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

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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

- 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 - 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

- 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)
Key Research Findings: Strategic Alignment

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.
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
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?
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

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

From Traditional Thinking: From a problem-driven approach, where issues are identified and fixed reactively, to a customer-driven mindset focused on preventing dissatisfaction and achieving results through customer satisfaction. This shift from a results-oriented perspective to a process-oriented one involves transitioning from a waste-fueled culture to one focused on eliminating waste and improving processes and throughput. The traditional approach often centered on blame-fixing, whereas the CI mindset promotes team effort and continuous improvement. Accompanying transformations include a shift from authoritative leadership to one that empowers individuals and promotes accountability.
### Six Sigma Leadership Engagement Framework: S-SLEF

#### Sponsorship - Cultural Alignment

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

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## Participation Exercise

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

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<th>To CI Principles &amp; Thinking</th>
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<tr>
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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

Communication and governance structure, not a reporting structure

Provides support, shares tools, successes and learnings

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### Six Sigma Leadership Engagement Framework: S-SLEF Governance

<table>
<thead>
<tr>
<th>Process Improvement Initiative</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Service</td>
</tr>
<tr>
<td>Project 1</td>
<td>✓</td>
</tr>
<tr>
<td>Project 2</td>
<td>✓</td>
</tr>
<tr>
<td>Project 3</td>
<td>✓</td>
</tr>
<tr>
<td>Project 4</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Technology Projects with a Process Focus**

| Project 5                     | ✓           | ✓          | ✓       | ✓    | ✓       |
| Project 6                     | ✓           | ✓          | ✓       | ✓    | ✓       |
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

Strategy Model

- Mission
- Vision
- Strategies
- Tactics
- Culture
- Goals
- Objectives
- Policies
- Influencers
- Assessment (SWOT)
Six Sigma Leadership Engagement Framework: S-SLEF Strategic Alignment

- **Process Model**
  - Value Chains
  - Process Maps
  - Metrics

- **Leadership Model**
  - Workforce
  - Leadership
  - Organization

- **Information Model**
  - Information
  - Applications
Six Sigma Leadership Engagement Framework: S-SLEF

Strategic Alignment - Project Prioritization

Enterprise Level
- Strategies
  - Initiatives

Operational Level
- Value Chains
  - Processes

Performance Level
- Metrics
  - Results
Summary
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??
References

2. Catherwood, P., Champions of the Cause, IEE, Manufacturing Engineer, October/ November 2005, PP 40 - 43.