makeway
...enabling desired results

LEAN SIX SIGMA WHITE BELT

A COMPLETE GUIDE & HANDBOOK

MakeWay is an accredited partner of the International Lean Six Sigma Institute (ILSSI)





About MakeWay

MakeWay is a training and consulting firm that is focused on the management of change for organisations. Some of our accredited certification courses include:

Business Analysis Diploma	Project/Programme Project Management	Others
Foundation Certificate in Business Change	PRINCE2®	Lean Six Sigma – (Yellow, Green, Black Belts)
Business Analysis Practice	PMP®	Cyber Security Courses
Requirements Engineering	PRINCE2 Agile	TOGAF®
Commercial Awareness	MSP®	Business Skills
Modelling Business Processes	MoP®	Business Applications

- World Class Training
- Passionate and Knowledgeable Trainers
- Study at Your Pace
- Post Study Consultation
- Customised Training Solutions

White Belt Agenda

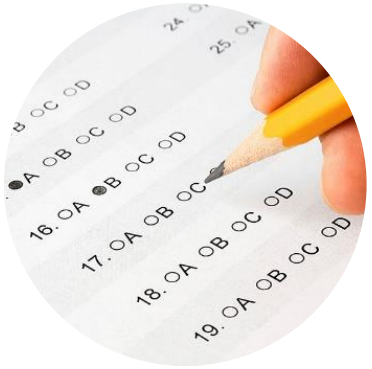
Content

- Introduction to L6S
- Improvement Project Selection and Establishment
- Some Improvement Methodologies
- DMAIC for Green Belt

Objectives of the White Belt course

To give an understanding of what ***Lean Six Sigma (L6S)*** is and what it means to business leaders and sponsors

Identify and address improvement opportunities in your organisation



Understand the role of the Belts in continuous improvements

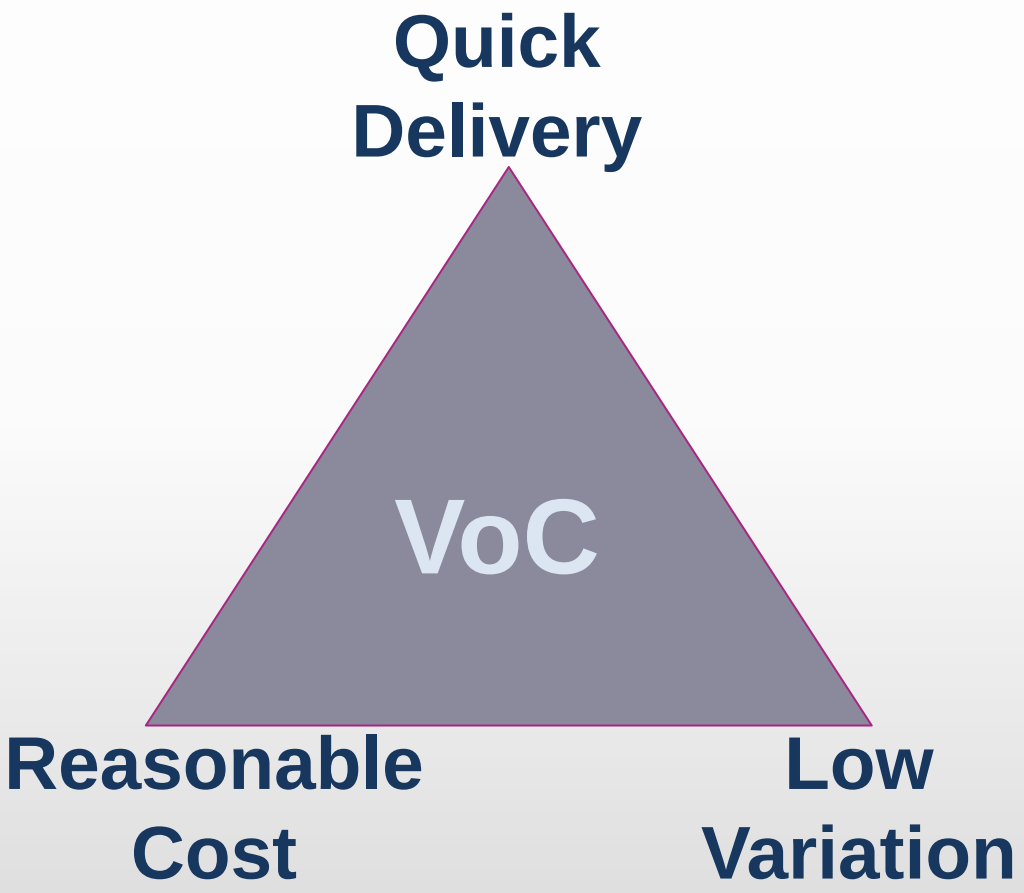
Making Customers Happy

Customers want three things from a product or service:

- Minimum variation
- Quick delivery (short lead time)
- Reasonable Cost

These three requirements are linked together and need to be balanced out

The Voice of the Customer (VoC) tells us what this balance should be



Value of Touch Points (1)

A registered patient goes to a doctor for an annual check-up, completes the required paperwork and checks out. A few months later, the **patient receives a bill indicating that the health insurance company denied part of the service.** The doctor's office can't explain why – *they use a third party billing service and don't know anything about the bill.* The billing service won't help – they just do the paperwork.

After numerous calls to the doctor's office and insurance company, the patient gives up and pays the bill. When later asked about a doctor in the area or an insurance company to use, the patient recommends they look elsewhere.

By measuring each touch point independently you can determine its contribution to the overall effectiveness as well as more effectively measure the total customer experience.

Value of Touch Points (2)

A customer experience does not begin and end at a transaction, website visit, or conversation with an agent. The customer experience process encompasses the moment the customer becomes aware of your company and comprises multiple independent **interactions**, **transactions**, and **contacts** along the way.

All these repeated interactions are actually **touch points**.

A touch point is any customer interaction or encounter that can influence the customer's perception of your product, service, or brand.

The goal of every company interested in leveraging customer experience as a competitive advantage is to create a positive and consistent experience at **ALL** of the touch points.

Continuous Improvement

Every company is looking for ways to save money, time, increase efficiencies and continuously improve. Having a Continuous Improvement (CI) mindset in everyday life is critical to using CI tools more seamlessly in workplace situations.

Continuous Improvement is an ongoing effort to improve products, services or processes. These efforts can seek incremental improvement over time or “breakthrough” improvement all at once.

Continuous Improvement can also be defined as a method for identifying opportunities for streamlining work and reducing waste.

What is Lean Six Sigma?

A fusion of two related disciplines

- ***Lean***
- ***Six Sigma***

Both consist of:

- Philosophies
- Methodologies
- Tools and techniques

Lean and Six Sigma are highly complementary

- So it makes great sense to combine them

Most practitioners merge the philosophies and combine a subset of the tools into the Six Sigma methodology ***(DMAIC)***

Origins of Lean

- What we now call Lean is derived from the Toyota Production System (***TPS***) which was initiated in the late 1940s (Started 1948)
- Toyota could not use the mass production systems practised by the major car manufacturers as they did not have the resources – so they came up with the philosophy of “doing more with less”
- The term ***Lean*** was first coined by John Krafcik in his 1988 article “Triumph of the Lean Production System,” based on his master's thesis at the MIT Sloan School of Management
- People tend to use the term ***Lean Thinking*** to describe the culture of Lean

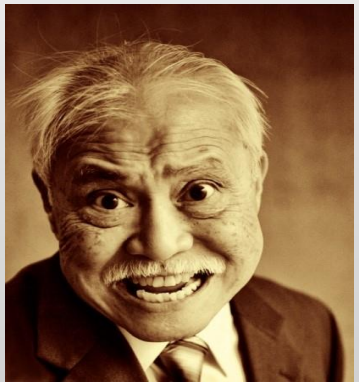
The Focus of Lean

Eighty-five percent of reasons for failure to meet customer expectations are related to deficiencies in systems and process rather than employees. The role of management is to change the process rather than badgering individuals to do better.

- **William Edwards Deming**

American engineer, statistician and professor

All we are trying to do is reduce the time from order to cash



- **Taiichi Ohno**

Toyota Production System

The Toyota Production System (TPS)

MUDA (無駄)

[Waste]

Achieve efficiency

MURA (斑)

[Unevenness/ Irregularity]

Achieve flow

MURI (無理)

[Complexity]

Achieve standardised work for your tasks

The TPS was created by **Taiichi Ohno** based on the ideas taught by **W Edwards Deming**

Since the late 1980s, the term **LEAN**, which describes the TPS, has been introduced to the western world

The Focus of Lean

Lean is **NOT about cutting costs** it is about removing waste without sacrificing quality.
It is the ability to **do more with less** resources.

WASTE is whatever slows the delivery process down

7 Wastes of Lean [Muda] 8 Wastes in Lean Services

Transportation

Inventory (Over)

Motion

Waiting

Over-production

Over-Processing

Defects (and Rework)

Skills (unutilised)

1) **D**efects
2) **O**ver-production
3) **W**aiting
4) **N**on-Utilised talent (Skills)
5) **T**ransport
6) **I**nventory
7) **M**otion
8) **E**xtra Processing

TIMWOOD(S)

DOWNTIME

Lean Wastes (2)

Transport

- Costs are incurred moving products about, with no added value to the deliverable
- Added costs of material handlers and transportation
- Excessive movement can cause damage

Inventory (Over)

- WIP *Work-in-progress*) is a direct result of waiting and over production
- Excess inventory hides problems on the plant floor which needs to be resolved
- Excess inventory results in high storage costs

Motion

- Excess movement may be due to a lack of ergonomic arrangement
- Could impact health and safety matters
- It can lead to a loss of productivity

*Process of designing or arranging workplaces, products and systems so that they fit the people who use them

T I M W O O D (S)

Lean Wastes (3)

Waiting

- This is a usual problem of batching
- The product's lead time is held up waiting for the next operation
- This results in loss of productivity, which can be fueled by idleness, poor material flow etc

Over-production

- Producing a product (or service) before it is actually needed
- Production follows a "Just in case" view rather than the "Just in time" of Lean
- Over production results in high storage costs and causes excessive lead times

Over-processing

- Termed as "*using a sledge hammer to crack a nut*"
- Inappropriate plant layout can lead to excessive measures to deliver results
- Poorly planned asset acquisition and utlilisation

Lean Wastes (4)

Defects (& Rework)

- Has a direct impact on bottom-line – rework and scrap are a tremendous cost to organisations
- Some of the costs include re-inspection, rescheduling and loss of capacity
- Rework can be a significant percentage of total manufacturing costs

Skills (untilised)

- Not utilising the skills and the knowledge of those who work for the organisation
- Not listening to a good idea
- Unclear communication – such as leaving people to guess what is required

T I M W O O D (S)

Lean Wastes (Muda) in Services (5)

Defects

- Errors and Rework
- Missing information
- Work not meeting standards
- Ignoring customer requirements

Over-production

- Making more than is needed
- Too many reports, reviews or approvals
- Excessive documentation
- Documents carrying the same information
- Batching paperwork

Waiting

- Waiting for information or paperwork
- Waiting for approval
- Equipment downtime
- Waiting time between batch processing
- Delays

D O W N T I M E

Lean Wastes (Muda) in Services (6)

Non-utilised Skills

- Not utilising the skills and the knowledge of those who work for the organisation
- Not listening to a good idea
- Unclear communication – such as leaving people to guess what is required

Transportation

- Paper-based rather than electronic
- Unnecessary electronic transfer – why are some people cc'd for every email discussion that they do not need to know about
- Data travels to multiple locations
- Inefficient inter-office mail system

D O W N T I M E

Lean Wastes (Muda) in Services (7)

Inventory

- Excessive backlog or work in progress
- Creation of queues
- More than the absolute minimum being stored (paper and electronic)
- Partially completed work

Motion

- Walking to deliver paperwork
- Chasing needed information or paperwork
- Lack of *ergonomic workspace or design
- Task switching

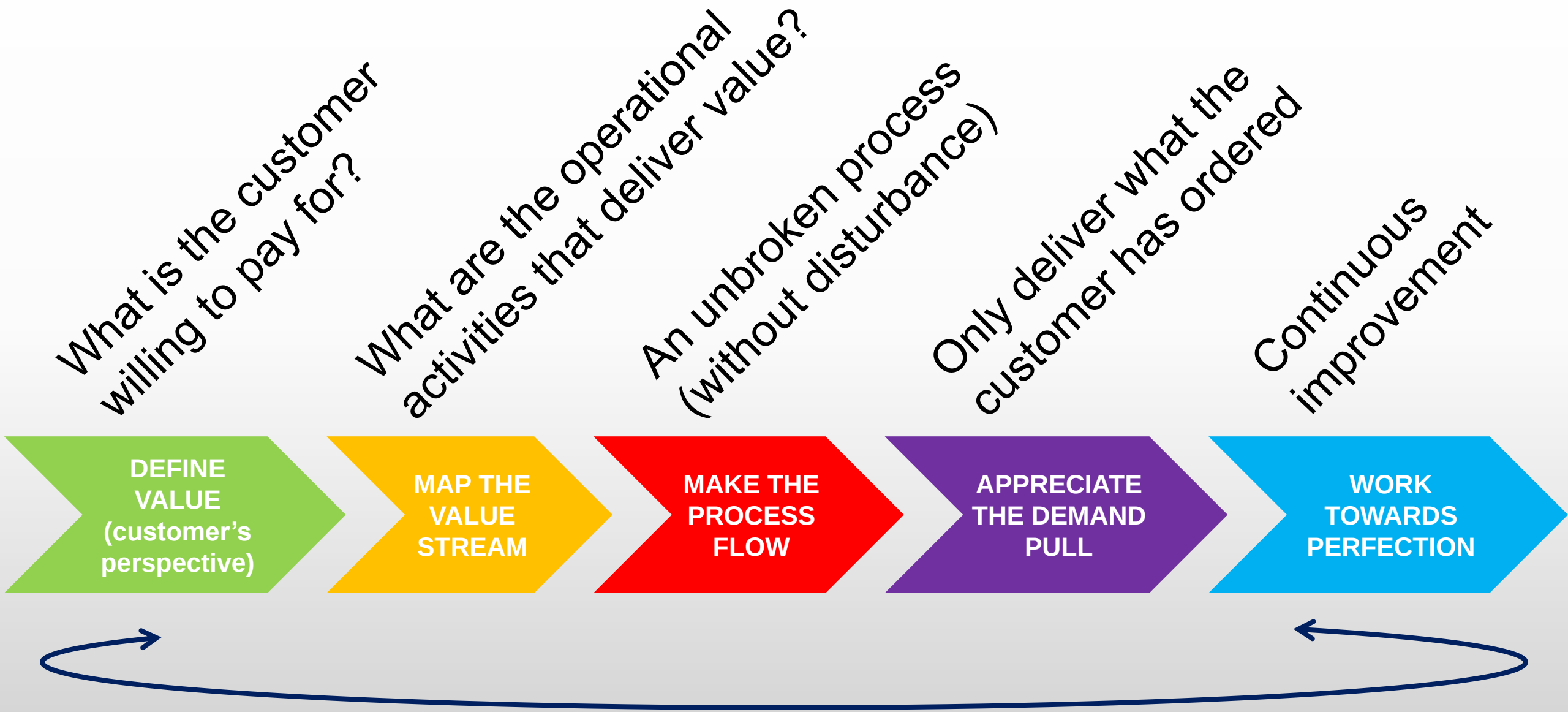
Extra processing

- Unnecessary steps
- Multiple handoffs
- Multiple documents
- Lack of standard procedure
- Excessive checking
- Relearning
- Extra features and complexity

D O W N T I M E

*Process of designing or arranging workplaces, products and systems so that they fit the people who use them

The Five Principles of Lean



Single Piece Flow

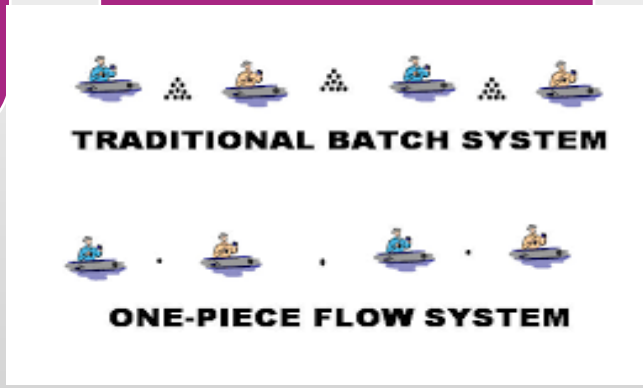
In *Single Piece Flow*, products or transactions are handled in batches of **ONE**

Each item is examined for defects before handing over (to next part of process)

Faulty units are **avoided** being passed downstream (i.e. towards the customer)

→Production halts until the problem is rectified)

In practice, it often means working to the smallest batch size possible



Pull

In *Pull* systems material flow is triggered by downstream demand

Example:

- A user replaces the printer toner from the department's stationery cupboard (and leaves a Kanban for the store)
- The store replenishes the stationery cupboard (and leaves a Kanban for procurement)
- The procurement team places an order with the supplier to replenish the warehouse
- The supplier replaces the toner in the warehouse

So the flow is triggered by the customer placing an order – you can see how *Single Piece Flow* links in. This keeps stock holding to a minimum, thus reducing waste. Only that which is used is replaced!

Pull is the opposite of 'Push'
– where regular deliveries are driven by a schedule

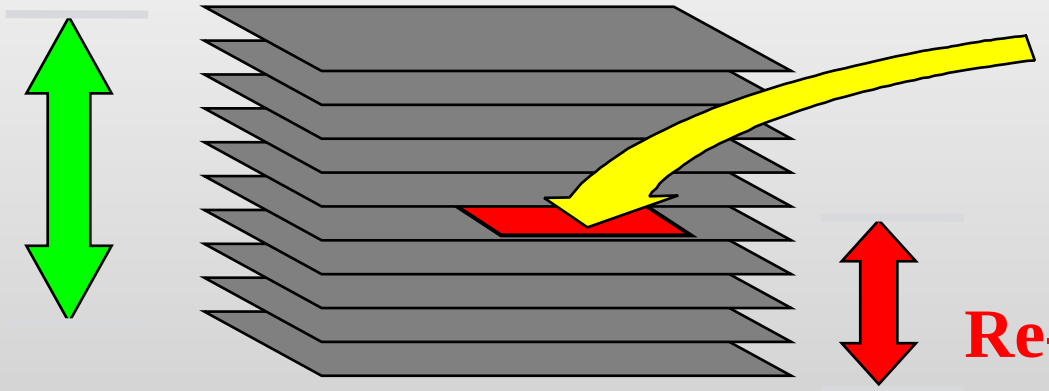
What are Kanbans?

A Kanban can be a whole host of things:

- a card
- a bin, container or pallet
- an empty square
- a ping pong ball or tennis ball
- a token etc.

Visual Signals

The Kanban has a particular purpose – it acts as an indicator for stock control and replenishment based on pre-set, fixed re-order levels and re-order quantities for materials. It is a short term execution tool



A simple Kanban card in a stack of components that indicates replenishment is required at that point

Re-order level

History of Six Sigma

1984 Bob Galvin of Motorola edited the first objectives for Six Sigma
- 10x levels of improvement in service and quality by 1989
- 100x improvement by 1991
- Six Sigma capability by 1992

1984 Texas Instruments and ABB Work closely with Motorola to further develop Six Sigma

1994 Application experts leave Motorola

1995 AlliedSignal begins Six Sigma initiative as directed by Larry Bossidy

Captured the interest of Wall Street

1995 General Electric, led by Jack Welch, began the most widespread undertaking of Six Sigma ever attempted

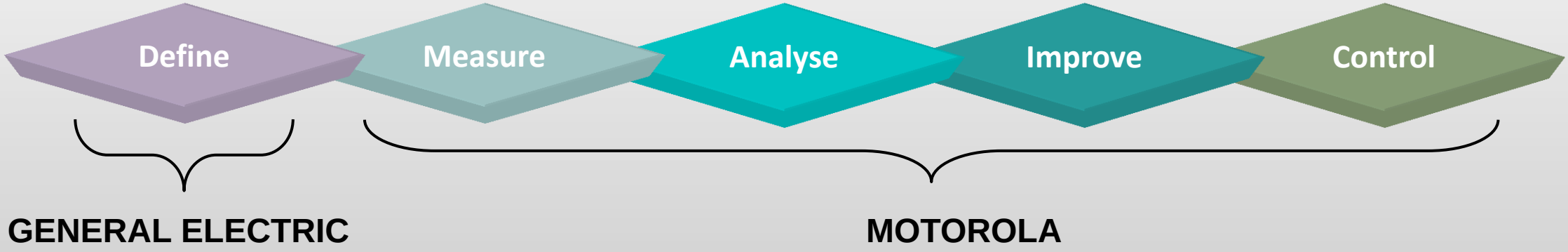
1997 till present: Six Sigma spans industries worldwide

History of Six Sigma

Six Sigma created a realistic and quantifiable goal in terms of its target of **3.4 defects per million operations/steps** – this indicates that 99.99966% of its products or services are without flaws

It was also accompanied by problem-solving strategy made up of four steps:
Measure, **Analyse**, **Improve** and **Control**

When GE launched Six Sigma, they improved the methodology to include the **Define** phase



The Six Sigma Metric (6σ)

99% Quality means…

- 20,000 lost mail articles per hour
- 5,000 incorrect surgical operations per week
- 200,000 wrong drug prescriptions each year
- 2 short/long landings at most major airports per day

6σ Quality (3.4 defects/million) means…

- 7 lost mail articles per hour
- 1.7 incorrect surgical operations per week
- 68 wrong drug prescriptions each year
- 1 short/long landings at most major airports every five years

The Six Sigma Approach:

What is the reason behind calculating the sigma value?

The value in making a sigma calculation is that it abstracts your level of quality enough so that you can compare levels of quality across different fields (and different distributions)

In other words, the sigma value (or even DPMO) is a universal metric that can help anyone with the industry benchmark/competitors

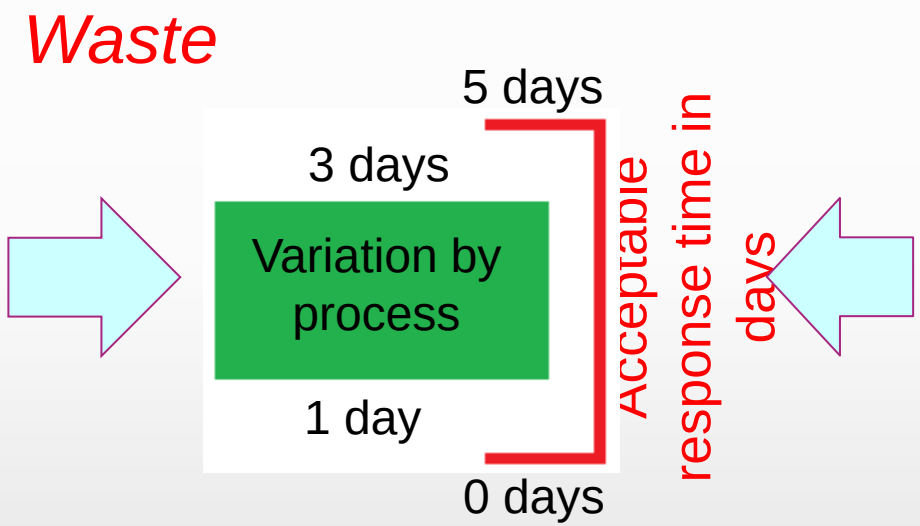
Basically, how many mistakes or defects that your process delivers determines **QUALITY** for you!

The Focus of Six Sigma

To reduce variation and avoid giving the customer defective output

All processes and systems give out variation

This process responds to queries between 1 and 3 days
(as represented by the vertical height of the green block)



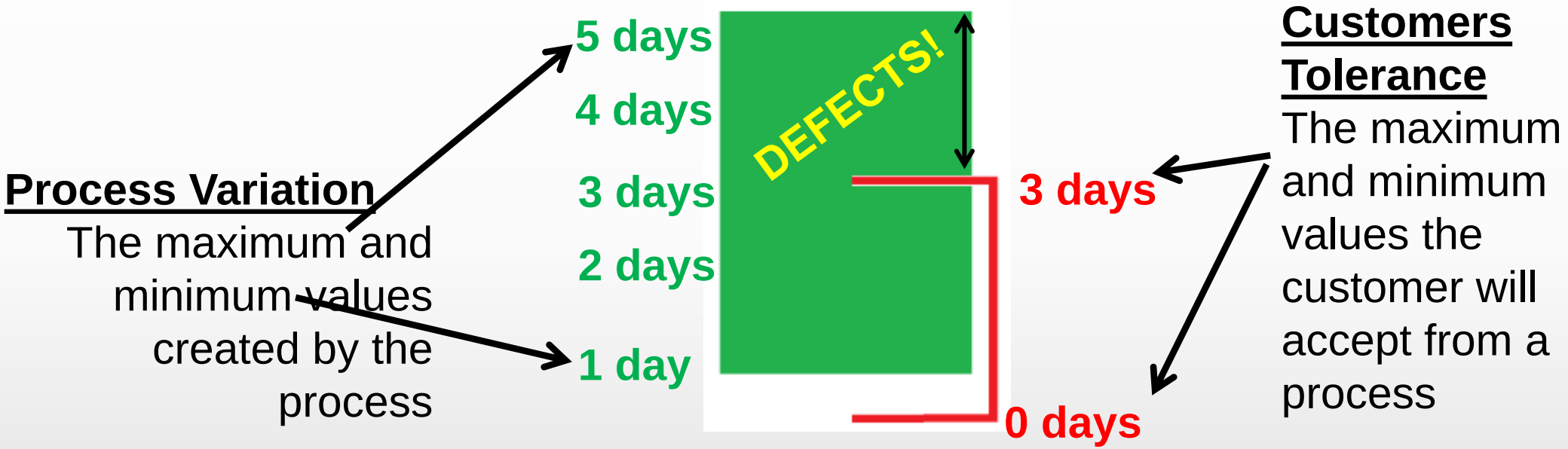
Customers will only accept a certain rage of variation

The customers want response to queries within 2 days, but will accept the answers within 3 days

Waste is whatever gives rise to unacceptable deviation (defects)

Defects

Anything produced greater or smaller than the customer specifications (i.e. outside their tolerance)



Example: Customers expect a response to a question within three days. When measured the company responded to all questions within 1-5 days. This is therefore ***NOT*** a ***capable*** process

Lean and Six Sigma

Lean is…

A *passionate* belief that there is always a simpler and better way

A continuous drive to identify and eliminate waste and remove road blocks to improvement

The empowerment of employees to drive improvement – **no blame culture**

Trust is a major factor

The rigorous application of lean tools and techniques across the whole organisation

Six Sigma is…

A never ending passionate journey to competitive leadership by satisfying customer requirements profitably

A statistical measure of a process' inherent ability to meet customer requirements

A continuous drive to reduce defects and variability

Finding and solving route causes to failure

Having a *rigorous* control methodology

The Costs of Lean Six Sigma

Both Lean and Six Sigma are license and royalty free

But there are **costs**:

- Training
- Co-ordination and culture change
- Also, if people are spending time improving a process they are not serving customers etc

How they Complement Each Other

Six Sigma helps Lean because…	Lean helps Six Sigma because…
Lean does not really have a formal project methodology whereas Six Sigma has DMAIC. DMAIC allows the improvement team to have a clear set of activities for the **Measurement** and **Analyse** phases.	Lean provides alternatives to DMAIC for less complex improvement areas. For example Kaizen events can be performed frequently by everyone.
Lean does not consider the problems with variation; however, Six Sigma adds statistical modelling tools to track down and investigate variation.	Lean focuses on waste and end-to-end flow. Lean defines waste from the customer's perspective. By itself, Six Sigma may take an insular view, optimising a process to meet a local target. Process sigma levels are reached more rapidly by also considering waste

Key Principles of Lean Six Sigma

1 – Customer focus

Focus on the Customer (VoC) first; not the business process

2 – Know the value stream

Identify and understand how the work gets done (the value stream)

3 – Business Process

Manage, improve and smoothen the process flow

→Identify and eradicate waste wherever possible

4 – Manage by facts and data

→Not by opinion

→Identify and understand how the work gets done and not how you think it gets done

→Reduce variation

5 – Trust and empower people

→Those closest to the work are usually the true Subject Matter Experts (SMEs)

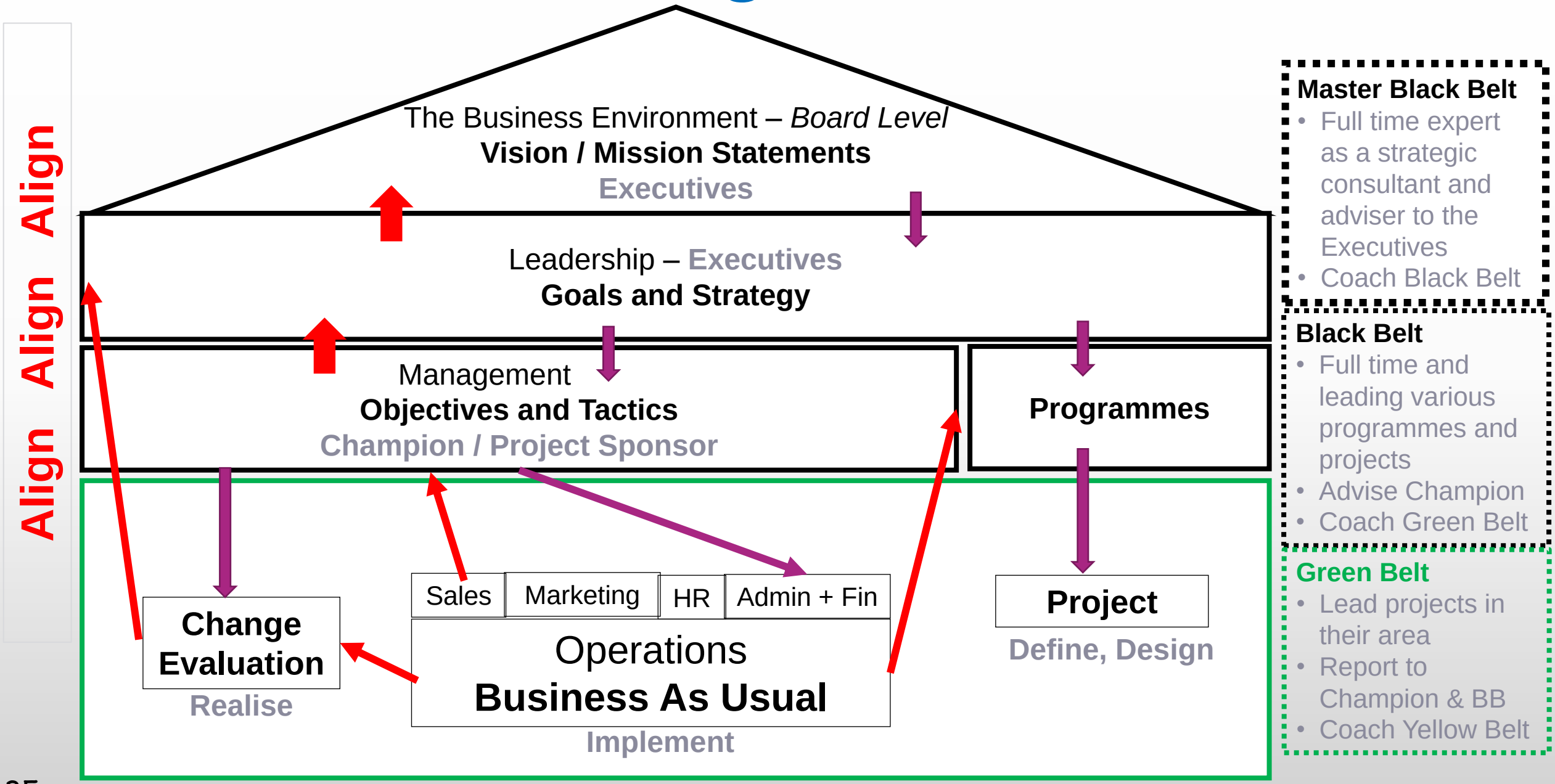
→Empowerment must be resourced

→Transparency (is two-way)

6 – Drive for perfection

Improve processes systematically

The Lean Six Sigma Framework



Board Level / Senior Management

Makes decision to implement the L6S initiative and develops accountability methods

Sets meaningful goals and objectives (as well as performance expectations) for the entity

Ensures continuous improvement in the process

Eliminates barriers and recognises achievement

Not all Lean Six Sigma deployments are driven from the top by Executive Leadership. It has been proven, however, that those deployments driven by executive management are much more successful than those that are not.

Lean Six Sigma Belt Certifications

Master Black Belt

- Responsible for the strategic deployment in the organisation
- Promote, support and direct improvement activities in all areas of the organisation

Black Belt

- Full time project leader
- Leads, directs and coaches Green Belt
- Leads more complex business improvement projects

Green Belt

- Use the L6S tools to effect measurable and significant business impact
- Provides the skills to implement improvements within their departments
- Coaches the Yellow Belt

Yellow Belt

- Knowledge-based entry level certification
- Provides a good understanding of Lean Six Sigma methods, techniques and project selection

Contrasting Team Structures

	Working Group	*L6σ Team*
Leadership	Manager/Supervisor	Shared
Accountability	Same as broader organisation	Mutual
Purpose	Broad	Focused
Development	Little	A lot
Meetings	Sharing Information	Review issues/ make decisions
Relationships	Superficial	Strong and deep
Aspiration	Sum of individual bests	Result beyond expectation
Size	Large (>10)	Small (<10)

Setting up the Team

Always include people from the ‘grind’

- Those doing the work are usually best placed to work out how to improve it

Try and include the best people for a task not necessarily just the best available

Try to get the correct mix of personalities

The aim is to develop a High Performing Team (HPT)

***When setting up the team, ensure that the individuals are well-skilled* – all too often we get whoever is free, or easy to do without, instead of the real experts we need**

Project Charter

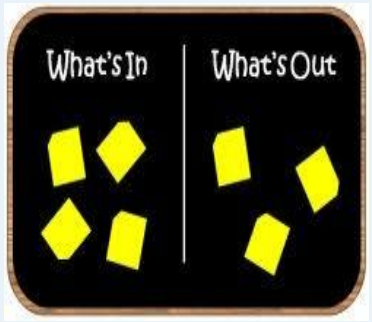
A Project Charter is a living document that outlines the issues, targets and framework for working on a process improvement

Team Development

Those who will participate on the project

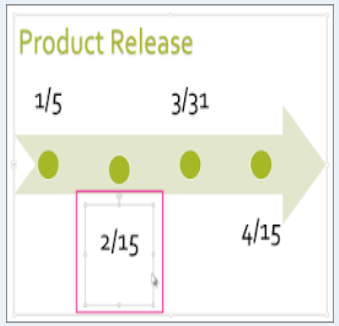
Problem Statement

The problem captured - make it measurable



Scope

What areas the project will cover and what is excluded



Business Opportunity

State the business reasons for fixing the issue

Goal Statement

The SMART target to achieve the improvement

Timeline

When varied deliverables will be attained

Project Charter – Focus and Direction for a Team

Aids in communicating the purpose of the team
(why are we doing this?)

Clearly communicates the scope
(what is in / what is out)

Aids in team design and selecting participants
(do we need specialists?)

Helps to clarify roles and responsibilities

Clearly defines expected accomplishments (benefits)

Outline approach the team will use
(get validated by a champion or BB)

The charter is a teams' blueprint for success

Lists specific deliverables
- Review charter regularly at weekly progress meetings
- Start reviewing plans

Managing Progress and Demonstrating Control

Why?

- Teams are self-directed and autonomous
- However, control and direction are still necessary
- It is the responsibility of the Team Sponsor to satisfy themselves that the team is in control

How?

- Use of Team / Kanban Board
- Daily stand-up
- MoSCoW prioritisation

Team Boards

Contain relevant information to allow the team to understand and perform their work

Allow them to track trends

Pick up on waste

Simple graphical information

- **The Board belongs to the team**
- **Makes a topic of conversation – it is not decorative wallpaper!**
- **Boards need to be accessible and close to the workplace**
- **Visual management boards do not have to look beautiful**
- **Do not kill ownership with standardisation**

Team/Kanban Board

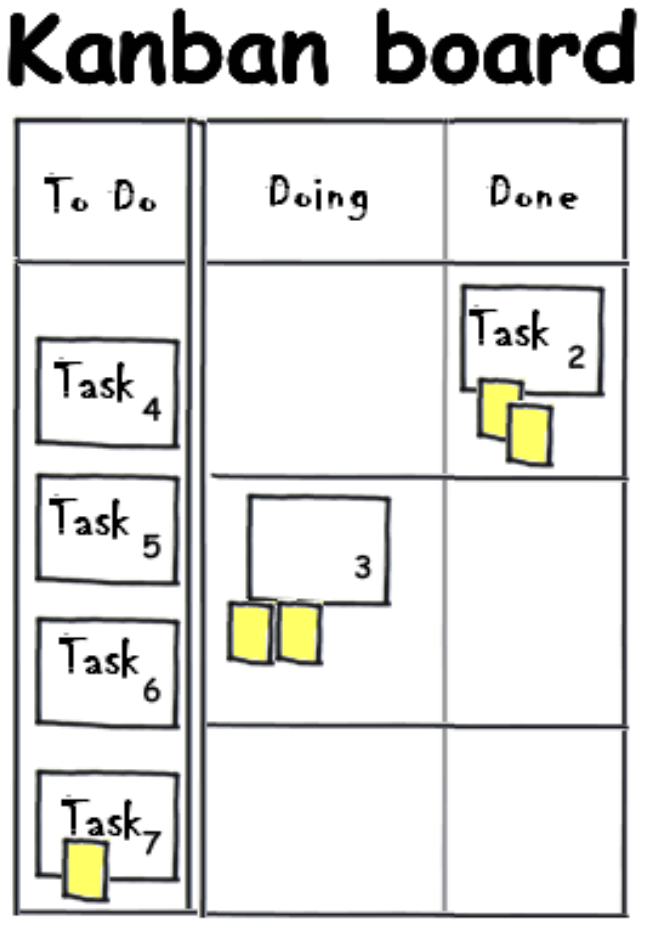
Visually illustrates the progression of tasks

Simplest version shown, however you may want to add extra columns depending on your business environment

- Signed off
- Passed User Acceptance Testing
- Shipped
- Etc

Tasks can be prioritised perhaps using MoSCoW

Can be part of the Team Board



Daily Stand-ups

Ideally scheduled first thing daily

- ***All*** Team Members attend
- Wider stakeholders (including Leaders) can attend as non-participating observers

Each team member has ***2 minutes*** to report to the group:

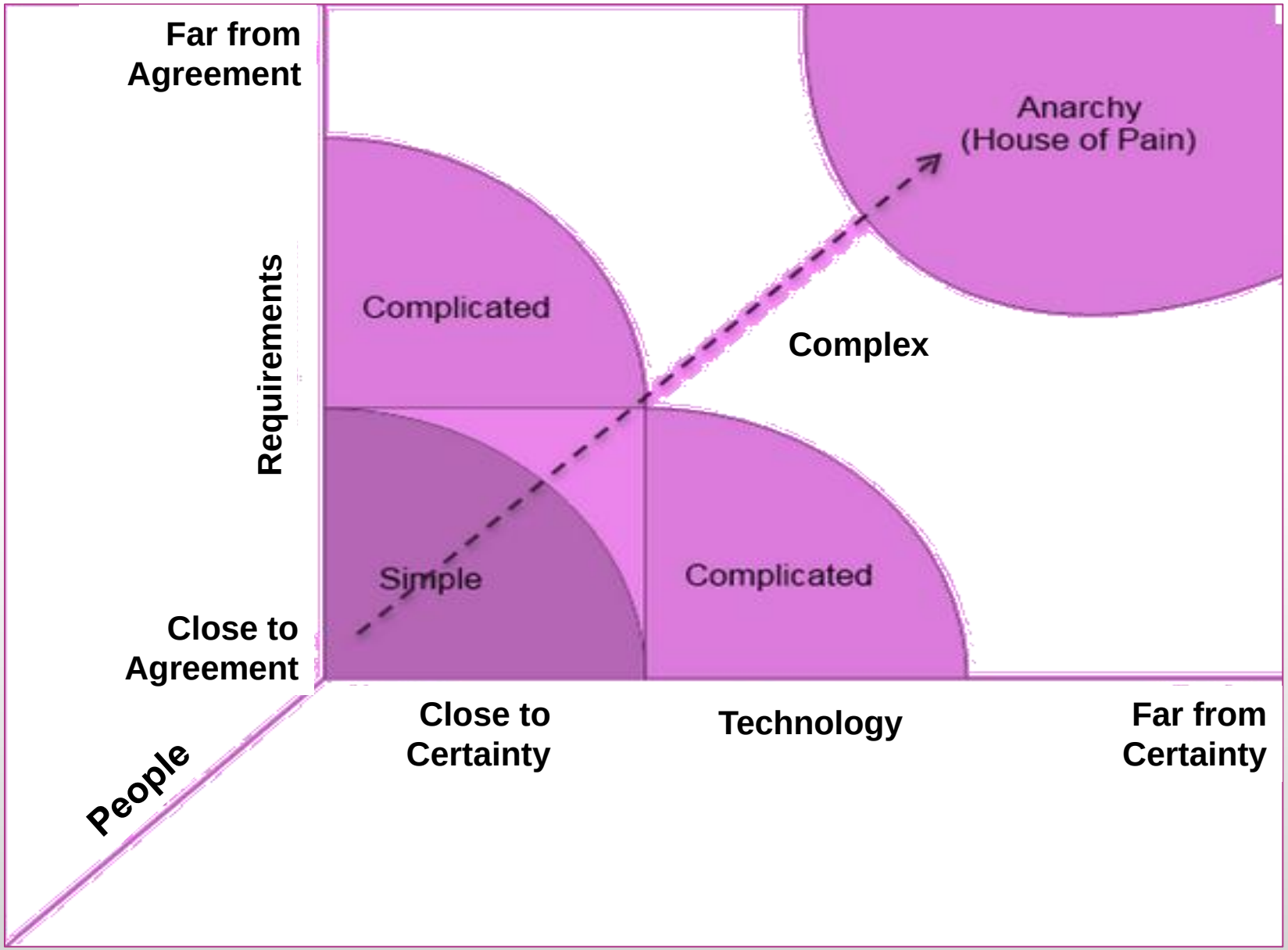
- Work and activities performed since last meeting
- Work and activities planned for the next period
- Any potential barriers to individual or team progress
- Additionally – group leader sums up

Short and focused

- No discussions (these can happen *after* the stand-up ends)

Stand-ups maintain progress, demonstrate control and improve team integration and morale

Improvement Project Selection



Project Prioritisation

- Impact on Customer
- Value to the business
- Resource availability
- Time to complete
- Current capability of the process
- A change in regulation
- Connection to key business priorities
- Current cost of dealing with failure

Typical Improvement Project Areas (Services)

- Call centres
- Customer orders
- Receivable invoices
- Payable invoices
- Capital authorisation requests
- International shipper forms
- Insurance claims
- Regulatory Assessments and Audits
- Customer service
- Supplier management
- Project Management

Introduction to Problem Solving Methodologies

Context	No problem, but an idea	Immediate problem	Simple problem requiring agreement	Problem requiring some analysis	Complex issues	Problem requires a new process and may involve strategic investment
Action	I have an idea	I know what I need to do quickly with little cost or changes	A simple problem for which an improvement is proposed	Jointly with people who work within the department or process	This is a project that requires a tooled methodology	This issue requires investment in a new product, service or process
Execution: Duration / No. of People	1 hour - 1 week	1 hour - 1 week	1 - 4 weeks	1 - 3 months	3 - 6 months	6 months - 3 years
	1 person	1 person	The team	3 - 7 people	4 - 10 people	> 20 people
Tools	Idea Management System	3C	8D / Kaizen / PDCA/PDSA	Kaizen	DMAIC	DMADV (DFSS)

Lean

Six Sigma & Lean Six Sigma

3 Cs

Concern

- Identify and articulate what the problem is
- What needs to be addressed?
- e.g. Why are hotel bookings for missions delayed as at the time of arrival of staff?

Cause

- Identify what the root cause is
- Identify the best solution
- e.g. Staff do not submit required data with the requests to protocol

Correct (counter-measure)

- Implement the selected solution
- Maintain the implementation
- e.g. Design and enforce automated forms that ensures accurate data are collected

The 8 D's (*Eight Disciplines*)

D0
Prepare to solve the problem

D1
Establish the Team

D2
Describe the problem

D3
Develop an Interim Containment Action (band aid)

D4
Define/ Verify Root Cause

D5
Choose / Verify Permanent Corrective Action

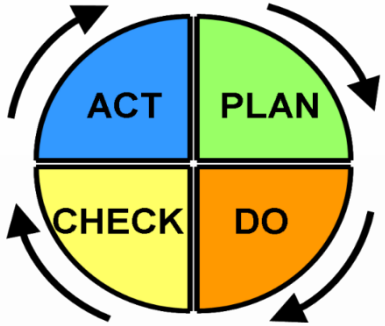
D6
Implement / Validate Permanent Corrective Action

D7
Prevent Recurrence

D8
Recognise and praise the Team

Developed at the Ford Motor Company, its purpose is to identify, correct and eliminate recurring problems so as to get a permanent resolution. These disciplines are performed within a control structure (for example you may perform D5 within the DMAIC Improve phase)

The PDCA Steps



Plan

- Develop a plan to address a problem or hypotheses
- Identify control points and control parameters
- The plan is reviewed and agreed

Do

- The plan is carried out

Check (or Study)

- Information is collected on the control parameters
- The actual results are compared to what was expected

Act

- The results are analysed
- The causes of any differences between expected and actual results are identified, discussed and agreed
- If necessary, corrective action is identified which triggers another cycle (Plan)

CHECK – did we achieve what was expected?

STUDY – what can be learnt from what was achieved to provide further help?

PDSA

Plan

Do

Study

Act

Kaizen

Kai + Zen (Continuous Improvement)

A philosophy of small improvements that involves any level of employees from top management to the lower cadre. The culture is driven so that area or people can be considered.

Individual philosophy:

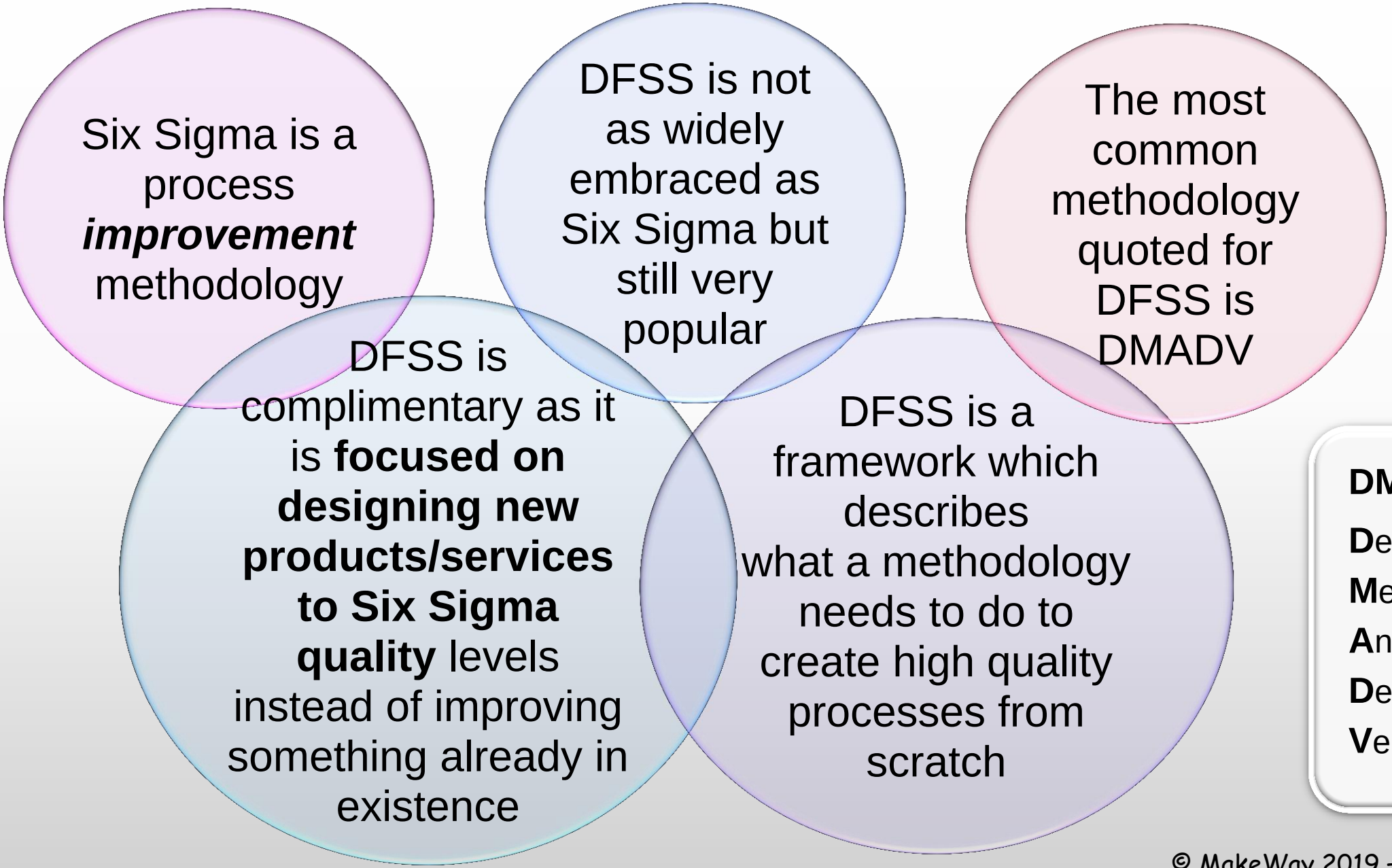
Everyone is encouraged to come up with small improvement suggestions on a regular basis

Kaizen is based on making little changes on a regular basis and not major changes.
The emphasis is to always improve productivity, safety and effectiveness while reducing waste

An umbrella term covering several areas typically:

- An individual philosophy
- A team based improvement methodology (Kaizen Event / Kaizen Blitz)

DFSS: Design For Six Sigma



DMADV

Define

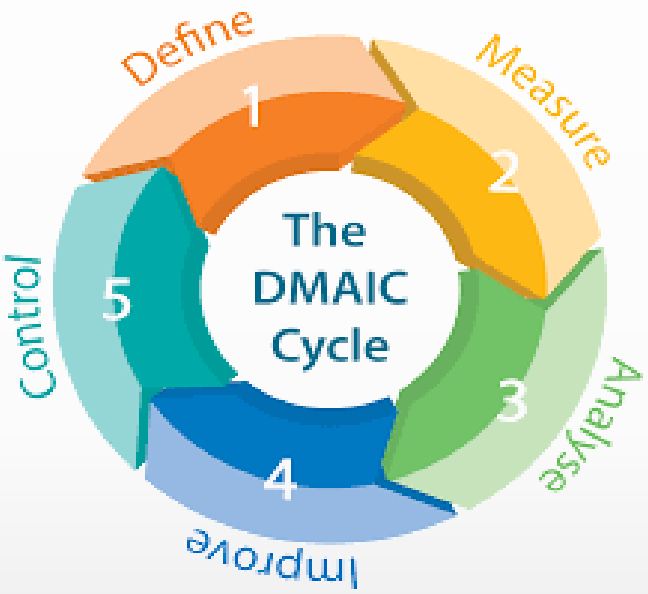
Measure

Analyse

Design

Verify

DMAIC – a logical flow to problem solving



A 5-step methodology that provides a structured framework to improve an **existing** process

The DMAIC framework helps ensure that improvement projects:

- Are clearly defined
- Are clearly implemented
- Have their results embedded in standard operations

Existing Process → **DMAIC** → **Improved Process**

Lots of waste!

Less waste!

A View of the DMAIC Phases

DEFINE

- Establish the project (get the team together and agree governance)
- Define the problem (Set the scope of the project)
- Talk to Customers and seek to understand their needs from the processes under investigation

MEASURE

- Collect data about the process being investigated
  - Create a Data Collection Plan and Data Collection Forms
- Illustrate how the process is now ('As Is')

ANALYSE

- Analyse the data (probably using statistical tools)
- Determine genuine areas of waste and their root causes
- Illustrate how an improved process would look ('To Be')

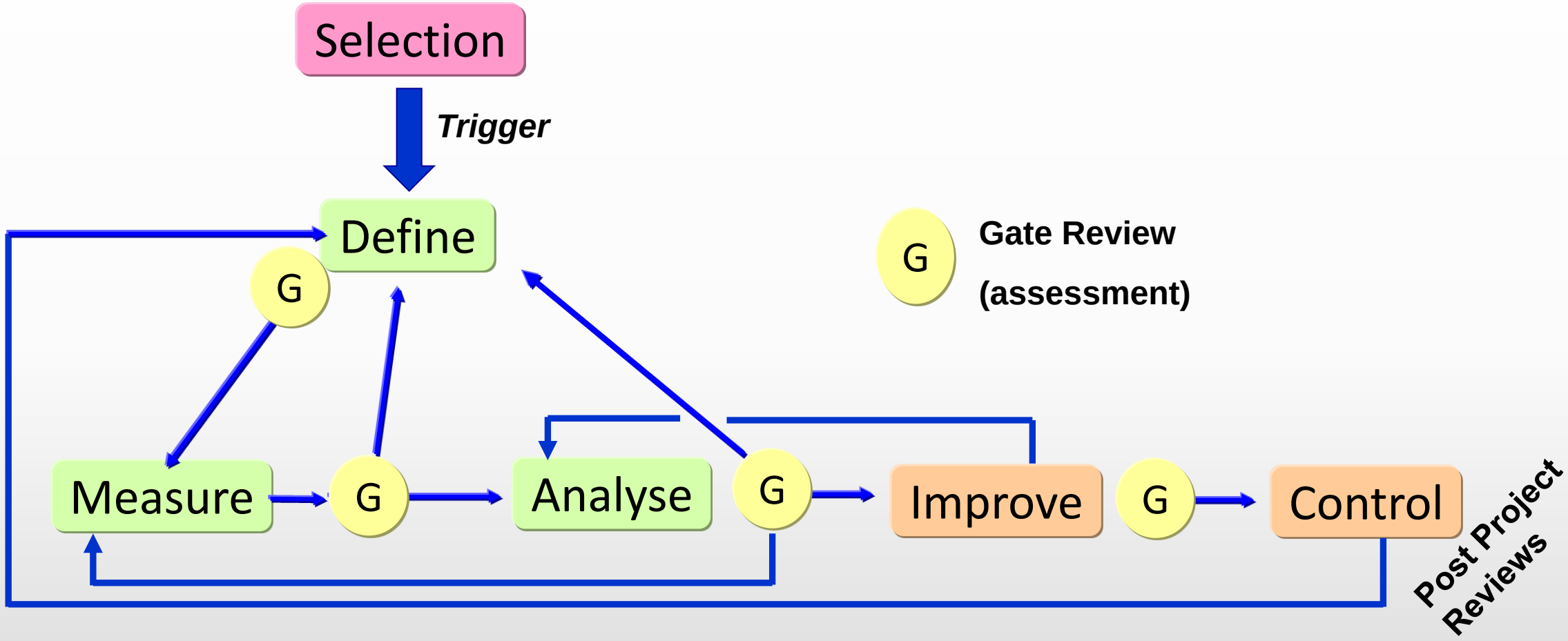
IMPROVE

- Select, trial and implement solutions
- Create a Control Plan

CONTROL

- Close the improvement project
- 'Sustain the change' – monitor the improved process (if performance degrades, this triggers corrective action)

DMAIC is not necessarily a straight sequence



Gateways / End term assessments

It is sensible to review a project from time to time to see if all is well and if it should continue

- Often called ‘Tolls’, ‘Tollgates’, ‘Gates’ or ‘Gateway’ reviews
- A logical place for this in DMAIC is at the end of each phase

At this time those running the project should discuss the state of the project with the sponsors of the project

If you are running the project as a Green Belt, then your sponsors are likely to be your local Champion and perhaps your manager and also your Black Belt

Questions to Answer at a Review

Is the project still likely to deliver a worthwhile result?

Is it forecast to end on time?
- If not what is the new projection?

Is the cost forecast still ok?

What is the updated status of the business risk?

What other significant risk is there?

How are these risks being handled?

Any barriers to successful conclusion – particularly political ones?

How is the team getting on?

What are the next steps?

Schedule 15-90 mins for this (keep the meeting lean and light)

Avoid meeting overrun

Some people use power point slides and either present them or e-mail them out

Some Lean Six Sigma Tools & Techniques

- **TOOLS**
- Brainstorming
- RACI / RASCI
- Gemba / Process Stapling
- Process Maps: SIPOC / Swim Lane / Value Stream Maps
- CTQ (Critical to Quality)
- SPC (Statistical Process Control) – a group of tools which model a system using some form of statistical analysis
- Process Capability

- **TECHNIQUES**
- 5S (Sort / Set in Order / Shine / Standardise / Sustain)
- 5 Why's
- Poka Yoke

Benefits Assessment – An Example

Document process re-design
Methodology: DMAIC
End Date: April 23rd
Savings and costs estimated over 5 years
Staff time estimated @ £20/hour

Saving 1: 1 mins saving per document 40 docs/week = 9600 docs @ 33p per document	+ £3168
Saving 2: New process will stop us losing documents or 'forgetting' them Estimated cost of above is 30 mins per doc Last year we lost or mislaid 17 assuming that we now only lose 2 per year (a saving of £300 per year)	+ £1500
Project Costs: 5 staff members for 10 hours each	- £1000
On-going maintenance costs: None/minimal	
Estimated cost savings over 5 years	+ £3668

NEXT STEP…
EARN THE ACCREDITED YELLOW BELT CERTIFICATION FROM THE INTERNATIONAL LEAN SIX SIGMA INSTITUTE

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