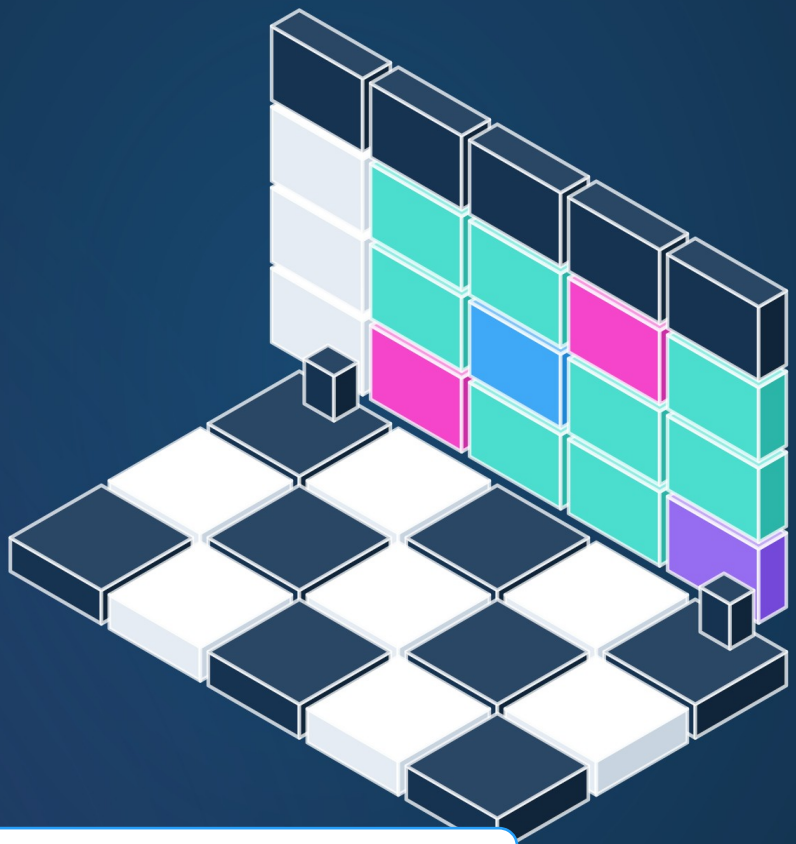
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S SHOP FLOOR QUICK START CHECKLIST

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



SEE IT. MEET ON IT. RESPOND.

START HERE

How to Use This Check

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

01 WALK	02 SCORE	03 ACT
Go to the area during a shift, with the team leader and one team member. Do not score from a desk or a screen.	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 or teams.
3	Mostly in place and visible on the shop floor.
4	Consistently in place, visible, reviewed and improved.

> WHY ONE AREA
>
> **A plant does not have one shop floor management level. A team does. Score the area where problems are found latest, and repeat the check there every quarter.**

Before You Start

- **Area:** one team with one board, for example a cell, a line or a section of the warehouse.
- **Timing:** walk during production and, if you can, attend the daily meeting before you score.
- **Evidence:** the board, the marking, the log, the card on the station. If it is not on the shop floor, it does not count.

THE CHECK

01 Visual Workplace and Colour Code

NO.	CHECK	SCORE 0 TO 4
01	Floor markings follow one written colour code, and the code is the same in every area of the plant.	
02	Every location for material, tools and containers is marked and labelled, and what stands there matches the marking.	
03	The status of every machine or workstation can be seen from the aisle within five seconds: running, stopped, waiting or planned stop.	
04	Standards hang at the point of use with a photo, an owner and a review date, and none is past its review date.	
05	Deviations such as missing material, quality holds and open tags are marked where they occur and can be seen without asking.	

02 Boards and KPIs

NO.	CHECK	SCORE 0 TO 4
06	Every team has a board at its work area, and all team boards of the plant follow the same fixed structure.	
07	The team board shows no more than seven KPIs, each with a written definition, a target, an owner and a red or green status.	
08	The team writes the KPI values on the board by hand at least once per shift.	
09	Each team KPI is linked to a KPI on the area board and the plant board, and the link is written down.	
10	Nothing on the board is older than one week, and the KPI values are from the last shift.	

THE CHECK

03 Daily Meetings and Escalation

NO.	CHECK	SCORE 0 TO 4
11	The team meeting takes place every working day at the same time, standing at the board, in 15 minutes or less.	
12	Area and plant meetings follow at fixed times after the team meetings, so that a problem can move up on the same day.	
13	Every meeting follows a written agenda that hangs on the board, and it starts on time.	
14	Written escalation rules state which problem goes to which level within which time, and response times are measured.	
15	When someone calls for help, the agreed responder arrives within the agreed time, for example five minutes.	

04 Problem Solving and Follow-Up

NO.	CHECK	SCORE 0 TO 4
16	Every red KPI value has a line on the problem list with cause, action, owner and due date before the next meeting.	
17	Open actions are reviewed in every meeting, and overdue actions are visibly marked on the board.	
18	Problems the team cannot solve within five working days are escalated or moved to a structured method such as A3.	
19	At least 80 percent of actions are closed by their due date, and the rate is measured every month.	
20	The effect of every closed action is checked, and the standard is updated where the cause was a missing or weak standard.	

THE CHECK

05 Leadership Routines and Digital Practice

NO.	CHECK	SCORE 0 TO 4
21	Every leader from team leader to plant manager has written leader standard work with daily, weekly and monthly tasks.	
22	Every manager does a go and see walk at least once a week, with a fixed route, standard questions and a written log.	
23	Adherence to leader standard work is tracked, and missed tasks are discussed in the next review, not hidden.	
24	Digital boards draw on one source of truth, and written rules state what is shown digitally and what stays on paper.	
25	Remote participants see the same board in real time, and the meeting still takes place at the board.	

Your Result

BLOCK	POINTS	OUT OF
01 Visual Workplace and Colour Code		20
02 Boards and KPIs		20
03 Daily Meetings and Escalation		20
04 Problem Solving and Follow-Up		20
05 Leadership Routines and Digital Practice		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	Invisible. Problems are found in reports, days after they happened.	Make status visible. Put one board in one team with three KPIs and start a daily 15-minute meeting.
40 to 59	Displayed. Boards and meetings exist, but data is old and the meeting depends on one person.	Let the team write its own numbers every shift. Fix the agenda and the time. Write escalation rules.
60 to 79	Daily rhythm. Problems surface the same day and move up the levels.	Measure response times and action closure. Write leader standard work and start weekly go and see walks.
80 to 100	Self-correcting. Deviations are seen, answered and removed without outside push.	Hold the level. Transfer the board standard and the routines to the next team.

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
SHOP FLOOR MANAGEMENT STARTER KIT	The guide for your first 30 days with one team board, plus the board KPI and action tracker in Excel.
SHOP FLOOR MANAGEMENT EXCELLENCE BUNDLE	The full playbook, workshop pack, shop floor forms, the Excel system for three levels and a ready-to-use workshop deck.

Both are available at operationsinsider.com.