OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

PRODUCTION SYSTEM FOUNDATIONS QUICK START CHECKLIST

Score one area in thirty minutes, with evidence you can point at.



BUILD THE BASE. THEN THE HOUSE.

START HERE

How to Use This Check

One area, one walk, the leaders who run it. Thirty minutes, twenty-five statements, one number.

01 WALK	02 SCORE	03 ACT
Walk the area with the area leader, one team leader and one team member. Do not score from a meeting room.	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 area.

The Scoring Scale

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

> **WHY ONE AREA**
>
> **A plant does not have one production system level. Each area has its own. Score the area you lead and repeat the check there every quarter.**

Before You Start

- **Area:** one unit with one leader, for example an assembly hall, a machining area or the warehouse.
- **Evidence:** the area board, the standard register, the rollout plan, the audit records. If nobody can show it, it does not count.
- **Honesty:** score the system, not the people. A low score is a finding about leadership, not about the team.

THE SYSTEM

Sixteen Modules, One System

This check looks at the foundation. Fifteen further modules stand on it. Know the whole building before you score its base.

<table>
<tr><td>ROOF
Direction</td><td colspan="4">14 Strategy Deployment
Objectives and targets: Safety | Quality | Delivery | Cost | People | Energy and CO2</td></tr>
<tr><td>LAYER 5
Reach</td><td colspan="2">12 Lean Administration</td><td colspan="2">13 Launch Management</td><td rowspan="4">IMPROVEMENT ENGINE
08 Waste Elimination
10 Continuous Improvement
15 Problem Solving</td></tr>
<tr><td>LAYER 4
Flow</td><td>03 Flow and Just in Time</td><td>11 Factory within Factory</td><td>16 Intralogistics and Material Flow</td></tr>
<tr><td>LAYER 3
Stability</td><td>04 Zero Defects</td><td>06 Visual and Shop Floor Management</td><td>09 TPM</td></tr>
<tr><td>LAYER 2
People and order</td><td>02 People and Teamwork</td><td>05 Standard Work</td><td>07 5S</td></tr>
<tr><td>LAYER 1
Foundation</td><td colspan="4">01 Production System Foundations
Purpose, principles, roles, governance, maturity, steering, training, digital basis</td></tr>
</table>

- **Read from the bottom up.** A layer only holds when the layer below it holds. Flow without stable processes produces faster chaos.
- **The engine runs through all layers.** Waste elimination, continuous improvement and problem solving start with the first module, not after the last.
- **The roof is the reason.** Strategy deployment sets direction and targets. Every module must pay into at least one objective. If it does not, it is decoration.

> **WHAT FOUNDATIONS MEANS**
>
> **Purpose, roles, governance, maturity and steering. Without them every other module becomes a separate project that ends when its champion leaves.**

THE CHECK

01 Purpose and Architecture

NO.	CHECK	SCORE 0 TO 4
01	The production system is written on a few pages: objectives, principles, the 16 modules and how they connect, in one version for all areas.	
02	Every leader in the area can explain in two minutes what the production system is for and which modules the area works on this year.	
03	Site objectives for safety, quality, delivery, cost, people and energy are broken down into area targets that hang on the area board.	
04	The area has a written rollout plan that names the modules, the wave, the start date and the owner of each module.	
05	Every improvement project in the area is linked to a module and an objective. Projects without that link are not started.	

02 Roles and Organisation

NO.	CHECK	SCORE 0 TO 4
06	The plant manager leads the monthly production system review in person, and it was not cancelled in the last three months.	
07	Area leaders and team leaders have their production system tasks written in their role description, with time reserved in the week.	
08	The production system office is small, supports, trains and audits, and does not own the results of the areas.	
09	Each module in rollout has one named owner in the line and one contact person in the production system office.	
10	New leaders complete the production system introduction within 90 days, and the training record shows it.	

THE CHECK

03 Standards and Governance

NO.	CHECK	SCORE 0 TO 4
11	Every standard shows one owner, a version, a valid-from date and a next review date.	
12	No standard in the area is past its review date, and each one was reviewed at least once in the last 12 months.	
13	The current version of every standard can be found at the point of use within one minute, and no outdated copies are in use.	
14	Changes to a standard follow one short written process: proposal, trial, approval by the owner, training, update.	
15	The area keeps one register of its standards, and every standard on the register exists and is in use.	

04 Maturity and Steering

NO.	CHECK	SCORE 0 TO 4
16	A maturity assessment of the area across all 16 modules exists that is less than six months old and was led by an assessor from outside the area.	
17	The maturity profile hangs on the area board, with the target level of each focus module for the next twelve months.	
18	The area steers with eight KPIs at most, covering safety, quality, delivery, cost, people and energy, each with one written definition.	
19	KPIs are reviewed in a fixed rhythm, and every KPI that misses its target for two periods has an action with owner and date.	
20	KPI values come from one data source. There are no parallel lists with different numbers for the same KPI.	

THE CHECK

05 Keeping the System Alive

NO.	CHECK	SCORE 0 TO 4
21	Team leaders, area leaders and the plant manager work to written leader standard work, and at least 80 percent of planned confirmations were done last month.	
22	Layered process audits run to a fixed plan across at least three levels of management, and the results are recorded.	
23	Audit findings are closed by their due date. Overdue findings are raised in the weekly area review.	
24	Every employee of the area has completed the production system introduction, and new employees complete it in their first week.	
25	The production system itself is reviewed once a year, and the changes are recorded in a version history.	

Your Result

BLOCK	POINTS	OUT OF
01 Purpose and Architecture		20
02 Roles and Organisation		20
03 Standards and Governance		20
04 Maturity and Steering		20
05 Keeping the System Alive		20
TOTAL		100

YOUR RESULT

Read the Number

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

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Initiatives. Tools are used in places, nobody owns the whole.	Write purpose, principles and the module map on two pages. Name the owner of the system.
40 to 59	Structure. Roles and standards exist but depend on individuals.	Start leader standard work and the monthly review. Run the first maturity assessment.
60 to 79	System. The area is steered by maturity and a few KPIs.	Close the weakest block. Start layered audits. Prepare the next wave.
80 to 100	Self-sustaining. The system survives a change of people.	Hold the level. Let this area coach the next one.

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 area in 90 days and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
FOUNDATIONS STARTER KIT	The guide for your first 30 days in one area, plus the maturity and rollout tracker in Excel.
FOUNDATIONS EXCELLENCE BUNDLE	The full playbook, workshop pack, shop floor forms, the Excel system for all areas and a ready-to-use workshop deck.

Both are available at operationsinsider.com.