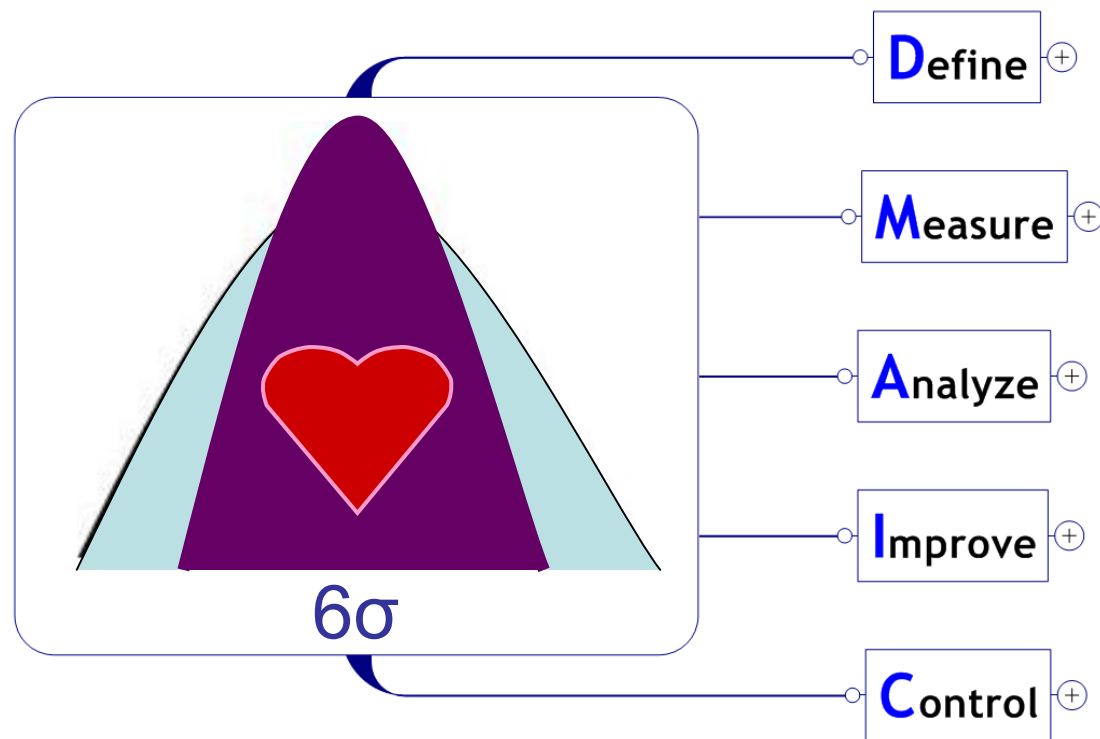


Six Sigma: What's Missing? Applying It to Ourselves!



Doug Zahn Consultant and Coach

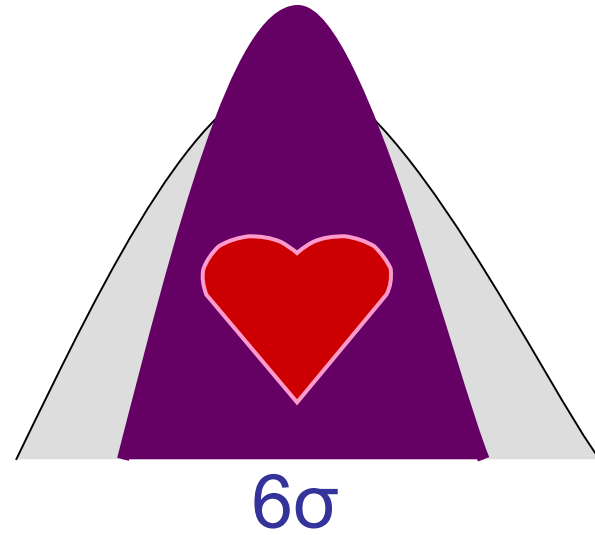
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Part 1



What I've Learned

Part 2



What Is Available

What I've learned

- Relationship
- Attitude
- Breakdown
- Improvement

Relationship affects the quality of my consultations.

- Whether my advice is taken matters to me.
- Sometimes it isn't.

Relationship

- When people don't take my advice, what is happening?

What happens when
I do not take advice?



M U S T A N G



**My attitudes affect the quality
of the relationship.**



Breakdowns occur and contain valuable information

- Breakdowns are a natural part of the consulting process.



promise nothing
and do nothing

Reactions

- Nothing is wrong.
- Where can I hide it?
- Who did it?
- I know it must be my fault.



It sure wasn't me!

The problem

- The **breakdown** is not cleaned up
- The **source** of the breakdown is not identified and addressed
 - and thus this type of breakdown will occur again.

Question shift

Counter-productive questions

- “Whose fault is this?”
- “Who is to blame?”

More useful questions

- “How did this happen?”
- “What can be learned from this incident to keep it from happening again?”

Both contribute

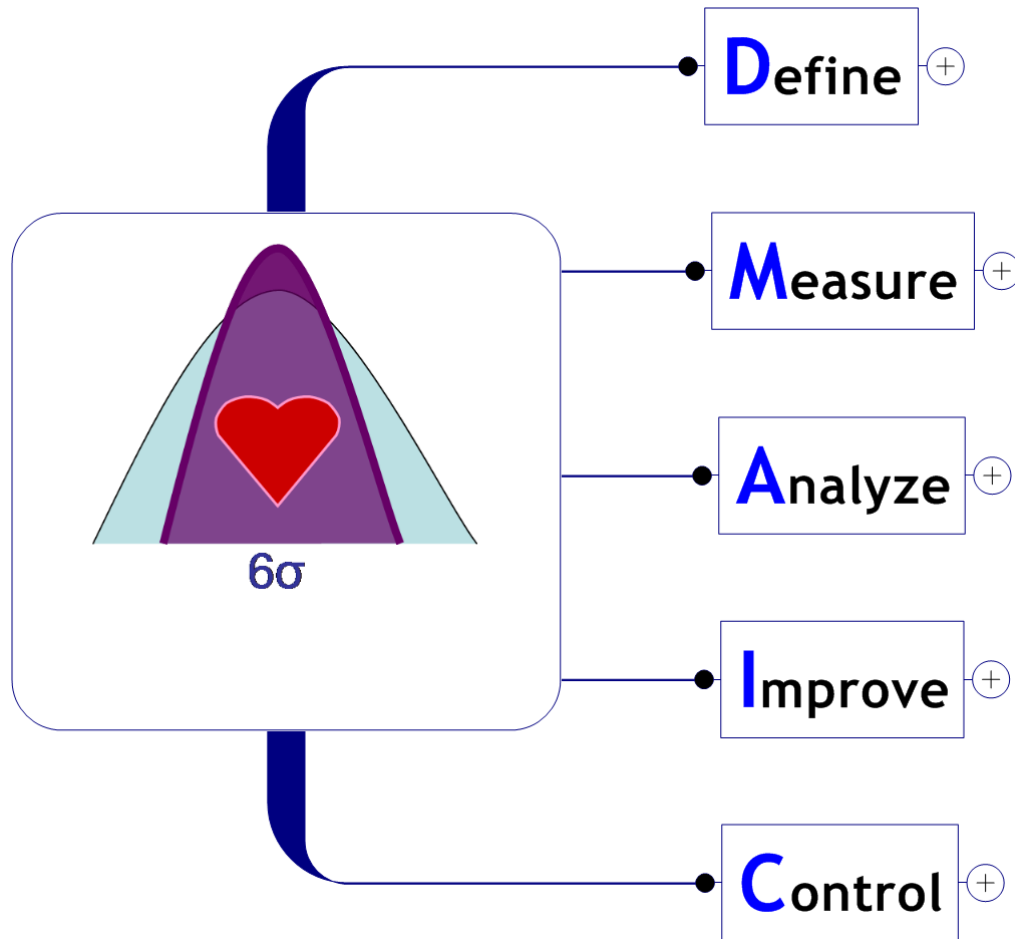
- What part do I play in creating breakdowns in my consultations?
- What am I willing and able to do about this?

The quality of my services can be systematically improved.

VIDEOTAPE + COACH

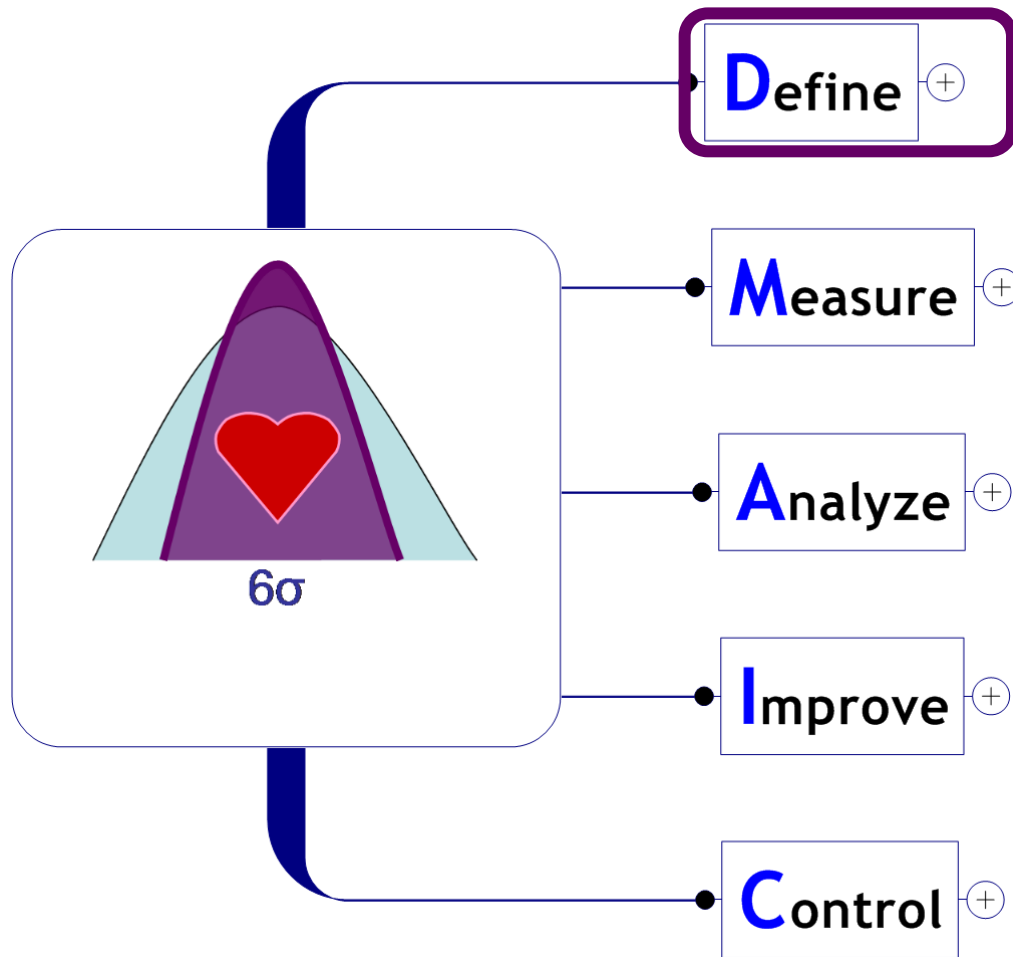
- Relationship
- Attitude
- Breakdown
- Improvement
 - how my relationships and attitudes contribute to the breakdowns that occur in my practice and
 - how to do something about it.

Applying Six Sigma to Ourselves



Take a minute to answer these questions

- Who is your difficult client?
- What makes it tough for you to work with this client?

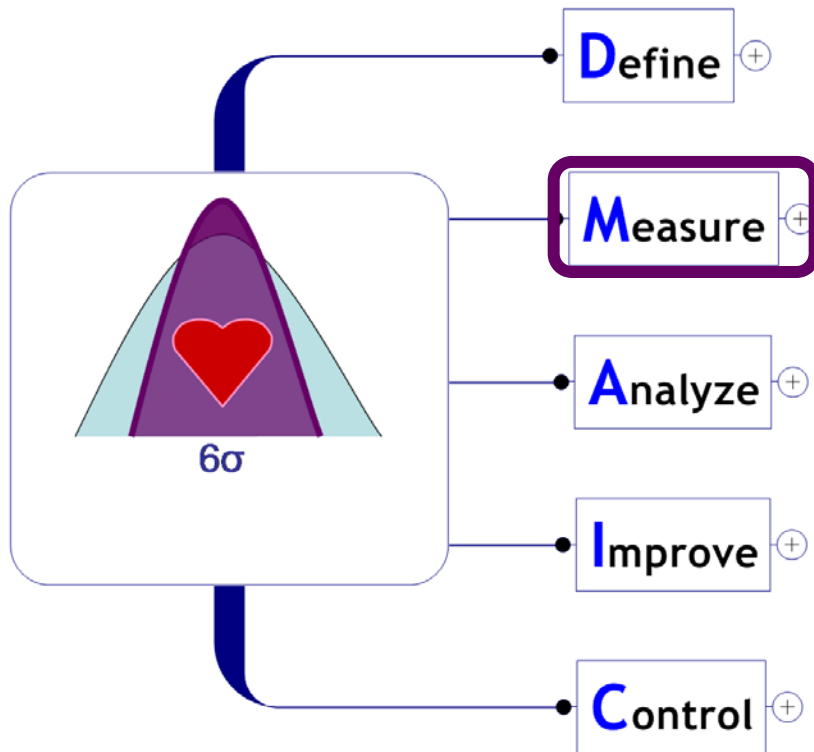


PROCESS:

- Consulting

PROBLEM:

- Ineffective consultations



An effective consultation:

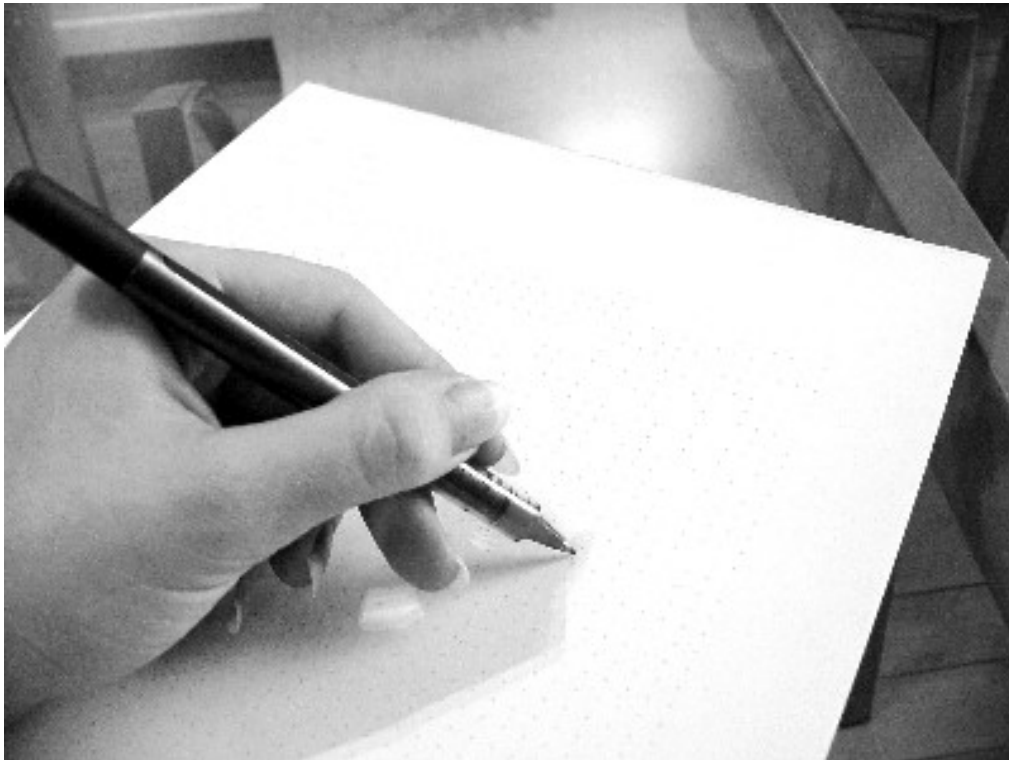
- What the client wants is identified and addressed.
- It ends with an implementable plan.
- The plan is implemented.
- The implementation stands up to scrutiny
- The client views you as a valuable resource

Data Collection

- Memories and anecdotes



The palest ink is
better than the
best memory



Videotape as data



- Better data - videotape of the consultation.
- Not necessary to tape every session
 - And a tape every now and then is invaluable.

Analyze:

- Identify a segment of tape
- What you want to get out of it
- Analyze this segment by looking at:
 - interpersonal,
 - intrapersonal,
 - technical aspects

with a coach

The gold is in what did **not work**.

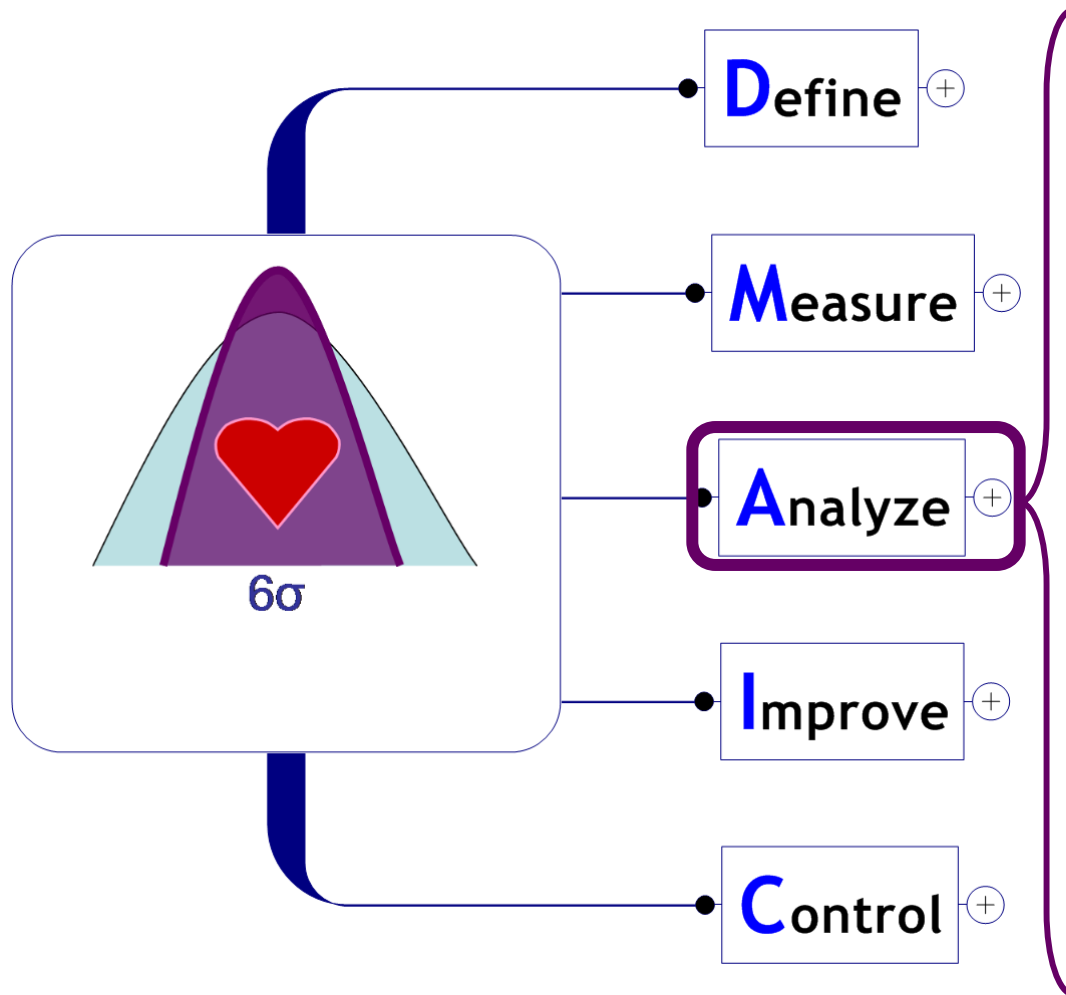
An actual consultation.



- My difficult Client.
- Preparation for consultation
- The first four minutes

- I invite you to take notes
- Compare how I consulted with my difficult client to how you consult with your difficult client.
- What do you notice?

3 LENSES



3 LENSES

INTERPERSONAL



INTRAPERSONAL



TECHNICAL



INTERPERSONAL

- My preparation created a problem.
- I was not engaged.
- I assumed she understood my statistical jargon
- I thinly veiled a command as a question





INTRAPERSONAL LENS

ATTITUDES

- “She shouldn’t have changed her mind?”
- “Doesn’t she know that I spent hours preparing?”
- “I don’t think this project is worth my time.”

EMOTIONS

- Confusion: what are the 2 parts of statistics?
- Anxiety
- Anger



“I highly recommend”

Attitudes

- “She shouldn’t have changed her mind? “
- “Doesn’t she know that I spent hours preparing?”
- “I don’t think this project is worth my time.”

Emotions

- Confusion: what are the 2 parts of statistics?
- Anxiety
- Anger





Technical lens

- What are the 2 parts of statistics anyway?
- Emotional hijacking: 16 years of experience was not available.
- Not speaking on her level technically

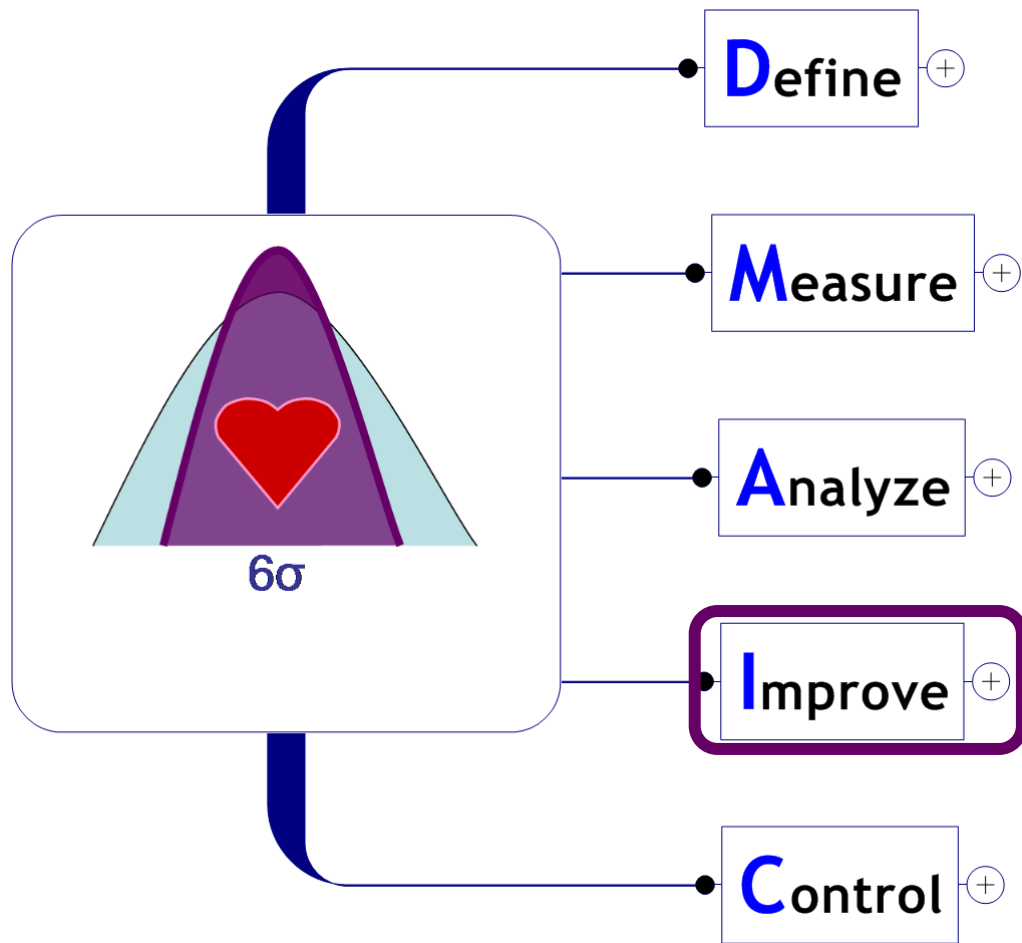
What did you see?



- Any similarities to conversations you have with your difficult client?
- Please take one minute to write your observations.

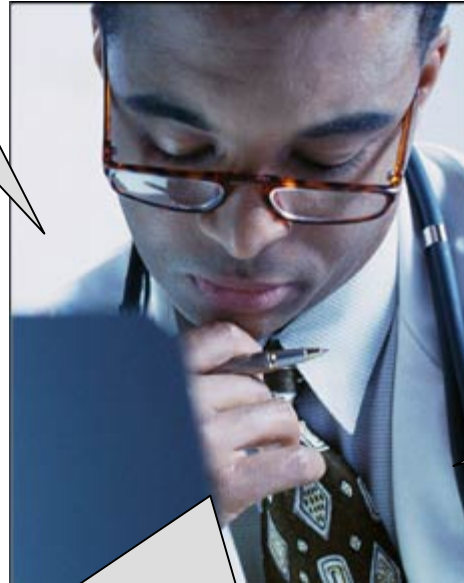


Pick a partner and discuss these questions with your partner for 2 minutes.



- Select a breakdown to address
- Select a strategy to address it
- Implement first in easy, friendly situations
- Gradually ramp up your skills

“Physician,
heal thyself,”



“Let’s use
statistical thinking
to improve
statistical
practice.”

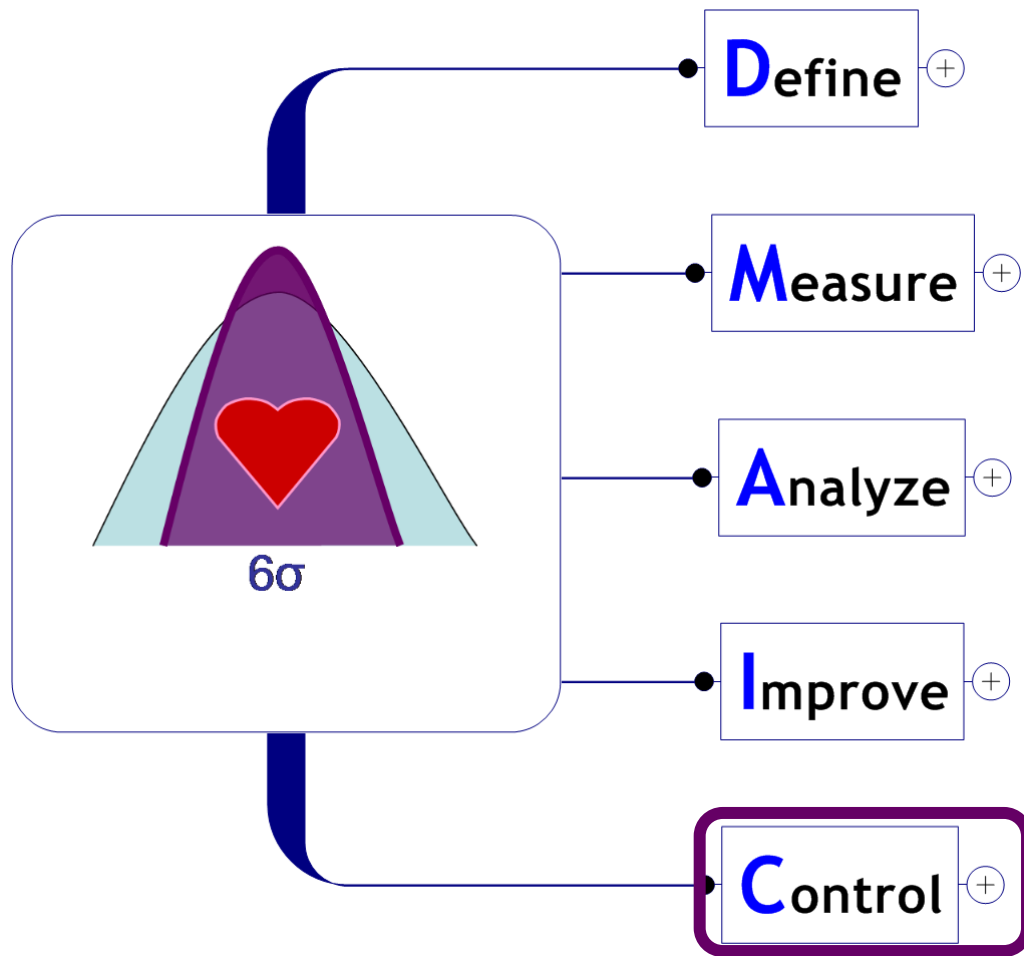
“When a physician has
himself for a patient, both
the physician and patient
are fools.”

- Don't do the analysis alone.
- Do it with someone
 - You trust
 - Who looks at the world differently
 - Who is willing to disagree with you



Changes I Made

- Revise my point of view on my attitudes.
- Be with the person for the entire time agreed. Set aside my attitudes for this hour.
- Focus on finding out exactly what the client wants
- Watch for early warning signs of an emotional highjacking:
 - A flurry of negative attitudes
 - Rising concern about how poorly the session is going
 - AND
 - then ask for a minute to collect my thoughts



- **Set up systems to keep yourself mindful of the improvement you are implementing even while you are in the midst of the heat of a consultation with your difficult client.**

For example:



Write Notes such as:

- **Listen**
- **Purpose?**
- **Want?**
- **Time?**
- **List of my early warning signs**

Your turn.

- How do you help to create the breakdowns you have with your difficult client?
- What is something you can do about this?



Barriers

I tried different strategies before and none worked.

I hate to change.

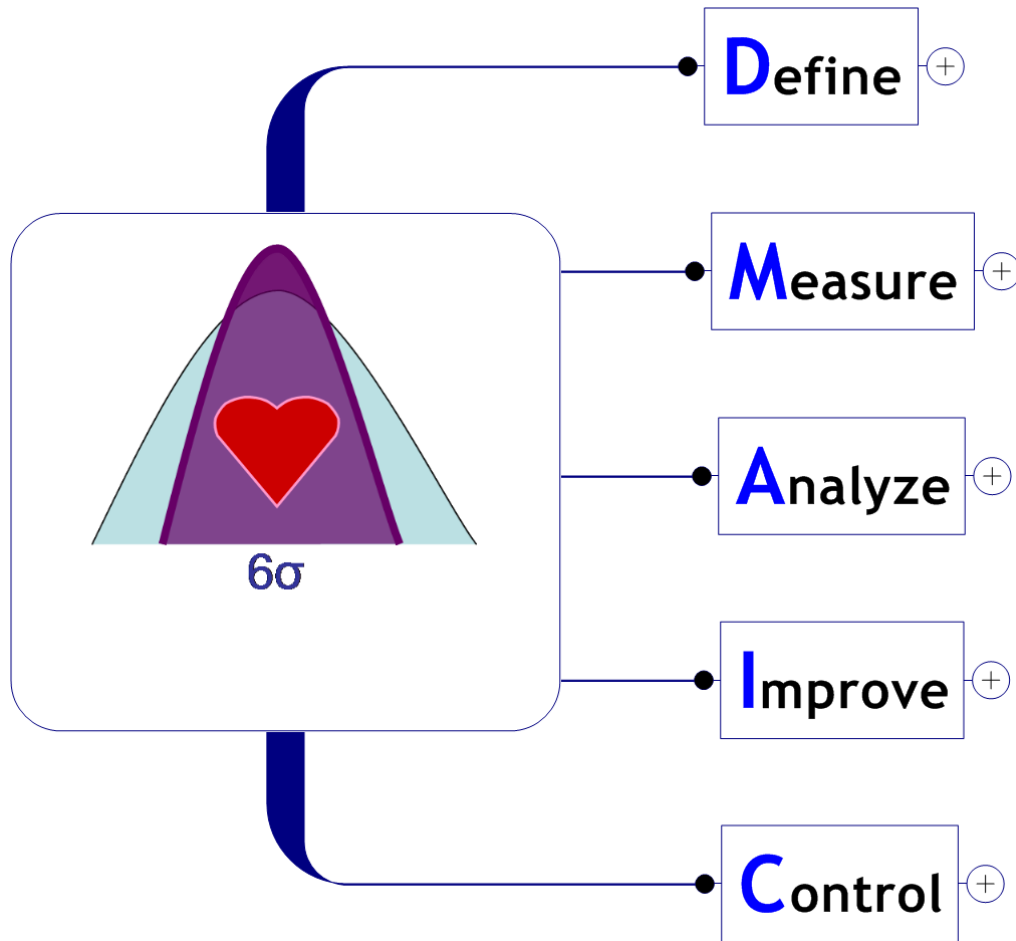
My difficult client is useless.

Will the plan that you
identified be implemented?

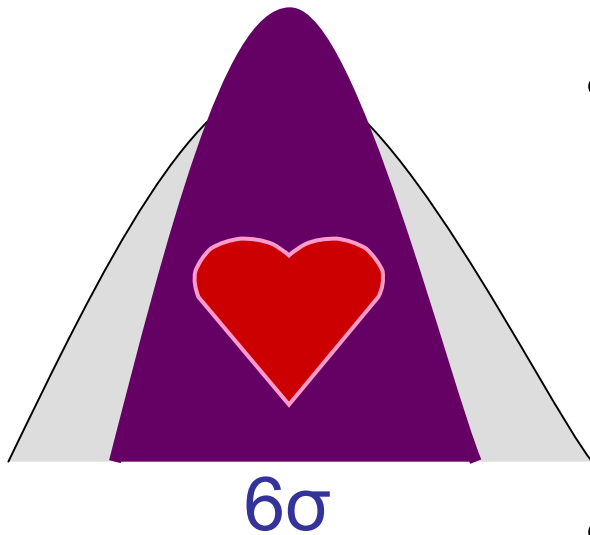
I propose we gather data:

- Put your business card in this box.
- I will send you an e-mail in five weeks
- How did your plan work?
- Additional questions?
- I will respond

What's missing from Six Sigma?



Applying it to ourselves.



- Videotape a consultation
- Analyze it with a coach
 - Interpersonal lens
 - Intrapersonal lens
 - Technical lens
- Identify what is not working
- Generate possibilities for improving your services.