Lean Six Sigma and Affordability

- Customers and Suppliers
- Leadership and People
- Systems and Processes
- Value and Value Stream
- Flow and Pull
- Waste Elimination ("Perfection")
- Process Performance Improvement
- Variation Reduction
- Time, Quality, Cost
Continuous Improvement and Sustainability

**Continuous Improvement**

- The ongoing effort to better (e.g., people, organizations, products, services, systems)
- The everlasting endeavor of enhancing and enriching processes.
- The constancy of increasing and advancing performance.

**Sustainability**

- The capability to continue to provide what is needed.
- The ongoing provisioning of a system or environment.
- The capacity and proficiency to maintain momentum.
- Lasting survival and productivity.
Continuous Improvement and Sustainability

- **Purpose**: Shared Values, Shared Principles, Shared Reasons
- **Culture**: Philosophy, Thinking, Trust, Confidence, Work, Relationships
- **Linked Actions and Behaviors Levels**: Strategic, Operational, Tactical
- **Focus**: Leadership (‘People’) and Management (‘Things’)
- **People**
- **Process**
- **Performance**
- **Profitability (Financial and Social)**

![Diagram showing the integration of People, Process, Performance, and Profitability]

© 2016 Paul W. Odomirok
### Continuous Improvement and Sustainability

**Success Formula**

<table>
<thead>
<tr>
<th>Purpose Vision Mission</th>
<th>Leadership</th>
<th>People</th>
<th>Process &amp; Resources</th>
<th>Design &amp; Plan</th>
<th>Performance &amp; Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Chaos &amp; Confusion</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Fear &amp; Anxiety</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Slow/No Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Aggravation Frustration</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>False Starts</td>
</tr>
</tbody>
</table>

© 2016 Paul W. Odomirok
Purpose, Vision, Mission

- **Purpose:** The Reason, The “Why”, The Function, The Work
- **Vision:** Where we’re going ... What we’ll look like when we get there.
- **Mission:** What, when, who and how to get there.
- **Strategy:** Policy, Plan, Approach, Goals, Objectives, Operation, Tactics
- **Structure:** Organization, Alignment, Arrangement, Configuration
- **Systems:** Processes, Procedures, Methods, Resources, Tools, Work
- **Success:** Performance, Accomplishment, Execution, Improvement
Leadership

**Actions**
- Direction
- Alignment
- Motivation
- Communication
- Execution of the Design/Plan

**Behaviors**
- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart (and Spirit)

*Kotter, Covey, Drucker, Welch, et. al.*

*Kouzes and Posner*
People

- Meaning
- Mastery
- Membership
- “Pride of Workmanship”

- Improvement of; the workplace, the work, the process, the system.
- Improvement of the People; Ability, Skills, Growth, Advancement.
- Accomplishment, Achievement, Results, Improvement
- Recognition, Reward, Celebration, Success

*Kanter, Amabile*
Process and Resources

**PROCESS**
- Process Focus.
- Process for Improvement.
- Process for Change.
- Process for Sustainment.

**RESOURCES**
- People.
- Money.
- Methods.
- Tools.
Design and Plan

- **Design**
  - The Strategy
  - The Proposal
  - The Purpose

- **Plan**
  - The Goal(s)
  - The Target(s)
  - The Objective(s)
  - The Schedule

---

© 2016 Paul W. Odomirok
Performance and Results

- Quantitative:
  - Time: Order to Delivery, Cycle Time, Lead Times, Takt Time, Others, Speed
  - Quality: Conformance to Requirements, Compliance with Standards, C.I.
  - $$$/Cost: Expenses, Revenues, Price, Profit

- Qualitative
  - Customers: Primary, Secondary, Tertiary
  - The People: The Entire Organization
  - Suppliers: Partners, Providers, Vendors

- Strategic: Customers, Business, Process, People
Lean Six Sigma and Affordability for Continuous Improvement and Sustainability

A “Normal” Path

“It’s a Journey…”

“Common Points of “Failure to Sustain”

“Incredibly American”, Lew Hatala & Marilyn Zuckerman
Lean Six Sigma and Affordability for Continuous Improvement and Sustainability

**Summary**

- Culture
- Leadership
- Design/Plan
- Purpose
- People
- Process
- Performance
- Profitability
- Perseverance
An Application of Affordability: The Healthcare Enterprise
Lean Six Sigma and Affordability for Continuous Improvement and Sustainability

Paul W. Odomirok

- Performance Excellence Associates, Inc.
- www.paulodomirok.com
- pwodomirok@icloud.com
- Book: “Affordability: Integrating Value, Customer and Cost for Continuous Improvement
- 770-827-6551