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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