Leadership in Designing the Implementation of Lean Six Sigma in a multi-dimensional organisation

Strategic Insights from Research and Practice in Lean Six Sigma

Quality Associates INTERNATIONAL™ South East Asia

Leadership in Designing the Implementation of Lean Six Sigma

Outline

- The multi-dimensional organisation
- Leaning Lean Six Sigma Implementation
- Who are my voices?
- The Lean Six Sigma Implementation SIPOC
- Aspects of the Lean Six Sigma Program
- Success Factors
- Business Links
- Moving from Define and Design to Deploy and Deliver
- Curriculum Models and 7D

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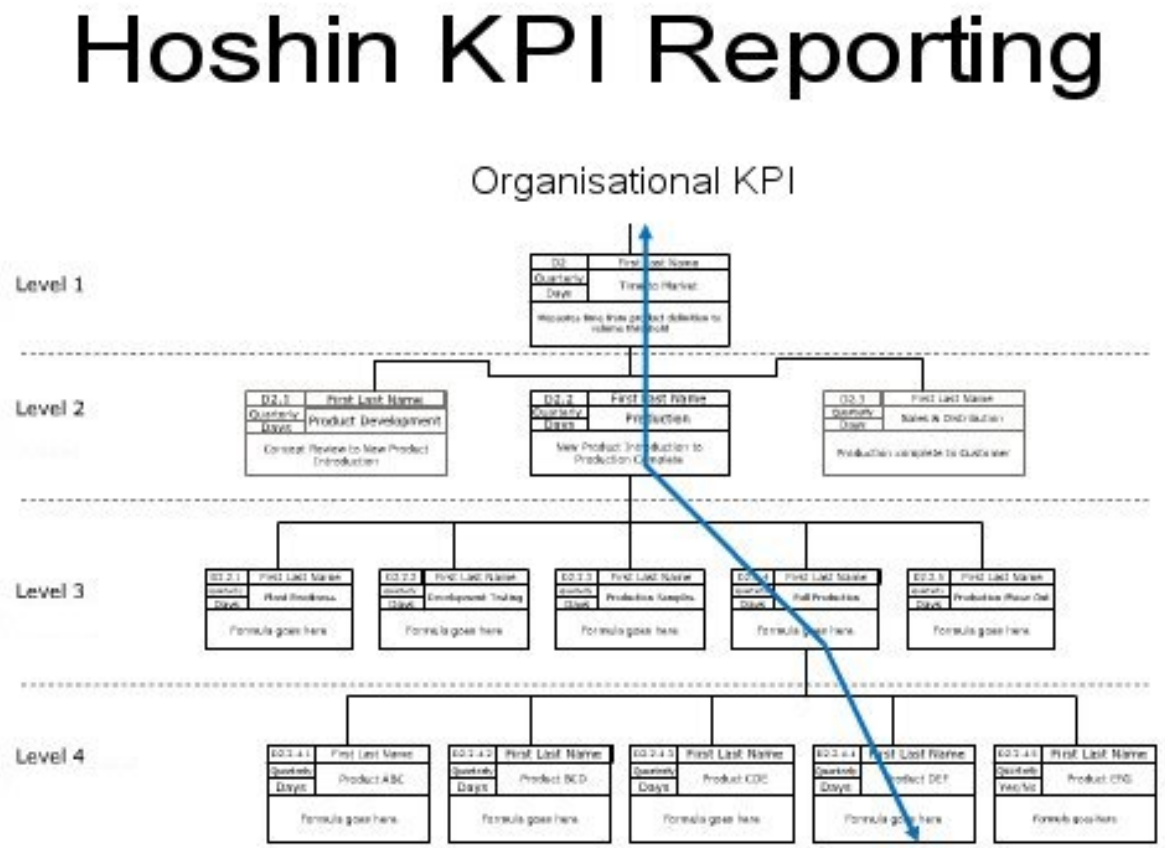
On a lighter note!

The multi-dimensional organisation

- **The multidimensional organisation**
  - **An organisation is multidimensional if**
    - **objectives are pursued simultaneously through multiple dimensions**
      - **Product**
      - **Region**
      - **Account**
      - **Market Segment**
    - **performance is reported simultaneously on and through multiple dimensions including**
      - **overall performance and the contribution each dimension has on multiple levels**
      - **Each dimension being accountable for its contribution to overall performance**
      - **Dimensions being reliant on each other for resource**
      - **Collective accountability for overall performance**
      - **Customers are the profit centres of the organisation**

The multi-dimensional organisation

Multi-dimensional Reporting – KPI (Hoshin Reporting)



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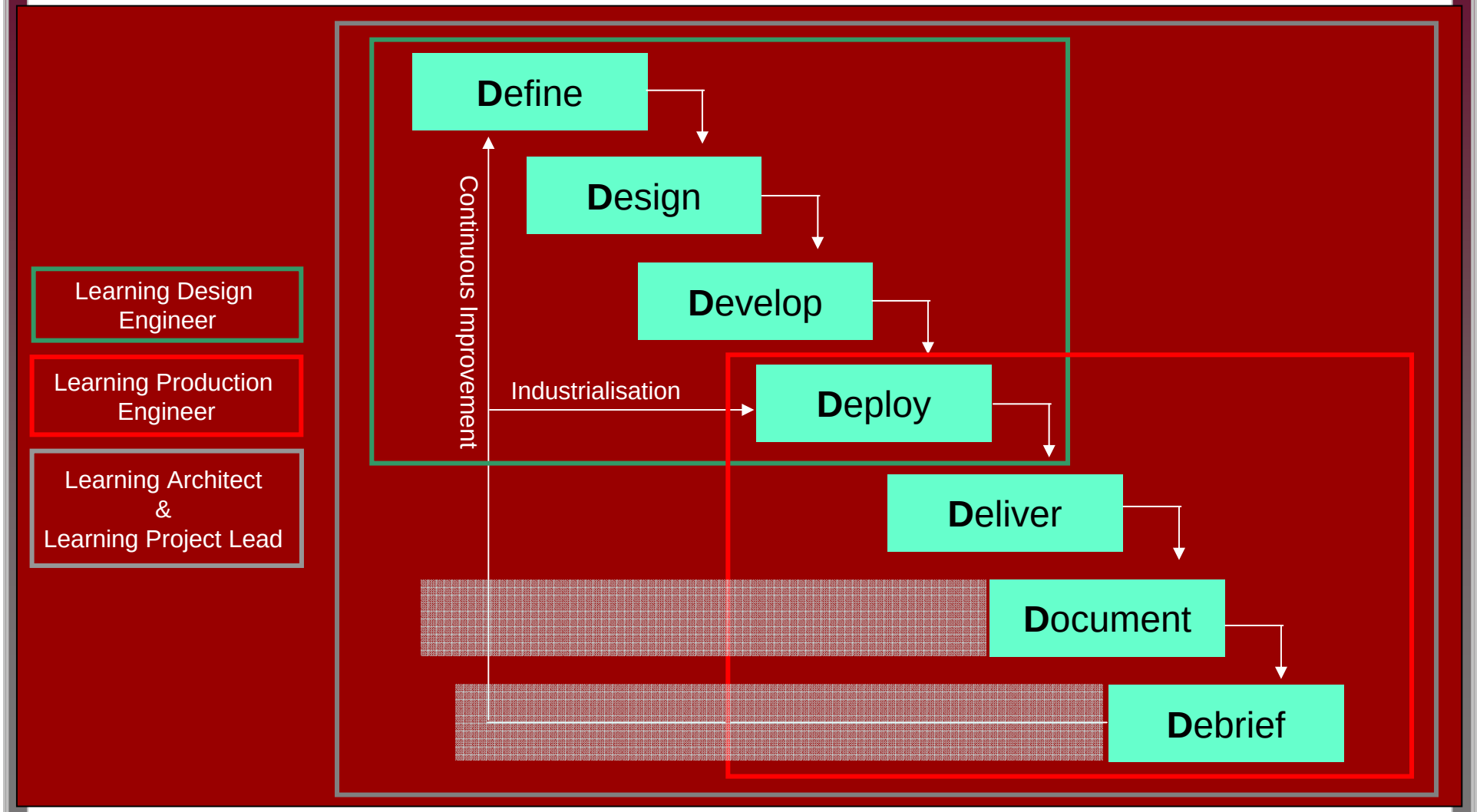
7D



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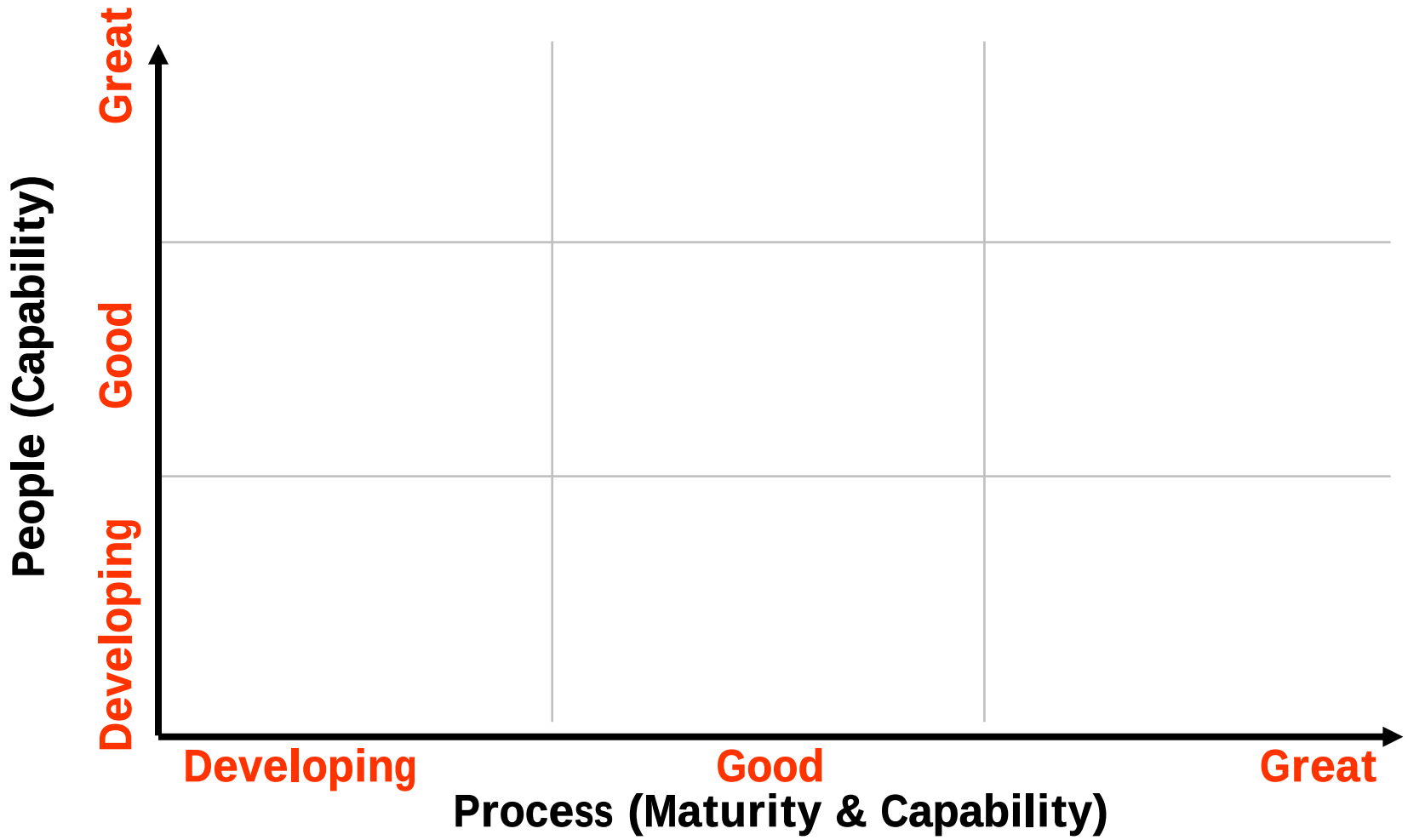
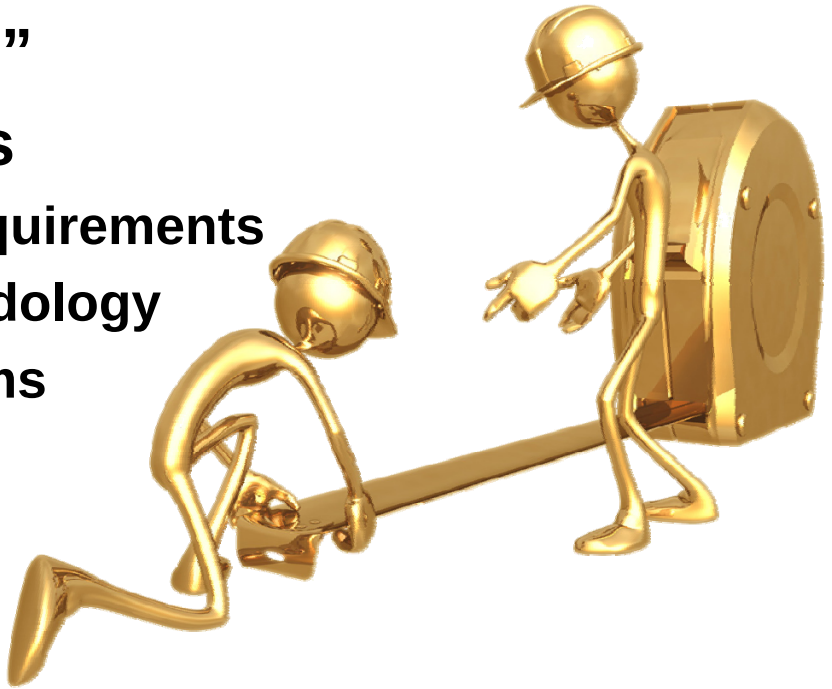
The multi-dimensional organisation

People vs Process



Leaning Lean Six Sigma Implementation

- **Regardless of the organisation significant time needs to allocated to define and design of the lean six sigma program prior to any delivery or organisational notification**
  - **"Measure Twice Cut Once"**
  - **Organisational Readiness**
    - **Educational Framework Requirements**
    - **Project Management Methodology**
    - **Quality Management Systems**
      - **Feedback Loops**
      - **Process Management**
    - **Business Frameworks**



Who are my voices?

- **Who are my voices?**
  - Voice of Customer
  - Voice of Business
  - Voice of Process
  - Voice of Business Entity/Dimension
  - Voice of Participant
  - Voice of Program
  - Voice of Measurement
  - Voice of Learning
  - Voice of Problems
  - Voice of Waste

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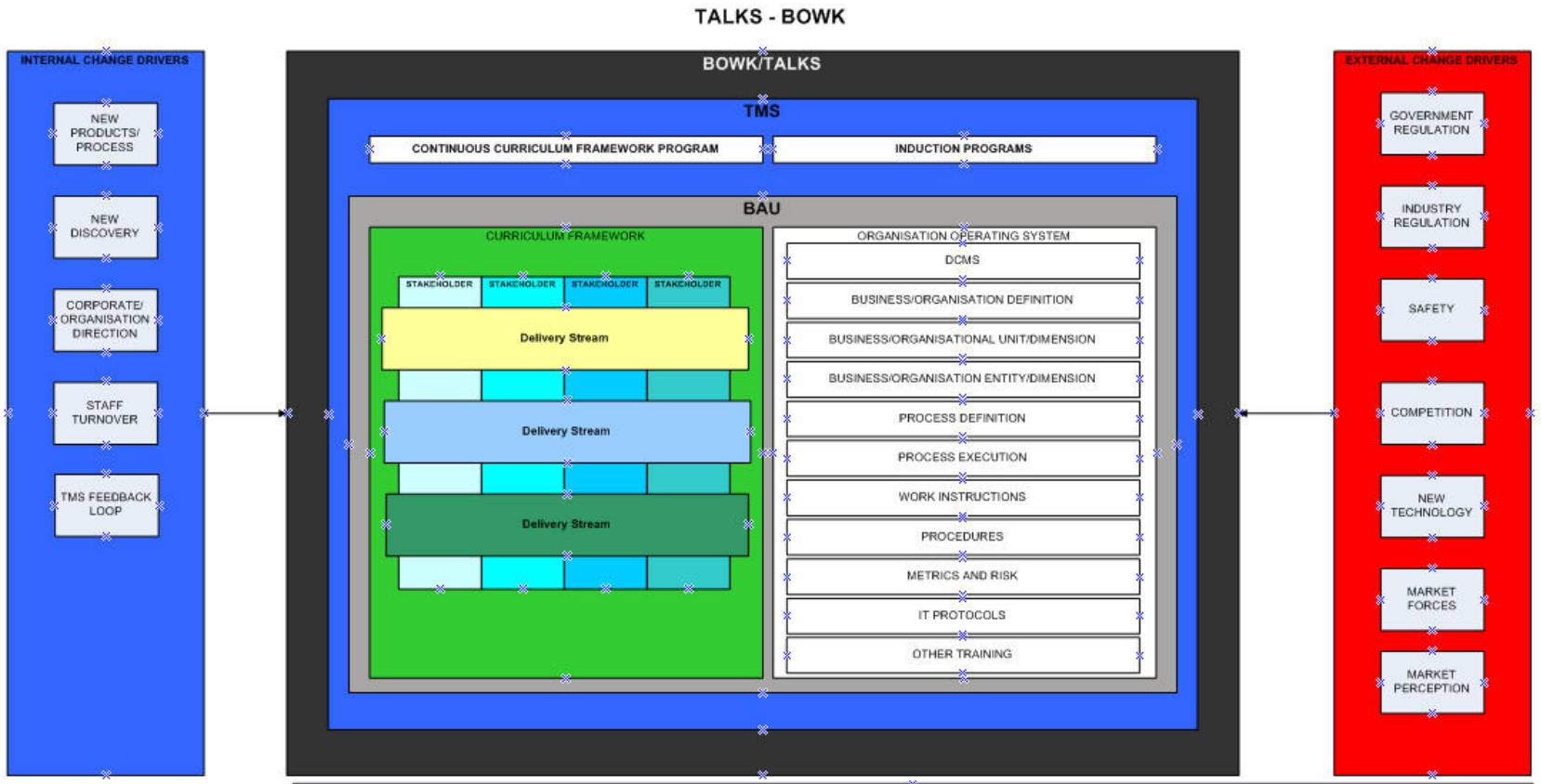
Who are my voices?



TERMS

BOWK – Body Of Knowledge
TMS – Training Management System
DCMS – Document Control Management System

BOWK is the entire knowledge base of the organisation which expands and contracts on the basis of internal and external change drivers. The BOWK is generally greater than the knowledge to be transferred in the TMS as defined by the curriculum. In rare cases the gap between BOWK and the TMS can be significantly reduced by the internal change of staff turnover and the loss of legacy data that has not been transferred into the TMS and hence into BAU. The BOWK feeds into the TMS and hence the curriculum as a subset of knowledge which is transferred into the day to day activity of the organisation and becomes BAU. BAU activity is a subset of the courses and activities undertaken in the TMS and in itself feeds back into the TMS to alter the BOWK and the structure of the TMS and the courses and activities themselves. The proposed high level view of the continuous curriculum framework program in the TMS is represented in the diagram as part of BAU as a subset of the TMS. The set up development, implementation and assessment of the continuous curriculum framework program in the TMS to filter into and become a subset of BAU should be a key focus of all curriculum projects.

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The Lean Six Sigma Implementation SIPOC

LEAN SIX SIGMA IMPLEMENTATION SIPOC

SUPPLIER	INPUTS	PROCESS	OUTPUT	CUSTOMER
-VOICE OF CUSTOMER -VOICE OF BUSINESS -VOICE OF PROCESS -VOICE OF BUSINESS ENTITY/ DIMENSION -VOICE OF LEARNING -VOICE OF PARTICIPANT -SME LEARNING -SME MASTER BLACK BELT -SME BUSINESS PROCESS -FINANCE -CHAMPIONS -FACILITATORS -REGULATORY BODIES -CURRICULUM BLUEPRINTS (BUSINESS, INDUSTRY, PROFESSIONAL) -ORGANISATION BODY OF WORKING KNOWLEDGE	-COMPETENCY CONTINUUM -PROJECTS -PROJECT MANAGEMENT -BUSINESS STRATEGY -CUSTOMER REQUIREMENTS -REGULATORY REQUIREMENTS -RISK ASSESSMENTS -ORGANISATION PROCESS AND STRUCTURE -LEAN SIX SIGMA PROGRAM RESOURCE REQUIREMENTS -ORGANISATION MATURITY LEVELS	LEAN SIX SIGMA IMPLEMENTATION 7D -DEFINE -DESIGN -DEVELOP -DEPLOY -DELIVER -DOCUMENT -DEBRIEF	-CONTINUOUS IMPROVEMENTS -BUSINESS SAVINGS -PROCESS CHANGE -PROJECT DELIVERABLES -CUSTOMER REQUIREMENTS -WORK BASED LEARNING -WORK INTEGRATED LEARNING -PARTICIPANT CERTIFICATION	-END CUSTOMER -INTERNAL CUSTOMER -REGULATORY BODIES -EDUCATIONAL BODIES -ORGANISATION -ORGANISATION CONTINUOUS IMPROVEMENT PROGRAM -SHAREHOLDERS/ COMMUNITY -ORGANISATION BODY OF WORKING KNOWLEDGE -ORGANISATION PROCESSES -ORGANISATION VALUE STREAM -ORGANISATION DIMENSION/ ENTITY -PARTICIPANT

Aspects of Lean Six Sigma Program

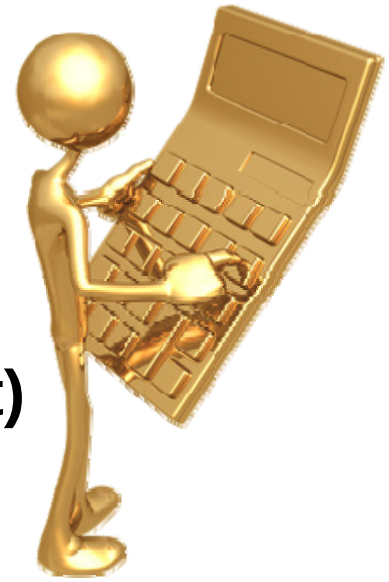
- **Aspects of the Lean Six Sigma Program**
  - Scope of program based on
    - Organisational Size, Maturity, People v Process Rating
    - Depth of Projects
  - Competency Continuum – Blooms
    - Belt Requirements or Certification Requirements or Both
  - Business Outcomes
  - Customer Requirements
  - Problem Solving
    - not Problem Introduction or Problem Shifting
  - Participant Recognition (WIFM)
  - Project Filtering, Deliverables, Impacts and Reporting
  - Program SIPOC clearly stated

Success Factors

- **Success Factors**
  - Customer Requirements met and enhanced
  - Problems Solved
  - Measurable Savings
  - Projects Delivered
  - Participants Certified
  - Continuous Improvement Program Developed
  - People v Process Improvements
  - Program Baseline Improvements

Business Links

- **Business Links**
  - Program Customisation
  - Multidimensional Organisation
  - Business Strategy and Objectives
  - Business Outcomes (not always profit)
  - Waste Reduction
  - Workforce Capability Enablement
  - Organisational Skills Matrix
  - Projects and Skill enhancements related to role definitions and process requirements
  - Hoshin Reporting Structure



Moving from Define and Design to Deploy and Deliver

- **Moving from Define and Design to Deploy and Deliver**
  - Development Requirements Identified, Established and Committed
  - Resource Requirements Defined
  - Risk Processes Identified
    - Participant Entry Identified
  - Analysis areas Identified
  - Educational Parameters Outlined
  - Program Costs outlined
  - Program Reporting Structures Agreed
    - Aligned to multidimensional reporting

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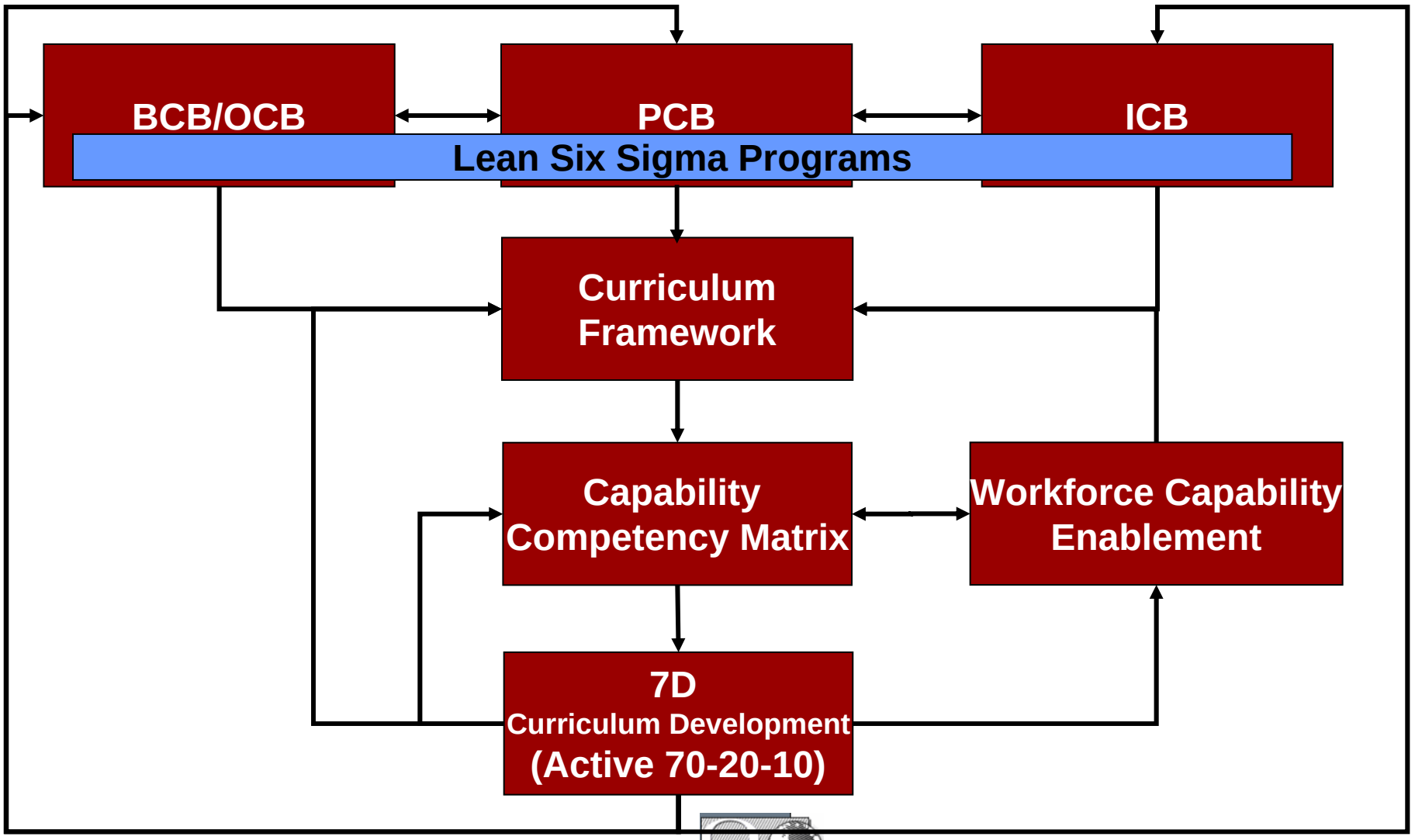
Curriculum Models - The Integrated Curriculum View



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7D