

# 10 Keys to Building a Successful Process Excellence Program



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Welcome!

## Our Objective for Today:

Lean, Toyota Production System, Six Sigma, ISO, and Theory of Constraints are all tools for building a Process Excellence program.

Whatever tool(s) you choose, there are some basic ideas that will help you build a better program. These apply whether you are a top manager or a first line supervisor.

We will explore 10 ideas that we think are particularly important.

Our objective is to help you have an outstanding Process Excellence program.

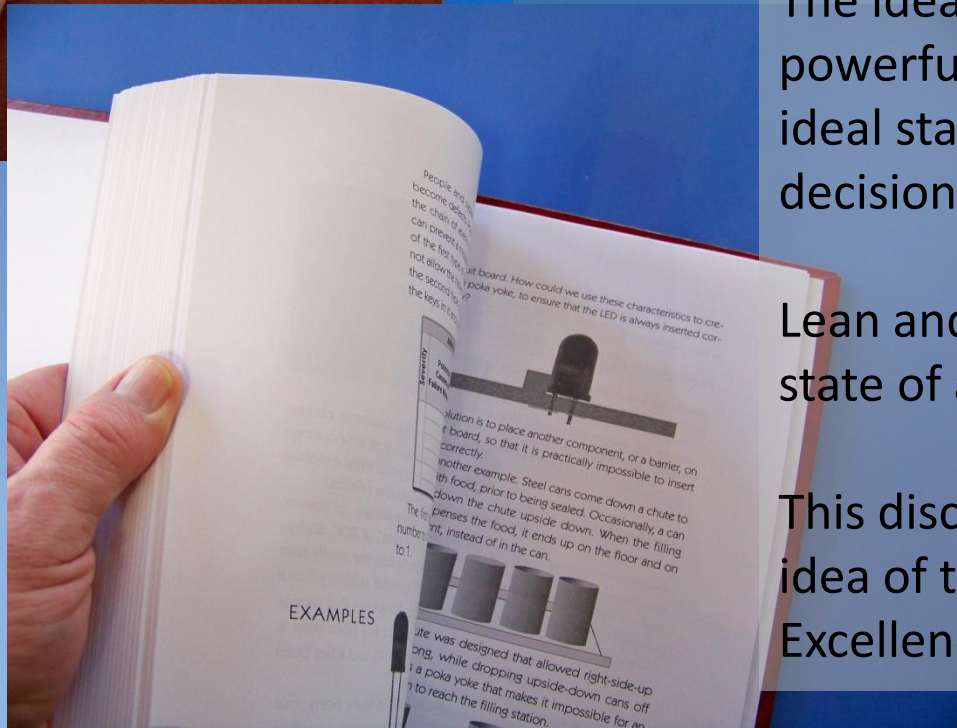


We first published these ideas in *Directing QuikSigma*, the text we use when we train people to manage and direct programs.

The idea of an “ideal state” is powerful. If we know what the ideal state is, we can make decisions that draw us closer to it.

Lean and TPS talk about the ideal state of a process.

This discussion introduces the idea of the ideal state of a Process Excellence program.



# Ideal 1

Every person in the organization, especially the leadership, is deeply committed to meaningfully improving key processes.



What would be the evidence of that commitment?

By what means can top management propagate that commitment?

What does this say about doing about as well as we did last year?

## **Ideal 2**

**Decisions are made based on facts, data, and analysis using insightful tools.**

# Where in the Spectrum is Your Organization?

## Non-Data Driven

Data are not normally used.

Decisions are based on politics, emotion, turf, or the loudest voice.

People do not want to see problems. Problems are frightening, so they deny, ignore, or cover them up.

**Organization is unable to capitalize on opportunities or recognize most problems.**

## Intermediate

Favorable data are used.

Decisions are based on raw data, often out of context. Boss makes intuitive call on what to do next.

People see problems, feel powerless, blame “the system”.

**Organization can recognize severe problems, but late. Opportunities are often not detected. Managers are firefighters.**

## Data Driven

Favorable and unfavorable data are used and statistically analyzed.

Correct decisions are obvious, and unemotional.

People see opportunities, not problems.

**Organization is alert and vital. Problems are prevented, or detected and solved quickly. Organization detects and capitalizes on opportunities.**

## **Ideal 3**

**The success of the Process Excellence program is measured by the useful results it produces.**

For this to be true, we must be measuring the results of the program.

The metric is useful results: Reduced cycle time, fewer errors, less muda, etc.

The metric is not the amount of training done.

## **Ideal 4**

**The Process Excellence program is seen as the way existing work gets done, not as additional work to do.**



## Implications:

Process Excellence is not something separate from our daily work.

Process Excellence reduces our workload.

By what methods does management move the program closer to this ideal?

Note that Autoliv's version of TPS/Six Sigma is "Autoliv Production System", meaning that it is simply the system Autoliv uses to do their daily work.

## **Ideal 5**

**Training is done in response to the need to get work done.**



The opposite of this is that training is done because:

There is a training budget to spend.

It is stylish.

Training is regarded as a good thing (which it is).

Process Excellence is not a training program. It is a results program. We try to always refer to the training we do as “project preparation workshops”.

Process Excellence training has a specific objective, aligned with the purposes of the organization.

## **Ideal 6**

**All Process Excellence work supports one or more of the top-level goals of the organization.**

This requires that the organization must have goals, and that they must be understood by the organization.

Some experts hold that the CEO should spend 60% of his/her time articulating and explaining the vision and goals of the organization. Most CEOs don't.

Process Excellence is how the vision and goals are actualized.

If you don't know where you are going,  
every road will get you nowhere.  
Henry A. Kissinger



## **Ideal 7**

**Those who are doing Process Excellence work have the active support of their management because they are doing work that is important to their management.**

If you're management, how do you do this? Make sure that the goals and vision are clearly articulated, that Process Excellence efforts are aligned with the vision and goals, and that everyone is accountable for results.

If you're not management, take the time to ask. Sit down with your manager and initiate a conversation about what the goals and vision are. Prioritize accordingly. Check priorities often.

**CAUTION:** You may want to have a medical team standing by. These conversations are rare, and may be a shock to someone's system.



## **Ideal 8**

**The Process Excellence thought process is part of all the organization does. It is deeply involved in researching customer wants, creating market offerings, producing products, carrying out business processes, managing suppliers, and working with customers.**

# Which Departments Should do Process Excellence?

Any department that does a process that affects the competitive position of the organization.



## **Ideal 9**

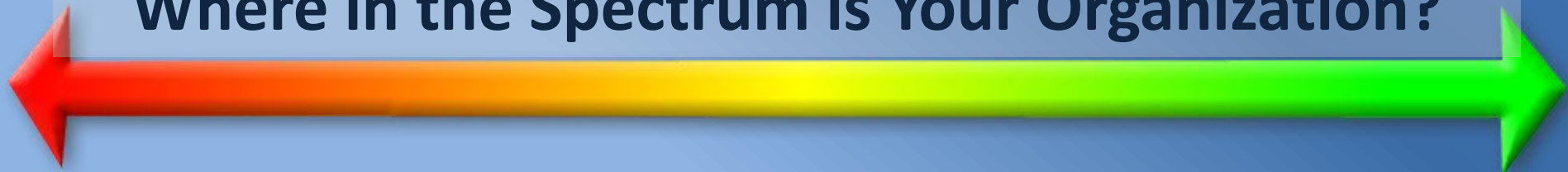
**The organization embraces the discomfort of change and is quick to identify and to act on opportunities for improvement.**

Think of the consequences...

What if your organization isn't like this? How do you change the culture? Especially if you're not the top manager?

Broad hint:

**Where in the Spectrum is Your Organization?**



## **Ideal 10**

**Employees are recognized as the organization's greatest asset, and are treated with respect. They are physically and emotionally safe within the organization. Process Excellence training and projects are used to develop their potential so that they can become masters of their own situations and processes, not the mindless servants of a system that is imposed on them.**

Toyota Production System incorporates a very healthy respect for people. It's a wonderful principle that we've consciously worked to incorporate into our Six Sigma practice.

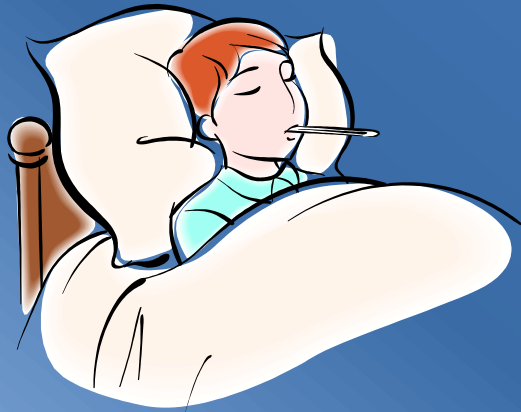
The Japanese hold that it is disrespectful to send a person to do a non-value adding task. They call such tasks "dog and cat jobs", meaning it might be better to send a dog or a cat to do them.



**There is no executive that is as smart as the sum of all the people in an organization. The organization benefits greatly from employees that understand and adopt the right goals, have an internal locus of control, and the right tools to bring beneficial change.**

## **Ideal 10 1/2**

**An organization's supply chain actively participates in its Process Excellence program.**



Variation is like a disease. You catch it from your suppliers and you give it to your customers.  
Deming(?)



# Action Items

1. If you don't have a Process Excellence program, start one. Even if yours is the only group doing it.
2. If you're top management, spend a lot of time articulating the vision and goals of the organization. If you're not, ask for clarification.
3. Become more of a data driven organization. The only way to do this is to start using the data tools within your sphere of control. Do Process Excellence projects.
4. Track and report your Project Excellence results. It pays to advertise.
5. All Process Excellence activities should drive toward one or more of the overarching goals.
6. Embrace change. Adapt or die.
7. People are the company. Show respect.
8. Involve and engage your supply chain