

## FBOD Tier Board Rounding Worksheet

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|---|--------------|
| Section:  | Date/Time:   |
| Section Manager:  |              |
| <p><b>Purpose:</b> <i>Rounding is a check on operational performance to ensure mutual accountability.</i></p> <ul style="list-style-type: none"> <li>• Performance against target (Actuals vs. Targets)</li> <li>• Operational and strategic priorities</li> <li>• Improvement projects</li> <li>• Demonstrate respect for team performance</li> <li>• Opportunities to identify and remove barriers</li> </ul> |              |
| <b>Agenda</b>   | <b>Notes</b> |
| <p><b>Context setting (Director)</b></p> <ul style="list-style-type: none"> <li>• Follow-up from last rounding</li> <li>• Last action item check-in</li> </ul>  |              |
| <p><b>Visual system review (Section Leaders)</b></p> <ul style="list-style-type: none"> <li>• Check the board</li> <li>• Check on improvement projects</li> <li>• Ask open-ended questions (see below)</li> </ul>   |              |
| <p><b>Reflection (All)</b></p> <ul style="list-style-type: none"> <li>• Celebrate success</li> <li>• Discuss challenges</li> <li>• Discuss countermeasures</li> </ul>   |              |
| <p><b>Wrap-up/ Reflection (Director &amp; Deputy Director)</b></p> <ul style="list-style-type: none"> <li>• Identify section action items and accountable person</li> <li>• Identify DO action items and person</li> <li>• How did rounding go? How can we do better? (+/delta)</li> </ul>  |              |

### Example Questions:

#### Questions to Assess Performance

- 1) What is the current performance? What is the target performance? What is the gap between current and target performance? How does this gap impact our customers? What are the major causes of this gap? How have you identified root causes?
- 2) What are your hypotheses about countermeasures that could improve performance? What progress have you made? How do you know? Is the project status visible?
- 3) What are the obstacles to improvement? What could you try next?

#### Questions About FBOD Priorities

- 1) How do you show that your work tied to the section clarity map?
- 2) How do you show your proviso metrics and/or health of value stream?
- 3) How do you show that you are developing and engaging employees and fostering leadership into plans and operations?
- 4) How do you show that your 2 – 4 process improvement work?
- 5) How do you show that Tier board is used actively? How do you show regular huddles and roundings?

#### Questions to Assess the Management System

- 1) What should we know about your operations? What types of things are you trying to make visible? What are your key problems?
- 2) How do you and your team work together to solve problems? Is problem board used actively? How could you prevent the problems from occurring in the first place?