Certified Lean Six Sigma Champion Book

Third Edition

OPEN SOURCE SIX SIGMA

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Lean Six Sigma
Champion Book

Lean Six Sigma Champion

This book has been designed to build your knowledge and ability to manage a Business Process Improvement initiative through the use of Lean Six Sigma methodologies. While you will not be a practitioner of the technical skill sets of these methodologies, you must develop a working knowledge of the capabilities such that you can recognize where and how they can be applied to improve the business processes you manage. As a Champion you will also be responsible for driving and inspiring change in your company. Improvements require change – people don't like to change – you will be tasked to see that they respond positively to the necessary changes. We will give you some guidance in that area.

The main focus of a Lean Six Sigma program is "the process". Business is conducted through a series of processes yielding what your customers desire. By taking this course you will have a well rounded understanding of the approach your company is taking to implement these methodologies and improve your business. You will also be prepared to make significant contributions in this regard.

Welcome to the Lean Six Sigma Champion Book.

Champion Responsibilities

You now have an understanding of the approaches that will be used by your company in undertaking a Business Process Improvement program. It is not intended that you be capable of performing all that is contained in this book but that you understand the elements involved in this program and the terminology used by the Belts and have the ability to know what skill levels are necessary to solve what problems..

The balance of this book will examine the specific responsibilities of a Champion – this is your job.

Champion Responsibilities

Champion Responsibilities:

- Change Management

- Project Selection

- Project Tracking

- Communication

- Recognition

In addition to the other management responsibilities you have, being a Champion in the Lean Six Sigma program asks that you be on the point for these necessary parts of the program.

We will look at each of them now.

Change Management

By its very nature, a Lean Six Sigma program requires a number of changes throughout the organization. That's what we are trying to do right? Change processes.

To change processes we have to change the way people do things. That isn't easy. We will give you some tools to assist.

Change Management

The Pain of Change

While resistance to change may not be fully visible, it has been shown to cause significant stress in most employees. We will look at a number of the causes and means of lessening the negative impact.

> ## *"The hardest part of reengineering is living through change."*
>
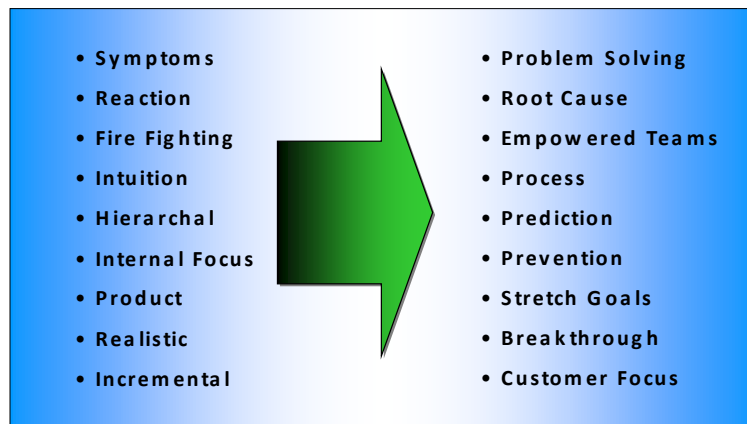> **Michael Hammer**
> **Renowned Author**
>
> *Man, that was tough!!*

The Transition

Communicating the intent of the changes about to occur helps assuage some of the concerns of employees. By discussing the "how we do things today" and "how we intend to do things in the future" can help put the proper perspective on why this program is being undertaken.

To properly manage people through the change process we must:

Moving from "the present" into the "future…..

• Symptoms	• Problem Solving
• Reaction	• Root Cause
• Fire Fighting	• Empowered Teams
• Intuition	• Process
• Hierarchal	• Prediction
• Internal Focus	• Prevention
• Product	• Stretch Goals
• Realistic	• Breakthrough
• Incremental	• Customer Focus

• Communicate the reasons for change, why are we doing this?
• Communicate the vision, what will the change look like?
• Develop the skills necessary to deal with change. In the case of LSS, this is Champion education and development of Black Belts and Green Belts
• Create incentives motivating people to perform desired behaviors
• Allocate resources to support the change. For an improvement program, this means the steering committee, deployment champions, functional leads, Black Belts and Green Belts.
• Develop a plan of action – Planning is more than half the battle we must develop a Deployment Plan

Without a reason for change, people don't understand the need and we end up with status quo – very little, if any change is achieved. *Without* communicating the vision, people can't picture the change, we end up with confusion regarding what to expect. *Without* developing the skills, people don't know how to do what is asked of them and we end up with anxiety in the workforce. *Without* incentives to motivate people, we end up with gradual change rather than breakthrough change. *Without* allocating resources, we have no one who is accountable for executing the change, we end up with frustration.

Change Management

People's Responses to Change

There are four possible ways that people can react to change.

Active: They can tackle the change head-on in an open and active way.

Passive: They can be very quiet, discreet and unwilling or unable to communicate publicly about the change.

Committing: They can be very supportive and can work to move the change forward, actively embracing the change

Resisting: They can do everything possible to fight or to not accept the change.

There are some predictable responses when people face large change. These responses result both from personality factors and from how they perceive the change.

The options all people have for how to respond during times of change are:

1. To **Actively Commit** to the change
2. To **Passively Commit** to the change
3. To **Passively Resist** the change
4. To **Actively Resist** the change

So what do each of these look like? We will discuss each of these next.

Change Management

Potential Behaviors

Passive/Resisting Behavior

Watch closely for these. They tend to get overlooked and can do some serious "behind-the-scenes" damage. Seek them out. They tend to believe no one is concerned with their thoughts about the changes. Engage them, empower them to express their position. Work with them. You need to convert them.

Passive/Resisting Behavior

- Hard to read their position
- Follow directives well/hide in bushes
- Quietly committed to old goals and procedures
- Believe that no one cares what they think or do

Active/Resisting Behavior

- Believe they are "saving" the organization from serious mistakes
- Vocal about their resistance to changes
- Nay-say even minor details of the change
- Cleverly insert obstacles to a smooth transition

Active/Resisting Behavior

While these are the most vocal of the opponents to change, at least they are easy to identify. You will know who they are. Likely they feel threatened. Either put their concerns to rest, or, worst case, send them on their way. Many times, when they start to become the minority they will at least diminish their resistance visibility.

Passive/Committed Behavior

These people tend to have the herd mentality. They are likely competent at what they do but are not leaders. They will go along with the flow, not causing problems. However, they will not lead the charge to change. You may not be able to change them. They are not in the way and you are not likely to be able to change their personality….so, let them follow.

Passive/Committed Behavior

- Believe the way to get along is to go along
- Deny resistance they may have to the changes
- Pretend it is "business as usual" and tend to stay task focused
- Pretend/believe everything is just fine

Active/Committed Behavior

- Easily verbalize their issues and concerns
- Seek new tasks and responsibilities
- Represent the changes in a positive manner
- Create plans and actions to meet new goals

Active/Committed Behavior

These are your change agents. They "get it" and are willing to help you move the organization. Nurture them, give them visibility and allow them to influence others.

Change Management

Leading Change

Effective Approach to Leading Change:

1. Establish a Sense of Urgency

2. Create a Support Network

3. Develop & Communicate the Vision

4. Address Resistance

5. Empower Employees

6. Communicate the Wins

Now that we have discussed the various people responses you can expect, let's move on to other elements of change.

Your task relative to change is to set the stage, monitor, get feedback and make adjustments to facilitate effective change.

This six step process for leading the organization through change gives you the tools with the best probability of success. Apply these steps rigorously and you will have done all you can to bring about the changes your organization seeks.

The extent to which each of these steps is performed will have an impact on the acceptance and success of change.

Let's review the requirements of each step.