THE 80/20 INSTITUTE

Larkspur Precision

Run Book

November 29, 2026

The period shown on this page. PGOS, from the company file.

The 80/20 Institute

Contents

1. Scorecard 3
2. Issues 6
3. To-dos 9
4. The Critical Few 12

Scorecard

Sample company. These aren't your numbers.

Measures

Measure	Owner	Goal	Current	Owner read
Revenue	Irene Kowalski	$3,000,000	$3,112,702	
Gross margin	Irene Kowalski	48.8%	48.8%	
Overhead	Irene Kowalski	under $582,000	$603,864	
Overhead share of sales	Irene Kowalski	under 19.4%	19.4%	
Right to Grow	Irene Kowalski	2	1.63	
Quad 4 share of sales	Irene Kowalski	under 10.0%	9.0%	
On-time delivery	Devon Walsh	97.5%	98.5%	
Callbacks or rework	Devon Walsh	under 7.0%	6.0%	
Quote cycle days	Tom Reyna	under 4.8 days	4.1 days	
Core accounts covered	Tom Reyna	92.5%	70.3%	
Discount beyond the floor	Tom Reyna	under 8.5%	9.0%	
Receivables past terms	Irene Kowalski	under 13.5%	14.3%	
Inventory or parts turns	Devon Walsh	4.9	5.29	
Overtime share	Marcus Hale	under 10.5%	9.0%	
Open seats	Marcus Hale	under 4.5	3.87	
Reviews finished	Marcus Hale	93.5%	94.5%	
Voluntary turnover	Marcus Hale	under 14.5%	20.6%	

Measure	Owner	Goal	Current	Owner read
Safety near misses logged	Devon Walsh	6.5	6.17	
Recordable incidents	Devon Walsh	under 0.5	0.53	
First-pass yield or first-time fix	Devon Walsh	94.5%	95.5%	
Vendor bids opened	Devon Walsh	2.5	2.7	
Single-source items	Anita Rao	under 9.5	8.17	
Dead catalog items	Anita Rao	under 6.5	5.59	
New offer pipeline	Anita Rao	1.5	1.02	
Price book compliance	Tom Reyna	88.5%	84.5%	
Unprofitable customers	Devon Walsh	under 7.5	7.95	
Unprofitable items	Anita Rao	under 4.5	3.87	
Month close day	Irene Kowalski	6.6 days to 9.6 days	8.1 days	
Cash collected this week	Irene Kowalski	$318,462	$406,125	
Win rate on core quotes	Tom Reyna	38.5%	41.6%	
Training hours	Marcus Hale	118 hours	81 hours	
Backlog weeks	Devon Walsh	2.5 to 6.5	6.74	
Scrap or warranty	Devon Walsh	under $24,840	$26,330	
Freight given away	Irene Kowalski	under $16,560	$14,242	

Measure	Owner	Goal	Current	Owner read
Decisions written	Carla Bennett	2.5	2.7	
Schedule adherence	Devon Walsh	91.5%	92.5%	
First-pass weld	Devon Walsh	95.5%	96.5%	
Backlog dollars	Irene Kowalski	$662,400 to $1,159,200	$1,382,760	
Engineering days on a quote	Anita Rao	under 12.6 days	13.4 days	
Gross profit	Irene Kowalski	$1,464,900	$1,519,933	
Contribution after overhead	Irene Kowalski	$882,900	$916,068	

Issues

Open and closed issues

Issue	Owner	Stage
The heat-exchanger bundle cell missed the promise date	Tom Reyna	identify
A single plate mill covers the best-selling vessel	Devon Walsh	discuss
Rework on skids is off its line	Irene Kowalski	solve
Overtime is concentrated in weld	Marcus Hale	identify
Change-orders ship before t he price is written	Anita Rao	identify
Two lead weld seats have n o backup	Carla Bennett	discuss
The paint booth queue is the constraint	Tom Reyna	solve
Scrap on the long-tail fittings is still in the plan	Devon Walsh	identify
A customer witness test was late and the reason was not written	Irene Kowalski	discuss
Receivables on progress bill s passed 50 days	Marcus Hale	solve
Stress relief has not been bi d	Anita Rao	identify
New welders are on the line before the standard is signe d	Carla Bennett	identify
Night-shift premium is off its l ine	Tom Reyna	identify
A near miss at the crane wa s not closed	Devon Walsh	discuss

Issue	Owner	Stage
The quote desk still prices d ead catalog options	Irene Kowalski	solve
Shop loading ignores the vit al few jobs	Marcus Hale	identify
Consumables are issued wit h no bin minimum	Anita Rao	identify
Job-cost close slipped last m onth	Carla Bennett	discuss
The price floor is still open o n two renewals at Larkspur Precision	Tom Reyna	solve
A tail account at Larkspur Pr ecision orders below cost	Devon Walsh	identify
The backup for the lead seat at Larkspur Precision is not named	Irene Kowalski	discuss
Month close at Larkspur Pre cision slipped and the owner is unclear	Marcus Hale	solve
Freight given away at Larksp ur Precision has no weekly o wner	Anita Rao	identify
A vendor at Larkspur Precisi on has not been compared i n a year	Carla Bennett	identify
Training for new hires at Lar kspur Precision is behind the work	Tom Reyna	identify
Custom work at Larkspur Pr ecision has no price floor	Devon Walsh	discuss
On-time at Larkspur Precisio n slipped and the counterme asure is stale	Irene Kowalski	solve

Issue	Owner	Stage
The open seat at Larkspur P recision has been empty for a quarter	Marcus Hale	identify
A quote at Larkspur Precisio n went out without the floor	Anita Rao	identify
Overtime at Larkspur Precisi on is in one crew again	Carla Bennett	discuss
Receivables at Larkspur Pre cision passed the agreed da ys	Tom Reyna	solve
The catalog at Larkspur Prec ision still offers dead items	Devon Walsh	identify
The weekly list at Larkspur P recision is longer than the vit al few	Irene Kowalski	discuss
A near miss at Larkspur Pre cision has no owner for the a ction	Marcus Hale	solve
The scorecard owner at Lark spur Precision did not mark t he red row	Anita Rao	identify
The quarterly priority at Lark spur Precision has no next a ction	Carla Bennett	identify

To-dos

To-dos

To-do	Owner	Due	Status
Name the bundle-cell countermeasure	Tom Reyna	2025-10-03	Open
Open the plate-mill bid	Devon Walsh	2025-10-16	Done
Write the weld overtime split	Irene Kowalski	2025-10-29	Done
Hold change-orders without a price	Marcus Hale	2025-11-11	Done
Name the backup weld lead	Anita Rao	2025-11-24	Open
Post the paint-booth constraint	Carla Bennett	2025-12-07	Done
Call the late progress bills	Tom Reyna	2025-12-20	Done
Bid stress relief	Devon Walsh	2026-01-02	Done
Sign the welder standard	Irene Kowalski	2026-01-15	Open
Close the crane near-miss action	Marcus Hale	2026-01-28	Done
Pull dead options off the quote desk	Anita Rao	2026-02-10	Done
Set the consumable bin minimum	Carla Bennett	2026-02-23	Done
Refresh the contract calendar for Larkspur Precision	Tom Reyna	2026-03-08	Open
Check the red score card row for Larkspur Precision	Devon Walsh	2026-03-21	Done

To-do	Owner	Due	Status
Schedule the stay co nversation for Larksp ur Precision	Irene Kowalski	2026-04-03	Done
Confirm who closes t he month for Larksp ur Precision	Marcus Hale	2026-04-16	Done
Review overtime by crew for Larkspur Pr ecision	Anita Rao	2026-04-29	Open
Write the on-time co untermeasure for Lar kspur Precision	Carla Bennett	2026-05-12	Done
Send the receivables list for Larkspur Prec ision	Tom Reyna	2026-05-25	Done
Name the open seat for Larkspur Precisio n	Devon Walsh	2026-06-07	Done
Mark the work that is below cost for Larks pur Precision	Irene Kowalski	2026-06-20	Open
Put the vendor comp arison on the weekly list for Larkspur Prec ision	Marcus Hale	2026-07-03	Done
Read the Profit Map cut list for Larkspur Precision	Anita Rao	2026-07-16	Done
Assign the oldest dis cussing issue for Lar kspur Precision	Carla Bennett	2026-07-29	Done
Name the bundle-cel l countermeasure (2 5)	Tom Reyna	2026-08-11	Open
Open the plate-mill b id (26)	Devon Walsh	2026-08-24	Done

To-do	Owner	Due	Status
Write the weld overti me split (27)	Irene Kowalski	2026-09-06	Done
Hold change-orders without a price (28)	Marcus Hale	2026-09-19	Done
Name the backup w eld lead (29)	Anita Rao	2026-10-02	Open
Post the paint-booth constraint (30)	Carla Bennett	2026-10-15	Done
Call the late progres s bills (31)	Tom Reyna	2026-10-28	Done
Bid stress relief (32)	Devon Walsh	2026-11-10	Open
Sign the welder stan dard (33)	Irene Kowalski	2026-11-23	Open
Close the crane near -miss action (34)	Marcus Hale	2026-12-06	Open
Pull dead options off the quote desk (35)	Anita Rao	2026-12-19	Open
Bring the Quad 4 list to the weekly Check-in	Jordan Hale	2026-09-18	Done
Read the off-track sc orecard rows before Monday	Jordan Hale	2026-10-30	Done
Confirm the price flo or is on the agenda	Jordan Hale	2026-11-21	Open
Ask who owns the ol dest open issue	Jordan Hale	2026-12-01	Open
Carry any to-do that slipped, with a new d ate	Jordan Hale	2026-12-08	Open

The Critical Few

The Critical Few on track or done: 2 of 3.

The Critical Few

Item	Owner	Status	Target
Reprice custom jobs quoted below true co st	Sales	On track	Reprice custom jobs quoted below true co st
Set order minimums and setup charges o n small runs	Operations	Off track	Set order minimums and setup charges o n small runs
Give freed machine hours to repeat work for top customers	Sales	On track	Give freed machine hours to repeat work for top customers
Hold the price floor o n core accounts	Tom Reyna	On track	
Visit every core acco unt this quarter	Tom Reyna	On track	
On-time delivery bac k to the goal	Devon Walsh	On track	
Exit the unprofitable tail	Devon Walsh	Off track	
Gross margin holds at the year plan	Irene Kowalski	On track	
Receivables inside t erms	Irene Kowalski	On track	
A backup named for each lead seat	Marcus Hale	On track	
Open seats in the lar gest crew	Marcus Hale	Off track	
One new offer for co re accounts	Anita Rao	On track	
Second quote on the top two vendors	Devon Walsh	On track	

Item	Owner	Status	Target
Forecast only deals with a date and a wa y out	Tom Reyna	On track	
Name the wallet the l argest account buys elsewhere	Tom Reyna	Not started	
Name the step that s ets the promise date	Devon Walsh	Off track	
Hold a weekly look a t scrap or callbacks	Devon Walsh	On track	
Close the month by t he eighth working da y	Irene Kowalski	On track	
Cash and the coven ant on the first page	Irene Kowalski	On track	
Finish the quarterly r eviews that are still b lank	Marcus Hale	Not started	
Decide the seat that has stopped growing	Marcus Hale	Off track	
Write the stop rule b efore the next offer i s funded	Anita Rao	Not started	
Take dead items off t he quote form	Anita Rao	On track	
One-page pack sign ed for the last month	Carla Bennett	On track	
Red scorecard rows have an owner	Carla Bennett	On track	
Second source nam ed for the single-sou rce part	Devon Walsh	Not started	
Walk away from the quote below the floor	Tom Reyna	Off track	