

# Assessing Your Organisation's Cultural Maturity



When completing the assessment please ensure that you meet all of the criteria within the level selected. If you don't, you should refer to a lower level where you do meet all of the criteria. Upon completion of your assessment, email your document to [enquires@bta-lean.com](mailto:enquires@bta-lean.com) You will receive acknowledgement of your submitted Maturity Assessment via email to the address supplied below. Your free report will be issued to you within 5 Working Days from receipt of acknowledgement.

<b>Client Organisation:</b>						
<b>Client Contact:</b>						
<b>Email Address &amp; Contact Number:</b>						
Parameter	0	1	2	3	4	Score
<b>Leadership Alignment</b>	No leadership alignment for organisation improvements	Leadership is somewhat aligned with organisation improvements, but visible and active selection and review of projects are not in place. No trained or committed resources available to support Strategy Deployment	Leadership aligned with 3-5 year organisation improvements. Visible and active selection and review of breakthrough objectives	Departmental Leadership is aligned with vital annual improvement priorities. Visible selection and review of projects.	A formal review process in place tracking Annual Improvement Priorities. Target to improve metrics on track.	
<b>Leadership Approach towards Lean</b>	Company Executives demonstrate no understanding of the Lean approach	Executives demonstrate a basic understanding of the Lean approach	Executives demonstrate an understanding of lean, but lack vision of application into the business	Executives demonstrate good understanding with a shared vision in the benefits of applying Lean tools and techniques	Senior executives have full understanding of a Lean Production System. A Continuous Improvement plan exists within the business	
<b>Employee Involvement</b>	Little or no understanding of organisational goals	Organisation leader and staff understand objectives and have individual performance metrics tied to goals	People form cross functional teams to support improvement activity	Process improvement, problem solving and corrective action teams are in place. 25 to 50% of employees are involved in teams	50% or more involved in teams; open access to top management; empowered to stop the process for abnormal conditions	
<b>Training / Education</b>	No training providing a basic understanding of Lean methodologies or even concepts	Few team members have been formally trained in principles and elements of lean thinking	All team members have been formally trained in principles and elements of lean thinking	Some team members have advanced knowledge in key lean tools and techniques	Dedicated subject matter experts lead cross functional teams in improvement activity	
<b>Approach to errors</b>	Acceptance of errors; inspect them out; accept the cost of scrap and rework; deal with customer complaints	Although errors occur, initial thought prevails to implement or design error proofing systems	Off process inspection and control; some data collection to monitor quality parameters	In-Process inspection and control; Data collected to regulate variance, and analysed to identify improvement	Zero defect quality mindset evident at all levels	

Parameter	0	1	2	3	4	Score
<b>Data driven Problem Solving</b>	Problems are not resolved. Frequent recurrence of some problems.	Organisation does not use data driven problem solving methods to a great extent. Team members not involved, problem resolution delegated outside of the team	Organisation uses some data driven problem solving methods. Data collection is systematic and efficient, although not consistently adhered to	Structured Problem Solving is done extensively, people know the tools needed to analyse the data with methods in place usually adhered to	Organisation uses and adheres to structured, data driven problem solving methods	
<b>Methodologies of Continuous Improvement (CI)</b>	No formalised improvement methods exist. No evidence of employees or managers concerned about CI	Improvements are reactive, usually driven by management, engineering, supervision or when a customer complaint comes in. Some training started in CI Methodology	Some improvement methodology is evident; teams sometimes used to develop solutions. CI training supported by management	CI used to advance company. All associates are trained. Open documentation and dashboards used to track improvements, tied to savings	Methods such as PDCA are known and used by all employees; CI is part of the company culture	
<b>5S / Housekeeping</b>	No formal workplace organisation standards evident	Need to organise the work environment and establish standard procedures is recognised	Most areas have begun 5S. Materials have permanent locations, cleaning schedule is followed. Teams investigate causes of disorder. Employees participate, support and do most cleaning	Audit teams assess 5S standards. All areas work on standardising processes. Evidence of employee pride	Work area is clean, orderly, self-maintained; always 'audit ready'	
<b>Standard Work</b>	No standard work exists. No understanding of the connection between CI and work standards	Some standard work present but not followed consistently or audited	Most manufacturing jobs have standard work which can be seen in most areas. Process owners know the what, where, when why and how of their areas. Ownership taken to use,keep current and display. No audit conducted	Most jobs including support roles have Standard Work. Standard Work audit has begun on a periodic basis	Standard Work is evident and audited routinely. Procedures to update based on team members input. Standard Work has enabled cross training to commence	
<b>Value Stream Mapping</b>	No process mapping is evident in workplace	An understanding of VSM is evident. Some attempts have been made to map a simple process	A number of people have been trained in VSM, some processes mapped. No improvements identified	Most understand value of VSM. Mapping has now uncovered opportunities for improvement. Action plans are in place. Improvement activity preceded by VSM	Most processes mapped with results and action plans published	
<b>Lean Performance Results</b>	Measuring system provides basic performance data	Area KPI's are displayed, are current and up to date, however no analysis of data to target improvement evident	Area KPI's are displayed, are current and up to date, with analysis targeting improvement in its processes. Regular review process in place with team	Calculated decisions are being made using area performance data.	Performance data drives allocation of resource and improvement activity	