
DISCOVER

PROVE

OPTIMIZE

Lean Candidate
Assessment & Support Program



CREATO
Performance Solutions

Introduction

The Lean Candidate Assessment and Support program has been developed by Creato to address an often-voiced concern among Lean user organizations regarding the suitability of prospective candidates for inclusion in Lean training. These client organizations want to know how to better choose people to enter the rigorous Lean training curriculum with a greater likelihood of success. Some programs suffer from taking the concept of inclusion too far, and involving people not suited for or not adequately prepared for the rigors of Lean, causing costly delays and compromising results. While certain technical and “hard” skills among practitioners are necessary in order to fully appreciate the value that Lean brings to an organization, the role of “soft” skills in applying Lean training cannot be underestimated. Those who have mastered Lean know how important “personal effectiveness” is in implementing and sustaining successful programs in the organization. Increasing personal effectiveness is the primary objective of the Lean Candidate Assessment and Support program.

The Program at a Glance

The Lean Candidate Assessment and Support program consists of 3 core components

- **A unique benchmark of behavioral demands developed by Lean and Six Sigma master practitioners.** This proprietary benchmark focuses on specific workplace behavioral demands of the Lean program. It presents these demands as behavioral metrics that can then be used as a guide to help identify specific areas of behavior that a given participant in Lean may find challenging when compared to their own personal behavioral model.
- **A comprehensive Personal Behavior Profile administered to each participant in the program.** This assessment focuses on critical workplace behaviors and attributes and yields a descriptive report that the participant and management can use to help focus and direct ongoing training and support for the participant in the Lean program.
- **A debriefing with participants regarding their Personal Behavior Profile.** This debriefing is designed to help candidates identify personal behavioral strengths that will support them in their Lean training as well as indicate any behavioral areas that may impede or interfere with their progress and personal effectiveness in Lean training and implementation.

The Program at a Glance

(continued)

In a separate report, Management is apprised of each participant's behavioral profile and its comparison to the behavioral benchmarks identified by Creato. This comparison is designed to assist management in decision support in the candidate selection process and it can also aid in identifying additional training support that a participant may require in order to be fully successful in the Lean program.

Program Delivery

The complete Lean Candidate Assessment and Support program can be utilized in either the candidate selection process or to support existing program participants. After a program introduction by Creato, the process begins with participants being directed to the Personal Behavior Profile process. Each of the resulting assessments is compiled, reviewed and validated by the administrator, who is a certified behavioral analyst. Each individual report is then compared to the benchmark report. Substantive differences in key areas of behavior are noted. These differences, along with specific recommendations for improvement, are then presented in a Performance Improvement Report to management. Participants are debriefed on their reports with an emphasis on utilizing the data to enhance their personal effectiveness in working with other members of the lean program. If requested by management, and for an additional fee, selected participants can receive supportive coaching from Creato to assist in resolving any behavioral issues that may hinder their personal success with Lean.

Summary

The combination of a unique, proprietary behavioral benchmark for Lean training and an accurate and strongly validated Personal Behavior Profile for participants is a powerful combination of resources that any Lean organization can benefit greatly from. Whether directed toward new participants in Lean training or more experienced Lean veterans, the Lean Candidate Assessment and Support Program is designed to build greater personal effectiveness and a stronger Lean program.

To learn more about the *Becoming an Emotionally Intelligent Leader* Program from **Creato** and how it can benefit you and your organization, please contact:

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