

Quick Response Quality Control — Shogun

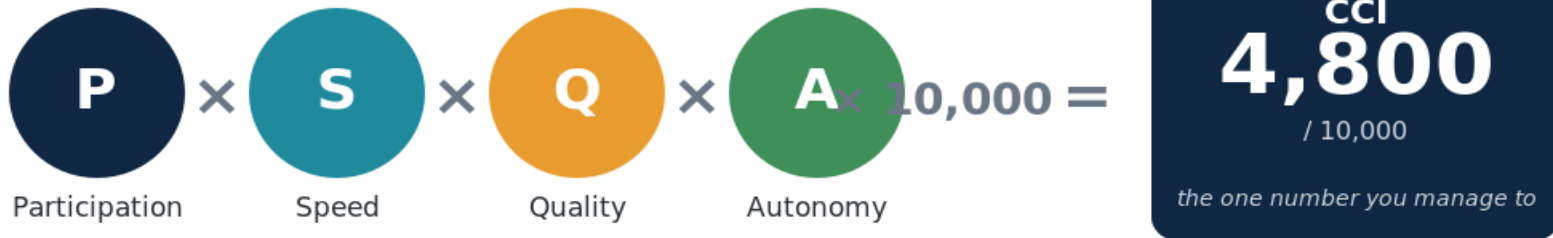
Become the plant-wide deployment lead who installs QRQC at scale and builds the coach bench that sustains it.

Deploying the routine across the plant, end to end.

Cultural Change Index · QRQC PMO · baseline + capacity plan · 4-phase roadmap · deployment Gantt · 4-tier governance · failure-mode recovery · Train-the-Trainers · certification grids

CCI is what you manage to

Four factors multiplied into one number — any zero kills the culture



Monthly cadence — how the Shogun reads and acts



Any zero kills the culture.

One number — carried by four factors — tells you where to coach next.

The four CCI factors

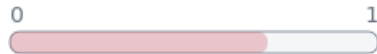
Each factor: a ratio between 0 and 1 · any zero collapses the index

Participation

People showing up

Numerator
Attendees at QRQC

Denominator
Roster for that ritual



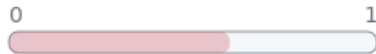
< 0.70 is a drag

Speed

Defects closed in time

Numerator
Cards closed within 24 h

Denominator
Cards opened that day



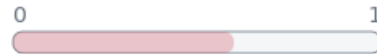
< 0.60 is a drag

Quality

Causes found, not guessed

Numerator
Verified root causes

Denominator
Cards that were escalated



< 0.60 is a drag

Autonomy

Team runs it without you

Numerator
Rituals chaired by the team

Denominator
Rituals held that week



< 0.50 is a drag

$$\text{Participation} \times \text{Speed} \times \text{Quality} \times \text{Autonomy} \times 10,000 = \text{CCI}$$

Reading and acting on the monthly CCI

Read the index · diagnose the drag factor · intervene on the right lever

If this factor is the drag → this is your move

Participation

→ Sponsor reinforcement

Walk the floor with the sponsor · reset the roster · call out absentees by name in the tier meeting.

Speed

→ Remove scheduling blockers

Shift handover clash · competing rituals · line stoppages eating into the 15 min.

Quality

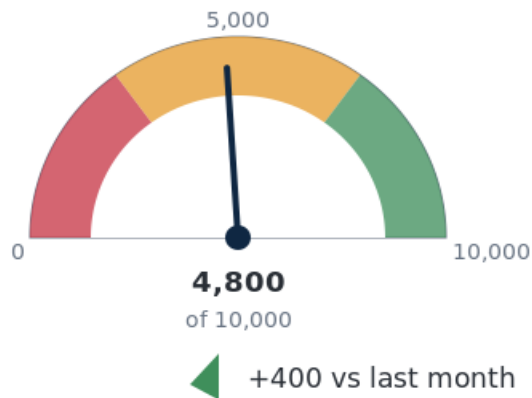
→ Coach the facilitator

Shadow one QRQC · re-teach the 5 Why · audit root-cause depth on three recent cards.

Autonomy

→ Accelerate the trainer pipeline

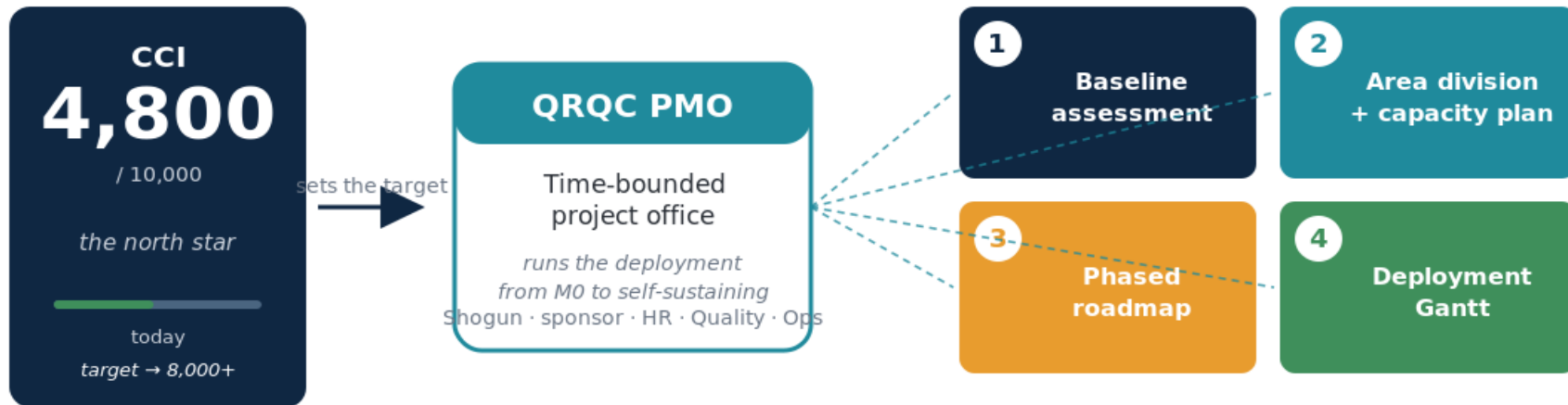
Pull forward Train-the-Trainers · promote one strong Ninja to Samurai · remove the Shogun from the chair.



90-day restart diagnostic · if the index has plateaued for three months, do not scale — fix the drag first.

The PMO turns the CCI into a plan

North-star index · project office · four deliverables



Every deliverable is built to move the index.

The PMO dissolves into the QRQC Office once the self-sustaining gate is passed (M24+).

The QRQC PMO charter

Who governs the deployment · how it meets · what it produces

Mandate

- Own plant-wide QRQC deployment
- until self-sustaining.
- Scope: skills capacity, cadence,
- CCI target, and coach bench.

Membership

- Shogun · chair
- Plant sponsor
- HR / training lead
- Quality lead
- Production managers (pilot areas)
- One Samurai Advanced facilitator

Cadence

- Weekly PMO steering · 1 hour
- Monthly CCI review
- Quarterly phase-gate with sponsor

Deliverables

1. Baseline assessment
2. Area division + capacity plan
3. Phased roadmap with gates
4. 36-month deployment Gantt
5. Monthly CCI report

The PMO dissolves into the QRQC Office once the self-sustaining phase gate is passed.

Baseline assessment — skills · culture · area maturity

Three sheets, one diagnosis · the PMO signs them off before any wave launches

1 · Skills baseline

Current headcount by belt level

Ronin  540 / 700

Ninja  85 / 160

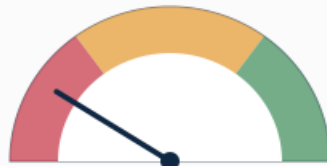
Samurai  12 / 32

Sam. Adv.  2 / 8

Shogun  1 / 1

Red band = capacity gap vs plan

2 · Culture baseline



1,800

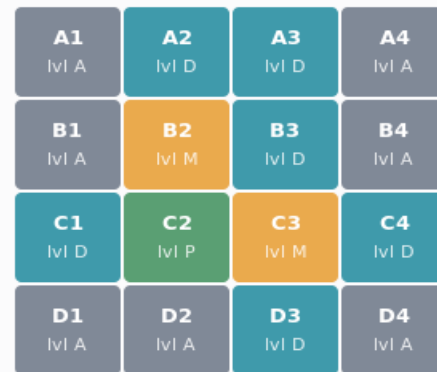
of 10,000 · month zero

Factor sub-scores



CCI month zero — baseline you coach against

3 · Area maturity heat-map



■ Ad-hoc ■ Developing ■ Managed
■ Proactive ■ Optimised

each cell is a ZAP

Three sheets, one diagnosis — the PMO signs them off before any wave is launched.

Area division and capacity plan

Slice the plant into ZAPs · compute how many of each belt you need

Plant floor · 12 ZAPs · 640 headcount



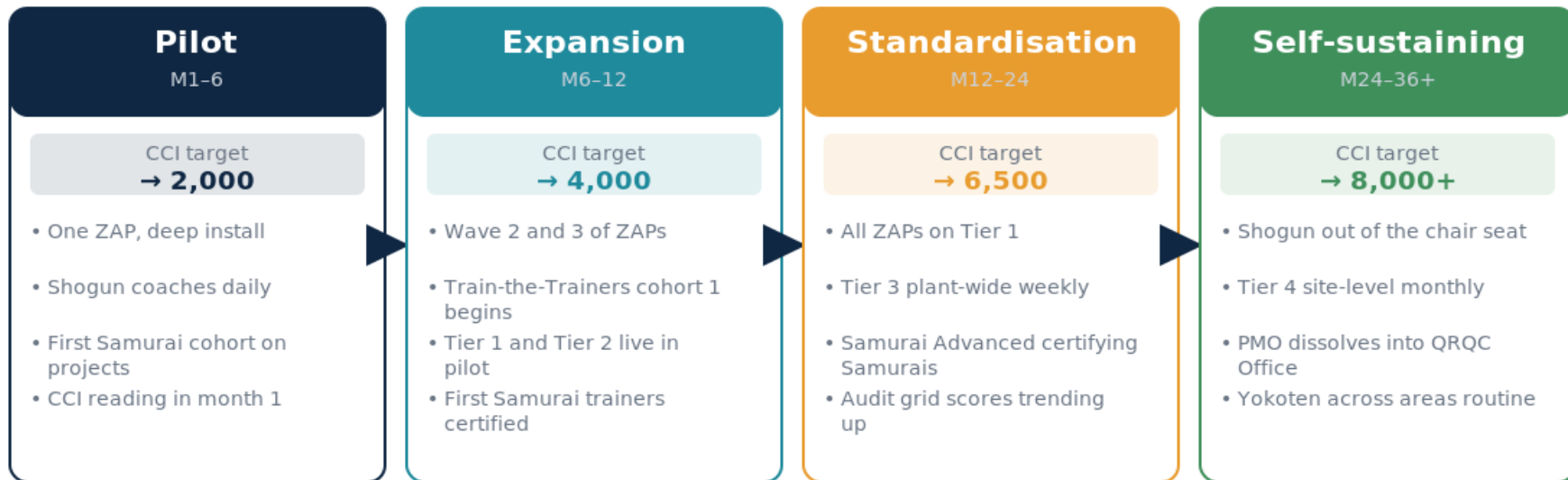
Capacity matrix · per belt level

Level	Role	Target ratio	Total required
Ronin	awareness	100% of headcount	640
Ninja	practitioner	1 per line shift	64
Samurai	trainer	1 per ZAP	12
Samurai Adv	facilitator	1 per 4 ZAPs	3
Shogun	deployment	1 per plant	1

the capacity plan is what the Gantt delivers against

The 4-phase deployment roadmap

Pilot · Expansion · Standardisation · Self-sustaining — never skip a phase



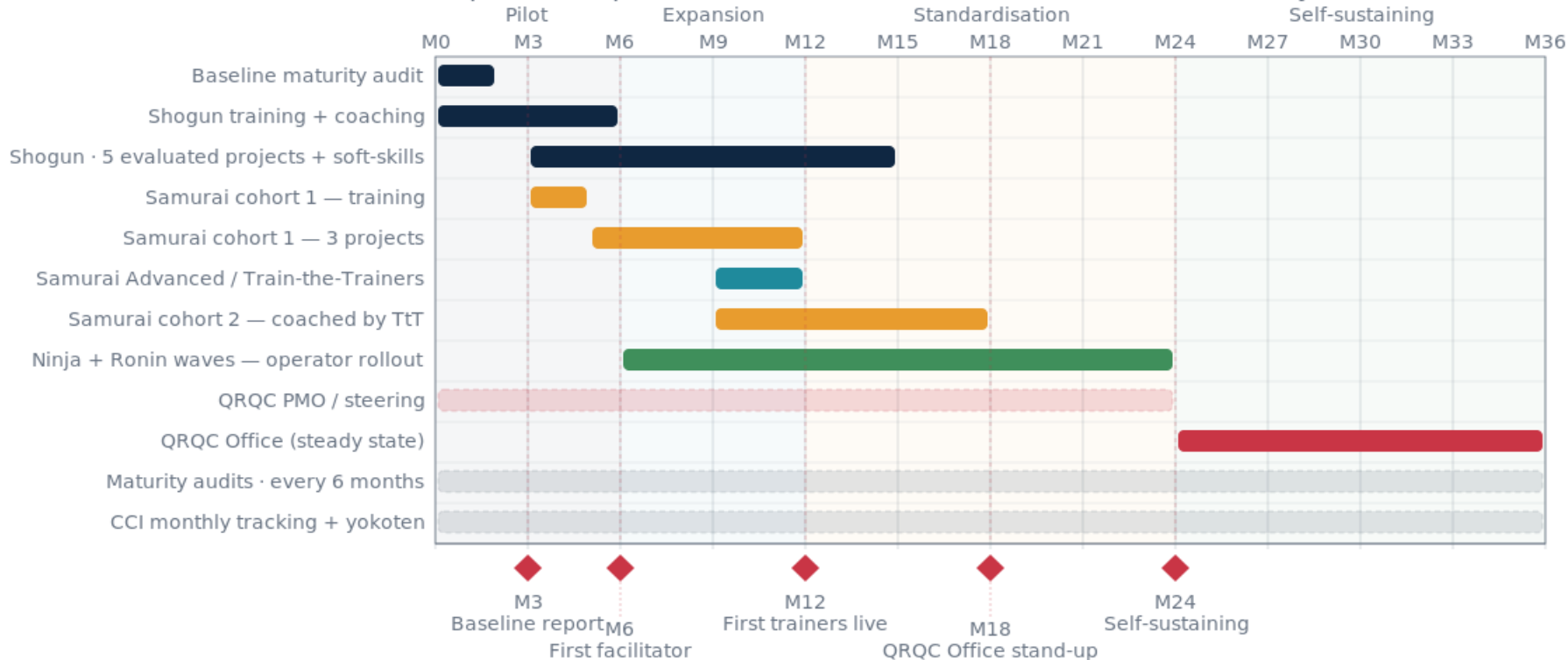
Evaluation gates — pass or do not progress



Never skip a phase · never expand before the gate is passed.

Deployment Gantt — 36 months

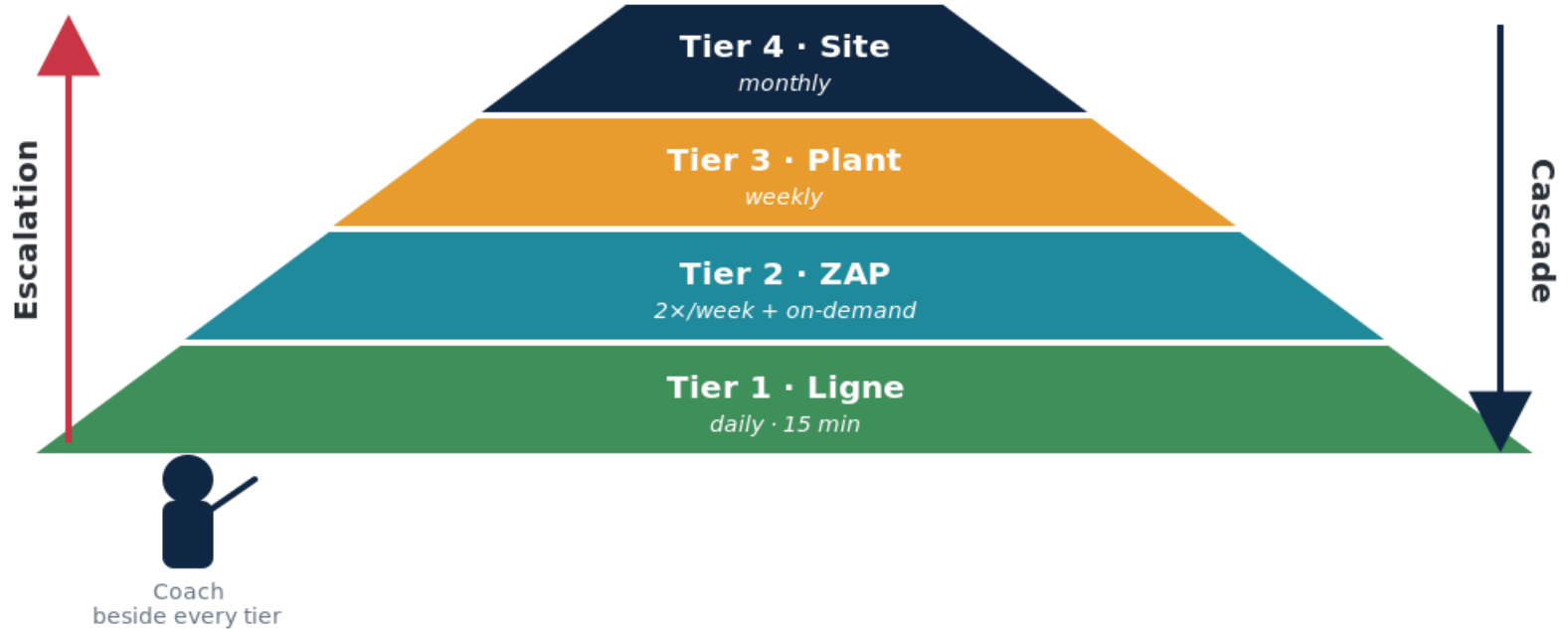
Build roles top-down · spread to the base · dashed lanes run continuously



indicative 18-36 month timeline — adjust for plant size, headcount, and facilitator availability per the capacity plan

Four tiers, one cadence





Line · ZAP · Plant · Site — each tier escalates up and cascades down



Escalate up the pyramid · cascade decisions back down · coach at every tier.

Governance tiers · who, when, what

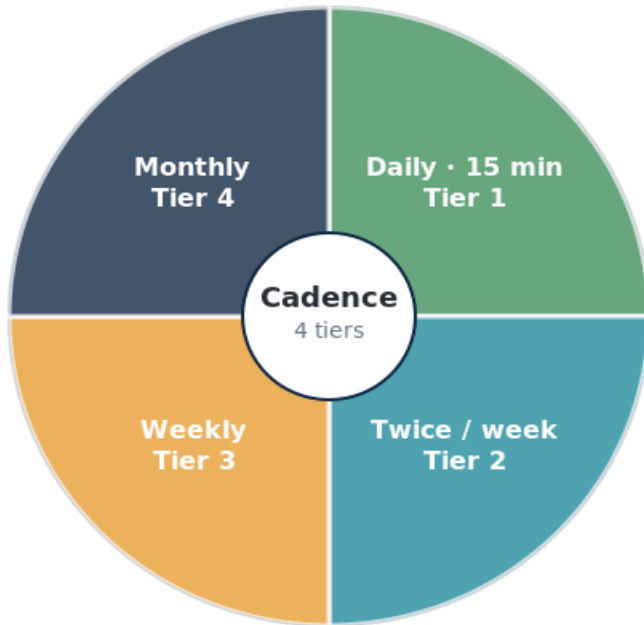
Each tier has one owner, one cadence, one purpose

Tier	Animated by	Cadence	Attendees	Purpose
 Tier 1 Ligne	Line animator	daily · 15 min	Operators · team leader	Detect · contain · close cards within 24 h
 Tier 2 ZAP	ZAP manager	2x/week + on-demand	Line leaders · quality · maintenance	Recurrences · complex issues escalated from Tier 1
 Tier 3 Plant	Plant manager	weekly	ZAP managers · support functions	Cross-ZAP themes · plant CCI · resource trade-offs
 Tier 4 Site	Site director	monthly	Plant managers · executive sponsor · Shogun	Strategic gates · phase progression · yokoten

Cadence cascade + escalation rules

Left — the weekly / monthly rhythm · right — when to hand up

The cadence clock



Escalation rules (Tier 1 → Tier 2)

1

Complex

beyond the animator's mandate or toolset

2

> 2 weeks unresolved

card has been open past the 24 h rule

3

> 3 recurrences

same defect has reappeared more than three times

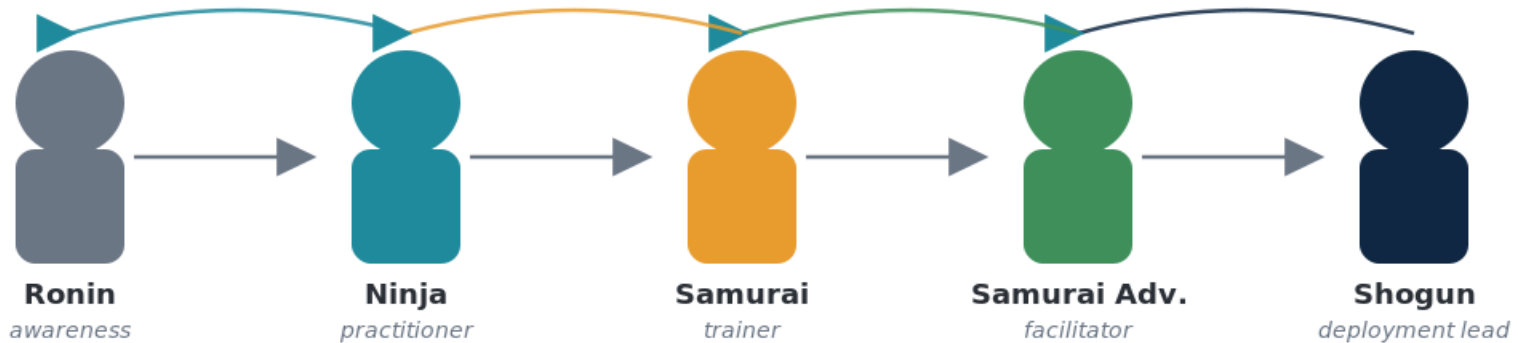
↪ Critical-defect fast-path

Safety or customer-impact · goes straight to Tier 2 regardless of time.

You build the bench that replaces you

Five belts · one pipeline · bench strength = CCI autonomy factor

Coaching direction — each belt builds the one below



Bench strength = CCI autonomy factor

Shogun

coaches the facilitators · owns the PMO

Samurai Advanced

coaches the trainers · runs deployment waves

Samurai

coaches the line animators · installs one area

Failure-mode recovery playbook

Seven things that go wrong · one 90-day restart for when the index stalls

Time discipline breaks

Symptom
rituals drift past 15 min

Recovery move
reset the timer · coach the animator · enforce cadence

Tier 1 holds what should escalate

Symptom
complex cards stay on the board for weeks

Recovery move
apply the 3 rules · audit open cards · re-teach hand-up

Recurrence undetected

Symptom
same defect reappears with a fresh card

Recovery move
pareto the last 12 weeks · link cards · raise to Tier 2

Training without coaching

Symptom
people pass the course, method doesn't land

Recovery move
add shadowed runs · pair with a Samurai Advanced

Paperboard data quality

Symptom
cards vague, no numbers, no photos

Recovery move
standardise card template · re-induct the line

Coach dependence

Symptom
team cannot run a QRQC without the coach

Recovery move
leave the room · intervene only on safety

CCI plateau

Symptom
index flat for 3 months

Recovery move
run the 90-day restart diagnostic

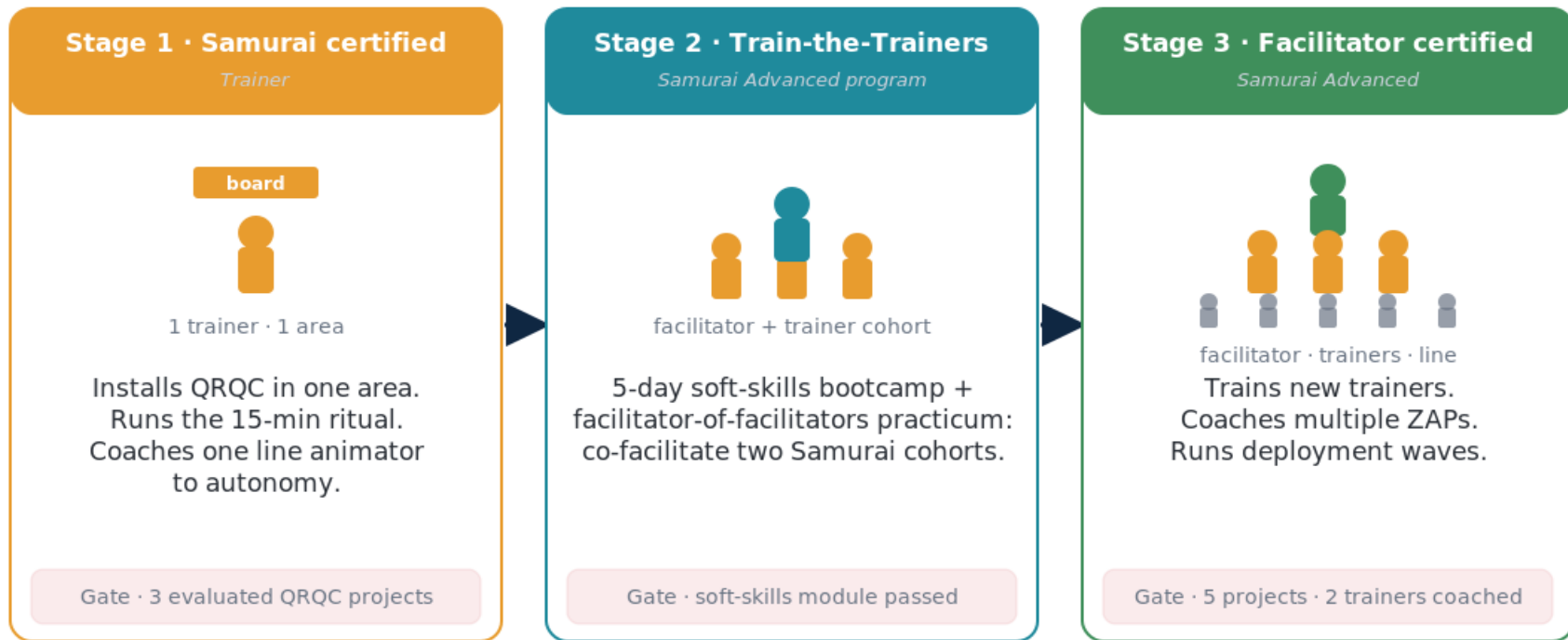
RESTART DIAGNOSTIC

when the index stalls

- 1) read the factor sub-scores
- 2) identify the drag
- 3) intervene on the lever
- 4) re-measure in 30 days

Train-the-Trainers — the Samurai Advanced program

How trainers become facilitators · how facilitators sustain the system without the Shogun



Facilitators are how plant-wide QRQC survives without the Shogun in the room.

Belt certification grids

Signed by the Shogun · counter-signed by the plant sponsor · no external body

Samurai · trainer · Green Belt

3 evaluated projects · Project 3 is the gate

1 Problem definition

2 5W1H discipline

3 Ishikawa rigour

4 5 Why depth

5 Root-cause ID

6 Action planning

7 Tier 1 facilitation

8 Escalation discipline

9 Cross-functional engagement

Samurai Advanced · facilitator · Black Belt · Train-the-Trainers

5 projects (≥2 complex) + 2 trainers coached + soft-skills

1 Method mastery

2 Project leadership

3 Coaching effectiveness

4 Evaluation rigour

5 Knowledge transfer

6 Deployment awareness

Certified by the Shogun · counter-signed by the plant sponsor · no external certifying body

Shogun complete — QRQC 4-belt journey closed

You build the bench that replaces you.

The PMO dissolves into the QRQC Office. The coach bench carries the cadences. The CCI keeps moving. The plant runs QRQC without you in the room — which is the whole point.