

MANAGER INSPECTION

Give every manager a field card and a weekly working session

This is the pillar that makes the other three permanent. A standard nobody inspects is a suggestion, and a suggestion decays with every new hire.

THE STANDARD

- The 3-2-1 daily mission is logged and visible by name: three customer-facing interactions, two appointments set for this or next week, one deal-making interaction with leadership.
- Every manager keeps a written daily inspection record — what was inspected, who was coached, what happens next, who owns it.
- One weekly leadership working session runs off a single shared variable-ops scoreboard. New, used, and F&I on the same numbers.
- A 90-day governance calendar keeps inspection alive through the busy months.

INSPECT TODAY

1. Ask any manager for today's field card. If they have to go find it, it does not exist.
2. Check that every next action on the card has a name attached, not a department.
3. Confirm the 3-2-1 board is current and visible to the floor, not living in a spreadsheet.
4. Verify the weekly session ran off one scoreboard, not three departmental stories.

SAY IT LIKE THIS

"Show me the card. What did you inspect and who owns the next action?"

"Who did you coach yesterday, and what changed today?"

"We are looking at one scoreboard in here. Whose number is this?"

INSTALL THIS WEEK

- 1 Put the 3-2-1 daily mission on a visible board — by name.
- 2 Issue every manager a daily field card: what was inspected, who was coached, next action, owner.
- 3 Run one weekly leadership working session off a single shared variable-ops scoreboard.
- 4 Set a 90-day governance calendar so inspection survives your next busy month.

DAILY RECORD – NO NEXT ACTION WITHOUT AN OWNER

DATE	WHAT WAS INSPECTED	WHO WAS COACHED	NEXT ACTION	OWNER