

ALL PROGRAM AWARDS - Judging Criteria

Company Name				Judges enter scores (1,3 or 9) in this column	Best Improvement Programme (18 months +)	Best Start-up Programme
		L1	L2	L3	Score	
		Score 1 point	Score 3 points	Score 9 points		
Results					10%	10%
Results	Lack of clear evidence of results. Little before and after data.		Clear evidence of business improvement results, backed up with before and after data.			
Direction Setting and Portfolio Management					30%	30%
Vision	Short term vision, lacking alignment to corporate goals; little communication and awareness		Clearly defined and communicated vision aligned to corporate goals			
Strategy	Lack of defined strategy; gaps between strategy and execution evident		Well structured strategy demonstrating SMART principles (Specific Measurable Action-oriented Realistic Time-based)			
Project selection and alignment	Projects are selected on an ad hoc basis		Projects are selected in line with business objectives			
Diversity of projects	Projects limited to a few operational departments with limited evidence of diverse objectives		Spread of projects evident throughout all business functions; covering a broad range of objectives (e.g. cost cutting, revenue growth, customer satisfaction, improved cycle time, etc.)			
Innovation	Copy of deployment approach from similar types of historical deployments against businesses of same generic type / sector		Deployment matched and planned to fit business landscape with innovative and differential approaches than those typically seen before			
Delivering the Benefits					30%	30%
KPIs/Metrics	Little business awareness and definition of KPIs. KPIs difficult to measure.		Clearly defined, well communicated and measurable KPIs that encourage best practice. Clear ownership of KPIs throughout the business.			
Plan, Do, Review against metrics	Adhoc PDR frequency and approach to delivery against the programme delivery metrics		Regular and documented approach to delivery against published and monitored programme delivery metrics			
Toll gate	Adhoc and random usage of tollgate review against the defined and declared improvement methodology(s) in the programme framework		Comprehensive, planned and regular usage of tollgate review against the defined and declared improvement methodology(s) in the programme framework			
Scheduling and resource management	Limited amount of resources and little evidence of forward planning for projects		Water tight scheduling with appropriate resource allocated for every project, with good examples of resource sharing			
Training programme	Limited training programme with little evidence of personnel development.		Excellent quality and breadth of formalised training programme. Clear evidence of continuous staff development.			
Tool usage	Limited variety and flexibility of tool usage		Wide variety of tools deployed innovatively to fit specific problems with impressive results			
Creating the environment for change					30%	30%
Leadership Team	Lack of top and middle level leadership and vision shown		Clear, proactive leadership demonstrated throughout management hierarchy			
Champion influence and engagement	Deployment leader (s) achieves little engagement with senior management team and wider workforce		Deployment leader has influenced both improvement team and wider work force to accept a process lead environment and is managing the resultant change accordingly			
Communication of strategy	Little formalised communication of strategy		Strong communication strategy evidenced by internal marketing and high levels of employee engagement			
Critical mass	Low levels of engagement, penetration and commitment.		High levels of engagement, penetration and commitment spread throughout the entire organisation			
Sustainability	Little evidence of long-term programme sustainability		Clearly formalised programme with good evidence it can be sustained for the future			

ALL PROJECT AWARDS - Judging Criteria

Company Name		Project Name			Enter your scores (1,3 or 9) in this column	Best Process Improvement Project - Service & Transaction AND Manufacturing	Best Fast Track Project	Best DFSS Project	Best Project Contributing to Innovation	Best Operational Excellence Project in Financial Services
		L1	L2	L3						
		Score 1 point	Score 3 points	Score 9 points						
Business Impact						40%	20%	40%	25%	40%
Impact of this project on organisation	Project had a modest business impact and was an isolated success with no broader impact on the organisation		Project had a major business impact and caused a major shift in practice or thinking							
Customer impact	Customer not clearly defined. Little customer engagement.		Customer clearly defined (internal and/or external). Project had a major impact resulting in greatly increased customer satisfaction							
Employee engagement and commitment	Little employee engagement and commitment		Project demonstrates active employee engagement (full description and examples required)							
Link to the overall business strategy	Isolated project - not linked to overall business strategy. Just a problem solving tool		Project is a major strategic enabler for the company. Key component of business strategy. Project selected in line with key business objectives							
Sustainability	Project benefits have not been sustained		Project benefits completely embedded in the company							
Replication	One-off project with no leverageability		Project extensively replicated across the company							
Project Execution						40%	40%	30%	25%	40%
Understanding the problem: problem statement, Customer CTQs, process map, project charter	Some use of simple tools, some deliverables		Exemplary and comprehensive use of the tools- all deliverables							
Understanding the existing process: measurement system analysis, historic data, cost of quality, process capability, improvement capability	Some use of simple tools, some deliverables		Exemplary and comprehensive use of the tools- all deliverables							
Identifying the causes: causes identified, prioritised & verified	Some use of simple tools, some deliverables		Exemplary and comprehensive use of the tools- all deliverables							
Implementing the solution: implemented solutions, revised process map, new performance level	Some use of simple tools, some deliverables		Exemplary and comprehensive use of the tools- all deliverables							
Maintaining the benefit: control plan, > 3 months data, financial goals met, summary of key findings	Some use of simple tools, some deliverables		Exemplary and comprehensive use of the tools- all deliverables							
Innovation						20%	40%	30%	50%	20%
Innovative choice of project	Standard projects only		Rigorous and highly innovative project selection process demonstrated (backed up by solid examples)							
Innovative application of process improvement tools	Standard use of tools		Highly original use of the tools (detailed examples provided)							
Innovative solution developed	Standard solution developed		Highly original solution developed							

MASTER BLACK BELT OF THE YEAR AWARD - Judging Criteria

Company Name	Individual's Name & Job Title			Enter your scores (1,3 or 9) in this column	MBB
	L1	L2	L3	Score	
	Score 1 point	Score 3 points	Score 9 points		
Personal Attributes and Skills					50%
Leadership	Little evidence of any leadership skills; employee buy-in low		Demonstrates impressive leadership skills backed up by staff morale, performance and motivation for the deployment		
Teaching ability	Little evidence of any structured teaching process and presence as a trainer		Clear evidence of a structured and effective teaching programme; evidence provided (video/written testimonials) that demonstrate strong and engaging teaching style		
Coaching ability	Lack of evidence of consistent coaching following initial training		Good, as demonstrated by consistent improvement/development of staff skills and ability		
Project/portfolio management	Chooses projects on an ad hoc basis; little evidence of strategic alignment or portfolio progression		Clear direction of portfolio and alignment of project/programme with corporate goals; long-term plan in place and evidence that projects are on track and fulfilled		
Application of the tools	Limited variety and inappropriate use of tools		Appropriate, flexible and solution-driven use of tools		
Personal commitment	Unconvincing evidence of interest, drive or commitment		Clear indication of going above and beyond the call of duty; genuinely passionate		
Strategic input	Limited communication with management and involvement in strategy		Regularly in communication with, and influencing, upper management to contribute to organisation's strategy; actively implementing strategy throughout business		
Vision	Poor demonstration and communication of vision		Always inspires and leads people towards a clear goal		
Work-related personal achievements and accreditations	Limited additional achievements		Excellent variety; breadth of experience; proactive contribution towards personal development; contribution to community		
Business Impact					30%
Impact of recent projects	Results not realised; little impact on business		Significant evidence of high impact results matching project goals		
Portfolio of BB projects	Limited scope; limited delivery of corporate goals		Shows broad range of successful BB projects that deliver on corporate strategy		
Your unique contributions to the deployment	Solid MBB performer in a well established deployment		Pioneer; thought leader; personally developed and demonstrated initiatives with a substantial impact on either business results or cultural change		
Supporting Evidence - please provide your CV and contact details for referees (both character and observer)					20%
Character reference	Unconvincing; reference does not correspond or fully support application; lack of supporting evidence		Outstanding and honest reference supported by clear examples		
Observer reference	As above		As above		

DEPLOYMENT LEADER OF THE YEAR AWARD - Judging Criteria

Company Name	Individual's Name & Job Title			Enter your scores (1,3 or 9) in this column	Deployment Leader
	L1	L2	L3	Score	
	Score 1 point	Score 3 points	Score 9 points		
Results				20%	
Results	Lack of clear evidence of results. Little before and after data.		Clear evidence of business improvement results, backed up with before and after data.		
Your unique contributions to the deployment	Solid performer in a well established deployment		Pioneer; thought leader; personally developed and demonstrated initiatives with a substantial impact on business results and cultural change		
Direction setting and portfolio management				20%	
Creating the vision	Poor development of vision. Little demonstration and communication of vision		Excellent demonstration of reasoning behind vision development. Always viewed as driving force behind vision		
Strategy development	Ineffective at developing a strategy that delivers on corporate goals and has staff buy-in		Demonstrates effective and robust strategy development that both supports company goals and responds to/includes input from wider team		
Aligning the program with the strategy	Little attempt to make program match with corporate goals		Clearly visible how the program links to and compliments corporate strategy		
Delivering the benefits				20%	
Strategy implementation	Original strategy poorly adhered to; goals not delivered		Not only leads strategy but inspires the team and wider business units to deliver on strategy. Please provide evidence that original strategy was followed or adapted as necessary.		
Setting up the infrastructure	Poorly established infrastructure to accommodate program		Deployment leader has shaped and developed the infrastructure to accommodate the improvement program. Infrastructure has ability to flex.		
Developing the skills and capability	Growth of skills less than expected for individual scope		Skills and ability have grown healthily in accordance with personal scope and experience. Clear evidence of personal drive to develop skills		
Creating the environment for change				20%	
Building leadership support	Few attempts to secure contact, communication or support from senior management		Clearly evident that deployment leader has strived to achieve full leadership support and is also offering leadership support to wider improvement team		
Critical mass	Low levels of engagement, penetration and commitment.		High levels of engagement, penetration and commitment spread throughout the entire organisation		
Sustainability of deployment	Programme shows sporadic results that are not prolonged		Clear evidence of ongoing, long-term results from programme		
Culture	Applicant has not created ideal improvement culture		Applicant can demonstrate that they are personally responsible for establishing and maintaining a positive improvement culture		
Personal attributes and skills				10%	
Leadership	Little evidence of any leadership skills; employee buy-in low		Demonstrates impressive leadership skills backed up by staff morale, performance and motivation for the deployment		
Communication skills	Weak communication strategy; plan in place but not actioned		Clear evidence of a structured and effective communication plan		
Work-related personal achievements and accreditations	Limited additional achievements		Excellent variety; breadth of experience; proactive contribution towards personal development		
Supporting Evidence				10%	
Character reference	Unconvincing; reference does not correspond or fully support application; lack of supporting evidence		Outstanding and honest reference supported by clear examples		
Observer reference	As above		As above		
Accreditations	Few or zero accreditations		Many accreditations from a varieties of bodies		