Chapter 1 Go Do's

1. Identify Your "Golden Cuvettes."

- What product quality issues in your operation have been accepted as "unfixable" or managed through workarounds?
- What would it take to challenge that assumption and investigate the root cause?

2. Audit Your "Serving the Customer" Narrative.

- Are any of your customer service practices actually protecting internal operations at the customer's expense?
- Where might you be asking customers to absorb your process problems?

3. Think of a Recurring Quality Issue in Your Area.

- Have you or your team personally observed the process at the point where the defect is created?
- If not, what's preventing you from going to see for yourself?

Chapter 2 Go Do's

1. When Was the Last Time You Stayed Silent in a Meeting When You Had Concerns About a Plan?

- What held you back from speaking up?
- What was the outcome?
- Looking back, what would you do differently if you could replay that moment?

2. Does Your Organization's Culture Respect People Who Raise Difficult Questions and Challenge Assumptions, or Does It Punish Them?

- Can you recall specific examples where someone was labeled "not a team player" for expressing legitimate technical, operational, or strategic concerns?
- If you're a leader, what can you do to create psychological safety so that expert dissent becomes valued rather than suppressed?

3. Identify a Decision Your Team Is Facing That Requires Capital Investment or Strategic Change.

- Are you approaching it like Division A (looking for quick cost cuts) or Division B (seeking systemic improvements)?
- What would it take to reframe the problem from "Where can we cut?" to "Where is the strategic opportunity in our value chain?"

Chapter 3 Go Do's

1. Think About the Last Time You Had a Status Update Meeting.

- Were you really hearing about everything that could impact the team's goals, or were people only answering specific questions?
- Write down one example of information that you knew was relevant but didn't volunteer.
- Why didn't you share it? What would have happened if you had?

2. How Do You React When Confronted with Bad News?

- Does your team believe they can bring you bad news without being punished for it?
- Consider the last time someone told you about a problem early. How did you respond?
- Did you thank them for the heads-up, or did you focus on why the problem existed in the first place?

3. Calculate The Cost of Silence.

Identify a recent problem in your area that became bigger than it needed to be because it wasn't escalated early enough.

- Estimate the real cost, for example, overtime hours, expedited shipping, schedule disruptions, impact on other departments, and damaged relationships.
- What would motivate your team to surface problems earlier?

Chapter 4 Go Do's

1. Reflect on the Last Time You or Your Team Faced Intense Pressure to Commit to an Aggressive Goal.

- What assumptions did you make to justify saying "yes"?
- What checks or decision criteria could you put in place to prevent approving plans built on hope rather than evidence?

2. Calculate the Real Cost of Your Last "Ramp-Up."

MagicLite assumed 15 operators would immediately produce at 10 units per hour each. Initial reality delivered barely over 5. Think about the last time your operation added new people or significantly increased volume.

- What was the actual time-to-proficiency versus what was assumed?
- Did you account for learning curves, training time, or the productivity drag on experienced workers?

3. Conduct a "Truth Audit" of Your Planning Assumptions.

John's capacity charts looked good until Jack pointed out that they had never hit the assumed rates. For each key assumption in your own plans, ask:

- When was this number last validated against actual performance?

Choose your three highest-impact work centers or processes and compare their planned capacity against demonstrated output over the past ninety days.

- Where do you find the biggest gaps between assumption and reality?
- What would happen to your current commitments if you re-planned using only demonstrated performance data?

Chapter 5 Go Do's

1. Pull The Numbers.

- What was your manufacturing organization's Plan vs. Actual production attainment for your highest-priority product or product families over the last three months?
- Is this metric formally reviewed before demand forecast accuracy gets discussed in S&OP (Sales & Operations Planning)?
- If not, why not?

2. Map The Mistrust.

- Map out the communication links between your Demand Planning and Supply Planning teams.
- Where do unjustifiable buffers (or safety stocks) and "gaming" enter the system?
- Where does trust break down?

3. Make One Unbreakable Promise.

- What single, simple commitment could your supply organization make for one quarter to begin building credibility?

Chapter 6 Go Do's

1. The Source of Truth.

- Does your team trust the data (orders, routers, forecasts, etc.) in your ERP system more than the spreadsheets on their desktop? If not, what does that tell you?

2. The Change Control Audit.

Think about the last engineering change or product modification at your company.

- Was the BOM updated in the ERP system at the same time (or shortly after) the engineering drawings were changed?
- Now trace what happened next. Did production build to the old BOM? Did your quality assurance processes catch the deviation? If so, by what process?

3. The Data Ownership Question.

- If a critical data field in your ERP system is wrong today, who is accountable for correcting it?
    - If you cannot name a specific person or role, you do not have data governance; you have data neglect.
- Does your organization treat master data as an asset to be actively managed, or as an administrative task that belongs to no one in particular?

Chapter 7 Go Do's

1. How Strong is Your Culture of Technical Competence?

- Is technical mastery prized in your organization, or is it seen as nice to have compared to hitting deadlines and looking good in meetings?
- When someone, especially a junior team member, challenges a senior person's technical decision or points out a potential problem, do you immediately investigate it, or is there a tendency to dismiss it as unnecessary worry or risk aversion?

2. Is Your Organization Capable of Using a Crisis as a Springboard for Transformation?

- What was the last "failure" that led to a breakthrough in your organization?

3. How Well Do You Really Know Your End Customers?

- Are your R&D, Operations, Quality, and Commercial teams aligned on how external market shifts could or should change your product's core value proposition and technical requirements?
- Do they have a clear and specific understanding of the financial and operational pressures your customers face?

Chapter 8 Go Do's

1. Identify the Last Crisis Response in Your Organization.

- Did people come together to solve it, or did they spend time asking "who's at fault" vs. "how do we fix this"?
- If you were leading the response today, what would you do differently to foster collaboration?

2. Create Your "Dance" Principle.

- Christian said, "This isn't a fight; it's a dance." What would that principle look like in your organization?
- Write down three specific practices that would embody collaboration in your workplace. Share them with your team.

3. Evaluate Your Meeting Culture.

- If your company's meeting culture leans toward defensiveness, what can you personally do to shift it?
- Will you commit to modeling the behavior you want to see by being the first person to admit a mistake or offer help?

Chapter 9 Go Do's

1. Identify the Informal Workarounds.

- Where in your operation do people regularly bypass formal systems to "get things done faster"?
- What are the most common justifications for these workarounds? Are any of them valid?

2. Examine the Causes of Informal Workarounds.

- Does your organization's culture implicitly reward people who find creative ways around formal systems?
- Which of your existing formal processes need to be streamlined so they're genuinely useful rather than bureaucratic obstacles?
    - In other words, how do we make it easy or easier for people to do the right thing?

3. Design the Guardrails.

- How would you go about training people on why formal systems exist, not just how to use them?
- What support would employees at all levels need to feel confident refusing informal requests?

Chapter 10 Go Do's

1. Charter a Truly "Game-Changing" Project.

- If you don't already have a crisis at hand, create one; identify a significant improvement opportunity in your operation and create a cross-functional team to pursue it.

2. Build a Team with Complementary Strengths.

- For your next high-stakes initiative, deliberately include people with differing perspectives, skills, and temperaments, then give them their mission and enable them.
    - Pair high performers with those who have potential but "rough edges."
    - Include contrarians who might challenge the status quo.

3. Identify an Apparently Unsolvable Problem in Your Organization and Apply the "Evaporating Cloud."

- Define the two necessary conditions that are in conflict.
    - Identify a faulty assumption within one or both of the conditions.
    - Correct the faulty assumption.

Look for a solution that eliminates the negative side effects rather than just splitting the difference.

Chapter 11 Go Do’s

1. Identify Your Local Optima.

- What processes, systems, KPIs, or technologies in your company are highly optimized for a “local” purpose but have turned out to be bottlenecks for the business as a whole?

2. Think Beyond the Pallet and Question the "Perfect" Solution.

- Instead of implementing the CP-1 pallet as a local optimum, what global optimum could have been chosen?

3. Build the Coalition for a Global Optimum.

- What other departments or functions would you need to engage to find a truly sustainable global optimum for question two?

Chapter 12 Go Do’s

1. The “Shadow Factory” Audit.

- Ask your downstream customer (or the next department in line): What do you have to fix or check after we hand over to you?

2. Identify “Fixes that Fail.”

- Look for a KPI that is always “green” but requires constant heroic effort to stay that way. Ask: When are we going to fix the process to be less reliant on heroics?

3. The Taguchi Challenge.

- Stop measuring “Pass/Fail” for one week on a key metric. Instead, measure the distance from the target. Put in place process control methodologies that keep processes under control, not just within spec.

Chapter 13 Go Do’s

1. Identify Your “Broken Chair.”

Take a “Gemba Walk” through your facility today.

- Find one visible sign of chronic disorder, a flickering light, a leaked stain, a pile of scrap, that everyone ignores.
    - Fix it immediately.
    - What signal does this send?

2. Validate Your Capacity.

Review the Routing for your most hazardous process.

- Does the “Standard Time” include the actual time required for safety?
    - If not, your planning system is driving unsafe behavior.
    - Update the standard and your ERP system.

3. Implement the “Make Your Bed” Ritual.

Establish a non-negotiable daily micro-habit for your team.

Chapter 14 Go Do's

1. Assess Your Own Integrity.

Recall a recent decision where you disagreed with the outcome.

- How did you communicate that decision to your team?
- Did you own it fully, or did you create distance between yourself and the decision?
- What language did you use, and what message did it send about your commitment to the plan?

2. Perform The Hallway Test.

Think about the last major decision your leadership team made.

- In the week after that meeting, did you observe any "revisionist history" in informal conversations?
- What was the impact on execution speed and quality?

3. Evaluate How Your Organization Deals With High Performers Who Lack a Broader Perspective.

- Who in your organization is a hero in their own department but creates havoc elsewhere?
- Who would need to be in the room to have an honest calibration conversation about this person's true value to the organization?

Chapter 15 Go Do's

1. Assess Your Product Development Process.

- Do your Gate Reviews ask, "Did we fill out the forms?" or "Is the business ready to proceed?"

- What would happen if you did not pass a Gate because the process wasn't stable?

2. Examine Your "Bridge" Strategy.

- ave you budgeted for the true cost of launching, or are you measuring a new process against mature-state cost targets?

- Can you protect your customer relationships while the permanent solution is being developed?

3. Challenge Assumptions.

- Could you stand in front of top management and say: "We are going to be inefficient for the next X months so that we can be effective forever"? What data would you need to support that statement?

- Is your organization's definition of manufacturing success congruent with your overall competitive strategy?

Chapter 16 Go Do's

1. Identify Your "Release" Words.

- List three to five terms in your operation that are used routinely but could mean different things to different departments.
  - Define distinct meanings to eliminate ambiguity.

2. Test Your Documents for Misinterpretability.

- Select any of your SOPs, give it to someone outside your immediate team, and ask them to explain back to you what each step requires.
  - Where their interpretation diverges from your intent, you have found a potential terminology gap.

3. Evaluate Your Shift Handoff.

- Observe your next shift handoff and take a note of every instance of informal shorthand.
  - Verify with the incoming team whether they interpreted each reference exactly as intended.
  - If you find a discrepancy, fix the source data.

Chapter 17 Go Do's

1. Identify the Heroes in Your Operation, the Ones Everyone Calls When There's a Crisis.

- What systems are inadequate, requiring heroes as a substitute?
- What would happen if your heroes were unavailable for two weeks starting tomorrow?

2. Think About the Last "Emergency" Your Operation Experienced.

- Was this truly unforeseeable, or was it the predictable result of a system gap?
- How many of your emergencies are actually chronic system problems wearing a cape?

3. Assess Your Incentive Structures, Both Formal and Informal.

- Does your organization recognize and reward firefighting and heroics more visibly than it rewards the quiet discipline of planning, prevention, and adherence to process?
    - If so, consider what message that sends to your workforce about what behavior is truly valued.

Chapter 18 Go Do's

1. Audit Your "Last Mile" Transactions.

Take a snapshot of the production floor on a typical day.

- Are there finished products, completed assemblies, or received materials that are physically present but have not yet been transacted in your ERP system?
  - How large is the gap, and how long does it typically persist?
  - What business decisions could be affected by that delay?

2. Examine Your Target Frequency.

Plot your daily or weekly output for the last three months.

- Is the pattern relatively steady, or do you see a "hockey stick" (low output early in the month, followed by a surge in the final week)?
  - If you see a hockey stick, what does that pattern cost you in overtime, quality risk, and missed customer delivery dates?

3. Talk to the Next Link in Your Chain.

Identify the teams that rely on your ERP transactions to do their jobs.

- Ask them: How often do you find that work has been completed physically but hasn't been reflected in the system?
  - What does that gap cost you?

Chapter 19 Go Do’s

1. Mind the Gap: Spec vs. Capability.

Pick your highest-rework or highest-scrap product line. For each specification parameter, determine the original design limit, the current release specification, and the measured process capability.

- Where is the specification tighter than the process can reliably hold?
- Where has the window narrowed without a corresponding process improvement?
- Build a one-page summary of the gaps and share it with your quality and manufacturing leads.

2. Are You Accumulating Concessions Without Building Capabilities?

Review the last 12 months of corrective action commitments for your top 3 accounts.

- How many of those commitments involved tightening a specification, adding an inspection step, or introducing a new requirement?

3. Ask the Hands, Not the Org Chart.

Identify a specification that operators or technicians believe is impractical, unnecessary, or misaligned with what the process can deliver.

- Talk first to the people who execute the procedure and ask them: “If you could change one thing about this process, what would it be?”

Chapter 20 Go Do's

1. The Streamlined Process Audit.

Identify one core process at your company, whether it is a validation protocol, a design-change procedure, or a quality review step, that has been shortened, simplified, or streamlined in the past three years.

- Can you articulate why the original process was designed that way?
  - If you cannot, find someone who can explain it before assuming the simplification was justified.

2. Confirmation or Exploration?

Think about formal validation or qualification processes in your area of responsibility.

- Are they used to confirm what is already understood, or are they serving as the first full-scale trial of a process or product?
  - If the latter, what exploratory and confirmatory steps are missing, and what would it take to add them back?

3. Your Defining Moment.

Consider a time when you were asked, by a supervisor, a peer, or a customer, to bypass or accelerate a procedure step that you believed existed for a good reason.

- How did you respond?
  - Would you respond the same way today?

Truth on Time

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