

This Free E-Book is brought to you by [Natural-Aging.com](http://Natural-Aging.com).

**100% Effective Natural Hormone Treatment**  
**Menopause, Andropause And Other Hormone Imbalances**  
**Impair Healthy Healing In People Over The Age Of 30!**

## Six Sigma Deployment In Smaller Organizations

By Peter Peterka

Six Sigma is not just for large multinational corporations. While there are difficulties inherent in implementing Six Sigma in a small company rather than a large business they can be overcome. Six Sigma can work in any size business because the nature of Six Sigma is dependent upon characteristics inherent in any business, not on the size of a business. Smaller organizations frequently are short on resources and expertise in change initiatives. However, they also have more flexible process flows, a shorter decision-making chain, and higher visibility of senior management. Smaller organizations can actually effectively establish Six Sigma faster than large businesses if deployment scope is correctly managed.

### Scope of Deployment

Six Sigma is designed for all-inclusive deployment across an organization. However, smaller organizations do have constraints that limit their ability to initiate a large scale Six Sigma implementation. If your organization does not have the resources to create an infrastructure for organization-wide Six Sigma deployment then start with a pilot program.

One of the beauties of Six Sigma is that its central methodology is scalable. Six Sigma, emphasizes intensive training and extensive analysis—qualitative characteristics that work regardless of the size of the organization. Likewise, Six Sigma DMAIC (design, measure, analyze, improve, and control) disciplines work no matter the size of the organization or even the size of the Six Sigma project. Even a small Six Sigma project can yield significant results. Breakthrough improvements in processes and bottom-line profitability come not from quantity of resources, but the quality and the intelligence with which they are employed.

Small and medium-sized organizations may not have the resources of larger companies; however, in most cases, smaller organizations can be more nimble, flexible, and focused on results. Approaching initial implementation of Six Sigma through a pilot program will yield tangible results without overwhelming your resources from a small "quick-hit" project. These results can then be replicated throughout the organization, in many cases even faster than in a large organization.

## Six Sigma Deployment In Smaller Organizations

### Issues Critical to Smaller Organizations

When deploying a pilot Six Sigma project there are several important issues to consider inherent to smaller organizations. First, the choice of a project is critical. The pilot project will set the tone for Six Sigma deployment, so it should be a good one that can show significant and visible results in a reasonably short period of time. The project must clearly address one or more business goals thereby contributing to one or more core enterprise measures. Each project must also be completable within three to four months, so careful upfront scoping is essential. Projects must be continually tracked and updated for line management during existing business reviews.

Another issue is training. In smaller organizations, training budgets and especially time available to devote personnel for training is limited. Thus, it is not always practical for personnel to be absent from their day-to-day duties to attend months of training. Fortunately, there are some Six Sigma consultants who can deliver required Six Sigma training in an accelerated format and even onsite. Thus, smaller

organizations can give their people the needed training with less disruption to their normal business, improving internal synergy while providing greater organizational flexibility.

Six Sigma implementation teams can encounter critical resource restrictions, often due to a personnel limitation where people are available for project functions only on a part-time basis. It is essential at project inception that the right people are involved, doing the right things. A small but committed force of the right people with proper training, given the proper authority will go far in getting things started. Good and fluid communication is also critical.

Upon successful completion of the Six Sigma pilot, the scale of the deployment is then expanded to other areas of the organization, incorporating the lessons learned from the pilot project. Just as it is much harder for a large ship to turn than a small ship, smaller organizations can change and adapt more quickly than large organizations. That does not mean that small organizations will automatically be successful when deploying Six Sigma, but making change take place and getting buy in to the changes are easier.

<http://www.6sigma.us>

Peter Peterka is the Principal Consultant in practice areas of DMAIC and DFSS.

Peter has eleven years of experience performing as a Master Black Belt, and has over 15 years experience in industry as an improvement specialist and engineer working with numerous companies.

### **Why Six Sigma Will Outlast Total Quality Management**

**By Peter Peterka**

Six Sigma is not just a new term for Total Quality Management (TQM) . They have many similarities and are compatible in many business environments. TQM has brought great improvements and value

## Six Sigma Deployment In Smaller Organizations

to many companies. Six Sigma can do more.

TQM is the development, deployment, and maintenance of systems related to quality—producing business processes. TQM is a strategic approach that focuses on encouraging a continuous flow of incremental quality improvements. It encourages the establishing of a culture of collaboration among different departments within organization. TQM is mainly a cultural initiative and a style of management toward increased quality.

Six Sigma is not just another quality initiative or process improvement program. It is more than that because it is a robust continuous improvement strategy and process that includes cultural methodologies such as the various TQM approaches. Six Sigma is complementary to TQM initiatives such as ISO 9000 registration, which is mainly procedural; Total Quality Management (TQM), which is mainly cultural, and Statistical Process Control (SPC), which is primarily statistical process control monitoring. All of these initiatives attempt to improve quality levels but typically reach a plateau. The Six Sigma approach goes to the next level.

Six Sigma is not about quality in the strict traditional sense. Quality, defined traditionally as conformance to internal requirements, is not the focus of Six Sigma. True, Six Sigma focuses on improving quality by helping organizations produce products and services better, faster and cheaper. However, it accomplishes that by reducing waste. In traditional terms, Six Sigma focuses on defect prevention, cycle time reduction, and cost savings. Six Sigma is about helping the organization make more money. Unlike cost-cutting programs that reduce value and quality, Six Sigma identifies and eliminates costs that provide no value to customers: the costs incurred due to waste.

The focus of TQM initiatives differs from the focus of Six Sigma programs. One, TQM programs focus on improvement in individual operations with unrelated processes. Six Sigma focuses on making improvements in all operations within a process. Two, Six Sigma involves dedicated, full-time resources—the "black belts"—versus TQM, which is usually a part-time activity of non-dedicated managers.

The breadth and depth and the precision of Six Sigma and TQM also differ. Six Sigma has a well-defined project charter that outlines the scope of a project, financial targets, anticipated benefits, milestones, etc. It's based on hard financial data and savings. In TQM, organizations go into a project without fully knowing what the financial gains might be. Six Sigma has a solid control phase (DMAIC - Define-Measure-Analyze-Improve-Control) that makes specific measurements, identifies specific problems, and provides specific solutions that can be measured.

How else is Six Sigma different? Six Sigma is:

- \* Fact based and data driven
- \* Results-oriented, providing quantifiable and measurable bottom-line results
- \* A leader-sponsored top-down approach

## Six Sigma Deployment In Smaller Organizations

- \* Linked to strategy
- \* Thinking about customer requirements
- \* Applicable to all business processes – administrative, sales, marketing, R&D, etc.

Six Sigma is a robust continuous improvement strategy and process that includes cultural methodologies such as Total Quality Management (TQM), process control strategies such as Statistical Process Control (SPC) and other important statistical tools. Six Sigma tools and techniques all are found in total quality management. Six Sigma is the application of the tools on selected important projects at the appropriate time. Six Sigma tools and techniques all are found in TQM. When done correctly, Six Sigma becomes a way toward organization and cultural development. Yet, it is more than a set of tools! Six Sigma is the strategic and systematic application of the tools on targeted important projects at the appropriate time. Because Six Sigma incorporates TQM but goes beyond it, it will outlast TQM.

Peter Peterka is the Principal Consultant

<http://www.6sigma.us/aboutus.php>

in practice areas of

DMAIC and DFSS. Peter has eleven years of experience performing as a Master Black Belt

<http://www.6sigma.us/six-sigma-black-belt.php>

, and has over 15 years experience in industry as an

improvement specialist and engineer working with numerous companies.

**This PDF eBook is for free information distribution/sharing only, it cannot be sold.**



This Free E-Book has been brought to you by [Natural-Aging.com](http://Natural-Aging.com).

**100% Effective Natural Hormone Treatment**  
**Menopause, Andropause And Other Hormone Imbalances**  
**Impair Healthy Healing In People Over The Age Of 30!**