## **Table of Contents**

Introduction	1
About This Book	5
Foolish Assumptions	
Icons Used In This Book	
Beyond This Book	
Where to Go From Here	
Part 1: Getting Started with Lean Six Sigma	5
Chapter 1: Defining Lean Six Sigma	
Introducing Lean Thinking	
Perusing the principles of Lean thinking	
Sussing Six Sigma	
Considering the core of Six Sigma	
Calculating process sigma values	
Clarifying the major points of Six Sigma	
carrying the major period of carrying	
Chapter 2: Understanding the Principles of Lean Six Sigma.	23
Considering the Key Principles of Lean Six Sigma.	
Considering the Key Principles of Lean Six Sigma	23
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC	23
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC Defining your project	23 25
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC Defining your project Measuring how the work is done	23 25 26
Considering the Key Principles of Lean Six Sigma	
Considering the Key Principles of Lean Six Sigma	
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC Defining your project Measuring how the work is done Analysing your process Improving your process Coming up with a control plan	
Considering the Key Principles of Lean Six Sigma	
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC Defining your project Measuring how the work is done Analysing your process Improving your process Coming up with a control plan Reviewing Your DMAIC Phases Taking a Pragmatic Approach	
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC  Defining your project  Measuring how the work is done  Analysing your process  Improving your process  Coming up with a control plan  Reviewing Your DMAIC Phases	
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC Defining your project Measuring how the work is done Analysing your process Improving your process Coming up with a control plan Reviewing Your DMAIC Phases Taking a Pragmatic Approach	23263233333437
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC  Defining your project	23263233333437
Considering the Key Principles of Lean Six Sigma Improving Existing Processes: Introducing DMAIC  Defining your project  Measuring how the work is done  Analysing your process  Improving your process  Coming up with a control plan  Reviewing Your DMAIC Phases  Taking a Pragmatic Approach  Part 11: Working with Lean Six Sigma	

Getting a High-Level Picture	
Drawing a high-level process map	48
Segmenting customers	
Chapter 4: Understanding Your Customers' Needs	53
Considering If You Can Kano	
Obtaining the Voice of the Customer	55
Taking an outside-in view	55
Segmenting your customers	56
Prioritising your customers	57
Researching the Requirements	
Interviewing your customers	
Focusing on focus groups	
Considering customer surveys	
Using observations	
Avoiding Bias Considering Critical To Quality Customer Requirements	
Establishing the Real CTQs	
Prioritising the requirements	
Measuring performance using customer-focused measures.	
Chapter 5: Determining the Chain of Events	73
Finding Out How the Work Gets Done	
Practising process stapling	
Drawing spaghetti diagrams	
Painting a Picture of the Process	
Keeping things simple	
Developing a deployment flowchart	
Constructing a value stream map	
Identifying moments of truth	93
David III. Assassina Davidania	45
Part III: Assessing Performance	95
Chapter 6: Gathering Information	97
Managing by Fact	97
Realising the importance of good data	98
Reviewing what you currently measure	98
Deciding what to measure	99
Developing a Data Collection Plan	100
Beginning with output measures	
Creating clear definitions	
Agreeing rules to ensure valid and consistent data	
Collecting the data	
Identifying ways to improve your approach	107

Introducing Sampling	108
Process sampling	
Population sampling	
Chapter 7: Presenting Your Data	117
Delving into Different Types of Variation	117
Understanding natural variation	118
Spotlighting special cause variation	119
Distinguishing between variation types	119
Avoiding tampering	119
Displaying data differently	120
Recognising the Importance of Control Charts	
Creating a control chart	122
Unearthing unusual features	123
Choosing the right control chart	
Examining the state of your processes	
Considering the capability of your processes	129
Additional ways to present and analyse your data	133
Testing Your Theories	
Chapter 8: Analysing What's Affecting Performance	139
Unearthing the Usual Suspects	139
Generating your list of suspects	140
Investigating the suspects and getting the facts	142
Getting a Balance of Measures	143
Connecting things up	144
Proving your point	147
Seeing the point	147
Assessing your effectiveness	130
Part IV: Improving the Processes	155
Chapter 9: Identifying Value-Adding Steps and Waste	157
Interpreting Value-Added	157
Providing a common definition	158
Carrying out a value-added analysis	159
Assessing opportunity	161
Looking at the Seven Wastes	161
Owning up to overproduction	162
Playing the waiting game	163
Troubling over transportation	
Picking on processing	164
Investigating inventory	164

Considering Quality Function Deployment	206
Clarifying what these houses and rooms are all about	207
Undertaking a QFD drill-down	
Making Decisions	218
Part V: Deploying Lean Six Sigma	221
Chapter 13: Leading the Deployment	223
Looking at the Key Factors for Successful Deployment	223
Understanding Executive Sponsorship	
Considering Size	
Introducing the Deployment Programme Manager	
Starting Your Lean Six Sigma Programme	
Understanding What Project Champions Do	231
Chapter 14: Selecting the Right Projects	233
Driving Strategy Deployment with Lean Six Sigma	233
Generating a List of Candidate Improvement Projects	
Working Out Whether Lean Six Sigma Is the Right Approach	
Prioritising projects	
Using a criteria selection matrix	240
Deciding on which approach fits which project:  Doing the work right	242
Setting Up a DMAIC Project	
Chapter 15: Running Rapid Improvement Events	245
Seeing Rapid Improvement with Kaizen or Kai Sigma Events	245
Understanding the Facilitator's Role	
Planning and preparation	248
Running the event	
Following up and action planning	
Creating a Checklist for Running Successful Events	252
Chapter 16: Putting It All Together	255
Working Your Way through DMAIC	
Defining Where You're Going	
Looking at the outputs from the Define phase	257
Being prepared: Typical questions the team needs to	050
address in Define	258
Considering typical questions the champion needs	260
to ask in Define	
Checking the outputs from the Measure phase	261
Noting some typical questions the team needs to	201
address in Measure	262
Recognising typical questions the champion needs to	
ask in Measure	263

Analysing the Data to Find the Root Cause	264
Checking the outputs from the Analyse phase	
Examining typical questions the team needs to	
address in Analyse	265
Examining typical questions the champion needs to	
ask in Analyse	266
Quantifying the Opportunity	267
Applying Solutions in the Improve Phase	
Checking the outputs from the Improve phase	
Eyeing typical questions the team needs to address	
in Improve	270
Noting typical questions the champion needs to	
ask in Improve	272
Confirming the Customer and Business Benefits	273
Implementing, Standardising and Controlling the Solution	275
Checking the outputs from the Control phase	275
Listing typical questions the team needs to address	
in Control	276
Noting typical questions the champion needs to	
ask in Control	278
Conducting the Final Benefit Review	279
conducting the Final Benefit Review	
Chapter 17: Ensuring Everyday Operational Excellence	281
Making Everyday Operational Excellence a Reality	281
Clarifying the Role of the Manager	
Working on the process	
Engaging the team	285
Getting Better Every Day in Every Way	287
Using the right methodology	289
Creating a culture of continuous improvement	
or cutting a culture of continuous improvement	200
Chapter 18: Comprehending the People Issues	291
Working Right, Right from the Start	291
Gaining acceptance	292
Managing change	
Overcoming resistance	
Creating a Vision	
Understanding Organisational Culture	
Busting Assumptions	
Seeing How People Cope with Change	299
Comparing energy and attitude	
Using a forcefield diagram	301
Analysing your stakeholders	301
Focusing on key elements of change	

Part VI	l: The Part of Tens	. <i>305</i>
Cha	pter 19: Ten Best Practices	307
	Lead and Manage the Programme	
	Appreciate that Less is MoreBuild in Prevention	
	Challenge Your Processes	
	Go to the Gemba	
	Manage Your Processes with Lean Six Sigma	
	Pick the Right Tools for the Job	
	Tell the Whole Story	
	Understand the Role of the Champion	
	Looking at the Lean Six Sigma programme executive sponso	
	Perusing the role of the project champion	
	Use Strategy to Drive Lean Six Sigma	315
Cha	pter 20: Ten Pitfalls to Avoid	317
	Jumping to Solutions	317
	Coming Down with Analysis Paralysis	
	Falling into Common Project Traps	
	Stifling the Programme before You've Started	320
	Ignoring the Soft Stuff	321
	Getting Complacent	
	Thinking that You're Already Doing It	
	Believing the Myths	
	Doing the Wrong Things Right	
	Overtraining	324
Cha	pter 21: Ten (Plus One) Places to Go for Help	325
	Your Colleagues	
	Your Champion	
	Other Organisations	
	The Internet	
	Social Media	
	Networks and Associations	
	Conferences	
	BooksPeriodicals	
	Software	
	Statistical analysis	
	Simulation	
	Deployment management	
	Mobile apps	
	Training and Consultancy Companies	
udau		222