

One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

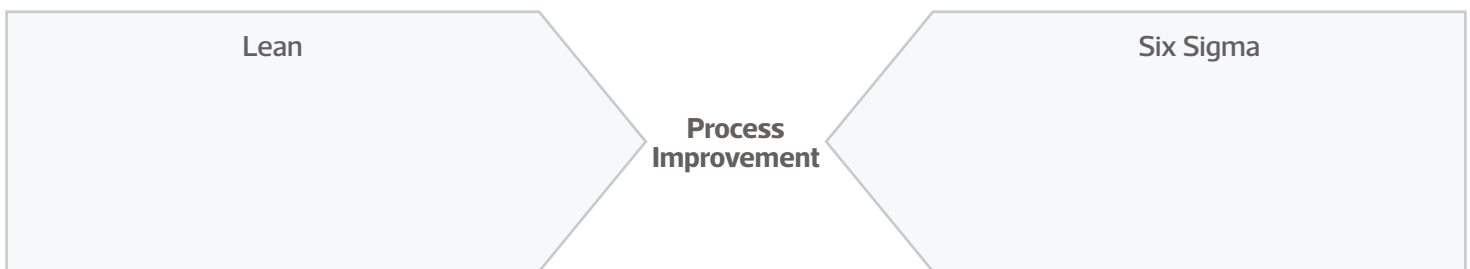
This worksheet, based on the Spotlight 'Lean and Six Sigma' will help you focus on process improvement methods and the leader's responsibility for driving process improvement.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

Understanding Lean and Six Sigma

'Lean' and 'Six Sigma' are both process improvement methodologies, but there are differences between the two, even though the terms are sometimes confused or used interchangeably.

Use the spaces below to explain in your own words what is meant by 'Lean' and 'Six Sigma', making clear the theoretical and practical distinctions between them:



Why is it important to be clear about the differences between the two?

Lean Six Sigma

Lean Six Sigma is a management approach to business performance improvement that has blended the two individual specialisms of Lean and Six Sigma. The application of Lean Six Sigma allows quality and efficiency improvements to be more effectively realised.

Lean Six Sigma will include any number of techniques and tools, some of which are listed in the table below. **Describe each of the tools/techniques, together with an explanation of how each is used, or could be used, in your workplace:**

Techniques/Tools	Description	Application in Workplace
5S		
Fishbone diagram		
Kaizen		
5 Whys		
SIPOC		
Process and value stream mapping		



Leading and Embedding Process Improvement

Process improvement depends on leadership behaviour, organisational appetite and culture as much as on the tools and techniques; leadership competencies such as influencing without authority, making decisions based on fact, managing change, leading a team, improving and managing processes are strong skills needed.

Read the statements below* and assess how effectively you feel you currently do this. Rank the statements 1-6, where 1 = Very Effective and 6 = Not Effective.

	Rank	Why?
I understand the chosen methodology and get involved in planning and problem-solving		
I encourage commitment and involvement from above and below		
I ensure connection to strategy and key stakeholder groups		
I challenge the organisation to adhere to principles, processes and governance		
I am an engaging champion of improvement and a visible and participative role model		
I support and coach managers and employees through the change journey		
I mobilise the right capability and resources, deploying specialist training as necessary		
I manage performance and get involved in the detail		

I am most effective in the following areas:

I am least effective in the following areas:

How will you improve your effectiveness in the two areas that have scored lowest?

Review How would you start a conversation with your manager to discuss training opportunities to improve your effectiveness on process improvement?

*Adapted from: Surak, Z, (2017) **The work of leaders in a lean management enterprise**

www.mckinsey.com/business-functions/operations/our-insights/the-work-of-leaders-in-a-lean-management-enterprise

All references are cited in The Institute of Leadership & Management (2018) 'Spotlight on Lean and Six Sigma'