

DOES MY  
**FACTORY**  
NEED  
FIXING?

**A SELF-ASSESSMENT**

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Information from this self-assessment can be used to gain insight into your factory processes and competencies.

All manufacturing companies need fixing to one degree or another, and it starts by taking stock of the current situation. I've compiled a list of 20 questions to spur your thought process. This is not a scientific, numerically precise, calibrated assessment. Rather, it is intended to help you reflect and uncover the degree to which your factory may need tuning up. I recommend that you respond to each statement yourself, and then provide a copy of the questionnaire to your team and have them complete it. Review the results together as a leadership team. It should help you arrive at insights about your areas of strength, as well as those areas that may need attention.

- 1) The company produces consistent, predictable, positive financial results.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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- 2) Managing the company feels stable (not chaotic).

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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- 3) Our customers feel that we serve them well.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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- 4) Our employees are engaged, and they come to work for much more than a paycheck.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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- 5) The entire organization is focused on the critical few initiatives that will move the needle.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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- 6) The company generates financial results that satisfy ownership and allows for adequate reinvestment in the business.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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- 7) We can hire and retain the workforce that we need today and for the future.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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8) The workplace is safe and clean, and we take pride in keeping it that way.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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9) Our equipment is reliable and maintained well.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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10) The supply base is aligned with our needs and they serve us well.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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11) We have appropriate inventory levels that are well organized and controlled.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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12) We do a good job of aligning the sales forecast with the operations and financial plan.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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13) We have good data and metrics to run the business.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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14) We are effective at implementing the company strategy.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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15) Everyone in the company knows our values, and we live by them.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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16) We have effective meetings.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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17) All employees know the company strategy and their role in implementing it.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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18) Continual change and improvement is normal and we're good at it.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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19) Our employees feel that they have a voice and they feel respected.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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20) The changes that we implement stick and generate positive results.

<b>Strongly Disagree</b> Score 1	<b>Disagree</b> Score 2	<b>Neutral</b> Score 3	<b>Agree</b> Score 4	<b>Strongly Agree</b> Score 5
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The maximum score on this self-assessment is 100. How did your company fare?

My guess is that you didn't get fives across the board. I know that I've never seen a manufacturer that can answer all of these with an honest five.

If you scored 75 or better, you likely have a factory that is healthy but in need of improvement in a couple of areas.

A score of 50 to 75 is a fragile factory that may be tipping towards unhealthy.

A score of 50 or less is an indication that the factory is struggling, and aggressive intervention may be appropriate.

If you'd like to discuss your factory's score and what it means for you, feel free to contact me at [rob@robtracy.net](mailto:rob@robtracy.net).

**A copy of this self-assessment can be found on my web site at [robtracy.net/resources](http://robtracy.net/resources).**