the same feedback: "Our communication has never been better." "We're saving so much time on updating people throughout the day". And: "The team are finally on the same page, and the workflow is humming!"



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- [8 Wastes](#)
- [Leader Standard Work](#)

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