

An Evaluation of the TEN ESSENTIALS				
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Essential Factor	Does Not Meet Requirements	Meets Requirements	Exceeds Requirements	Comments
Essential #1: Effective Leadership				
1. Leaders at all levels are credible and competent	1	2	3	
2. Top management provides direction for the organization by establishing strategic plans and operating plans	1	2	3	
3. Leaders at all levels demonstrate concern for their people	1	2	3	
4. Basic work expectations have been defined and communicated to all people in the org.	1	2	3	
5. Leaders at all levels set the proper example	1	2	3	
Essential #2: Focus on People				
6. Everyone in the organization knows what is expected of them	1	2	3	
7. Employees are involved in decision making	1	2	3	
8. Routine performance feedback is provided for all employees	1	2	3	
9. ALL employees are treated with dignity and respect	1	2	3	
10. Teamwork is evident throughout the organization	1	2	3	
Essential #3: Serve the Customer				
11. Everyone in the organization knows their customer	1	2	3	
12. Customer requirements are known, defined and documented	1	2	3	
13. Customer service is a demonstrated priority by management	1	2	3	
14. Complaints from customers are documented and corrective action implemented	1	2	3	
15. We measure and communicate customer satisfaction	1	2	3	
Essential #4: Work to be Done				
16. We have a system for developing, issuing and controlling procedures	1	2	3	
17. Clearly written, up to date procedures are used as appropriate	1	2	3	
18. Every employee knows and understands "the work to be done"	1	2	3	

Essential Factor	Does Not Meet Requirements	Meets Requirements	Exceeds Requirements	Comments
19. People are trained in how to do the work	1	2	3	
20. Goals are established, deployed and results measured at all levels	1	2	3	
Essential #5: Comprehensive, Common Sense Quality System				
21. An up to date Quality Manual is used	1	2	3	
22. The quality system covers the entire organization	1	2	3	
23. We conduct routine internal audits and act on the results	1	2	3	
24. Top management periodically reviews the quality system and documents the review	1	2	3	
25. Quality is a demonstrated priority in decision making	1	2	3	
Essential #6: Practice Continual Improvement				
26. We have a systematic approach to continual improvement	1	2	3	
27. We make fact-based decisions	1	2	3	
28. Appropriate tools of continual improvement are utilized	1	2	3	
29. Results indicate effective continual improvement	1	2	3	
30. A documented corrective action system is used	1	2	3	
Essential #7: Eliminate Waste				
31. The major categories/causes of waste are known	1	2	3	
32. We know the actual cost of waste in our organization	1	2	3	
33. Employees are involved in reducing/eliminating waste	1	2	3	
34. Our focus is on eliminating the causes or sources of waste	1	2	3	
35. Top management periodically reviews waste reduction results	1	2	3	
Essential #8: Develop Resources				
36. A comprehensive training needs analysis and required competencies evaluation has been conducted within the past 2 years	1	2	3	
37. A training plan exists and is used for each job in the organization	1	2	3	

Essential Factor	Does Not Meet Requirements	Meets Requirements	Exceeds Requirements	Comments
38. Appropriate training is completed when new processes, products, procedures or equipment are introduced	1	2	3	
39. Every employee is periodically reviewed to identify training or development needs	1	2	3	
40. Periodic resource, work environment and infrastructure reviews are done and documented to include facilities, equipment, utilities, support systems, budgets and personnel	1	2	3	
Essential #9: Measure Results				
41. Quality, customer satisfaction productivity, safety and environmental results are measured and reported to top management	1	2	3	
42. Profit and loss results are measured and reported to appropriate levels in the organization	1	2	3	
43. Employee results are measured quantitatively	1	2	3	
44. Waste reduction measurements are utilized	1	2	3	
45. Employee satisfaction is periodically measured and communicated	1	2	3	
Essential #10: Use Technology				
46. We research technology applications for our business	1	2	3	
47. Employees understand processes before depending on technology	1	2	3	
48. Up to date equipment and/or processes are utilized	1	2	3	
49. Employees are learning new applications for technology and software	1	2	3	
50. We use technology for work simplification	1	2	3	
Total Score:				TOTAL:
Interpreting the Results:	>130 great shape, focus on continual improvement			
	95-129 you need some work			
	80-94 you need a comprehensive improvement process			
	<80 you're in real trouble			
NOTE: if any of the 10 essentials is <7, it needs work now!				