

Performance Appraisal

(this comes from the Lean Manufacturing literature, which in turn is based on the Toyota management model)

Evaluate yourself on a scale of 0 to 5, where 3 means Fulfills Position Expectations, 4 is Excellent and 5 is Outstanding. Add comments if you feel the grade alone does not do you justice. Include a Recovery Plan on all items where you rated yourself 0, 1 or 2. Your boss will only manifest herself on those items where she disagrees with your self-evaluation.

	Japanese Word	Meaning	What it means to you and to your work
1	MUDA	frivolous, wasteful	working in a wasteful way (in particular, poor use of your time)
2	MURI	impossible, unreasonable	know your tasks and your limitations
3	MURA	inconsistency (physical/spiritual)	your work depends on who came before you, and affects those after you
4	JIDOKA	high tech/high touch	be human: don't let any machine or process decide for you
5	ANDON	erradicate ambiguity	signal that there is a problem, stopping production if need be
6	GENCHI GENBUTSU	go and see	go to the source of the problem and diagnose
7	HANSEI	reflection	reflect all the time on your work and on how to improve it
8	KAIZEN	continuous improvement	constantly improve productivity (work) and quality (work, personal, family)