

distinguishes between whats important and whats not important

Pareto diagrams

identifys whether there is evidence of a connection between two sets of data

Scatter diagrams

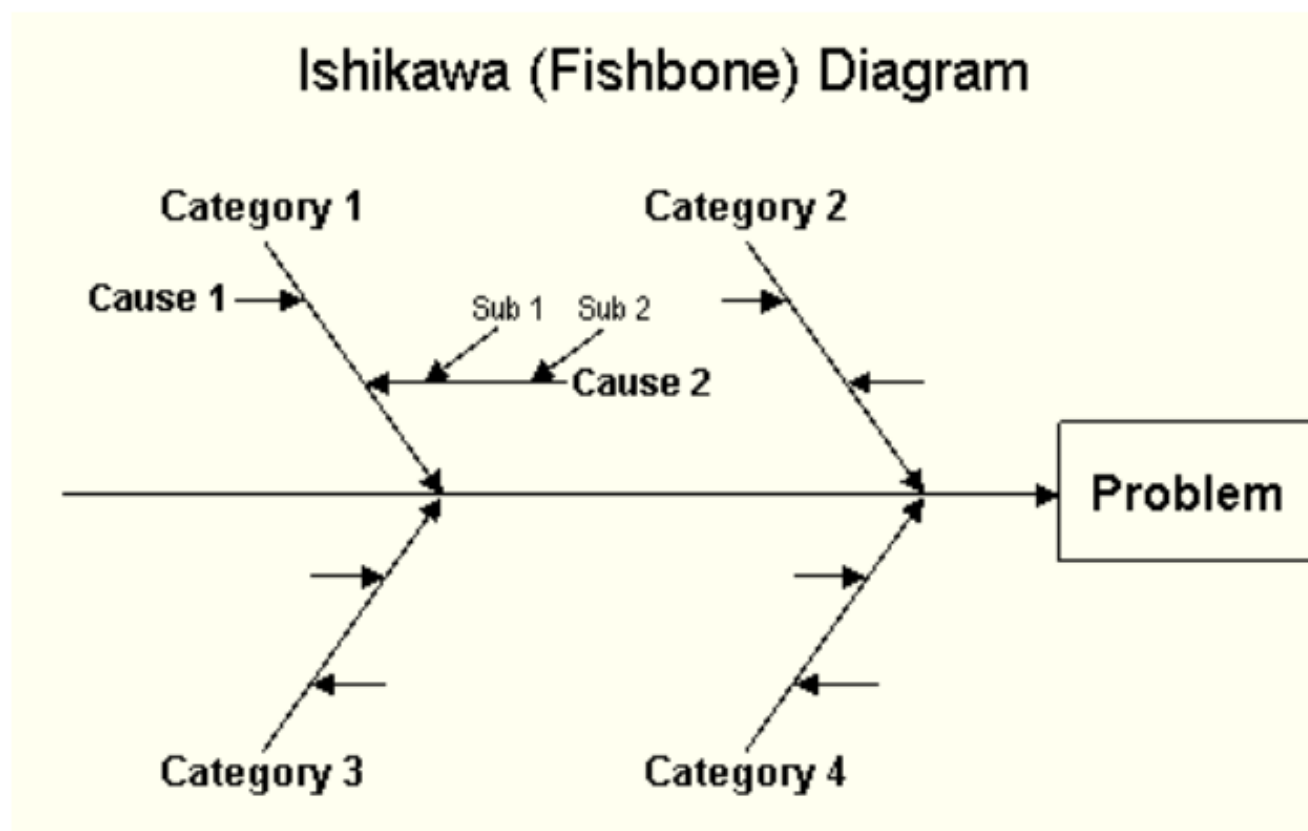
Ask why something happened until you know the cause

Why-Why analysis

What, When, Where, How and Why

Cause and effect diagrams (Ishikawa, Fishbone)

Flow charts



Work-Out approach

1 Define an improvement strategy

2 Get top management support (Understanding and belief)

3 Manage it (design, plan, control) and build up repository

4 Decide whether you might want to us: Quality circle, Quality improvement team, Task force

5 Reward the improvement people

6 Train people

Manage the improvement process

Improvement

Study Guide section 15

Is a comprehensive and flexible system for achieving, sustaining and maximizing business success. It's driven by close understanding of customers needs, disciplined use of facts, data, and statistical analysis, and diligent attention to managing, improving, and reinventing business processes

Tried & aproved improvement techniques

Continuous improvement & Breakthrough improvement

Six Sigma

Customer driven

DMAIC - Define/Measure/Analyse/Improve/Control approach

Process redesign

Process control (PSC)

Evidence based problem solving

Structured training & Organisation of improvement

Green, Black & Master Black Belts

Monitor & Review Benefits

Gap in Current vs. required performance leads to improvement

Measure

Quality, Speed, Dependability, Flexibility, Cost

Aggregation --> Diagnostic at the bottom, strategic at the top

Balanced scorecard

Financial
Customer
Internal processes
Learning & Growth

Internal

External

Non-competitive

Competitive

Performance

Practice

Effective benchmarking

Careful planning
understand your own business processes
look at information in the public domain
develop questions carefully

Set targets

Absolute targets --> 100 of 100

strategic --> 96 of 100

External performance based --> 80 of 100

Historically based targets --> last year + 10%

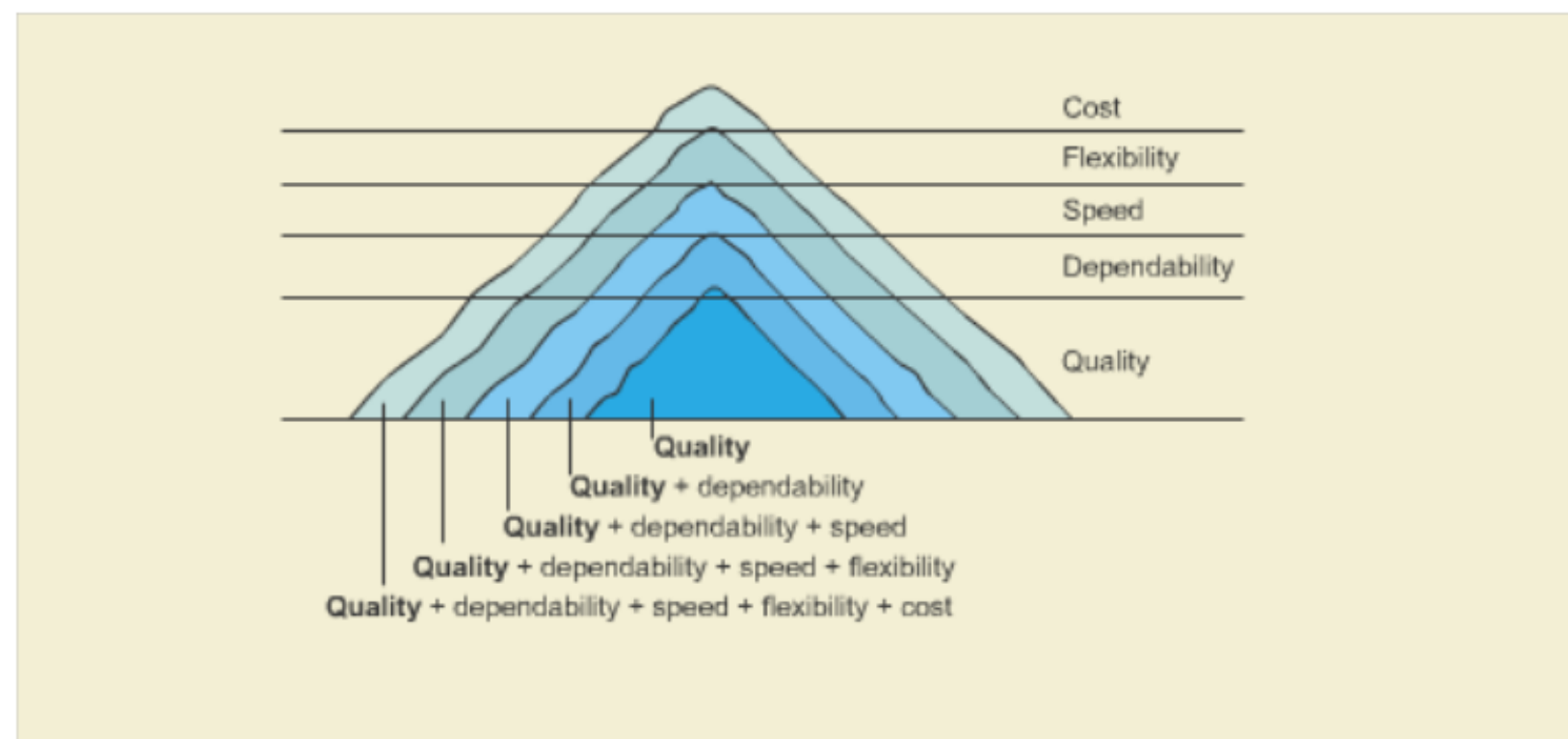
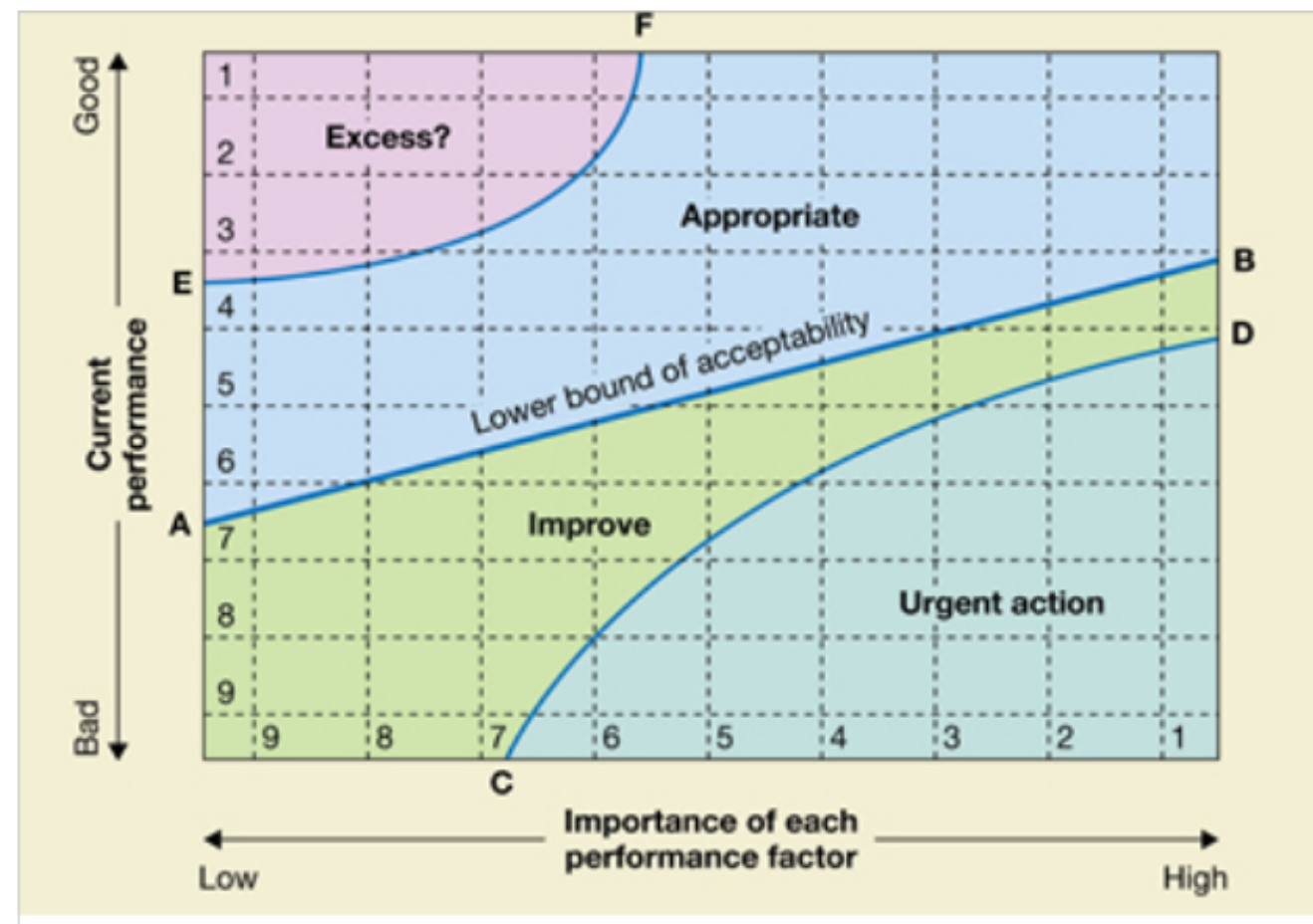
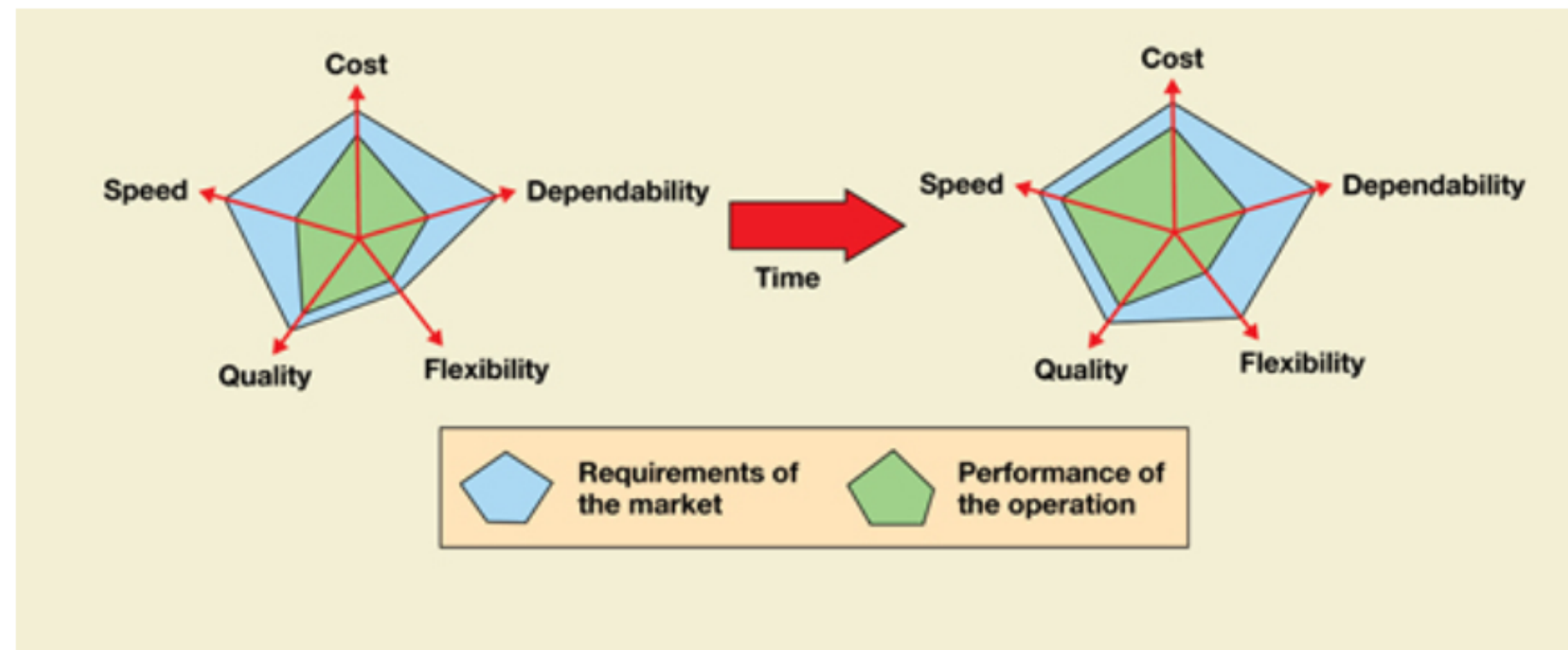
GAP Measurement

Importance-Performance matrix

Excess, Appropriate, Improve, Urgent action

Sandcone theory

Quality --> Dependability --> Speed --> Flexibility --> Cost



1 Breakthrough improvement

innovation based

dramatic change

BPR - Business process reengineering

designed around what customer add value and NOT function

Rethink in cross functional manner (around customer)

Dramatic improvements

Have those who use the output perform the process

Put decision points where the work is performed

improvement path

2 Continuous improvement

never ending small incremental improvement steps

KAIZEN

Organizational abilities

Getting the CI habit, Focusing on CI, Spreading the word, CI on the CI system, Walking the talk, Building the learning organization

Constituent behaviours

Enablers

Improvement cycle models

PDCA

DMAIC

