

Act on the Right Drivers: Design

Below are the steps to completing the Driver Worksheet. Remember: “People Support What They Help Create,” so completing this worksheet with your team will yield the greatest success.

- 1 Begin by writing your Critical Number™ at the top of the worksheet.
- 2 Next fill in each department under role (adding more blank pages if needed), ensuring all departments are represented.
- 3 Have each department come up with both financial and non-financial drivers that would affect the one Critical Number. Refer to the Line of Sight Tool in step 4 where you identified issues, many of which make great drivers.
- 4 Next: put a number on it. Ensure that each driver has a measure or a way to know when you have achieved your goal.
- 5 See the example worksheet below for ideas and clarity.

| The Critical Number™ | | | |
|---|--|---|---|
| Return on Assets | | | |
| ROLE | ROLE | ROLE | ROLE |
| Sales | Production | Engineering | Materials |
| DRIVER | DRIVER | DRIVER | DRIVER |
| Focus on high Gm customers/products Sell what we have in stock | Produce only what we need Beat the labor standard | Control Capital Spending Reduce design flaws and scrap | Make better buys Reduce inventory levels |
| MEASURE | MEASURE | MEASURE | MEASURE |
| 25% min. customer gross margin 96% Fill Rate | \$ labor performance variance | < 24 month ROI < 1% Scrap Rate | \$ Purchase Price Variance < 20 day average age backorders |

| The Critical Number™ |
|----------------------|
| |

| ROLE | ROLE | ROLE | ROLE | ROLE |
|------|------|------|------|------|
| | | | | |

| DRIVER | DRIVER | DRIVER | DRIVER | DRIVER |
|--------|--------|--------|--------|--------|
| | | | | |

| MEASURE | MEASURE | MEASURE | MEASURE | MEASURE |
|---------|---------|---------|---------|---------|
| | | | | |

Effort/Impact Map

Use the 80/20 rule to choose the best drivers for your next MiniGame™.

