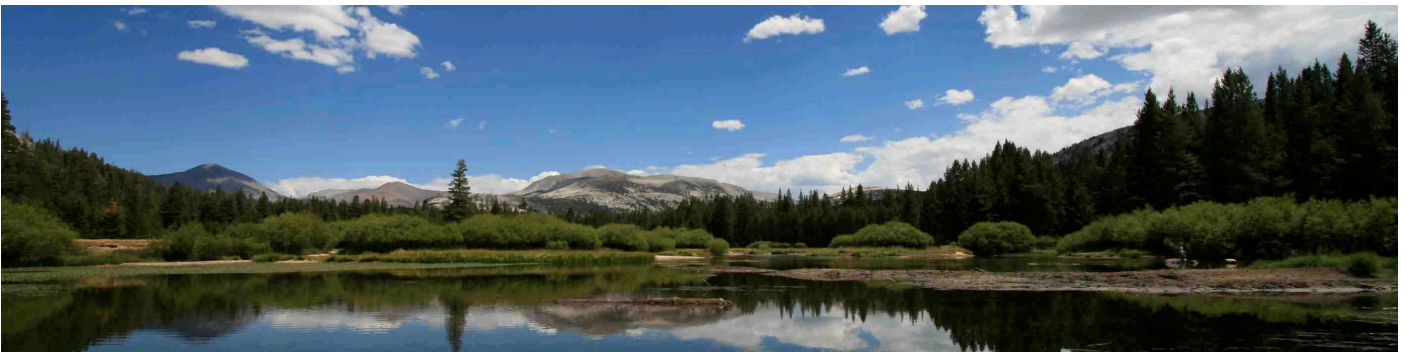


<<<< Name >>>>

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# LEADERSHIP PRACTICES ASSESSMENT



A STRATEGIC LOOK AT THE CONWAY MODEL IN ACTION.

<<<< Name >>>>

<<< date >>>

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## Leadership Practices Assessment

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The whole MGA-Conway team thanks you for taking the Leadership Practices Assessment. We do hope that this report will be valuable for yourself, your team and your organization.

Company: <<<company>>>  
Department: NAME HERE  
Name: <<<< Name >>>>  
Date of assessment: <<< date >>>

### Part I - Introduction

#### Purpose

The Leadership Practices Assessment report in your hands has the following purpose:

1. to assess yourself in demonstrating, in your team, in your department or in your organization, the best practices of leaders in the Conway system. (See end of the report for more details).
2. to provide leaders insights on the current situation of their team, department or organization, compared to what is expected of them in the Conway system.

#### Scope

The scope of this report can be seen at three different levels:

1. Team: you and the people you directly lead and manage
2. Department: you and the team you lead and manage within one same entity of the organization
3. Organization: you and the whole company.

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## Methodology for using this report

To derive the maximum benefit from this report it is recommended that the owner undertakes a careful and thorough study. As you go through the report we suggest that you are prepared to stop frequently to give proper time to reflect on the results. Make notes and evaluate if the findings are in line with your views on the current situation in your area of operation. If they are substantially different, try to understand what this can mean for you and your team and, if necessary what corrective actions you can take.

## Limitations and liabilities

We do recommend that the owner of this report keeps in mind the following points:

1. This report is based on 40 specific questions related to the following topics of managers working in the Conway system:
  - a. Strategy
  - b. Leadership
  - c. Work Processes
  - d. Customers
  - e. Human Relations
  - f. Variation
  - g. Waste
2. This report is based upon your responses to the questions relating to the Conway system. As such the interpretation of these results and any actions taken as a result thereof are solely at your responsibility.
3. MGA-Conway cannot, in any case, being taken responsible for any management or leadership decision and action being made, and being based on this report. The owner of this report remains fully responsible and accountable for any decision or action taken.
4. MGA-Conway guarantee total confidentiality regarding the contents of this report. Details will not be shared with others without the consent of the recipient.

## Scale

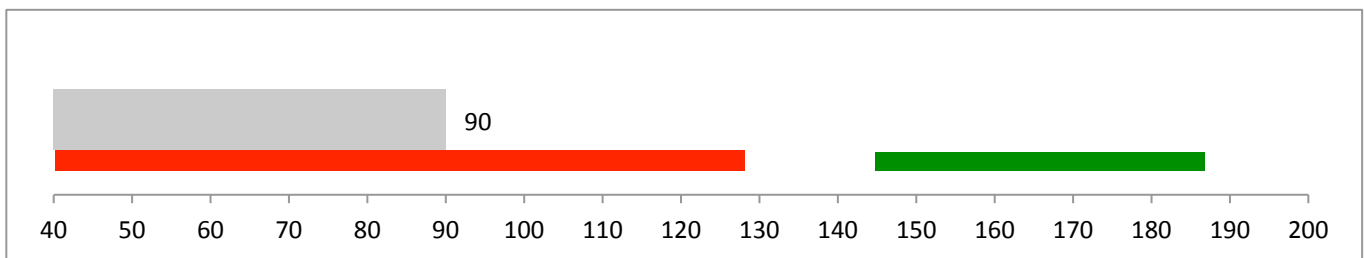
As a reminder the following scale was used in the questionnaire:

1. Not at all true
2. Seldom true
3. Somewhat true
4. Mostly true
5. Very true

## Part II – Global analysis of your score

### Your scores

The 40 questions are rated from 1 to 5 points. Therefore, your global score can range from 40 (minimum) to 200 (maximum).



### Comparing your score with global expectations.

From global expectations and based on our own decades of experience, we can predict what the expected score is for an organization practicing the actions of a leader in the Conway system. We can affirm that 200 remains the ultimate target. Nevertheless, we do observe that:

1. organizations not working in the Conway system usually score between 40 and 129 – **red range** on the scale.
2. organizations working in the Conway system usually score between 143 and 187 – **green range** on the scale.

This comparison provides you with a global benchmark.

### What are the benefits of being in the green range? Among others:

1. Everyone is well aligned regarding the Vision, mission and Values of the organization.
2. Leaders demonstrate the expected behaviors according to the organization's objectives and the development needs of its collaborators.
3. Work processes deliver maximum added value for clients.
4. Clients and suppliers are involved in our improvement projects and thus form a fundamental part of our Continuous Improvement efforts.
5. The dynamic relationships between collaborators positively influence the organization's systems.
6. The organization changes when variations appear in processes and in material and intellectual results being delivered.
7. The organization is always focused on comparing itself to perfection. This means that it is always striving to improve and thus provides itself with real competitive advantage.

Reflection

How is your global score comparing it to organizations *not working* in the Conway system?

How is your global score comparing it to organizations *working* in the Conway system?

According to your global score, what are the first conclusions you may draw?

## Part III – Detailed analysis of your score

### Preliminary note:

The detailed results are also benchmarked against 2 ranges: the observed range (yellow) and the expected range (blue).

More on the observed range:



The **observed** range is an average range of scores from organizations not working with the Conway system. Those scores are generated according to many years of observation.

More on the expected range:



The **expected** range is an average range of scores from organizations working with the Conway system. Those scores are generated according to many years of observation of how organizations deal with the different concepts of the Conway system and their associated results.

The next pages provide detailed results for the following topics:

- o Strategy
- o Leadership
- o Work Processes
- o Customers
- o Human Relations
- o Variation
- o Waste

**Strategy**

On Strategy, there are 7 questions. These are:

*I bring about alignment, common purpose through Mission/Vision, Vital Few and involvement of people*

*I spend over 40% of time on continuous improvement*

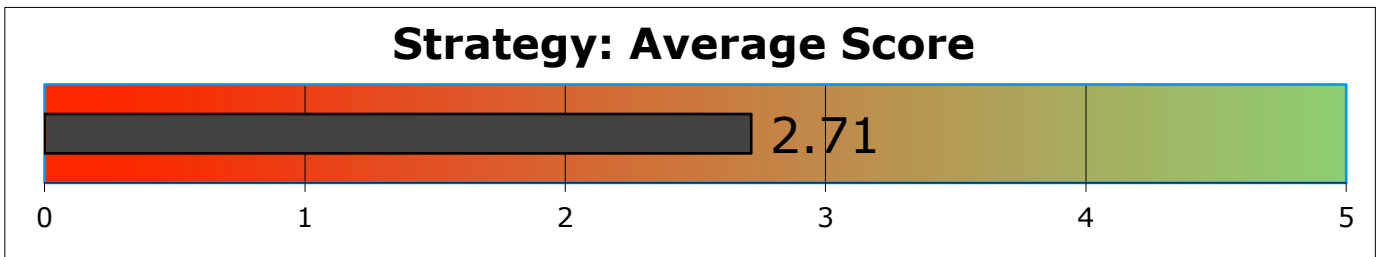
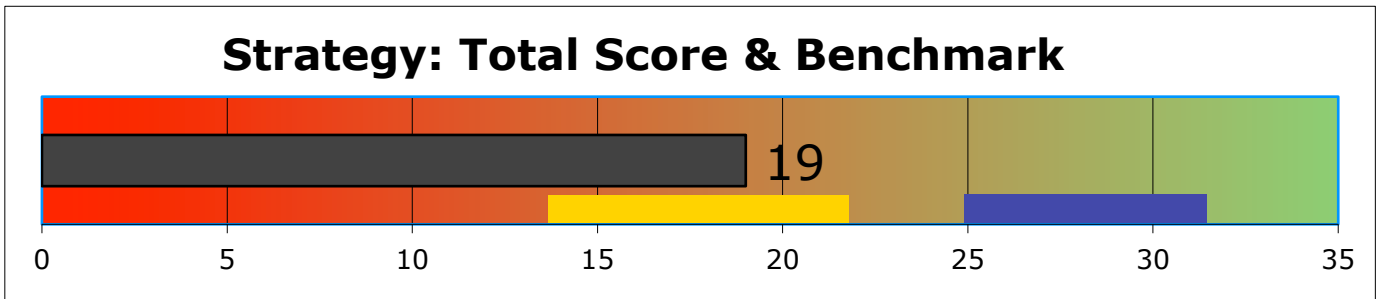
*I innovate, create, use technology and capital when regular continuous process improvement is insufficient*

*I articulate the Mission & Vision: explain why we are doing it*

*I balance long and short term goals*

*I provide resources for education and training*

*I institutionalize continuous improvement*



Comments

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**Leadership**

On Leadership, there are 6 questions. These are:

*I lead and do a major waste reduction/continuous improvement project*

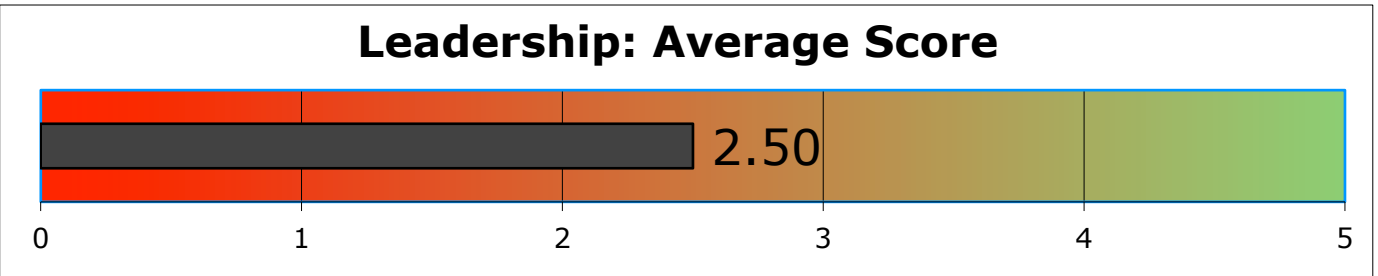
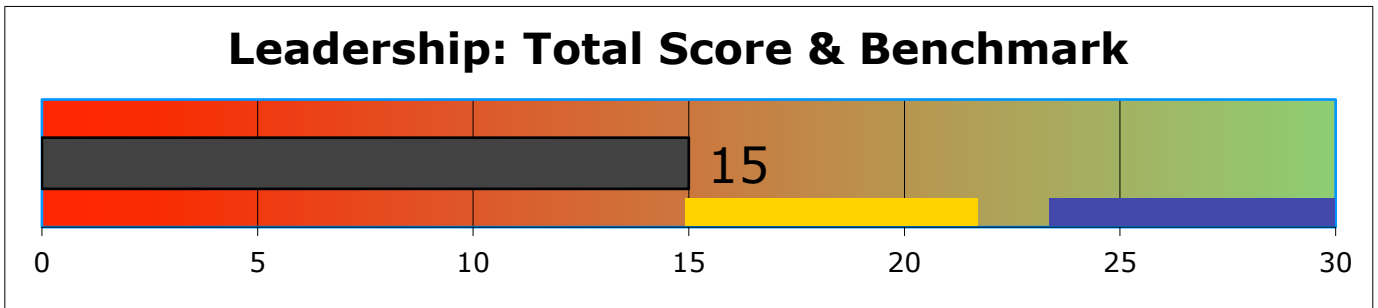
*I see that performance reviews/appraisals focus on improvement*

*I recognize/reward/promote desired behavior (continuous improvement)*

*I create a Continuous Improvement System*

*I develop leadership in others/get them to lead*

*I empower people regularly and provide education and training to help them succeed*



Comments

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**Work Processes**

On Work Process and Work Processes, there are 5 questions. These are:

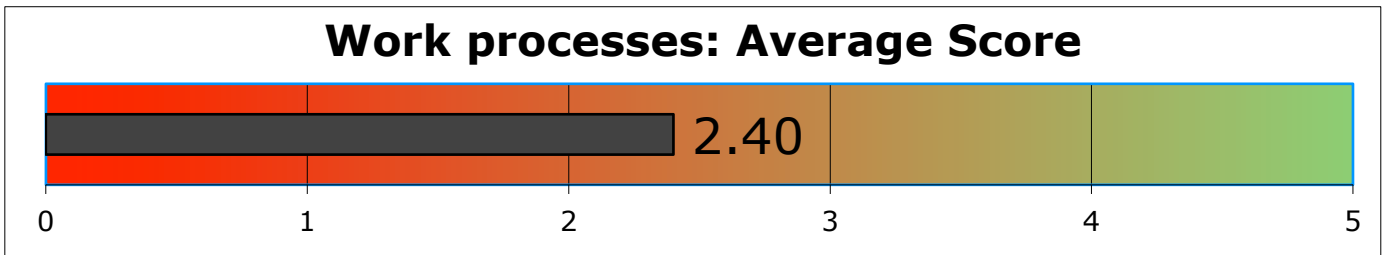
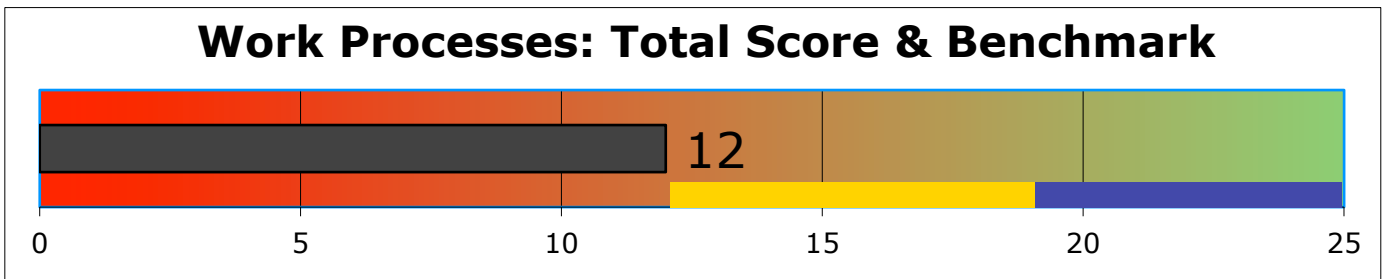
*I identify/change policies/procedures/practices not consistent with continuous improvement*

*I promote improvement of processes and importance of teamwork*

*I review Quality Measurements monthly*

*I identify major processes which require improvement and assign "owner"*

*I understand variation, interpret the information and use it*



**Comments**

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**Customers**

On Customers, there are 5 questions. These are:

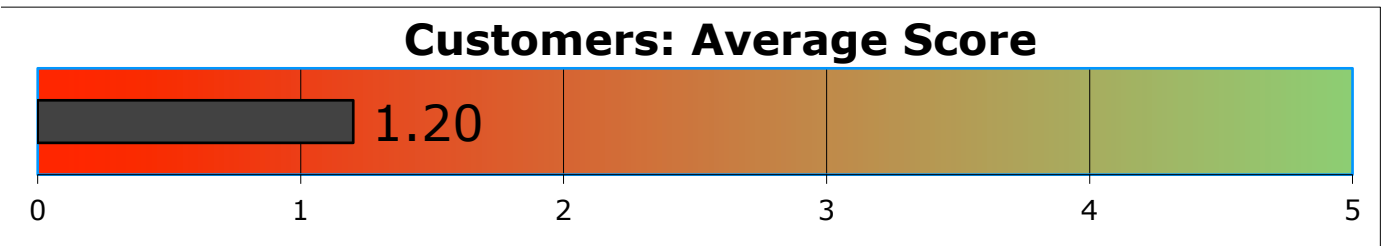
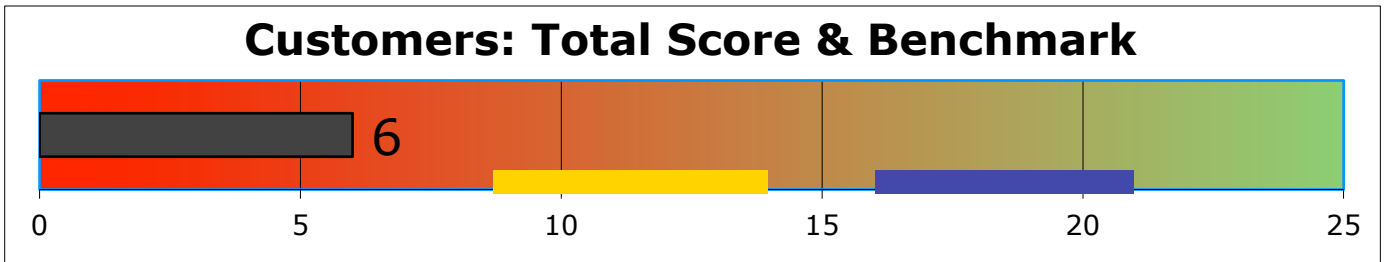
*I stay close to customers: are we meeting their requirements? - annual customer surveys*

*I integrate clients in our internal processes that concerns them*

*I identify reasons for failing in selling to clients*

*I initiate improvements following identification of reasons for failing in sales*

*I maximize benefits for clients and profit margin in our proposals*



**Comments**

[Empty dashed box for comments]

**Human Relations**

On Human Relations, there are 6 questions. These are:

*I give, accept and encourage amnesty so people feel it is in their interest to surface waste*

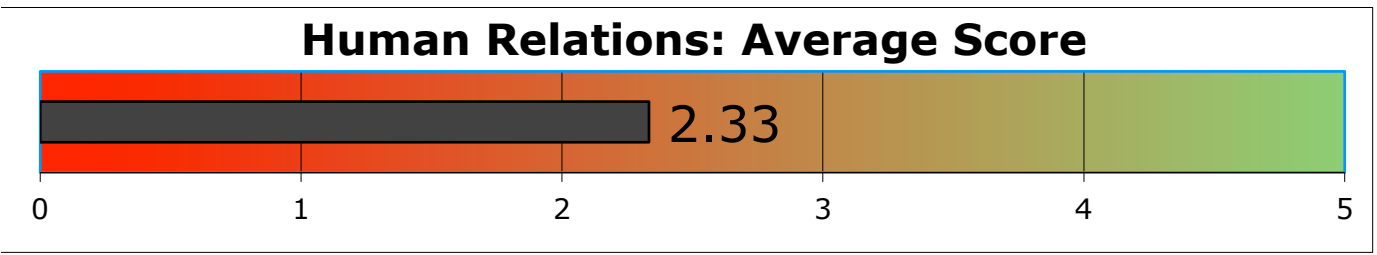
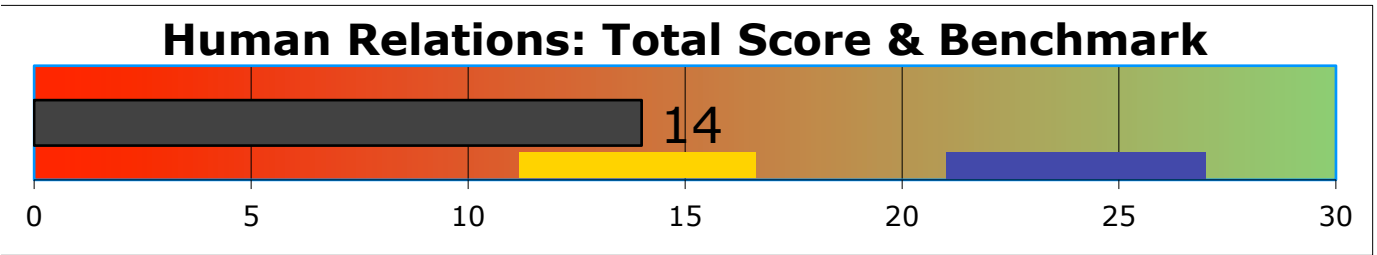
*I promote the constant education/training of self and others*

*I use, encourage questioning attitude - why five times, who, what, when, where*

*I frequently visits plants, offices asking about projects and what I can do to help*

*I promote that everyone, including new hires, knows that continuous improvement is the job*

*I integrate continuous improvement in the performance management system at all levels*



Comments

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**Variation**

On Variation, there are 5 questions. These are:

*I spread Imagineering concept and practice: now vs. perfection*

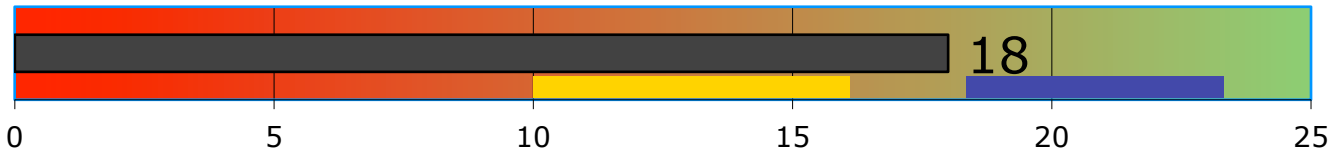
*I understand/explain value added work*

*I use precise problem solving methods to reduce the gap between current situation and expectations*

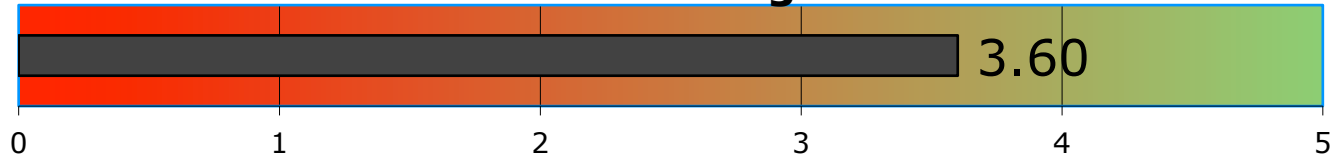
*I regularly review goals and expectations in order to identify areas of improvement*

*I benchmark processes according to industry standards or competitors performance*

**Variation: Total Score & Benchmark**



**Variation: Average Score**



**Comments**

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**Waste**

On Waste, there are 6 questions. These are:

*I help people find waste and quantify it*

*I work with suppliers to get rid of waste in the true spirit of the customer/supplier relationship*

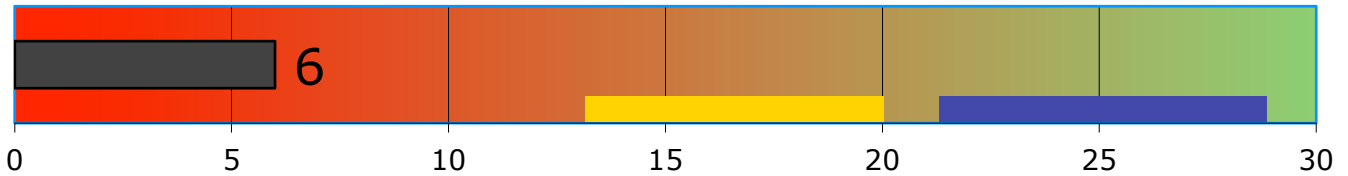
*I use and require use of charting techniques to find waste, get rid of it, keep it gone*

*I am intolerant of waste; get others to be also*

*I help people get rid of waste and keep it gone*

*I identify waste generated by clients*

**Waste: Total Score & Benchmark**



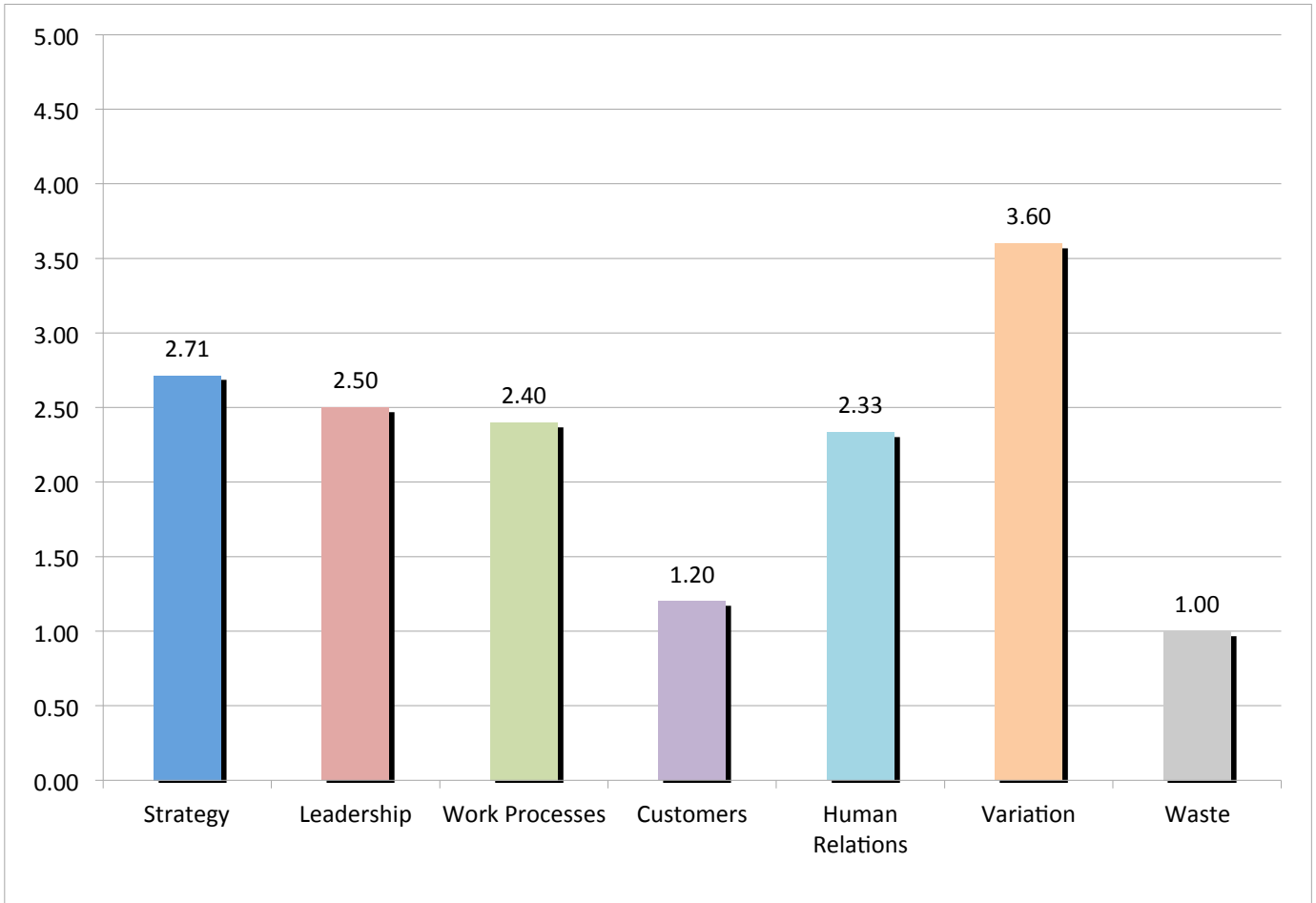
**Waste: Average Score**



Comments

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## Part IV - All scores in a snapshot



### Analysis:

**Part V – Raw scores per question****Strategy**

I bring about alignment, common purpose through Mission/Vision, Vital Few and involvement of people	4
I spend over 40% of time on continuous improvement	3
I innovate, create, use technology and capital when regular continuous process improvement is insufficient	1
I articulate the Mission & Vision: explain why we are doing it	2
I balance long and short term goals	3
I provide resources for education and training	3
I institutionalize continuous improvement	3
	Average: 2,71
	Standard Deviation: 0,95

**Leadership**

I lead and do a major waste reduction/continuous improvement project	2
I see that performance reviews/appraisals focus on improvement	2
I recognize/reward/promote desired behavior (continuous improvement)	3
I create a Continuous Improvement System	4
I develop leadership in others/get them to lead	3
I empower people regularly and provide education and training to help them succeed	1
	Average: 2,50
	Standard Deviation: 1,05

**Work Processes**

I identify/change policies/procedures/practices not consistent with continuous improvement	4
I promote improvement of processes and importance of teamwork	4
I review Quality Measurements monthly	1
I identify major processes which require improvement and assign "owner"	2
I understand variation, interpret the information and use it	1
	Average: 2,40
	Standard Deviation: 1,52

**Customers**

I stay close to customers: are we meeting their requirements? - annual customer surveys	1
I integrate clients in our internal processes that concerns them	2
I identify reasons for failling in selling to clients	1
I initiate improvements following identification of reasons for failling in sales	1
I maximize benefits for clients and profit marging in our proposals	1
	Average: 1,20
	Standard Deviation: 0,45



**Part V – Raw scores per question (following)****Human Relations**

I give, accept and encourage amnesty so people feel it is in their interest to surface waste	1
I promote the constant education/training of self and others	4
I use, encourage questioning attitude - why five times, who, what, when, where	1
I frequently visits plants, offices asking about projects and what I can do to help	4
I promote that everyone, including new hires, knows that continuous improvement is the job	1
I integrate continuous improvement in the performance management system at all levels	3
	Average: 2,33
	Standard Deviation: 1,51

**Variation**

I spread Imagineering concept and practice: now vs. perfection	4
I understand/explain value added work	4
I use precise problem solving methods to reduce the gap between current situation and expectations	2
I regularly review goals and expectations in order to identify areas of improvement	4
I benchmark processes according to industry standards or competitors performance	4
	Average: 3,60
	Standard Deviation: 0,89

**Waste**

I help people find waste and quantify it	1
I work with suppliers to get rid of waste in the true spirit of the customer/supplier relationship	1
I use and require use of charting techniques to find waste, get rid of it, keep it gone	1
I am intolerant of waste; get others to be also	1
I help people get rid of waste and keep it gone	1
I identify waste generated by clients	1
	Average: 1,00
	Standard Deviation: 0,00

The standard deviation represents the consistency of your answers related to one specific topic (Strategy, Leadership,...).

If the standard deviation score is below 1,0 for one specific topic, it can be considered that all answers related to that topic are consistent, meaning in other word, all going in the same direction.

If the standard deviation score is above 1,0 for one specific topic, it can be considered that your score for this topic is made of very different views according to the different questions. Your average is then made of widely spread views related to each question of the same topic. Therefore, it is recommended that you look carefully at all answers separately.

## Part VI – Recommendations

Since these recommendations are not detailed but rather global ideas, we urge that these are discussed one-to-one with our consultant. More details on what they mean and how to successfully implement them will be provided.

**Since you score low on Strategy you may consider the following recommendations.**

- > Establish a clear company charter defining the strategy related to Process Improvement
- > Include continuous improvement in all activities
- > Demonstrate how the Vision, Mission and Values are related to everyday activities

**Since you score low on Leadership, you may consider the following recommendations.**

- > Develop specific plans for reaching the mission of our organization, department or team, including associated budgets
- > Collaborate closely with HR to ensure staff are trained and rewarded for being competent and doing good work
- > Review the organization chart in order to assure that the structure is adapted to your objectives.
- > Develop specific problem solving methods that become common practice.
- > Make your key performance indicators are aligned with your objectives and help you take the right decisions.
- > Develop clear reporting systems to management.
- > Develop a clear vision.
- > Align functions in order to ensure everyone is working in the same global objectives.
- > Install key performance indicators showing improvements in your results.
- > Be prepared to lead change pro-actively.
- > Support project teams and informal networks of communication.

**Since you score low on Work Processes, you may consider the following recommendations.**

- > Search for improvement opportunities and decide what to work on.
- > Study the way you currently do the work.
- > Initiate projects teams for work process improvements.
- > Analyze the causes of deviation from the objectives.
- > Predict and study the effects and impacts of any change being implemented.

**Since you score low on Customers, you may consider the following recommendations.**

- > Take time to establish relationship with your customer and understand clearly their needs and how you can meet them.
- > Understand the quality level that your customers are expecting from your products and services.

- > Communicate regularly your performance standards to your customers.
- > Ask regularly your customers how well you serve them.
- > Use the feedback from customers to initiate performance improvements.
- > Ensure all activities are aligned with meeting our external customer needs.

**Since you score low on Human Relations, you may consider the following recommendations.**

On an organizational level:

- > Implement a comprehensive performance management system that focuses on improvement of the work and work processes and so helps individuals to better perform and obtain job
- > Define clearly the reward and recognition systems in your performance management system.
- > Establish a clear process for recruiting, promoting and training.

On an individual level:

- > Define clearly the expected behaviors, based on your values.
- > Treat people the way you would like to be treated.
- > Implement a comprehensive and useful leadership model.
- > Question the system instead of blaming people.
  
- > Communicate the “What’s In It For Me” to share information and participate in the system.
- > Make clear how all levels contribute to your mission.
  
- > Educate people to develop the understanding that it is in their interest to work the new way.

**Since you score low on Variation, you may consider the following recommendations.**

- > Measure the overall level and the amount of variation.
- > Identify and rank the causes of why it is different from what we want.
- > Determine whether variation is due to special causes or common causes.
  
- > Eliminate special causes first. Reduce common causes by changing and improving the work.
- > Use process improvement to reduce the causes.

**Since you score low on Waste, you may consider the following recommendations.**

- > Identify the categories of work generating waste among the following:
  - > Work that adds value for the customer
  - > Work necessary to achieve your objectives
  - > Work that could be avoided
  - > Work producing no results.

## Part VII – Action plan

Please use this part for detailing your specific actions.

Who (Accountable)	What (Action)	When (Deadline)	Why (Contribution)	How (Indicator)

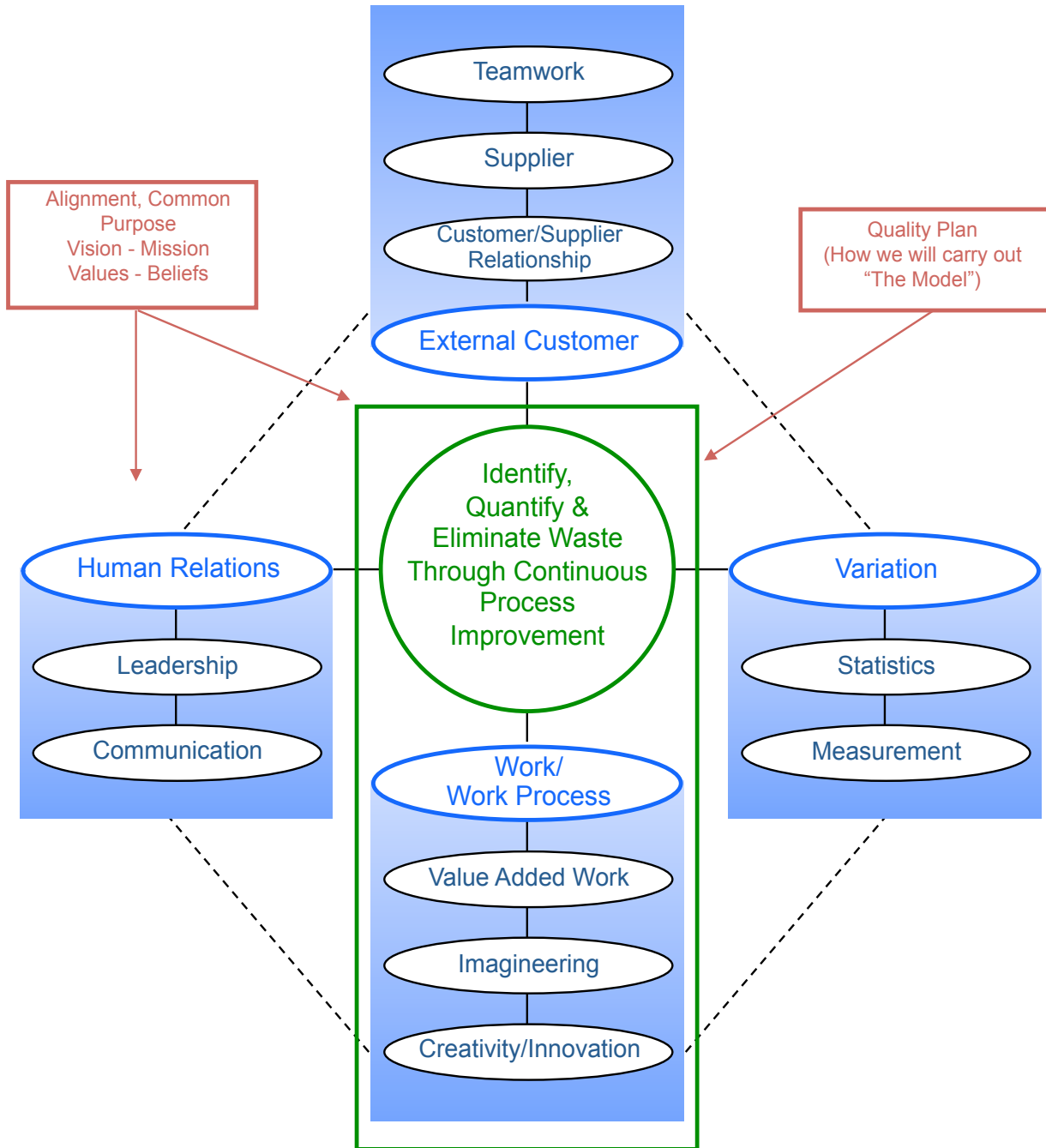
Please use this part for notes related to your specific actions.

**Note:**

We recommend you detach this page from your LPA report to keep your action plan permanently in front of you

# Part VIII – Enclosures

## The Conway model

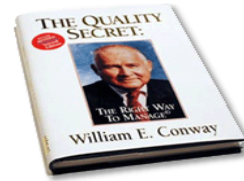


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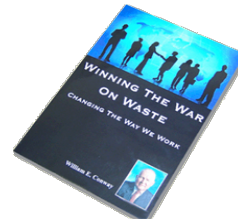
Resources and further readings

Books

The Quality Secret  
William E. Conway  
ISBN 0-9631464-0-8



Winning the War on Waste  
William E. Conway  
ISBN 0-96311464-2-4



Websites

[www.mgaeurope.com](http://www.mgaeurope.com)  
[www.conwaymanagement.com](http://www.conwaymanagement.com)

Contacts

MGA Conway (UK based)  
Mike Gallimore  
5 Fortunes Field  
Broad Hinton  
Swindon  
Wiltshire  
SN4 9PW  
[mikegall@mikegall.demon.co.uk](mailto:mikegall@mikegall.demon.co.uk)  
00 44 (0)78 5037 7019

MGA Conway (Belgium based)  
Guy Vandenberghe  
Rue du Try 166  
B-1421 Ophain  
[www.mgaeurope.com](http://www.mgaeurope.com)  
[guy.vandenberghe@mgaeurope.com](mailto:guy.vandenberghe@mgaeurope.com)  
00 32 (0)496 21 23 43