



Lean Six Sigma

How do we fully leverage the opportunity for operational efficiency it offers?

Much is said about Lean and Six Sigma these days – ranging from the perception that it's ok for manufacturing but not right for the public sector - to those who embrace the concept without taking account of organisational capability or environment. Too often implementation follows some generic theory or training without real consideration of the cultural dimensions, tensions and the need for commitment at all levels.

The resulting outcome is far from 'best' when the effects are do not measure up to expectations, regardless of how well intentioned the ambition.

Organisations need to decide where performance is most critical – and ensure that measures are totally aligned to the achievement of strategic outcomes. In the current economic climate there needs to be a high level framework that informs a Lean Six Sigma initiative to make sure the initiatives are relevant to the business context. This will increase the likelihood of sustained success and avoid unintended consequences.

In addition, we need to understand the cultural context and the political climate in which we operate. Key factors include effectiveness of strong communications, stakeholder and staff engagement, understanding of the potential issues (fear of change etc) as well as adaptability (projects may need to change due to political changes). Involving people early on (at all levels) and communicating effectively throughout is one of the most important factors.

We understand that today's workforce does not respond positively to anything that is remotely autocratic or authoritarian in style. We recognise that staff cooperation on this or future projects are critical. So, any Lean Sigma approach needs to not only support the organisation to achieve what its goals – it also needs to build and maintain a positive working relationship with the people involved. The approach must be designed to have the effect that people do things because they “want to” rather than because they “have to.”

What people need is a process and set of tools that will help them to be more successful in getting the results they need and the continued ability to work effectively with others. People also need to have a flexible approach to be able to meet the myriad of different situations and people with whom they need to interact.

To achieve a more dynamic, more aligned operational model for service delivery for the 21st Century, it is our philosophy that to create value, the following underpin our approach to unite organisations and teams behind a common purpose and deliver sustainable change:



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- ▶ Visualising critical information and any future scenarios – ensuring multiple stakeholder engagement and common understanding.
- ▶ Rapid alignment of the leadership around the vision and their roles and behaviours
- ▶ Recognising diversity, engaging people and creating ownership throughout via shared and meaningful outcomes that are built by the team responsible for implementation
- ▶ Data driven decision quality as a standard and based on logical frameworks.
- ▶ Collaboration and co-creation across multiple stakeholders' forces engagement and ownership of delivery.
- ▶ Acceleration and iteration – clarity, energy and focus across multi-disciplinary teams is essential for a quality outcome. Our framework approach includes cause and effect modelling and piloting new ways of working
- ▶ We help build a shared framework within which to operate and co-operate which is critical

Finally, all change requires alteration of behaviour. Our Lean Sigma approach is built to engage, to embed it as a philosophy and is therefore inclusive and immersive.

For More Information

See our website www.tealconsulting.co.uk or e-mail us at info@tealconsulting.co.uk.

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