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IASSC CERTIFIED GREEN BELT - ICGB
OVERVIEW
ONLINE TRAINING BY KRISHNAJI PAWAR
LEED AP(BD+C),GSAS CGP,GCP,ISO 14001
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MODULE 3

Six Sigma and Organizational Goals

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IASSC CERTIFIED GREEN BELT - ICGB OVERVIEW

Six Sigma is a data-driven methodology and philosophy that aims to improve business processes by reducing variability and defects. Originating at Motorola in the 1980s, it has evolved into a global standard for quality management, driving organizational efficiency, reducing costs, and enhancing customer satisfaction.

Learning Objectives

- Introduction
- The Basics of Six Sigma
- Six Sigma and Organizational Goals
- Lean Principles in the Organization
- Design for Six Sigma (DFSS) Methodologies
- Certified Lean Six Sigma Green Belt Certification
- Summary and Resources
- ICGB Quiz_Test Your Knowledge!

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INTRODUCTION

- Six Sigma is a data-driven methodology aimed at improving business processes by reducing variability and defects.
- Originated at Motorola in the 1980s, it has evolved into a global standard for quality management.
- The term "Six Sigma" refers to a statistical measure that indicates how close a process comes to perfection.

VALUES OF SIX SIGMA

- Cost Reduction: By identifying and eliminating defects in processes, organizations can save significant amounts of money.
- Enhanced Customer Satisfaction: By focusing on quality improvements, organizations can better meet customer demands, leading to increased satisfaction and loyalty.
- Improved Process Efficiency: Six Sigma enables organizations to streamline operations, improving efficiency through systematic process analysis.

KEY DIFFERENTIATORS OF SIX SIGMA

- Data-Driven Approach: Relies heavily on statistical tools and techniques to measure process performance.
- Structured Framework: Provides a clear roadmap for process improvement projects.
- Focus on Customer Requirements: Projects are often driven by customer needs, aligning improvements with business objectives.

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SIX SIGMA PHILOSOPHY AND GOALS

Goals go beyond defect reduction: Understanding customer requirements, Empowering employees, and fostering a culture of continuous improvement.

LEADERSHIP COMMITMENT AND TRAINING

- Senior leadership must be committed to the Six Sigma initiative.
- Employees, particularly Green Belts and Black Belts, must receive training in Six Sigma tools and techniques.
- Objectives should be clearly outlined.

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MODERN SIX SIGMA QUALITY PIONEERS

- Motorola, General Electric, and Honeywell have been pioneers in the application of Six Sigma principles.

Six Sigma: Understanding Processes, Business Systems, and Feedback

- Processes: Interconnected activities that convert inputs into outputs.
- Business Systems: The broader organizational framework within which processes operate.
- Process Inputs, Outputs, and Feedback: Resources, information, and materials used in a process.
- Significance of Six Sigma: Provides a structured approach to quality management that is scalable and adaptable.

GREEN BELT'S ROLE IN SIX SIGMA

- Data Collection and Analysis: Gathering and analyzing data to identify process inefficiencies.
- Project Management: Leading smaller-scale Six Sigma projects within their departments.
- Facilitating Training: Assisting in the training of team members on Six Sigma tools and methodologies.

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DMAIC MODEL:

- Guides teams through problem-solving in five phases: Defining, Measuring, Analyzing, Improving, and Control.
- Example: A company with high defect rates may apply the DMAIC model to reduce it by 50%.

SIX SIGMA ROAD MAP

- Leadership Engagement: Ensuring top management is committed to the initiative.
- Training Programs: Implementing training for various roles.
- Project Selection: Choosing high-impact projects that align with strategic objectives.
- Execution of DMAIC: Applying the DMAIC framework to selected projects.
- Monitoring and Continuous Improvement: Regularly reviewing outcomes to ensure continuous progress.

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COST-BENEFIT ANALYSIS

- Understanding the financial implications of quality initiatives is crucial.
- Example: A company may discover ways to significantly reduce failure costs by implementing Six Sigma.

ORGANIZATIONAL GOALS AND SIX SIGMA PROJECTS: LINKING PROJECTS TO ORGANIZATIONAL GOALS

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UNDERSTANDING ORGANIZATIONAL GOALS

- Strategic, tactical, and operational goals are the three broad categories of organizational goals.
- Strategic Goals: Long-term, broad objectives that define the organization's direction.
- Tactical Goals: Intermediate objectives that operationalize strategic goals.
- Operational Goals: Short-term, specific objectives that guide day-to-day operations.

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SIX SIGMA METHODOLOGY

- Six Sigma is a data-driven methodology aimed at improving quality by eliminating defects and reducing variability in processes.
- The DMAIC framework (Define, Measure, Analyze, Improve, Control) structures the Six Sigma process.
- Each phase of the Six Sigma process plays a crucial role in linking projects to organizational goals.

LINKING SIX SIGMA PROJECTS TO ORGANIZATIONAL GOALS

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- Strategic goals inform tactical goals, which in turn guide operational initiatives, including Six Sigma projects.
- This alignment ensures that every project contributes to the broader mission of the organization.

Example: A Manufacturing Firm

- A manufacturing firm aiming to improve its market share could set a tactical goal of reducing production costs by 15% over the next fiscal year.
- To operationalize this, a Six Sigma project focused on streamlining its assembly line operations could be initiated.

ORGANIZATIONAL DRIVERS AND METRICS OVERVIEW

Key Drivers:

- Cultural, technological, operational, and financial drivers are fundamental elements propelling an organization towards its strategic goals.
- The Voice of the Customer (VOC) represents customer feedback and expectations, aligning the organization’s offerings with customer needs and preferences.
- The Balanced Scorecard is a strategic planning and management system used to communicate what an organization is trying to accomplish, align day-to-day work with strategy, prioritize projects, and measure progress towards strategic targets..

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SCOREBOARD/DASHBOARD +

- A scoreboard or dashboard is a visual representation of key performance indicators (KPIs) and other metrics providing an at-a-glance view of organizational performance.
- Effective dashboards should be user-friendly, providing clear insights into performance trends and areas that require attention.

Key Performance Indicators (KPIs):

- KPIs are quantifiable measures that organizations use to evaluate their success in achieving key business objectives.
- Effective KPIs are specific, measurable, achievable, relevant, and time-bound.
- Healthcare organizations may track KPIs such as patient wait times, readmission rates, and patient satisfaction scores to gauge operational efficiency and quality of care.

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