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Leadership Self-Assessment

Spend an hour of your weekly staff meeting discussing the answers to the following questions. See if you have agreement across all functions on the rating for each question. You can expect two significant outcomes from this activity: 1) How aligned are we as a leadership team in regard to the culture of our business, and 2) Constructive dialog around quick wins to kick-start or rejuvenate a continuous improvement (CI) culture in your organization. If the answer to the questions is "no", simply check the "Traditional" box.

Tangible Improvement

Question	Traditional	2	3	4	World-class	Quick Wins
Would you say that your business or organization is on a Continuous Improvement (CI) journey?	☐	☐	☐	☐	☐	– Start to formalize every process in the business. This creates a benchmark to measure improvement against over time. – Formalize how the business or organization measures and improves processes in all functions.
Does your business or organization have a formal CI Team?	☐	☐	☐	☐	☐	– Assign or hire a lean/six sigma champion for the business or organization reporting to the site leadership. – Create a fulltime team to support the site lead.
Do you have a formal CI training program? (RCPS, 5S, PDCA, etc.)	☐	☐	☐	☐	☐	– Develop basic Lean/Six Sigma training modules for all employees. Conduct the training in midsized to small groups. – Add CI training to your onboarding process. Set the tone and message from the beginning of employment.
Does the business or organization have a formal strategy deployment or Hoshin Kanri process?	☐	☐	☐	☐	☐	– Get your leadership together, offsite, and develop an X-Matrix depicting the sites high-level strategy. Start high-level and focus on your top 3 to 5 priorities. – Create several site-wide projects from the X-Matrix activity, making sure every function in the business is touched and participates. Focus on the top priorities. WARNING: Don't boil the ocean with this effort.
To what level is leadership engaged with the CI process? Traditional would be no or very little.	☐	☐	☐	☐	☐	– Start a weekly Gemba walk with the available leadership team. Encourage the leadership team that this activity is very important to the business leader. – Engage visual management tools for all functions where the leadership team reviews progress, provides "help needed", and assures that their function provides timely resources to support CI projects.

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Question	Traditional	2	3	4	World-class	Quick Wins
Does your business or organization have standard work for all employees, including the leadership team?	☐	☐	☐	☐	☐	– Start at the lowest level in the organization to document, baseline, the standard work for each activity. Post it in the workers location. Start simple. – Have each manager and functional lead create standard work for his or her role and post it in his or her job location.
Does your business or organization have a training matrix for all employees with the required skills for each role identified?	☐	☐	☐	☐	☐	– Have each supervisor and manager create a training matrix for his or her direct reports. – Track progress visually on the training matrix at departmental meetings, encouraging every employee to complete their skill matrix.
Do employees have autonomy to solve problems as they encounter them?	☐	☐	☐	☐	☐	– Encourage employees to solve problems using lean/six sigma tools. – Celebrate the proper use of Root Cause Problem Solving techniques visually and as often as possible.
Does the business or organization have formalized performance management (KPIs) for all functions?	☐	☐	☐	☐	☐	– As a result of the Strategy Deployment offsite, have each function identify and begin to measure 4 to 5 KPIs that will begin to influence the appropriate behavior in their function in support of the X-Matrix projects. – Each business function should meet at the start of each day to review the performance management output for their function. If a KPI falls outside of the target value, solve the problem immediately if there is an obvious solution, or put an ad hoc team on the problem to drive to root cause. Collect data on a pareto chart for each KPI.

Participants: **Date:**

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