

MID TERM/FINAL EXAM!

THE UNCOMMON LEADER

This exam is anonymous. Your honest evaluation will help identify areas needing improvement in order to achieve organization excellence. Not all questions may apply at mid term. Where there are two elements to a question, both should be positive before marking Yes. Thank you.

YES NO

Values & Philosophy

- | | | |
|-----|-----|--|
| ___ | ___ | 1. Are values up on wall in your area & other visible locations? |
| ___ | ___ | 2. Have values been explained to Associates & have they bought in? |
| ___ | ___ | 3. Are values enforced? Are there sanctions against violators? |

Time & Work Management

- | | | |
|-----|-----|--|
| ___ | ___ | 4. Are you having KRA hour most days? |
| ___ | ___ | 5. Are meetings managed (on time, agenda, getting good results 85% of the time)? |
| ___ | ___ | 6. Are Work Plans (gray sheet) being used & followed? |
| ___ | ___ | 7. Is enough (more) KRA work getting done (as opposed to drift)? |

People Growth

- | | | |
|-----|-----|---|
| ___ | ___ | 8. Is the Communications Center up in your unit? Do people understand what's going on? |
| ___ | ___ | 9. Is there enough access to information for both managers & Associates to function in the new ways required of them? |
| ___ | ___ | 10. Has your staff received all essential training (values, DIGs, NAH concepts, Customer relations, CQI) in courses offered? |
| ___ | ___ | 11. Motivation Management Plan (tan sheet) written up? Have new tasks been assigned to all staff (job enrichment) & are people sufficiently recognized/rewarded for their accomplishment? |
| ___ | ___ | 12. Have firable employees been removed? Are action plans done & going forward on other problem persons? |

Customer Service Improvement

- | | | |
|-----|-----|---|
| ___ | ___ | 13. Have Customer issues been adequately addressed in your area (both irritation removal & adding value)? |
|-----|-----|---|



___ 14. Are Customer satisfaction measures & SOPs now in place? Are these graphed & shared with staff?

___ 15. Are Customer SOPs being met 95% of the time?

Streamlining Work Processes

___ 16. Have sufficient “trivial trash” & unnecessary work steps & irritations been removed from your unit’s work processes?

___ 17. Have the major work processes of your unit been flowcharted to identify system improvement needs?

___ 18. Have you determined downstream Customer expectations & started to retrofit what your department does to meet them?

___ 19. Have you communicated your unit’s needs to your upstream suppliers to gain better control of their impacts on your work?

___ 20. Have productivity measures been established? Are these graphed & shared with staff?

___ 21. Do you & your people have the computer & information technology, software & support necessary to do the job?

___ 22. Aside from computer issues, are you sufficiently “tooled up” & equipped to be able to do things with speed & efficiency?

Creating Change

___ 23. Is getting change into the system now relatively easy (as opposed to it being a battle)?

___ 24. Do your proposals get a good hearing? Selling 75% of them?

___ 25. Are you serving on a DIG? Is that DIG getting results?

___ 26. Have 75% of your Associates been on at least one DIG?

___ 27. Are DIG results worth the time & effort they’ve taken?

___ 28. Have 90% of your people’s ideas been implemented?

___ 29. Has there been enough change made in the organization for the amount of time & effort invested by everyone?

Change Agency & Leadership

___ 30. Is there a need for more evaluation/rating by self, staff, peers, &



Customers to change manager & organization behavior?

___ 31. Does there need to be more enforcement of the path we are taking?
Do we need to “hold people’s feet to the fire”?

32. Have the following change agents contributed sufficiently to the
change effort, i.e., have they both tried hard to be involved & did
they accomplish something of significance?

- ___ • MAC
- ___ • SAC
- ___ • CAC
- ___ • TAC
- ___ • RAC
- ___ • PAC
- ___ • Yourself
- ___ • Your unit staff
- ___ • Your immediate boss
- ___ • Your boss’s boss
- ___ • The executive group

___ 33. Have executives spent enough time in MBWA & direct contact in
your area to understand Customer & Associate needs?

Culture & Climate

___ 34. Are interdepartmental tensions easing? Are problems being
resolved?

___ 35. Is morale high with a real feeling of *esprit de corps*?

___ 36. Are people excited about the changes being made?

___ 37. Have elements of the organization finally formed into the kind of true
interdependence that we call teamwork?

___ 38. We set out to improve the performance of our organization. On a
scale of 1-10 (10 is high), rate our current level of excellence.

39. Comments on any of the above questions:

40. Our biggest successes so far have been:



41. Organization excellence is being held up by:

42. As a priority, we need to go after the following problems next:

43. My advice to our chief executive is to:

