Challenges of a Large Deployment
Random facts about large deployments

- Majority of Fortune 500 companies have implemented some form of Lean Six Sigma
- Wide variability in the success of these efforts
- Many challenges exist in large deployments- some are common across any deployment, others are unique to larger deployments.
- Not one right answer- successful deployments flex and change to ensure ongoing success
Common Themes

- Structure
- Training
- Talent
- Adoption
- Strategic Alignment
Structure - the facts...

### Quality is managed by:

<table>
<thead>
<tr>
<th>Revenue Group</th>
<th>&lt; $100M</th>
<th>$100M to $1B</th>
<th>$1B to $5B</th>
<th>$5B to $10B</th>
<th>&gt; $10B</th>
</tr>
</thead>
<tbody>
<tr>
<td>A centralized quality department</td>
<td>32%</td>
<td>35%</td>
<td>24%</td>
<td>33%</td>
<td>28%</td>
</tr>
<tr>
<td>Leadership located in multiple business units/parts of the organization</td>
<td>32%</td>
<td>53%</td>
<td>65%</td>
<td>55%</td>
<td>68%</td>
</tr>
<tr>
<td>A centralized committee of leaders from multiple functions</td>
<td>9%</td>
<td>7%</td>
<td>7%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Senior executive leadership/officers</td>
<td>27%</td>
<td>4%</td>
<td>4%</td>
<td>8%</td>
<td>0%</td>
</tr>
<tr>
<td>Board of external representatives</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Quality is governed by:

<table>
<thead>
<tr>
<th>Revenue Group</th>
<th>&lt; $100M</th>
<th>$100M to $1B</th>
<th>$1B to $5B</th>
<th>$5B to $10B</th>
<th>&gt; $10B</th>
</tr>
</thead>
<tbody>
<tr>
<td>A centralized quality department</td>
<td>22%</td>
<td>50%</td>
<td>22%</td>
<td>17%</td>
<td>24%</td>
</tr>
<tr>
<td>Leadership located in multiple business units/parts of the organization</td>
<td>12%</td>
<td>18%</td>
<td>28%</td>
<td>64%</td>
<td>43%</td>
</tr>
<tr>
<td>A centralized committee of leaders from multiple functions</td>
<td>13%</td>
<td>14%</td>
<td>36%</td>
<td>16%</td>
<td>22%</td>
</tr>
<tr>
<td>Senior executive leadership/officers</td>
<td>50%</td>
<td>18%</td>
<td>13%</td>
<td>3%</td>
<td>9%</td>
</tr>
<tr>
<td>Board of external representatives</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>0%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Structure

- Goals drive structure
- Very challenging to leverage efficiencies of central structure with business intimacy
- Quality of LSS leaders critical in decentralized structure to avoid pet project, pulling of resources into daily work
- Continuum - decide what absolutely should be standard and what decentralized
Training

- Who?
- What?
- When?
Training - the facts.....

Does your organization provide training (either through direct training or compensate for external training) to staff working on quality-related activities?

- Six Sigma: 16%, 27%, 47%, 36%, 63%
- Lean: 23%, 39%, 49%, 54%, 69%
- < $100M: 38%, 48%, 26%
- $100M to $1B: 38%, 48%, 26%
- $1B to $5B: 38%, 48%, 26%
- $5B to $10B: 38%, 48%, 26%
- > $10B: 38%, 48%, 26%

(Respondents: n=871, n=423, n=309, n=169, n=219, n=1,004, n=897)
Training - Who?

- Benefits of wide spread training
  - Creates common language
  - Awareness
  - Demonstrates organizational commitment
  - Identify early adopters

- Challenges of wide spread training
  - check the box mentality
  - Lack of engagement
  - Concept quickly forgotten
Training- Examples and Outcomes

- Mandatory Training
  - Expectation every director and above participate in LSS Sponsor training
    - People did speak the language
    - Opened a conversation about the impact of LSS to their areas
    - Less than 50% ever sponsored a project

- No training beyond Executives
  - Large parts of the organization had no knowledge of efforts
  - Limited the opportunity for engaging ideas
  - Convert people one person at a time
  - Hunt and peck for projects
Training - What?

- Belt Levels - projects drive the level of training to offer
- Sponsor
- Executive
Training - When

- Timing is important!
  - Start with Executives
  - Sponsor and Belts simultaneously
- Multi-generational plan
Talent

- What do in the beginning
  - Bring in talent from the outside
  - Build capability internally
  - Full-time vs. part-time
Bring talent in

- Gain experience and insight
- Can lack business credibility depending on the culture
Develop internal capability

- Can build credibility quickly, depending on selection criteria
- Picking the right partner critical
Selecting the right talent

- Getting the best vs getting the most available
- Understanding skills needed
  - Hint: I really like to analyze data isn’t it!
<table>
<thead>
<tr>
<th>Competency Area</th>
<th>Specific Competencies</th>
<th>Level of Competency (1 to 10)</th>
<th>Average Competency Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Focus</td>
<td>Ability to view the world in the context of the customer and make decisions in the customer’s best interest. Understands key customer needs in assigned areas.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Communication Skills</td>
<td>Demonstrated ability as a strong, clear, and candid communicator, and an effective presenter with good negotiation skills. Listens effectively and stimulates development of new ideas with effective probing/questioning. Documents efforts, actions, plans and can effectively produce reports.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Passion/Enthusiasm</td>
<td>Creates an exciting and positive working environment which promotes creativity. Projects genuine personal commitment to people, the organization, quality and process improvement. Results oriented with a focus on people and meeting the customers needs.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Analytical/Technical Skills</td>
<td>Functional expertise in area of focus. Proflicient in use of Microsoft Office Suite (Word, Excel, Outlook, Power Point). Demonstrated comprehension of Financial Statements Ability to comprehend and analyze complex problems.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Training/Coaching</td>
<td>Effective training and coaching skills. Creates an open and receptive environment for learning and effectively imparts new information. Enjoys helping others develop and maximize their abilities.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Empowerment</td>
<td>Works effectively across departments. Encourages risk taking and empowerment. Ensures the accomplishment of key objectives by inspiring and trusting others.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Change Agent</td>
<td>Understands and embraces the necessity for change. Demonstrates a commitment to life-long learning. Challenges conventional thinking and enjoys problem solving.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Leadership Values/Skills</td>
<td>Leads and inspires others by example. Practices positive leadership through the use of reward and recognition. Demonstrated ability to engage in projects with a keen interest in team members, leveraging individuals strengths to obtain results.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Confidence/Commitment</td>
<td>Respectfully voices opinion in any forum. Willing to become personally involved in problem resolution. Speaks confidently of experience and is recognized as someone who is committed to results.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Results Oriented</td>
<td>Track record of inspiring people to achieve positive results. Well respected individual who consistently demonstrates excellent performance.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td>Respected by Organization</td>
<td>Has developed an effective multifunctional network. Demonstrated ability to make good decisions given the information available.</td>
<td>#DIV/0!</td>
<td></td>
</tr>
<tr>
<td><strong>Grand Average</strong></td>
<td></td>
<td>#DIV/0!</td>
<td></td>
</tr>
</tbody>
</table>
Type of Resources

- Types of projects dictate the level of training
- Long term success requires some level of full time resource commitment.
Strategies for adoption across an organization

- Goal setting
- Strong leadership rotation
- Alignment/participation of Op Ex on leadership teams
Best practice sharing/replication

- Project Tracking
- Report Outs
- Blueprinting
Strategic Alignment

- Number one issue across large deployments
How is Quality Perceived?

Percentage of the Smallest Organizations That Reported Quality Is Mainly a Compliance Activity

15%

vs. 33% for the Largest Organizations
Strategies for stronger strategic alignment

- Participation on executive/leadership team
- Participation on segment/bu leadership teams
- Integration into the strategic planning process
Contact information

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- www.collaborativeleansolutions.com