

# LEAN Six Sigma

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## DEFINING THE TOPIC

- **Lean:** The philosophy, tools, and techniques for thinking, organizing, and performing work that causes hidden waste to be illuminated. With the waste uncovered, a company can then derive and implement strategies and practices to reduce or eliminate it. Also called the Toyota Production System (TPS).
- **Six Sigma:** A problem-solving approach and set of tools for developing and implementing rapid, data-driven solutions within targeted operational areas. Continued application leads to consistently repeated breakthrough improvement in product, process, and business performance.
- **Lean Six Sigma:** The name for the blending of Lean and Six Sigma approaches and tools.
- **Continuous improvement:** To continually find and implement improved ways of delivering greater value to customers with less waste. While perfection is ultimately achievable, product, process, and business excellence can be achieved and sustained through continually pursuing an ideal state.
- **Operational excellence:** An organization's strategy and efforts to use Lean Six Sigma to continuously improve their operations and business.

Lean Six Sigma is a broad and deep topic. Consequently, some general definitions and terms are valuable.

### Domains of Application

Has been successfully applied to all industries and organizations. Because of any company or organization who claims, "It won't work here; we're different."

### Typical Benefits

A sustained Lean Six Sigma effort results in:

- Higher profit margins and more operating cash
- Higher capacity and throughput; shorter production cycle times and new product time to market
- Higher quality and better customer experience
- Larger market share and greater market segmentation
- Greater market capitalization
- More engaged, happy, productive employees

### Japanese Terminology

Much of the philosophy and tools hail from Japan, with several Japanese terms now being global, industry-wide standards. This guide uses those standards for ease of communications, but organizations may find benefit in developing and adopting their own branding of the philosophies and tools.

## PRINCIPLES FOR EXECUTIVES & MANAGERS

A sobering reality is that 70% of Lean Six Sigma initiatives fizzle or fail. Why?

W. Edwards Deming provided key clues: "The supposition is prevalent that the world over that there would be no problems in production or service if only our production workers would do their jobs in the way that they were taught. Pleasant dreams. The workers are handicapped by the system, and the system belongs to the management." (Deming, *Out of the Crisis*, MIT Press, 1982)

Incremental, isolated, tool-centric, or partial continuous improvement initiatives will yield remarkable short-term results within the scope of their application.

But the single, most-essential impediment for sustained, long-term improvement is that the organization's managers, leaders, and executives be internally and visibly committed to the principles that support continuous improvement.

### Base All Decisions on a Long-Term Vision or Mission of Customer Value

To enable sustained, continuous improvement, a company's stated purpose must include the ideal that its business value proposition centers on delivering increasingly greater value to its customers or to society.

In all their decisions, managers, leaders, and executives must choose an option that is aligned with their company's long-term purpose, even at the expense of pursuing short-term gains.

### Understand Quality: What It Is & Isn't

Managers, leaders, and executives must correctly understand quality before they can improve or manage it.

For any product or service, the end customer has requirements for:

- Its characteristic features and functionality and the overall performance or experience those combine to create
  - The quantity or magnitude of the product or service they need
  - The correct timing for its delivery or utilization
- Companies capture and document customer requirements for each product or service characteristic using specifications.

- **Specification target:** The ideal value desired by the customer to maximize the product's value performance or their experience.
- **Specification limits:** Because variability is inherent in all produced product or service characteristics, limits are set for the acceptable range of values allowed around the specification target.

**Cost of poor quality (COPQ):** Typical companies spend 15%-80% of their revenues addressing issues arising from poor quality.

A traditional view of quality—but nonconformity unsupported in reality—is that the costs associated with poor quality are uniformly low when production values comply within the characteristic's specification limits and that costs are uniformly high when the limits are exceeded. This faulty view leads to quality efforts centered around quality equating compliance with specifications, which inherently lowers the real quality customer experience and stifles employee engagement and continuous improvement.

In reality, the costs associated with poor quality are the least when production values match the specification target. Costs increase geometrically as production values deviate from the target, even when they are within specification limits. The formalization of this principle is credited to Genichi Taguchi (1924-2012).



Lean Six Sigma's definition for quality: quality = on target with minimal variation.

### Improve Continuously

Managers, leaders, and executives must never prioritize or protect the status quo over the pursuit of an improved condition.

### Respect People (Employees & Partners)

All business value originates from human life value. Managers, leaders, and executives respect people by:

- Continuously improving employees' work condition and the meaningfulness of their work
- Developing and enabling employees so that they themselves can contribute directly to improving their own work condition and delivering increasingly greater value to customers
- Challenging employees and holding them accountable for performance and improvement
- Treating external suppliers and partners with the same respect as employees

### Develop Leadership

Managers, leaders, and executives must live the principles and apply the tools themselves. They must also proactively and continuously develop, coach, mentor, and incentivize future leaders who live the principles and apply the tools.



## PROGRAMS FOR ORGANIZATIONS

### Kaizen: Daily Individual Improvement

Kaizen is Japanese for "continuous improvement."

The heart and soul of operational excellence is implementation of self-directed, daily, incremental improvements (kaizen) by each person in the organization—by executives, managers, and frontline workers alike.

Daily individual kaizen can be improvements in:

- Customer value delivered
- Efficiency
- Waste
- Quality
- Cost
- Safety
- Flow, visibility, level loading, etc.
- Speed
- Consistency or variability
- Convenience or comfort

The size or scope of daily individual kaizen should be:

- Small enough that the individual is unsure if the implemented kaizen will have a substantive impact on overall performance
- Small enough that the individual is sure that he/she can implement the improvement

The organization should incentivize daily individual participation in kaizen.

### Yokoten: Regular Sharing or Adopting Best Improvements within or between Teams

Yokoten is Japanese for "sharing."

The best individual kaizens are regularly shared with and adopted by the larger team or group, thus extending the improvement and creating a snowballing benefit.

Best improvements can be selected by the team or by alignment with organization strategy.

Adopted improvements are integrated into work standards to create a continually learning organization.

The organization should incentivize regular sharing, adoption, and standardization.

### Kaikaku: Regular, Planned Improvement Projects Aligned with Strategy

Kaikaku is Japanese for "radical improvement."

The team or group comes together for a focused improvement project. A proven improvement project methodology or road map is followed in the pursuit of a targeted objective, which is aligned with the organization's strategy.

The project objective is often ≥75% improvement in a key metric.

Many companies call their kaikaku efforts "kaizens." This is not recommended, since it confuses and ultimately dilutes both efforts.

### CYCLICALLY APPLY AN IMPROVEMENT PROJECT ROAD MAP

For kaikaku-style targeted improvement projects, employ a proven project methodology, either DMAIC or PDCA:

#### Define, Measure, Analyze, Improve & Control (DMAIC)

- **Define:** Establish the context, key metrics, and objectives for the project.
- **Measure:** Quantify the current baseline performance and capability of the process or system. Identify all possible contributing factors.
- **Analyze:** Pinpoint the list of possible factors down to the critical few. Use data to understand the cause-and-effect relationships in the process or system.
- **Improve:** Develop improvements based on the critical few. Validate that process or system changes result in the targeted performance improvements.

# Six Sigma Reference Guides

**Michael L. George, John Maxey, David T.  
Rowlands, Malcolm Upton**

## Six Sigma Reference Guides:

*Six Sigma* The Council for Six Sigma Certification, 2018-07-24 What You Will Learn Whether you are looking to significantly boost your earnings by becoming Six Sigma Certified or are simply looking to learn about the strategies and tools necessary to support quality improvement initiatives this training manual offers the largest value available What's Inside This comprehensive guide was designed with the reader in mind Other Six Sigma books typically fall into one of two categories Either the training material is too comprehensive leaving the reader to feel overwhelmed or the material is too watered down leaving the reader without the necessary knowledge to be successful Our guide strikes the perfect balance by providing as much depth as the reader would like The material in our training guide is essential broken down into 4 areas Units 1 2 provide an excellent introduction to Six Sigma and Lean Six Sigma as well as a brief overview of the methodology ideal for White or Yellow Belt Certification Units 3 5 covers more advanced Six Sigma concepts in addition to beginner statistics and intermediate statistics along with helpful guides for computing statistics with software like Excel ideal for Green Belt Certification Units 6 8 dive further into advanced concepts and processes within the Six Sigma methodology ideal for Black Belt Certification The remaining sections cover Six Sigma within specific industries such as Six Sigma in Healthcare Finance Human Resources HR Information Technology IT Engineering Marketing Sales Customer Service Warehouse Distribution Manufacturing Military Defense Government and more No matter your experience or goal this comprehensive guide has something for everyone

*The Lean Six Sigma Pocket Toolbook: A Quick Reference Guide to Nearly 100 Tools for Improving Quality and Speed* Michael L. George, John Maxey, David T. Rowlands, Malcolm Upton, 2004-10-13 Vital tools for implementing Lean Six Sigma what they are how they work and which to use The Lean Six Sigma Pocket Toolbook is today's most complete and results based reference to the tools and concepts needed to understand implement and leverage Lean Six Sigma The only guide that groups tools by purpose and use this hands on reference provides Analyses of nearly 100 tools and methodologies from DMAIC and Pull Systems to Control Charts and Pareto Charts Detailed explanations of each tool to help you know how when and why to use it for maximum efficacy Sections for each tool explaining how to create it how to interpret what you find and expert tips Lean Six Sigma is today's leading technique to maximize production efficiency and maintain control over each step in the managerial process With The Lean Six Sigma Pocket Toolbook you'll discover how to propel your organization to new levels of competitive success one tool at a time

*The Lean Six Sigma Pocket Toolbook* Michael L. George, 2005 The Lean Six Sigma Pocket Toolbook blends Lean and Six Sigma tools and concepts providing expert advice on how to determine which tool within a family is best for different purposes Packed with detailed examples and step by step instructions it's the ideal handy reference guide to help Green and Black Belts make the transition from the classroom to the field Resource description page

**Lean Six Sigma Pocket Toolbook** Michael L. George, 2000 [The ASQ CSSYB Study Guide](#) Erica L. Farmer, Grace L. Duffy, 2017-03-10 Practice questions and test to aid those studying to take

the ASQ Certified Six Sigma Yellow Belt exam      [A Manager'S Guide To Leadership](#) Pedler, Mike,Burgoyne, John,Boydell, Tom,2010-06-01 This accessible guide to leadership encourages the reader to proactively develop themselves their colleagues and their organisation      *The Lean Six Sigma Pocket Toolbook* ,2017      *The Six Sigma Handbook, Third Edition* Thomas Pyzdek,Paul Keller,2009-09-21 The authoritative classic revised and updated for today s Six Sigma practitioners Whether you want to further your Six Sigma training to achieve a Black or Green Belt or you are totally new to the quality management strategy you need reliable guidance The Six Sigma Handbook Third Edition shows you step by step how to integrate this profitable approach into your company s culture Co written by an award winning contributor to the practice of quality management and a successful Six Sigma trainer this hands on guide features Cutting edge Lean Six Sigma concepts integrated throughout Completely revised material focused on project objectives Updated and expanded problem solving examples using Excel and Minitab A streamlined format that puts proven practices at your fingertips The Six Sigma Handbook Third Edition is the only comprehensive reference you need to make Six Sigma work for your company The book explains how to organize for Six Sigma how to use customer requirements to drive strategy and operations how to carry out successful project management and more Learn all the management responsibilities and actions necessary for a successful deployment as well as how to Dramatically improve products and processes using DMAIC and DMADV Use Design for Six Sigma to create innovative products and processes Incorporate lean problem solving and statistical techniques within the Six Sigma methodology Avoid common pitfalls during implementation Six Sigma has evolved with the changing global economy and The Six Sigma Handbook Third Edition is your key to ensuring that your company realizes significant gains in quality productivity and sales in today s business climate      **The Certified Six Sigma Black Belt Handbook** Donald W. Benbow,T. M. Kubiak,2005-01-01 The Certified Six Sigma Black Belt Handbook is the most comprehensive reference for all Six Sigma Black Belts or anyone planning to become a Black Belt currently available Written by two uniquely qualified experts all aspects of Six Sigma are covered from its value and history to the voice of the customer project management all requisite methodologies and tools testing and analysis lean enterprise design for Six Sigma DFSS failure mode and effects analysis and much more the authors numbered the chapters to align with the body of knowledge specified for the ASQ Certified Six Sigma Black Belt examination therefore if you're struggling with a particular point in the body of knowledge you can easily refer to the correspondingly numbered chapter or section of the book for explanation and clarification      [The ASQ CSSGB Study Guide](#) Roderick A. Munro,Daniel J. Zrymiak,Elizabeth J. Rice-Munro,2017-03-20 A team of ASQ Fellows has created this study guide with over 300 new questions predominantly based on the best selling second edition of The Certified Six Sigma Green Belt Handbook The primary audience for this work is the individual who plans to sit for the ASQ Certified Six Sigma Green Belt CSSGB examination The intended purpose of this study guide is to help you determine your readiness for the exam using the questions as a self assessment tool The answers to each chapter s questions appear at the

end of the chapter The correct answer is given by letter along with the location of the topic and page number and paragraph or other locator in the second edition of The Certified Six Sigma Green Belt Handbook      *The ASQ CSSBB Study Guide*

Mark Allen Durivage, Shawn Findlater, 2017-08-24 Practice questions and test to aid those studying to take the ASQ Certified Six Sigma Black Belt exam Practice questions and a practice exam to aid those studying to take the ASQ Certified Six Sigma Black Belt exam      A Guide to Six Sigma and Process Improvement for Practitioners and Students Howard S. Gitlow, Richard J. Melnyck, David M. Levine, 2015-04-08 Master modern Six Sigma implementation with the most complete up to date guide for Green Belts Black Belts Champions and students Now fully updated with the latest lean and process control applications A Guide to Lean Six Sigma and Process Improvement for Practitioners and Students Second Edition gives you a complete executive framework for understanding quality and implementing Lean Six Sigma Whether you re a green belt black belt champion or student Howard Gitlow and Richard Melnyck cover all you need to know Step by step they systematically walk you through the five step DMAIC implementation process with detailed examples and many real world case studies You ll find practical coverage of Six Sigma statistics and management techniques from dashboards and control charts to hypothesis testing and experiment design Drawing on their extensive experience consulting on Six Sigma and leading major Lean and quality initiatives Gitlow and Melnyck offer up to date coverage of What Six Sigma can do and how to manage it effectively Six Sigma roles responsibilities and terminology Running Six Sigma programs with Dashboards and Control Charts Mastering each DMAIC phase Define Measure Analyze Improve Control Understanding foundational Six Sigma statistics probability probability distributions sampling distributions and interval estimation Pursuing Six Sigma Champion or Green Belt Certification and more This guide will be an invaluable resource for everyone who is currently involved in Six Sigma implementation or plans to be It s ideal for students in quality programs Green Belts who project manage Six Sigma implementations Black Belts who lead Six Sigma teams Champions who promote and coordinate Six Sigma at the executive level and anyone seeking Six Sigma certification      *Practitioner's Guide to Statistics and Lean Six Sigma for Process Improvements* Mikel J. Harry, Prem S. Mann, Ofelia C. De Hodgins, Richard L. Hulbert, Christopher J. Lacke, 2011-09-20 This hands on book presents a complete understanding of Six Sigma and Lean Six Sigma through data analysis and statistical concepts In today s business world Six Sigma or Lean Six Sigma is a crucial tool utilized by companies to improve customer satisfaction increase profitability and enhance productivity Practitioner s Guide to Statistics and Lean Six Sigma for Process Improvements provides a balanced approach to quantitative and qualitative statistics using Six Sigma and Lean Six Sigma methodologies Emphasizing applications and the implementation of data analyses as they relate to this strategy for business management this book introduces readers to the concepts and techniques for solving problems and improving managerial processes using Six Sigma and Lean Six Sigma Written by knowledgeable professionals working in the field today the book offers thorough coverage of the statistical topics related to effective Six Sigma and Lean Six Sigma practices including

Discrete random variables and continuous random variables Sampling distributions Estimation and hypothesis tests Chi square tests Analysis of variance Linear and multiple regression Measurement analysis Survey methods and sampling techniques The authors provide numerous opportunities for readers to test their understanding of the presented material as the real data sets which are incorporated into the treatment of each topic can be easily worked with using Microsoft Office Excel Minitab MindPro or Oracle s Crystal Ball software packages Examples of successful complete Six Sigma and Lean Six Sigma projects are supplied in many chapters along with extensive exercises that range in level of complexity The book is accompanied by an extensive FTP site that features manuals for working with the discussed software packages along with additional exercises and data sets In addition numerous screenshots and figures guide readers through the functional and visual methods of learning Six Sigma and Lean Six Sigma Practitioner s Guide to Statistics and Lean Six Sigma for Process Improvements is an excellent book for courses on Six Sigma and statistical quality control at the upper undergraduate and graduate levels It is also a valuable reference for professionals in the fields of engineering business physics management and finance

*Lean Six Sigma the StatStuff Way* Matt Hansen, 2013-03 StatStuff com is the only FREE resource for complete Lean Six Sigma training StatStuff is frequently used and endorsed worldwide by many leaders in Fortune 500 companies including Apple Sprint PepsiCo eBay Bank of America Staples Honeywell DuPont SunTrust Banks BP Wells Fargo etc Some of their comments include StatStuff provides a wealth of information that is extremely helpful Excellent content that s easy to understand with practical applications to make each concept real and relevant StatStuff is a commendable initiative and after watching your videos I feel mastered in Lean and Six Sigma concepts The quality of information and the way each video is organized and concepts illustrated are the best I have ever seen for a training video What is Lean Six Sigma If you ask 10 different experts you re likely to get 12 different answers But Lean Six Sigma doesn t have to be so difficult to explain or understand It is simply a way of using data to solve problems and make businesses more profitable StatStuff helps demystify the complex tools and concepts of Lean Six Sigma with practical ways to apply them to any business in any industry manufacturing healthcare call centers retail etc This softbound book is a practical reference guide that compiles all of the written and illustrated content from the StatStuff training videos Its 370 pages are filled with the same full color illustrations used in the videos and is a perfect resource to complement what you re learning from the videos Have you already taken advantage of the free training videos from StatStuff If so then you already know it can be difficult to take notes or remember the many details covering the Lean Six Sigma tools and concepts Rather than re watching each video to review the tools again you can make more effective and efficient use of your time by getting the book *Lean Six Sigma the StatStuff Way*

**OCEB Certification Guide** Tim Weillkiens, 2011-10-13 OCEB Certification Guide delivers expert insight into BPM from one of the developers of the OCEB Fundamental exam offering full coverage of the exam material for both the business and technical tracks The first study guide to prepare candidates to take and pass the OCEB Fundamental exam it explains and

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*Proceedings of LLEAHMM 2024* Mosè Gallo, 2025-07-18 This book provides state of the art information on logistics and implementation of Lean Healthcare models and showcases what industrial engineering and medical science can offer together to increase the value of patient oriented healthcare in the next scenario 5 0 It covers a wide range of topics such as artificial intelligence models oriented to 5 0 healthcare sustainability agile models and lean methods in healthcare risk management models focused on healthcare systems engineering of healthcare systems requirement ontology and cognitive models on healthcare engineering project management methods applied to healthcare innovation medical informatics and bioinformatics software methods and applications for biomedicine emergency management models The book gathers the refereed proceedings of the 1st International Conference Logistics Lean Engineering for Advanced Healthcare Methodologies Modelling LLEAHMM held in Naples Italy on October 10 12 2024

*Tools and Techniques for Economic Decision Analysis* Stankovi?, Jelena, Delias, Pavlos, Marinkovi?, Sr?an, Rochhia, Sylvie, 2016-10-31 The success of any business relies heavily on the evaluation and improvement on current strategies and processes Such progress can be facilitated by implementing more effective decision making systems Tools and Techniques for Economic Decision Analysis provides a thorough overview of decision models and methodologies in the context of business economics Highlighting a variety of relevant issues on finance economic policy and firms and networks this book is an ideal reference source for managers professionals students and academics interested in emerging developments for decision analysis

**Lean Six Sigma - QuickStudy** Craig Gygi, 2025-05 Whether curious as to how Lean Six Sigma works in training for certification or a very experienced champion everyone will find this tool essential as the ultimate quick reference guide to the combined process improvement methods of Lean and Six Sigma This amazingly thorough 6 page laminated guide was developed by Craig Gygi best selling author trainer consultant and internationally recognized leader in operational excellence Color coded sections diagrams examples definitions equations flow of the process and tools for improvement are organized and designed for ease of reading and referencing at a moments notice See for yourself and then order a set for your team or organization 6 page laminated reference guide includes Terminology Improvement Project Kaikaku Tools Principles for Executives Managers Base Decisions on Long Term Vision or Mission of Customer Value Understand Quality What It Is Isn t Respect People Employees Partners Develop Leadership Programs for Organizations Kaizen Yokoten Kaikaku Decisions Through Consensus Reflect Regularly Genchi Genbutsu Gemba Gain Firsthand Knowledge Hoshin Kanri Strategic Deployment Approaches for All Work Create Flow Kanban Pull Create or

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