

**AVOIDING
THE
CONTINUOUS
APPEARANCE
TRAP**

Answer all questions using the following abbreviations:

1=No 2=Sometimes 3=Mostly 4=Yes/Always

ARE YOU CONTENT?

1. Do you communicate a compelling story and vision for growth?
2. Are you putting out new and innovative products or services?
3. Are teams discussing improvements?
4. Are methods and processes being improved?
5. Is someone assessing the competition and suggesting improvements?

QUESTION 1 TOTAL

HOW ARE YOUR LEADERS SPENDING THEIR TIME?

1. Do team and mid-level leaders spend the majority of their time where the value-add work is being done?
2. Do executive leaders spend some time where the value-add work is being done?
3. Do leaders have some type of leader standard work?
4. Is the right percentage of each leaders work standardized?
5. Do leaders discuss and make improvements to time-management?

QUESTION 2 TOTAL

ARE YOU PURSUING PERFECTION?

1. Does your organization have a long term vision?
2. Does everyone know the long term vision?
3. Do people know how their work personally contributes to the vision?
4. Is the vision message consistent?
5. Do you have a formal marketing campaign to communicate your vision?

QUESTION 3 TOTAL

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HOW STABLE ARE YOU TODAY?

1. Is there stability in your leadership team?
2. Is your leadership communicating a stable message?
3. Are you using standardization to sustain improvement gains?
4. Do you have standard work displayed visually?
5. Are you updating your standard work as improvements are made?

QUESTION 4 TOTAL

WHO'S ACCOUNTABLE?

1. Do you focus on the process and not on blaming people?
2. Are team members given clear priorities, expectations, and support?
3. Do leaders follow through with providing proper support to team members?
4. Do leaders and members share accountability?
5. Is accountability discussed and communicated throughout the organization regularly?

QUESTION 5 TOTAL

WHAT ARE YOUR GOALS?

1. Do your leaders have a 'flexibility of mind'? Do they plan for and anticipate change?
2. Are you using SMART Goals?
3. Does your organization have long term and 1-year goals? Are they aligned?
4. Are you operating on 90-day or similar goal setting cycles?
5. Are your short goal setting cycles (tactical plan) aligned with your long-term goals?

QUESTION 6 TOTAL

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IS YOUR ORGANIZATION DESIGNED TO MEET YOUR GOALS?

1. Is your organization designed to share information, goals, priorities, and processes?
2. Do the majority of people operate with a big picture (value stream) mindset?
3. Do you identify customer requirements and discuss how to meet demand regularly?
4. Do the majority of people view your organization or parts of your organization in process steps?
5. Are you analyzing process steps and/or are you conducting value stream mapping analysis?

QUESTION 7 TOTAL

HOW ARE YOUR LEADERS BEHAVING?

1. Is your leadership team engaged?
2. Are your leaders acting as leaders and managers?
3. Do your leaders have a formal self-development plan in place?
4. Are your leaders spending a large amount of time coaching and developing others?
5. Are all leaders involved in vision casting and goal alignment?

QUESTION 8 TOTAL

HOW SAFE IS IT FOR YOUR EMPLOYEES TO FAIL?

1. Do your leaders encourage risk taking?
2. Do the majority of people experiment with improvements?
3. Do the majority of people celebrate learning?
4. Are your leaders creating an environment for team members to grow?
5. Is your entire team following scientific thinking methodologies?

QUESTION 9 TOTAL

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WHAT IS YOUR HIGH VALUE TARGET AREA?

1. Do the majority of people regularly break larger problems down into smaller problems?
2. Do the majority of people control and not allow “scope creep?”
3. Have you chosen one high value target area to experiment with?
4. Do you have a plan to sustain and replicate learnings to other areas?
5. Do you already know the next area you are planning to improve?

QUESTION 10 TOTAL

ARE YOU GENERATING SMALL, SIMPLE IMPROVEMENTS?

1. Are you asking for simple improvements daily?
2. Are you implementing small, simple improvements daily?
3. Are you celebrating improvements daily?
4. Do you have a way to share your wins with other areas?
5. Do you recognize team members and show them appreciation?

QUESTION 11 TOTAL

ARE PROBLEMS EASY TO SEE?

1. Are you actively seeking ways to make problems visible?
2. Can you identify problems in your workplace without someone showing you where they are?
3. Do your visuals translate to everyone?
4. Do you use simple measurements and are they easy to interpret?
5. Can you see how your team is responding to problems easily?

QUESTION 12 TOTAL

ASSESSMENT TOTAL

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Use the totals from each section to determine where to start. Your lowest scores should become a priority for you. Now add up all 12 sections and place your total assessment score above. Anything less than 120 should create significant concern. Organizations should establish an initial target condition to fall between 121 and 180. However, organizations should set a long term direction or challenge to be above 210.

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