

Improving Process Performance

A brief introduction into the use of Lean. Six Sigma to identify develop and implement process improvements

What is Lean Six-sigma

- ★ A detailed review of the performance and capability of a specific process to meet customers needs with a view to identifying where and how the process performance and capability can be improved.
- ★ Uses widely respected and successful tools sequenced to provide the best possible improvement outcomes.
- ★ Becoming increasingly known for its ability to develop significant performance improvements often in the tens of percentage points.
- ★ Used in all sectors including public and private sectors, Services and Manufacturing.
- ★ Is used to improve all business processes.

The purpose and principles of Lean Six sigma

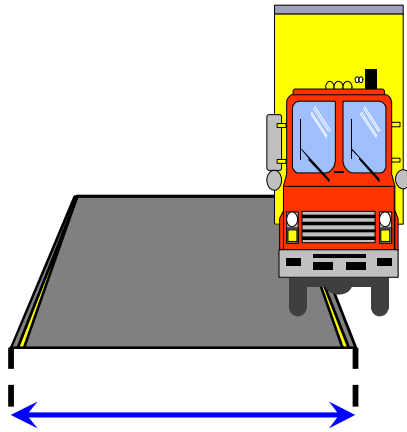
- ★ To Improve the performance of business processes
- ★ To improve the value added to the customer
- ★ Works on identified customer needs
- ★ Process performance based dealing in fact not conjecture
- ★ Aligns process performance to customer needs
- ★ Reducing all activity, materials and infrastructure that are wasteful or do not directly add value

The benefits of Lean six sigma

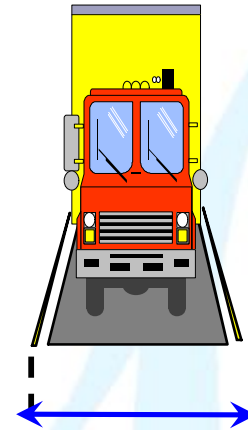
- ★ Focuses on activity that does not add value to the customer with a view to eliminating it.
- ★ Reduces wasteful practices to make the process more effective and efficient.
- ★ Improves the capability of the process so that it can successfully meet the needs of the customer.

Assessing Capability

If the truck is the customer's needs and the road is the processes that those needs are delivered on then:



Incapable process

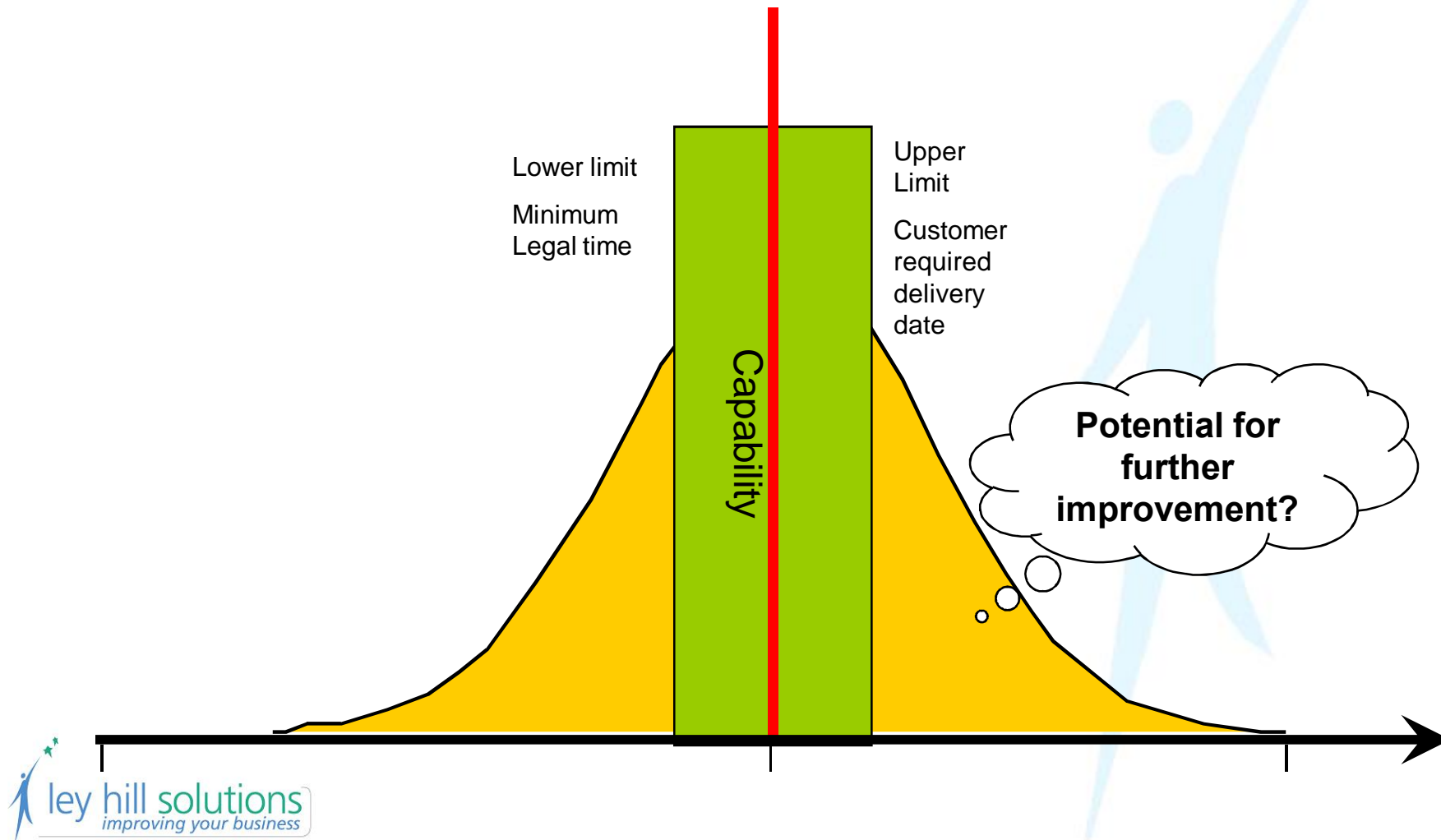


Capable process

Not only can the process be unable to fully satisfy the needs of the customer but the likelihood is that in trying to meet those needs it has become wasteful and inefficient.

Improving capability and reducing waste

By improving the process capability customer satisfaction is improved and in examining the variation there is further potential for reducing wasted effort still further



Does Lean Six sigma have any drawbacks?

★ Yes they do:

- ★ Lean Six sigma studies require commitment from an organisation's leadership because the changes often go against custom and practice.
- ★ Studies costs money particularly when gathering data, which can be expensive.
- ★ Requires that you understand what's happening on the ground of your organisation rather than what you imagine should happen.

But all is not lost - with the right processes and training you can mitigate the expenses of any study and there is an added side effect of good process understanding in that it can also lead to developing good quality management.

What does it take to implement a good Lean six sigma system?

- ★ Get Senior Management direction and support
(The more senior managers are involved the better the implementation results)
- ★ Set out a process to define the systematic approach
(if you have a QMS it is useful to bring any improvement or LSS processes within its control)
- ★ Give those involved the appropriate training
(training ensures people identify the real waste and implement the most appropriate improvements).
- ★ Develop and tailor a set of improvement tools
(Most organisations find that the right management tools make it easier to identify and deliver improvement)
- ★ Build, document and get ownership of a process model.
(if you have a QMS the primary processes will probably already be documented and owned but there is some advantage to adopting a process model developed by recognised industry sources)
- ★ Develop and Implement a programme of Studies.
(Use the process model to identify where improvement will have the biggest impact and set up a programme to develop the right improvements. If there is still some reluctance to be involved Senior Leaders may wish to see the results of a pilot study first)
- ★ Develop Internal communication to share success and learning
(communicating success and learning increases the organisations appetite to continue improvement)

What can we do to help?

- ★ Ley hill has a wealth of experience in:
 - ★ Building Improvement processes and tools
 - ★ Documenting processes
 - ★ Training staff and managers in the use of improvement tools
 - ★ Supporting Lean Six sigma study teams
 - ★ Developing and supporting communication plans
- ★ We also have experience in:
 - ★ Using and assessing against the EFQM Excellence model
 - ★ Building management systems based on ISO9001, ISO14001 and OHSAS18001.
 - ★ Developing Balanced Scorecard Strategy & Performance management systems
 - ★ Investors in People systems
 - ★ Contingency planning systems
 - ★ Customer service standards



★ If you want to know more please take a look at our website:

www.leyhill.com

★ Or you can call us on:

01494 772327