

# Six Sigma Assessment Process



PLAN	0	2	4	6	8	10	Actions Required	Responsibility
<b>1. Establish Recognition of the Need</b>								
The organization understands CTSIPOCS, CTS, CTQ, CTVP, and gaps between current and desired performance								
The strategic plan addresses mandatory improvement expectations								
The executive leadership team has developed a clear vision for improvement								
Executives understand how to deploy 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 Six Sigma will enable success								
The Six Sigma improvement vision has been communicated and embraced by the entire organization								
Senior Management has a clear vision of 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 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, 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 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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PLAN, continued	0	2	4	6	8	10	Actions Required	Responsibility
<b>4. Incorporate Enterprise-Wide Scope</b>								
The organization views 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 Chain, etc.)								
The improvement goals include selected joint projects between the organization and its customers and suppliers								
Beyond the 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 Six Sigma, and manages cross-functional issues and resource constraints								
<b>Sub-Total</b>								

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DEPLOY	0	2	4	6	8	10	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 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 Six Sigma deployment								
Six Sigma BB/BG 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 organization)								
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 Six Sigma resources, so that there is a "bench" of organizational talent								
<b>Sub-Total</b>								
<b>7. Develop Communication and Awareness Effort</b>								
There is a formal Six Sigma communication plan for building awareness, reporting on current progress, and keeping the need to change in front of people								
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 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>								

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<b>8. Focus on Customers and Results</b>								
All 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, CTVF and understands the gaps between current performance and these requirements								
Six Sigma projects incorporate financial validation in the DMAIC process, and use financial resources to help peg operational performance to financial performance								
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 Six Sigma strategy and implementation plan is custom-tailored to fit the organization's specific needs.								
The Six Sigma strategy and deployment has been retrofitted to the particular uniqueness of the organization, its markets, and industry characteristics								
The Six Sigma deployment is generating significant benefits, although it does not emulate a traditional top-down textbook deployment								
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								
Six Sigma projects have regularly schedule reviews with sponsors, managers, and process owners								
Six Sigma projects and team leaders use a structured project management process to define tasks, responsibilities, timelines, and deliverables								
There is a formal cross-check between projects and resources to prevent individual involvement on multiple teams and using the same go-to resources								
Six Sigma is deliberately managed as an enabler of strategic improvement, versus allowing Six Sigma to take on a life of its own								
<b>Sub-Total</b>								

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<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 everyones 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>								

# Six Sigma Assessment Process



EXECUTE	0	2	4	6	8	10	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 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 and after completion								
Improvement goals are part of the individual's performance, and education/professional development plan								
Individual 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 Six Sigma Strategy. There is a clear understanding about how all projects								
<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 a Black Belt and/or Core Six Sigma Project 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 reached								
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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EXECUTE, continued	0	2	4	6	8	10	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 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 certificates, etc.)								
<b>Sub-Total</b>								
<b>16. Leverage Successes and Stay the Course</b>								
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 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>								