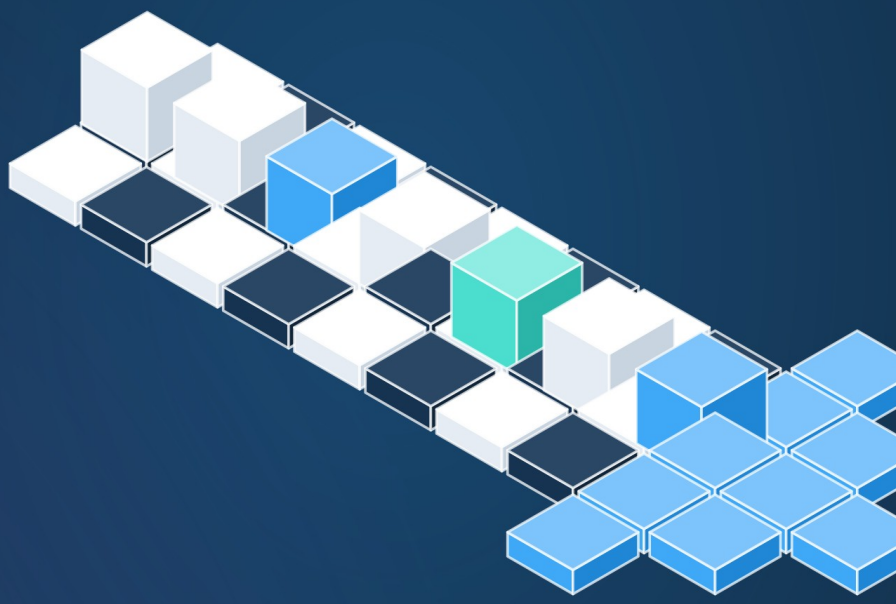
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S FLOW AND JUST IN TIME QUICK START CHECKLIST

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



SEE THE WAIT. THEN REMOVE IT.

START HERE

How to Use This Check

One value stream, one walk, the people who run it. Twenty minutes, twenty-five statements, one number.

01 WALK	02 SCORE	03 ACT
Walk the value stream backwards, from dispatch to receiving, with the team leader and the material planner. 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 on the shop floor.
4	Consistently in place, visible, reviewed and improved.

> **WHY ONE VALUE STREAM**
>
> **A plant does not have a flow level. A value stream does. Score the product family that hurts most in delivery or inventory and repeat the check there every quarter.**

Before You Start

- **Value stream:** choose a product family with late deliveries, frequent shortages or high stock.
- **Evidence:** the card, the label, the rack, the board, the count. If it is not on the shop floor, it does not count.
- **Safety:** stay on marked walkways and keep clear of forklifts, route trains and mobile robots during the walk.

THE CHECK

01 Flow and Pull

NO.	CHECK	SCORE 0 TO 4
01	The product family and its value stream are defined, and a current state map from dispatch back to receiving hangs where the team meets.	
02	Between processes, material moves in one piece or in a fixed small lot, and the lot size is written at the station.	
03	Every buffer between processes has a marked location and a maximum quantity, and the maximum is not exceeded.	
04	Only one process, the pacemaker, receives the customer schedule. All other processes follow by pull signal or FIFO lane.	
05	No process produces without a signal: a card, an empty container or an electronic call. Overproduction is visible at a glance.	

02 Takt and Levelling

NO.	CHECK	SCORE 0 TO 4
06	Takt time is calculated from customer demand and available time, and it is displayed at the pacemaker.	
07	Work content per station is balanced to takt and documented in the standard work of the process.	
08	The pacemaker runs a levelled pattern of volume and mix per day or per pitch, not large lots of one variant.	
09	Changeover times at the pacemaker are measured, and the number of lots per day is planned against them.	
10	Plan against actual is recorded at the pacemaker every hour or pitch, with a reason for every deviation.	

THE CHECK

03 Supermarkets and Kanban

NO.	CHECK	SCORE 0 TO 4
11	Every supermarket part has one fixed location with a label: part number, quantity per container, minimum and maximum.	
12	The number of cards per loop is calculated from demand, replenishment time, container quantity and safety factor, and the calculation is on file.	
13	Loops are recalculated when demand changes by more than an agreed limit, and at least every quarter.	
14	Cards are counted by loop every week, and a missing card is replaced within one shift.	
15	Supermarket racks enforce first in, first out: they are loaded from the back and picked from the front.	

04 Material Supply and Warehouse

NO.	CHECK	SCORE 0 TO 4
16	Line side material is supplied in fixed cycles by a route with a written timetable, stops and a load check.	
17	Every line side location has a marked minimum and maximum, and line side stock stays within the defined reach.	
18	Operators do not leave the station to fetch material. Empty containers and cards are the only call.	
19	The warehouse works with defined locations and first in, first out, and inventory accuracy is checked by regular cycle counts.	
20	Supplier deliveries arrive in agreed time windows and quantities, and delivery reliability is measured per supplier.	

THE CHECK

05 Measurement, Risk and Governance

NO.	CHECK	SCORE 0 TO 4
21	Lead time, WIP, on-time delivery and inventory reach are measured every week per value stream, with one written definition.	
22	A short daily flow review at the board covers delivery, shortages and buffers, and ends with one action, owner and date.	
23	Every deliberate buffer for supply risk has a written reason, a size, an owner and a review date.	
24	Loop parameters and master data in the planning or e-Kanban system have a named owner and are audited against the shop floor.	
25	Traffic routes for people, forklifts, route trains and mobile robots are separated, marked and kept clear.	

Your Result

BLOCK	POINTS	OUT OF
01 Flow and Pull		20
02 Takt and Levelling		20
03 Supermarkets and Kanban		20
04 Material Supply and Warehouse		20
05 Measurement, Risk and Governance		20
TOTAL		100

YOUR RESULT

Read the Number

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

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Push. Every process works to its own schedule and stock fills the gaps.	Map the value stream. Count WIP every day. Measure lead time and on-time delivery.
40 to 59	Islands of flow. Some cells and loops exist but depend on people.	Cap every buffer. Calculate the first Kanban loop. Fix the supply cycle.
60 to 79	Stable pull. Loops are calculated, supply runs in cycles, numbers are reviewed.	Level the pacemaker. Shorten changeovers. Extend loops to suppliers.
80 to 100	Levelled flow. Lead time is short and stable, buffers are deliberate.	Hold the level. Transfer the design to the next value stream.

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 on the same value stream in 90 days and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
FLOW AND JUST IN TIME STARTER KIT	The guide for your first 30 days on one value stream, plus the Kanban loop and flow tracker in Excel.
FLOW AND JUST IN TIME 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.