



Coleen Bedrosian

Six Sigma Implementation Guide

- ▶ Six Sigma and Lean Six Sigma Concepts
- ▶ Available Tools and how to Use them
- ▶ Mentorship and Coaching Best Practices
- ▶ Implementation Checklist
- ▶ The Impact on an SAP Implementation
- ▶ Sustainability and Continued Growth

2 Why Support From Organizational Is Important?

Adoption of Six Sigma and Lean Six Sigma is a form of change management. The principles represent a significant change in the mindset of the organization and philosophy of how work is performed. Historical research has indicated that all successful, sustainable changes occur by principles cascaded from the top of the organization. Ensuring that the leadership is well informed and accepting of change is critical to the adoption of Six Sigma within an organization.

2.1 What Role Does Organizational Leadership Play in Six Sigma?

One of the most critical aspects of Six Sigma and Lean Six Sigma adoption is the role of the organization's leadership. Without the full support of the leaders in the organization, change initiatives are doomed to failure. Leadership at all levels need to embrace the change, talk about the change in a positive manner, encourage change and accept the change by demonstrating the principles and speaking the language of Six Sigma.

Some organizations create a program for leaders to learn about the principles of Six Sigma in an abbreviated fashion to fully understand what future subject matter experts in Six Sigma (i.e., yellow, green and black belts) will be expected to learn and utilize on a daily basis. By

learning the principles and being able to converse in the language, as well as assisting the team in this change process, the likelihood of success will increase.

How do some of the top organizations approach change and move through the leadership adoption of Six Sigma?

- ▶ Hands-on workshops on a periodic basis to “touch and feel” projects and show Six Sigma in action.
- ▶ Visit other organizations and “best in class“ enterprises that have sound Six Sigma programs to compare and learn.
- ▶ Encourage field visits (post implementation) to watch individual contributors using Six Sigma in the field, demonstrating the “hands on” success stories of the organization.
- ▶ Establish “change agents” who are fully trained in the Six Sigma principles that will coach and mentor the executives who will in turn provide coaching and mentoring to others in the organization.

2.2 How to Involve Leaders in the Six Sigma Roll-out


Think about this concept of acceptance. A Chief Executive Officer of an organization speaks in front of a team of people and describes Six Sigma as a concept that the team is thinking about implementing, but speaks of the concept in vague terms, appears uncomfortable talking about it, does not demonstrate excitement about the concept and doesn't seem to have a lot of information on the concept. How will the directors, managers, supervisors and contributor-level employees embrace this concept? They will have even less enthusiasm than the leader, as it seems as if this concept is more of a fad than a strategic decision, and is not embraced and integrated into the culture.

The organization must approach change in a unified manner, and desired behaviors must be modeled from all levels of the organization. Everyone in the organization will closely watch the actions of the CEO to determine how serious the organization is about undertaking Six Sigma.

2.3 What Human Aspects of Change Should Be Considered?

Leaders must also be aware of the human aspects of change and while being sympathetic, must continue to speak in a unified voice of the benefits of the change that will occur in the organization.

An interesting article by John Jones, DeAnne Aguirre and Matthew Calderone addresses „10 Principles of Change Management“. One key message is on transformation.

Transformation	
	Long-term structure transformation has four characteristics: scale (the change affects all or most of the organization), magnitude (it involves significant alterations of the status quo), duration (it lasts for months, if not years), and strategic importance. Yet companies will reap the rewards when change occurs at the level of the individual employee. ⁵

2.4 How Should Change Be Planned in an Organization?

Without management first setting the cadence and expectations for all levels of the organization, the individual employee will not become engaged and accept change. Status quo is the easiest day to day operation. Everyone has their work life, their home life and many responsibilities to balance in a day. No one prefers or seeks out change. Change is often thrust upon the organization to accept, but setting the right foundation and expectation will help with the transformation of the organization.

Implementation of change must be accompanied by a clear plan of how the change will occur. By stating „we will implement Six Sigma principles within our organization“, the leader has not utilized one of the

foundational aspects of pre-specifying how the implementation will occur. This is no different than taking on any large project—you must ask yourself „what are the steps“, „how will the project be completed“ and „within what time period will the project actions be completed?“

John P Kotter's Eight Steps to Successful Change



John P Kotter, a Harvard Business school professor and leading thinker and author on organizational change management has introduced key success factors relating to people's response and approach to change, in which people see, feel and then change. To be successful, you must:

1. Increase urgency — inspire people to move, make the objective real and relevant.
2. Build the guiding team — get the right people in place with the right emotional commitment, and the right mix of skills and levels.
3. Get the vision right - get the team to establish a simple vision and strategy, and focus on emotional and creative aspects necessary to drive service and efficiency.
4. Communicate for buy-in — Involve as many people as possible, communicate the essentials simply, and appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against you.
5. Empower action—Remove obstacles, enable constructive feedback and an abundance of support from leaders — reward and recognize progress and achievements.
6. Create short-term wins — Set aims that are easy to achieve in bite-size chunks with a manageable number of initiatives. Finish current stages before starting new ones.

7. Don't let up — Foster and encourage determination and persistence with ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.
8. Make change stick — Reinforce the value of successful change via recruitment, promotion, new change leaders. Weave change into culture.⁶

Questions

1. Based on your past experience with major changes within your organization, what would you do differently when rolling out Six Sigma and Lean Six Sigma?
2. How will you implement the change management process?
3. What were the success factors you learned about from your benchmarking?
4. What are areas that were not as successful and should be reviewed and improved upon?
5. Should this change be part of the annual performance review cycle?
6. Are there any concerns you have about implementing this change and how will you address those challenges?

Case Study

On Friday, John Squires attended a site visit with CHAT, Inc. (CHAT), a large cell phone customer that is using both SAP and Six Sigma, as well as Lean Six Sigma. On Monday, he reflected on the responses to his questions and his notes from this visit. He met with Paul Fisher, the Vice President of Marketing at CHAT, whom John often worked with in sales deals. Paul was very interested in making sure that he provided John with as much information as possible on Six Sigma and Lean Six Sigma and how they worked for CHAT.

On Tuesday at 10:00 a.m., John took the questions and notes from his site visit to meet with CHIP's president, Matt Rook. Matt was always glad to meet with John in their weekly performance review. Today was no different than any other meeting. Matt sensed that John was anxious to share some news with him and listened intently to John's message that Six Sigma and Lean Six Sigma would help the organization. He even agreed to call Paul Fisher and learn how successful CHAT had been with their implementation of Six Sigma and Lean Six Sigma principles.

Matt suggested that John prepare a presentation for the senior management staff meeting scheduled for the next week to share how a pilot program may work for the organization, how it would be rolled out and who might be tasked as the „change agents“ for CHIP. Matt also wanted to know how the costs would be covered and what type of projects may benefit from the use of Six Sigma and Lean Six Sigma in the organization. In short, John's suggestion had created some extra work for him, however John didn't mind—he was feeling even more positive that this was the right course of action after his site visit with CHAT last week. The metrics that Paul had shared with him, although some details were masked due to confidentiality, showed that CHAT had cut operational costs by 5% over the past 2 years by changing to more efficient ways to do work. There were many other areas that CHAT was now looking at to expand their use of the tools so that they could experience greater levels of savings and success.

John pulled out his checklist that he started filling out and went on to the next chapter in the book on Six Sigma and Lean Six Sigma. He was interested in looking at the next series of questions and developing his plan.

1. Based on your past experience with major changes within your organization, what would you do differently when rolling out Six Sigma and Lean Six Sigma? *From the site visit completed with CHAT, I have learned that the best advertisement for implementing Six Sigma and Lean Six Sigma is talking about the positive impacts this will have on our organization.*

2. How will you implement this change management process?
The greatest success will be from a partnership with CHAT in the roll-out using a similar methodology and relying on CHAT to advise and mentor me in the process. I have an organization that has successfully implemented Six Sigma and Lean Six Sigma and wants to help me for no charge.
3. What were the success factors you learned about from your benchmarking?
CHAT talked about frequent communication – newsletters, company officer videos on success factors of Six Sigma and Lean Six Sigma, printed material so everyone had information on the process and steps and placing the information on the company web site.
4. What are areas that were not as successful and should be reviewed and improved upon?
The timing of the messaging and the availability of the material needs to coincide—if the messaging is released before the material, there is nothing for people to look at and review and they will lose interest. Another key point is to understand that this is a major change for people—some will be willing to do this and others will need additional encouragement. Standing firm and having a positive message from senior leadership will assist in a successful implementation.
5. Should this change be part of the annual performance review cycle?
CHAT made Six Sigma training and certifications part of the annual performance review process. They also set targets for each level of the organization regarding the number of projects and amount of cost savings per year to ensure that everyone in the organization is looking for opportunities to make improvements.
6. Are there any concerns you have about implementing this change and how will you address those challenges?
My biggest concern is with momentum. Senior leadership will need to recognize that this is a stepping stone; it will take time

and we cannot give up as we make small steps forward each day. We need to keep positive and provide support to our teams. We need to listen and provide coaching to help everyone be successful.

