

How Leaders Successfully Support Lean Six Sigma Projects

Presented by Elisabeth Swan
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Our Expert: Elisabeth

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- **Born in the UK**



How to Interact

- Ask a question
- Answer polls

QUICKPOLL

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We provide the most practical, easy to understand and enjoyable Lean and Six Sigma resources available.



We've Helped People From...



Today's Agenda

1. The Role of the Lean Six Sigma Leader
2. Providing Project Selection Support
3. Removing Barriers for Improvement Teams
4. Managing With the A3
5. Avoiding the Top 3 Missteps



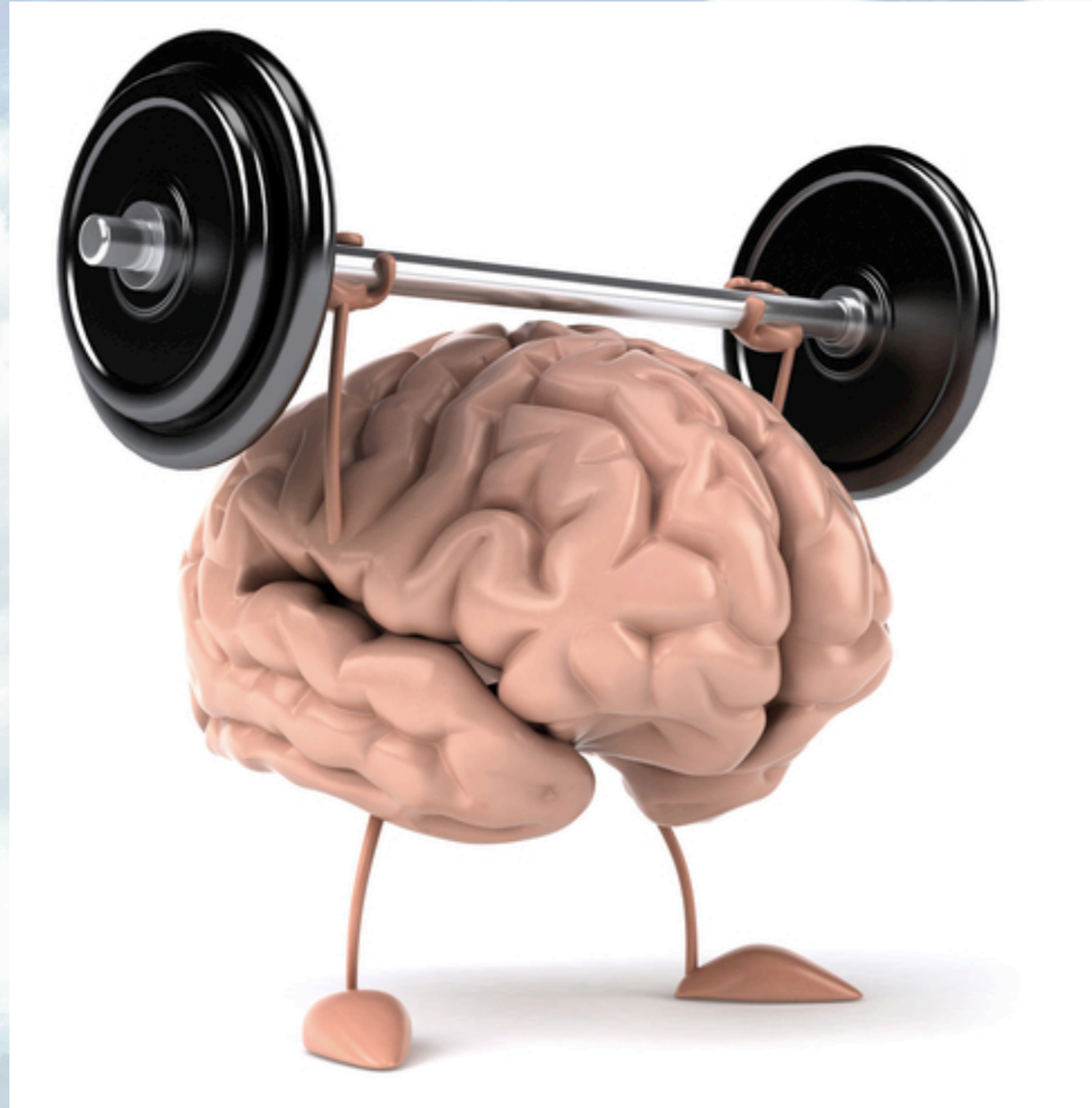
1. The Role of Leadership

Champion/Sponsor

- Leader accountable for driving the initiative within the organization
- Helps select projects aligned with organizational strategy
- Provides resources
- Removes barriers
- Supports and leads change within the organization
- Develops a culture of problem solving



Problem-Solving



How Do Processes Get Like This?



Making Process Problems Visible

- At Toyota, all actions revolve around planning and problem solving
- The assumption – there will be problems
- *No problem is a **problem!***
- Problems must be visible, dealt with openly
- Hiding problems undermines the system



Support a Blame-Free Environment

- Recognize behaviors that create a search for the guilty
- Stop allowing blame and finger pointing
- Focus on the process not the people
- Recognize and acknowledge desired behaviors
 - Asking why
 - Calculated risk-taking
 - Making process problems visible



Allocate Time for Process Improvement

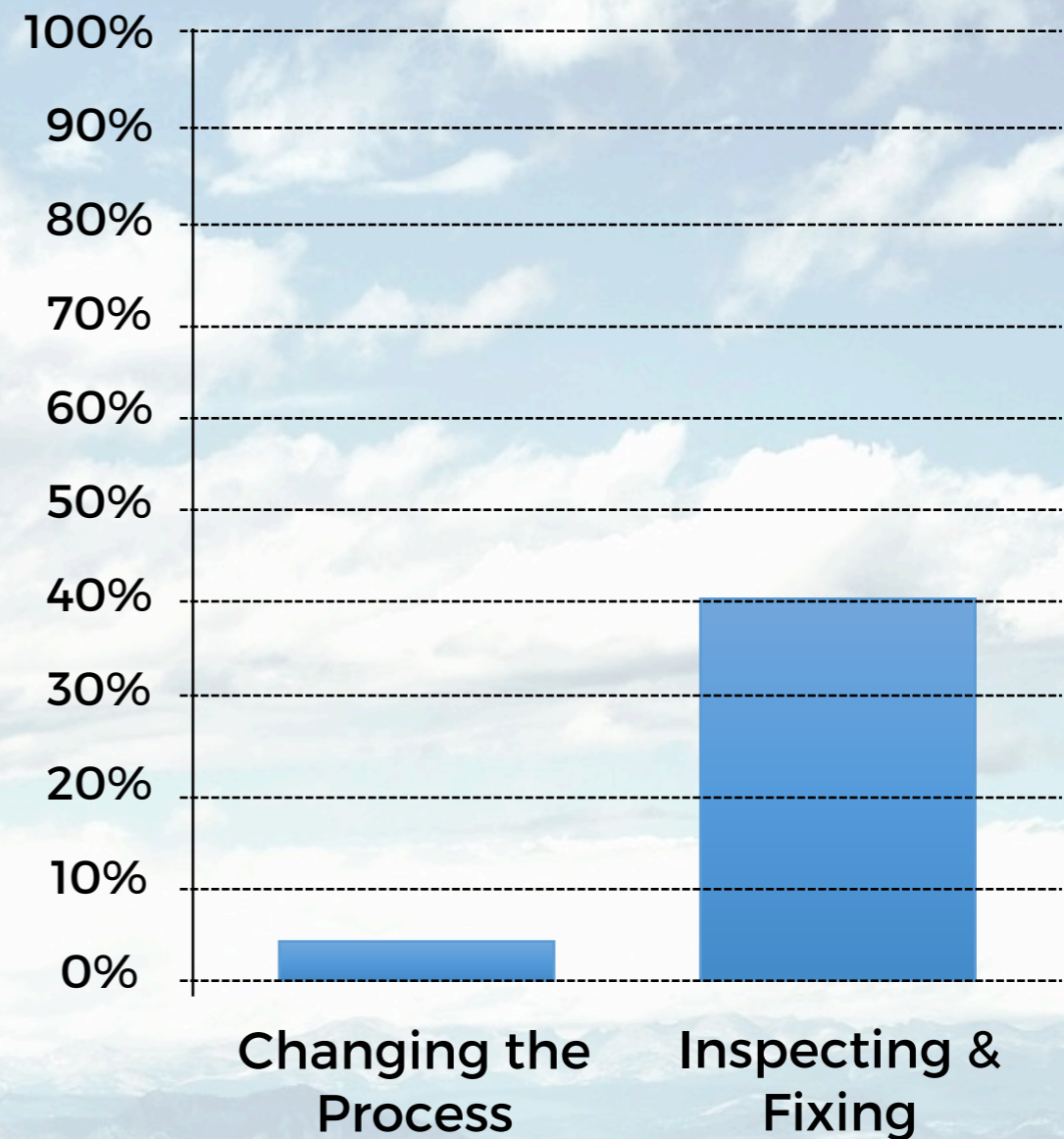
“Why is it that we never have enough time to do it right the first time, but we always have time to do it over?”

- Jack Bergman



What Is Process Improvement?

- Time spent working “on” the process as opposed to “in” the process
 - 30- 40% of time inspecting & fixing
 - 1 - 4% changing the process



Poll #1:

QUICKPOLL

What's your experience supporting a process improvement project?

Poll Results:

A. Never had the pleasure	14%
B. I've been a "Champion" but was unclear on my role	10%
C. I've supported projects in the past	20%
D. I've supported projects but I'd like to do a better job	55%



Education for Leaders

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FastPitch

The Lean Six Sigma Simulation Game

 goLEANSIXSIGMA.com

Leaders in Action

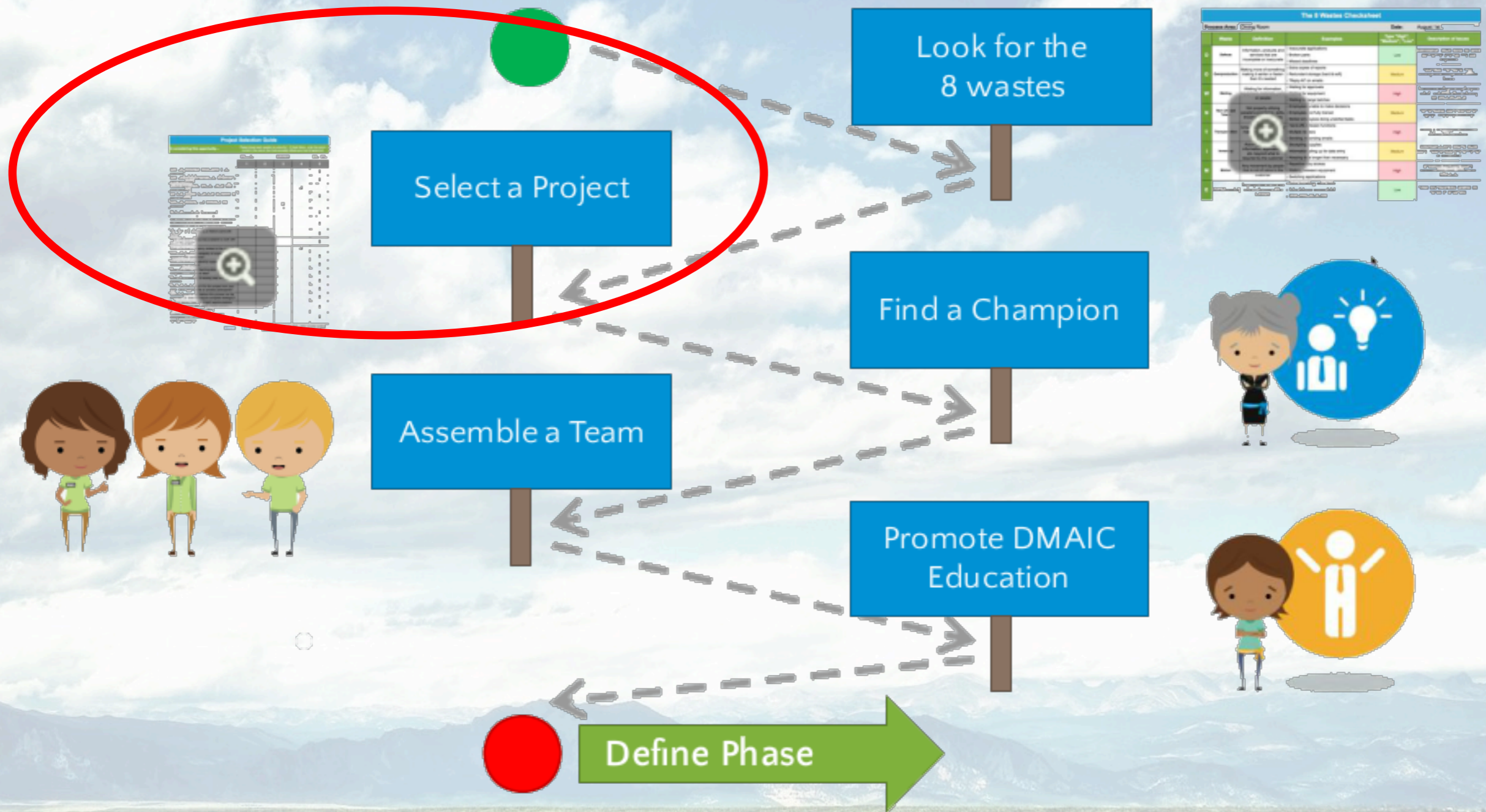
- No Champion/Sponsor – no project
- Meet with Team Leads
- Give them time to work the problem
- Request Updates – Use the A3
- Talk about the effort to other leaders
- Promote making problems visible and solving them

“80% of success is showing up.”
- Unknown



2. Providing Project Selection Support

Start of Green Belt Journey



Lean Six Sigma Project Types



Quick Win

Implementation of a simple solution to a known issue

The problem is contained in one department, the root cause is known and the fix is painless

Also called "Just-Do-It" or Fast Track



Process Improvement

Incremental reduction of defects, cycle time or cost

The presenting issue has an unknown cause and solutions are not predetermined

Also called DMAIC, Lean or PDCA



Process Design

Creation of a brand-new, non-existent process

There is no existing process to analyze which requires benchmarking and collection of VOC

Also called DFSS or DMADV



Process Redesign

Overhaul of non-capable, existing process

The process exists, but incremental improvements will not be able to satisfy requirements

Also called Reengineering



Infrastructure Implementation

Establishment of key measurement systems

Monitoring of process capability and VOC are established to better focus improvement efforts

Also called Process Management



Process Improvement Projects



- Incremental reduction of defects, cycle time, cost or variation
- Presenting issue has an unknown cause
- Solutions are not predetermined
- Use DMAIC, Lean or PDCA



Good Process Improvement Projects?

- **Measurable** – Can find data
- **Meaningful** – Matters to the business
- **Manageable** – Well-scoped
- **Familiar** – Part of their job



“Misfire” Problems to Solve

Create a guide for buying supplies

Solution

Remove unauthorized vendors from the vendor file

Just Do It

Design a process for selling heavenly beds

Design

Stop using higher-priced paper stock

Decision



Selecting a Training Project

Project Selection Guide										
Project Name:	Please Answer each question by using the 1-5 Scale as indicated below									
	<table border="1"> <tr> <td>Very Low</td> <td>Moderate</td> <td>Very High</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> </tr> <tr> <td>4</td> <td>5</td> <td></td> </tr> </table>	Very Low	Moderate	Very High	1	2	3	4	5	
Very Low	Moderate	Very High								
1	2	3								
4	5									
Must Be a Process Improvement Project										
To what degree do you believe this process can be improved (i.e. does not require complete redesign)?										
To what degree does this project require analysis and discovery (i.e. not a ready-made solution, implementation, decision or "just do it" effort)										
Must Be Meaningful										
What is the potential for an improved customer/client experience?										
What is the potential for cost reduction or cost avoidance?										
What is the potential for defect reduction?										
What is the potential for time savings?										
Must Be Manageable										
What is the level of leadership support for addressing this project?										
To what degree is the scope of this project doable? (i.e. not addressing "world hunger" or "boiling the ocean")?										
What is the level of buy-in for this project in general?										
What is the level of expertise available to lead this project?										
What level of resources are available to work on this project?										
What is the potential availability of subject matter experts to offer assistance?										
What is the availability of existing data related to this process?										
How much clarity is there on exactly what will be measured (# of defects, cycle time, customer satisfaction) in order to show improvement?										
What is the likelihood that this effort could be completed in 4 months or less?										
Score	0%									
If the project scores less than 75% - either consider another opportunity or address some of the low-scoring areas.										



Poll #2:

QUICKPOLL

What kinds of “misfire” projects might you have assigned?

Poll Results:

A. Just-Do-Its	19%
B. Solution Implementations	22%
C. Decisions	1%
D. Boil the Ocean	14%
E. More than one of these!	45%

The Goal of the Project

Goal

Reduce the complexity of the ordering system and make it easier to find vendors while removing all the redundant steps and creating a new guide for purchasing. Creating an efficient new template for everyone to enter their items and submit to the department in less time and with a faster turnaround and cheaper products that help increase margin.



Upgrading Goal Statements

Still Not Great

Streamline the accounts payable department



Better!

Reduce time to process an invoice from 1 week to 1 day

Improve the efficiency of the purchase order process to 100%



Reduce the % of Purchase Orders requiring rework from 22% to 5%

Reduce the time it takes to find a vendor by creating an approved list of vendors



Reduce the time it takes to find a valid vendor from 4 days to 1 day

Install new application processing software



Reduce incomplete application submissions from 13% to 2%



3. Removing Barriers for Teams

R = Q x A

“What is your greatest challenge?”

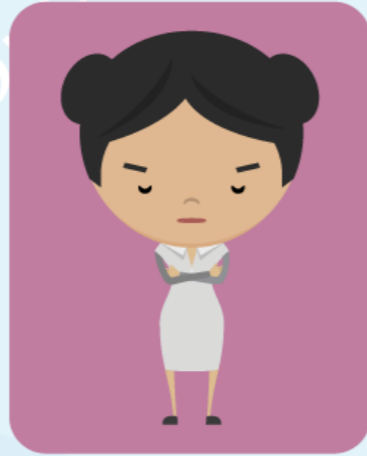


10 Types of Troublesome Team Members



**Jump-to-Solution
Joey**

No time to waste on analysis for this guy - problem solved! For the moment...



**Disengaged
Debbie**

She might show up, she's technically present, but you get the sense she's just waiting for the latest thing to go away.



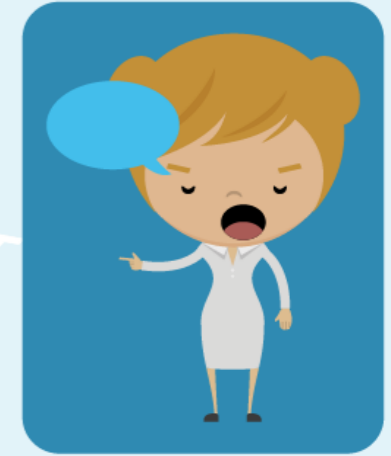
**Corporate-Climber
Cliff**

You know him: he's always looking in the corporate mirror, working that personal agenda and looking for the next rung.



**Tyrant
Tim**

Watch out as the topic gets hijacked and suddenly it's his way or the lonesome highway.



**Blah-Blah
Betty**

You've been in meetings with this person. There's a lot of rewording, restating, revisiting, and suddenly, time's up!



**Silent
Sam**

You've met him. Never contributes during meetings, but ready to give you an earful once they're over.



**Negative
Nancy**

You're familiar with her vocabulary: "Been there. Tried that. No money. No support. It'll never work. Next!"



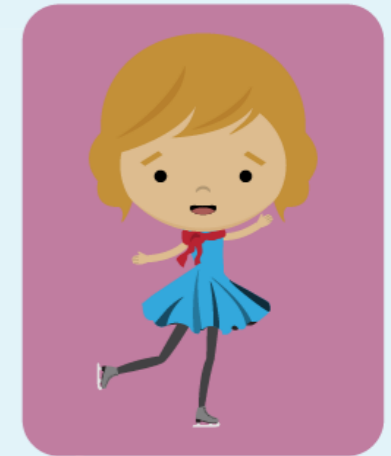
**Texting
Ted**

You know this guy, eyes focused down, thumbs moving, glancing up occasionally. He's not quite out, but never really in.



**Busy
Bonnie**

She'd love to help you, really, but, unlike you, she's got real work to do!



**Slippery
Sue**

Says yes to everything, but when rubber meets the road, where did she go?

4. Managing With the A3

Why?



**Stay
Connected**



**Learn Coaching
& Problem
Solving Tool**



**Speak the
Same
Language**

Using the A3

A3: One page documentation of the problem-solving process

- One-Pager
- Limited
- Sharable
- Targeted
- Updated
- *Adaptable*



The A3 General Outline

A3: What Is An A3?

- A tool that documents the PDCA problem-solving cycle

Title: _____

Owner/Date: _____

Background

What is the business reason for choosing the issue?

Proposed Countermeasures

What are some possible countermeasures?

Current State

What is the problem or issue?

Implementation Plan

What is the timeline for changes and responsibilities?

Goal and Targets

What improvements will be achieved?

Follow-Up

What are the lessons learned?
How will you capture and share learning?

Analysis

What are the root causes of the problems?



A3 From the Bahama Bistro

Title: Reduce lunch cycle time for salads and sandwiches preparation

Owner/Date: Bahama Bistro Manager: Elisabeth

Background

Bahama Bistro is a restaurant located in the Bahamas. Bahama Bistro lunch patrons are locals and vacationers.

Proposed Countermeasures

Reorganize the sandwich workstation to eliminate waste.



Current State

Bahama Bistro is struggling with cycle times for their lunch orders & patrons have complained about the wait time to receive their food.



Implementation Plan

<u>Timeline</u>	<u>Planned</u>	<u>Actual</u>
Mar 10th	Develop work cell	
Mar 15th	Train employees	
Mar 22nd	Launch new process	

Goal and Targets

Improve the cycle time of salads and sandwiches.

Follow-Up

April 5th	Follow-up with chefs for fine-tuning
April 22nd	30-day follow-up

Analysis



“What is your greatest challenge?”

Poll #3:

QUICKPOLL

In your experience, which leadership shortcoming impacts team leads the most?

Poll Results:

A. Advocating "solutions" instead of problem-solving	24%
B. Not giving people the time to improve processes	22%
C. Not embracing proposed process changes	41%
D. Not checking in on project progress	12%



Avoiding the Top 3 Missteps

~~Blame the person, not the process~~

~~Ask teams to “problem-solve” solutions~~

~~Assign projects but allow no time to work them~~



Underlying Values & Behaviors

“Culture is created by what is tolerated and promoted.”

- Dr. Henry Cloud

What is tolerated in your organization?



Change Defines a Leader

- When you just “run things” you’re an **operator**
- When you supervise other people running things you’re a **manager**
- When you set direction and guide change and improvement, you’re a **leader!**

Leadership success is determined by the results you achieve!!!



Related Resources

- **Webinar: How to Select The Right Improvement Project**

- <https://goleansixsigma.com/webinar-select-right-improvement-project/>

- **Webinar: How Leaders Can Support Lean Using Leader Standard Work**

- <https://goleansixsigma.com/webinar-leaders-can-support-lean-using-leader-standard-work/>

- **Webinar: How to Rollout Lean Six Sigma Training**

- <https://goleansixsigma.com/webinar-rollout-lean-six-sigma-training/>

- **Rollout Kit: 14-Step Menu of options for rolling out Lean Six Sigma Training**

- <https://goleansixsigma.com/lean-six-sigma-training-rollout-kit-everything-need-successfully-launch-process-improvement-training/>

Today We Covered

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Q & A



Getting Started

Learn more by starting some more training!

- [Yellow Belt Training is FREE at GoLeanSixSigma.com](http://GoLeanSixSigma.com)
- [Green Belt Training & Certification](#)
- [Black Belt Training & Certification](#)
- [Lean Training & Certification](#)



Upcoming Webinar - 6/28 11am PDT



How to Use Do-It-Yourself Group Reviews to Enhance the Success of Green Belt Training



Tracy O'Rourke



Elisabeth Swan

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Q & A



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