

Management Systems

Opportunity Self-Assessment

	Innocence		Excellence
1	Managers not functioning within company goals, values and standards.	1 2 3 4 5	Company strategic plan, goals and objectives clearly articulated and understood by the organization.
2	Resources do not flex to properly match and balance to forecasted volumes of work.	1 2 3 4 5	A master schedule determines resourcing reqts (people, machines) from forecasted volumes and Eng. Standards.
3	Processing bottlenecks are not known or managed resulting in extensive work in progress on the floor.	1 2 3 4 5	Processing bottlenecks are known and proactively managed by management. (i.e. OT, outsourcing, et.)
4	Equipment criticality and bottle necks not fully understand in respect to optimizing profitability/ROI.	1 2 3 4 5	Process flows & value tree drivers (KPI's) clearly understood and managed to achieve optimal ROI.
5	Resources not matched and balanced resulting in assignments not equitable or according to requirements.	1 2 3 4 5	Pure work to time standards developed through observation and updated annually.
6	Unknown customer and supplier requirements across supply chain creates quality and rework issues.	1 2 3 4 5	Internal and external customer & supplier reqts clearly documented across the supply chain.
7	Profitability and margin calculated at the plant level and not at the individual product level.	1 2 3 4 5	Total product/services costs are continuously validated to enable competitive pricing and desired margins.
8	"Available to Promise" date not available due to a lack of managerial systems and controls.	1 2 3 4 5	Consolidated forecasted demand ensures capacity and available to promise to agreed dates / service levels.
9	Departmental "silos" of excellence result in a sub-optimal end to end process from order entry to delivery.	1 2 3 4 5	Highly inter-departmental coordination realized with improved planning and scheduling of work.
10	Business systems unable to track work in progress (WIP) for productivity and schedule attainment.	1 2 3 4 5	Work in progress (WIP) is tracked as % complete for reporting productivity and schedule attainment.
11	Supervisors spend the majority of the day in ineffective meetings and administrative duties.	1 2 3 4 5	All supervisors are active supervisors by; making assignments, giving direction, and coaching employees.
12	Supervisors are reactive short-term problem solvers who fire fight symptoms rather than systemic problems.	1 2 3 4 5	Supervisors are proactive in anticipating and solving problems and reporting issues outside of their control.
13	Employees are frustrated with reporting operational problems to supervisors that are not addressed.	1 2 3 4 5	Employees know the objectives and standards of work and report impediments to their supervisors.
14	Supervisors lack detailed process knowledge and failure to recognize non-productive /non-value-added work.	1 2 3 4 5	Supervisors have the tools to properly plan, schedule, execute and report on work completed during a shift.
15	A lack of "work to time" standards limits the supervisor ability to identify "off-schedule" variances to a plan.	1 2 3 4 5	Supervisors tour during the shift and ID variances to plan and take timely corrective action.
16	No formal method exists to elevate variances beyond the control of the front line supervisor for resolution.	1 2 3 4 5	Variances beyond the supervisors control are quantified and elevated for longer-term corrective action.
17	Variances and lessons learned are not data captured and resolved as an ongoing process improvement program.	1 2 3 4 5	An opportunity log for improving the business process is actively maintained and solutions implemented.
18	We have dysfunctional meetings with no clear objective, agenda, preparation nor agreement for action.	1 2 3 4 5	We have functional and effective meetings that are informative and agreed actions by individual.
19	Management reporting tools and systems do not meet the current needs of the organization.	1 2 3 4 5	A report of key indicators tracking cost, quality, time and service performance is available and used by mgt.
20	Immediate short-term operational needs and "fire fighting" is our typical normal operating procedures	1 2 3 4 5	A culture of continuous process improvement is demonstrated by all areas and levels of the organization.

Scoring Methodology: Add-up the total score of your self-assessment (circled scores).

If you scored;	20 - 40 - Substantial opportunity for improvement
If you scored;	41 - 60 - Significant opportunity for improvement
If you scored;	61 - 80 - Multiple areas of opportunity for improvement
If you scored;	81 - 100 -Congratulations. You are an effectively managing your management systems.