

DEFEND THE STANDARD

Protect the standard before it quietly erodes

Nothing here needs fixing. What needs defending is the inspection habit, because a store at this level loses it through turnover and good months, not through bad process.

THE STANDARD

- Every manager is certified on the standard in writing, so the process survives the next promotion or departure.
- The daily inspection record is kept in strong months as well as weak ones. The record is what makes the standard real.
- The weekly scoreboard is published where the whole variable-ops team can see it, by name.
- The leadership conversation has moved from process to coverage: talent, market share, and fixed-ops absorption.

INSPECT TODAY

1. Pick one control point at random each week and prove it from yesterday's records, not from memory.
2. Audit the newest hire, not the veteran. Drift shows up in the last person through the door.
3. Check whether a strong week caused any manager to skip the card. That is how it starts.
4. Read the scoreboard for the number nobody is defending. That is next quarter's problem.

SAY IT LIKE THIS

- “Prove it from yesterday's record, not from memory.”
- “Who is certified on this, and where is it in writing?”
- “Good month. Show me the card anyway.”

INSTALL THIS WEEK

- 1 Certify every manager on the standard in writing.
- 2 Keep the daily inspection record even in strong months.
- 3 Publish the weekly scoreboard where the whole variable-ops team can see it, by name.
- 4 Move the conversation from process to coverage: talent, market share, and fixed-ops absorption.

DAILY RECORD – NO NEXT ACTION WITHOUT AN OWNER

DATE	WHAT WAS INSPECTED	WHO WAS COACHED	NEXT ACTION	OWNER