

THE TEN COMMANDMENTS OF LEAN SIX SIGMA

PRAISE FOR THE TEN COMMANDMENTS OF LEAN SIX SIGMA:

I am delighted to finally see a well-structured Lean Six Sigma book that focuses on the behavioural and cultural necessities for successful Lean Six Sigma programs rather than on the use of tools and techniques. The authors have drawn upon their vast experiences working with Operational Excellence programs across diverse industries to bring us the absolute must-have components for success.

— **John Dennis**, Chairman, International Lean Six Sigma Institute, UK

I would recommend this book as it captures the essence of results-based references to the tools and concepts required in a structured way to achieve the process of implementing the leverage of Lean Six Sigma to maximise efficiencies and maintain the managerial process. Every business needs to revisit and discover how to propel your organisation to new levels of competitive success this book will support and guide you.

— **Michael Mitchell**, Managing Director, Bespoke Clinical Care Ltd, UK

The Ten Commandments of Lean Six Sigma brings together the leading authors of our time and presents a unique guide for any leadership team as they embark on their LSS journey. The final chapter on the future of LSS is a must read for established LSS practitioners.

— **Stephen G Anthony**, Master Black Belt and CEO of the Institute of Six Sigma Professionals, Wales, UK

In today's competitive world, any firm needs to be conscious of quality, cost and timely delivery. To achieve this, the book The Ten Commandments of Lean Six Sigma will be a very useful guide for practitioners. The book addresses all that is required by the

practitioners to implement LSS in their respective organizations. This book aims to transfer the knowledge that is available with the academic world for its practical application in the competitive business world.

— *S Navaneetha Krishnan, Senior Deputy General Manager at Warship Design Centre, Larsen & Toubro and Commander (Retd), Indian Navy*

The authors' experience with training in both academic and industrial settings are evident, as the methods prescribed for preparing individuals for LSS execution are applicable to both scenarios and will likewise prepare the reader for either. They understand that it is not enough to be technically proficient, in order to be a successful LSS practitioner, and they offer solid advice in the critically required soft skills, as well. This book will help any organization preparing to embark upon the continuous improvement journey.

— *David W. Hoffa, PhD, ASQ CSSBB, External Process Engineering Manager, Johnson & Johnson*

This book is definitely a new piece of art in Lean Six Sigma literature! The authors present an exceptional combination of rigorous literature review and solid pragmatic recommendations addressing critical topics in Lean Six Sigma from top to bottom. Content is brilliantly presented in an understandable language and the sequencing of commandments flows smoothly and logically in a way that you just can't stop reading.

— *Marcelo Machado Fernandes, PhD, ASQ Certified Master Black Belt, Lean Six Sigma Consultant at FCV and SETA, Consultant at Minitab LLC, Founder of MF Treinamentos (MF Operational Excellence), Brazil*

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THE TEN COMMANDMENTS OF LEAN SIX SIGMA

A Guide for Practitioners

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emerald
PUBLISHING

United Kingdom – North America – Japan
India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

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British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78973-690-8 (Print)

ISBN: 978-1-78973-687-8 (Online)

ISBN: 978-1-78973-689-2 (Epub)



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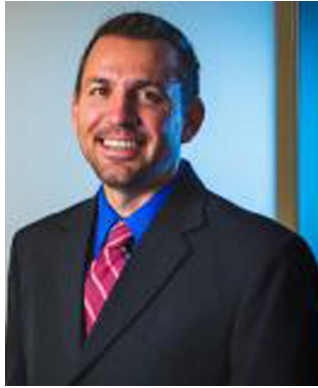
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PREFACE

Lean Six Sigma (LSS) is a powerful Operational Excellence (OE) methodology for making critical business processes more efficient and effective by reducing waste and variation, which results in enhanced customer satisfaction, improved productivity and reduced operational costs. While the success stories speak for themselves, there were critics who have highlighted the failure of LSS due to various reasons. As more and more organisations are joining the journey of LSS, the failure of this initiative is also surfacing from various organisations. Though there is significant research evidence available on critical success and failure factors of LSS implementation in organisations, these aspects have been merely restricted to the tactical side of LSS.

Though organisations initially realised LSS as an effective toolkit with a collection of problem-solving tools for process improvements, later the evolution of understanding clarified LSS as an organisation strategy and a leadership approach for imbibing the quality culture in organisations. Although a plethora of articles on Lean Six Sigma have been published in a wide variety of sources, the authors have observed that no general guidelines have been provided to organisations for implementing and sustaining this powerful business process improvement strategy.

This book presents *Ten Commandments of Lean Six Sigma* from the perspective of practitioners, researchers and academics who have been involved in the training, teaching, research and consultancy on various topics of quality and continuous improvement such as Lean, Six Sigma and LSS. These commandments can serve as a practical guide for senior managers and executives for achieving operational and service excellence in various manufacturing, service and public sector organisations despite their

size. We hope that business executives and senior managers as well as a number of practitioners and consultants will find this book useful in conveying the key elements to launch and sustain an OE journey in any organisational setting.

The book is divided into 11 chapters. The first chapter is an introduction to Lean Six Sigma (LSS) as a powerful Operational Excellence (OE) methodology for achieving both efficiency and effectiveness in business processes. The remaining chapters are the Ten Commandments of Lean Six Sigma which include some of the most important factors which need to be taken into account for the successful journey of LSS. Some chapters include the latest trends or emerging themes which will be essential for the further growth of OE in the next 25 years or so. We truly hope this book inspires many senior managers in organisations to get into the habit of embracing OE strategy for creating and sustaining competitive advantage. We are indebted to many contributors and leading experts for the development of OE strategy and its associated tools and techniques applied in industry today, especially Mr. Taiichi Ohno as the father of the Toyota Production System, Professor James Womack, Professor Daniel Jones and Professor Daniel Roos for their contributions to the Lean Production System in creating value for customers through continuous improvement, Dr. Mikel Harry who has done some pioneering work in Motorola for the development of Six Sigma as a business process improvement strategy and methodology and, finally, Mr. Michael George for his unique contribution to the integration of the most two powerful OE methodologies such as Lean and Six Sigma.

**Jiju Antony, Vijaya Sunder M., Chad Laux
and Elizabeth Cudney**

ACKNOWLEDGEMENTS

This book was conceived further to publication from an article entitled *Ten Commandments of Lean Six Sigma: a practitioner's perspective* that appeared in the *International Journal of Productivity and Performance Management*. We are deeply indebted to a number of people who, in essence, have made this book what it is today. First, and foremost, we would like to thank a number of colleagues in industry for their constant encouragement in writing up this book. We would like to express our deepest appreciation to Katy Mathers and Pete Baker at Emerald Publishers for their support and forbearance during the course of the project. Finally, we would like to express our sincere thanks to our parents and family for their encouragement and patience as the book stole countless hours away from family activities.