



## International Team Excellence Award Process - Criteria & Criteria Detail

### 1. Project Selection and Purpose (9 items @ 3 points = 27 points possible)

#### 1A. Explain the methods used to choose the project. (Provide specific examples of techniques and data used.)

- a. Describe the types of data and quality tools used to select the project, and why they were used.
- b. Explain the reasons why the project was selected.
- c. Describe the involvement of potential stakeholders in project selection.

#### 1B. Explain how the project supports/aligns with the organization's goals, performance measures, and/or strategies.

- a. Identify the affected organizational goals, performance measures, and/or strategies.
- b. Identify the types of impact on each goal, performance measure, and/or strategy.
- c. Identify the degree of impact on each goal, performance measure, and/or strategy, and how this was determined.

#### 1C. Identify the potential stakeholders (who may be impacted by the project) and explain how they may be impacted by the project.

- a. Identify potential internal and external stakeholders and explain how they were identified.
- b. Identify the types of potential impact on stakeholders and explain how these were determined.
- c. Identify the degree of potential impact on stakeholders and explain how this was determined.

### 2. Current Situation Analysis (6 items @ 4.5 points = 27 points possible)

#### 2A. Explain the approach/process the team used to identify the potential root cause(s)/improvement opportunity(ies).

- a. Describe the methods and tools used to identify possible root causes/improvement opportunities.
- b. Describe the team's analysis of data to identify possible root causes/improvement opportunities.
- c. Describe how or if any of the stakeholders were involved in identifying the possible root causes/improvement opportunities.

#### 2B. Describe how the team analyzed information to identify the final root cause(s)/improvement opportunity(ies). (Include any appropriate validation.)

- a. Describe the methods and tools used to identify the final root cause(s)/improvement opportunity(ies).
- b. Describe the team's analysis of data to select the final root cause(s)/improvement opportunity(ies).
- c. Identify the root cause(s)/improvement opportunity(ies) and explain how the team validated the final root cause(s)/improvement opportunity(ies).

### 3. Solution Development (9 items @ 3 points = 27 points possible)

#### 3A. Explain the methods used to identify the possible solutions/improvement actions.

- a. Describe the methods and tools used to develop possible solutions/improvement actions.
- b. Describe the team's analysis of data to develop possible solutions/improvement actions.
- c. Indicate the criteria the team decided to use in selecting the final solution(s)/improvement action(s).

**3B. Explain how the final solution(s)/improvement action(s) was/were determined.**

- a. Describe the methods and tools used by the team to select the final solution(s)/improvement action(s).
- b. Describe the team's analysis of data to select the final solution(s)/improvement action(s).
- c. Describe the involvement of stakeholders in the selection of the final solution(s)/improvement action(s).

**3C. Explain the final solution(s)/improvement action(s), validation, and the benefits expected to be realized by implementing the team's solution(s)/improvement action(s).**

- a. Describe the final solution(s)/improvement action(s) and explain how the team validated the final solution(s)/improvement action(s).
- b. Indicate the types of tangible and intangible benefits that are expected to be realized by implementing the team's solution(s)/improvement action(s).
- c. Explain how the team used data to justify the implementation of the team's solution(s)/improvement action(s).

**4. Project Implementation and Results (9 items @ 3 points = 27 points possible)**

**4A. Explain how buy-in/agreement was achieved for implementation.**

- a. Indicate the types of internal and external (if applicable) stakeholder involvement in implementation.
- b. Describe how various types of resistance were identified and addressed.
- c. Explain how stakeholder buy-in was ensured.

**4B. Explain the approach used by the team to implement its solution(s)/improvement action(s) and to ensure the results.**

- a. Describe the plan developed by the team to implement its solution(s)/improvement action(s).
- b. Describe the procedure, system, or other changes that were made to implement the solution(s)/improvement action(s) and to sustain the results.
- c. Describe the creation and installation of a system for measuring and sustaining results.

**4C. Describe the results achieved.**

- a. Indicate the types of tangible and intangible results that were realized.
- b. Explain how the project's results link with the organization's goals, performance measures, and/or strategies.
- c. Explain how results were shared with stakeholders.

**5. Team Management and Project Presentation (4 items @ 4.5 points = 18 points possible)**

5A. Explain how the team members were selected and how they were involved throughout the project.

5B. Explain how the team was prepared to work together in addressing the project.

5C. Explain how the team managed its performance to ensure it was effective as a team.

5D. The team will also be judged on the clarity and organization of its presentation.

## Criteria Detail

This guide presents each of the criteria items along with a brief discussion of each item. It is not all-inclusive and teams should ask for clarification on any item not fully discussed.

The team's presentation is evaluated by the judges based upon **how well** the team demonstrates that they have addressed the criteria. Judges will decide if the team "exceeded the criterion," "met the criterion," provided evidence that was "unclear" to the judges, or if the criterion item was "not covered" at all. Criteria items in sections 1 A, B, and C; 3 A, B, and C; and 4 A, B, and C will receive 3 points for "exceeds," 2 points for "meets," 1 point for "unclear," and 0 for "not covered." Items in sections 2 A and B, and 5 A, B, C, and D will receive 4.5 points for "exceeds," 3 points for "meets," 1.5 points for "unclear," and 0 for "not covered." The table to the right provides additional information that further clarifies the four judging options for each criteria item:

JUDGING OPTION	SCORE
Not Covered	0–Totally missing
Unclear	1 (or 1.5)–Touched upon, but not clear. Not enough information is provided to determine if the team's approach met or could meet the criteria requirements.
Meets Criteria	2 (or 3)–Sufficient information is provided to determine that the team's approach met the criteria requirements.
Exceeds Criteria	3 (or 4.5)–The team's approach goes beyond meeting the criteria and provides additional clarity indicating increased accuracy in the team's analysis, actions, and/or conclusions. Integration with other criteria items is apparent and enhances the team's overall results. A "Best Practice" or "Role Model" approach.

### 1A. Explain the methods used to choose the project. (Provide specific examples of techniques and data used.)

- Describe the types of data and quality tools used to select the project, and why they were used.
- Explain the reasons why the project was selected.
- Describe the involvement of potential stakeholders in project selection.

**1. Project Selection/Purpose:** The project may be selected by the team or assigned by management, but the process used to select the project must be clear and well stated.

1Aa. Demonstrate how data and tools were used to support the selection. Even if the project is assigned to the team, explain the tools and/or data the organization used and why they used them.

1Ab. Explain how and why the project was selected—what discerned gap or observed opportunity lead to the launching of this project? NOTE: 1Aa addresses the tools and data used. The emphasis in this item is on the decisions made as a result of the tool usage/data analysis in 1Aa.

1Ac. Describe the potential stakeholders for the project and how they participated in the selection process. If the stakeholders were not directly involved, then explain how their interests were known and taken into account. Note that this is intended to be a historical presentation and the actual/final stakeholders may be different from the potential stakeholders at the time the project was being defined. The goal here is to be sure that the project was not selected in a vacuum without an understanding of the organizational environment.

**1B. Explain how the project supports/aligns with the organization's goals, performance measures, and/or strategies.**

- a. Identify the affected organizational goals, performance measures, and/or strategies.
- b. Identify the types of impact on each goal, performance measure, and/or strategy.
- c. Identify the degree of impact on each goal, performance measure, and/or strategy, and how this was determined.

1B. Organizational goals can vary in type and style, from organization to organization; some companies have vision/mission statements that guide the direction of the business. Some have goals that may be more specific than the vision/mission statements, and still others may have very specific objectives related to their goals and/or strategies. Regardless of how the organization presents its high-level guidance to its associates, this item is looking for the link between the team's project and those goals and/or strategies. The question here is, "Why is this project of importance to the organization?"

1Ba. Goals may be present at various levels in an organization and the team is being asked to identify the goals/performance measures impacted by their project. If the team's project is linked to a lower-level goal, it may be helpful for the team to demonstrate the linkage between the project and the lower-level goal as well as the linkage between the lower-level goal and the organizational-level strategy or goal.

1Bb. Identify "WHAT" types of impact the project will have on each goal area. Examples: increased/decreased costs, efficiencies, safety, associate satisfaction, *etc.* "Type" implies a directional impact of some sort.

1Bc. Identify the degree of impact (HOW MUCH) the project will have on each goal/performance measure. To the extent that the team can quantify the predicted degree of impact, it should do so, and explain how it did so. If the team cannot quantify the prediction, it should at least provide a rationale that explains how it decided on the degree of impact. Example: If the team characterizes the degree of impact as high, medium, or low impact, and it cannot quantify the degree, it should provide its rationale for deciding "high" vs. "medium" or "low." The ability to accurately predict impact (other than high, medium, or low) will be considered in scoring this factor.

**1C. Identify the potential stakeholders (who may be impacted by the project) and explain how they may be impacted by the project.**

- a. Identify potential internal and external stakeholders and explain how they were identified.
- b. Identify the types of potential impact on stakeholders and explain how these were determined.
- c. Identify the degree of potential impact on stakeholders and explain how this was determined.

1C. "Stakeholders" defines anyone who may be affected by the project. Stakeholders might include internal/external customers/clients, suppliers, employees, *etc.* Stakeholders may refer to a unique group (*e.g.*, "the maintenance department") or one or more individuals.

1Ca. Provide a list of the potential stakeholders who might be impacted by the team's project. The team should briefly discuss how the potential stakeholders were identified.

1Cb. Stakeholders may be impacted in many different ways by the project, from quality to timeliness. Demonstrating that the team understands how the project may have different impacts on the different stakeholder groups is important. As with 1Bb (type of goal impact), the impact is implied to be directional. This section could later tie to 4Ab, as correctly predicting potential negative impacts early in the project can help the team prepare to overcome resistance later.

1Cc. Not all stakeholders are impacted to the same degree. Explain how much each stakeholder may be impacted and how the team determined that level of potential impact. As was the case in 1Bc, quantifying the degree of impact or providing the rationale for a qualitative degree of impact is preferred. The ability to accurately predict impact (other than high, medium, or low) will be considered in scoring this item.

**2. Current Situation Analysis (6 items @ 4.5 points = 27 points possible)**

**2A. Explain the approach/ process the team used to identify the potential root causes/improvement opportunity(ies).**

- a. Describe the methods and tools used to identify possible root causes/improvement opportunities.
- b. Describe the team's analysis of data to identify possible root causes/improvement opportunities.
- c. Describe how or if any of the stakeholders were involved in identifying the possible root causes/improvement opportunities.

**2. Current Situation Analysis:** This item focuses on how the team analyzed the current situation including the processes, data, and information; how stakeholders were involved; and how the team validated its final root cause(s)/improvement opportunity(ies). Note: Most teams are "problem-solving teams" of one kind or another and they first attempt to identify the root cause(s)/improvement opportunity(ies) of the problem they are working on.

2Aa. Teams may use a variety of approaches/processes to identify the possible root causes/improvement opportunities of a problem. If the organization uses a specific methodology as part of the quality process, clearly state that methodology and how it was applied to this project in identifying the possible root causes/improvement opportunities. Note: For "opportunity for improvement teams," provide the methods and tools that were used to generate a list of possible opportunities for improvement.

2Ab. Provide clear, specific examples of what data were analyzed (from the tools/methods described in 2Aa), and how they were analyzed, to help identify the possible root causes/improvement opportunities. Teams should attempt to demonstrate the depth and breadth of their analyses as appropriate.

2Ac. Provide information that indicates how or if stakeholders were involved in identifying the possible root causes/improvement opportunities. "Involved" does not necessarily mean how stakeholders participated directly in the process of selecting the root causes/improvement opportunities. "Involved" can be addressed by describing how the team took the interests of the stakeholders into account in determining the possible root causes/improvement opportunities.

**2B. Describe how the team analyzed information to identify the final root cause(s)/improvement opportunity(ies). (Include any appropriate validation.)**

- a. Describe the methods and tools used to identify the final root cause(s)/improvement opportunity(ies).
- b. Describe the team's analysis of data to select the final root cause(s)/improvement opportunity(ies).
- c. Identify the root cause(s)/improvement opportunity(ies) and explain how the team validated the final root cause(s)/improvement opportunity(ies).

2B. Having identified a variety of possible root causes/improvement opportunities, in 2A, how did the team go about narrowing down the possibilities to identify the true root cause(s)/improvement opportunity(ies) for this project?

2Ba. Explain the methods and tools the team used to narrow down the list of potential root causes/improvement opportunities (identified in 2A), to the final root cause(s)/improvement opportunity(ies).

2Bb. Provide clear, specific examples of what data were analyzed (from the tools/methods described in 2Ba), and how they were analyzed, to help identify the final root cause(s)/improvement opportunity(ies). Teams should attempt to demonstrate the depth and breadth of their analyses as appropriate.

2Bc. Clearly state what the root cause(s)/improvement opportunity(ies) was/were and describe how the team validated that the final root cause(s)/improvement opportunity(ies) determined in 2Bb was/were in fact the final root cause(s)/improvement opportunity(ies). What tools and/or methods did the team use to validate (prove) to itself (and others if needed) that it identified the true root cause(s)/improvement opportunity(ies)?

**3. Solution Development (9 items @ 3 points = 27 points possible)**

**3A. Explain the methods used to identify the possible solutions/improvement actions.**

- a. Describe the methods and tools used to develop possible solutions/improvement actions.

- b. Describe the team's analysis of data to develop possible solutions/improvement actions.
- c. Indicate the criteria the team decided to use in selecting the final solution(s)/improvement action(s).

**3. Solution Development:** Once the final root cause(s)/improvement opportunity(ies) is/are identified, the team should demonstrate how it developed its solution(s) to/improvement action(s) for the problem.

3Aa. Explain the tools and methods the team used to identify the possible solutions/improvement actions for the root cause(s)/improvement opportunity(ies) identified and verified in 2B. There may be a number of ways to address the root cause(s)/improvement opportunity(ies). The team is being asked here to explain what tools and methods they used to identify these possible solutions/improvement actions.

3Ab. Provide clear, specific examples of what data were analyzed (from the tools/methods described in 3Aa), and how they were analyzed, to help identify the possible solutions/improvement actions. Teams should attempt to demonstrate the depth and breadth of their analyses as appropriate.

3Ac. What criteria did the team decide to use to assess the relative effectiveness of the various possible solutions/improvement actions it identified in 3Aa and 3Ab above, so that it can narrow down the list of possible solutions/improvement actions to enable it to identify the best solution(s)/improvement action(s)?

**3B. Explain how the final solution(s)/improvement action(s) was/were determined.**

- a. Describe the methods and tools used by the team to select the final solution(s)/improvement action(s).
- b. Describe the team's analysis of data to select the final solution(s)/improvement action(s).
- c. Describe the involvement of stakeholders in the selection of the final solution(s)/improvement action(s).

3B. Explain how the team selected/determined the final solution(s)/improvement action(s) from the list it generated in 3A above.

3Ba. Now that the team has identified the criteria it used in selecting the final solution(s)/improvement action(s), this item asks the team to explain what tools and methods it used along with the criteria identified in 3Ac above to select the final solution(s)/improvement action(s). For example, if the team's criteria were cost, ease of implementation, and impact on product quality, this item is asking the team to describe the tools and methods it used to weigh the various solutions/improvement actions against its criteria and select the final solution(s)/improvement action(s).

3Bb. Describe what data were analyzed, and how they were analyzed to help identify the final solution(s)/improvement action(s). The team described the methods and tools it used to determine the final solution(s)/improvement action(s) in 3Ba; 3Bb is now asking the team to explain what data were analyzed and how they were analyzed, to support the selection of its final solution(s)/improvement action(s).

3Bc. Describe how stakeholders were involved in determining the final solution(s)/improvement action(s). If the stakeholders were directly involved in the selection of the final solution, the team should describe how they were involved in the process; if they were not directly involved, the team should explain how the stakeholders' interests and concerns were considered.

**3C. Explain the final solution(s)/improvement action(s), validation, and the benefits expected to be realized by implementing the team's solution(s)/improvement action(s).**

- a. Describe the final solution(s)/improvement action(s) and explain how the team validated the final solution(s)/improvement action(s).
- b. Indicate the types of tangible and intangible benefits that are expected to be realized by implementing the team's solution(s)/improvement action(s).
- c. Explain how the team used data to justify the implementation of the team's solution(s)/improvement action(s).

3C. Explain how the team validated the final solution(s)/improvement action(s) and what benefits the team expects the organization to realize once the team's solution(s)/improvement action(s) is/are implemented.

3Ca. The team should describe the solution(s)/improvement action(s) it felt would be most appropriate and then how they validated that the solution(s)/improvement action(s) would solve the problem prior to actually proceeding with the implementation of the solution(s)/improvement action(s). “Validation,” as used in this item, is not to be confused with “justification” in 3Cc below. “Validation” is simply verifying that the solution(s)/improvement action(s), if implemented, will solve the problem(s)/address the root cause(s)/improvement opportunity(ies) described in 2Bc.

3Cb. Provide a list of benefits that may be realized from the solution(s)/improvement action(s). Tangible benefits include those benefits that lend themselves to being represented by improvements in specific measures or metrics—cycle time, number of defects, production, *etc.* Intangible benefits include those that may not easily be linked to a specific measure or measurement, but might require demonstration through improvements in a variety of related indicators—morale, employee satisfaction, *etc.* Teams should attempt to describe what indicators they are looking at when identifying their intangible benefits—what did they see that led them to believe there was an improvement in a given intangible benefit?

3Cc. Explain how the team used data to justify the implementation of the solution(s)/improvement action(s) it determined to be best in 3B. The team should present the data and information it used to demonstrate the value to the organization in implementing its solution(s)/improvement action(s). For example, the team might conduct and summarize here a cost/benefit analysis to verify that the benefits to be realized are worthwhile in comparison to the costs involved to implement the solution(s)/improvement action(s).

#### **4. Project Implementation and Results (9 items @ 3 points = 27 points possible)**

##### **4A. Explain how buy-in/agreement was achieved for implementation.**

- a. Indicate the types of internal and external (if applicable) stakeholder involvement in implementation.
- b. Describe how various types of resistance were identified and addressed.
- c. Explain how stakeholder buy-in was ensured.

**4. Project Implementation and Results:** This section addresses how the team sought and secured buy-in, what approaches it used to plan for and implement its solution(s)/improvement action(s), and what results were achieved.

4A. How did the team go about securing buy-in, identifying resistance, and convincing itself (and others) that buy-in did, in fact, exist?

4Aa. Show how internal and external (as applicable) stakeholders were involved in implementing the solution(s)/improvement action(s). There are a number of ways in which teams may involve stakeholders and this item is looking for the stakeholder involvement methods used by the team.

4Ab. Describe how the team identified the various types of resistance encountered (to its project, solution(s)/improvement action(s), and/or implementation plan), what steps were taken to anticipate resistance, and how resistance from any of the stakeholder groups was addressed.

4Ac. Explain how the team ensured that it had stakeholder buy-in. What proof did the team have that stakeholder buy-in existed prior to implementation? If it was not practical to obtain buy-in from all stakeholders, the team should explain why.

##### **4B. Explain the approach used by the team to implement its solution(s)/improvement action(s) and to ensure the results.**

- a. Describe the plan developed by the team to implement its solution(s)/improvement action(s).
- b. Describe the procedure, system, or other changes that were made to implement the solution(s)/improvement action(s) and to sustain the results.
- c. Describe the creation and installation of a system for measuring and sustaining results.

4B. In this section, the team is asked to provide information regarding how it went about implementing its solution(s)/improvement action(s) and ensuring that the desired results would be achieved and sustained.

4Ba. Describe the methods used by the team to implement its solution(s)/improvement action(s). How did the team plan for the implementation of its solution(s)/improvement action(s), including action plan development, and such items as allocation of resources, time management activities, *etc.*?

4Bb. Describe the specific procedures, systems, or other changes that occurred as a result of the implementation of the team's solution(s)/improvement action(s). What actions/changes did the team make (or arrange to have made) to ensure that gains realized would be sustained and that new processes, procedures, or systems would not revert to the way they were before the team's solution(s)/improvement action(s) was/were implemented.

4Bc. Identify the system(s) used to measure and manage the team's results over time. What method(s) has the team created or installed to measure the performance of its solution(s)/improvement action(s) over time. If the measurements used for the improved processes are already reviewed as part of a current measurement system, the team should note that this is the case and describe the existing measurement system in its response.

**4C. Describe the results achieved.**

- a. Indicate the types of tangible and intangible results that were realized.
- b. Explain how the project's results link with the organization's goals, performance measures, and/or strategies.
- c. Explain how results were shared with stakeholders.

4C. What results were achieved by implementing the solution(s)/improvement action(s) the team selected in Section 3?

4Ca. Identify the actual results attributable to the implementation of the team's solution(s)/improvement action(s). Tangible results include those results represented by improvements in specific measures or metrics—cycle time, number of defects, production, *etc.* Intangible results include those that may not easily be linked to a specific measure or measurement, but might be demonstrated through improvements in a variety of related indicators—morale, employee satisfaction, *etc.* Teams should describe the indicators they used to identify their intangible results and what led them to believe there was an improvement in a given intangible result.

4Cb. Demonstrate how the team's results impacted the organization's goals, performance measures, and/or strategies as identified in 1B. Trail back through the criteria to the organization's goals, measures, and strategies identified early in the improvement process, and describe how the team's results supported the achievement of these organizational goals, measures, and/or strategies.

4Cc. Identify the ways in which the team shared its results with the various stakeholder groups. Throughout the improvement process, the team has described how it identified, communicated, and interacted with internal and external (as applicable) stakeholders to understand their concerns and gain their inputs. Teams should explain how they closed the feedback loop by sharing the project's results with the stakeholders.

**5. Team Management and Project Presentation (4 items @ 4.5 points = 18 points possible)**

5A. Explain how the team members were selected and how they were involved throughout the project.

5B. Explain how the team was prepared to work together in addressing the project.

5C. Explain how the team managed its performance to ensure it was effective as a team.

5D. The team will also be judged on the clarity and organization of its presentation.

**5A. Team Member Selection and Involvement:** Describe how and why the team members were selected. The team's response should include an explanation of how/why the various members of the team were selected including: any specific skills, capabilities, knowledge, qualifications, and/or any selection criteria used in selecting

the team members. The team should also describe how the various team members were involved throughout the project including any specific tasks, roles, responsibilities, *etc.*, they may have had during the project.

**5B. Team Member Preparation/Development:** Describe how the team members were prepared to work together effectively as a team. The team's response should include an explanation of any training or other preparation the team received prior to or during the project to help it operate more effectively as a team, as well as any training it received related to the process improvement methodology/approach used by the team—including the various tools and techniques used throughout the project to collect, analyze, and/or present data and information.

**5C. Team Management:** Explain how the team members worked together effectively throughout the project. The team's response should include an explanation of how the team capitalized on the skills of its individual members as they carried out their roles and responsibilities, how team members shared data and information throughout the project, how they ensured effective communication within the team, and how the team managed its performance with respect to project deadlines/deliverables/milestones. Responses might include a description of how meetings were conducted, any electronic means the team may have used, or any other methods it used to share data and information. Regardless of the approach(es) the team used, an explanation of how it ensured effective communication within the team is appropriate.

**5D. Project Presentation:** The team will be scored on the organization, clarity, and overall effectiveness of its presentation. Effective use of any audio/visual aids and any other presentation aids and/or techniques will also be considered in this item. It is important to note that the judges will assess how clearly and effectively the team communicated the story of its project.