

Introduction:

Effective leadership plays a critical role in successfully transforming an organization from its current state to one that truly gets the most from its processes. The most successful Lean Event Six Sigma (LESS) deployments are led from the top, by leaders who truly incorporate and live the necessary values in everything they do – much more than simply being engaged.

Complete this self assessment to hold up a mirror and determine where you rank in the continuum from “disengaged” to “fully committed,” in six distinct leadership areas:

1. Visible Motivation
2. Strategic Planning
3. Decision Making
4. Financial Prioritization
5. Communication Style
6. Rewards and Compensation

To gain even more insight, have your peers and key subordinates fill in their perceptions of your behaviors, as a form of 360-degree feedback for you.

I. VISIBLE MOTIVATION		
Level	Criteria	Score
Committed	<ul style="list-style-type: none"> • I deeply believe LESS will make the organization better. • I deeply believe LESS will make me a better leader. • I personally strive to apply Lean waste elimination topics to my daily activities. 	5
Engaged	<ul style="list-style-type: none"> • I believe LESS will make the organization better. • I need to demonstrate my buy-in to LESS – “I’ll get trained as a Belt and do a project.” • I occasionally recognize and eliminate waste from my daily activities. • I occasionally attend project gate reviews. 	3
Supportive	<ul style="list-style-type: none"> • I somewhat believe LESS will make the organization better. • I see its value for everyone else in the organization. • I am somewhat aware of waste in my daily activities. • I may commit to a couple hours of training when I have time. 	1
Disconnected	<ul style="list-style-type: none"> • I have doubts about the potential impact of LESS. • Everyone else is doing it, so I guess we should as well. I’ll pass the word. • The vast majority of my daily activities are – and have been - value-add. • I simply inherited some Lean Six Sigma efforts. LESS is not my thing. 	0
Self Assessment:		

II. STRATEGIC PLANNING		
Level	Criteria	Score
Committed	<ul style="list-style-type: none"> • I view LESS as the primary vehicle for achieving our strategic objectives. • I balance input from all stakeholders when developing strategy. • Our strategy primarily focuses on the long term, with an eye to the short term. • Our primary efforts are linked to achieving strategy. • Our strategic, tactical, and operational plans are fully linked. 	5
Engaged	<ul style="list-style-type: none"> • I view LESS as an important component in our quest to achieve strategic objectives. • Shareholder needs are most critical, but I consider customer and process input when developing strategy. • We are focused on the long term, but are quick to go to a short-term focus if there is a bump in the road. • I attempt to raise awareness of strategic objectives across the organization's ranks. • There is coupling of strategy, tactics, and operations, but some holes remain. 	3
Supportive	<ul style="list-style-type: none"> • I view LESS as one possible component in our quest to achieve strategic objectives. • I primarily consider shareholder needs, but sometimes entertain input from customers and process performers when developing strategy. • We are focused mostly on the short-term, with an eye on the long-term. • There is some awareness of strategic objectives across the organization's ranks. • There is some coupling of strategy, tactics, and operations, but large holes remain. 	1
Disconnected	<ul style="list-style-type: none"> • I don't see LESS as an effective method for achieving our strategic objectives. • I strictly consider shareholder needs when developing strategy. • We are focused on the short term. • There is minimal awareness of strategic objectives across the organization's ranks. • I feel strategy and operations are completely decoupled. 	0
Self Assessment:		

III. DECISION MAKING

Level	Criteria	Score
Committed	<ul style="list-style-type: none"> I have replaced traditional reports and spreadsheets with LESS approaches like the Pareto principle and control charts, to ensure we focus on the “critical few” measures and issues and take the right approach when responding to them. When someone says “something has happened,” I ask them to show me its statistical significance. I fully understand special cause and common cause variation and respond appropriately. Deep root causes are investigated using a fishbone approach. 	5
Engaged	<ul style="list-style-type: none"> I understand the value and appreciate when others present information using LESS tools. When someone says “something has happened,” I ask for supporting evidence prior to reacting. I have some understanding of special cause and common cause variation and sometimes consider it when responding to data. I will do a cursory exploration of potential root causes prior to deciding on solutions. 	3
Supportive	<ul style="list-style-type: none"> I tolerate when others present information using LESS tools, but rely primarily on traditional reports and spreadsheets. When someone says “something has happened,” I may consider supporting evidence presented to me. I have heard of special cause and common cause variation, but don’t apply it to decision making. I consider potential root causes presented to me prior to deciding on solutions. 	1
Disconnected	<ul style="list-style-type: none"> I rely on traditional reports and spreadsheets. I rely on gut instinct to react when someone says “something has happened.” I react to each data point, seeking to improve performance. Whenever earnings are off target, I react immediately. I solve problems based on instinct and gut feel. 	0
Self Assessment:		

IV. FINANCIAL PRIORITIZATION

Level	Criteria	Score
Committed	<ul style="list-style-type: none"> I will continue the level of investment, even when under pressure. 	5
Engaged	<ul style="list-style-type: none"> I build LESS funds into the budget, but may reduce funding under pressure. 	3
Supportive	<ul style="list-style-type: none"> I will write the check when things are going well. 	1
Disconnected	<ul style="list-style-type: none"> I view LESS efforts as an expense. 	0
Self Assessment:		

V. COMMUNICATIONS

Level	Criteria	Score
Committed	<ul style="list-style-type: none"> I embrace true two-way communication: <ul style="list-style-type: none"> 30% flowing down into the organization. 70% flowing up from the organization (actively listening, soliciting feedback, and assessing data). 	5
Engaged	<ul style="list-style-type: none"> I try to practice effective two-way communication: <ul style="list-style-type: none"> 50% flowing down into the organization. 50% flowing up from the organization. 	3
Supportive	<ul style="list-style-type: none"> I seek out some feedback from the organization: <ul style="list-style-type: none"> 70% flowing down into the organization. 30% flowing up from the organization. 	1
Disconnected	<ul style="list-style-type: none"> My role is to communicate strategy and direction – it is the organization’s role to listen and act on it: <ul style="list-style-type: none"> 95% flowing down into the organization. 5% flowing up from the organization. 	0
Self Assessment:		

VI. REWARDS and COMPENSATION		
Level	Criteria	Score
Committed	<ul style="list-style-type: none"> • Large component of compensation linked to leaders' internalization and use of LESS within their organization. • Rewards based on special-cause variation. 	5
Engaged	<ul style="list-style-type: none"> • Components of compensation linked to amount of LESS savings and quantity of projects in leaders' areas. • We should base rewards on special-cause variation, but we don't always do so. 	3
Supportive	<ul style="list-style-type: none"> • We've considered linking compensation to LESS, but to date have not done so. • Rewards sometimes are based on common-cause variation. 	1
Disconnected	<ul style="list-style-type: none"> • There's no linkage between LESS performance and compensation. • Rewards based on common cause variation – "sales were higher than last quarter, so you get a bonus." 	0
Self Assessment:		

ADDING IT ALL UP	
Category	Score
Visible Motivation	
Strategic Planning	
Decision Making	
Financial Prioritization	
Communication Style	
Rewards and Compensation	
Total Score:	

To determine where you rank on this self-assessment, add up your scores for each of the six categories above:

- ◆ **25 or higher:** You're a leader who has internalized LESS and are likely to be seen as deeply committed to it.
- ◆ **15-24:** You're seen as an engaged leader, but there's still some room for growth.
- ◆ **5-14:** You qualify as a supportive leader, but that's not something to be satisfied with.
- ◆ **Less than 5:** Your people likely see you as totally disconnected from any meaningful process-improvement commitment.