

ITEMS ON THE BOARD

12

Improvement backlog Q3

QUICK WINS AVAILABLE

4

\$11,200.00 a year between them — do these first

MAJOR PROJECTS

3

need a decision, a sponsor and a plan

THANKLESS TASKS

2

the drop list — challenge every one

BEST SCORE NOT STARTED

Standard email template...

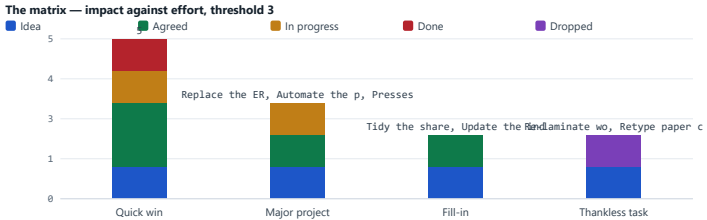
priority score 4.00

BENEFIT COMMITTED

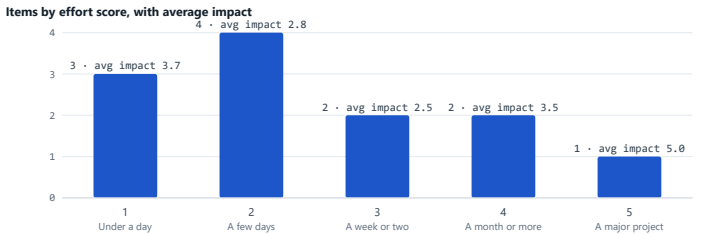
\$86,000.00

6 items agreed or in progress

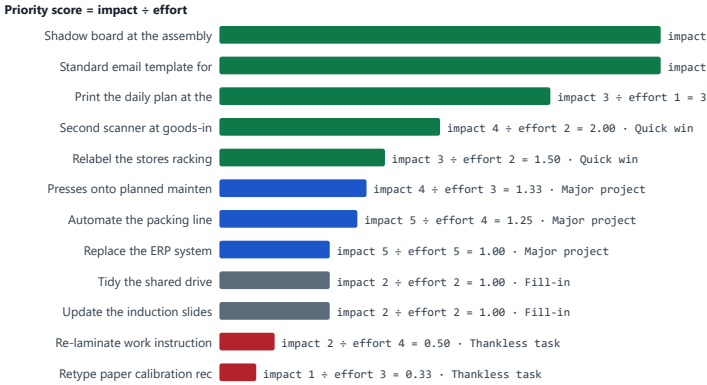
12 of 12 record(s) included. All records. Amounts in USD.



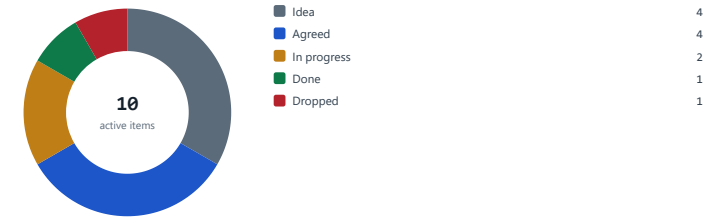
The whole board in one picture. A tall left-hand bar is a healthy backlog; a tall right-hand bar is work nobody has had the nerve to cancel. The whole board in one picture. A tall left-hand bar is a healthy backlog; a tall right-hand bar is work nobody has had the nerve to cancel.



A backlog piled up at 4 and 5 is a wish list, not a plan. A backlog piled up at 1 and 2 will deliver plenty of small wins but move nothing structural. A backlog piled up at 4 and 5 is a wish list, not a plan. A backlog piled up at 1 and 2 will deliver plenty of small wins but move nothing structural.



The ranked running order. Two items with the same score are genuinely hard to separate on this evidence — use the cost, the owner or the target date to break the tie. The ranked running order. Two items with the same score are genuinely hard to separate on this evidence — use the cost, the owner or the target date to break the tie.



Ideas outnumbering agreed and in-progress items by a wide margin is normal. Ideas outnumbering everything else ten to one means the board is being used as a suggestion box. Ideas outnumbering agreed and in-progress items by a wide margin is normal. Ideas outnumbering everything else ten to one means the board is being used as a suggestion box.

The board

ITEM	IMPACT	EFFORT	SCORE	QUADRANT	WHO BENEFITS	COST	BENEFIT/YR	PAYBACK YRS	OWNER	STATUS	TARGET
Quick win — 5 items, do these this week											
Shadow board at the assembly bench	4	1	4.00	Quick win	Assembly cell	\$180.00	\$2,400.00	0.1	Cell leader	In progress	2026-08-18
Standard email template for quotes	4	1	4.00	Quick win	Sales office	—	—	—	Sales administrator	Agreed	2026-08-23
Print the daily plan at the line	3	1	3.00	Quick win	Production	—	—	—	Production planner	Done	2026-07-28
Second scanner at goods-in	4	2	2.00	Quick win	Goods-in	\$850.00	\$5,200.00	0.2	unassigned	Idea	2026-09-13
Relabel the stores racking	3	2	1.50	Quick win	Stores and production	\$320.00	\$3,600.00	0.1	Stores lead	Agreed	2026-08-30
Major project — 3 items, each needs a sponsor, a plan and a date											
Presses onto planned maintenance	4	3	1.33	Major project	Production and maintenance	\$12,000.00	\$18,000.00	0.7	Maintenance lead	In progress	2026-12-07
Automate the packing line	5	4	1.25	Major project	Packing	\$96,000.00	\$41,000.00	2.3	Engineering manager	Idea	2027-06-05
Replace the ERP system	5	5	1.00	Major project	Whole business	\$145,000.00	\$62,000.00	2.3	Operations director	Agreed	2027-10-03
Fill-in — 2 items, use them to fill gaps only											
Tidy the shared drive	2	2	1.00	Fill-in	Office	—	—	—	Office manager	Idea	2026-10-08
Update the induction slides	2	2	1.00	Fill-in	New starters	—	—	—	HR administrator	Agreed	2026-09-23
Thankless task — 2 items, the drop list											
Re-laminate work instructions by hand	2	4	0.50	Thankless task	Nobody clearly	—	—	—	unassigned	Idea	—
Retype paper calibration records	1	3	0.33	Thankless task	Quality office	—	—	—	Quality administrator	Dropped	—
12 items						\$254,350.00	\$132,200.00				

Do these first

QUICK WIN			SCORE	EFFORT	OWNER	TARGET	BENEFIT/YR	STATUS
Shadow board at the assembly bench			4.00	1	Cell leader	2026-08-18	\$2,400.00	In progress
Standard email template for quotes			4.00	1	Sales administrator	2026-08-23	—	Agreed
Second scanner at goods-in			2.00	2	unassigned	2026-09-13	\$5,200.00	Idea
Relabel the stores racking			1.50	2	Stores lead	2026-08-30	\$3,600.00	Agreed
4 items							\$11,200.00	

The board

BOARD	ITEM	IMP.	EFF.	BENEFITS	OWNER	COST	BENEFIT/YR	TARGET	STATUS	QUADRANT	PRIORITY	SCORE	PAYBACK (YRS)
Improvement backlog Q3	Shadow board at the assembly bench	4	1	Assembly cell	Cell leader	\$180.00	\$2,400.00	2026-08-18	In progress	Quick win		4.00	0.1
Improvement backlog Q3	Standard email template for quotes	4	1	Sales office	Sales administrator	\$0.00	\$0.00	2026-08-23	Agreed	Quick win		4.00	0.0
Improvement backlog Q3	Relabel the stores racking	3	2	Stores and production	Stores lead	\$320.00	\$3,600.00	2026-08-30	Agreed	Quick win		1.50	0.1
Improvement backlog Q3	Second scanner at goods-in	4	2	Goods-in	—	\$850.00	\$5,200.00	2026-09-13	Idea	Quick win		2.00	0.2
Improvement backlog Q3	Print the daily plan at the line	3	1	Production	Production planner	\$0.00	\$0.00	2026-07-28	Done	Quick win		3.00	0.0
Improvement backlog Q3	Replace the ERP system	5	5	Whole business	Operations director	\$145,000.00	\$62,000.00	2027-10-03	Agreed	Major project		1.00	2.3

BOARD	ITEM	IMP.	EFF.	BENEFITS	OWNER	COST	BENEFIT/YR	TARGET	STATUS	QUADRANT	PRIORITY SCORE	PAYBACK (YRS)
Improvement backlog Q3	Automate the packing line	5	4	Packing	Engineering manager	\$96,000.00	\$41,000.00	2027-06-05	Idea	Major project	1.25	2.3
Improvement backlog Q3	Presses onto planned maintenance	4	3	Production and maintenance	Maintenance lead	\$12,000.00	\$18,000.00	2026-12-07	In progress	Major project	1.33	0.7
Improvement backlog Q3	Tidy the shared drive	2	2	Office	Office manager	\$0.00	\$0.00	2026-10-08	Idea	Fill-in	1.00	0.0
Improvement backlog Q3	Update the induction slides	2	2	New starters	HR administrator	\$0.00	\$0.00	2026-09-23	Agreed	Fill-in	1.00	0.0
Improvement backlog Q3	Re-laminate work instructions by hand	2	4	Nobody clearly	—	\$0.00	\$0.00	—	Idea	Thankless task	0.50	0.0
Improvement backlog Q3	Retype paper calibration records	1	3	Quality office	Quality administrator	\$0.00	\$0.00	—	Dropped	Thankless task	0.33	0.0

Notes

Sample board — replace every item, score and figure with your own before relying on it or circulating it. The scores here are one team's judgement on one afternoon, not measurements.

Impact and effort are estimates made before the work is done, by the people who want it done. Both are routinely wrong, usually in the optimistic direction, and the quadrant an item lands in can turn on a single point of either score. What this matrix gives you is not accuracy — it is consistency: the same two questions asked of every item, so that opinions are sequenced the same way instead of by whoever spoke last or loudest. Sequencing opinions consistently is still better than sequencing them inconsistently, but it is not evidence, and it is not a business case.