



# Assessment Tools

*Celebrating 20 Years  
1991-2011*



**The Center for Excellence in Operations, Inc.**

10 Chardonay Terrace  
Bedford, New Hampshire 03110  
Telephone: (603) 471-0300

Tizianstrasse 104  
D-80638 München Germany  
Telephone: 0049 172 824 6401

[www.ceobreakthrough.com](http://www.ceobreakthrough.com)

The Center for Excellence in Operations, Inc. (CEO)  
Lean/Six Sigma Assessment Process



Date: \_\_\_\_\_

| LEADERSHIP STRATEGY AND VISION  | 0 | 2 | 4 | 6 | 8 | 10 | Actions Required | Responsibility |
|---|---|---|---|---|---|----|------------------|----------------|
| <b>1. Establish Recognition of the Need</b>   |   |   |   |   |   |    |                  |                |
| The organization understands CTSIPOCS, CTS, CTG, CTVP, and gaps between current and desired performance                                 |   |   |   |   |   |    |                  |                |
| The strategic plan and budget addresses mandatory improvement expectations  |   |   |   |   |   |    |                  |                |
| The executive leadership team has developed a clear vision for improvement  |   |   |   |   |   |    |                  |                |
| Executives understand how to deploy Lean/Six Sigma as an enabler of improvement   |   |   |   |   |   |    |                  |                |
| The competitive landscape and consequences of not changing are well understood and ready to be communicated to the organization         |   |   |   |   |   |    |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |    |                  |                |
| <b>2. Provide Leadership Commitment and Support</b>   |   |   |   |   |   |    |                  |                |
| The executive team is passionate and has an unwavering commitment about implementing Six Sigma; They're in it for the long term         |   |   |   |   |   |    |                  |                |
| The executive team has articulated clearly, the organizations challenges, improvement goals, and how Lean/Six Sigma will enable success |   |   |   |   |   |    |                  |                |
| The Lean/Six Sigma improvement vision has been communicated and embraced by the entire organization                                     |   |   |   |   |   |    |                  |                |
| Senior Management has a clear vision of Lean/Six Sigma and can reinforce the strategy verbatim to others in the organization            |   |   |   |   |   |    |                  |                |
| The barriers to improvement are identified and addressed promptly   |   |   |   |   |   |    |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |    |                  |                |
| <b>3. Develop Lean/Six Sigma Strategy and Deployment Plan</b>   |   |   |   |   |   |    |                  |                |
| The organization has developed a formal Six Sigma strategy and implementation approach  |   |   |   |   |   |    |                  |                |
| The executive team has established an implementation infrastructure (e.g., Steering Group, Lean/Six Sigma Core Team, etc.)              |   |   |   |   |   |    |                  |                |
| The Six Sigma strategy presents goals and objectives that are aligned to the business plan, financial plan, and competitive needs       |   |   |   |   |   |    |                  |                |
| The improvement goals are concise, targeted, quantified, baselined, and physically measurable   |   |   |   |   |   |    |                  |                |
| The Lean/Six Sigma strategy is not "top-down," but tailored to the organizations specific needs to ensure a quick return on investment  |   |   |   |   |   |    |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |    |                  |                |

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| LEADERSHIP STRATEGY AND VISION,   | 0 | 2 | 4 | 6 | 8 | 9 | Actions Required | Responsibility |
|---|---|---|---|---|---|---|------------------|----------------|
| <b>4. Incorporate Enterprise-Wide Scope</b>   |   |   |   |   |   |   |                  |                |
| The organization views Lean/Six Sigma as an enterprise-wide enabler of improvement, not a manufacturing quality effort                            |   |   |   |   |   |   |                  |                |
| The improvement goals encompass the entire organization (e.g., Manufacturing, Engineering, Product Development, Sales, Finance, Supply            |   |   |   |   |   |   |                  |                |
| The improvement goals include selected joint projects between the organization and its customers and suppliers                                    |   |   |   |   |   |   |                  |                |
| Beyond the Lean/Six Sigma BB/GBs, the organization has included process owners, project sponsors, and candidate managers in the deployment effort |   |   |   |   |   |   |                  |                |
| The executive leadership team has established expectations of Lean/Six Sigma, and manages cross-functional issues and resource constraints        |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |   |                  |                |

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| DEPLOYMENT PLANNING  | 0 | 2 | 4 | 6 | 8 | █ | Actions Required | Responsibility |
|--|---|---|---|---|---|---|------------------|----------------|
| <b>5. Mandate Linkage to Business Plan</b>   |   |   |   |   |   |   |                  |                |
| There is a formal project prioritization and selection process so that they can evaluate, prioritize, align, and launch the highest impact opportunities |   |   |   |   |   |   |                  |                |
| The project selection process evaluates benefits, risks, time, resource requirements and likelihood of success   |   |   |   |   |   |   |                  |                |
| There is a formal process to align all Lean/Six Sigma activities to the business plan  |   |   |   |   |   |   |                  |                |
| Projects are qualified by preliminary analysis prior to assignment, and broken into manageable implementation "chunks"                                   |   |   |   |   |   |   |                  |                |
| There is a formal process to prevent resource overload and total organizational involvement  |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>   |   |   |   |   |   |   |                  |                |
| <b>6. Make Proper Investment in Resources</b>  |   |   |   |   |   |   |                  |                |
| The executive leadership team has made it clear to the organization that they will allocate resources to support Lean/Six Sigma deployment               |   |   |   |   |   |   |                  |                |
| Lean/Six Sigma BB/YBG candidates are allowed the time for education and completing their mandatory projects  |   |   |   |   |   |   |                  |                |
| Education includes a well thought approach to develop a critical mass of resources at various technical levels (e.g., BBs, GBs, and YBs across the total |   |   |   |   |   |   |                  |                |
| Education includes the entire spectrum of executive, middle management, supervisory, and hourly employees  |   |   |   |   |   |   |                  |                |
| A significant percentage of the employee population has been developed into deployable Lean/Six Sigma resources, so that there is a "bench" of           |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>   |   |   |   |   |   |   |                  |                |
| <b>7. Develop Communication and Awareness Effort</b>   |   |   |   |   |   |   |                  |                |
| There is a formal Lean/Six Sigma communication plan for building awareness, reporting on current progress, and keeping the need to change in front of    |   |   |   |   |   |   |                  |                |
| The organization is fully aware of the need to change, and they understand and accept their roles in the change process                                  |   |   |   |   |   |   |                  |                |
| The executive leadership team leads by example and encourages everyone to become involved in Lean/Six Sigma  |   |   |   |   |   |   |                  |                |
| The communication plan sets down the expectations for the right enabling behaviors and standards of conduct  |   |   |   |   |   |   |                  |                |
| The organization encourages multi-directional communication (top-down, bottoms-up, horizontal, and lateral) throughout the organization                  |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>   |   |   |   |   |   |   |                  |                |
| <b>8. Focus on Customers and Results</b>   |   |   |   |   |   |   |                  |                |
| All Lean/Six Sigma projects begin with a clear problem statement that includes current performance versus internal/external customer requirements        |   |   |   |   |   |   |                  |                |
| Every project initially focuses on defining the objectives, scope, baseline performance, improvement goal, and dollarized anticipated benefits           |   |   |   |   |   |   |                  |                |
| The organization continuously quantifies and updates CTSIPOC, CTS, CTQ, CTYP and understands the gaps between current performance and these              |   |   |   |   |   |   |                  |                |
| Lean/Six Sigma projects incorporate financial validation in the DMAIC process, and use financial resources to help peg operational performance to        |   |   |   |   |   |   |                  |                |

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| DEPLOYMENT PLANNING, continued  | 0 | 2 | 4 | 6 | 8 | 10 | Actions Required | Responsibility |
|---|---|---|---|---|---|----|------------------|----------------|
| <b>8. Focus on Customers and Results</b>  |   |   |   |   |   |    |                  |                |
| The executive leadership team has established an <i>everything begins and ends with financial performance</i> mindset                               |   |   |   |   |   |    |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |    |                  |                |
| <b>9. Structure Around the Organization's Needs</b>   |   |   |   |   |   |    |                  |                |
| The Lean/Six Sigma strategy and implementation plan is custom-tailored to fit the organization's specific needs.                                    |   |   |   |   |   |    |                  |                |
| The Lean/Six Sigma strategy and deployment has been retrofitted to the particular uniqueness of the organization, its markets, and industry         |   |   |   |   |   |    |                  |                |
| The Lean/Six Sigma deployment is generating significant benefits, although it does not emulate a traditional top-down textbook deployment           |   |   |   |   |   |    |                  |                |
| Lean/Six Sigma education plans and candidate selection occur after the strategy and project selection process                                       |   |   |   |   |   |    |                  |                |
| BB, GB, & YB education has been modified to include company-specific applications and examples  |   |   |   |   |   |    |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |    |                  |                |
| <b>10. Implement Regulated Program Management</b>   |   |   |   |   |   |    |                  |                |
| The executive leadership team regulates how many Six Sigma, Lean, Kaizen, or other improvement activities are in progress at any given time         |   |   |   |   |   |    |                  |                |
| Lean/Six Sigma projects have regularly schedule reviews with sponsors, managers, and process owners   |   |   |   |   |   |    |                  |                |
| Lean/Six Sigma projects and team leaders use a structured project management process to define tasks, responsibilities, timelines, and              |   |   |   |   |   |    |                  |                |
| There is a formal cross-check between projects and resources to prevent individual involvement on multiple teams and using the same go-to resources |   |   |   |   |   |    |                  |                |
| Lean/Six Sigma is deliberately managed as an enabler of strategic improvement, versus allowing Lean/Six Sigma to take on a life of its own          |   |   |   |   |   |    |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |    |                  |                |
| <b>11. Build a Teaming and Employee Involvement Culture</b>   |   |   |   |   |   |    |                  |                |
| Employees embrace cross-functional teaming as the organizational norm, and it is also considered a normal responsibility of everyone's job          |   |   |   |   |   |    |                  |                |
| The organization provides formal education on basic teaming skills, facilitation, group dynamics, conflict resolution, and meeting discipline       |   |   |   |   |   |    |                  |                |
| Teams complete projects and are unplugged or redeployed on other teams (versus teams that stay together for long periods of time)                   |   |   |   |   |   |    |                  |                |
| Individuals on teams are empowered to make decisions and improvements because they are totally supported by the executive leadership team           |   |   |   |   |   |    |                  |                |
| The organization encourages risk-taking, entrepreneurial thinking, and out-of-the-box approaches to improvement                                     |   |   |   |   |   |    |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |    |                  |                |

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| EXECUTION  | 0 | 2 | 4 | 6 | 8 | 8 | Actions Required | Responsibility |
|--|---|---|---|---|---|---|------------------|----------------|
| <b>12. Manage Controversy and Confrontation</b>  |   |   |   |   |   |   |                  |                |
| Potential issues and barriers to change are proactively identified and evaluated in terms of potential responses   |   |   |   |   |   |   |                  |                |
| Executives send a clear, frequent, and consistent message that "You're either part of the solution or part of the problem"                                 |   |   |   |   |   |   |                  |                |
| Executives have identified the expectations for behavior, values, and professional standards of conduct  |   |   |   |   |   |   |                  |                |
| The leadership approach promotes a positive, mentoring style, however it also deals head-on with, and removes barriers to change                           |   |   |   |   |   |   |                  |                |
| The organization endorses the way that senior leadership handles controversy and confrontation honestly, up front, and by example                          |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>   |   |   |   |   |   |   |                  |                |
| <b>13. Demand Frequent Measurement and Feedback</b>  |   |   |   |   |   |   |                  |                |
| There is a balanced scorecard approach to measuring Lean/Six Sigma performance, one project at a time and at a more aggregate, continuous level            |   |   |   |   |   |   |                  |                |
| There is a formal process to link project, operational, and financial performance. All projects go through a validation process before initiation          |   |   |   |   |   |   |                  |                |
| Improvement goals are part of the individual's performance, and education/professional development plan  |   |   |   |   |   |   |                  |                |
| Individual Lean/Six Sigma teams are required to provide frequent updates of their progress, and the sense of urgency is reinforced by this review practice |   |   |   |   |   |   |                  |                |
| Measurement data is visible and directly linked to the organizations Business Plan and Lean/Six Sigma Strategy. There is a clear understanding about how   |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>   |   |   |   |   |   |   |                  |                |
| <b>14. Implement a Structured Project Close-Out Process</b>  |   |   |   |   |   |   |                  |                |
| For every project, each phase of DMAIC includes a formal review and sign-off by the Lean/Six Sigma Executive Deployment Team                               |   |   |   |   |   |   |                  |                |
| There is a formal project completion process to assure correct process owner hand-offs, and to create a sustaining capability with the improved process    |   |   |   |   |   |   |                  |                |
| The project completion process ensures that all "C" activities of DMAIC have been met - Particularly implementation and the achievement of results         |   |   |   |   |   |   |                  |                |
| Project completion includes a financial validation step to determine if a team should remain in tact or dismantle because the goals/max benefits have been |   |   |   |   |   |   |                  |                |
| Project completion includes adding all project information into a project repository for use by future Lean/Six Sigma teams or others in the organization  |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>   |   |   |   |   |   |   |                  |                |

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The Center for Excellence in Operations, Inc. (CEO)  
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| EXECUTION, continued  | 0 | 2 | 4 | 6 | 8 | ★ | Actions Required | Responsibility |
|---|---|---|---|---|---|---|------------------|----------------|
| <b>15. Provide Recognition and Rewards</b>  |   |   |   |   |   |   |                  |                |
| Recognition and rewards is viewed as both a means of reinforcing desired organizational behaviors, and a celebratory event for individuals who champion change via Lean/Six Sigma   |   |   |   |   |   |   |                  |                |
| A formal awareness process includes recognition of star performers (On a company communication board or video board)  |   |   |   |   |   |   |                  |                |
| Recognition follows performance, and meaningless "up-front" recognition items (e.g., Coffee mugs, T-shirts, etc.), are avoided  |   |   |   |   |   |   |                  |                |
| Recognition and rewards set employees apart based on their contributions  |   |   |   |   |   |   |                  |                |
| Recognition and rewards includes some financial element beyond just recognition for superior performance (e.g., gainsharing, stock options, gift  |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |   |                  |                |
| <b>16. Leverage Successes and Stay the Course</b>   |   |   |   |   |   |   |                  |                |
| Lean/Six Sigma successes are highly publicized and used as an interest-generating and recruiting tool for others in the organization (e.g., Project Fairs, regularly scheduled information and knowledge exchanges, etc.) |   |   |   |   |   |   |                  |                |
| The organization provides professional development opportunities for its people, so that they are equipped with the right tools and skills for change   |   |   |   |   |   |   |                  |                |
| The Steering Group leverages the benefits of every Lean/Six Sigma project across the entire organization (e.g., Multi-plant opportunities)  |   |   |   |   |   |   |                  |                |
| There is a constant monitoring of integration opportunities (i.e., Kaizen, Lean, Six Sigma, IT, etc.) to ensure that the right approaches are applied to the highest impact opportunities                                 |   |   |   |   |   |   |                  |                |
| The Steering Group keeps expectations high, celebrations short, and a repeating message that the organization can do even better  |   |   |   |   |   |   |                  |                |
| <b>Sub-Total</b>  |   |   |   |   |   |   |                  |                |
|   |   |   |   |   |   |   |                  |                |
|   |   |   |   |   |   |   |                  |                |



| Lean Six Sigma Skills Assessment Tool |                    |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|---------------------------------------|--------------------|----|---|----------------------------|-----------------------------------|---------------------|------------------------------------|----------------------|--------------------------|---------------------|----------------------------|------------------|
| Lean Six Sigma Skills Assessment Tool |                    |    | RATE 1-10 According to Skills Proficiency Level Definitions |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
| Candidate Names                       | Selection Criteria |    | 1   | 2                          | 3                                 | 4                   | 5                                  | 6                    | 7                        | 8                   | 9                          | 10               |
|                                       | Skills Score       |    | Team Facilitating   | Analytical Problem-Solving | Objectivity & Process Orientation | Change Facilitation | Interpersonal Communication Skills | IT, Excel, Knowledge | Program & Project Mngmnt | Analyze Costs & ROI | Business Process Knowledge | Talent Potential |
|                                       | WEIGHT >           | 10 | 10  | 10                         | 10                                | 10                  | 10                                 | 10                   | 10                       | 10                  | 10                         | 10               |
|                                       | MINIMUM >          | 7  | 8   | 7                          | 6                                 | 7                   | 6                                  | 6                    | 6                        | 5                   | 5                          | 5                |
| Bob Lehman                            | 510                | 5  | 6   | 5                          | 6                                 | 5                   | 7                                  | 5                    | 7                        | 8                   | 4                          | 6                |
| John Smith                            | 560                | 5  | 6   | 4                          | 7                                 | 3                   | 6                                  | 5                    | 5                        | 7                   | 8                          |                  |
| Christine Williams                    | 880                | 8  | 9   | 8                          | 9                                 | 8                   | 9                                  | 9                    | 9                        | 9                   | 10                         |                  |
| John Bender                           | 830                | 9  | 7   | 9                          | 8                                 | 6                   | 8                                  | 9                    | 9                        | 8                   | 10                         |                  |
| Richard Hertz                         | 710                | 7  | 7   | 6                          | 7                                 | 8                   | 6                                  | 8                    | 6                        | 7                   | 9                          |                  |
| Sally LaPalme                         | 800                | 8  | 8   | 8                          | 8                                 | 9                   | 8                                  | 7                    | 8                        | 7                   | 9                          |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
|                                       | -                  |    |   |                            |                                   |                     |                                    |                      |                          |                     |                            |                  |
| John McKrill                          | 590                | 6  | 6   | 6                          | 6                                 | 6                   | 7                                  | 6                    | 7                        | 5                   | 4                          |                  |
| Mike Jones                            | 400                | 4  | 4   | 4                          | 3                                 | 4                   | 4                                  | 3                    | 3                        | 4                   | 7                          |                  |
| Scott Claywell                        | 710                | 6  | 7   | 6                          | 7                                 | 6                   | 7                                  | 8                    | 7                        | 8                   | 9                          |                  |
| Larry Bonner                          | 720                | 6  | 7   | 6                          | 7                                 | 6                   | 7                                  | 8                    | 7                        | 9                   | 9                          |                  |
| Amanda Griggs                         | 640                | 5  | 5   | 5                          | 6                                 | 7                   | 6                                  | 7                    | 8                        | 7                   | 8                          |                  |
| Ben Burton                            | 640                | 6  | 6   | 6                          | 7                                 | 6                   | 5                                  | 7                    | 8                        | 6                   | 7                          |                  |
| Sandra White                          | 780                | 6  | 7   | 7                          | 8                                 | 7                   | 8                                  | 9                    | 9                        | 8                   | 9                          |                  |
| Tim Hardwig                           | 620                | 6  | 6   | 6                          | 6                                 | 6                   | 6                                  | 6                    | 6                        | 6                   | 8                          |                  |
| John Lawson                           | 750                | 7  | 7   | 7                          | 8                                 | 7                   | 8                                  | 7                    | 7                        | 8                   | 9                          |                  |
| Craig Allen                           | 700                | 9  | 9   | 9                          | 9                                 | 9                   | 4                                  | 4                    | 4                        | 4                   | 9                          |                  |
| Roger Marconi                         | 700                | 6  | 7   | 6                          | 6                                 | 6                   | 8                                  | 7                    | 7                        | 8                   | 9                          |                  |
| Richard Caldwell                      | 610                | 7  | 6   | 7                          | 7                                 | 7                   | 6                                  | 4                    | 4                        | 4                   | 9                          |                  |

# Talent and Skills Assessment Matrix