"If you don't know where you are going, you will wind up somewhere else, or you might not get there" – Yogi Berra

As in any journey, one needs to know the destination; without this desired destination, wherever one ends-up with doesn’t matter much because the journey will never end or it will end-up somewhere else – in this lack of desired destination, it might be even better if the time and effort for the journey is spent on something else instead; something that one can enjoy and really desires to see it happened. In the case when there is a strong desire for getting to a destination, the first thing one need to know is where it has been going through? Where is the current location? And what is the current state of readiness for the next step of the journey?

This same analogy can easily apply to the effort for achieving operational excellence. After a strong desire for the achievement of operational excellence as the foundation for reaching the company objectives has been decided and bought-in by Executives. The Executives’ desire will need to be translated into a set of motivating and effective business objectives for communication and for buy-in from people in the company. These executives’ desires and business objectives establish the important direction and destination for the company to look forward in its journey to achieve operational excellence.

“You can't know where you are going until you know where you have been” – Popular motivating remarks

Before the company can make any progress toward its objectives, it must be very clear and thoroughly understand its current operational status and its ability to progress toward the objectives. Assessment for operational excellence status is a tool for getting the necessary information and understanding about the current operational status, from which an effective implementation/deployment plan for the necessary capabilities can be generated and applied for the company so it can move toward its objectives.

“It is important that we know where we come from, because if you do not know where you come from, then you don't know where you are, and if you don't know where you are, you don't know where you're going. And if you don't know where you're going, you're probably going
On top of “to know where you are”, the assessment for operational excellence status can also help company improves itself by identifying its operational shortcomings and critical problems; so it can determine the improvement priorities and establish the necessary capabilities to ensure the success of the implementation of the solution for achieving its objectives (both of business and operational excellence objectives). The main reasons to conduct the operational excellence status assessment are:

- Assess company capabilities for achieving business objectives and to develop a plan for the needed capabilities development and augmentation.

- To identify strengths, major weaknesses and key improvement opportunities for company operations/capabilities

- To facilitate the initiation of operational excellence improvement activities, and enroll opinion leaders in the change/deployment process.

- To provide a framework for operational excellence improvement actions.

- Identify and prioritize opportunities to improve efficiency through operational excellence.

- Establish goals and measurement criteria for on-going operational excellence assessment.

- Determine the current state of the business operations

- Pinpoint key success factors

- Identify, and establish how to fill key capability gaps

- Align capabilities with strategy

- Translate strategy into tactical actions

- Define mechanisms to track the effectiveness of capabilities/operations

- Appropriately allocate resources

- To help obtain sponsorship and support for operational excellence improvement actions.
- Enhance accountability through clearly defined roles and responsibilities.
- Improve synergies between the various disciplines within company

The weighted scoring method is applied to the five attributes of the operational excellence framework to provide the basis for the determining of the achievement level of operational excellence. The weighted scoring method, also known as 'weighting and scoring', is a form of multi-attributes or multi-criteria analysis. It involves identification of all the factors (or "attributes") that are relevant to the operational excellence status of the assessed entity; the allocation of weights to each of the attribute to reflect its relative importance; the allocation of scores to each element of the attribute to reflect the actual achievement in relation to each element. The result is a single weighted score for each element, which can be rolled-up to the attribute score and to the overall assessment score to indicate the current organization capability status and to compare with the overall operational excellence achievement expectations.

“Seek first to understand, then to be understood” – Stephen R. Covey – “The seven habits of highly effective people”

Because the main focus for the assessment of operational excellence is to gather the necessary information for the understanding of current capabilities to achieve business objectives; so a plan for the needed capabilities development and augmentation can be developed and implemented. Information gathered will show the achievement status with regard to the purpose of each element of the five attributes:

- Objective – things we want to achieve
- Capability – works we can do
- Performance – how the works are done
- Transparency – the visibility of the execution of the works
- Improvement – the ability for sustaining the works performance

Scores will be given to each element of the operational excellence framework according to the assessed information. These scores will then be rolled-up to the attribute and the overall assessment score levels. The scoring allocation for the assessment is as follows:
<table>
<thead>
<tr>
<th>Attribute</th>
<th>Purpose</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>1.0 Know what to achieve</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>1.1 Executives have an articulated, clearly understood desire(s) for success in the business area(s) that will be expanded to objectives later.</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>1.2 The existing of articulated, clearly defined, un-ambiguous short term business objectives</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>1.3 The existing of articulated, clearly defined, un-ambiguous long term business objectives</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>1.4 The existing of articulated, clearly defined, un-ambiguous Executives desire(s) for operational excellence</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>1.5 The communication, alignment and internalization of the business objectives</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>1.6 The commitment and support for the fulfillment of the objectives - The visibility of Executives walk-their-talk</td>
<td>40</td>
</tr>
<tr>
<td><strong>Capability</strong></td>
<td>2.0 Know what need to do to achieve objective</td>
<td>250</td>
</tr>
<tr>
<td></td>
<td>2.1 The defining/understanding of the necessary/needed capabilities for achieving the objectives – know what need to be done</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>2.2 The identifying of current capabilities – know what is currently possible</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>2.3 The defining/understanding of own core competencies – know your special abilities that enable and ensure your competitive advantages</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>2.4 The identifying of the necessary capability gaps – know the additional things you need to have to complete your job</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>2.5 The establishment of a plan and the execution of it to fill the capability gaps – plan and execute it to get the additional needed capabilities</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>2.6 The documentation and training to provide the necessary capabilities – ensure people have the skills and abilities to do their jobs</td>
<td>30</td>
</tr>
<tr>
<td><strong>Performance</strong></td>
<td>3.0 Do well in the capitalization of needed capabilities</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>3.1 The creation of a realizable, actionable plan to achieve the business objectives</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>3.2 The use of the defined capabilities</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>3.3 The effective and efficient management of the capabilities implementation</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>3.4 The leanness of the capabilities implementation</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>3.5 The innovative/creativity in use/leverage of best practices for optimal results</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>3.6 The leveraging of core competencies for competitive advantage</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>3.7 The achievement of the desired objectives</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>3.8 The achievement customer satisfaction</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>3.9 The capturing, retaining, and improvement of the implementation knowledge</td>
<td>20</td>
</tr>
<tr>
<td>3.10 Executive/Management review of the business objectives achievement</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>----</td>
<td></td>
</tr>
<tr>
<td><strong>Transparency</strong></td>
<td><strong>4.0 The visibility of the execution</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>4.1 The establishment and use of a measurement system</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>4.2 The selection of the “right” metrics</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>4.3 The availability and the use of the feedback system based on the defined metrics</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td><strong>Improvement</strong></td>
<td><strong>5.0 Continuously do well</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>5.1 The implementation of techniques and practices such as post mortem, the failure and root cause analysis</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>5.2 The implementation of staff meetings/reviews for improvement</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>5.3 The implementation of management reviews for the progress of the organization operational excellence building effort</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>5.4 The implementation of new process</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>5.5 The implementation new technology and tool</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

Depending on the overall score from the assessment, we will see different levels of “operational state”. There are 4 levels of “operational state” that associate with the assessment score:

- **0 to 250 score: Level 1 - Lowest level of achievement, the company usually failed to meet its business objectives**
- **251 to 500 score: Level 2 - Common level of achievement, the company partially meets its objectives; it needs improvement in many business capability areas.**
- **501 to 650: Level 3 - Solid level of achievement, the company meets all of its objectives and exceeds them in some areas; there is some room for improvement in some business capabilities.**
- **651 to 1000: Level 4 - Highest level of achievement, the company meets all of its objectives and exceeds in many/most areas; the company is continuously improving its capability performance.**

At the highest achievement level, the characteristics for the five “operational state” attributes are:

- **Clarity of Objectives:**
  - The existing of strong Executives desire for the achieving of operational excellence as the foundation for the company to reach its business objectives.
• The existing of articulated, clearly defined, un-ambiguous short and long term objectives

• The communication, alignment and internalization of the objectives

• The commitment and support for the fulfillment of the objectives

• **Potent Capabilities** – the complete understanding and mastering of:
  
  • What to do (what are the needed capabilities) to achieve the objectives
  
  • What is the current capability with regard to the objectives
  
  • A thorough understanding of own core competencies
  
  • A thorough understanding of the capability gaps
  
  • A realizable, actionable plan to fill the capability gaps
  
  • The documentation and training for the needed capabilities
  
  • The actual effort allocated to fill and to deploy the gaps

• **Outstanding Performance** – includes:
  
  • The availability of a realizable, actionable plan to achieve the objectives
  
  • The effective and efficient capitalize of the needed capabilities (including the implementation of needed processes and procedures)
  
  • The leanness of the capabilities capitalization (no wasting of time and resources)
  
  • The innovative/creativity in use/leverage of best practices for optimal results
  
  • The leveraging of core competency for competitive advantage
  
  • The fulfillment of desired objectives
  
  • The customer satisfaction achievement
  
  • The effective management of the implementation
• The capturing, retaining of the implementation knowledge

• **Transparency of Execution** - includes
  
  • The establishment and use of a measurement system
  
  • The selection of “right metrics”
  
  • The availability and the use of the feedback systems based on the defined metrics

• **Continuous Improvement** - includes
  
  • The use of failure analysis and root-cause analysis process
  
  • The establishment and use of the post mortem process
  
  • The creation of an improvement plan and the implementation of continuous improvement process
  
  • The introduction and implementation of new process
  
  • The introduction and use of new technologies

At the lowest achievement level in which the company usually failed to achieve the desired objectives. The failures can be caused by one or more of the followings:

• **Objectives** - the lacking of Executives’ desires for success on the applicable business areas, the lacking of useable objectives or the objectives are not communicated, aligned and internalized by the people related to them, or there is weak or insufficient of Executives’ commitments and supports for the fulfillment of the objectives.

• **Capabilities** – the weaknesses in the effort for the mastering of the necessary capabilities to achieve the objectives; unclear of current capabilities; unclear of the capability gap; no plan to fill the capability gaps; no plan for the fulfillment of the desired objectives; not knowing own core competencies.

• **Performance** – the use of in-effective processes or the inefficient in the execution of them, there are wastes laden operations, the results do not meet objectives or customer expectations.

• **Transparency** – the lacking of an effective and efficient measurement systems; no evidence to show that the measurement systems is in used;
the feedback system is not exist or it is not in used; the lacking of visibility about the operations and their progress status.

- **Improvement** – little or no attempt to improve the needed capabilities, no visible results for the improvement efforts.

In general, the distribution of “operation excellence” results fits well to the bell shape curve of the normal distribution model which skewed to the left, about 5% to 10% at the lowest level, 40% to 60% at level 2, 30% to 40% at level 3, and about 5% at the highest operational excellence level. It is very likely that most people operational state fits in the middle two states with more to the lower state. With focused effort, an organization can improve the operational excellence of its works/operations/capabilities and as a result, will gradually move up to the higher levels.

**Scoring Guidelines**

The focus of the assessment is to gather information about the current operational status of the assessed entity and how this information demonstrates that the objectives/purposes of the elements of the operational excellence framework have been met. The following scoring guidelines and its associate criteria can be used to determine the scoring for each elements of the framework.

- 0% of score is given when the framework requirements are not met.

- 20% of score is given when “FEW”, 1-2 items or less than 10% of the applicable assessing population meet the framework requirements.

- 40% of score is given when “SOME”, 3-5 items or 10- 30% of the applicable assessing population meet the framework requirements.

- 60% of score is given when “MANY”, 6-10 items or 50-60% of the applicable assessing population meet the framework requirements.

- 80% of score is given when “MOST”, 11-20 items or 70-80% of the applicable assessing population meet the framework requirements.

- 100% of score is given when “ALL”, > 20 items or >80% of the applicable assessing population meet the framework requirements.

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 Know what to achieve</td>
<td>0% 20% 40% 60% 80% 100%</td>
<td>150</td>
</tr>
<tr>
<td>1.1 Executives have an</td>
<td>No Executive desire or no Unclear Executive desire Only few Understandable Existing of understandable, Existing of well formed, Existing of well formed,</td>
<td>20</td>
</tr>
</tbody>
</table>
## 1.2 The existing of articulated, clearly defined, un-ambiguous short term business objectives

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No short term objective defined</td>
<td>Existing of unclear short term objective</td>
<td>20</td>
</tr>
<tr>
<td>Existing of some understandable and defined short term objective</td>
<td>Existing of many articulated, clearly defined, un-ambiguous short term objectives</td>
<td></td>
</tr>
<tr>
<td>Existing of understandable short term objectives</td>
<td>All short term objectives are articulated, clearly defined, and un-ambiguous</td>
<td></td>
</tr>
<tr>
<td>All long term objectives are articulated, clearly defined, and un-ambiguous</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 1.3 The existing of articulated, clearly defined, un-ambiguous long term business objectives

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No long term objective defined</td>
<td>Existing of unclear long term objective</td>
<td>20</td>
</tr>
<tr>
<td>Existing of some understandable and defined long term objective</td>
<td>Existing of many articulated, clearly defined, un-ambiguous long term objectives</td>
<td></td>
</tr>
<tr>
<td>Existing of understandable long term objectives</td>
<td>All long term objectives are articulated, clearly defined, and un-ambiguous</td>
<td></td>
</tr>
<tr>
<td>All long term objectives are articulated, clearly defined, and un-ambiguous</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 1.4 The existing of articulated, clearly defined, un-ambiguous Executive desires for operational excellence

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Executive desire for operational excellence or nobody know about it</td>
<td>Unclear Executive desire for operational excellence or only few people know about it</td>
<td>20</td>
</tr>
<tr>
<td>Understandable Executive desire for operational excellence and some people know about it</td>
<td>Existing of understandable, documented, Executive desire for operational excellence, most people know about it, many key elements become part of short term objectives</td>
<td></td>
</tr>
<tr>
<td>Existing of well formed, documented, Executive desire for operational excellence, most people know about it, many key elements become part of objectives for both short and long term objectives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 1.5 The communication, alignment and internalization of the business objectives

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nobody know about the objectives</td>
<td>Few people know about the objectives</td>
<td>30</td>
</tr>
<tr>
<td>Some people know about the objectives and internalize them.</td>
<td>Many people know about the objectives and internalize them.</td>
<td></td>
</tr>
<tr>
<td>Most people know about the objectives and internalize them, some alignment between short and long term objectives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## 1.6 The commitment and support for the fulfillment of the objectives - The visibility of Executives walk-their-talk

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No visible Executive commitment nor support for the objectives</td>
<td>Few visible Executive commitment and support for the objectives</td>
<td>40</td>
</tr>
<tr>
<td>Some visible Executive commitment and support for the objectives</td>
<td>Executives document, communicate their commitment and support, and allocate resources for most of the company objectives</td>
<td></td>
</tr>
<tr>
<td>Executives document, communicate their commitment and support, and allocate resources for all of the company objectives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Scoring Criteria for “Capability” Attribute

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0 Know what need to do to achieve objective</td>
<td>Needed capabilities analysis is not done</td>
<td>250</td>
</tr>
<tr>
<td>2.1 The defining/understanding of the necessary/needed capabilities for achieving the objectives – know what need to be done</td>
<td>Few implementers involved in the identification and definition of some needed capabilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Some key implementers involved in the identification and definition of some needed capabilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Many key implementers involved in the identification and definition of many needed capabilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Most key implementers involved in the identification and definition of most needed capabilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>All key implementers involved in the identification, definition, and documentation of all needed capabilities</td>
<td></td>
</tr>
</tbody>
</table>
### 2.2 The identifying of current capabilities – know what is currently possible

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current competencies analysis is not done or most key implementer do not involved in the analysis</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Few implementers involved in the identification and definition of some current capabilities</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Some key implementers involved in the identification and definition of some current capabilities</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Many key implementers involved in the identification and definition of many current capabilities</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>Most key implementers involved in the identification and definition of most current capabilities</td>
<td>800</td>
<td>1100</td>
</tr>
<tr>
<td>All key implementers involved in the identification, definition, and documentation of all current capabilities</td>
<td>3000</td>
<td>4000</td>
</tr>
</tbody>
</table>

### 2.3 The defining/understanding of own core competencies – know your special abilities that enable and ensure your competitive advantages

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core competency analysis is not done or core competencies are unknown</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Few implementers involved in the analysis of few capability gaps</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Some key implementers involved in the analysis of some capability gaps</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Many key implementers involved in the analysis of many capability gaps</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>Most key implementers involved in the analysis and documentation of most capability gap areas</td>
<td>800</td>
<td>1100</td>
</tr>
<tr>
<td>All key implementers involved in the analysis and documentation of all capability gap areas</td>
<td>3000</td>
<td>4000</td>
</tr>
</tbody>
</table>

### 2.4 The identifying of the necessary capability gaps – know the additional things you need to have to complete your job

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capability gaps analysis is not done or almost nobody know about it</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Few key implementers involved in the analysis of few capability gaps areas</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Some key implementers involved in the analysis of some capability gaps areas</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Many key implementers involved in the analysis of many capability gaps areas</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>Most key implementers involved in the analysis and documentation of most capability gap areas</td>
<td>800</td>
<td>1100</td>
</tr>
<tr>
<td>All key implementers involved in the analysis and documentation of all capability gap areas</td>
<td>3000</td>
<td>4000</td>
</tr>
</tbody>
</table>

### 2.5 The establishment of a plan and the execution of it to fill the capability gaps – plan and execute it to get the additional needed capabilities

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>No capability gaps fulfillment plan exist or almost nobody know about it</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Capability gaps fulfillment plan exist for few areas, few new capabilities building happened</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Capability gaps fulfillment plan exist for some areas, some new capabilities building happened</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Capability gaps fulfillment plan exist for many areas, many new capabilities building happened</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>Capability gaps fulfillment plan exist for all areas, all new capabilities building happened, all people involved in their deployment</td>
<td>800</td>
<td>1100</td>
</tr>
</tbody>
</table>

### 2.6 The documentation and training to provide the necessary capabilities – ensure people have the skills and abilities to do their jobs

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nobody know about the new capabilities</td>
<td>20</td>
<td>30</td>
</tr>
<tr>
<td>Few documentation exist for the new capabilities, few people get training on it</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Some documentation exist for the new capabilities, some people get training on it</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Documentation exist for many of the new capabilities, capabilities training plan exist, many people who need to use them get training</td>
<td>400</td>
<td>500</td>
</tr>
<tr>
<td>Documentation exist for most of the new capabilities, capabilities training plan exist, most people who need to use them get training</td>
<td>800</td>
<td>1100</td>
</tr>
<tr>
<td>Documentation exist for all of the new capabilities, capabilities training plan exist, all people who need to use them get training</td>
<td>3000</td>
<td>4000</td>
</tr>
</tbody>
</table>

### Scoring Criteria for “Performance” Attribute

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max. Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.0 Do well in the capitalization of needed capabilities</td>
<td>0%</td>
<td>20%</td>
</tr>
<tr>
<td>3.1 The creation of a realizable, actionable plan to achieve the business objectives</td>
<td>No action plan exist</td>
<td>Action plan exist for few objectives</td>
</tr>
<tr>
<td>3.2 The use of the defined capabilities</td>
<td>No evidence that the defined capabilities are used or followed</td>
<td>Few of the defined capabilities are used or followed or few people used them</td>
</tr>
<tr>
<td>3.3 The effective and efficient management</td>
<td>Implementation project is a failure. It is</td>
<td>Implementation project is barely completed but</td>
</tr>
</tbody>
</table>

FEW: 1-2 items or less than 10% of the applicable population – SOME: 3-5 items, 10-30% of pop. – MANY: 6-10 items, 50-80% of pop. – MOST: 11-20 items, 70-80% of pop. – ALL: >20 items, >80% of population
<table>
<thead>
<tr>
<th>Attribute Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>of the capabilities implementation</td>
</tr>
<tr>
<td>very late, severe cost overrun, significant part of the scope is not delivered</td>
</tr>
<tr>
<td>missing the requirements for scope, schedule and resources by a wide-margin</td>
</tr>
<tr>
<td>many of the requirements for scope, schedule and resources are not met.</td>
</tr>
<tr>
<td>few of the requirements for scope, schedule and resources are not met.</td>
</tr>
<tr>
<td>the requirements for scope, schedule and resources are met. Some operational areas need to improve</td>
</tr>
<tr>
<td>the requirements for scope, schedule and resources are met. All productivity targets met</td>
</tr>
<tr>
<td>3.4 The leanness of the capabilities implementation</td>
</tr>
<tr>
<td>No focus on the “cleanness” of the capitalized capabilities</td>
</tr>
<tr>
<td>Cleanness analysis for few capabilities and few improvement actions were done</td>
</tr>
<tr>
<td>Cleanness analysis for some capabilities and some improvement actions were done</td>
</tr>
<tr>
<td>Cleanness analysis for most capabilities and many improvement actions were done</td>
</tr>
<tr>
<td>Cleanness analysis for all capabilities and all needed improvement actions were done</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>3.5 The innovative/creativity in use/leverage of best practices for optimal results</td>
</tr>
<tr>
<td>No evidence that innovative/creativity in use/leverage of best practices in any of the implementation projects</td>
</tr>
<tr>
<td>Innovative/creativity in use/leverage of best practices in few of the implementation projects</td>
</tr>
<tr>
<td>Innovative/creativity in use/leverage of best practices in some of the implementation projects</td>
</tr>
<tr>
<td>Innovative/creativity in use/leverage of best practices in many of the implementation projects</td>
</tr>
<tr>
<td>Innovative/creativity in use/leverage of best practices in all of the implementation projects</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>3.6 The leveraging of core competencies for competitive advantage</td>
</tr>
<tr>
<td>No evidence of the leveraging of core competencies for competitive advantage in any of the implementation projects</td>
</tr>
<tr>
<td>Core competencies for competitive advantage are leveraged in a few of the implementation projects</td>
</tr>
<tr>
<td>Core competencies for competitive advantage are leveraged in some of the implementation projects</td>
</tr>
<tr>
<td>Core competencies for competitive advantage are leveraged in many of the implementation projects</td>
</tr>
<tr>
<td>Core competencies for competitive advantage are leveraged in all of the implementation projects</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>3.7 The achievement of the desired objectives</td>
</tr>
<tr>
<td>No objective is met</td>
</tr>
<tr>
<td>Few objectives are met</td>
</tr>
<tr>
<td>Some objectives are met</td>
</tr>
<tr>
<td>Many objectives are met</td>
</tr>
<tr>
<td>Most objectives are met</td>
</tr>
<tr>
<td>All objectives are met</td>
</tr>
<tr>
<td>50</td>
</tr>
<tr>
<td>3.8 The achievement customer satisfaction</td>
</tr>
<tr>
<td>No customer satisfaction objective is met or there is no customer satisfaction objective</td>
</tr>
<tr>
<td>Few customer satisfaction objective are met</td>
</tr>
<tr>
<td>Some customer satisfaction objective are met</td>
</tr>
<tr>
<td>Many customer satisfaction objective are met</td>
</tr>
<tr>
<td>Most customer satisfaction objective are met</td>
</tr>
<tr>
<td>All customer satisfaction objective are met</td>
</tr>
<tr>
<td>50</td>
</tr>
<tr>
<td>3.9 The capturing, retaining, and improvement of the implementation knowledge</td>
</tr>
<tr>
<td>No evidence for the capturing, retaining, and improvement of the implementatio n knowledge</td>
</tr>
<tr>
<td>Few projects do the capturing, retaining, and improvement of the implementation knowledge</td>
</tr>
<tr>
<td>Some projects do the capturing, retaining, and improvement of the implementation knowledge</td>
</tr>
<tr>
<td>Many projects do the capturing, retaining, and improvement of the implementation knowledge</td>
</tr>
<tr>
<td>Most projects do the capturing, retaining, and improvement of the implementation knowledge</td>
</tr>
<tr>
<td>All projects do the capturing, retaining, and improvement of the implementation knowledge</td>
</tr>
<tr>
<td>20</td>
</tr>
<tr>
<td>3.10 Executive/Management review of the business objectives achievement</td>
</tr>
<tr>
<td>No evidence for the Executive/Management review of the business objectives achievement</td>
</tr>
<tr>
<td>Executive/Management review of the business objectives achievement happened for few projects</td>
</tr>
<tr>
<td>Executive/Management review of the business objectives achievement happened for some projects</td>
</tr>
<tr>
<td>Executive/Management review of the business objectives achievement happened many few projects</td>
</tr>
<tr>
<td>Executive/Management review of the business objectives achievement happened for all projects</td>
</tr>
<tr>
<td>60</td>
</tr>
</tbody>
</table>

FEW: 1-2 items or less than 10% of the applicable population – SOME: 3-5 items, 10- 30% of pop. – MANY: 6-10 items, 50-60% of pop. – MOST: 11-20 items, 70-80% of pop. – ALL: > 20 items, >80% of population

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEW: 1-2 items or less than 10% of the applicable population – SOME: 3-5 items, 10- 30% of pop. – MANY: 6-10 items, 50-60% of pop. – MOST: 11-20 items, 70-80% of pop. – ALL: &gt; 20 items, &gt;80% of population</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scoring Criteria for “Transparency” Attribute

<table>
<thead>
<tr>
<th>Attribute Description</th>
<th>Scoring Criteria</th>
<th>Max Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEW: 1-2 items or less than 10% of the applicable population – SOME: 3-5 items, 10- 30% of pop. – MANY: 6-10 items, 50-60% of pop. – MOST: 11-20 items, 70-80% of pop. – ALL: &gt; 20 items, &gt;80% of population</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Assessment is a valuable tool for any organization that wishes to perform well and to continuously improve. However, assessment is hard work, time consuming and costly; there are no quick and easy options; no ready and turn-key software solutions; and there are pitfalls and many 'common sense' best practices do not work as expected. The following practices can help you to have a successful assessment.
• Conduct the operational excellence assessment before trying to decide what capabilities need to be improved.

• Always orient the senior leaders/management and obtain their informed buy-in and commitment before starting the assessment.

• Use the appropriate level of thoroughness for the assessment according to the maturity of the assessed organization.

• Do the assessment on those projects/organizations that need it first.

• Keep the training focused on those who really need it first.

• Make the assessment process as streamlined and efficient as possible. To the possible extends, customize the assessment process, questionnaires, etc. to fir to the assessed organization.

• Use a single, integrated assessment team.

• Use surveys to complement face-to-face discussions.

• Keep the scores in perspective.

• Clearly define and communicate the steps that will lead to an improvement plan.

• Use expert help to ensure that the improvement plans are successful.

• During the assessment, always keep the organization informed and aware of what is going on.

• Plan to continue to run the assessment process periodically or when it is needed.

Company that successfully leveraged assessments for improving its operational excellence capability used the following guidelines:

• **Started with the Management team.** Ensure that all members of the management team are on the same page before making the “go” decision for the assessment. The preparation/orientation on the assessment for the Management team helps to clarify the company goals and expectations; and define their role and responsibilities for the assessment.

• **Develop an assessment plan.** The plan provides the critical roadmap required to coordinate all participants and activities. The assessment plan includes the preparation and the planning for the assessment, the
gathering and organizing of information into an assessment report/document, the evaluating of the organization, the feedback/report of the findings, and the recommendation for the improvements for the organization.

• **Ensure people buy-in.** Ensure the buy-in from all involved parties, from Executives to individual implementers. Getting buy-in is all about two-way communication. Engaged people in one-on-one and group dialogues to discuss how and why operational excellence is the logical foundation for the company success; and the first step in the journey towards that goal is to use the assessment to identify and address concerns/issues related to it.

• **Communicate.** It is important for the Management team to share/communicate to the organization for why the operational excellence status assessment is needed; what Executives desire to achieve; what are the expectations for staff involvement; what has been learned; and how the findings are going to be used. Communication gives meaning to the assessment activities that might otherwise be perceived by people in the company as wasted time and efforts, and unwanted diversions from their day-to-day tasks.

• **Involve staff.** Involve as many people as possible early in the operational excellence effort, starting with the assessment. People from all levels of the organization should be involved in one or more activities of the assessment cycle. Some staff members participate in developing the assessment document, some participate in conducting an internal review, all are informed on the findings, and most staff members are involved in using the assessment findings as a basis for improvement at the organization capability and individual task levels.

• **Build a capable assessment team.** Define assessment team member roles and responsibilities and develop a set of selection criteria to ensure the selection of a capable assessment team. Team members should be the capability/process owners or subject matter experts. People who are open to learning and to participate in the operational excellence effort also considered as good team players.

• **Provide training and develop internal expertise on operational excellence.** The key to long-term operational excellence success is to develop the internal interests and knowledge required to understand and utilize the assessment findings. Training on the operational excellence framework and the appropriate company capabilities; and the opportunities to participate in the operational excellence activities should be made available to all people in the company; especially the assessments and follow-on corrective/improvement action programs. This
will create a pool of internal expertise and experience on operational excellence that the company can leverage for its day to day operations.

- **Integrate assessment into strategic planning process.** The incorporation/integration of the operational excellence assessment findings as inputs into the strategic planning process can be a powerful tool for Executives to use to ensure the company success. The insight into the company strengths/weaknesses and improvement opportunities helps the company in the selection and prioritization of its efforts to achieve its vision, goals, and objectives.

**Summary**

We can achieve operational excellence for any of the types of work we do: engineering, planning, accounting, marketing, etc. The operational excellence framework and methodology can be applied to all the company operations to ensure the achievement of its business objectives. Operational excellence is the necessary requirement for success; once the company achieved its operational excellence objectives, at all levels throughout the company, from the organization level, to the team and to individual level; operational excellence will enable and drive the achievement of the desired objectives and set the foundation for sustaining success into the future.

“**Know from whence you came. If you know whence you came, there an absolutely no limitations to where you can go**” - James A. Baldwin.

Before the company can make any progress toward its operational excellence objectives, it must be very clear about its current operational status and its ability to progress toward the objectives. Assessment for operational excellence status is a tool for getting the necessary information and understanding about the current operational status, from which an effective implementation/deployment plan can be generated and applied for the company to move forward to its operational excellence objectives.

The weighted scoring method is applied to the five attributes of the operational excellence framework to provide the basis for the determining of the achievement level of operational excellence. Guidelines and practices for the conducting the assessment and the scoring of the findings are provided.

Operational excellence assessment findings and results should be incorporated into company strategic planning process to ensure the continuous improvement of its capabilities for success.