Larkspur Precision

Talent Book

2026-11-29

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

The 80/20 Institute

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People moves

Sample company. These aren't your numbers.

The same standard as the board pack, for July 2026–September 2026.

Board pack. Earnings are $6,230 behind plan. −$6,230. July 2026–September 2026. File period Jan 15–Dec 15, 2025. The pages in this pack use this quarter. They are not added again. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

A blank stays off. Nothing here posts.

People moves

When	Move	Effect
2026-12-15	Tom Reyna is hiring one sell er for the East yard.	Supports the territory plan.
2026-10-01	Marcus Hale named a plant or branch lead.	One leader for the unit that i s behind.
2026-07-01	Commission plan now pays on margin, not only on sales.	Stops a discount from lookin g like a win.

How to read this page

Talent. 64 seats. 11 of 54 rated seats are an A. Planned $25.6K. Actual $16.1K. Variance −$9.4K. On the Profit Bridge: $25.6K. Hiring plans are not in that number. A rating is not a dollar. Jan 15–Dec 15, 2025. Quads come from the invoice file. The profit and loss statement is the sum of those invoices.

A blank stays off. Nothing here posts.

Organization and accountabilities

The chart is built from the seats on file. Span is the count of direct reports.

A players and key seats are the same people as this chart. There is no second roster.

Rate the seat first. Write what the seat is for and whether it supports the profit. Then rate the person A, B, or C. A blank rating is not a C.

No manager named: General manager.

Seats

Seat	Person	Team	Accountabilities	Labor cost
General manager	Nell Pell	CNC machining	Run CNC machining at North plant.; Keep the Core work staffed.	$48.4K
Operations director	Felix Moss	CNC machining	Run CNC machining at North plant.; Keep the Core work staffed.	$48.4K
Sales director	Nora Okada	Fabrication	Run Fabrication at South plant.; Keep the Core work staffed.	$57.7K
Support director	Esme Solis	Quality	Run Quality at River plant.; Keep the Core work staffed.	$123.7K
Admin director	Soren Solis	Engineering	Run Engineering at North plant.; Keep the Core work staffed.	$99.0K

Seat	Person	Team	Accountabilities	Labor cost
Site manager	Maren Drum	CNC machining	Run CNC machining at North plant.; Keep the Core work staffed.	$48.4K

Person-and-seat review

The review uses A, B, and C, and right, wrong, or open. A blank rating is not a C.

11 of 54 rated seats are an A.

57 of 60 people sit in the right seat.

4 seats are open.

5 of 7 teams hold 80% of known labor cost.

Succession for key roles

A successor is a person already named on the file.

Key roles

Seat	Person	Successor	Readiness	Note
General manag er	Nell Pell	Felix Moss	ready now	Ready to sit the seat.
Operations dire ctor	Felix Moss	Nell Pell	ready now	Ready to sit the seat.
Sales director	Nora Okada	Nell Pell	ready later	Ready after this year.
Support director	Esme Solis	Nell Pell	ready later	Ready after this year.
Admin director	Soren Solis	Nell Pell	ready now	Named on the fi le.
Site manager	Maren Drum	Nell Pell	ready now	Named on the fi le.

Required skills

As of 2026-11-13. Each bar is one required skill. The count is named people whose due date is before that day. A blank date stays off. An open seat stays off. Nothing here posts.

Each bar is one skill. The count is named people past due on that skill. The same person is counted once on a skill. A blank due date stays No date and stays off the bars. An open seat stays on the list and off the bars. A known zero is not drawn. The chart shows the eight largest. The rest stay on the list. Nothing posts.

Person and skill

Person	Skill	Due	Status
Felix Moss	Confined space	2026-09-01	Past due
Nell Pell	Forklift	2026-06-01	Past due
Nell Pell	First aid	2027-03-01	Current
Nora Okada	Lockout	No date	No date

Labor cost against profit

5 of 7 teams hold 80% of known labor cost.

Those teams support 79.2% of known profit.

Labor cost and the profit it supports stay on two lines.

Teams

Team	Labor cost	Profit supported
CNC machining	$1.1M	$162.5K
Repeat parts	$668.0K	$135.4K
Fabrication	$519.6K	$297.9K
Maintenance	$445.4K	$243.8K
Quality	$371.1K	$189.6K
Engineering	$296.9K	$162.5K

Labor cost by month

Last 14 months · 2025-10 to 2026-11 · labor cost · one point per month.

Labor cost is the dollar saved for that month. The months on file run from 2025-10 to 2026-11. A line is drawn when at least three months have a cost.

Nothing here posts.

Labor cost by month

Month	Labor cost
2025-10	$126.0K
2025-11	$126.0K
2025-12	$269.7K
2026-01	$280.5K
2026-02	$291.3K
2026-03	$302.1K
2026-04	$316.5K
2026-05	$323.7K
2026-06	$316.5K
2026-07	$305.7K
2026-08	$294.9K
2026-09	$284.1K
2026-10	$276.9K
2026-11	$338.1K

Named people by month

Oct 2025 to Nov 2026 · named people · one count per month on the file. A month with no headcount is left off.

Each point is the named people saved for that month. A month with no headcount is left off.

Nothing here posts.

Named people by month

Month	Named people
Oct 2025	54
Nov 2025	53
Dec 2025	55
Jan 2026	55
Feb 2026	57
Mar 2026	55
Apr 2026	57
May 2026	57
Jun 2026	55
Jul 2026	59
Aug 2026	58
Sep 2026	60
Oct 2026	58
Nov 2026	60

Which team holds the labor cost

Jan 15–Dec 15, 2025. Labor cost on the current book. Each bar is one team. A team with no labor cost stays off. An archived seat stays off. The longest bar holds the most labor cost. Nothing here posts.

Each bar is the people cost named on the seats in that team. A seat with no labor cost is not stored as zero. An archived seat stays off. A known zero stays on the chart. The longest bar holds the most labor cost. The chart shows the eight largest. The rest stay on the labor list. Nothing posts.

Nothing here posts.

Labor cost by team

Team	Labor cost
CNC machining	$1.1M
Repeat parts	$668.0K
Fabrication	$519.6K
Maintenance	$445.4K
Quality	$371.1K
Engineering	$296.9K
Custom jobs	$185.6K

Seat fit

Jan 15–Dec 15, 2025. Seat fit on the current book. Each bar is how many seats sit in that fit. A seat with no fit is Not named yet. The longest bar is the largest count.

Right seat means the person fits the seat. Wrong seat means they do not. Open seat means nobody sits there. Not named yet means the fit is blank. A blank fit is not stored as wrong. An archived seat stays off this chart. Nothing on this chart posts.

Nothing on this chart posts.

Seats by fit

Fit	Seats
Right seat	57
Wrong seat	3
Open seat	4
Not named yet	0

Revenue and profit per employee

Revenue per employee is $200.0K. Profit per employee is $21.7K.

This company is a manufacturer. A service, a distributor, and a manufacturer will differ. The reading is not a verdict.

Profit Typed. The count is named people. A productivity reading does not post by itself.

Span of control

The widest span is first. A seat with nobody reporting stays off. Span does not post.

6 more seats stay on the list.

Managers

Seat	Direct reports
Site manager · Mina Brooks	12
Site manager · Maren Drum	9
Operations director · Felix Moss	8
Site manager · Mina Adler	6
Team lead · Paolo Doyle	6
General manager · Nell Pell	4
Team lead · Ida Harlow	3
Team lead · Leah Moss	3

Hiring plans

Objectives are read from Strategy. Talent does not write the plan.

A hiring plan does not post.

Plans

Seat	Status	Budget	Critical Few
Hire 1	planned	$80.0K	Not tied to a Critical Few objective.
Hire 2	open	$81.2K	Not tied to a Critical Few objective.
Hire 3	offered	$82.5K	Fund the Core work
Hire 4	filled	$83.8K	Fund the Core work
Hire 5	dropped	$85.0K	Fund the Core work
Hire 6	planned	$86.2K	Fund the Core work

Which seat holds the hiring budget

This year. Each bar is the hiring budget for one seat. A blank stays off. A loss stays off. A known zero stays on. A dropped plan stays off. The longest bar holds the most. Nothing here posts.

Each bar is the hiring budget already named for that seat this year. A dropped plan stays off. A blank budget stays off. A loss stays off. A known zero stays on the chart. Two plans for the same seat stay apart when the status is different. The longest bar holds the most. The chart shows the eight largest. The rest stay on the list. A hiring plan does not post.

2 more seats stay on the list.

Hiring budget

Seat	Budget
Hire 12	$93.8K
Hire 11	$92.5K
Hire 9	$90.0K
Hire 8	$88.8K
Hire 7	$87.5K
Hire 6	$86.2K
Hire 4	$83.8K
Hire 3	$82.5K

Conversations

51 named people have a 1:1 cadence. 9 have no cadence.

7 quarterly conversations are overdue. The rest are dated.

Notes are on the file for people you are allowed to see.

Goals

A goal points at an objective or a charter. Completing a goal does not post.

Goals

Goal	Status	Owner	Objective
Move manufacturer work 1 forward.	not started	Soren Adler	No objective.
Move manufacturer work 2 forward.	on track	Soren Adler	No objective.
Move manufacturer work 3 forward.	at risk	Soren Adler	No objective.
Move manufacturer work 4 forward.	off track	Soren Adler	No objective.
Move manufacturer work 5 forward.	done	Soren Adler	cf-core
Move manufacturer work 6 forward.	dropped	Soren Adler	cf-core

Retention-risk flags

Each flag names its rule. A flag is not a score and not a dollar.

Flags

Person	Seat	Rule
Nell Pell	General manager	No 1:1 in 30 days.
Nell Pell	General manager	Quarterly conversation overd ue.
Nell Pell	General manager	A typed risk note is on the fil e.
Mina Adler	Site manager	Fit is wrong.
Soren Doyle	Team lead	1:1 is more than 7 days past its date.
Iris Briggs	Team lead	Key role with no successor.

Approved measured savings

On the Profit Bridge: $25.6K. Hiring plans are not in that number.

Savings

Name	Kind	On the Profit Bridge	Label
Technician	legacy people-cost	$9.4K	Legacy people-cost. Record the measured savings or productivity gain.
Overtime down on the Core line	labor_saving	$5.3K	Approved measured savings.
Same crew, more Core throughput	productivity_gain	$6.5K	Approved measured savings.
Contractor spend down	labor_saving	$4.4K	Approved measured savings.
Measured, not approved yet	labor_saving	Not posted	Not on the Profit Bridge.
Matches another module	labor_saving	Not posted	That dollar is already on Lean Operations.

Open issues

2 required skills are past due. The due date is before the date on this file.

1 key role has no successor. Key role with no successor.

5 1:1s are past due. A 1:1 more than 7 days past its date.