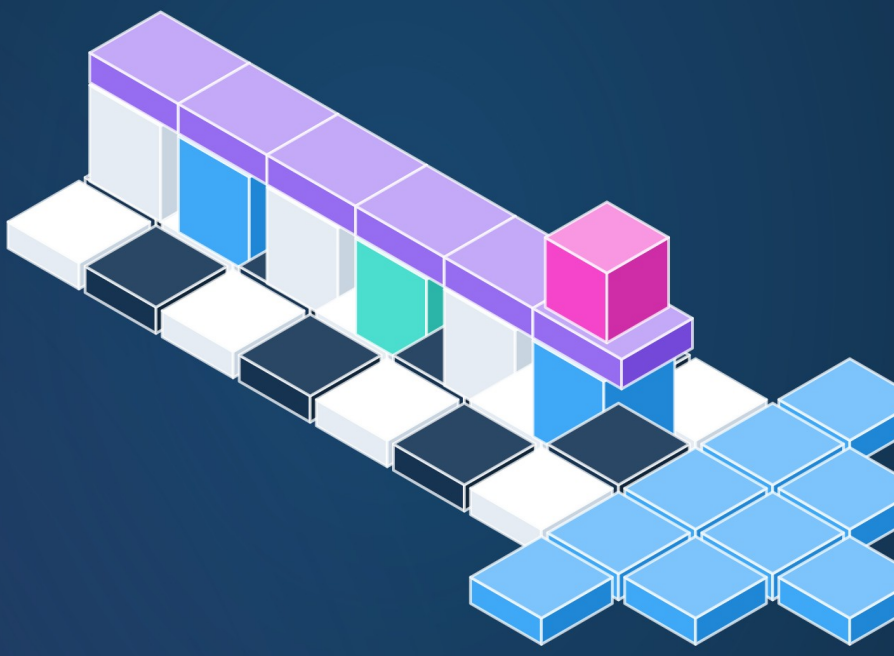
OPERATIONS INSIDER

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THE MANAGER'S STRATEGY DEPLOYMENT QUICK START CHECKLIST

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



FEW TARGETS. CLEAR OWNERS. MONTHLY REVIEW.

START HERE

How to Use This Check

One plant, one walk, the management team. Thirty minutes, twenty-five statements, one number.

01 WALK	02 SCORE	03 ACT
Go to the boards with the plant manager and one area manager. Ask to see the plan, the matrix and last month's review.	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 started. Nothing to point at.
1	Started. Depends on individuals, not written down.
2	Defined. Written, but not used consistently in every area.
3	Stable. Used everywhere, visible and reviewed.
4	Excellent. Used, reviewed and improved from one year to the next.

> **WHY ONE PLANT**
>
> **Strategy deployment is a management system for one organisation with one budget. Score the plant or business unit as a whole, then test it in two areas and one team.**

Before You Start

- **Scope:** one plant or one business unit with its own targets and budget.
- **Evidence:** the deployment plan, the matrix, the KPI tree, bowling charts, review records, a team board. If nobody can show it, it does not count.
- **Test:** ask one team leader which plant target the team's current improvement work serves. The answer tells you more than any document.

THE CHECK

01 Direction and Breakthrough Objectives

NO.	CHECK	SCORE 0 TO 4
01	A written direction for the next three to five years exists, and every manager can explain it in two sentences.	
02	No more than three to five breakthrough objectives are set for the year, each with a number, a date and one owner.	
03	Every breakthrough objective starts from a measured gap in delivery, quality, cost, safety or people, not from a wish.	
04	A written stop list names the projects that were ended or postponed to make room for the objectives.	
05	Objectives were agreed before the budget was closed, and the budget shows the money and hours for them.	

02 Annual Targets and the KPI Tree

NO.	CHECK	SCORE 0 TO 4
06	Every annual target has a baseline, a target value, a date, one owner and one written KPI definition.	
07	Each plant target is broken down into area and team KPIs that people at that level can actually influence.	
08	The KPI tree fits on one page, and area values roll up to the plant value by a written rule, weighted, not averaged.	
09	Every team KPI from the tree is on the daily board of that team and is updated at least weekly.	
10	No team is asked to improve more than five KPIs this year, and each team can name its two most important ones.	

THE CHECK

03 Deployment Matrix and Catchball

NO.	CHECK	SCORE 0 TO 4
11	One deployment matrix on one page links objectives, annual targets, improvement priorities, KPIs and owners.	
12	Every improvement priority has one lead owner, a start and end month, and the hours it needs per month.	
13	Every priority is linked to at least one annual target; priorities without a link were stopped or justified in writing.	
14	Targets and priorities were agreed in at least two catchball rounds, each with a date, a record and named participants.	
15	Team leaders can show which plant target their own improvement work serves, without looking it up.	

04 Review Rhythm and Countermeasures

NO.	CHECK	SCORE 0 TO 4
16	A bowling chart with plan and actual per month exists for every KPI and is updated within five working days of month end.	
17	Monthly reviews take place on the planned date at the boards, with the KPI owners present, and attendance is recorded.	
18	Every KPI that is red for two months in a row has a written countermeasure with cause, owner and due date.	
19	Countermeasures use structured problem solving, and their effect is checked in the next monthly review.	
20	A quarterly review checks the breakthrough objectives and moves priorities or resources on evidence, with decisions recorded.	

THE CHECK

05 Resources, Capability and Governance

NO.	CHECK	SCORE 0 TO 4
21	The load per person from all priorities is checked against available hours, and nobody leads more than two priorities.	
22	Owners have their time for priorities released in writing, and that time is protected in the weekly plan.	
23	Managers are trained in the method, and every new manager learns it within three months of starting.	
24	The one-page deployment plan for the year hangs in every area and was explained to every team.	
25	The deployment process itself is reviewed once a year, and at least one change to the method is agreed.	

Your Result

BLOCK	POINTS	OUT OF
01 Direction and Breakthrough Objectives		20
02 Annual Targets and the KPI Tree		20
03 Deployment Matrix and Catchball		20
04 Review Rhythm and Countermeasures		20
05 Resources, Capability and Governance		20
TOTAL		100

YOUR RESULT

Read the Number

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

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Budget driven. Targets arrive as numbers from above and are reviewed once a year.	Name three breakthrough objectives from measured gaps and write the stop list.
40 to 59	Targets exist. They are not broken down, and priorities compete for the same people.	Build the KPI tree for one area and run catchball with its managers.
60 to 79	Deployed. Targets reach the teams and are reviewed monthly.	Make countermeasures the rule for every red KPI and check resource load.
80 to 100	Steering. Few priorities, clear owners, decisions made on evidence.	Hold the rhythm. Review the method itself once a 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 90 days with the same people and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
STRATEGY DEPLOYMENT STARTER KIT	The guide for cascading the plant targets into one area in 30 days, plus the target and KPI tree tracker in Excel.
STRATEGY DEPLOYMENT EXCELLENCE BUNDLE	The full playbook, workshop pack, forms, the Excel system with the deployment matrix and a ready-to-use workshop deck.

Both are available at operationsinsider.com.