**Lean Six Sigma Practices**

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| Lean Six Sigma is promoted as critical to the success of the company, and as the framework for how to manage. | Lean Six Sigma is used to compliment other initiatives and forced to not interfere with other efforts. |
| Hard sell with mandatory participation by all business units. | Soft sell with optional participation by business units. |
| Champions are chosen by senior executives and have significant business and P&L accountability. | Champions volunteer, are chosen because of availability, or because they’re part of the quality organization. |
| Executives and Champions undergo extensive training to develop competencies. | Only champions undergo competency training, while senior executives settle for awareness training. |
| Champions select Lean Six Sigma Belts from the best of the best. | Belts are chosen because they are expendable or available, or exclusive to the quality department. |
| The CEO or senior leader reviews and makes the final selection of Lean Six Sigma Belts. | The CEO or senior leader has no hands-on role in Belt selection. |
| Lean Six Sigma is broadly implemented. | Lean Six Sigma is selectively implemented (pilot) to satisfy certain stakeholders. |
| Lean Six Sigma Black Belt succession planning begins early. Skilled Black Belts are seen as future leaders. | Return of Black Belts to functional career paths. |
| All capable employees trained at Green Belt level and leading projects. | Green Belts seen as only limited support group for Black Belts. |
| Senior financial personnel establish guidelines and oversee financial analysis and tracking. | Finance organization not involved in process or treats process as extra work. |
| New Lean Six Sigma metrics used as significant business metric by CEO or president. | Lean Six Sigma metrics tracked for the sake of Lean Six Sigma only. |
| Assignment of Lean Six Sigma Belts viewed as gaining a more capable employee. | Sacrifice of Belt viewed as loss of available resource. |
| Assignment of personnel to support Lean Six Sigma teams viewed as opportunity for learning and process improvement. | Assignment of personnel to Lean Six Sigma teams viewed as a burden. |
| Training includes middle management. | Knowledge gap develops in middle management, between Black Belts and Champions. |
| Master Black Belt is a critical knowledge and mentoring resource to Champions and Black Belts. | Master Black Belt is a “Staffer” who does errands and tracking exercises for the Champion. |
| New information systems designed around Lean Six Sigma metrics. | Lean Six Sigma viewed as separate program not worthy of IT changes. |
| Projects treated with a sense of urgency. | Projects pursued in a laissez-faire manner. |
| Lean Six Sigma leader has direct line of communication to the CEO or president. | Communication between Lean Six Sigma leader and CEO or president filtered through another leader. |
| Employee communication is proactively planned to usher the organization into Lean Six Sigma. | Communication is expected to happen by word of mouth. |
| Rewards and incentives are adopted to emphasize goals and congratulate achievements. | Lean Six Sigma is treated as just another difficult program that will eventually go away. |