

# Six Sigma: What is Missing

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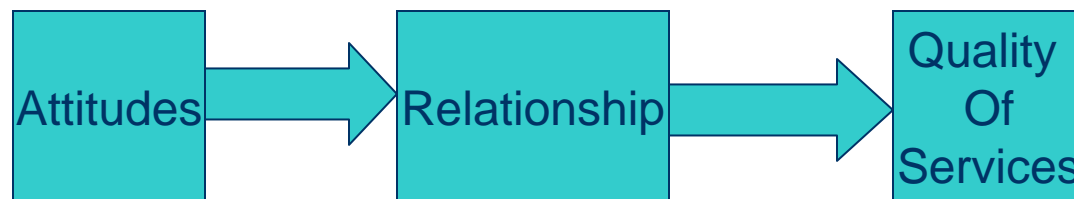
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# Some things Roger Hoerl said...

- Contrary to popular opinion, Six Sigma is not a holistic system for managing quality
  - It doesn't replace your existing quality systems
- Also contrary to popular opinion, there are many problems and projects for which Six Sigma is not the best approach
- Missing:
  - Ability to apply to long-cycle processes, e.g., annual recruiting cycle
  - Ability to make improvements without availability of good data
    - This is a bigger problem than most of us are willing to admit!

## Some things Doug Zahn said:

- “The quality of my services can be systematically improved.”
- “**Relationship** affects the quality of my consultations. “
- “**My attitudes** affect the quality of the relationship. “



# Notes from Michael Hammer

- Most Six-Sigma projects were narrowly focused, concentrating on low-level and small-scale activities, typically within one functional unit of the organization. When managers attempted to apply Six Sigma to larger-scale projects, the results were unsatisfactory until the scope was narrowed.
- Six Sigma was not well aligned with the strategy of the organization as a whole. Although each individual project was worthwhile, in the aggregate the projects did not contribute to larger corporate goals.
- The Six Sigma efforts had not gotten at the company's basic assumptions or its functional organizational structure. Because breakthrough improvements in performance require just such fundamental change, Six Sigma's impact was limited.

From Hammer, M. (2002). Process Management and the Future of Six Sigma. Sloan Management Review, pages 26-32.

# Things missing from Six Sigma (in my assessment)

- Four important things are missing or used insufficiently in the technical, nonstatistical area:
  - Financial analysis.
  - Theory of constraints.
  - Concepts and tools of lean.
  - Simulation.
- Nontechnical aspects I deem not practiced sufficiently in Six Sigma include:
  - The soft side of change management.
  - Performance based management.
  - Customer satisfaction measurement.
  - Selection, training and management of BBs.
  - Broader criteria for project selection.
  - Use of design for Six Sigma.

## But probably the most critical thing...

- A more robust theory and methodology of implementation...
- A tale of two managers
  - A brigadier general
  - A plant manager

Who is more likely to lead in lasting change?