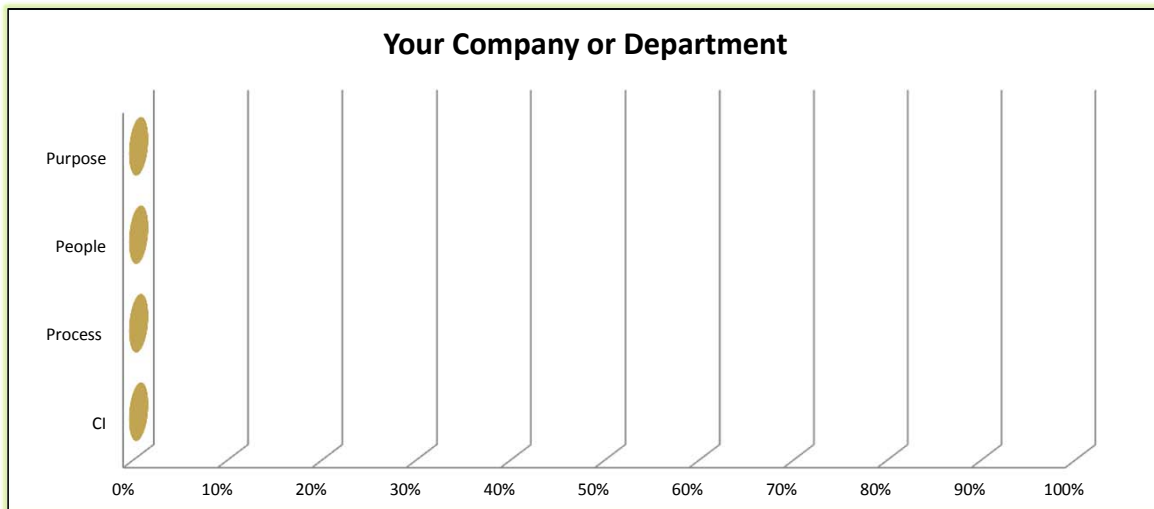
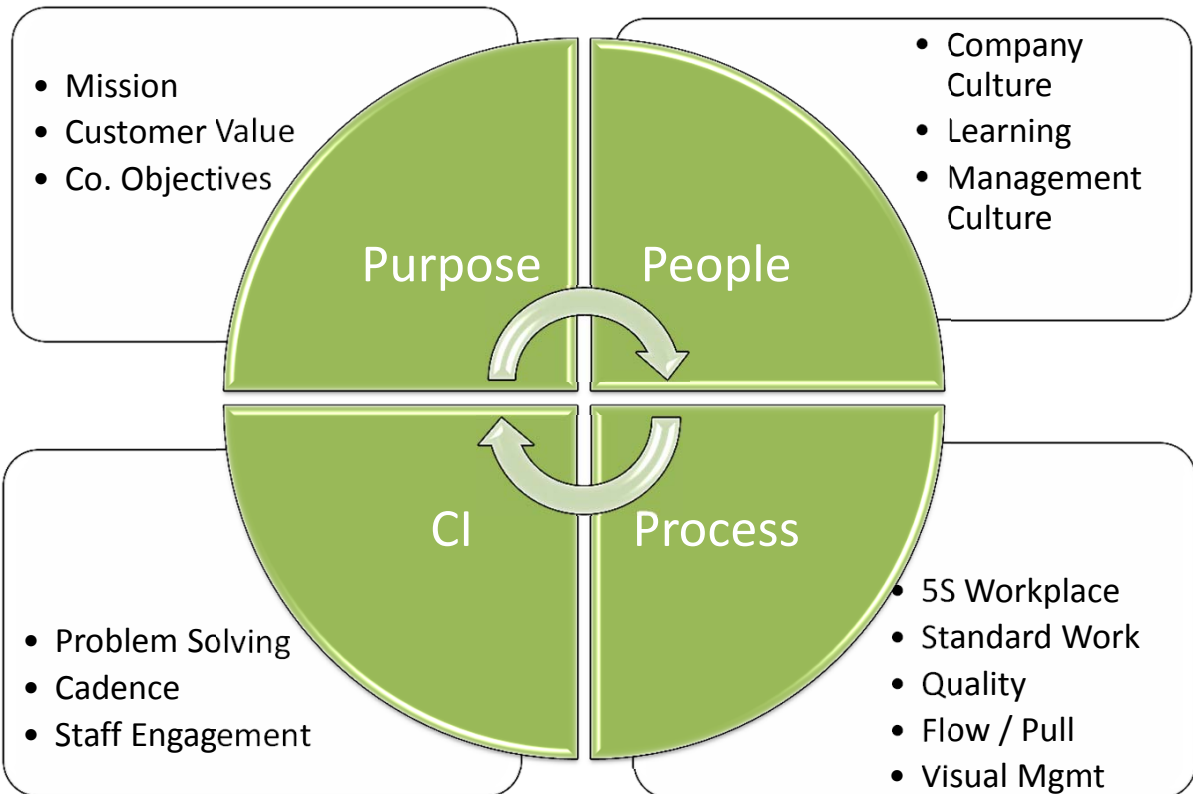


Lean Assessment Worksheet

Company / Department _____

Date _____



Location :
 Function :
 Assessment # :
 Date :
 Assessor :

Purpose

Valid Values	
0	Not Started
1	Incomplete
2	Mature

Attribute	Question	Value	Observation/Note
P1.1 Mission, Vision & Values Leadership message aligns with Lean thinking	P1.1.1 Company mission, vision, and / or values reflect Lean principles (Customer Value, Respect for People, Continuous Improvement)	<input type="text"/>	
	P1.1.2 Company mission, vision, and / or values are known and regularly communicated at all levels of the organization	<input type="text"/>	
P1.2 Customer Value Customer value known, aligns with objectives and represented by actions of team members	P1.2.1 Customer Value plays a crucial role in planning at all levels	<input type="text"/>	
	P1.2.2 Customer Value is measured in cost, quality and delivery objectives	<input type="text"/>	
	P1.2.3 Improvement activities are clearly linked to and measured by Customer value	<input type="text"/>	
P1.3 Company Objectives Linkages between objectives are clear, communicated effectively , measured and rewarded.	P1.3.1 The company has short and long term vision based on clear measurable annual plan, 3 year , 5 year plans	<input type="text"/>	
	P1.3.2 Key Performance Indicators (KPIs) are defined by the management team with clear targets. These are then cascaded throughout the organization	<input type="text"/>	
	P1.3.3 There a direct link between results achieved using KPIs and personal performance of the management team	<input type="text"/>	
	P1.3.4 The management team has a full understanding of the KPI, including: background, targets, measurement criteria, timing..	<input type="text"/>	

Results

P1.1 Mission	Total	<input type="text"/>	Max	4	_____ %
P1.2 Customer Value	Total	<input type="text"/>	Max	6	_____ %
P1.3 Objectives	Total	<input type="text"/>	Max	8	_____ %
Overall Purpose	Total	<input type="text"/>	Max	18	_____ %

Location :
 Function :
 Assessment # :
 Date :
 Assessor :

Process / Daily Work

Valid Values	
0	Not Started
1	Incomplete
2	Mature

Attribute	Question	Value	Observation/Note
P3.1 5S Workplace Sort Straighten Shine Standardize Sustain	P3.1.1 Only the relevant supplies, tools, equipment, and documentation available in the workstation	<input type="text"/>	
	P3.1.2 All employees have had awareness training and understand the purpose of 5s	<input type="text"/>	
	P3.1.3 Supervisors and managers undertake regular 5s audits, with action plans evident for non-conforming items	<input type="text"/>	
P3.2 Standardized Work Written documentation identifying each step in the work process allowing adherence to the standard	P3.2.1 Processes completed by work staff and support functions are standardized	<input type="text"/>	
	P3.2.2 Standardized Work documentation is available in the work station or cube and wherever possible displayed visually	<input type="text"/>	
	P3.2.3 Standardized Work documentation contains cycle times, unit size, quality rate and workload levels	<input type="text"/>	
	P3.2.4 Process / production performance is monitored by management hourly , quarterly , daily , weekly performance trends etc..	<input type="text"/>	
	P3.2.5 Audit criteria for Team Leader, Supervisor, and Management established based upon frequency of check, competency & specifications to customer quality	<input type="text"/>	
P3.3 Quality Built into production, tracked & audited with defined action for out-of-tolerance conditions	P3.3.1 Tolerance rates for quality targets are known and tracked in work areas	<input type="text"/>	
	P3.3.2 Quality out-of-tolerance actions defined and followed	<input type="text"/>	
	P3.3.3 Signals are in place adjacent to work areas for signaling support intervention under abnormal conditions	<input type="text"/>	
P3.4 Flow / Pull Continuous smooth production paced by Customer demand	P3.4.1 Workload flow and / or assignment processes covered by standardized work	<input type="text"/>	
	P3.4.2 Inventory buffer systems are in use & abnormal conditions responded to in daily workflow	<input type="text"/>	
	P3.4.3 Work capacity support exists to meet demand	<input type="text"/>	
	P3.4.4 Work next task is drawn through process to the worker by customer demand as opposed to workload inventory push	<input type="text"/>	
	P3.4.5 Teams / work areas are organized in cell/pod layout, promoting flexible staffing and responsiveness to capacity needs	<input type="text"/>	
	P3.4.6 Office area layout promotes workload flow between people or processes and in small lot production	<input type="text"/>	
	P3.4.7 Workload / processing buffers are sequential with the layout enforcing FIFO	<input type="text"/>	
P3.5 Visual Mgmt The workplace should be visually managed and controlled allowing quick identification of abnormal vs. normal enabling team member engagement	P3.5.1 Team boards are in the work area showing agreed metrics e.g. safety, quality, production, cost, defect rates etc...	<input type="text"/>	
	P3.5.2 Visual markings are evident, such as hourly control boards, to maintain productivity, record not standard issues, and report quality	<input type="text"/>	
	P3.5.3 Deviations to established standards quickly and visually identified	<input type="text"/>	

Results

P3.1 5S Workstation	Total	<input type="text"/>	Max	6	<input type="text"/>	%
Standardized P3.2 Work	Total	<input type="text"/>	Max	10	<input type="text"/>	%
P3.3 Quality	Total	<input type="text"/>	Max	6	<input type="text"/>	%
P3.4 Flow / Pull	Total	<input type="text"/>	Max	14	<input type="text"/>	%
P3.5 Visual Mgmt	Total	<input type="text"/>	Max	6	<input type="text"/>	%
Overall Purpose	Total	<input type="text"/>	Max	42	<input type="text"/>	%

Location :
 Function :
 Assessment # :
 Date :
 Assessor :

People & Culture

Valid Values	
0	Not Started
1	Incomplete
2	Mature

Attribute	Question	Value	Observation/Note
P2.1 Culture <div style="border: 1px solid black; padding: 2px; font-size: small;">Lean beliefs are represented by behaviors at all levels in the company</div>	P2.1.1 Respect for people is consistently applied to decision making and is present in all levels of the company	<input type="text"/>	
	P2.1.2 Problems are valued, discussed, and acted upon with openness focusing on facts not people	<input type="text"/>	
	P2.1.3 People take ownership of concerns and lead improvement activities.	<input type="text"/>	
	P2.1.4 The company recognizes and promotes people that contribute to the continuous improvement culture	<input type="text"/>	
P2.2 Learning Training <div style="border: 1px solid black; padding: 2px; font-size: small;">A commitment to creation of sustained learning</div>	P2.2.1 Learning "road map" representing skill based role requirements is in place and known by all team members (team member guide for Lean growth)	<input type="text"/>	
	P2.2.2 Continuous training and / or cross-training is conducted throughout the organization	<input type="text"/>	
	P2.2.3 Multi-skilled support teams including lean leaders are in place to support on-the-job feedback	<input type="text"/>	
P2.3 Mgmt Culture <div style="border: 1px solid black; padding: 2px; font-size: small;">Respect for people and their value is fostered by management</div>	P2.3.1 Traditional directive management style has been replaced with Socratic leader-as-teacher approach and behavior.	<input type="text"/>	
	P2.3.2 Management fosters an environment of sustained trust with team members and "generosity of spirit" when communicating	<input type="text"/>	
	P2.3.3 All levels of leadership spend structured time in the work area engaging the process (standardized work for management)	<input type="text"/>	
	P2.3.4 Team member failures or problems are recognized as improvement opportunities for management (management serves vs. being served)	<input type="text"/>	

Results

P2.1 Culture	Total	<input style="width: 30px;" type="text"/>	Max	8	_____ %
P2.2 Learn/Train	Total	<input style="width: 30px;" type="text"/>	Max	6	_____ %
P2.3 Mgmt Culture	Total	<input style="width: 30px;" type="text"/>	Max	8	_____ %
Overall People	Total	<input style="width: 30px;" type="text"/>	Max	22	_____ %

Location :
 Function :
 Assessment # :
 Date :
 Assessor :

Continuous Improvement

Valid Values	
0	Not Started
1	Incomplete
2	Mature

Attribute	Question	Value	Observation/Note
P4.1 Problem Solving 8Step or similar.. Clarify Breakdown Set Target Root Cause Countermeasure Test Countermeasures Evaluate Standardize	P4.1.1 Management and improvement support resources use workload signal data to identify bottlenecks and to improve them	<input type="text"/>	
	P4.1.2 Project managers, developers and other support staff encourage feedback from production, and build those improvements or changes into future programs	<input type="text"/>	
	P4.1.3 8 Step problem or other structured problem solving practices are institutionalized	<input type="text"/>	
	P4.1.4 Teams can show live examples of error proofing methods they have implemented on systems, processes and equipment	<input type="text"/>	
	P4.1.5 Teams strive to implement changes that eliminate defects rather than detect them	<input type="text"/>	
	P4.1.6 Physical and operational processes are optimized (waste removed/reduced) before technical investments	<input type="text"/>	
	P4.1.7 Formal change control follows structured approval level(s) based on change complexity and potential extended stakeholder impact	<input type="text"/>	
P4.2 Cadence Uninterrupted rhythm for structured improvement activity	P4.2.1 A structured cadence is in place to review processes and continuously improve in short cycles (30-90days)	<input type="text"/>	
	P4.2.2 The cadence in technology system improvement cycles is aligned to non-technical process improvement cycle	<input type="text"/>	
P4.3 Staff Engagement All team members contribute to continuous improvement	P4.3.1 There is a formal process for encouraging, collecting, and tracking improvement ideas from all staff visible in the workplace	<input type="text"/>	
	P4.3.2 The staff ideation process has some form of recognition	<input type="text"/>	
	P4.3.3 Multi-skilled support teams are in place to support improvement activities	<input type="text"/>	
	P4.3.4 Managers actively support continuous improvement activities, with a focus on improvements that can be done by the staff	<input type="text"/>	

Results

P4.1 Problem Solving	Total	<input type="text"/>	Max	14	<input type="text"/>	%
P4.2 Cadence	Total	<input type="text"/>	Max	4	<input type="text"/>	%
P4.3 Staff Engagmt	Total	<input type="text"/>	Max	8	<input type="text"/>	%
Overall CI	Total	<input type="text"/>	Max	26	<input type="text"/>	%

Reflection Focus

1. What I Know – the Gap	
2. How to Confirm	
1. What Actions Do I Need to Take	
2. When Will I Take Them	