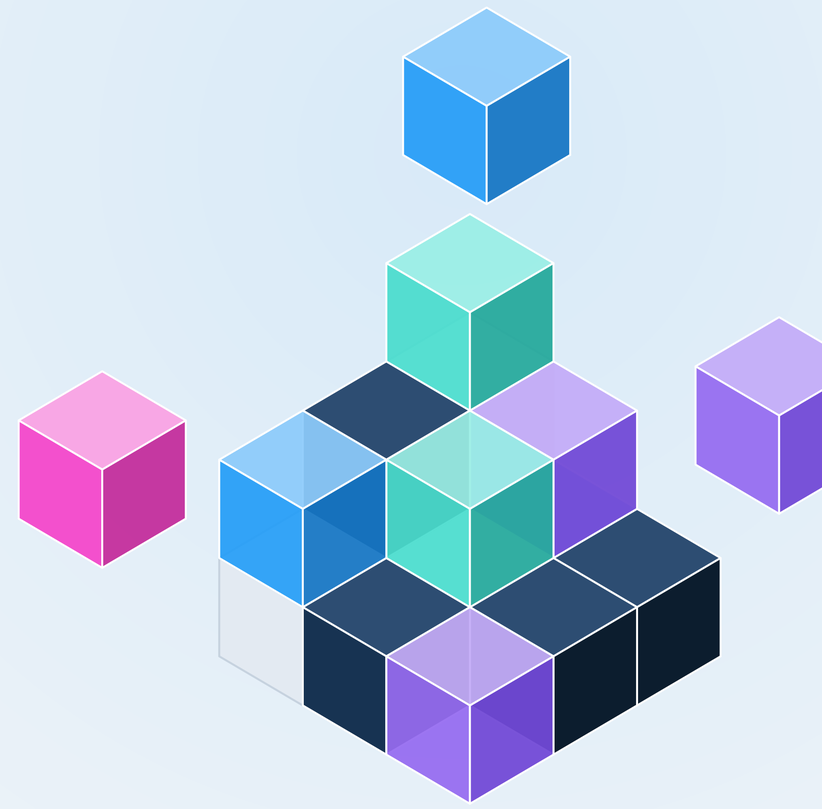
OPERATIONAL EXCELLENCE

# Daily Management System

A daily management system is a cascade of short, tiered meetings at visual boards that brings problems to the level that can solve them, the same day.



## 01 THE CORE MODEL

TIERED CASCADE · ESCALATE UP, SUPPORT DOWN

| | | |
|---|---|---|
| TIER 4 | **Site leadership** | Daily or weekly: cross-site issues, resources, decisions |
| TIER 3 | **Department heads** | Daily: priorities, capacity, open escalations |
| TIER 2 | **Area supervisors** | After tier 1: cross-team issues and help |
| TIER 1 | **Team at the line** | Start of shift: safety, plan, yesterday, issues |

ESCALATION

SUPPORT

### Tier meeting

A short, standing meeting at a visual board with a fixed agenda.

### Escalation rule

Clear criteria for when an issue moves to the next tier, and by when.

### Action tracker

Every issue gets an owner and a date, visible to all.

## 02 DAILY RHYTHM

Issues should reach the person who can solve them within a day.

AD HOC — STRUCTURED

**WITHOUT A SYSTEM**

- Problems wait for the weekly meeting
- Leaders learn of issues by email
- The same problems return every week

**WITH TIERED ROUTINES**

+ Fast, predictable escalation path
+ Leaders see the floor every day
+ Recurring issues go to problem solving

## 03 WORKED EXAMPLE

ELECTRONICS PLANT · ONE ESCALATION IN ONE DAY

TIER 1
**Feeder shortage**
raised at shift start-up

→

TIER 2
**Logistics asked**
cannot fix within the shift

→

TIER 3
**Supplier call**
by purchasing, same day

→

ANSWER
**Back to tier 1**
before the next shift

## 04 MANAGEMENT TAKEAWAYS

01
### Keep meetings short and standing
Fixed agenda, fixed time, fixed board.

02
### Define what escalates
Clear triggers stop issues from stalling or flooding upward.

03
### Close the loop downward
Every escalation gets an answer back to the team that raised it.

## 05 COMMON MISTAKE

LIMITATION

### Meetings as reporting
Tier meetings that only read out numbers waste time. Their purpose is to find problems and assign help.