

Six Sigma Leadership Guide for Program Success: S-SLEF Framework



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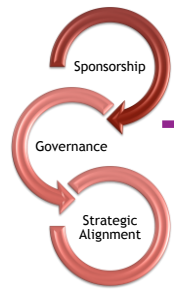


Table of Contents

- ▶ Presentation Objectives
- ▶ Literature Review
- ▶ Six Sigma Leadership Engagement Framework (S-SLEF) Framework, with Case Study Examples & Participation Exercises
- ▶ Summary
- ▶ Questions

Presentation Objectives



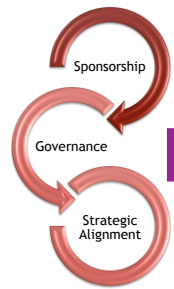


Presentation Objectives

- ▶ Provide a framework to guide leadership practice for successful Lean Six Sigma programs
- ▶ Learn from each other regarding what has worked in your organization

Literature Review





Literature Review

- ▶ Performed literature review
 - Academic research-oriented literature
 - Applied journals



Key Research Findings for Six Sigma Leadership

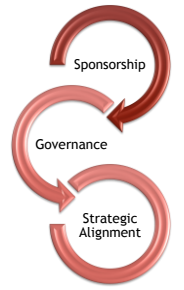
Key Success Factors

- 1 Executive sponsorship = Top management commitment
- 2 Program governance = Need for Six Sigma infrastructure
- 3 Strategic alignment = Selection and prioritization of Six Sigma projects



Key Research Findings: Executive Sponsorship 1

- ▶ Consensus for need for top management commitment (1, 2, 3, 5)
- ▶ Project champion role (1, 2, 7)
- ▶ Senior management needs to demonstrate Six Sigma is the engine of the organization's business transformation strategy (2)
- ▶ Top management needs to create infrastructure (2, 7)
- ▶ Top management needs to provide strategic alignment between project goals and business needs (2, 4)



Key Research Findings: Executive Sponsorship - 1 Champion Role

- ▶ Develop implementation strategy
- ▶ Accountable for program success
- ▶ Obtain, select and allocate resources
- ▶ Empower and hold people accountable
- ▶ Regular review of projects

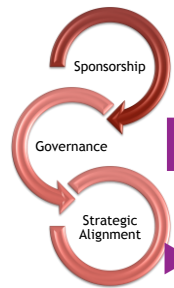


Key Research Findings: Program Governance

2

- ▶ Belt structure based on training, experience and knowledge (1, 7)
- ▶ Promotion and rewards for success; fast track high performers (1)
- ▶ Training: (1, 7)
 - Black Belt, Green Belt, Yellow Belt, Champion
 - DMAIC method
 - Tools
 - Experiential - project based
- ▶ D-M-A-I-C methodology and tools (1)
- ▶ Six Sigma Network (7)
- ▶ Project-based implementation (3)
- ▶ Process for measuring results (1, 7)

10



Key Research Findings: Strategic Alignment

3

- ▶ Organization should be clear on expectations of Six Sigma program, how fits with current structure and strategy (1, 2, 4)
- ▶ Projects selected need to be aligned with business needs, and have significant impact (6)
- ▶ Project charter helps with getting alignment in defining objectives; project champion should have input (3)
- ▶ Monetary justification (5)
- ▶ Balanced Scorecard (BS) can be used to align Six Sigma activities against BS targets (align metrics with strategy) (2)
- ▶ Business goals, department goals and personal objectives should be aligned (1, 2)
- ▶ Six Sigma competencies aligned with IT at the core (3)
- ▶ Focus on customer satisfaction and business improvement (3)
- ▶ Strategic roadmap used to create operating model (4)
- ▶ Strategic competencies that give competitive advantage and value (4)

Participation Exercise



- ▶ What does Six Sigma leadership engagement look like?

- ▶ At your table, describe (or prescribe) what it should look like to have Six Sigma
 - Executive Sponsorship
 - Program Governance
 - Strategic Alignment

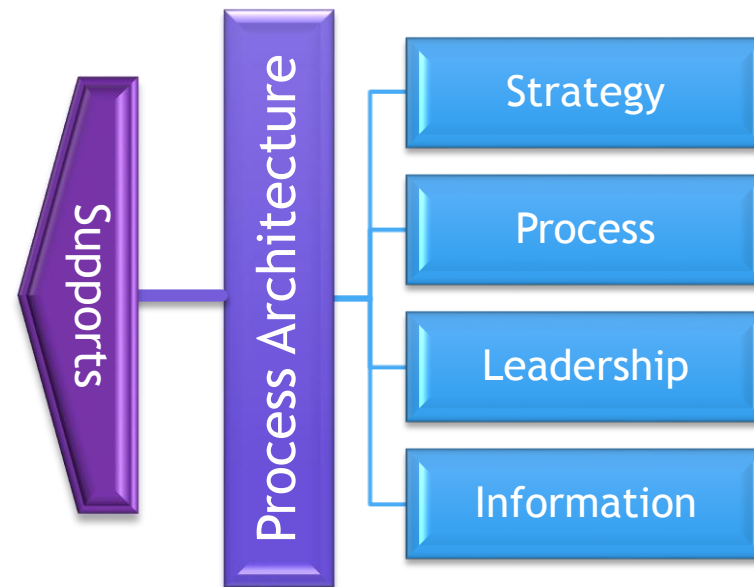
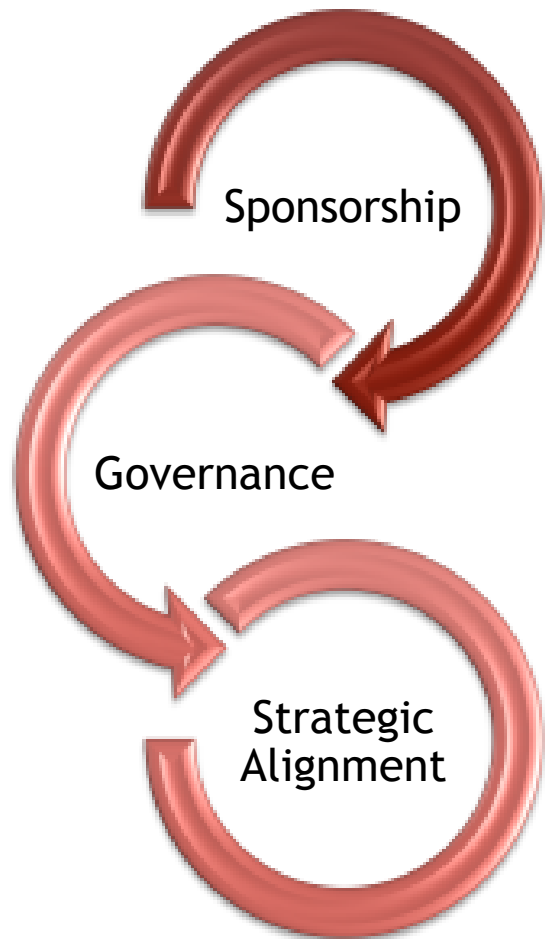
- Create one sheet for each category (listed above)

Six Sigma Leadership Engagement Framework (S-SLEF)





Six Sigma Leadership Engagement Framework: S-SLEF





Six Sigma Leadership Engagement Framework: S-SLEF Sponsorship



- ▶ Executive Sponsor Role
- ▶ Communication of consistent message
- ▶ Cultural alignment



Six Sigma Leadership Engagement Framework: S-SLEF

Sponsorship - Role



► Executive Sponsor Role

- Ensure strategic alignment
- Obtain and select resources
- Remove barriers
- Reward, celebrate
- Communicate consistent message
- Ensure cultural alignment
- Define infrastructure and governance



Six Sigma Leadership Engagement Framework: S-SLEF

Sponsorship - Role



Process Council- Actively meet on a monthly or quarterly basis to:

- ▶ Select process improvement key priority initiatives for cross LOB, departmental processes
- ▶ Align process improvement initiatives with business & technology strategy
- ▶ Designate Champions / End Process Owners for entire organization including key strategic process improvement initiatives
- ▶ Solve project issues, resources and communicate organization and role changes to support process improvement initiatives with centers of excellence
- ▶ Communicate, recognize and celebrate continuous process improvement initiatives implemented by Champions, Process Owners, Project teams
- ▶ Leverage best practices sharing & implementation across similar LOB's processes and improvements
- ▶ Review status of cross functional process initiatives
- ▶ Review and set process improvement goals associated with process and business scorecard reviews
- ▶ Support and encourage a culture of continuous process improvement, ensuring alignment with our existing culture
- ▶ Update the Leadership Group quarterly of the status of Process Transformation projects, improvements and scorecards/process metrics.

Example



Six Sigma Leadership Engagement Framework: S-SLEF Sponsorship - Communication of consistent message

Process Transformation will help
make processes:

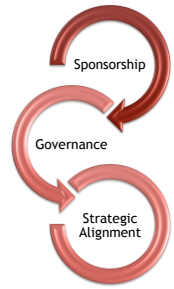
Simpler, Faster, and More Valuable

Simpler = Less steps, less complexity, easier to perform, less waste and cost

Faster = More timely to meet customers' expectations

Valuable = Meeting customers' requirements at low cost and high service

Example



Six Sigma Leadership Engagement Framework: S-SLEF

Sponsorship - Communication of consistent message



Use Clear & Concise Language

- ▶ Communication of consistent message
 - Elevator speech
 - Who are we?
 - What we are going to do?
 - Why must we do it?
 - What will the results be?
 - What do we need from you?



Example

Participation Exercise



- ▶ How would you describe your organization's process improvement / Lean Six Sigma program?
- ▶ Prepare an elevator speech and share with your table

- ▶ Communication of consistent message
 - Elevator speech
 - Who are we?
 - What we are going to do?
 - Why must we do it?
 - What will the results be?
 - What do we need from you?





Six Sigma Leadership Engagement Framework: S-SLEF

Sponsorship - Cultural Alignment

From Traditional Thinking	To CI Principles & Thinking
Problem-driven	Customer-driven
Reacting to dissatisfaction	Preventing dissatisfaction
Results at any cost oriented thinking	Cross-functional, process oriented thinking & discipline
Used to waste and rework	Eliminate waste to improve processes & throughput
Fixing blame	Fixing the problems
People management	System management, reducing variation, process measurement
Reward fire-fighting & crisis management	Reward team effort and improvement
Measure cost and productivity	Measure throughput, customer satisfaction, processes, quality
Authoritative	Empowerment, accountability



Six Sigma Leadership Engagement Framework: S-SLEF

Sponsorship - Cultural Alignment



Example

Corporate Values	To CI Principles & Thinking
Research excellence	Customer-driven
Clinical excellence	Preventing dissatisfaction
Superior performance	Cross-functional, process oriented thinking & discipline
High quality	Eliminate waste to improve processes & throughput
Safe	Fixing the problems
Efficient	System management, reducing variation, process measurement
Patient Centered	Reward team effort and improvement
Transparency	Measure throughput, customer satisfaction, processes, quality
	Empowerment, accountability

Participation Exercise



- ▶ Is your organization aligned to CI principles & Thinking?
- ▶ List your corporate values and map them to the Continuous Improvement Principles & Thinking

Corporate Values	To CI Principles & Thinking
	Customer-driven
	Preventing dissatisfaction
	Cross-functional, process oriented thinking & discipline
	Eliminate waste to improve processes & throughput
	Fixing the problems
	System management, reducing variation, process measurement
	Reward team effort and improvement
	Measure throughput, customer satisfaction, processes, quality
	Empowerment, accountability



Six Sigma Leadership Engagement Framework: S-SLEF Governance



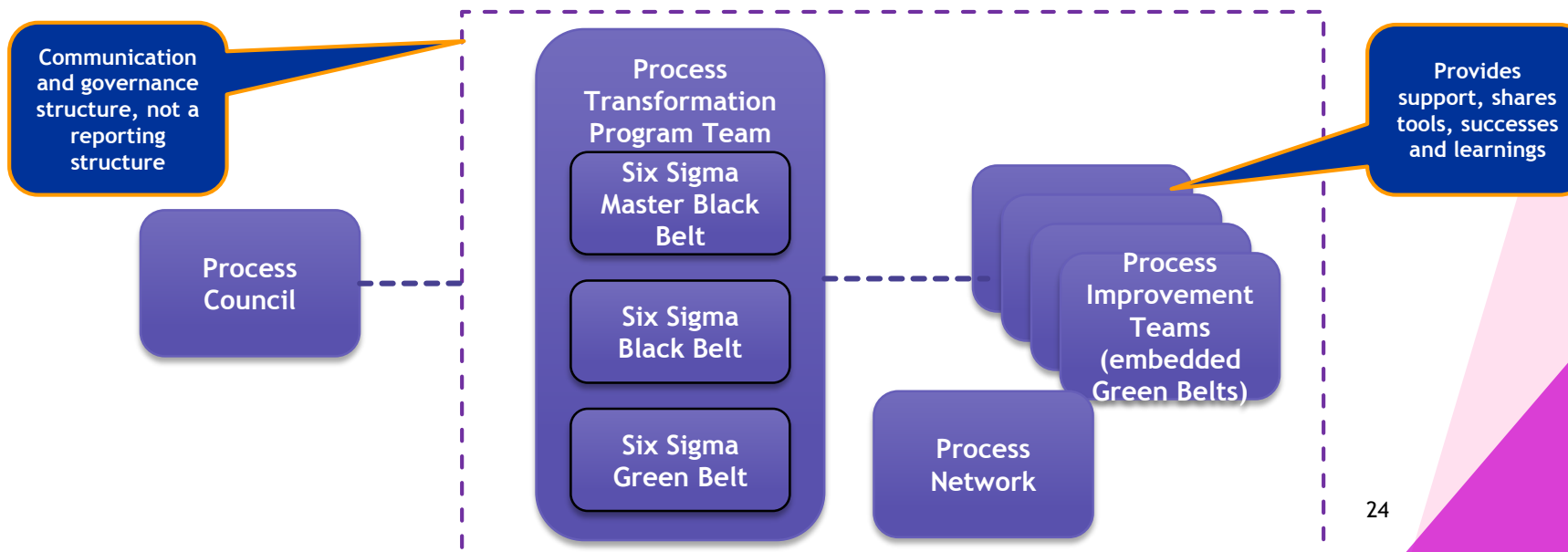
Process Council:

- Identify and prioritize process transformation (PT) strategy and initiatives
- Monitor PT projects' status, reporting and progress
- Reinforce a culture of continuous improvement

Process Improvement Teams:

- Design and implement improvements
- Measure and monitor on-going process metrics and improvements
- In the future, certified Six Sigma Green Belts (process owners) will be embedded in the teams

Example





Six Sigma Leadership Engagement Framework: S-SLEF Governance



Process Improvement Initiative	Performance				
	Service	Timeliness	Quality	Cost	Revenue
Project 1	✓	✓	✓	✓	✓
Project 2	✓	✓	✓	✓	✓
Project 3	✓	✓	✓	✓	✓
Project 4	✓	✓	✓	✓	✓
Technology Projects with a Process Focus					
Project 5	✓	✓	✓	✓	✓
Project 6	✓	✓	✓	✓	✓

Example

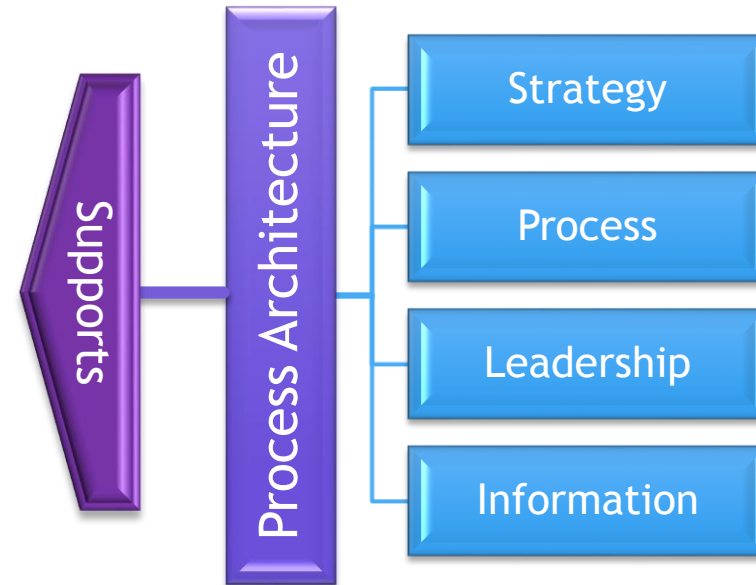


Six Sigma Leadership Engagement Framework: S-SLEF

Strategic Alignment

► Process Architecture

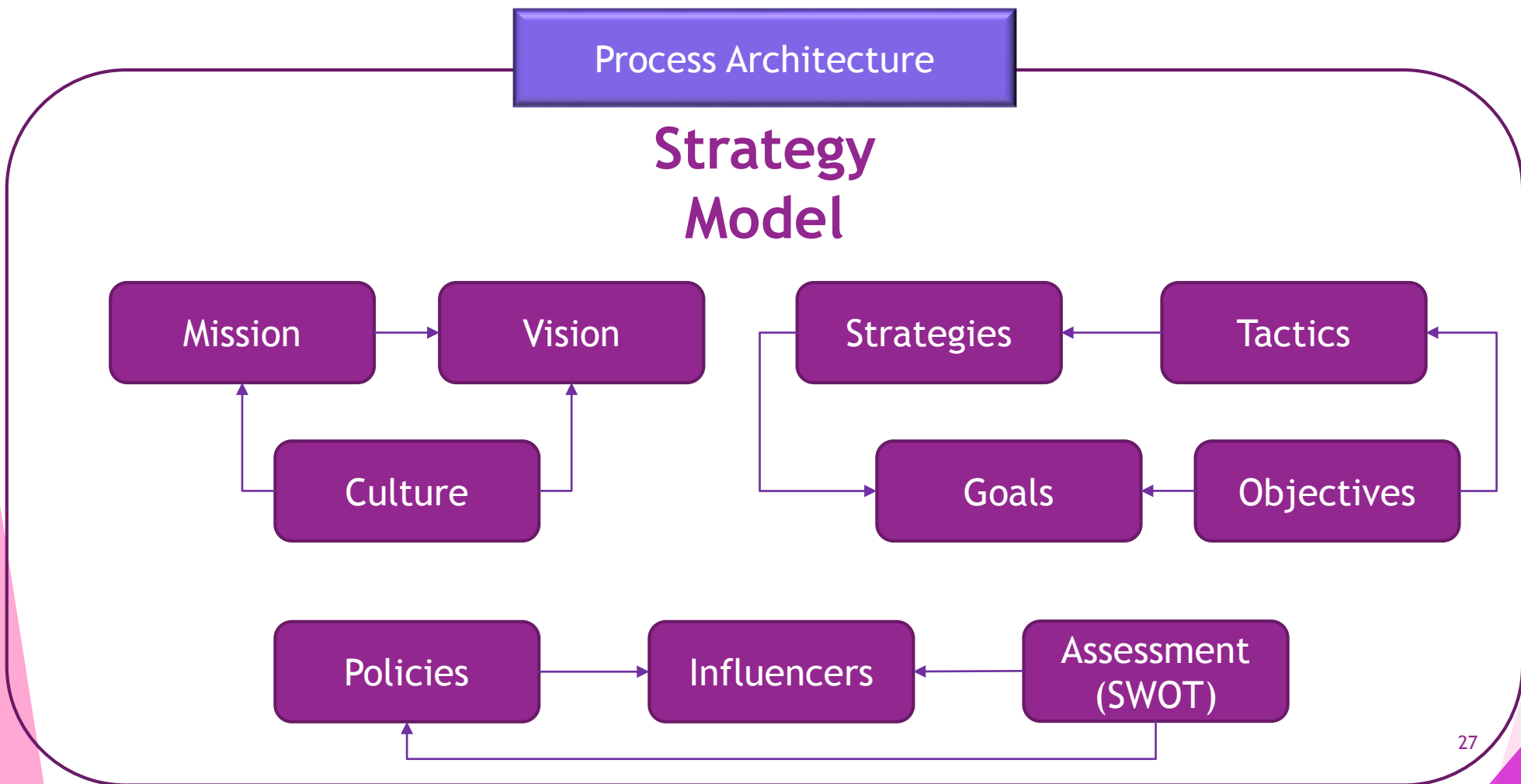
- Provides repository of enterprise through defined conceptual meta models
 - Strategies
 - Processes
 - Leadership
 - Information





Six Sigma Leadership Engagement Framework: S-SLEF

Strategic Alignment





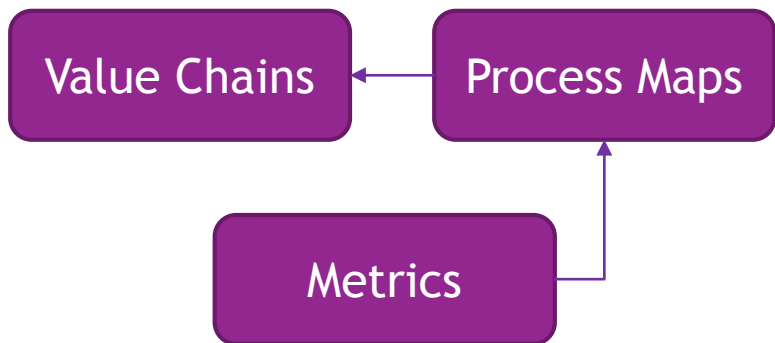
Six Sigma Leadership Engagement Framework: S-SLEF

Strategic Alignment

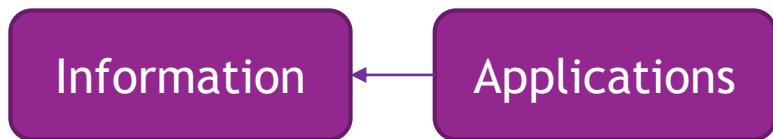
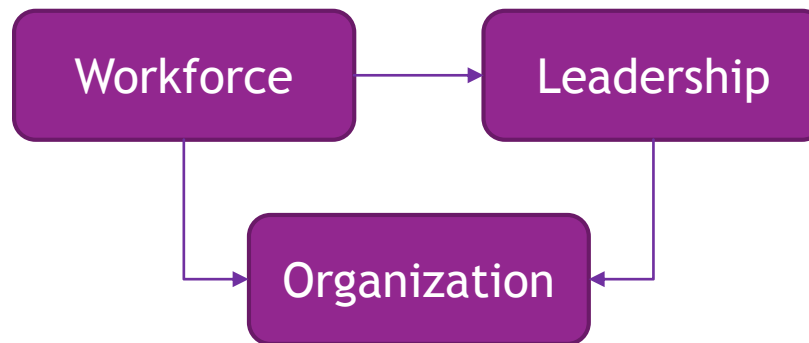


Process Architecture

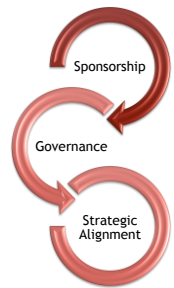
Process Model



Leadership Model

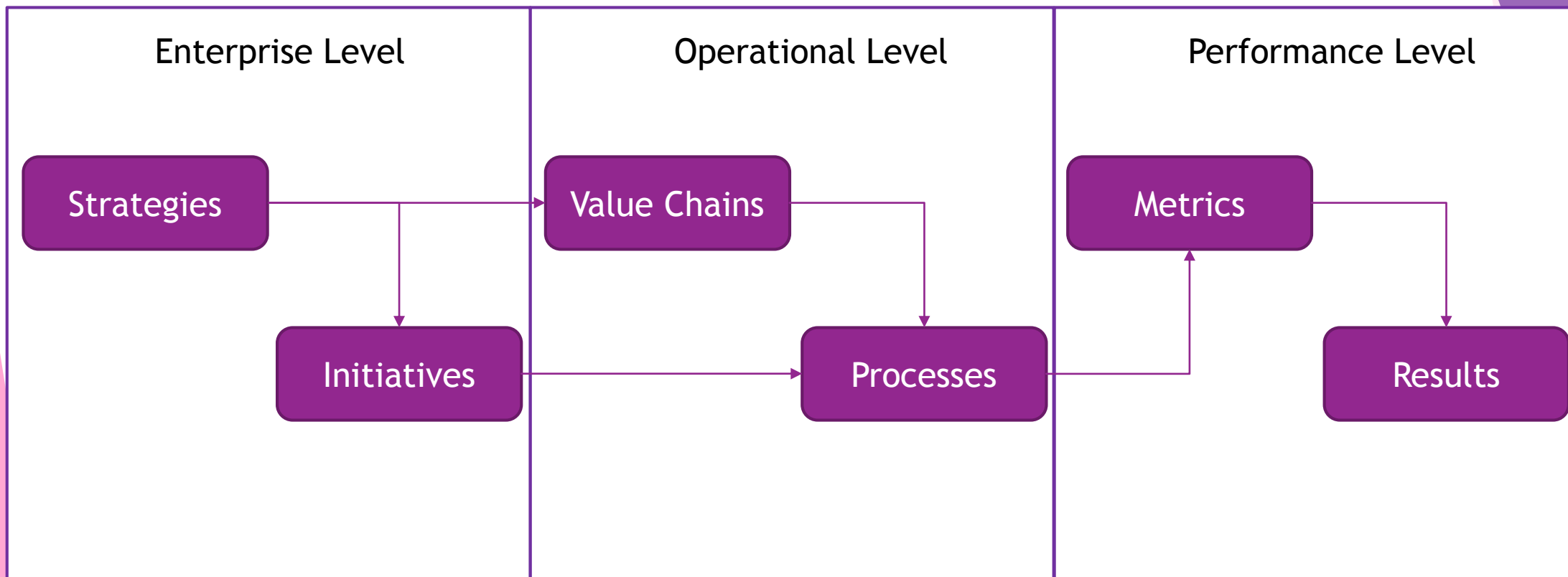


Information Model



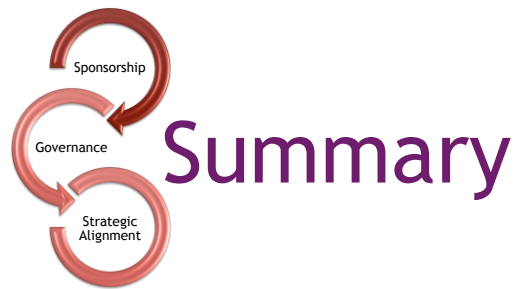
Six Sigma Leadership Engagement Framework: S-SLEF

Strategic Alignment - Project Prioritization



Summary





S-SLEF Framework:

- ▶ Supports the key drivers identified in the literature
- ▶ Keeps the organization focused on what is important to make the Six Sigma program successful
- ▶ Maintains consistent messaging and communication
- ▶ Ensures cultural alignment and movement towards the continuous improvement principles
- ▶ Provides visibility to results and success
- ▶ Enables rewards and celebration



Questions??





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