

Sigma approach aims to increase yield



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Six Sigma is a very disciplined process that helps us focus on developing and delivering near-perfect products and services. Features of Six Sigma Six Sigma's goal is to eliminate waste and inefficiency, thereby increasing customer satisfaction by providing what the customer expects. Six Sigma follows a structured methodology and has identified roles for participants. Six Sigma is a data-driven methodology that requires accurate data collection for the processes being analyzed. Six Sigma on how to put the results in financial statements. Six Sigma is a business-oriented, multidimensional structured approach for - Improving Processes Reducing Defects Reducing The Variability Process Reducing Customer Satisfaction Increase Word Sigma is a statistical term that measures how far a given process deviates from perfection. The central idea of Six Sigma: If you can measure how many defects you have in the process, you can systematically figure out how to fix them and get as close to zero defects as possible, and in particular that means that the bounce rate is 3.4 parts per million or 99.9997% perfect. The key concept of Six Sigma At its core, Six Sigma revolves around several key concepts. Critical for quality - Attributes that are most important to the customer. Defect - Failure to do what the customer wants. Process Opportunities - What your process can provide. Variation - What the customer sees and feels. Stable operations - providing consistent, predictable processes to improve what the client sees and feels. Design for Six Sigma - Designing to meet customer needs and processing capabilities. Our customers feel dispersed, not average. Thus, Six Sigma focuses first on reducing process variations and then on improving process capabilities. Myths about Six Sigma there are several myths and misunderstandings surrounding Six Sigma. Some of them are below: Six Sigma deals only with reducing defects. Six Sigma is a manufacturing or design process. Six Sigma cannot be applied to engineering activities. Six Sigma uses hard-to-understand statistics. Six Sigma just trains. The benefits of Six Sigma Six Sigma offers six major benefits that attract the company - Generates Sustainable Success Sets a Performance Goal for All Increases Value for Customers Accelerates the Rate of Improvement Promotes Training and Cross-Pollination Performs Strategic Changes The Origin Of Six Sigma Six Sigma originated at Motorola in the early 1980s, in response to achieving a 10X reduction in product failure levels in 5 years. Engineer Bill Smith invented six Sigma, but died of a heart attack in the Motorola cafeteria in 1993, not knowing the extent of the craze and controversy that he touched. Six Sigma is based on quality management theories (e.g. 14 Deming points for management, 10 steps by Juran to achieve quality). Six Sigma - Key Elements There Are Three Key Elements of the Six Sigma Improvement Process - Customers Customer Employees Determine the quality. They expect performance, reliability, competitive pricing, on-time delivery, service, clear and correct transaction processing and more. This means that it is important to ensure that customers have to enjoy the customers. Processes that determine processes, as well as the metrics and metrics that determine them, are central to Six Sigma. In business, quality needs to be considered from the customer's point of view, and so we have to look at a certain process from the outside. By understanding the transaction lifecycle from the customer's needs and processes, we can find out what they see and feel. This provides an opportunity to identify weaknesses in the process and then we can improve them. The Company's employees must involve all of their employees in the Six Sigma program. The company must provide employees with opportunities and incentives to focus their talents and ability to satisfy customers. For Six Sigma, it is important that all team members play a clearly defined role with measurable goals. Six Sigma - Six Sigma Organization, members of the organization are assigned specific roles, each of which has a name. This highly structured format is essential for the implementation of Six Sigma throughout the organization. There are seven specific responsibilities or role-playing areas in the Six Sigma program that are next. Leadership Steering team or board determines goals and objectives in the Six Sigma process. Just as a corporate leader sets the tone and course for achieving the goal, six Sigma's board sets itself the goals that the team must achieve. Here is a list of the Board's leadership responsibilities - Defines the purpose of the Six Sigma program Explains how the result is benefiting the client Sets work schedule and interim deadlines develops a medium to review and oversee the Support of Team Members and protect the established positions of Sponsor Six Sigma sponsors to high-level individuals who understand Six Sigma and are committed to its success. The person as a sponsor acts as a problem solving for the current Six Sigma project. Six Sigma is usually led by a full-time, high-level champion, such as executive vice president. Sponsors are the owners of processes and systems that help initiate and coordinate activities to improve Six Sigma in their areas of responsibility. The implementation manager, the person responsible for overseeing the efforts of the Six Sigma team, which supports the management board, ensuring that the team's work is completed in the right order, is the leader of the implementation. Ensuring the success of the implementation plan and solving problems as they arise, training as needed, and assisting sponsors in motivating the team are among the key responsibilities of the implementation manager. Coach Six Sigma expert or consultant who sets the schedule, determines the outcome of the project, and who intermediary conflict, or deals with to the program. Responsibilities include working as an intermediary for sponsor and management. planning team work, identifying and identifying the desired results of the project, mediating disagreements, conflicts, and resisting the program and identifying success as it happens. The team leader is the person responsible for overseeing the team and for acting as between the sponsor and the team members. Responsibilities include communicating with the sponsor in determining the goals and justifications for the project, collecting and assisting team members and other resources, keeping the project on schedule, and tracking steps in the process as they are completed. A member of the Employee team who is working on the Six Sigma project, tailored to specific responsibilities within the project, and has a timeline for achieving specific project goals. Team members perform specific Six Sigma tasks and work with other team members as part of a specific project schedule to achieve specific goals. The owner of the process is the man who takes charge of the process after the Six Sigma team has completed its work. Advanced Definition of Belt Roles - Colors Appointment Belt colors of different roles come from the obvious source, martial arts. Based on experience and experience, the following roles evolved throughout the year. NOTE - Belt names are a tool for determining levels of knowledge and experience. They do not change or replace organizational roles in the Six Sigma process. The Black Belt Man with this belt has reached the highest level of qualification and is an experienced specialist in various techniques. As part of the Six Sigma program, a person designated as a black belt has completed a thorough internal training program and has experience working on several projects. The owner of the black belt is usually given the role of the group leader, the person responsible for execution and planning. Master of the Black Belt Man who deals with the team or its leadership; but is not a direct member of the team itself. This can be equivalent to the role played by the coach, or for more technical and complex projects. The Master Black Belt is available to answer procedural questions and to address technical issues that arise. The Green Belt Green Belt designation may also belong to the team leader or team member working directly with the team leader. The Green Belt is less experienced than the Black Belt, but plays a key role in the team. Six Sigma - Get Started Starting Point in getting ready for Six Sigma is to check if you are willing to accept the changes that say. There is a better way to manage your organization. Is Six Sigma right for you? There are a number of important questions and factors that need to be taken into account when assessing readiness - is the strategic course clear for the company? Is the business healthy enough to meet the expectations of analysts and investors? Is there a strong theme or for the future of an organization that is well understood and constantly communicating? Is the organization good at responding effectively and effectively to new circumstances? Assessing current overall business results. Assess how effectively we focus on customer requirements and meet their requirements. Assess how effectively we work. How effective are your current systems for improving and managing change? How well are your cross-functional processes managed? What other efforts or measures for change can conflict with or support the Six Sigma initiative? Six Sigma requires investment. If you can't make a solid case for a future or current return, then it may be best to stay away. If you already have a strong, effective productivity and process improvement effort, why would you want Six Sigma? There may be many questions to be answered to have an extensive assessment before deciding if you should go for Six Sigma or not. It may take time and careful consultation with Six Sigma experts to make a better decision. The cost of six Sigma implementation Some of the most important six Sigma budget items may include the following - Direct wages for those dedicated to full-time efforts. Indirect wages for time, silenced by managers, team members, process owners and others involved in activities such as data collection and measurement. Training and tuition fees six Sigma Skills and get tips on how to make the effort successful. Improving implementation costs. Six Sigma Start-Up Now you decide to go for Six Sigma. So what's next? Deploying Six Sigma to an organization is a big step and includes many activities including defining, measuring, analyzing, improving, and milestones. Here are some steps you need for the organization when the Six Sigma implementation begins. Plan your own itinerary - There may be many paths to Six Sigma, but the best thing that works for your organization. Define your goal - it's important to decide what you want to achieve, and priorities are important. Stick to what's possible, put on your plans so they can match your influences, resources, and scale. Preparing Leaders - They need to start and guide Six Sigma efforts. The creation of Six Sigma includes the preparation of black belts and other roles and the assignment of their responsibilities. Organization training - In addition to having black belts, six Sigma training must be transferred to all employees of the organization. Six Sigma Piloting Effort - Piloting can be applied to any aspect of Six Sigma including solutions derived from the process of improving or designing redesign projects. Project Choice for Six Sigma One of the toughest challenges in Six Sigma is choosing the most suitable to attack. There are usually two ways to generate projects - top to bottom - This approach is usually tied to business strategy and aligned with Needs. The main drawback is that they are too large in scope to be completed in a timely manner (most of the six sigma projects are expected to be completed within 3-6 months). Bottom up , in this approach, the Black Belts choose projects that are good for team opportunities. One of the main drawbacks of this approach is that projects cannot be directly linked to strategic management issues, thus receiving little support and low recognition from above. Six Sigma - Six Sigma methodology has two key methodologies - DMAIC - This refers to a data-driven quality strategy to improve processes. This methodology is used to improve the existing business process. DMADV is a data-driven quality strategy for product and process design. This methodology is used to create new product or process designs in a way that results in more predictable, mature and non-productivity defects. There is another methodology called DFSS and Design for Six Sigma. DFSS is a data-based quality strategy for designing or reorganizing a product or service from scratch. Sometimes a DMAIC project can turn into a DFSS project because the process requires a complete reorganization to achieve the desired degree of improvement. The DMAIC methodology This methodology consists of the following five phases. Identify -----gt;-----Control Identify a problem or goal of the project that needs to be solved. Measure - Measure the problem and the process from which it was produced. Analysis of data and processes to determine the root causes of defects and capabilities. Improve the process by finding solutions to fix, reduce, and prevent future problems. Control and implement, monitor and maintain improvement solutions to keep the process on a new course. We will discuss the more detailed issue of DMAIC methodology in future chapters. DMADV Methodology This methodology consists of five stages: Identify -----gt; Design -----gt;Check to identify - Identify a problem or goal of the project that needs to be solved. Measuring and identifying customer needs and specifications. Analyze the process to meet the customer's needs. Designing and developing a process that meets the needs of customers. Check - Check the performance of the design and the ability to meet the needs of customers. DFSS Methodology DFSS is a separate and emerging discipline related to Six Sigma quality processes. It is a systematic methodology that uses tools, training and measurement so that we can develop products and processes that meet customer expectations and can be produced at the level of Six Sigma quality. This methodology may have the following five steps. Identify -----gt; Identify -----gt; Optimization -----check to determine - Determine what customers want, or what they don't want. Identify - Identify the client and the project. Designing and developing a process that meets the needs of customers. Optimization - Determining process capabilities and optimizing the design. Check - Test, Test, And check the design. Six Sigma - Define Phase There are five high-level stages in the application of Six Sigma to improve product quality. The first step is definition. There are four main tasks in the definition phase. The project team is Formation Perform two steps: Determine who should be on the team. What roles will each person perform? Choosing the right team members can be a difficult decision, especially if the project involves a large number of departments. In such projects, it would be prudent to break them down into smaller parts and work to complete a number of phased projects. Document Customers Basic Business Processes Every project has customers. The customer is the recipient of a product or service process designed to improve. Each customer has one or more needs from their supplier. For every need provided, there are requirements for necessity. Requirements are the characteristics of a need that determine whether a customer is satisfied with a product or service. Thus, documenting the needs of customers and related requirements. A set of business processes has been documented. These processes will be implemented in accordance with the requirements of the customer and to address critical quality issues. Draft Charter Is a document that calls the project, summarizes the project, explaining the business case in a brief statement, and lists the scope of the project and the goal. A project charter has the following components - Project name Business case Project scope Project goals Milestones Special requirements Special assumptions Roles and responsibilities of the project team Develop the SIPOC process map A process is defined as a series of steps and activities that take inputs, add value, and produce an output. SIPOC is a process map that identifies all the following elements of the project - Suppliers entering the process of finding customers The SIPOC process is important to determine - how processes are taking place now. How these processes should be changed and improved at all other stages of DMAIC. Conclusion After the design phase, you need to know who the customer or end user is, their resistance problems, and requirements. You should also have a clear understanding of the purpose and scope of the project, including budget, time limits and deadlines. Six Sigma - The measurement phase at the measurement stage measures the overall performance of the underlying business process. There are three important parts of the measurement phase. The Data Collection and Data Collection Plan is designed to collect the data required. This plan includes what type of data should be collected, what data sources, etc. You collect data from three main sources: input, processing, and output. The input source is where the process is generated. These processes relate to performance tests: time, cost, cost, defects or errors, as well as the work spent on the process. Exit is a measure of efficiency. Data Assessment At this stage data is collected and the sigma is calculated. This gives an approximate number of defects. The Six Sigma defect is defined as anything outside the customer's specifications. Six Sigma is the total number of chances for a defect. First, we calculate Defects per Million Opportunities (DPMO), and based on this Sigma is solved from a pre-revealed table - Number of DPMO defects -----x 1,000,000 Number of units x Number of capabilities As stated above, the number of defects - this is the total number of defects detected, the number of units - is the number of units produced, and the number of capabilities means the number of ways to generate defects. For example, the food order delivery project team examines 50 deliveries and learns the following: Delivery at the wrong time (13) Ordered food is not in accordance with the order (3) Food is not fresh (0) So now, DPMO will be as follows: 13 - 3 DPMO ----- x 1,000,000 - 106 666.7 50 x 3 According to the Sigma conversion table, below 106,666.7 defects per million sigma capacity is equivalent to performance between 2.7 and 2.8. This is a method used to measure results as we go through the project. This point of origin allows us to find the cause and effect of these processes and look for the point of the defect so that the procedure can be improved. Crash mode and effects analysis - FMEA Final segment of the measurement phase is called FMEA. This applies to preventing defects before they occur. The FMEA process usually involves assessing possible defects or failures in three ways: the likelihood that something might go wrong. The ability to detect a defect. The severity level of the defect. You can use the rating scale. For example, rate each of these three areas from 1 to 10, with 1 of them being the lowest FMEA and 10 highest. The higher the level, the more serious the rating. Thus, the high FMEA points to the need to develop and implement improved measurement steps within the overall process. This will have the effect of preventing defects. Obviously, there is no need to spend a lot of time on this procedure if the probability of a defect is low. Yield to Sigma Conversion Table Yield % Sigma Defects Per Million Opportunities 99.9997 6.00 3.4 99.9995 5.92 5 99.9992 5.81 8 99.9990 5.61 20 99.9970 5.51 30 99.9960 5.44 40 99.9930 5.31 70 99.9900 5.22 100 99.9850 5.12 150 99.9770 5.00 230 99.9670 4.91 330 99.9520 4.80 480 99.9320 4.70 680 99.9040 4.60 960 99.8650 4.50 1350 99.8140 4.40 1860 99.7450 4.30 2550 99.6540 4.20 3460 99.5340 4.10 4660 99.3790 4.00 6210 99.1810 3.90 8190 98.9300 3.80 10700 98.6100 3.70 13900 98.2200 3.60 17800 97.7300 3.50 22700 97.1300 3.40 28700 96.4100 3.30 35900 95.5400 3.20 44600 94.5200 3.10 54800 3.00 66800 91.9200 2.90 80800 90.3200 90.3200 96800 88.5000 2.70 115000 86.5000 2.60 135000 84.2000 2.50 158000 81.6000 2.40 184000 78.8000 2.30 212000 75.8000 2.20 242000 72.6000 2.10 274000 69.2000 2.00 308000 65.6000 1.90 344000 61.8000 1.80 382000 58.0000 1.70 420000 54.0000 1.60 460000 50.0000 1.50 500000 46.0000 1.40 540000 43.0000 1.32 570000 39.0000 1.22 610000 35.0000 1.11 650000 31.0000 1.00 690000 28.0000 0.92 720000 25.0000 0.83 750000 22.0000 0.73 780000 19.0000 0.62 810000 16.0000 0.51 840000 14.0000 0.42 860000 12.0000 0.33 880000 10.0000 0.22 900000 8.0000 0.09 920000 Six Sigma - Analyze Phase Six Sigma aims to define the causes of defects, measure those defects, and large them so that they can be reduced. We look at five specific types of analyses that help advance the project's goals. This is an analysis of sources, processes, data, resources and communications. Now we'll see them in detail. Source analysis This is also called root-cause analysis. It tries to find defects that are derived from sources of information or generating work. After finding the root cause of the problem, attempts are made to resolve the problem before we expect to fix defects from the product. Three steps to the root cause analysis The Open Step - At this stage, the project team brainstorm all possible explanations for the current performance of the sigma. Narrow step - At this stage, the project team narrows down the list of possible explanations for the current performance of the sigma. At this point, the project team checks a narrowed list of explanations to explain the performance of the sigma. Analysis of the process Analysis numbers to find out how well or poorly processes work, compared to what is possible and what competition does. Process analysis involves creating a more detailed map of the process and analyzing a more detailed map where the most inefficiency exists. Source analysis is often difficult to distinguish from process analysis. The process refers to the exact movement of materials, information, or requests from one place to another. Data Analysis Using measures and data (already collected or new data collected during the analysis phase) to recognize patterns, trends, or other factors related to the problem that either suggest or disprove or disprove a possible cause of the problem. The data itself may have a defect. There may be a case where products or products do not provide all the necessary information. Therefore, the data is analyzed to find out defects and attempts are made to solve the problem before we expect to eliminate defects from the product. Resource Analysis We also need to make sure that employees are properly trained in all departments that affect the process. If training is inadequate, you want to identify that as the cause of the defects. Other resources include the raw materials needed to produce, process and deliver goods. For example, if the Accounting Department does not pay the supplier's bills on time and therefore the supplier shipping marine supplies, this becomes a resource problem. Communication Analysis One of the problems common to most processes with high levels of defects is poor communication. The classic interaction between the customer and the retail store is worth exploring because many of the common communication problems are obvious in this case. The same types of problems occur with internal customers, even if we can't recognize the sequence of events as a customer service problem. It is instructive to look at issues from both perspectives. The supplier wants payment in accordance with the agreed terms, but the Accounting Department wants to make its package processing uniform and effective. Between these types of groups, such gaps demonstrate the importance of communication analysis. Analysis of the findings can take several forms. Some Six Sigma programs typically use a variety of diagrams and sheets, while others prefer to discuss and compile lists. There are many tools that can be used to perform analysis like Box Plot, Reason and Effect Chart, Progressive Analysis, Rating, Pareto Analysis, Matrix Priorities, Cost Analysis, etc. The correct procedure is one that works best for your team, provided that the end result is successful. Six Sigma - Improving phase If the design team does a thorough job in the root cause-and-effect analysis team stage, the DMAIC improvement phase can be quick, easy and satisfying work. The goal of Improve Phase is to identify breakthroughs in improvement, identify high-profit alternatives, choose a preferred approach, design the future state, identify a new Sigma level, perform cost/benefit analysis, dashboards/design metrics, and create a preliminary implementation plan. Identify breakthroughs in improvement - Apply tools and methods to generate ideas to identify potential solutions that address root causes. Identify/select high-profit alternatives - develop criteria for evaluating decisions to improve candidates. Think systemically and holistically. Prioritize and evaluate a candidate's decisions in accordance with the decision evaluation criteria. A feasibility study of top-value solutions. Develop a preliminary solution timeline and cost-benefit analysis to help with recommendations and future implementation planning. Improvements can include a simple fix as soon as we find the cause of the defects. However, in some cases, we may need to use additional tools as well. These include Alternative Solutions Experiments with Alternative Solutions Planning Future Changes Six Sigma - Phase Management The Last Phase of DMAIC is Control, which is the stage where we ensure that processes continue to work well, produce the desired production results, and maintain the level of You will be concerned about four specific aspects of control that are next. The quality control ultimate goal in control is the general guarantee that a high level of quality is fulfilled. Customer expectations depend on this, so control control is inherently associated with quality. Since Six Sigma's goal is to improve the overall process by reducing defects, quality control is an important method for keeping the whole process back on track; In order to allow us to detect problems and fix it; and to assess how effectively the project has been implemented and implemented. The quality is at the heart of the Six Sigma philosophy. Reducing defects is associated with the pursuit of excellence. Whether we achieve perfection or not, efforts determine our attitude to quality itself. Standardization allows processes to go as smoothly as possible. In a manufacturing environment, the value of standardization is proven over and over again. We need to develop a process management function so that most of the work is managed in a standardized way. How to manage and alternative to developing a new process for any change in the existing process requires the development of workflow control procedures. When the process cannot be managed as usual, we must come up with alternatives by overshadowing compliance with the standardized method. Responding when defects occur is the last step in the management process knowing how to react once the defect is detected. Weak links in a procedure where defects are likely to occur can and should be carefully monitored so that the defects can be noticed and corrected before the process continues. The answer to the defect may be to prevent the detected defect from becoming a defect at all. In the most designed systems, defects can be reduced to zero, so we can believe that Six Sigma can be achieved. The Conclusion Project Team determines how to technically monitor recently improved processes and creates a response plan to ensure a new process, as well as supporting improved sigma performance. Six Sigma - Technical Tools This chapter gives an overview of the 10 most important technical tools that a member of the Six Sigma team should master as they progress on the DMAIC methodology. Although these tools are considered technical in nature, most of them are relatively easy to study and apply. They are covered in the order in which they are used in the DMAIC methodology. #1 Tool - Critical to quality (CPC) Tree critical to quality is used during the design phase of DMAIC. It is used to brainstorm and validate the needs and requirements of the customer process aimed at improving. Steps in creating a CPC tree are as follows: Identify a customer process designed to improve. Identify the customer's need. Identify the first level of requirement requirements, i.e. some requirement characteristic that determines whether the customer is satisfied with the need. If necessary, drill to a more detailed level (s) requirements. #2 tool - Process map at the definition stage, the project team creates the first multiple process maps. A process map is an image of the current steps process to improve. The process map contains five main categories of work, from process vendor identification, input provided by vendors, process names, process results, and process customers. Each of these steps is summarized as a SIPOC to indicate the steps for the group that must be performed to complete the map process. #3 tool - Histogram This tool is used during the DMAIC analysis phase. The project team analyzes data collected during the DMAIC measurement phase. It is often suggested that the data be organized into graphs or diagrams, making it easier to understand what the data says about the process. Data of two types - discrete data (go/no go, fail or pass) and Continuous data (time, height, etc.). #4 tool - Pareto's histogram is useful for continuous data, just as when data is discrete, most teams create a Pareto diagram. Discrete data are calculated by data - go/no-go, off/on, yes/no and defect/no. Italian economist Wilfredo Pareto in the sixteenth century mathematically proved that 80 percent of the world's wealth is controlled by 20 percent of the population. This rule of 80-20 eventually proved applicable in areas other than the economy. When working with discrete data, the project team must create the cause of the defect, as well as calculate and classify the data into these cause codes and the Pareto chart. #5 Tool - Process Summary Sheet The goal of the Six Sigma project team is to improve efficiency and efficiency. Efficiency is measured in terms of cost, time, labor or cost. A summary of the process is a roll-up of the subprocess card showing which steps add value in the process and which do not add value. #6 Tool - Causal Link Chart The most important tool to assist the project team in determining causality is a causal pattern. This tool reflects all the ideas of the project team as to what they consider to be the root causes of the current sigma performance and finally helps to find the root cause of the problem. #7 Tool - Scattering Chart After ideas have been prioritized after using a causation chart, the most important thing the project team does is to check the remaining ideas with facts and data. The scattering chart has an idea of the root cause-and-effect relationship and tracks the relevant data, in response the team is trying to improve. The team can test the idea of root cause-and-effect that is one of three methods. Use a basic data collection developed by an experiment or a scattering chart. #8 Tool - The Affinity Chart is used to help sort and classify a large number of ideas into major themes or categories. This is especially true. when the team is ready to

brainstorm solutions at the DMAIC improvement stage. Steps in creating an affinity chart: Each team member write one idea for a post-this note note post on the wall randomly. As ideas are read out for clarification, ideas are sorted into similar groups. Create a header map for each common category of ideas underneath it. Tool #9 - The Run Chart We discussed the histogram and Pareto's chart. Think of both of these tools as similar to the camera where the process was taken. But the launch chart is similar to a video camera, recording some element of the process over time. Tool #10 - A control chart similar to a run chart, the control chart uses data from the run chart to determine the upper and lower control limits. Control restrictions are expected to exceed variations above and below average data. These limits are mathematically calculated and marked by dotted lines. In conclusion We saw 10 basic technical tools that project team members use during their work in the Six Sigma team. These are not the only tools the Six Sigma team can use. However, the tools covered here are the ones that are most common for every team member to be aware of and knowledgeable about. Six Sigma - Defect Metrics Before we go ahead, let's define two terms - the Six Sigma defect is defined as anything outside the customer specifications. Six Sigma is the total number of chances for a defect. This chapter provides list formulas commonly used to measure the various metrics associated with Six Sigma defects. Defects per unit - DPU Total number of DPU defects and ----- Total number of product units The probability of getting 'r' defects in the sample with a given DPU speed can be predicted by the Poisson distribution. Common Features - TO - Total Product Units x Opportunities Defects per Opportunity - DPO Total Number of DPO Defects - ----- Common Opportunities Defects per Million Opportunities - DPMO DPMO and DPO x 1,000,000 Defects per Million Opportunities or DPMO can be converted into sigma values using Sigma Conversion Yield Table, presented in six Sigma Phases - Measurements. According to the conversion table No. 6 Sigma and 3.4 DPMO How to find your Level Sigma Clearly identify explicit customer requirements. Calculate the number of defects that occur. Determine the percentage of yield of items without defects. Use the conversion chart to determine the level of DPMO and Sigma. Simplified Sigma Conversion Table If your yield your DPMO your Sigma is 30.9% 690000 1.0 62.9% 308000 2.0 93.3 66800 3.3 0 99.4 6.210 4.0 99.98 320 5.0 99.9997 3.4 6.0 Six Sigma - Summary We can summarize the following points - Six Sigma is a philosophy of quality improvement. Six Sigma is a 3.4 defect per million features (DPMO). Six Sigma's components are customers, processes and employees. Six Sigma Implementation Requires The Following Roles - Business Leader Sponsor Black Belt The Black Belt Green Belt Common Cycle Six Sigma includes the following stages: Definition, Measure, Analysis, Improvement and Control. Six Sigma is dedicated to customer orientation. Six Sigma - - This introductory tutorial provides only an idea of Six Sigma, and it is by no means comprehensive. We encourage our readers to explore other resources available on the web to gather more information about Six Sigma. For readers, we have listed several resources in our Resources section. Below is a glossary of terms commonly used in the area of Six Sigma and As Is Process Map He depicts the process as it is, now. As is process maps typically have multiple input options, bottlenecks, and multiple overlays, inspections, and recycling cycles. Map of the Must Be Process Image of a new and improved version of the process used in DMAIC and IDMAIC projects, where all non-value-added steps are removed. The Affinity Chart affinity chart is a tool for organizing large amounts of information from many people. It is often used with brainstorming and other creative thinking activities. Ideas are usually written on sticky notes and then classified into groups of similar ideas. The Analysis Phase (DMAIC) Analysis Phase identifies the root causes of the problem and confirms them with data. SixSIGMA Board Leadership Group (Area VP, AMD, AD, MBBs and Often GMs) directing quality implementation and SIXSIGMA within the organization; sixSIGMA DMAIC and IDMAIC projects, reviews and supports the progress of the sixSIGMA projects. Assumption busting is an interrogation process that helps identify and eliminate biases or blind spots that keep people from proposing or achieving the level of the problem. Attribute Data It identifies any data that is not quantified in an infinitely dissular scale. Includes quantity, proportion or percentage of the characteristic (e.g. region, location, room type...) or category (e.g. gender: male/female...). This contrasts with continuous data that are not limited to categories (e.g. dollar value). A balanced account it classifies current measures in several important areas such as finance, process, people and innovation. It is used as a presentation tool to update sponsors, senior management and others about the progress of the business or process; also useful for process owners. Basic data metrics that reflect the level of performance that exists at the beginning of an improvement project before any decisions start. This is a snapshot of Up, which can be compared later to the View After. The best practice is a completed project (usually but not always the Six Sigma project), which is particularly valuable for use in other properties based on the following three conditions: success, portability, and speed of implementation benefits Black Belt Employee is fully assigned to Six Sigma and trained in DMAIC methodology, analytical tools, and command leadership skills. The Black Belts are responsible for completing DMAIC projects. They lead DMAIC projects, help with and provide coaching and expert support for IDMAIC transfer projects. Their role in best practice and transfer projects should help and train the import team on DMAIC tools and methodology. Both / And it is a narrowing/selection process that seeks to determine the solution of ideas that are similar (AND) and also work together, even if not similar ideas (OBA). This method helps the team find connections and combinations of ideas to develop better and more effective solutions. Box Plot is a graphic display of data groups that compares groups to others on the same graph. An example of the tool would be to look at changing the time of check-in by different partners at the front desk. Critical to quality (CT) refers to what customers consider important in a particular process. Collecting customer voice data leads to the discovery of CT, which translates into different requirements that can be measured. Cause and effect chart (Fishbone/Ishikawa) Brainstorming tool used for offering root-causes (fish bones) for a specific effect (fish head). This can be used in conjunction with the Affinity Chart to define the main categories. It is also widely used in conjunction with 5 Whys technology to help people understand the root cause. Charter is a command document that defines the context, specifics and plans of the project to improve. It includes business cases, problem and goal statements, limitations and assumptions, roles, a preliminary plan, and scope. Forms, tables, or checklist sheets that are configured in advance for use by people in data collection; this allows you to consistently collect stratified data. General Cause Changes This is normal, a daily impact on the process. This form of change is usually harder to eliminate and requires changes in the process. Problems associated with common causes are called chronic pain. The Complexity Matrix A tool is used to help teams determine the complexity of the project. Continuous data Any amount is measured on a continuous scale that can be endlessly divided; The main types include time, dollars, size, weight, temperature and speed. The Control Phase (DMAIC) Management Phase at DMAIC evaluates solutions and plans, standardizes solutions, and outlines steps for ongoing improvements, including opportunities for using solutions elsewhere. Control Chart is a specialized graph that shows process performance over time, shows the middle upper and lower controls, and helps determine the impact of common (ordinary) causes or specific (unusual) causes. Correlation Is a measure of the degree to which the two variables are related. It is calculated to quantify the strength of the relationship between the two variables. Cost of Poor quality (CCC) is a financial measure depicting the impact of problems due to internal and external failures in the process, which includes labor costs and material costs for laying, recycling, waste or scrap metal, inspection other activities that are not value-added. Process Opportunities (Cpk or Cp) Cp) the opportunity is to what extent the process can meet the needs of customers. Matrix Criteria is a decision-making tool used when potential choices need to be weighed with key factors such as cost, ease of implementation, impact on the customer, etc. It encourages the use of facts, data and clear business goals when making decisions. Customer is an internal or external person/organization that receives a severance product or process service. Customer Requirements They define the needs and expectations of the customer; translated into measurable terms and used to ensure that customers meet the needs. The time of the Time cycle is required to complete the process from start to finish. It includes actual work time and waiting time. Identify, measure, analyze, design, and check (DMADV) it describes the application of SIXSIGMA tools for designing new products and processes. DMAIC Acronym for Process Improvement/Management System, which means identifying, measuring, analyzing, improving and controlling; empowers the structure of the process to improve, design, or redesign applications. DMAIC 1 Training Is a DMAIC training for master black belts, black belts and green belts. This course begins the SIXSIGMA (DMAIC) problem-solving methodology by focusing on the first steps of defining, measuring, and part of the analysis. DMAIC 2 Training Is a DMAIC training for master black belts, black belts and green belts. This course is the completion of the DMAIC method, ending the analysis, improvement and control. DMAIC 3 Training Is DMAIC training for the master of black belts. This course deepens the participant's skill in solving problems and statistical tools. DMAIC project projects that follow the Black Belt-led DMAIC methodology; usually goes for 3-4 months and can cross functional boundaries. The DMAIC project focuses on improving the existing process using 5 Steps Definition, Measurement, Analysis, Improvement and Management. The Million Opportunity Defects (DPMO) used in SIXSIGMA initiatives to show how better or worse the process is, indicating the number of defects in the process per million possibilities. Dashboard (or Process Scorecards) is a graphic tool that provides a brief update to key process performance indicators. It can include an alarm to show if and when a key indicator is approaching the level of the problem. A data collection plan is a structured approach to identifying the necessary data that will be collected and approach to collecting it. It includes: measure, measurement type, data type, operational definition and sampling plan if new data is needed. The decision tree used in the SIXSIGMA Board process to determine the weight of the project selection. It focuses properties on an area (either revenue reduction, or ASI, GSI) that needs attention to achieve the common goals of the property. Defect This is any case or case where a product or service does not meet the requirements of customers. Opportunity Defect It's defect per unit of importance to the customer. Defective is any device with one or more defects. Define Phase (DMAIC) is the first phase of DMAIC, where the goal and scope of the project are defined. Background information about the process and the client has been collected. Exiting this phase includes a clear improvement statement (i.e. business case and project definition form), a high-level process map (SIPOC) and a list of what is important to the customer. A map of the map deployment process or a graphic representation of steps in the process shows the sequence as it moves between departments, functions, or individuals. Descriptive Statistics is a statistical profile of the collected data that includes indicators of averages, variations and other numbers that help team members assess how bad the problem is and determine where to focus further analysis and solutions. Design for SIXSIGMA (DFSS) describes the use of SIXSIGMA tools to develop products and develop processes for the purpose of designing AT SIXSIGMA performance. Discounted Cash Flows (DCF) is a financial analysis method that allows you to compare different projects based on their total value in today's dollars. DCF converts future cash flows into equivalent current dollar equivalents. Discrete Data (Attribute Data) Is any data that is not quantified on an infinitely distinguishable scale. Includes counting, proportions or percentages of the characteristic or category division of the SIXSIGMA Board leadership group (Presidents and Direct Reports, Division SIXSIGMA Leader, AMDs, and often MBBs and GMs) guiding the implementation of quality and SIXSIGMA within the department; sixSIGMA DMAIC and IDMAIC projects, reviews and supports the progress of the sixSIGMA projects. The Division Board is responsible for the SIXSIGMA initiative within this division and is responsible for projects, processes and business results. Documentation Documentation is a historical report on the activities and decisions made under the DMAIC project, The Fast Hit, and the IDMAIC Project, which is used to facilitate the exchange of best practices within the organization and as part of the project closure process. E-SIXSIGMA Project Tool (eTool) Online Database Collection Project (DMAIC, Fast Hit and IDMAIC) of information including proposed project goals, problem statement, projected costs and benefits, and paid documentation information from each phase of DMAIC and IDMAIC projects. Efficiency is a measure related to how well the exit process meets the needs of the customer. It connects primarily with customer satisfaction. Efficiency is a measure related to the amount of resources used in the production process. External failure is when defective units go all the way through the process and are obtained by the customer. Failure Modes and Effects Analysis (FMEA) Is a useful method to prevent future problems and reduce risks to solve. Used to identify and Errors and defects that can threaten quality, safety or reliability; it's useful for implementing improvements, redesigning, or designing processes. It is also a tool for process owners to build prevention and contingency steps in terms of the project. Fish Bone Chart See Cause and Effect Chart. Five why the five why are often used to create cause and effect. This is a method of asking Why five times in order to dig into every potential reason. Why they ask until the root cause is revealed. Force field analysis includes a list of factors that support and factors that harm the idea. Ferretters are listed on one side of the plate, and driving forces are listed on the other. Frequency Plot or Histogram is a graphic representation of the shape or distribution of data, showing how often different values occur. This helps answer the question: Is the process able to meet my customer requirements? Functional map See map of the deployment process. Future Focused Cause and Effect Traditional Cause and Effect Chart used to brainstorm future actions used in the DMAIC improvement phase. Gantt Chart is a project planning and management tool that displays all the tasks or actions associated with a project or initiative, as well as the relationship/relationship between those tasks. SixSIGMA's Global Leadership Group (Senior Operations Committee and Starwood Division Presidents) leads the implementation of quality and SIXSIGMA as part of an organization that establishes, reviews and supports the progress of SIXSIGMA DMAIC and IDMAIC projects. The SIXSIGMA Global Council is responsible for designing and driving SIXSIGMA throughout Starwood. Description of the intended target or desired results of process improvement or design/redesign; usually set out at the PDF proposal stage, revised at the DMAIC project definition stage and supported with actual figures and details as soon as the data is received. Green Belt Associates trained at the same level as the Black Belt, but not at a full-time assignment at SIXSIGMA. They can carry out DMAIC projects, run small SIXSIGMA projects part-time, work on larger projects as team members, and/or implement projects to deliver fast hits or innovation. Handoff Anytime in the process when one person (or the name of the work) or group transfers an element moving through the process to another person; Handoff has the potential to add defects, time and process value. The Hawthorne Effect is an increase in productivity that is the result of a psychological incentive to be temporarily singled out and made to feel important. A histogram or frequency plot to see the frequency of the Plot. Hypothesis Statement It description of the alleged causes of the process problem. IDMAIC IDMAIC means DMAIC Innovation. IDMAIC is a methodology designed to ensure consistent and rapid transmission of innovation throughout the Innovations can be DMAIC projects, fast hits, or other Starwood innovations. Internal Profitability (IRR) is a way to compare potential projects by calculating the financial cost of a project with the investment required by Impact/Effort Matrix Graphic representation of various projects built on two axes (Y - Impact, X and Effort). It is a project selection tool that allows you to compare similar projects when selecting a project during the SSC process. The implementation plan of the Project Management Tool used in the Improvement stages of DMAIC and IDMAIC, a compilation of tools such as stakeholder analysis, FMEA, Poka-yoke, SOPs and piloting results (if they are carried out) in a consolidated format. Improving Phase (DMAIC) The goal of the improvement phase is to pilot and implement solutions that address root causes. This step helps to eliminate any errors/false starts when the team finally implements the solution. Innovative Transmission Successful transfer of a new idea, method or solution from one property to another can be a quick hit, best practice, or any other innovation. Entry is any product, service, or piece of information that goes into the process from the provider. Input measures related to the contribution to the process and describing its contribution; can be predictors of process and output indicators. Ishikawa Chart see cause and effect. Kano Analysis Graph of how customer satisfaction is carried out by a particular problem, change or other variable. The graph is divided into three areas of customer response to the variable: Dissatisfied, Satisfiers and Delighters. Leading SIXSIGMA Training (LSS) is an introductory course for SIXSIGMA's top management at Starwood, the SIXSIGMA Problem Solution Methodology (DMAIC) and the project selection process. Leading Teams Training (LT) is a team leadership workshop designed to give participants the skills they need to be able to lead teams in challenging environments. Participants, Master Black Belts, Black Belts, and Green Belts are also introduced into the SIXSIGMA Problem Solving Methodology (DMAIC) and the project selection process. Learning a cycle of individual and team training exercises that help people identify their own and others' views on team decision-making and overall team performance. Learning Map Is an experienced, accelerated and high-participation training activity to introduce SIXSIGMA concepts and initiatives into every Starwood property. It consists of a table-sized visual SIXSIGMA: Innovation and Improvement Map and a set of maps that guide participants through the opening of training activities. Master Black Belt (MBB) is a SIXSIGMA business champion and trainer for black belts. MBB is trained in DMAIC, analytical tools, and simplification skills. MBB is responsible for selecting projects for the property and the area, ensuring that the DMAIC process is implemented and that all projects are on track to be completed. This is a numerical estimate based on observed data. A few examples of measures can be the number of new bookings per day, the number of registrations per week, the number of employees scheduled for shift. The measurement phase (DMAIC phase) measurement phase focuses efforts to improve by gathering information about the current situation. Moment of Truth is any event or point in the process when the internal/external client comes into contact with the process. In each of these points, the client has the opportunity to form an opinion (positive, neutral or negative) about the process or organization. Multiple regression is a quantitative method associated with several exit factors. Statistical study of the relationship of a combination of multiple variables (X1, X2 X3... Xn) to one exit Y. Multivoting is a tool of narrowing or prioritizing. Faced with a list of ideas, opinions, causes, etc., each member of the group is given a set number of votes. These points or questions that receive the most votes receive additional attention/consideration. Net Current Value (NPV) is equivalent to today's dollar flow of future cash flows. The NPV calculation aims to quantify the concept that money received in the future is worth less than the money received today. Activities not added to the cost, any step in the process that does not add value to the customer or process. For example, recycling, dressing, checking, delays, etc. Operational definition Of The Clear, accurate definition of the measured factor or the term used; provides a clear understanding of terminology and the ability to collect data or consistently manage the process. Additional best practices completed a project usually, but not always Six Sigma DMAIC or Fast Hit Project, which is especially valuable for use in other properties. The original team (Original DMAIC/Fast Hit Project Group) is the team that originated and completed the original process improvement project (DMAIC or Fast Hit) in their own ownership. The role of the Primary Group is to provide adequate design documentation to facilitate the transfer and provision of advice, clarification and assistance to the groups importing their project. Withdrawal of any product, service or part of the information obtained from or received as a result of activity in the process. Production indicators These are measures related to the exit of the process and describing its results; Total figures/general figures. Pareto Principle and Chart A Pareto Chart is a Pareto-based data display tool; or the 80/20 rule. It is used to help the team focus on the specific causes or problems that have the greatest impact if they are resolved. Experimental is a trial implementation of the solution on a limited scale to ensure its effectiveness and verify its impact. Plan-Do-Check-Act (or This is a basic model or set of steps to continually improve; also referred to the cycle of Howhart or the Deming Cycle. Poka-Yoke Poka-Yoke is a Japanese term for proof of error. Error Error usually examines each step of the process in detail and uses creative thinking to develop ways to make no mistakes. Precision Is Precision Measurement. When used against sampling, this entails how many changes you should be able to detect. As the need increases, so does the sample size. Preliminary plan is used early in the project, in the development of the business trials for improving the process; includes key tasks, completion dates, responsibilities, potential challenges, obstacles and contingencies, as well as communication strategies. Process is a series of steps or actions that lead to the desired result or exit. A set of common tasks that creates a product, service, process, or plan that satisfies a customer or group of customers. Process Process Process process owners are responsible for a particular process. A statistical metric of process capabilities that summarize how many changes there are in the process relative to customer specifications. A process-driven approach to change includes solutions to eliminate or reduce defects, costs, or cycle time; leaves the basic design and assumptions of the process intact. A statistical concept monitoring process indicating that the process is operating within the expected range of fluctuations and that change is mainly influenced by the factors of the overall cause; processes in this state are called control. Process management involves identifying and documenting the process, monitoring it on an ongoing basis to ensure that measures provide feedback on the flow/function of the process; key measures include financial, technological, people and innovation. Process Map or Flowchart Graphic Display flow or sequence of events that a product or service follows; it shows all the actions, decision points, recycling and laying cycles. Process Measures is a measure related to individual steps in the process and/or the overall process; can be predictors of production indicators. Process Redesign is a method of restructuring the process by eliminating needlework, recycling, inspection points and other activities that do not add value; usually means a clean sheet design and accommodates significant changes or improvements. Project Definition Form (PDF) Is a summary of relevant information that describes the SIXSIGMA project. This includes a statement of problem, statement of purpose, scope, business case, financial benefits and costs, project timing, resource needs, measures, etc. Project Management Is the use of tools, techniques and/or software to track the project and prevent barriers at the time of success. Nomination Project (DMAIC) Black Belt, MBB, Sponsor or CEO, related project, nominates a project to transfer innovation using the e-Six Sigma project tool. The nominee evaluates the project. Project Selection (IDMAIC) During the quarterly review meetings, each The Council considers all projects that have been nominated as best practices. The project sponsor is a member of the executive committee, a strong supporter of the project and can help with the barriers that may arise. The rationale for the project is a broad statement defining an area that raises concerns or opportunities, including the impact/benefit of potential improvements, or the risk of not improving the process; links to business strategies, customer values and/or companies. SixSIGMA Property Council is the ruling group responsible for selecting the project and monitoring the status in each starwood property. GSK members are the CEO, the Executive Committee and the Black Belt. The proportion of defective percentages (or fractions such as 1/8) of defective units; number of defective units divided by the total number of units. Offer This is the very first stage of the life cycle of the SIXSIGMA project (DMAIC or Fast Hit), in which the potential idea of the project or opportunity is offered by the property of SIXSIGMA Council. Fast Hit Project is a small project that can be quickly implemented and that does not require a Black Belt to solve and implement. RACI Matrix A project management tools that determine all the necessary tasks or actions, the parties involved in these tasks, as well as their level or type of participation. RACI is used to provide clarity on roles and responsibilities in a team environment. Return on investment (ROI) is a measure of the financial return on investment opportunity expressed in percentage. For all the same conditions, projects with greater roodiability are more attractive investment opportunities. Random Sampling is a method that allows each item or person selected for evaluation to be selected entirely by accident. Regression is a statistical study of relationships. An analytical tool to assess the key result and the degree to which one or more factors studied may explain the change in results, see also Simple Linear Regression; Multiple regression. Replayability/replay means that the same person taking measurements on the same block gets the same result. Reproducibility means that other people, other tools, or other labs get the same result you get when measuring the same item or characteristic. Mandatory Best Practices Project, appointed by a division or global management team that delivers superior performance when implementing in class properties. Wanted means that all properties in the class must implement best practices by a specified time. Response Plans Developed during the control phase for DMAIC and IDMAIC projects to ensure that progress can be maintained. Reverse SIXSIGMA Is a method that can be used by MBBs (and BBs) during a financial windfall to help restructure the discussion plan to review the mechanism for updating processes, procedures and documentation. Recycling Loops This is an example in process where the item or data moving through the process needs to be corrected, returning it to the previous stage of the process. Risk management is thinking about the future, identifying potential problems and preparing for things that may go wrong. Rolled bandwidth Cumulative calculation of defects through several stages in the process; calculated as a product of individual profitability at every turn. You run a chart (or time chart, trend chart) measurement tool showing the change in factor over time; indicates trends, patterns and cases of special causes of variations. SIPOC A SIPOC is a high-level process map that includes vendors, input, processes, exits, and customers, and identifies the starting and end points of the process. SIXSIGMA is a term used to describe initiatives to improve processes using a sigma-based process and/or performance aspiration at SIXSIGMA level. SIXSIGMA Council Training Course, designed to allow property executive committees and senior executives to make value-driven decisions by identifying, prioritizing and size projects for their black belts. SIXSIGMA Tips is a steering group that directs the implementation of quality or SIXSIGMA within the organization; establishes, reviews and supports the progress of quality improvement groups. Statistical Process Control (SPC) is the use of data collection and analysis to monitor processes, identify performance issues, and determine variability/opportunities. Sampling and using some of the data for conclusions (e.g. registration deadlines for one in ten guests). Bias It collects an unrepresentative piece of data, which leads to inaccurate conclusions. Scatter Plot or Chart This is a graph used to show a link or correlation between two factors or variables. The scope it defines the boundaries of the process; clarifies specifically where the starting and end points are for improvement, determines where and what to measure and analyze, and should be in the control area of the team working on the project. Simple Linear Regression Statistical Study of the Relationship Between One Variable X with One Y Output. Statement of the Decision Clear Description of the proposed solution used to evaluate and select the best solution for implementation. Special Cause Variation is an event that affects processes only under special circumstances, i.e. is not part of the normal, day-to-day work of the process. Stakeholder analysis identifies all stakeholders affected by the project and their expected and necessary level of project support. Typical stakeholders are managers, people who work in the process under study, other departments, clients, suppliers and finances. Standard Deviation Standard Deviation is an indicator of the number or inconsistencies in any group of elements or processes. Standard Operating Procedure (SOP) Document that compiles all procedures, jobs, assignments, interactions with customers or others, data and form collection instructions, and an updated list of resources that need to be consulted to clarify procedures. Storyboarding is a visual display outlining the highlights of the project and its components leading the team to the solution. Stratification means dividing data into groups based on key characteristics. The purpose of dividing data into groups is to detect a pattern that localizes the problem and to explain why the frequency of exposure varies depending on time, location, or condition. The question process is a subcomponent of a larger process. The provider is the person or organization that submits inputs (products, services or information) into the process. A systematic sampling method in which elements are selected from a single level of population by a systematic or subgroup sample provides a sample representing the process because each time period is represented. The leader of the team for the DMAIC projects, the team leader is usually the Black Belt. For quick hit projects and IDMAIC, usually the sponsor or owner of the process. For large DMAIC projects with more than one BB or MBB, the team leader is the main point of contact for the project. He is an active member of the Six Sigma project team and is actively involved in measuring, analyzing and improving the process. Tollgate is an overview session that determines whether the activities have been implemented up to this point in the project satisfactorily. Tollgates are usually held to consider important decisions during the project. The transfer team is formed on the property, with responsibility for importing best practices (optional or required), led by the team leader appointed by the Six Sigma Property Board, and coached the Black Belt on the property when needed. Transfer groups will use the IDMAIC methodology to import innovation into their properties. The head of the transfer team (process owner/department manager) Person selected by the GM And SIXSIGMA Property Board for the IDMAIC project manager, based primarily on proximity and decision-making power in relation to the process. This person is primarily responsible for the implementation of the project, leading the team and interacting with others to gather the information and understanding necessary for success. Often the manager of the transfer team will be the head of the department or the owner of the process, which will be improved with best practice. The ability to lead a team and anticipate clear barriers are important characteristics for a person in this role. Team transfer partners selected by the head of the transfer group and Six Sigma Council to participate in the IDMAIC project, based on their knowledge of key aspects of the process, experience with the current process, enthusiasm for improvement and ability to advocate change. Project Transfer It which property imports from other property. Tree Chart This branching chart is used to hack any broad purpose in the Detailed levels of action. Trend Chart See Run chart. The Value Adding Activity These activities are introduced to improve the current process closer to the ideal process. Actions/tasks that create value allow you to move forward; can also be seen as necessary steps that are not value-added in themselves, but that facilitate the delivery of a product or service. Examples include selecting new employees, purchasing supplies, and balancing books. Variations Are Changes or Fluctuations that determine how stable or predictable the process can be or depends on the environment, people, equipment, methods, measurements and materials. Customer Voice (VOC) is a systematic approach to collecting and analysing customer requirements, expectations, satisfaction levels and dissatisfaction through complaints, surveys, comments, market research, focus groups and interviews. The WACC Weighted Average Cost of Capital is used to compare the cost of 2 or more potential projects. Discount used in financial analysis. Represents the average cost for a company to finance itself from equity and debt. In 2002, this figure was 12% and was used for all SIXSIGMA projects and locations. A web event (mandatory and optional best practices) is a web link from an expert team, to transfer a team involving a well-documented presentation of their project's best practices. The event can be synchronous (participation in a live event) or asynchronous (review of the recorded event). The total number of units processed correctly through the process stages is usually expressed as a percentage. Yield simply indicates how many goods were delivered at the end of the process without a defect. Defect. sigma approach aims to increase yield. six sigma approach aims to increase yield

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