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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