Make tomorrow ready

Give tomorrow's obstacles an owner today.

Review yesterday > Agree today > Clear tomorrow > Follow through

SAMPLE START

68.3%

commitments completed

PROPOSED GOAL

85%

completion goal

Across ten illustrative working days, 82 of 120 explicitly defined daily commitments finish by their agreed time. 38 misses are classified by the first blocking constraint.

Scope: One fit-out zone and its coordination handoffs. Engineering design, safe systems of work, permits and inspection authority remain with the competent site teams.

Proposed completion: day 30. The following pages show the project phases, six-S workstreams, named owners and evidence for the closing review.

Fictional project and team. Starting figures are authored samples. Goals and future arrangements are proposed, not achieved results. Photographs do not supply the measurements.

Make tomorrow ready before promising it

Make tomorrow ready

GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

01	02	03	04	05
Review yesterday	Check today at the work	Remove tomorrow constraints	Commit with owner + due	Escalate and verify response

A daily meeting is useful when it changes what happens next. The sample has 82 of 120 commitments completed by their agreed time; the next 120 have a goal of at least 102. Review missed promises, confirm current conditions, expose tomorrow's prerequisites and assign a response. State when an unresolved constraint must be escalated and who verifies the response. A board entry does not authorize work or prove a task is safe.

TRY IT / DISCUSS

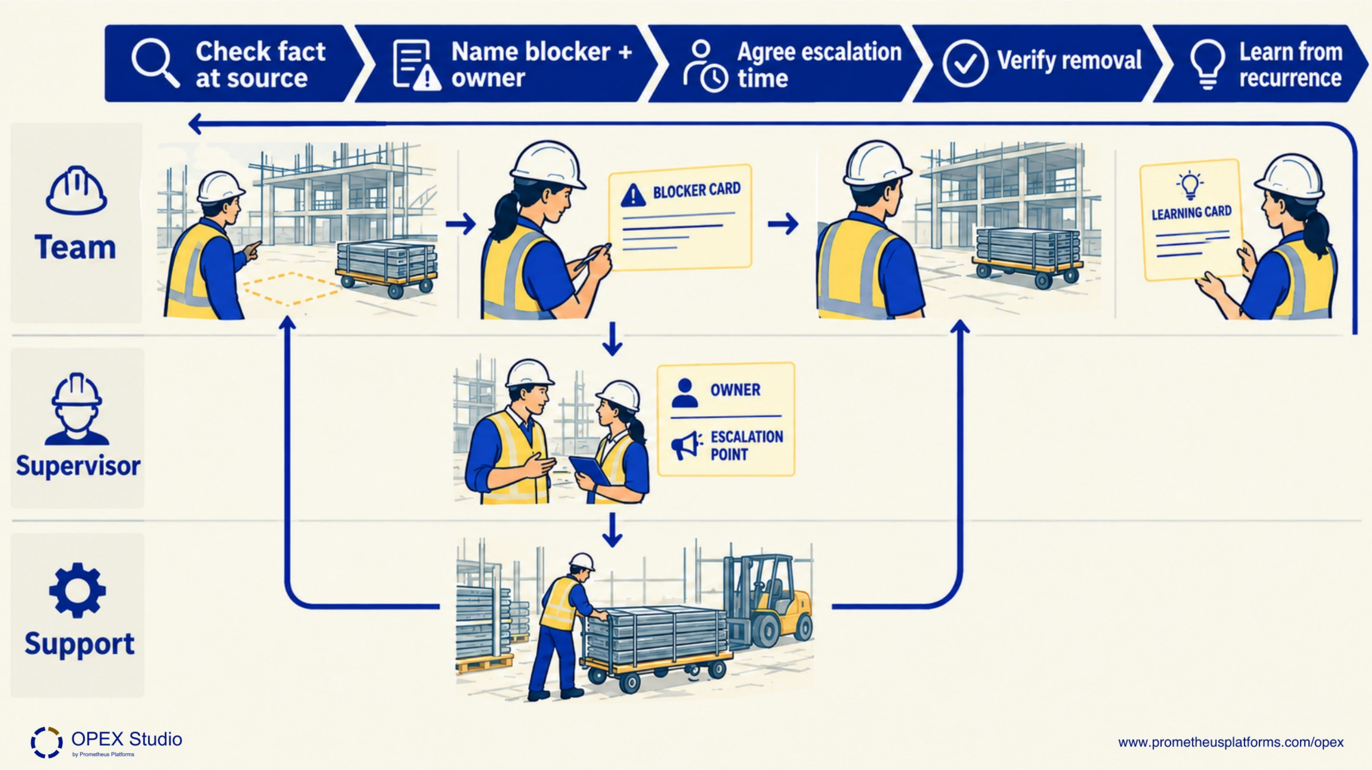
When is an issue closed: when an owner is assigned, or when the response is verified?

Check your reasoning: When the defined response and its effect are verified; assignment is only a commitment.

METHOD SOURCES / Q08: Reinforcing Lean Behavior Through Visual Management | Q07: Gemba | Q01: Plan-Do-Check-Act Cycle

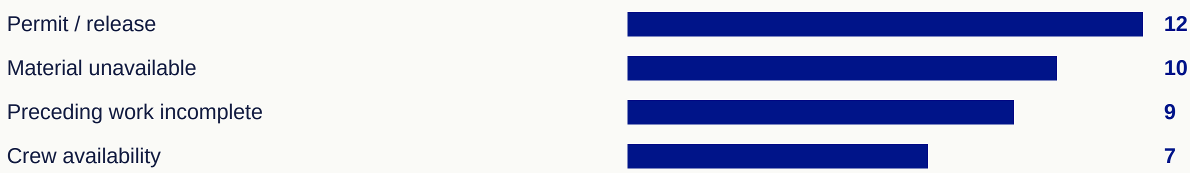
Close the loop from huddle to gemba

Make tomorrow ready



GENERATED TEACHING ILLUSTRATION / FICTIONAL WORKPLACE

Primary reasons for 38 misses / authored sample



Use a proposed ten-minute huddle cadence as a starting design, not a universal Lean rule: review outcomes, check current readiness, agree the next response and confirm follow-up. Leaders then go to the work to understand unresolved conditions. Record recurring blockers for structured problem solving. Keep urgent hazards on the existing immediate response route rather than waiting for tomorrow's meeting.

TRY IT / DISCUSS

What should the leader ask at the work?

Check your reasoning: What is the expected condition, what is happening now, what is stopping progress, and what support or next test is needed?

METHOD SOURCES / Q08: Reinforcing Lean Behavior Through Visual Management | Q07: Gemba | Q01: Plan-Do-Check-Act Cycle

Daily management: the worked example.

Keep the original method visible. Six-S work supports the project; it does not replace its analysis or verification.

Step	Worked example	Evidence state
Today's purpose	Make a reliable, authorized handoff to the next team; expose problems early.	Proposed / awaiting evidence
Yesterday: plan versus actual	Show due and finished counts; identify reasons for misses without changing the denominator.	Synthetic baseline
Today: commitments and readiness	Name each commitment, completion condition, owner and prerequisite status.	Proposed / awaiting evidence
Tomorrow: remove constraints	Check materials, design/release, access and preceding work through their existing owners.	Proposed / awaiting evidence
Escalation and response	Unresolved items have an owner, due time, receiving leader and response.	Proposed / awaiting evidence
Weekly learning	Review the miss pattern and effectiveness of actions; a board photo does not prove the routine.	Proposed / awaiting evidence

Method reference: Daily Management Connects an Organization's Actions to Strategic Targets

Read the sample.
Agree what to measure.

These values describe an authored starting exercise. A new comparable sample is needed to verify a result.

Ten-day commitment reliability

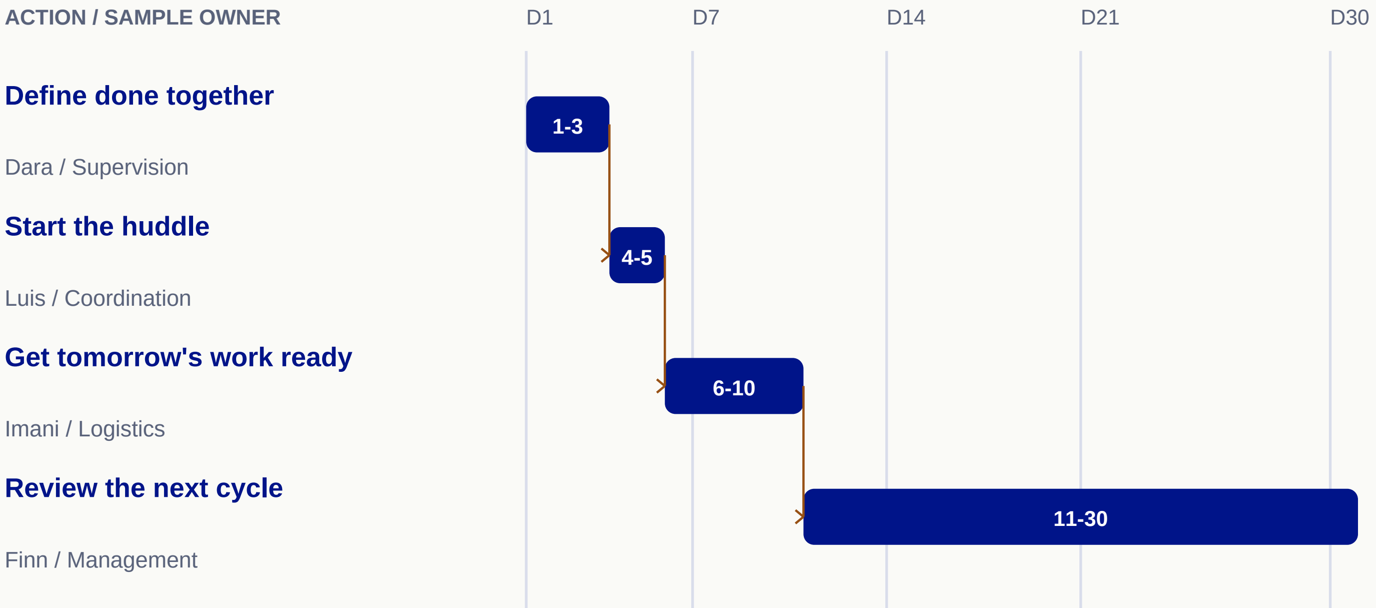
Day	Due	Completed
1	12	8
2	12	9
3	12	7
4	12	9
5	12	8
6	12	7
7	12	9
8	12	8
9	12	9
10	12	8

Commitments completed as promised: start 68.3 %; proposed goal 85 %. Commitments meeting their agreed completion condition by the promised time / commitments due; 82/120 baseline, next comparable 120 target at least 102.

Tomorrow's work with verified prerequisites: start Not collected; proposed goal 100 %. Due-next-day commitments whose required design/material/access/preceding-work conditions are verified; baseline not yet collected.

A 30-day project.
A clear finish to work toward.

Four project phases with named owners. Dependencies show the sequence; the final review decides what to retain or revise.

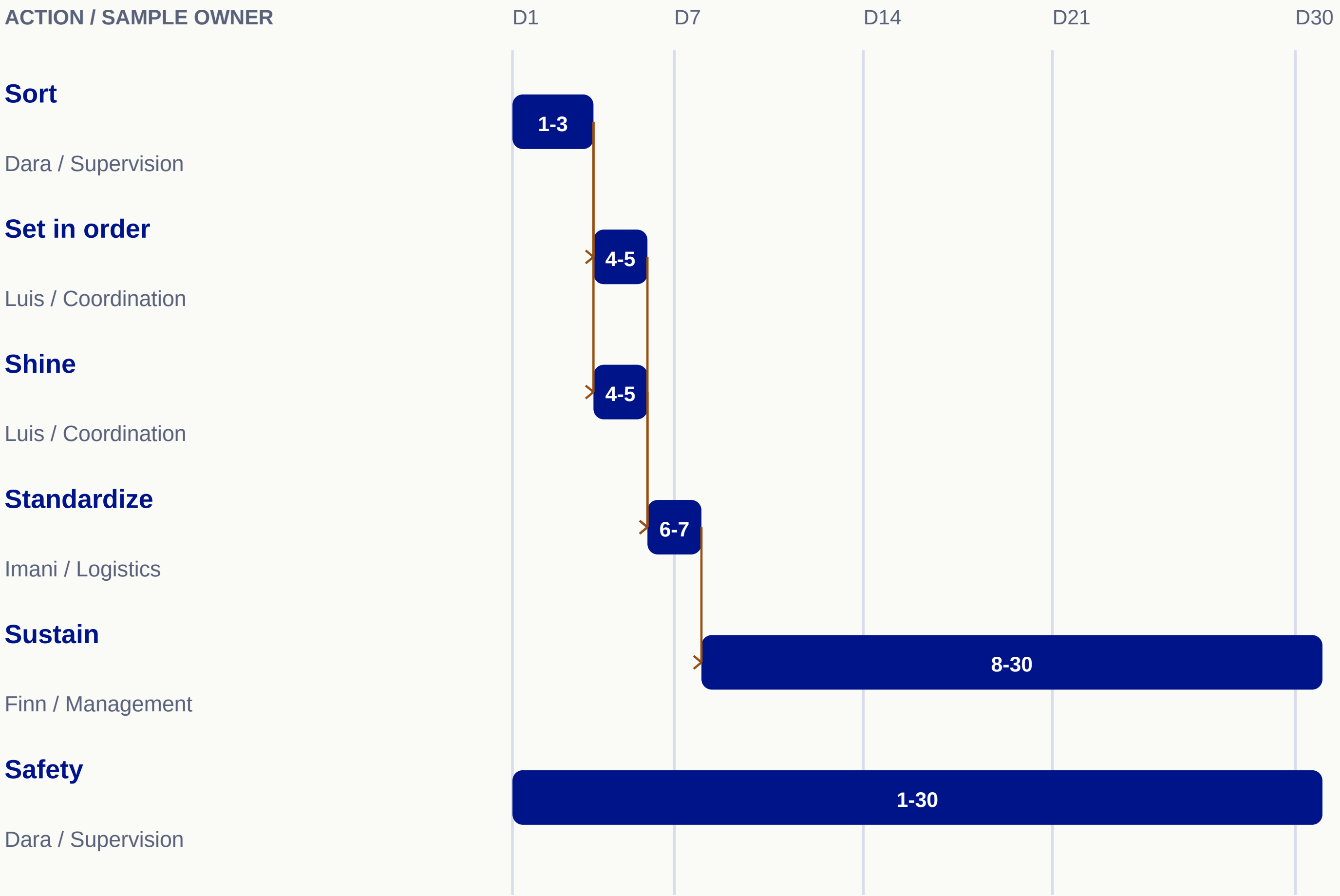


Days / owner	Project phase	Check before moving on
1-3 **Dara** / Supervision	Define done together	Commitments have stable acceptance rules and due times.
4-5 **Luis** / Coordination	Start the huddle	Every obstacle has an owner and a clear next decision.
6-10 **Imani** / Logistics	Get tomorrow's work ready	Authorized owners verify materials, releases and handoffs.
11-30 **Finn** / Management	Review the next cycle	Retain all 120 commitments and check the 85% goal.

Planned completion decision: day 30. Unfinished work, failed checks or missing evidence may extend the trial. Dates and owner names are illustrative and must be agreed locally.

Six S. One shared timeline.

Proposed project completion: operating day 30. Each workstream has a named owner; Safety remains active throughout.



Arrows show the checks that must finish before the next dependent action starts. Sort is followed by arrangement and correction of recurring problems; both feed the agreed standard.

Day 30: review, decide and assign the next step

Review the measured project result, all six workstreams and unresolved actions before deciding to retain, revise or extend the trial.

Required local controls are checked before the trial and remain active throughout.

Repeated checks provide evidence for review; the schedule does not establish a Sustain score.

Fictional sample team. Relative operating days; set real dates with the responsible team. A due date is a planned check, not evidence of completion.

What each S will deliver.

Proposed actions and acceptance evidence. All results remain unmeasured until the team completes its checks.

S / owner / timing	Action to complete	Evidence for acceptance
Sort Dara / Supervision Days 1-3	**Separate ready and blocked work** Review materials and task cards for the selected fit-out zone; distinguish released work from work with missing prerequisites.	Every blocked task shows the actual constraint and the owner who can remove it.
Set in order Luis / Coordination Days 4-5	**Give tools and work a place** Agree temporary tool and material locations with the competent site team and make receiving handoffs visible.	The next trade can find the required items without obstructing the approved access route.
Shine Luis / Coordination Days 4-5	**Reset the handover area** Use approved housekeeping routines and report repeated debris, damaged storage or poor access to the responsible lead.	The receiving team accepts the physical handover and unresolved conditions have a named response.
Standardize Imani / Logistics Days 6-7	**Agree what finished means** Write the completion condition, owner and receiving check on each selected daily commitment.	The next team confirms the original condition was met; due times are not revised to improve the percentage.
Sustain Finn / Management Days 8-30	**Review each missed promise** Use the daily huddle and weekly review to track misses, constraints and whether corrective actions worked.	Keep due and finished counts with the original denominator and evidence of the receiving response.
Safety Dara / Supervision Days 1-30	**Keep work authorization visible** The competent site lead confirms permits, access and required work controls before released tasks proceed.	A green board card cannot replace the existing authorization or inspection process.

The receiving owner checks the evidence before closing an action. Record a failed check, the next response and a revised review date; do not mark the whole project complete because the area looks better.

Finish with evidence.
Choose the next improvement.

A polished workspace and a completed schedule start the discussion. Actual checks decide whether the change worked.

At the completion review

1. A completed commitment must satisfy its original agreed acceptance condition.

2. Do not change planned work, due times or denominators retrospectively to improve the percentage.

3. Any unresolved work-control concern uses the established competent site process; an improvement-board status cannot authorize work.

Keep the result visible

Routine	Accountable sample owner	Response
Completed-as-promised rate with numerator and denominator Daily record; weekly trend	Dara / Area supervisor	Review the missed commitments, test a cause and track the countermeasure; do not blame the last trade in the chain.
Overdue unresolved constraints Every huddle	Luis / Site coordinator	Escalate to the named receiving owner and record the response/next decision.

Closing decision: retain, revise or extend.

Record measured results, open actions, the receiving owner and the next review date. A goal remains a goal until the evidence supports the claimed result.