



An Essential Knowledge Resource

## 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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ISBN 0-7879-6973-7



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THE COLLABORATIVE WORK SYSTEMS SERIES  
CENTER FOR THE STUDY OF WORK TEAMS

# Integrating Lean Six Sigma and High-Performance Organizations

Leading the  
Charge Toward  
Dramatic, Rapid,  
and Sustainable  
Improvement

Tom Devane





## CONTENTS

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Published by Pfeiffer  
An Imprint of Wiley  
989 Market Street, San Francisco, CA 94103-1741  
www.pfeiffer.com

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ISBN: 0-7879-6973-7

### Library of Congress Cataloging-in-Publication Data

Devane, Tom, 1954-  
Integrating lean six sigma and high-performance organizations : Leading the charge toward dramatic, rapid, and sustainable improvement / Tom Devane.

p. cm.

Includes bibliographical references (p. ) and index.

ISBN 0-7879-6973-7

1. Organizational effectiveness. 2. Six sigma (Quality control standard) 3. Organizational change. I. Title. HD58.9.D48 2004 658.4'013—dc22

2003018775

Acquiring Editor: Matthew Davis  
Director of Development: Kathleen Dolan Davies  
Production Editor: Nina Kreiden  
Editor: Rebecca Taff

Manufacturing Supervisor: Bill Matherly  
Editorial Assistant: Laura Reizman  
Illustrations: Richard Sheppard Illustration

Printed in the United States of America

Printing 10 9 8 7 6 5 4 3 2 1

List of Tables, Figures, and Exhibits xiii

Foreword xix

Preface for the Collaborative Work Systems Series xxiii

Preface xxvii

Acknowledgments xxxi

Website Information xxxv

Introduction xxxvii

### PART 1 PRACTICAL FOUNDATIONS 1

Chapter 1 Overview of Lean Six Sigma 5

Chapter 2 Overview of High-Performance Organizations 21

Chapter 3 Lean Six Sigma and High-Performance Organizations Combined 41



<b>PART 2 PRAGMATIC PRACTICE</b>	<b>69</b>
<b>Section 1 The Fundamentals</b>	
Chapter 4 Lessons Learned from Integrating Lean Six Sigma and HPO	75
Chapter 5 Leadership Fundamentals	85
Chapter 6 Useful Distinctions	107
Chapter 7 Leader's Basic Toolkit	123
<b>Section 2 The Leader's Stage-by-Stage Guide</b>	
<i>Stage 1: Initiation</i>	
Chapter 8 Activity Map and Leader To Do List	147
Chapter 9 Tools Application	159
Chapter 10 Pragmatic Tips	169
<i>Stage 2: Direction Setting</i>	
Chapter 11 Activity Map and Leader To Do List	183
Chapter 12 Tools Application	201
Chapter 13 Pragmatic Tips	211
<i>Stage 3: Design</i>	
Chapter 14 Activity Map and Leader To Do List	227
Chapter 15 Tools Application	243
Chapter 16 Pragmatic Tips	255
<i>Stage 4: Implementation</i>	
Chapter 17 Activity Map and Leader To Do List	271
Chapter 18 Tools Application	283
Chapter 19 Pragmatic Tips	295
<i>Stage 5: Operations and Continuous Improvement</i>	
Chapter 20 Activity Map and Leader To Do List	311
Chapter 21 Tools Application	323
Chapter 22 Pragmatic Tips	335
Conclusion	349

<b>Appendix</b>	<b>353</b>
Glossary	355
Large-Group Interventions	371
Reference Material	379
Index	387
About the Series Editors	399
About the Author	403