

LEAN SIX SIGMA – GREEN BELT

A SIMPLE PROJECT SELECTION/EXECUTION GUIDE

KEEP

IT

SHORT &

SIMPLE

Key Considerations for a Simple Improvement Project Selection

- 1) Ensure alignment to VoC/VoB
- 2) Ensure alignment to the “big-picture” KPI (e.g. Customer requirements for satisfaction – as determined by CTQ)
- 3) Executive management support – *obtainable*?
- 4) Technical (and practical) ease and viability
- 5) Process owner (and team members) support
- 6) Access to data to determine the “As Is” performance
 - Ideally over a period that will ensure confirmation of the problem encountered
- 7) Clarity of the improvement project deliverables (i.e. the outputs from project execution)

Process Improvement Project Execution – DMAIC

The succeeding slides show what is required for
the DMAIC phases

DEFINE PHASE

Required Tasks:

- ❖ Identify problem and obtain authorisation for resolution and project resourcing from line manager
- ❖ Form a team and agree on team *modus operandi* (team charter)
 - Create your Team/Kanban Board and agree frequency of “Daily Stand-up” meetings
- ❖ Undertake a Stakeholder analysis
- ❖ Create Project Charter (ensuring relevant statements are adequately produced)
- ❖ Create SIPOC
- ❖ Understand customer requirements and determine customer needs (CTQ may be helpful)
- ❖ Consider Business Risk and Project Risk from the Define phase and through all phases

❑ Tollgate review with line manager/project sponsor at the end of phase

MEASURE PHASE

Required Tasks:

- ❖ Gain clear understanding of the sequential activities/tasks of the process, which requires:
 - Visit to the Gemba (and it may include process-stapling)
 - Create **flow chart** or **swim lane diagram** → becomes basis for **value stream map**
- ❖ Understand data required and collect data – create frequency tables and simple graphical presentations (eg line graph or scatter diagram)
- ❖ Establish baseline and determine “As Is”
- ❖ Determine the value of the CoPQ (e.g. unnecessary and rework costs, time taken, paper usage, staff costs etc)
- ❖ Understand process capability to meet customer requirements

❑ Tollgate review with line manager/project sponsor at the end of phase

ANALYSE PHASE

Required Tasks:

- ❖ Using VSM, identify where **muda (DOWNTIME)** occurs
- ❖ Investigate the root cause of muda (5 Whys / Fishbone Diagram)
- ❖ Identify what is required to solve the problems noted
- ❖ Determine the “To be” state for the process and re-create **flow chart** or **swim lane diagram** accordingly

❑ Tollgate review with line manager/project sponsor at the end of phase

IMPROVE PHASE

Required Tasks:

- ❖ **Identify** options for improvement and **select** one using:
 - Brainstorming (eg *The Six Thinking Hats*) / Pugh Matrix
- ❖ Implement solutions – various, which may include:
 - 5S / Poka Yoke
- ❖ Pilot the solution (if required) and test accordingly
- ❖ Implement solution
- ❖ Collect data to verify that the solution has worked
- ❖ Validate improvement (compare new data presentations to the baseline in Measure)

❑ Tollgate review with line manager/project sponsor at the end of phase

CONTROL PHASE

Required Tasks:

- ❖ Implement sustainability actions
 - Create/update *SoPs / **OTGIs
 - Create/update training material for
- ❖ Benefit Assessment – compare to the CoPQ in measure to ascertain benefit
- ❖ Update project notes, including *Lessons Learned* notes and archive
- ❖ Close project formally
- ❖ CELEBRATE!

❑ End project review with line manager/project sponsor

*SoP → Standard Operating Procedure // **OTGI → On the Ground Instructions



Project team

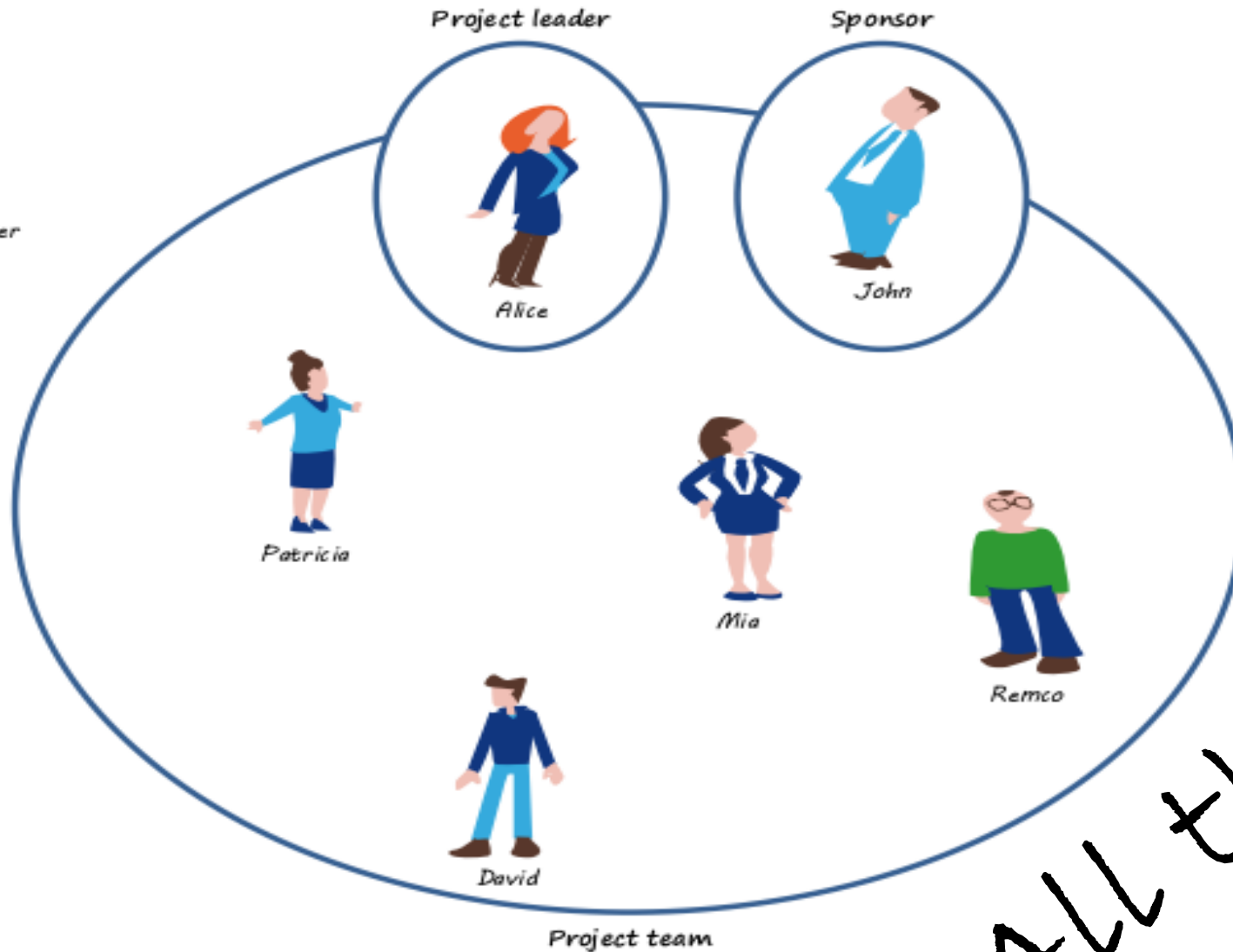
Example project: Claim handling



External partner



External expert



All the best...

To enable your desired results...

Contact Us!

training@makewayglobal.com

To improve supporting you better, please give reviews

❑ Google Reviews Link: <https://goo.gl/XwXwDt>

❑ Trust Pilot Link:

<https://www.trustpilot.com/review/www.makewayglobal.com>

Send email to training@makewayglobal.com for guidance notes, if required

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