

Why Lean Six Sigma Efforts Fail to Sustain in an Organization

LEAN
ENTERPRISE



Six Sigma Development Solutions, Inc.

www.sixsigmadsi.com

(DMAIC) DEFINE, MEASURE, ANALYZE, IMPROVE, CONTROL

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- OVER 20 YEARS OPERATIONAL EXPERIENCE IN MANUFACTURING, DISTRIBUTION, PROCESSING, FINANCE, RETAIL SALES, INSURANCE, HEALTHCARE, I.T., NON-PROFITS AND LOCAL & STATE GOVERNMENT
- INSTRUCTED 1000+ CHANGE AGENTS ACROSS MULTIPLE DISCIPLINES
- LED OVER 15 IMPLEMENTATIONS IN DOMESTIC AND GLOBAL ORGANIZATIONS
- LED / MENTORED OVER 90 SIX SIGMA INDUSTRIAL/TRANSACTIONAL PROJECTS
- FACILITATED OVER 210 KAIZEN / WORKOUT PROJECTS FOR INDUSTRIAL, SERVICE AND HEALTHCARE ENVIRONMENTS

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A Baseline for Improvement “First Data” Video

Old (unimproved process):

<http://www.youtube.com/watch?v=BNjzaWUZ4yg>

After You watch the Movie:

Let’s discuss the Wasteful Activities that occurred.
Where did we see activities that the end customer
might not see as valuable?



A Baseline for Improvement “First Data” Video

Improved Process:

<http://www.youtube.com/watch?v=j4AyLkRWyUY>

Let's see how your ideas for improving this process compare to how the process was actually improved.

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We all want this Level of Success ...
Most Won't Reach it and Others Can't Sustain

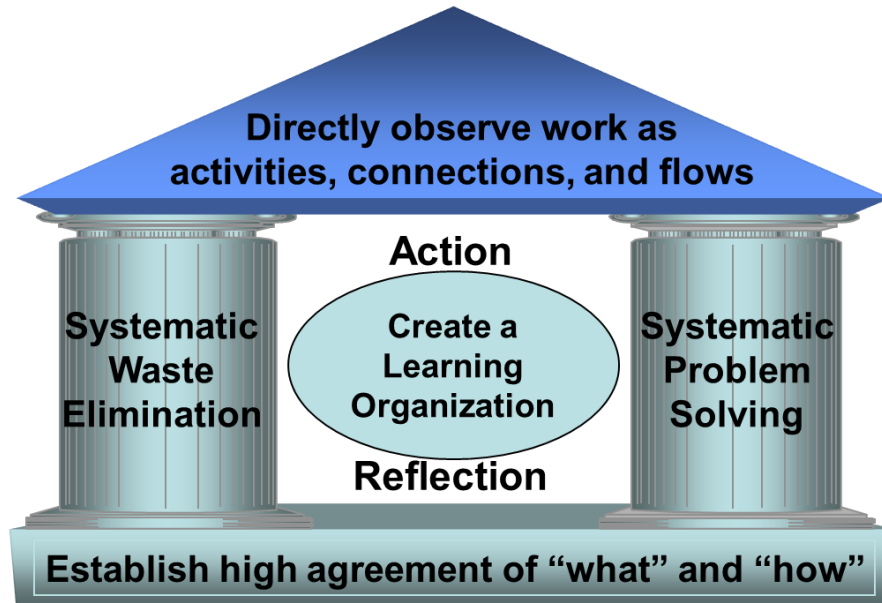
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Why Do Most Lean Six Sigma Efforts Fail to Sustain?

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Flinchbaugh and Carlino,
The Hitchhiker's Guide to Lean

What happens when you build a house on a weak foundation?

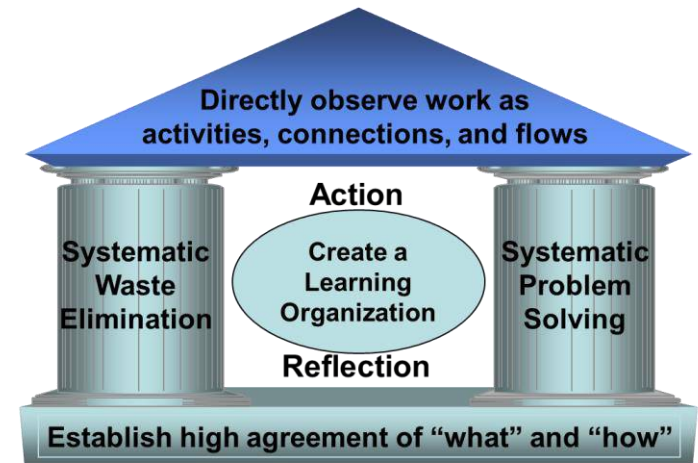
Your Continuous Improvement Efforts are No Different.

Without a Strong Foundation, the House will Fall!

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Build the "House" Starting with the Foundation

- Key Performance Indicators (KPI's) Developed and Understood at all levels (not Just Organizational)
- Buy-In from the C-Level (Not just Lip Service)
- Trained and Motivated Champions to Lead the Effort at the Mid Level
- Education of the Masses to Eliminate Fear
- Trained Change Agents that Understand they are a "Facilitator of Change"



Flinchbaugh and Carlino,
The Hitchhiker's Guide to Lean

- CI Projects that are Identified by Metrics (KPI} not Agenda
- Repeat! (that's the Concept of "Continuous")

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How Do I Know?

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- Company Sends an Employee to get a “Belt” and then Expects them to “Save the World”
- In an Effort to Become Lean, a Centralized Continuous Improvement Group (or a Silo) is Created
- Leadership Picks Projects Based on “Agenda” not Metrics (KPI’s) ... this leads to Sub Optimization
- Common Projects are assigned to “Solve World Hunger”
- “Belts” Improve Processes not the Process Owners (this doesn’t Sustain for long)
- 5S Areas that Quickly (Usually 6 Months or Less) Regress back their Original Unorganized State



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Do You Want a Lean Six Sigma Effort That Will Sustain?



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Let's have a discussion about where you are in your organization's Lean Six Sigma Continuous Improvement efforts ... and how to create sustainability.

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