OPERATIONS INSIDER

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THE MANAGER'S CONTINUOUS IMPROVEMENT QUICK START CHECKLIST

Score one team in twenty minutes, with evidence you can point at.



EVERY IDEA GETS AN ANSWER.

START HERE

How to Use This Check

One team, one walk, the people who do the work. Twenty minutes, twenty-five statements, one number.

01 WALK	02 SCORE	03 ACT
Go to the team board and the workplace with the team leader and two team members. Do not score from a desk.	Score each statement from 0 to 4. Without something you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across shifts.
3	Mostly in place and visible at the board.
4	Consistently in place, visible, reviewed and improved.

> WHY ONE TEAM
>
> **A plant does not have one improvement level. A team does. Score the team you want to start with and repeat the check there every quarter.**

Before You Start

- **Team:** choose one team with its own board and a team leader who wants to take part.
- **Evidence:** the idea log, the board, the A3, the changed workplace. If you cannot see it, it does not count.
- **Ask, do not test:** ask team members what happened to their last idea. Their answer is the best evidence you will get.

THE CHECK

01 Daily Improvement Routine

NO.	CHECK	SCORE 0 TO 4
01	The team has a fixed improvement slot of at least 15 minutes per week, and the slot is written into the shift plan.	
02	Problems from the daily meeting that the team can solve itself become improvements with an owner, not only entries in a report.	
03	Every team member has submitted or implemented at least one idea in the last three months.	
04	Improvement is reviewed at the team board every week, with the same short agenda and the same time.	
05	The team leader can name the last three improvements of the team and show where they changed the work.	

02 Idea Management

NO.	CHECK	SCORE 0 TO 4
06	Every idea is recorded in one log with date, submitter, status and decision, and the log is visible to the team.	
07	Every idea gets a decision within five working days, and the submitter hears it in person.	
08	Small ideas within the budget and authority of the team are implemented by the team without an approval loop.	
09	Every rejected idea has a written reason that the submitter has heard and can repeat.	
10	Recognition is visible within a week: the idea, the name and the before and after are shown at the board.	

THE CHECK

03 A3 and Kata

NO.	CHECK	SCORE 0 TO 4
11	Improvement topics above an agreed size are worked with PDCA on a one-page A3 or with improvement kata, not in a meeting series.	
12	Each A3 names a measured gap between the current condition and the target and contains no solution.	
13	Causes and obstacles are confirmed at the workplace with data or a test before a countermeasure is chosen.	
14	Every A3 has an owner and a coach, and the coach reviews it at the workplace at least every two weeks.	
15	Learners run small, fast experiments towards a target condition, and the coach asks the same short questions every session.	

04 Improvement Workshops and Results

NO.	CHECK	SCORE 0 TO 4
16	Workshop topics are selected from KPI gaps and the largest losses, and the link to the KPI is written down.	
17	Every workshop has a charter with scope, baseline, target, team and sponsor before it starts.	
18	Results are checked against the baseline after 30, 60 and 90 days, and the check is visible at the board.	
19	An effective solution is written into the standard and trained before the topic is closed.	
20	Savings are confirmed by controlling with an agreed method, and estimates are reported separately from confirmed amounts.	

THE CHECK

05 System, Sharing and Leadership

NO.	CHECK	SCORE 0 TO 4
21	The system is measured every month: ideas per person, lead time per idea, implemented share and confirmed savings.	
22	Digital channels such as an app or a QR code at the board feed the same log and follow the same five-day rule.	
23	Lessons learned are written in one fixed format, shared with other teams and sites, and adoption is tracked.	
24	Every manager coaches at least one improvement or A3 per month in person at the workplace.	
25	No change that touches safety, quality or a standard is implemented without the agreed check and sign-off.	

Your Result

BLOCK	POINTS	OUT OF
01 Daily Improvement Routine		20
02 Idea Management		20
03 A3 and Kata		20
04 Improvement Workshops and Results		20
05 System, Sharing and Leadership		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you where the team stands. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Suggestion box. Ideas disappear and nobody expects an answer.	Start one idea log at the board. Answer every idea within five working days.
40 to 59	Campaigns. Improvement happens in waves and depends on a few people.	Fix a weekly improvement slot. Let the team implement small ideas itself.
60 to 79	Routine. Ideas flow, answers come and results are checked.	Select topics from KPIs. Use A3 and coaching for the larger problems.
80 to 100	Learning system. Problems are solved at the root and lessons travel.	Hold the level. Share what works with the next team and site.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check with the same team in 90 days and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
CONTINUOUS IMPROVEMENT STARTER KIT	The guide for your first 30 days with one team, plus the idea and action tracker in Excel.
CONTINUOUS IMPROVEMENT EXCELLENCE BUNDLE	The full playbook, workshop pack, shop floor forms, the Excel system and a ready-to-use workshop deck.

Both are available at operationsinsider.com.