COUNTERSTEER
WORKS

COMPANION WORKBOOK

Grab the Wheel and Drive Your Business

The Countersteer Method

Every worksheet in the book, in one file you can fill in on screen or print. Score your business, work one function at a time, and keep the numbers your team can actually move on a Tuesday.

JON COLEN · COUNTERSTEER WORKS · COUNTERSTEERWORKS.COM

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BEFORE YOU START

About Countersteer

What Countersteer is. Most owners drive their business by looking in the rearview mirror. Revenue, profit and the P&L tell you what already happened, and by the time the number lands on your desk, the work that produced it is long finished. Countersteer moves you to the steering wheel: the few activities your team can change this week that move those numbers. That is the Countersteer Method, and every Countersteer book, seminar and program teaches it.

Why the name. When your car starts to slide, you turn the steering wheel the opposite way. That's a countersteer: a small, deliberate turn of the wheel in the direction that feels wrong, and it's how a driver gets back in control. It isn't instinct. It's a control input you have to learn. Running a business is the same. When things go sideways, owners grip harder: more hours, more trucks, more ads. The fix is usually a small, counterintuitive move on the right number. You don't steer a business by gripping harder. You steer it by learning the right input.

How I help a business. First, we score all twelve functions, from marketing to quality, and find the lowest one. That's where the money is leaking. Then we trace it: the result, the financial driver underneath it and the activity your team can actually change. One number. One Accountable Owner, by name. And a Tuesday to check it. Then we check it every Tuesday, because most owners don't need more advice. They need the work to get done.

What I believe. Knowledge without execution creates no value. Community without accountability creates no progress. Fix the leaks before you add horsepower: operations before growth. Measure it or it didn't happen. And my job is to put business owners back in the driver's seat.

— Jon Colen, Chief Executive Officer, Countersteer Works

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BEFORE YOU START

The Countersteer Method

The Countersteer Method is how every Countersteer book, seminar and program turns a number you don't like into work your team can do this week. It follows one chain, from the rearview mirror to the steering wheel:

> **Result → Financial Driver → Activity Driver → Action → Accountable Owner → Measure**

Result	The number that tells you what already happened: revenue, profit, cash. It's the rearview mirror.
Financial Driver	What's moving that result: price, margin, volume, cost or the timing of cash.
Activity Driver	The thing your team actually does that moves the financial driver. This is the steering wheel.
Action	What you'll do differently, starting this week.
Accountable Owner	One person, by name. Not a department.
Measure	One number that shows whether it worked, one you can read in under a minute.

The Tuesday Test. Can someone on your team walk in tomorrow morning and do something differently that will move the number? If yes, you've found an activity driver: a number your team can actually move on a Tuesday. If no, you're still looking at a result or a financial driver. Keep tracing until the answer is yes.

Why the Tuesday Test matters. Most owners set goals nobody can steer: grow revenue, cut costs, improve cash. Those are results. Nobody can walk in on Tuesday morning and "improve cash." They can call the five oldest unpaid invoices, follow up on every quote more than two weeks old, or fix the one step that causes the most rework. The Tuesday Test is the filter that turns a goal into work. It keeps every plan honest: if a driver can't pass it, replace it. And because every driver has an owner and gets checked every Tuesday, the work actually gets done. Knowledge without execution creates no value.

How it runs in this workbook. Every chapter worksheet runs the chain. Find the driver, put your answer through the Tuesday Test, then trace one result through The Route to a measure, with one Accountable Owner. Bring that page to your Tuesday review, check each driver's number, and replace any driver that doesn't move.

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How to Use This Workbook

Start with the Business Health Check. It scores all 12 functions in about 5 minutes and shows you where to begin. Then work the chapter worksheet for your lowest function, while the chapter is fresh. Come back to the others one at a time.

> **Result → Financial Driver → Activity Driver → Action → Accountable Owner → Measure**

Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it. Every worksheet ends with one result traced through The Route; that is the page to bring to your Tuesday review.

Start here: score all 12 functions	Business Health Check	5
Chapter 1	Infrastructure	10
Chapter 2	Marketing	15
Chapter 3	Sales	19
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APPENDIX WORKSHEET

The Business Health Check

YOUR COUNTERSTEER	All 12 chapters at once. Score all 36 statements honestly: 1 means not at all true, 5 means completely true.
YOU WALK AWAY WITH	Your three lowest-scoring functions, which are where you start.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it. In Adobe Acrobat or Reader, the averages and bands fill in for you as you score.

Infrastructure (Chapter 1)

Statement	Score (1–5)
We have a written business plan that's been reviewed in the last 12 months.	
I can name our top 3 activity drivers, not just our financial results.	
Our org chart reflects who's actually here today, not who was here a year ago.	
Average	

Marketing (Chapter 2)

Statement	Score (1–5)
Any two people on our team would describe our value proposition the same way.	
We know exactly which customer segment is most profitable for us.	
We can point to which of our marketing activities actually produce qualified leads.	
Average	

Sales (Chapter 3)

Statement	Score (1–5)
Our sales process is documented well enough that a new hire could follow it.	
We track close rates and quotes sent, not just total revenue.	
We have a defined process for asking closed customers for referrals.	
Average	

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Vendors & Purchasing (Chapter 4)

Our top vendor relationships are scored against real criteria, not gut feel.	
We use written purchase orders for anything beyond routine, small purchases.	
We have a documented receiving process that catches problems before they become inventory.	
Average	

Operations (Chapter 5)

I know exactly what our single biggest bottleneck is right now.	
Our core processes are written down as standard work, not just "how we've always done it."	
We track on-time delivery as an operational indicator and cost per unit as a financial result, not just whether the month "felt busy."	
Average	

Human Capital (Chapter 6)

We have current, accurate job descriptions for every role.	
Our new hires follow a structured first-90-days onboarding plan.	
We know our turnover rate and can name the top reason people actually leave.	
Average	

Payroll (Chapter 7)

Every worker's classification (employee/contractor, exempt/non-exempt) has been reviewed in the last year.	
Our commission plan is simple enough that a salesperson can calculate their own check.	
We know who owns our payroll filing calendar, by name.	
Average	

Accounting & Finance (Chapter 8)

I review our cash flow statement as closely as our income statement.	
We know our days sales outstanding and track them regularly.	
Our invoices go out accurately the first time, without routine corrections.	
Average	

Information Systems (Chapter 9)

I could list every software system we run without opening anything.	
Our key systems (CRM, POS, accounting) actually share data automatically.	
We know the difference between an IT problem and an IS problem when something breaks.	
Average	

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Safety (Chapter 10)

We have a real, written safety program specific to our actual hazards.	
Employees report near-misses without fear of getting in trouble.	
Every new hire gets safety training in their first week, not "eventually."	
Average	

Project Management (Chapter 11)

Every new initiative starts with a one-page charter before work begins.	
We keep, and actually review, a risk log for active projects.	
We have a defined process for handling scope-creep requests.	
Average	

Quality Management (Chapter 12)

We have written standard work for our most important, repeated tasks.	
We track defect and rework rates, not just customer complaints.	
Employees are encouraged to flag process gaps, and we actually act on what they flag.	
Average	

Scoring Key

Average score	Maturity band	What it means
1.0 – 2.4	**Ad Hoc**	Running on memory and good intentions. This function depends entirely on one person's remembering to do it.
2.5 – 3.9	**Documented**	A real process exists, but it isn't consistently followed or measured yet.
4.0 – 5.0	**Optimized**	Consistent, measured, and improving on purpose — the goal for every function in this book.

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Summary Table

Copy each function's average, write in its band, then average all twelve. Tick the three lowest. Those three — not the other nine, and not the overall average — are where you start.

Function	Average	Band	Lowest three
Infrastructure			
Marketing			☐
Sales			
Vendors & Purchasing			☐
Operations			
Human Capital			☐
Payroll			
Accounting & Finance			☐
Information Systems			
Safety			☐
Project Management			
Quality Management			☐
Overall business average			

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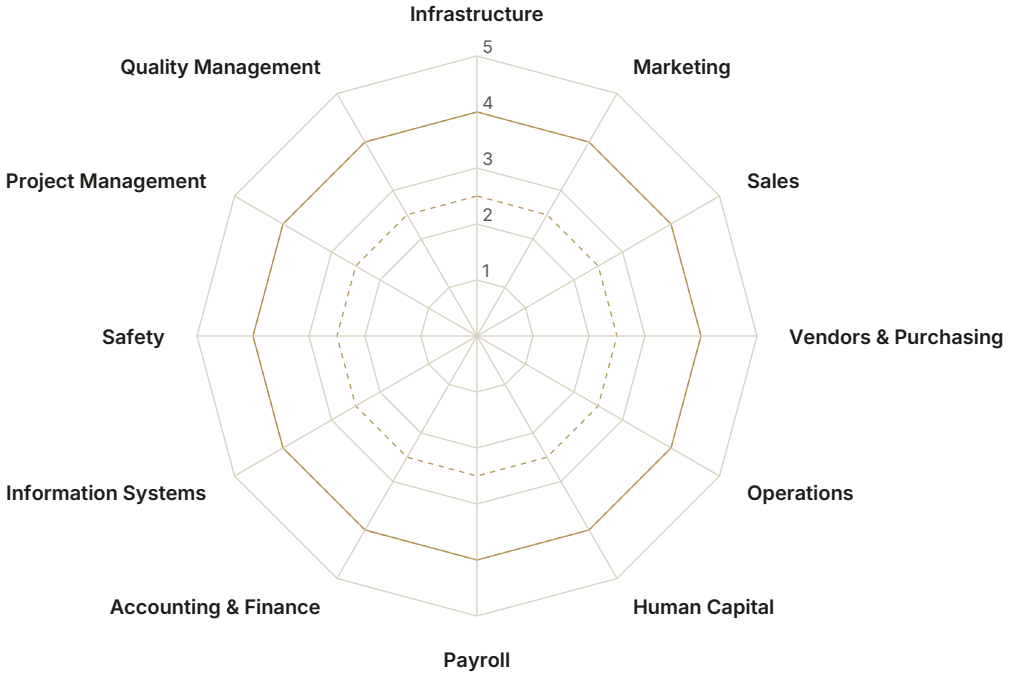
Plot Your Scores

Mark your average for each function on its axis, then connect the dots. Whatever function pulls the shape in closest to the center is your real answer: the one opportunity to improve first.



Dashed gold rings: 2.5 (Documented begins) and 4.0 (Optimized begins). Print this page to plot by hand.

Your biggest opportunity for improvement right now is

One thing I'll do about it this month

The interactive Business Health Check at CountersteerWorks.com scores your answers and draws this map for you. No email required to see your results.

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CHAPTER 1 WORKSHEET

Infrastructure

YOUR COUNTERSTEER	Sections of the plan actually written down, and the date you last opened it — not just this year's revenue number.
YOU WALK AWAY WITH	A written business plan you built section by section, and a review cadence that keeps it from becoming decoration.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Plan sections written down, and the date you last opened the plan.
MEASURE IT WITH	Plan sections complete; monthly reviews held.
THE TRAP	Letting the plan become decoration: written once, never reopened.
THIS WEEK	Draft your one-page plan in 45 minutes and book the first review.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Draft your One-Page Business Plan in under 45 minutes. Don't polish it — just answer every line.	DONE ON
☐	Answer the six strategic questions (who, what, where, when, why, how) for your own business, in your own words.	DONE ON
☐	Name one number you check obsessively, and write down the activity driver sitting underneath it.	DONE ON
☐	Put your first plan review on the calendar right now — one month from today.	DONE ON

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The Six Strategic Questions

Who, what, where, when, why and how. Answer for your business, in your own words.

Who is your customer?

What need are you fulfilling?

Where do they buy, and are there geographic limits?

When are they in the market to buy?

Why do they choose you over a competitor?

How much are they willing to spend?

One-Page Business Plan

The rest of the plan. Forty-five minutes, every line answered.

Executive summary (2–3 sentences)

Products/services offered

Target market & segment

Value proposition (one sentence)

Pricing strategy

Ownership & legal structure

Key roles needed (org chart in miniature)

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Break-even estimate	
Year 1 revenue goal	
Top 3 risks	

Review cadence: monthly for year one, then quarterly. If you're not touching this document at least four times a year, it's decoration, not a control plan.

Plan Review Log

Book the first review one month from today. Log each one. A missed review is rescheduled within the week.

Review	Date held	Sections updated or decisions made	Held
Review 1			
Review 2			
Review 3			
Review 4			
Review 5			
Review 6			
Review 7			
Review 8			
Review 9			
Review 10			
Review 11			
Review 12			

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KPI Dashboard: Financial, Operational and Activity Measures

Chapter 1, applied. The examples are from the book's Appendix. Pick three functions and write your own.

Function	Financial	Operational	Activity driver
Sales	Revenue, gross margin per sale	Close rate	Quotes sent, prospecting calls made
Marketing	Cost per acquisition, pipeline value	Conversion rate	Content published, campaigns launched
Purchasing	Cost of goods, vendor spend variance	Vendor scorecard average	POs issued on time, 3-way matches completed
Operations	Cost per unit	On-time delivery rate	Standard work followed, in-process checks performed
Human Capital	Cost-per-hire, total labor cost	Turnover rate	Stay interviews held, 1:1s completed
Payroll	Compliance penalties paid	Payroll error rate	Timesheets approved on time, audits performed
Accounting	Bad debt, cash balance	Days sales outstanding	Invoices reviewed before sending, collection calls made
Safety	Workers' comp cost	Incident rate	Near-misses reported, audits completed
Quality	Rework cost, scrap cost	Defect rate	Process audits completed, improvement ideas submitted

Your three

Function	Financial	Operational	Activity driver

The test from Chapter One: if an employee can't walk in tomorrow and directly move the number through something they do differently that day, it belongs in the Financial column, not the Activity driver column.

The Number You Check Most

The one number I check obsessively	
The activity driver sitting underneath it	

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Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Infrastructure — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Draft your one-page plan in 45 minutes and book the first review.

Done by (date)

Who will I tell I've done it?

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CHAPTER 2 WORKSHEET

Marketing

YOUR COUNTERSTEER	Content published and campaigns launched, not just leads counted — and a lead only counts if it's qualified for what you actually sell.
YOU WALK AWAY WITH	A value proposition a stranger could repeat back to you.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Campaigns launched and qualified leads booked, not just leads counted.
MEASURE IT WITH	Qualified bookings per week; campaigns per month.
THE TRAP	Counting leads that were never qualified for what you actually sell.
THIS WEEK	Write your value proposition in one sentence a stranger could repeat.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Write your value proposition in one sentence — the kind a stranger could repeat back to you.	DONE ON
☐	Fill out a Customer Profile Worksheet for your single best-fit segment.	DONE ON
☐	Pull your last five marketing pieces. Would a stranger know exactly who each one is for?	DONE ON
☐	List your top three competitors and name one thing each of them genuinely does better than you.	DONE ON

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Your Value Proposition in One Sentence

Value proposition *One sentence. Who it's for, what it does, why you.*	
Who I read it to	
What they repeated back	

Could they repeat it back? ☐ Yes, close enough ☐ No, rewrite it

Customer Profile Worksheet

For your single best-fit segment.

Segment name	
Industry / niche	
Typical company or household size	
Decision-maker title/role	
Primary need this segment has	
Where they shop / how they discover offerings like yours	
Buying trigger (season, cycle, time of day)	
Average income / revenue or budget	
Top 2 competitors serving this segment	
Your value proposition in one sentence	
Estimated number of customers in this segment	
Estimated total revenue potential	

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Marketing Piece Audit

Your last five pieces: ads, posts, emails, flyers, web pages.

Piece	Who is it for?	Would a stranger know?	What to change

Top Three Competitors

Be honest. Name one thing each does genuinely better than you.

Competitor	One thing they do better	What I'll do about it

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Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Marketing — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Write your value proposition in one sentence a stranger could repeat.

Done by (date)

Who will I tell I've done it?

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CHAPTER 3 WORKSHEET

Sales

YOUR COUNTERSTEER	Quotes sent and prospecting calls made, not just total revenue — and watch your close rate, or you're just producing paperwork.
YOU WALK AWAY WITH	A sales process that earns the yes instead of hoping for it.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Quotes sent and prospecting calls made, with close rate beside them.
MEASURE IT WITH	Quotes sent, calls made, quotes answered within 72 hours; close rate.
THE TRAP	Watching total revenue while quotes sit unanswered.
THIS WEEK	Audit your last ten quotes: how many converted, and how long they waited.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Write your SCOPE questions for your next sales call before you make it, not during it.	DONE ON
☐	Name the single objection you hear most often, and draft a validate-reframe-pivot response for it.	DONE ON
☐	Audit your last ten quotes: how many converted, and how long did they sit before a response?	DONE ON
☐	Ask one recently closed customer for two introductions this week.	DONE ON

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S.C.O.P.E. Questions for Your Next Call

Write them before the call, not during it. The book's example question is under each step.

Prospect and call date

State
Their current setup. "Walk me through your status quo — what's handling this workload right now?"

Comfort
What they want to keep. "What's non-negotiable to keep from that setup?"

Obstacles & Gaps
The friction they'd change. "What's holding your team back from the next level?"

Power & Stakeholders
Who really decides. "Who else holds sign-off for a project like this?"

Execution Timeline
A firm commitment. "If we clear those obstacles within budget, is your team ready to move immediately?"

Your Most Common Objection

Validate the concern, reframe the perspective, pivot to a steering question.

The objection, in their words

Validate
Show you heard the real concern.

Reframe
Move from price to the cost of leaving the problem unsolved.

Pivot
End with a steering question that keeps the deal moving.

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Quote Audit: Your Last Ten Quotes

How many converted, and how long did each one sit before a response?

Quote # / customer	Date sent	Amount	Days to response	Converted	Expiration date on it?
				☐	☐
				☐	☐
				☐	☐
				☐	☐
				☐	☐

Converted (out of 10)	
Average days waiting	
Quotes answered within 72 hours	

Ask for Two Introductions

One recently closed customer, this week.

Customer and date asked	
Introduction 1	
Introduction 2	
Follow-up date	

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The number on the statement or report.

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Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Sales — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Audit your last ten quotes: how many converted, and how long they waited.

Done by (date)

Who will I tell I've done it?

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CHAPTER 4 WORKSHEET

Vendors & Purchasing

YOUR COUNTERSTEER	POs issued on time, 3-way matches completed, and vendor conversations actually closed out — not just what you paid for the goods.
YOU WALK AWAY WITH	A vendor relationship that protects your margin instead of quietly leaking it.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	POs issued on time, 3-way matches completed, vendor issues closed out.
MEASURE IT WITH	Percent of POs issued on time; vendor issues closed within ten days.
THE TRAP	Judging vendors by the price you paid instead of how they perform.
THIS WEEK	Build a Vendor Scorecard for your most important supplier.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Build one Vendor Scorecard for your single most important supplier — score it honestly.	DONE ON
☐	Confirm your top vendor actually has a written vendor card: terms, discounts, contacts, all of it.	DONE ON
☐	Pick one recurring purchase and decide whether a blanket PO would save you money or time.	DONE ON
☐	Walk your receiving process once this week and check for a real quarantine and inspection step.	DONE ON

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Vendor Scorecard

Score each line 1 to 5. Multiply by the weight to get the weighted score. In Adobe Acrobat or Reader the weighted scores and total fill in for you.

Vendor	
Scored by / date	

Criteria	Wt. %	Score (1–5)	Wtd score
On-time delivery	30%		
Quality / defect rate	30%		
Price competitiveness	20%		
Responsiveness & communication	10%		
Terms & flexibility	10%		
Total	100%		

Result ☐ Top tier (4.0–5.0) ☐ Second tier (2.75–3.99) ☐ Third tier (below 2.75)

Scoring guide: 4.0–5.0 top-tier (70%+ of category spend, candidate for a blanket PO). 2.75–3.99 second tier (keep, don't expand exposure until gaps close). Below 2.75 third-tier or non-preferred (requires written justification to continue using).

Gap to close first, and who owns it	

Vendor Card Check

Your top vendor. Is it written down, or does it live in one person's head?

Item	What's on file	Written?
Payment terms		
Discounts and rebates		☐
Primary contact		
Backup contact		☐
Lead times		
Date card last updated		☐

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Blanket PO Decision

One recurring purchase.

Recurring purchase
How often you order it now
Annual spend
What a blanket PO would save (money or time)

Decision ☐ Yes, set one up ☐ No, not worth it

Receiving Walk

Walk it once this week. Tick what you actually saw, not what the procedure says.

Check	Seen
A real quarantine area for goods not yet inspected	
An inspection step before goods go into stock	☐
Receiving paperwork checked against the purchase order	
3-way match (PO, receiving record, invoice) before the bill is paid	☐

What I'll fix first

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Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Vendors & Purchasing — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Build a Vendor Scorecard for your most important supplier.

Done by (date)

Who will I tell I've done it?

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CHAPTER 5 WORKSHEET

Operations

YOUR COUNTERSTEER	Standard work followed and in-process defects caught, not just on-time delivery at the end of the month.
YOU WALK AWAY WITH	Your one true bottleneck identified, and a clear plan to improve performance around it.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Standard work followed and in-process defects caught.
MEASURE IT WITH	Bottleneck hours run versus idle; defects caught in process.
THE TRAP	Pushing harder everywhere instead of at the one bottleneck.
THIS WEEK	Name your one true bottleneck: the step everything else is waiting on.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Identify your one true bottleneck this week — the single step everything else is waiting on.	DONE ON
☐	Choose one lever (add capacity, protect it from idle time, or reduce upstream rework) and commit to it this month.	DONE ON
☐	Write one Standard Operating Procedure for a task that currently lives only in someone's head.	DONE ON
☐	Walk your inventory and work-in-process, and note exactly where cash is sitting idle.	DONE ON

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Bottleneck & Capacity Worksheet

What single step is everything else in your operation waiting on right now?	
How much capacity does that step have per day/week?	
How much of that capacity was lost to idle time last week, and why?	
What's flowing into that step that's rework, rather than new work?	

The one lever I'll pull this month ☐ Add capacity ☐ Protect from idle time ☐ Reduce upstream rework

What I'll do, and by when	

Standard Operating Procedure

The written answer to the question a new hire is too nervous to ask: exactly how is this done, in what order, with what tools, in roughly how much time?

Task	
Who holds it in their head today	

Step	What to do
1	
2	
3	
4	
5	
6	
7	
8	

Tools and supplies	

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Roughly how long it takes	
Written by / date / reviewed by	

Where Cash Is Sitting Idle

Walk your inventory and work-in-process. Write down what you see.

Location	What's sitting there	Est. $ value	Action

Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve *The number on the statement or report.*	
Financial driver affecting it *What is pushing that result up or down.*	
Activity driver my team can change *Something a person does, or doesn't do, every week.*	
Accountable Owner *One person, by name.*	
Measure and target *One number you can read in under a minute.*	
Tuesday review: day and time	

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Operations — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

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Your Commitment

This week
Name your one true bottleneck: the step everything else is waiting on.

Done by (date)

Who will I tell I've done it?

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CHAPTER 6 WORKSHEET

Human Capital

YOUR COUNTERSTEER	Stay interviews held and 1:1s completed, not just turnover rate.
YOU WALK AWAY WITH	A process for hiring, onboarding, and keeping people that doesn't depend on luck.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Stay interviews held and one-on-ones completed.
MEASURE IT WITH	Stay interviews and one-on-ones completed, reviewed monthly.
THE TRAP	Measuring turnover only after people have already left.
THIS WEEK	Run one stay interview with a key employee.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Pull up your org chart. Is it accurate today, or a snapshot of six months ago?	DONE ON
☐	Run one stay interview this week with a key employee — ask what would make them leave.	DONE ON
☐	Build the New Hire Onboarding Checklist for whoever you hire next.	DONE ON
☐	Check whether your compensation structure rewards something an employee can actually influence.	DONE ON

Org Chart Check

Is it accurate today? ☐ Yes, accurate today ☐ No, it's out of date

Date last updated	
Who's missing, gone, or in a different seat	

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Stay Interview

One key employee, this week. Ask what would make them leave, then listen.

Employee and date

What would make you leave?

What keeps you here?

What I heard that I didn't expect

What I'll do about it, and by when

New Hire Onboarding Checklist (First 90 Days)

Build it for whoever you hire next.

New hire, role and start date

Timeframe	Task	Owner	Date	Done
Before Day 1	Workstation, accounts, and system access ready			
Before Day 1	Job description and 90-day goals finalized			
Day 1	Welcome, tour, introductions to immediate team	Manager		
Day 1	Walk through the business plan: who we serve, what we sell, where this role fits	Manager		
Week 1	Safety orientation and hazard walkthrough	Safety lead		
Week 1	Core systems training	IT/IS lead		
Week 2	First 1:1 check-in	Manager		
30 Days	Formal check-in against 90-day goals	Manager		
60 Days	Second formal check-in; adjust goals if needed	Manager		
90 Days	Final onboarding review; stay interview	Manager		

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Compensation Check

What our pay plan rewards today

Can the employee actually influence it? ☐ Yes ☐ No ☐ Partly

What I'd change so it rewards something they control

Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Human Capital — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Run one stay interview with a key employee.

Done by (date)

Who will I tell I've done it?

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CHAPTER 7 WORKSHEET

Payroll

YOUR COUNTERSTEER	Timesheets approved on time, classifications reviewed, and audits performed — not just error rate.
YOU WALK AWAY WITH	A payroll system accurate enough that no one ever has to wonder if they were paid right.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Timesheets approved on time, classifications reviewed, audits performed.
MEASURE IT WITH	On-time approval percentage; corrections per pay cycle.
THE TRAP	Assuming classifications are right because nothing has gone wrong yet.
THIS WEEK	Confirm every worker's classification is correct, not assumed.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Confirm every worker's classification — employee vs. contractor, exempt vs. non-exempt — is actually correct, not assumed.	DONE ON
☐	Walk one employee's gross-to-net calculation by hand, start to finish.	DONE ON
☐	Check your commission plan: could a salesperson calculate their own check without calling payroll?	DONE ON
☐	Confirm who owns your payroll filing calendar — 941s, W-2s, 1099s — by name.	DONE ON

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Worker Classification Review

Every worker. Write down why, not just what.

Worker	Employee or contractor	Exempt or non-exempt	Basis for the classification	Reviewed
				☐
				☐
				☐
				☐
				☐
				☐

Classification rules are set by law and change. Confirm anything you're unsure of with a qualified payroll or tax professional.

Gross-to-Net by Hand

One employee, one pay period, start to finish. In Acrobat or Reader the totals fill in for you.

Employee and pay period	

Employee side

Line	Amount ($)
Gross pay	
Less: health insurance (employee share)	
Less: FICA withheld (7.65% at the time of writing)	
Less: income tax withheld (per W-4)	
Less: other deductions	
Net pay	

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Employer side

Line	Amount ($)
Gross pay (from above)	
Plus: employer FICA match (7.65% at the time of writing)	
Plus: employer health insurance share	
Plus: FUTA and SUTA (employer only)	
True cost to the business	

Tax and payroll figures such as the 7.65% FICA rate reflect U.S. federal rules at the time the book was written. Rates, wage limits and forms change. Confirm current figures with the IRS or a qualified tax professional before acting.

Sample Commission Plan Structure

Could a salesperson calculate their own check from this, without calling payroll?

Commission trigger ☐ Signed order ☐ Invoiced sale ☐ Cash collected

Base commission rate *___% of net sale price*	
Accelerator tier *Above $_____ in a period: ___%*	
Draw / guarantee (if any) *$_____ per pay period, recoverable against future commission*	
Claw back policy *Reversed if cancelled, reduced, or unpaid within ___ days of payment*	
Payment timing *Paid on the _____ payroll cycle following the trigger event*	
Reconciliation owner: Sales	
Reconciliation owner: Payroll	
Reconciliation owner: Accounting	

Could a salesperson calculate their own check? ☐ Yes ☐ No, simplify it

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Payroll Filing Calendar

One name per filing. A person, not a department.

Filing	Due	Owner (by name)	Backup
Payroll tax deposits			
Form 941 (quarterly)			
State unemployment (SUTA) report			
Form 940 (FUTA, annual)			
W-2s			
1099s			

Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Payroll — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

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Your Commitment

This week
Confirm every worker's classification is correct, not assumed.

Done by (date)

Who will I tell I've done it?

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CHAPTER 8 WORKSHEET

Accounting & Finance

YOUR COUNTERSTEER	How quickly you close the books and how well you can explain what the numbers mean, not just what the bank balance says.
YOU WALK AWAY WITH	The ability to read your own numbers instead of guessing them.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	How quickly you close the books and how well you can explain the numbers.
MEASURE IT WITH	Days from job to invoice; days sales outstanding; weekly aging review.
THE TRAP	Trusting profit on paper while cash runs tight.
THIS WEEK	Put your cash flow statement next to your income statement. Same story?

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Pull your last cash flow statement and your last income statement. Do they tell the same story?	DONE ON
☐	Calculate your days' sales outstanding, then name one activity driver you'll track weekly to move it.	DONE ON
☐	Audit your last ten invoices for accuracy before you send the next one.	DONE ON
☐	Review your payment terms with your top vendor — are you protecting cash flow deliberately, or by accident?	DONE ON

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Profit Lies. Cash Doesn't.

Put the two statements side by side for the same period.

Period	
Net income (income statement)	
Net change in cash (cash flow statement)	

Do they tell the same story? ☐ Yes ☐ No

If not, where did the cash go? (receivables, inventory, debt payments, owner draws, equipment)	

Days Sales Outstanding

DSO = accounts receivable ÷ revenue for the period × days in the period. In Acrobat or Reader it calculates for you.

Line	Your number
Accounts receivable at period end ($)	
Revenue for the period ($)	
Days in the period	90
Days sales outstanding	

The activity driver I'll track weekly to move DSO	
Who owns it	

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Invoice Audit: Your Last Ten

Check each one for accuracy before you send the next one.

Invoice #	Customer	Amount	Days job to invoice	Error?	What was wrong
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	

Payment Terms With Your Top Vendor

Vendor	
Your terms with them	
Your terms with your customers	
The gap, in days	

Am I protecting cash flow ☐ Deliberately ☐ By accident

What I'll change

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Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Accounting & Finance — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Put your cash flow statement next to your income statement. Same story?

Done by (date)

Who will I tell I've done it?

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CHAPTER 9 WORKSHEET

Information Systems

YOUR COUNTERSTEER	Data validated at entry, user access matched to role, and reports reconciled to source — not just the totals at the bottom of the page.
YOU WALK AWAY WITH	Numbers you can actually trust, because you know where they came from and who could touch them.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Data validated at entry, access matched to role, reports reconciled to source.
MEASURE IT WITH	Percent of entries passing validation; weekly reconciliation variance.
THE TRAP	Trusting totals nobody has traced back to the source.
THIS WEEK	List every system you run and mark the ones that don't talk to each other.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

List every system your business runs on, and mark which ones don't actually talk to each other.	DONE ON
The next time something breaks, note whether it was IT or IS — and who you actually called.	DONE ON
Ask one employee to describe your CRM, POS, or ERP in one sentence, and see if it matches yours.	DONE ON
Identify one third-party software vendor relationship you haven't reviewed in over a year.	DONE ON

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Systems Inventory

Every system, including the spreadsheets. Tick the ones that don't share data with the others.

System	What it does	Owner	Shares data with	Doesn't talk	Re-keyed?
				☐	☐
				☐	☐
				☐	☐
				☐	☐
				☐	☐
				☐	☐
				☐	☐

IT or IS? The Break Log

IT is the equipment and the network. IS is the process and the data running on it. Note which one broke, and who you called.

Date	What broke	IT or IS	Who I called	Right call?
				☐
				☐

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The One-Sentence Test

System (CRM, POS or ERP)	
My one sentence	
Employee and their one sentence	

Do they match? ☐ Yes, it matches ☐ No, it doesn't

Software Vendor Review

One relationship you haven't reviewed in over a year.

Vendor and product	
Last reviewed	
Annual cost	
Renewal date and notice period	
Who has access, and does it match their role?	
Keep, renegotiate or replace? Why?	

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Find the Driver and Map Your Route

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Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
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Accountable Owner
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Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Information Systems — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
List every system you run and mark the ones that don't talk to each other.

Done by (date)

Who will I tell I've done it?

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CHAPTER 10 WORKSHEET

Safety

YOUR COUNTERSTEER	Near-misses reported and audits completed, not just incident rate.
YOU WALK AWAY WITH	A safety culture built on reporting, not fear.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Near-misses reported and audits completed.
MEASURE IT WITH	Near-miss reports per month; percent reviewed; days to close.
THE TRAP	Mistaking a poster on the wall for a program.
THIS WEEK	Ask your team, blame-free: what almost went wrong this month?

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Ask your team, blame-free: "What almost went wrong this month that we got lucky on?" Write down every answer.	DONE ON
☐	Walk your workplace looking only for hazards, not comfort.	DONE ON
☐	Confirm PPE is actually available, actually fits, and actually gets worn — not just purchased.	DONE ON
☐	Build the Near-Miss and Incident Report Form and put it where employees can actually find it.	DONE ON

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What Almost Went Wrong?

Ask it blame-free. Write down every answer, word for word if you can.

Date asked, and who was in the room

Every answer

Hazard Walk

Look only for hazards, not comfort.

Area	Hazard seen	Risk	Action	Owner	Due

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PPE Check

Available, fits, and actually worn. Purchased doesn't count.

PPE item	Available	Fits	Worn	Fix

Near-Miss and Incident Report Form

Print copies, or post this page where employees can actually find it.

Date / time of incident or near-miss	
Location	
Reported by (optional if your policy allows anonymous reporting)	
What happened, in plain language	

Was anyone injured? ☐ Yes ☐ No

Near-miss or actual incident? ☐ Near-miss ☐ Incident

What could have caused this to be worse?	
Immediate action taken	
Root cause (filled in during review)	
Corrective action assigned to / due date	

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Corrective action closed? ☐ Yes ☐ Not yet

Date closed	
Where this form is posted	

Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve *The number on the statement or report.*	
Financial driver affecting it *What is pushing that result up or down.*	
Activity driver my team can change *Something a person does, or doesn't do, every week.*	
Accountable Owner *One person, by name.*	
Measure and target *One number you can read in under a minute.*	
Tuesday review: day and time	

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Safety — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week *Ask your team, blame-free: what almost went wrong this month?*	
Done by (date)	
Who will I tell I've done it?	

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CHAPTER 11 WORKSHEET

Project Management

YOUR COUNTERSTEER	Scope changes logged, risks owned by name, and status reported against baseline — not just schedule variance at the end.
YOU WALK AWAY WITH	A project that finishes on time, on budget, on purpose.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Scope changes logged, risks owned by name, status reported against baseline.
MEASURE IT WITH	Changes logged and decided; risks with named owners; weekly variance.
THE TRAP	Absorbing scope changes quietly instead of logging them.
THIS WEEK	Write a one-page charter for your next project.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Write a one-page charter for the next project you're about to start.	DONE ON
☐	Build a risk log before day one, instead of after the first surprise.	DONE ON
☐	Notice which Tuckman stage your current team is actually in — and lead accordingly.	DONE ON
☐	Log one scope-creep request this week formally, instead of quietly absorbing it.	DONE ON

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Project Charter

The same who-what-where-when-why-how questions as your business plan, scaled to one project.

Project name	
Sponsor	
Project lead	
Problem this solves	
What "done" looks like	
Start date / target end date	
Budget	
Top 3 risks	
Key milestones *1. ___ 2. ___ 3. ___*	
Change control owner	

Risk Log

Build it before day one. Every risk gets a name.

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Risk	Likelihood	Impact	Owner (by name)	Response	Open

Which Stage Is Your Team In?

Tuckman's five stages. Lead the team you have, not the one you wish you had.

Stage today ☐ Forming ☐ Storming ☐ Norming ☐ Performing ☐ Adjourning

What I'm seeing that tells me so

How I'll lead this week

Scope Change Log

Log it formally instead of quietly absorbing it. Every change moves schedule or cost.

Date	Request	Requested by	Schedule / cost impact	Decision

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Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Project Management — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Write a one-page charter for your next project.

Done by (date)

Who will I tell I've done it?

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CHAPTER 12 WORKSHEET

Quality Management

YOUR COUNTERSTEER	Process audits completed and improvement ideas submitted, not just defect rate.
YOU WALK AWAY WITH	A business that performs the same way every time, whether you're watching or not.

YOUR NAME	COMPANY	DATE STARTED

Fill this in on screen or print it. Type in any box and save the file to keep your answers. Don't polish it. Fill in what you know, leave the rest blank, and come back to it.

THE CHAPTER IN ONE MINUTE	
COUNTERSTEER	Process audits completed and improvement ideas submitted and acted on.
MEASURE IT WITH	Audits on schedule; improvement ideas submitted and answered.
THE TRAP	Writing the procedure once and never checking it's still followed.
THIS WEEK	Pick one process and write down its standard work.

Your Assignment

Step 3 of the method: Grab the Wheel. Tick each one off as you finish it.

☐	Pick one process and write down its standard work: speed, steps, and supplies.	DONE ON
☐	Run one DMAIC pass — define, measure, analyze, improve, control — on a recurring complaint.	DONE ON
☐	Ask your team for one improvement idea this week and actually act on it.	DONE ON
☐	Audit whether a documented procedure is still being followed or has quietly drifted.	DONE ON

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Standard Work: Speed, Steps, Supplies

Process

Speed
Exactly how fast to work: the time each unit or task should take.

Step	What to do
1	
2	
3	
4	
5	
6	
7	
8	

Supplies
Only the tools and parts needed, kept close by.

Written by / date

One DMAIC Pass

On one recurring complaint.

The complaint

Define
What exactly is going wrong, for whom?

Measure
How often, and what does it cost?

Analyze
What is the root cause?

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Improve
What will you change?

Control
How will you keep it from drifting back?

Improvement Ideas

Ask for one this week, and act on it.

Idea	From	Date	What we did	Answered
				☐
				☐

Procedure Drift Audit

Watch the work, then read the procedure. Do they match?

Procedure audited / date

Result ☐ Still followed ☐ Quietly drifted

What changed

Fix: update the procedure or retrain?

Next audit date

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Find the Driver and Map Your Route

Step 1 and Step 2 of the method. Start with the result you want to move, then work down to the activity someone can change tomorrow morning. Write a person's name, not a department.

Result I want to improve
The number on the statement or report.

Financial driver affecting it
What is pushing that result up or down.

Activity driver my team can change
Something a person does, or doesn't do, every week.

Accountable Owner
One person, by name.

Measure and target
One number you can read in under a minute.

Tuesday review: day and time

Tuesday Test: could someone move this number by doing something differently tomorrow morning? ☐ Yes, it passes ☐ No, pick a different driver

Copy this row to your Countersteer Dashboard (Appendix): Quality Management — activity driver, owner, measure and target. Review it for 15 minutes every Tuesday.

Your Commitment

This week
Pick one process and write down its standard work.

Done by (date)

Who will I tell I've done it?

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APPENDIX WORKSHEET

The Countersteer Dashboard

YOUR COUNTERSTEER	One activity driver, one Accountable Owner, and one measure for each of the twelve functions. Reviewed every Tuesday.
YOU WALK AWAY WITH	One page to run the business from, and a 15-minute Tuesday review that keeps it honest.

YOUR NAME _____ COMPANY _____ DATE STARTED _____

Each chapter gave you one steering wheel. Keep ours or write a better one, name the Accountable Owner, and set a measure and a target. The driver column is filled in with the book's steering wheel; type over it if yours is better.

Function	Activity driver to watch	Owner	Measure / target
Infrastructure	Plan sections written; reviews held		
Marketing	Campaigns launched; qualified leads booked		
Sales	Quotes sent; calls made; 72-hour follow-up		
Vendors & Purchasing	POs on time; 3-way matches; issues closed		
Operations	Standard work followed; defects caught		
Human Capital	Stay interviews held; 1:1s completed		
Payroll	Timesheets approved on time; audits done		
Accounting & Finance	Days to close books; days job-to-invoice		
Information Systems	Data validated at entry; reports reconciled		
Safety	Near-misses reported; actions closed		
Project Management	Scope changes logged; risks owned		
Quality Management	Process audits done; ideas acted on		

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Four Rules for the Page

1. One driver per function.
2. One name per driver: a person, not a department.
3. One number you can read in under a minute.
4. If a driver can't pass the Tuesday Test, replace it.

Tuesday Review Log

Fifteen minutes, same time every week. Note any number that's off track and who owns the fix.

Review day, time and place

Week	Date	Off-track numbers and who owns the fix	Held
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			

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Driver Check: Which Drivers Moved a Number?

At the end of the quarter. Replace any driver that didn't pass the Tuesday Test.

Function	Did the number move?	Keep or replace	New driver (if replaced)

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APPENDIX WORKSHEET

Your First 90 Days

YOUR COUNTERSTEER	One function with a named owner, then three, then one page for the whole business.
YOU WALK AWAY WITH	A dashboard for the whole business, an owner on every line, and a new Health Check score to compare.

YOUR NAME	COMPANY	DATE STARTED

Don't try to fix all twelve functions at once. This plan takes you from one function to a dashboard for the whole business, one month at a time. If you only finish the first thirty days, you'll still be ahead of most people who finish a business book.

Day 1 date	
Day 1 Business Health Check overall score	

	Days 1–30	Days 31–60	Days 61–90
Focus	Find your wheel	Add two more	Fill the page
Done looks like	One function with a named owner, a measure, and a review on the calendar.	Three functions, three owners, three measures, and a month of Tuesday reviews.	One page for the whole business, an owner on every line, and a new Health Check score to compare.

Your Three Functions

From your Health Check: the lowest score first, then the next two.

Order	Function	Score	Accountable Owner	Measure / target	Added on
1					
2					
3					

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Days 1–30: Find Your Wheel

Day 1. Take the Business Health Check. Circle your lowest-scoring function.	DONE ON
Week 1. Read that chapter and do its assignment. Run Step 1: Find the Driver on the one number you check most.	DONE ON
Week 2. Name one Accountable Owner for the driver and write down the measure. Add the row to the Countersteer Dashboard.	DONE ON
Week 3. Draft your One-Page Business Plan from Chapter 1. It takes 45 minutes, so don't polish it. (If Infrastructure was your lowest score, you're already done.)	DONE ON
Week 4. Hold your first fifteen-minute Tuesday review. Same time every week from here on.	DONE ON

Days 31–60: Add Two More

Second-lowest function: read the chapter, do the assignment, and add its row to the Dashboard.	DONE ON
Third-lowest function: read the chapter, do the assignment, and add its row to the Dashboard.	DONE ON
Give every driver an Accountable Owner who isn't you wherever you can. On a team of one, write your own name and a date.	DONE ON
Keep the Tuesday review going. Don't add a fourth function until the first three each have an owner and a number.	DONE ON

Days 61–90: Fill the Page

Fill in the remaining rows of the Dashboard using the Countersteer line from each chapter. One driver, one owner and one number per function.	DONE ON
Retake the Business Health Check and compare it with Day 1. The gap is your result.	DONE ON
Look at what moved. Which drivers changed a number, and which didn't pass the Tuesday Test? Replace the ones that didn't.	DONE ON
Pick the next lowest-scoring functions and run the cycle again.	DONE ON

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Day 90: Compare

Line	Score
Day 1 overall Health Check score	
Day 90 overall Health Check score	
The gap (your result)	

Drivers that moved a number
Drivers I'm replacing, and with what
Next functions for the next 90 days

A plan that fits on one page and gets reviewed every Tuesday will beat a perfect plan nobody opens. Start with one wheel.

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