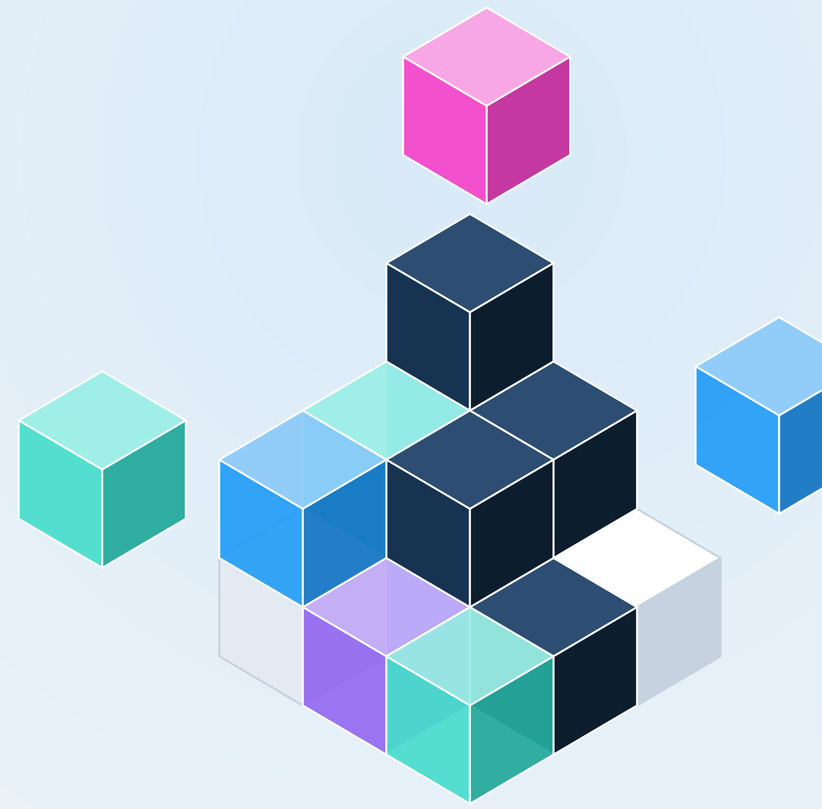
LEADERSHIP & PEOPLE

Effective Tier Meetings



A tier meeting is a short, standing meeting at a visual board where a team reviews performance, raises abnormalities, assigns actions and escalates what it cannot solve.

01 THE CORE MODEL

BOARD MEETING ANATOMY · ABOUT 10 MINUTES, STANDING

01 2 MIN
Safety
Any incidents or near misses since the last meeting?

02 3 MIN
Yesterday
Did we hit our SQDCP targets? If not, why not?

03 2 MIN
Today
Plan, staffing, known risks for the shift.

04 2 MIN
Issues
New problems: owner and date, or escalate.

05 1 MIN
Actions
Review open actions due today.

Fixed agenda
The same order every day keeps the meeting short and complete.

Visual board
Data updated before the meeting, readable from two meters away.

Escalation
Issues the team cannot solve go to the next tier with a deadline.

02 GOOD MEETINGS

The meeting is for problems and actions, not for reporting numbers.

REPORTING — PROBLEM SOLVING

WEAK TIER MEETINGS

- Long monologue by the leader
- Problems discussed, nobody owns them
- The same issues every day

STRONG TIER MEETINGS

+ Team members present their own data
+ Every issue gets an owner and a date
+ Repeat problems go to root cause work

03 WORKED EXAMPLE

TIER 1 IN A MOLDING AREA · ONE ISSUE

YESTERDAY
Scrap above target
mold 3, short shots

→

ISSUE
Owner: setter
check by 11:00

→

ESCALATE
Tier 2 at 09:30
needs toolroom help

→

CLOSE
Mold vent cleaned
reported back next day

04 MANAGEMENT TAKEAWAYS

01
Stand at the board, start on time
Discipline about time signals that the meeting matters.

02
Let the team run it
Rotate the facilitator; the leader coaches and removes obstacles.

03
Track actions to closure
An action list that never shrinks shows escalation is broken.

05 COMMON MISTAKE

LIMITATION
Solving problems in the meeting
Deep discussions blow up the time. Assign an owner and solve it after the meeting.