IS YOUR DAILY MEETING WORKING?

Take 30 seconds to check.

		YES	SOMETIMES	NO
1	Do we review the previous shift's performance and understand any gaps against the plan?	☐	☐	☐
2	Do we account for unfinished work or changes in demand when setting today's targets?	☐	☐	☐
3	Do we check whether we have the people, equipment, materials and information required to deliver today's shift target?	☐	☐	☐
4	Do we adjust the plan or arrange support when resources are insufficient?	☐	☐	☐
5	Do we capture actions and problems to follow-up, assign owners and target date?	☐	☐	☐
6	Does everyone leave knowing the agreed targets, priorities and their responsibilities?	☐	☐	☐

Mostly Yes
Good foundation. Focus on consistency and follow-through.

Mostly Sometimes
Useful, but gaps in preparation or follow-up could affect delivery.

Mostly No
Use the agenda and trial it for two weeks.

THE 10-MINUTE DAILY SHIFT READINESS MEETING

01 Review yesterday

2 MIN

- Did we hit the target?
- What work carries forward?
- What problems need follow-up?

02 Check today

3 MIN

- What's today's target, including carry-over?
- Do we have the people, equipment and materials?
- What could stop us?

03 Adjust the plan

3 MIN

- What do we change or ask for?
- What can we realistically commit to?
- Who needs to know about any gap?

04 Commit

2 MIN

- Who does what, by when?
- What needs escalation?
- When do we check progress?

FINISH WITH ONE AGREED, ACHIEVABLE TARGET.

TAKE PROBLEMS OFFLINE

Capture the problem, assign an owner and solve it after the meeting. **Don't problem-solve during the meeting.**

Urgent safety or quality risks: contain and escalate immediately.

PREPARE THE MEETING INPUTS

BEFORE THE MEETING

YESTERDAY

- [ ] Check what we missed yesterday and need to catch up on today.
- [ ] Check which actions from yesterday are still open.
- [ ] Check equipment or quality issues handed over from the last shift.

PEOPLE

- [ ] Check who is present today.
- [ ] Check for unplanned absences.
- [ ] Check the right skills are on each line or area.

TODAY'S ORDERS

- [ ] Confirm which orders must be made or shipped today.
- [ ] Check for changes to priorities or demand since yesterday.

EQUIPMENT AND MATERIALS

- [ ] Check for planned downtime or maintenance today.
- [ ] Confirm materials are available for today's orders.

SUPPORT

- [ ] Confirm maintenance, quality and materials support are available.
- [ ] Arrange any other support needed, such as engineering or planning.

UPDATE THE BOARD BEFORE THE TEAM ARRIVES.

ACTION PLAN

ACTION / SUPPORT REQUIRED	OWNER	DUE BY	STATUS
			⊕
			⊕
			⊕
			⊕
			⊕
			⊕
			⊕
			⊕
			⊕
			⊕
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			⊕
			⊕
			⊕
			⊕
			⊕
			⊕
			⊕
			⊕

⊕ OPEN ◔ ◑ ◕ IN PROGRESS ● DONE ↑ ESCALATED

Charlotte Cordier

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I bring 19 years of experience improving manufacturing and operational performance, including the past seven years delivering consulting engagements across Australia and the United States.

I started as an industrial engineer and held production and operational management roles before moving into consulting, so I understand the realities of running operations, balancing competing priorities and delivering results with limited resources. My experience spans the full improvement lifecycle, from operational diagnostics, data analysis and business case development through to hands-on implementation, leadership development and coaching.

HOW I WORK

DIAGNOSE
Measure, align and prioritise

I combine operational data with direct observation, process mapping and team insights to build a shared understanding of current performance.

I identify and prioritise opportunities, with quantified business cases and a clear roadmap for implementation.

IMPROVE
Redesign, implement and coach

I design and facilitate improvement programs alongside teams, delivering measurable results while developing their capability.

Projects may include process and layout redesign, line balancing, production planning, material flow, changeover reduction and standardised work.

SUSTAIN
Embed systems and build capability

I set up practical management systems, performance measures and leadership routines that hold the gains.

I coach leaders and teams to monitor performance, solve problems and lead improvement independently.

RESULTS DELIVERED

465 → 664
Units per day on assembly lines, with weekly gross profit contribution up 22%. Electrical manufacturer, USA

59% → 77%
Equipment effectiveness on a sterile filling line, +32,000 units a day with no capital spend. Pharmaceutical

6.5K → 35K
Units per year scale-up modelled and reused by the client for business cases. Defence manufacturer

35K → 150K
Meals per week, capacity assessment and growth roadmap for a food manufacturer M&A

CAPABILITIES

INDUSTRIAL ENGINEERING

- Creating and optimising BOMs, routings, work centres and standard times in Oracle, IFS and SAP
- Factory layout redesign, workbench and workstation design
- Work measurement, line balancing and material flow
- Equipment selection, installation and commissioning
- New product introduction into production
- Data tracking systems and performance dashboards
- Capacity modelling, resource planning and scheduling

OPERATIONAL EXCELLENCE

- Diagnostics, quantified business cases and roadmaps
- Inventory, material replenishment and ERP process alignment
- TPM, equipment reliability and OEE improvement
- Leading complex structured problem solving and Kaizen events
- Daily management, KPIs, visual boards and leader standard work
- Training and coaching operators and leaders
- Lean transformation and leadership development

SECTORS AND ENVIRONMENTS

Pharmaceutical & FMCG | Defence | Electrical manufacturing | Food manufacturing | Mining equipment | Energy | Retail & apparel supply chain | Caravan manufacturing | Optical manufacturing

SELECTED ENGAGEMENTS

Electrical equipment manufacturer
Multi-site material replenishment · USA

Facilitated a cross-functional program across three plants to find and standardise best practice for production line replenishment. Reviewed the material supply process and ERP functionality, and found the parts allocation and replenishment issues behind material shortages and line stoppages. Set consistent practices across sites to keep material at the point of use.

Impact: the program contributed to a 77% reduction in missing-parts downtime.

Electrical equipment manufacturer
Assembly line optimisation and engineer capability

Led a cross-functional program to rebalance three assembly lines and improve flow. Coached the production engineers in work measurement, line balancing, workstation design and waste reduction, so they could find and implement improvements on their own.

Impact: output from 20 to 45 units an hour (125%) and ergonomic strain score down 33%.

Pharmaceutical manufacturer
Capacity increase program

Ran the capacity increase program from maturity baseline through to site-wide uplift, including a ten-week improvement pilot on a sterile filling line. Mean time between stoppages went from 23 minutes to over three hours. I built the management system that sustained the gains and planned the site-wide rollout.

Impact: OEE from 59% to 77%, and 32,000 additional units a day from the same line, with no capital spend.

Food manufacturer
Operational due diligence

Modelled a 4.3x scale-up from 35,000 to 150,000 meals a week across labour, process, equipment and space. Produced two costed equipment scenarios, and modelled process and system maturity improvements.

Impact: 20 to 40% productivity upside and around $700K in annual labour savings identified.

Defence manufacturer
Capacity and scale-up strategy

Built an interactive parametric capacity model from 23 operational inputs drawn from ERP data, direct measurements and management inputs. It tested scale-up from 6,500 to 35,000 units a year across workforce, equipment, training and footprint.

Impact: the client kept the model and reused it to build its own business cases for resources and investment.

Retail and homewares brand
Inventory and capacity · Australia wide

Designed the inventory and capacity models behind the rollout of a ship-from-store fulfilment network. Analysed historical demand and supply performance across thousands of SKUs to set which products each store holds, their min/max levels and the space needed in each store. Wrote the pick, pack and ship standard work and training packages for store teams.

Impact: kept the business trading nationally during the COVID shutdowns, and identified $2M in excess inventory.

CREDENTIALS

2009	**Master of Industrial Engineering**, ECAM France
2014	**Lean Six Sigma Green Belt**, SAI Global
2019	**Creative Problem Solving**, University at Buffalo, USA
In progress	**Certificate IV in Training and Assessment**
Community	**NSW AME Committee member** · Honsha and SafetyCircle network partner
Languages	**English and French fluent** · Spanish high school level

ENGAGEMENT MODEL

AVAILABLE FOR

Onsite consulting and facilitation · training delivery · remote analysis, preparation and reporting · course development

TERMS

Independent contractor, day rate or fixed scope. ABN, insurance and NDA on engagement.

LOCATION

Sydney based, available across NSW and interstate. Able to deliver live online.