

LEAN Six Sigma



DEFINING THE TOPIC

- **Lean:** The philosophy, tools, and techniques for thinking, organizing, and performing work that causes hidden waste to be eliminated. With the waste removed, a company can then derive and implement strategies and practices to reduce or eliminate it. Also called the Toyota Production System (TPS).
- **Six Sigma:** A problem-solving approach and set of tools for developing and implementing rapid, data-driven solutions within targeted operational areas. Continued application leads to consistently repeated breakthrough improvements in product, process, and business performance.
- **Lean Six Sigma:** The name for the blending of Lean and Six Sigma approaches and tools.
- **Continuous Improvement:** To continually find and implement improved ways of delivering greater value to customers with less waste. While perfection is ultimately unattainable, product, process, and business excellence can be achieved and sustained through continuously pursuing an ideal state.
- **Operational Excellence:** An organization's strategy and efforts to use Lean Six Sigma to continuously improve their operations and business.

Lean Six Sigma is a broad and deep topic. Consequently, some general definitions and terms are valuable.

Domains of Application

This has been successfully applied to all industries and organizations. Because of any company or organization who claims, "It won't work here; we're different."

Typical Benefits

- A sustained Lean Six Sigma effort results in:
- Higher profit margins and more operating cash
 - Higher capacity and throughput; shorter production cycle times and new product time to market
 - Higher quality and lower customer experience
 - Lower risk/delay and greater market responsiveness
 - Greater market capitalization
 - More engaged, happy, productive employees

Japanese Terminology

Much of the philosophy and tools hail from Japan, with several Japanese terms now being global, industry-wide standards. This guide uses these standards for ease of communications, but organizations may find benefit in developing and adopting their own branding of the philosophies and tools.

PRINCIPLES FOR EXECUTIVES & MANAGERS

W. Edwards Deming provided key clues: "The reputation is prevalent in the world over that there would be no problems in production or service if only our production workers would do their jobs in the way that they were taught. Pleasant dreams. The workers are handicapped by the system, and the system belongs to the management." (Deming, *Out of the Crisis*, MIT Press, 1982)

Continuous, isolated, tool-centric, or partial continuous improvement initiatives will yield remarkable short-term results within the scope of their application.

But the single, most-essential ingredient for sustained, long-term improvement is that the organization's managers, leaders, and executives be internally and visibly committed to the principles that support continuous improvement.

Base All Decisions on a Long-Term Vision or Mission of Customer Value

To enable sustained, continuous improvement, a company's stated purpose must include the ideal that its business value proposition centers on delivering increasingly greater value to its customers or its society.

In all their decisions, managers, leaders, and executives must choose an option that is aligned with their company's long-term purpose, even at the expense of pursuing up short-term gains.

Understand Quality: What It Is & Isn't

Managers, leaders, and executives must correctly understand quality before they can improve or manage it.

For any product or service, the end customer has requirements for:

- Its characteristic features and functionality and the overall performance or experience those combine to create
 - The quantity or magnitude of the product or service they need
 - The correct timing for its delivery or utilization
- Companies capture and document customer requirements for each product or service characteristic using specifications.

- **Specifications target:** The ideal value desired by the customer to maximize the product/service performance at their expense.
- **Specifications limits:** Because variability is inherent in all produced product or service characteristics, limits are set for the acceptable range of values allowed around the specification target.

Cost of poor quality (COPQ): Typical companies spend 15%–80% of their revenues addressing issues arising from poor quality.

A sobering reality is that 70% of Lean Six Sigma initiatives fail or fall. Why?

A traditional view of quality—but non-conformity unreported in reality—is that the costs associated with poor quality are uniformly low when production values comply within the characteristic's specification limits and that costs are uniformly high when the limits are exceeded. This faulty view leads to quality efforts centered around quality equating compliance with specifications, which inherently lowers the real quality customer experience and stifles employee engagement and continuous improvement.

In reality, the costs associated with poor quality are the lowest when production values match the specification target. Costs increase exponentially as production values deviate from the target, even when they are within specification limits. The formalization of this principle is credited to Genichi Taguchi (1924–2012).



Lean Six Sigma's definition for quality: quality = on target with minimal variation.

Improve Continuously

Managers, leaders, and executives must never prioritize or protect the status quo over the pursuit of an improved condition.

Respect People (Employees & Partners)

All business value originates from human life value. Managers, leaders, and executives respect people by:

- Continuously improving employees' work condition and the meaningfulness of their work
- Developing and coaching employees so that they themselves can contribute directly to improving their own work condition and delivering increasingly greater value to customers
- Challenging employees and holding them accountable for performance and improvement
- Treating external suppliers and partners with the same respect as employees

Develop Leadership

Managers, leaders, and executives must live the principles and apply the tools themselves. They must also proactively and continuously develop, coach, mentor, and incentivize future leaders who live the principles and apply the tools.



D efine	Problem & Objective Statements & Value
M easure	Baseline Performance Diagram, Process Flow, Process Mapping, Value Stream Map, Waste Value Model, Waste Identification, Current Process, Change in Characteristics of Data, Measurement Systems
A nalyze	Root Cause, Cause & Effect Matrix, Current Process Flow & Data Mining, Measurement Systems, Internal Structure, Capability Methods, Measurement System Analysis
I mprove	Process, Common Confidence Interval, Control Chart, Control Plans, Control Experiments
C ontrol	Future State & Effects Analysis, Process Management, Planning, Process Behavior & Control Charts, SPC, Value Stream Map, Automation

PROGRAMS FOR ORGANIZATIONS

Kaizen: Daily Individual Improvement

Kaizen in Japanese for "continuous improvement." The heart and soul of operational excellence is implementation of self-directed, daily, incremental improvements (kaizen) by each person in the organization—by executives, managers, and frontline workers alike.

Daily individual kaizen can be improvements in:

- Customer value delivered
- Efficiency
- Waste
- Quality
- Cost
- Safety
- Flex, visibility, level loading, etc.
- Speed
- Consistency or variability
- Convenience or comfort

- The size or scope of daily individual kaizen should be:
 - Small enough that the individual is unsure if the implemented kaizen will have a substantive impact on overall performance
 - Small enough that the individual is sure that he/she can implement the improvement

The organization should incentivize daily individual participation in kaizen. **Yokoten: Regular Sharing or Adopting Best Improvements within or between Teams**

Yokoten is Japanese for "sharing." The best individual kaizens are regularly shared with and adopted by the larger team or group, thus extending the improvement and creating a snowballing benefit.

Best improvements can be selected by the team or by alignment with organizational strategy. Adopted improvements can be integrated into work standards to create a commonly learning organization.

The organization should incentivize regular sharing, adoption, and standardization.

Kaikaku: Regular, Planned Improvement Projects Aligned with Strategy

Kaikaku is Japanese for "radical improvement." The team or group comes together for a focused improvement project. A proven improvement project methodology or road map is followed in the pursuit of a targeted objective, which is aligned with the organization's strategy.

The project objective is often ≥75% improvement in a key metric. Many companies call their kaikaku efforts "kaizens." This is not recommended, since it confuses and ultimately dilutes both efforts.

CYCLICALLY APPLY AN IMPROVEMENT PROJECT ROAD MAP

For kaikaku-style targeted improvement projects, employ a proven project methodology, either DMAIC or PDCSA:

- **Define, Measure, Analyze, Improve & Control (DMAIC)**
 - **Define:** Establish the context, key metrics, and objectives for the project.
 - **Measure:** Quantify the current baseline performance and capability of the process or system. Identify all possible contributing factors.
 - **Analyze:** Filter the list of possible factors down to the critical few. Use data to understand the cause-and-effect relationships in the process or system.
 - **Improve:** Develop improvements based on the critical few. Validate that process or system changes result in the targeted performance improvements.

Lean Six Sigma Guide

Jessica J Manson



Lean Six Sigma Guide:

Leading Six Sigma Ronald D. Snee, 2003 In *Leading Six Sigma* two of the world's most experienced Six Sigma leaders offer a detailed step by step strategy for leading Six Sigma initiatives in your company Top Six Sigma consultant Dr Ronald D Snee and GE quality leader Dr Roger W Hoerl show how to deploy a Six Sigma plan that reflects your organization's unique needs and culture while also leveraging key lessons learned by the world's most successful implementers Snee and Hoerl share leadership techniques proven in companies both large and small and in business functions ranging from R D and manufacturing to finance They also present a start to finish sample deployment plan encompassing strategy goals metrics training roles and responsibilities reporting rewards and management review Whether you're a CEO line of business leader or a project leader *Leading Six Sigma* gives you the one thing other books on Six Sigma lack a clear view from the top The right projects the right people Identifying your company's most promising Six Sigma opportunities and leaders How to hit the ground running Providing leadership talent and infrastructure for a successful launch From launch to long term success Implementing systems processes and budgets for ongoing Six Sigma projects Getting the bottom line results that matter most Measuring and maximizing the financial value of your Six Sigma initiative Four detailed case studies What works and what doesn't Avoiding the subtle mistakes that can make Six Sigma fall short Proven techniques for leading successful quality initiatives The Six Sigma guide designed specifically for business leaders Co authored by Dr Roger W Hoerl a leader in implementing Six Sigma at GE Draws on Six Sigma experiences at over 30 leading companies Covers the entire Six Sigma lifecycle from planning onward Presents new solutions for overcoming the cultural resistance to Six Sigma initiatives *Leading Six Sigma* offers an insider's view of what it really takes to lead a successful Six Sigma initiative drawing on the authors' experience at the top levels of the world's largest and most challenging organizations Dr Ronald D Snee shares experiences drawn from executive level consulting at over 30 major companies Dr Roger W Hoerl teaches powerful lessons from his experience in pioneering Six Sigma throughout GE during the Jack Welch era Together they offer unprecedented executive guidance on the issues most crucial to senior managers covering every stage from planning through ongoing management Snee and Hoerl offer practical solutions for the cultural challenges and human resistance that face any executive seeking to initiate Six Sigma or improve an existing program They even explain how and when to wind down initiatives transitioning Six Sigma to a fact of life that doesn't require the support of a massive centralized infrastructure This is a truly insightful and well researched book on Six Sigma by two of the leading experts in the field Their roadmap for successful deployment is supported by the experiences of major corporations including GE and Honeywell It is extremely well presented in a step by step manner and backed up by real business case examples Bravo to the authors in bringing us a book that should be at the ready reach of leadership of organizations and the practitioners of Six Sigma It reminded me so much of *In Search of Excellence* as far as its potential impact on the way businesses can be successful *Lean Six SIGMA* Jim Hall, Tina

Scott,2016-12-21 DO YOU WANT YOUR BUSINESS PROCESSES TO BE MORE EFFICIENT AND DELIVER GREATER QUALITY PRODUCTS AND SERVICE Do you often look at how your organization functions and wish things could be better Are you a manager who is tired of the waste in your processes products and services Do you want to find ways to change the attitude and workplace mentality of the workforce in your organization Do you want to learn the principles methodology tools and techniques that can improve your organization s processes and provide customer satisfaction Lean Six Sigma is much more than just a one off event that an organization can use to make more money If you want to satisfy your customers improve your business processes increase your revenue and minimize costs then you need to learn about Lean Six Sigma In this book Lean Six Sigma Beginners Guide you will learn The origins of the Lean Six Sigma philosophy The principles that define Lean thinking and Six Sigma The most effective ways to understand your customer s needs and requirements How to ensure the support of top management for a Lean Six Sigma project The criteria every organization should be using when identifying and selecting improvement projects How to leverage the power of DMAIC The most common deployment mistakes that MUST be avoided And much more This book does a great job of describing Lean Six Sigma using simple language a clear format and step by step explanations This book is a great place for Lean Six **Learn Six Sigma** Michael

Parker,2015-06-01 A comprehensive Lean Six Sigma Green Belt training guide featuring examples using JMP v 11 **Lean Six Sigma** Jeremy Europe,2020-03-28 Are you currently feeling like your business does not run smoothly enough Are you plagued by problems with productivity and numbers but you cannot figure out where they are coming from Have you always wanted a team that was efficient and capable of succeeding at anything that they put their hands on If so then keep reading Lean Six Sigma is a methodology that is very quickly gaining traction among project managers everywhere With this methodology you are able to look at a project that is currently going wrong and figure out how best to solve it When you do so you will then be able to address the problem with ease figuring out precisely what the problem is so you can then make the changes necessary to the process as it is right this moment In particular Six Sigma makes use of DCAIM Define measure analyze improve and control These five steps are all that you need to know to improve your business and fix any of the problems that your business has been having This improvement model is data driven dedicated to helping you succeed and will do so with ease if you give it the chance to do so When you make use of this methodology you are able to systematically identify a problem that you have and then figure out precisely how you can fix it to allow you to either maximize your production or cut down on mistakes and waste Either way you should see profit gains by the time that you finish the process This book will introduce you to the topic of lean Six Sigma You will learn all about the benefits that it as to offer and why you should care about it Many many businesses have been turning to this model lately and for a good reason it is successful and proven to get the results that people want to see with ease If you are ready to start seeing results and boosts in productivity yourself in your own business then this may be the right methodology for you If you believe that it is time to begin trying to

optimize your business and the functionality of crucial processes that must occur to ensure that your business will succeed then do not hesitate any longer scroll up right now and click on BUY NOW today In doing so you can take back control and get your own business right back on track with ease

Learn Six Sigma Michael Parker,2015-06-01 A comprehensive Lean Six Sigma Green Belt training guide featuring examples using SigmaXL v 7

The Lean Six Sigma Pocket Toolkit: A Quick Reference Guide to Nearly 100 Tools for Improving Quality and Speed Michael L. George,John Maxey,David T. Rowlands,Malcolm Upton,2004-10-13 Vital tools for implementing Lean Six Sigma what they are how they work and which to use The Lean Six Sigma Pocket Toolkit is today s most complete and results based reference to the tools and concepts needed to understand implement and leverage Lean Six Sigma The only guide that groups tools by purpose and use this hands on reference provides Analyses of nearly 100 tools and methodologies from DMAIC and Pull Systems to Control Charts and Pareto Charts Detailed explanations of each tool to help you know how when and why to use it for maximum efficacy Sections for each tool explaining how to create it how to interpret what you find and expert tips Lean Six Sigma is today s leading technique to maximize production efficiency and maintain control over each step in the managerial process With The Lean Six Sigma Pocket Toolkit you ll discover how to propel your organization to new levels of competitive success one tool at a time

[Lean Six Sigma QuickStart Guide](#) Benjamin Sweeney,ClydeBank Business,2017-08-31 The Lean Six Sigma QuickStart Guide was created for both novice level learners and experts looking to revisit the fundamentals Built with accessibility in mind this book is a learn and go entry point into this powerful business success methodology Back cover

The Six Sigma Handbook, Fourth Edition Thomas Pyzdek,Paul A. Keller,2014-05-29 The most complete current guide to Six Sigma Best practices in Six Sigma are continuously evolving just as Six Sigma itself evolved from earlier best practices in quality improvement This fourth edition features expanded materials on innovation strategic development Lean and constraint management You ll notice many references to free online materials within the text such as Excel file templates that can be used for analyzing projects or videos that provide an in depth narrative on specific topics Additional links will be added over time to further extend the learning potential offered by the text so be sure to regularly check back into the online site at <https://www.mhprofessionalresources.com/sites/ssh4> From the Preface by Paul Keller The Six Sigma approach is being used to vastly improve processes profitability sustainability and long term growth at global organizations of all sizes Fully revised for the latest developments in the field The Six Sigma Handbook Fourth Edition reveals how to successfully implement this improvement strategy in your company The book explains how to define and deploy Six Sigma projects focused on key stakeholder requirements and carry out data driven management This comprehensive resource walks you through the phases of DMAIC and DMADV and demonstrates how to use the statistical tools and problem solving techniques of Six Sigma with screenshots of Minitab and Excel applications The new edition has been updated to include Two online quizzes for Six Sigma certification one for Green Belt candidates and one for Black Belt candidates Links to five videos that

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methodologies and there is no better approach for achieving operational excellence in an organization But how do you implement Lean Six Sigma and what does it entail The Complete Idiot s Guide to Lean Six Sigma answers this question with unprecedented clarity and turnkey elegance Part one gives you all the background you need to understand Lean Six Sigma what it is where it came from what it has done for so many organizations and what it can do for you and your company Parts two and three of the book give you a prescribed yet flexible roadmap to follow in selecting enacting and realizing improvements from Lean Six Sigma projects Within this step by step structure the authors demonstrate when and how to use the many Lean Six Sigma statistics and tools packing the pages with diagrams real life examples templates tips and advice If you are a Green Belt or a Black Belt or a trainee these two parts will be invaluable to you The Complete Idiot s Guide to Lean Six Sigma is the smartest choice if you need a comprehensive primer and especially if you need to actually improve a process or spread Lean Six Sigma capability throughout your company It is the best comprehensive reference available to get you on your way to becoming a lean mean business machine

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production philosophy and process improvement techniques of Six Sigma Lean Six Sigma combines two leading initiatives in order to take an organization to the next level *Lean Six SIGMA QuickStart Guide* Ed Stark,2014-09-16 Lean Six Sigma Made Simple Read For Free With Kindle Unlimited Free Audiobook More Included In The Book Amazon General Electric Motorola Ford Motor Company Bank of America and a multitude of other organizations large and small have propelled themselves to greater success thanks to Lean Six Sigma By leveraging the wisdom of the Lean Six Sigma methodology organizations reduce waste produce more streamlined and accurate processes and yield greater revenues and wider profit margins The Lean Six Sigma QuickStart Guide was created for newcomers looking for an accessible learn and go entry point to this powerful methodology Here you ll find Lean Six Sigma s secrets to customer satisfaction error reduction production and process uniformity management and much more all packaged and tailored for beginner level accessibility In this best selling QuickStart Guide ClydeBank Business elegantly simplifies the technical components of Lean Six Sigma making complex ideas clear and bridging the knowledge gap between expert and newcomer You ll Learn How and Why the Lean Methodology Merged with Six Sigma to Create a Powerful Best Practices Hybrid that Revolutionized Business Production The Application of Lean Six Sigma Principles and Standards to Both Production and Managerial Strategy DMAIC DMADV and Other Tools and Methodologies that Contribute to the Implementation of Lean Six Sigma The Most Common Mistakes Made by Lean Six Sigma Beginners Much More Additionally Everyone Who Purchases the Book Receives A FREE Audiobook The Ability To Get Free Books For Life More Details Inside A Risk Free Purchase No Questions Asked Money Back Gurantee We are so confident that methods outlined in this book will help you understand Lean Six Sigma that we re willing to let you try the book risk free If you are not fully satisfied with the product simply let us know and we will provide a 100% full refund That s right a 100% Money Back Guarantee What reason do you have to not give this book a try Scroll Up To The Top Of The Page And Click The Orange Buy Now or Read For Free Icon On The Right Side Right Now ClydeBank Media LLC All Rights Reserved **Lean Six Sigma** Adam Forbes,2016-06-20 Lean Six Sigma The Ultimate Beginners Guide Learn Everything You Need To Know About Six Sigma And Boost Your Productivity It s a horrible feeling when you have spent six months on a project and then suddenly realize that you have to scrap everything you ve done and start over because of one small oversight But as horrible as it is this symptom of bloated wasteful corporations is rather abundant in the work force of today But if you are wishing to break free from this corporate malaise and improve your business s bottom line then look no further than Lean Sigma Six A proven method that reduces waste within company ranks while pulling together all of your finite resources in order to increase your production levels to the utmost This book delves into the depths of Lean Sigma Six and how it has absolutely revolutionized the workplace In this easy to understand walkthrough you will learn the basic tenants of the Lean Sigma Six approach and exactly how you can apply it to your own company s needs Stressing the importance of solid architecture and hierarchy within the ranks of your business this book breaks down exactly how you can implement

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Lean Six Sigma For Leaders Martin Brenig-Jones,Jo Dowdall,2018-03-07 A refreshingly practical guide to real world continuous improvement Lean Six Sigma for Leaders presents a no frills approach to adopting a continuous improvement framework Practical down to earth and jargon free this book outlines the basic principles and key points of the Lean Six Sigma approach to help you quickly determine the best course for your company Real world case studies illustrate implementation at various organisations to show you what went right what went wrong what they learned and what they would have done differently giving you the distilled wisdom of hundreds of implementations with which to steer your own organisation Written from a leader s perspective this quick and easy read presents the real information you need to make informed strategic decisions While many organisations have implemented either Lean or Six Sigma there is a growing interest in a combined approach by implementing the most effective aspects of each you end up with a more potent adaptable system that benefits a wider range of organisations This book shows you how it works and how to tailor it to your organisation s needs Understand the basic principles and key aspects of Lean Six Sigma Examine case studies of organisations that have implemented the framework Build on the lessons learned by other leaders to shape your own path Achieve continuous improvement by creating the right environment for success In theory every organisation would like to attain continuous improvement but what does that look like in day to day practice How is it structured What practices are in place How can you implement this new approach with minimal disruption to daily operations Lean Six Sigma for Leaders answers these questions and more for a clear actionable guide to real world implementation

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Lean Six Sigma Guide Introduction

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