

# THE BEST OF THE BEST

Learn How Bringing Together Three Top Improvement Initiatives
Can Lead Your Company to New Heights

You know that great improvement initiatives abound. What you may *not* know is how to implement them effectively; get fast, dramatic improvement; and sustain those results for the long term. It's a common problem. But take heart: The next wave of performance excellence is here—the seamless integration of today's leading improvement methods. This integration, described thoroughly in this book, builds upon the strengths and addresses the shortcomings of each discipline. For example:

- ✓ While Six Sigma provides a disciplined, quantitative approach, many efforts fail because they don't address the people side of performance improvement and change management. Plus, Six Sigma efforts are expensive and often take a long time to implement.
- ✓ Lean Manufacturing techniques can provide quick results, but they lack quantitative tools to reduce variation and, as a result, are incapable of addressing numerous high-dollar improvement opportunities.
- ✓ Though High-Performance Organizations (HPO) create conditions for great motivation, lower employee turnover, and improve intra-organizational interactions, many HPO interventions fail to produce solid business results because members lack a disciplined approach and the tools for improvement.

In this much-needed book, internationally renowned consultant Tom Devane provides a solid reference that helps leaders at all levels integrate the best practices in "hard" (technical) and "soft" (people) aspects of performance improvement to achieve sustainable results and instill an attitude of continuous improvement throughout the organization. Integrating Lean Six Sigma and High-Performance Organizations offers the principles, tools, and guidance you need to solve common problems and create an environment that fosters high performance. This book offers:

- A description of proven principles and a set of tools that help leaders focus on high-leverage activities that generate rapid, cost-effective, sustainable improvement
- Practical suggestions for integrating the hard and soft aspects of performance improvement
- Templates and "lessons learned" analyses that can be used to develop and implement effective plans
- A wealth of pragmatic solutions that can be consulted on an as-needed basis

Best of all, Integrating Lean Six Sigma and High-Performance Organizations is filled with colorful, real-life stories from a wide range of companies—stories that readers can easily apply to their own circumstances. If you are an organizational change agent, a Six Sigma Black Belt, a consultant, an organization development or human resources professional, or a manager or executive seeking sustainable improvements, this book will help you lead your company to the next level of performance.

#### THE AUTHOR

Tom Devane, international consultant, author, and workshop leader, is the founder of Tom Devane & Associates. His broad range of clients includes Microsoft, Johnson & Johnson, StorageTek, Weyerhaeuser, and the government of South Africa. He is the coauthor and coeditor of *The Change Handbook* and a contributor to numerous books, magazines, and websites. Devane is a guest lecturer at Cornell University and Sonoma State University, and a three-time recipient of the Diamond Award for Teaching Excellence from the University of Denver, where he is a member of the adjunct faculty.

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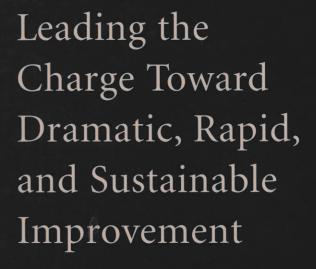
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COLLABORATIVE WORK SYSTEMS SERIES

FOR THE STUDY OF WORK TEAMS

Integrating Lean Six Sigma and High-Performance Organizations



Tom Devane

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