



Enhancing the Impact of Lean Sigma:

Optimization of Results Begins with Reliable Behavior

Business Case for Behavioral Lean Sigma

The cost of sub-optimization is great. In the transportation industry, it can be catastrophic. In the computer systems business, a single failure can sacrifice millions. In the manufacturing and supply chain sector, sub-optimized processes can lead to lost sales to more efficient competition. In commodities production, ineffectiveness can severely affect profit.

The business case for Lean Sigma is overwhelming and universal. Whether it is used in safety, manufacturing, computer systems, invoicing, supply chain, or management, *Lean Sigma promises enhanced safety, production, trustworthy systems, profitability, and future security.* Unfortunately, the business impact of many Lean Sigma projects is never realized or, if it is, it is not sustained in the long term.

CLG on Making It Last

Companies work hard to deploy Lean Sigma recommendations to improve process quality, consistency, cycle time, and cost. But CLG knows that the single most powerful tool in the quest for sustained, consistent process adherence is *people's behavior*. Managers who can align their employees' behavior from top to bottom have a huge advantage that they can leverage for Lean Sigma deployment speed and consistent process compliance. It all starts with understanding how behavior works and then aligning behavior systematically to get results.

Achieving the sustained benefit from Lean Sigma initiatives comes down to this: When employees clearly understand the critical few behaviors they must engage in and are regularly reinforced for performing those behaviors, they will elevate consistent, high-quality process output far above what anyone thought was possible.

How CLG Achieves Sustained, Consistent Behavior

CLG helps leaders construct a *culture of sustained, consistent process adherence*—a pattern of process-focused behavior that is continuously reinforced by leadership and management systems. To achieve this culture, organizations must systematically reinforce the critical few behaviors at all performer levels.

Here is how CLG typically helps clients build a culture of sustained, consistent process adherence:

1. *Analyze the behavioral context of the process* during the initial phases of the Lean Sigma project so that leaders understand what people are doing in the current process and why.
2. *Get initial changes in place to enhance behavior.* We teach performers and leaders to assess current systems and leadership practices that affect behavior using **DCOM**[®].
 - **D**irection: Do performers know what they need to do and why?
 - **C**ompetence: Do performers have the skills to do what is expected?
 - **O**pportunity: What barriers could prevent the behavior?
 - **M**otivation: Will performers do the behavior because they have to, or because they want to?



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Putting encouragers in place and addressing discouragers to tip behavior in the right direction is the key to sustained, consistent process adherence.

3. *Nail down the 2–3 critical few behaviors that have the greatest impact* on sustained, consistent process adherence. Clearly pinpoint and articulate them for managers and performers.

4. *Align and cascade accountability.* Beginning with front-line performers, identify the critical few behaviors, and work up the leadership chain. Clarify what managers at every level must do to reinforce these critical few behaviors. Track behavior metrics and results metrics.

5. *Provide feedback and consequences.* Provide specific, frequent feedback on performance to reinforce what people do right. Be positive and constructive when they slip off target. Make frequent opportunities to provide data-based feedback to performers.

6. *Take performance to the next level.* Your Lean Sigma results will be sustained well beyond the initial investment of time and resources when you add in the focus on behavior. For example:

- In a large pharmaceutical company, average changeover cycle times on vaccine packaging lines were shortened from 240 minutes to 60 minutes by focusing on standardized work behaviors
- In another pharmaceutical company, FDA compliance document defects were reduced by 60% by focusing on vigilance behaviors
- At a large oil company, unscheduled equipment downtime due to valve failures was reduced to zero and was maintained at that level through a focus on surveillance behavior for a financial return of \$500,000
- At another oil company site, a 35% reduction in unscheduled downtime generated a production increase exceeding \$400,000 during the first 2 months of implementing improvements in equipment monitoring; other results included more timely troubleshooting and downtime reporting, increased supervisory performance feedback, and metric review meeting discussions with operators

Most clients find that it is possible to achieve higher levels of improvement through the application of Behavioral Lean Sigma than through Lean Sigma methodologies alone.

About CLG

CLG is a worldwide leader of behavior-based strategy execution and performance improvement consulting that enables companies to achieve lasting results consistently, with speed, precision, and control.

Whether your goal is increased growth, reduced costs, better asset utilization, higher customer satisfaction, better use of technology, or overall culture change, CLG can customize a solution based on your specific requirements. We'll then transfer our behavior-based tools and methodologies to you, so you can continue using them to improve performance long after our engagement is completed.



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