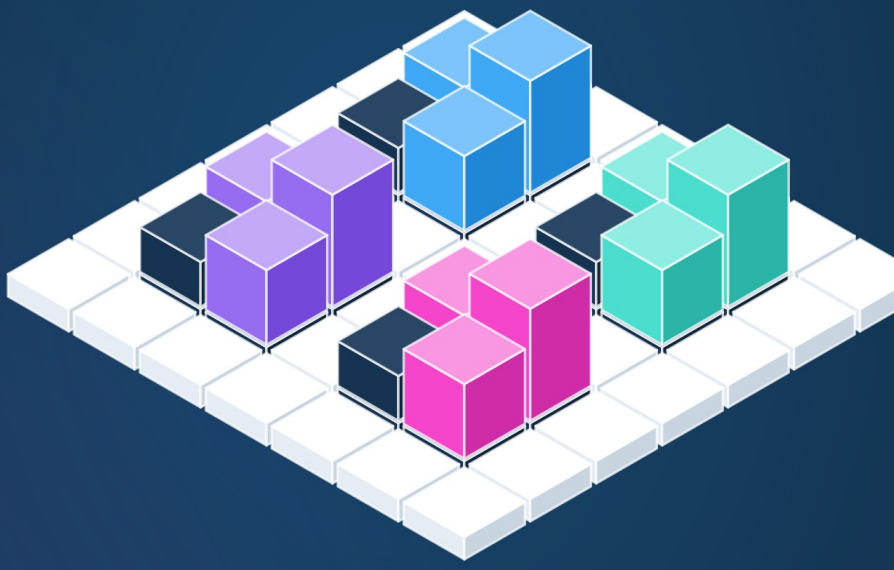
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S FACTORY WITHIN FACTORY QUICK START CHECKLIST

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



ONE PRODUCT FAMILY. ONE LEADER. ONE RESULT.

START HERE

How to Use This Check

One unit, one walk, the people who lead and support it. Twenty minutes, twenty-five statements, one number.

01 WALK	02 SCORE	03 ACT
Walk the unit with its leader and one support person. Follow one order from the first to the last step. 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 units or shifts.
3	Mostly in place and visible in the unit.
4	Consistently in place, visible, reviewed and improved.

> **WHY ONE UNIT**
>
> **A plant does not have one level of focus. A unit does. Score the unit that matters most, or the area you want to turn into a unit, and repeat the check there every quarter.**

Before You Start

- **Unit:** choose an existing unit, or the product family you would make into the first unit.
- **Evidence:** the layout, the charter, the board, the cost view, the agreement. If nobody can show it, it does not count.
- **No unit yet?** Score anyway. A functional plant scores low on blocks 01 to 03. That is the starting point, not a failure.

THE CHECK

01 Segmentation and Focus

NO.	CHECK	SCORE 0 TO 4
01	The plant is divided into units by product family or value stream, and the unit boundaries are drawn on a current layout on the wall.	
02	Each unit makes a defined list of products, and at least 80 percent of its volume follows the same main routing.	
03	Material flows from start to finish inside the unit area, with no more than one handover to a shared process.	
04	Each unit has its own fixed team of operators, and team members stay in the unit for at least six months.	
05	The segment criteria and the product-to-unit list are written down, dated and reviewed at least once per year.	

02 Unit Leadership and Ownership

NO.	CHECK	SCORE 0 TO 4
06	Each unit has one named leader who answers for safety, quality, delivery, cost and people of the unit.	
07	The unit leader decides on staffing, overtime within budget and improvement priorities without approval from a function.	
08	The targets of the unit leader are written and are the same KPIs that the unit board shows.	
09	The unit leader spends at least half of the working time in the unit area, and the calendar shows it.	
10	A deputy is named for each unit leader and leads the monthly review at least once per quarter.	

THE CHECK

03 Support Functions

NO.	CHECK	SCORE 0 TO 4
11	Each unit has named contacts in maintenance, quality, logistics and engineering, shown on the unit board with photo and phone number.	
12	Support staff assigned to a unit work in or next to the unit area for most of their time.	
13	A written list shows which support tasks sit in the unit and which stay shared, with the reason for every shared task.	
14	Shared services work to a written service agreement with response times, and the unit measures them monthly.	
15	The targets of assigned support staff include the KPIs of the unit they serve.	

04 Performance, Cost and Review

NO.	CHECK	SCORE 0 TO 4
16	The unit tracks safety, quality, delivery, cost and people KPIs every month against written targets.	
17	The unit has a cost view with material, unit direct cost, allocated cost and cost per unit, updated monthly.	
18	The monthly unit review follows a fixed agenda, takes 60 minutes or less and ends with actions that have an owner and a date.	
19	Agreements between internal customers and suppliers exist in writing, with quantity, lead time and quality terms.	
20	Every breach of an internal agreement is logged and discussed by the two unit leaders within one week.	

THE CHECK

05 Data, Transition and Governance

NO.	CHECK	SCORE 0 TO 4
21	The unit team sees its own dashboard with KPIs updated at least daily, without asking a central department.	
22	Team members can name the three largest cost items of the unit and explain how their work influences them.	
23	The move from a functional to a unit organisation follows a written plan with phases, owners and named risks.	
24	Roles, reporting lines and decision rights are written in a one-page unit charter, signed by the plant manager.	
25	The plant management team reviews the unit model twice per year, including the segmentation and the shared services.	

Your Result

BLOCK	POINTS	OUT OF
01 Segmentation and Focus		20
02 Unit Leadership and Ownership		20
03 Support Functions		20
04 Performance, Cost and Review		20
05 Data, Transition and Governance		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how far the unit runs as a small factory. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Functional. Departments own steps, nobody owns the product from start to finish.	Build the product family matrix. Name one pilot family and one leader.
40 to 59	Drawn. Units exist on the org chart, but support and decisions still sit in functions.	Write the unit charter. Assign named support contacts. Start the monthly review.
60 to 79	Running. Units steer on their own KPIs and cost view.	Write internal agreements. Give the team its own daily dashboard.
80 to 100	Self-steering. Units act as small businesses inside one plant.	Hold the level. Review segmentation and shared services twice per year.

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 in the same unit in 90 days and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
FACTORY WITHIN FACTORY STARTER KIT	The guide for your first 30 days with one pilot unit, plus the unit scorecard in Excel.
FACTORY WITHIN FACTORY 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.