

Successful Implementation of Six Sigma

A Champion Overview

Section 2

Assessment of Readiness

for Six Sigma

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2.1

Table of Content

1. Introduction: What is Six Sigma?
2. Assessment of readiness for Six Sigma
3. Organization for Six Sigma
4. Change management
5. Project management: Monitoring the effectiveness of your Six Sigma program
6. Early Wins: Case studies
7. Transition to Process Management & DFSS
8. Alignment of Six Sigma with Strategy — Sustaining Success

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Is Your Company/ Organization Ready?

- Six Sigma is different from ISO9000 and EFQM – No need for elaborate assessments, certification and bureaucratic procedures
- ***Most important and only prerequisite: Total upper management commitment and involvement !***
- Upper management must assume responsibility and lead the way in Six Sigma
- Upper Management must not delegate that responsibility

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Delegation

- Many upper managers who delegated the responsibility for Six Sigma have often become disillusioned and results have fallen short of expectations
- They became bitter: their organization had failed them
- Why? What went wrong?
- Upper managers should delegate!

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Contrast In Delegation

Elements of Delegation	Delegation of Traditional Workload	Typical Delegation of Quality Improvement
Goals	Clear: schedules, budgets, specifications	Vague: Quality has top priority; do it right the first time
Responsibility	Clear: specific as to departments, individuals	Vague, general
Resources	Provided as part of business planning	Not provided; not a part of business planning
Training	Oriented to job performance	Oriented to quality awareness
Measures of performance	In place: reports on performance versus goals	Not provided
Reviews	Regularly scheduled; personal reviews by upper managers	Not provided
Rewards	Keyed to performance against goals	Not provided

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Upper Management Requirements

- Six Sigma: Follow the Nike Slogan “Just Do It!”
- Upper Management imperatives:
 - Upper management must first learn the fundamentals of Six Sigma including how to manage projects
 - Upper management must commit itself to lead the effort and stay with it
 - Devote sufficient resources (time and money) to teach Six Sigma to the initial wave of GB’s and BB’s and provide release time for them to work on the projects

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Six Sigma: A Results-Driven Improvement Programs

- Results-Driven Programs: Focus on achieving *specific, measurable, operational* improvements within a few months
- Examples of specific measurable goals:
 - Increased yield
 - Reduced delivery time
 - Increased inventory turns
 - Improved customer satisfaction
 - Reduced product development time

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Conclusion

- No upper management leadership drive and involvement, no long term benefits of Six Sigma!
- The only real prerequisite for getting started is that upper management
 - Learn the fundamentals of Six Sigma
 - Commits itself to lead the effort
 - Devote sufficient resources (time and money) to teach Six Sigma to GB's and BB's and provide release time for them to work on the projects

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2.8