LABOR COST SELF-CHECK · MMM TRAINING

The Number You Can't Explain

90 SECONDS

Six questions about your largest controllable cost. Tick what you can answer today.

Labor is usually the biggest number you can control and the one least examined.

TICK ONLY WHAT IS TRUE TODAY — NOT WHAT YOU INTEND TO FIX

- ☐ **I know my labor cost as a percentage of revenue this month.**
  If not: the largest number in your business is one you review after it's already spent.
- ☐ **I can break labor cost down by role or department.**
  If not: you can see the total but not the cause, which makes it impossible to act on.
- ☐ **I see labor cost before payroll runs, not after.**
  If not: every payroll is a result, not a decision, and results can't be adjusted.
- ☐ **I know which shifts or days cost the most to cover.**
  If not: you're staffing by habit and paying for the difference every week.
- ☐ **Scheduling is built from demand, not from last week's schedule.**
  If not: you inherited a pattern and have been paying for it ever since.
- ☐ **I could explain a $2,000 swing in labor cost without investigating.**
  If not: variance is something you discover, and discovery is always after the fact.

Now count the boxes you left empty.

You don't need to cut people to cut labor cost. Most of what's recoverable is timing, visibility, and approval.

____ / 6

0–1 blank
You have visibility
You can see your labor. Most owners at your size cannot.

2–3 blanks
You're paying for guesses
Some of this is recoverable within a quarter, without cutting a single person.

4–6 blanks
Your largest cost is unmanaged
Labor is usually the biggest controllable number in the business. This one is running itself.

WHAT THIS USUALLY COSTS

Small labor leaks are annual numbers.

A few unmanaged hours a week compounds into five figures across a year. The People Operations Review puts a real annual figure against each gap it finds.

People Operations Review
From $1,500
Book at mmmtraining.org

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