

3.4. Measures of model effectiveness
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TIME-OPTIMIZED LEAN SIX SIGMA

A new model for delivering
improvement projects in less time
without compromising rigor
and the sustainability of results

A model of two acceleration levels with a quality gate

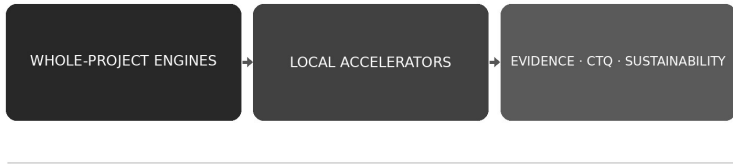


Figure 3. A model of two acceleration levels with a quality gate

The rest of the book moves from definition to action. We first present engines that organize the whole project, then detailed tools for each phase, and finally cases and a method for evaluating results. The figures in the examples are original illustrative data. Their role is to demonstrate decisions and calculations, not to pretend to be findings from actual research.

3.5. An agreement on speed and evidence

The model can be launched only after agreeing what may be accelerated and what the project must not omit. The agreement contains the starting date of both clocks, the definition of completion, the CTQ value and threshold, the process owner, the minimum observation period, the data source, and the authorized decision-maker. It separately specifies decisions the team may make without waiting for a committee. This is a short working document, not another

reporting layer. Its purpose is to prevent disputes over success conditions once the pilot result is already known.

In a complaints-handling project, the sponsor may expect repeat customer cases to fall by half. The team must then establish whether this means reopening the same case within 14 days or any repeat call; otherwise, the baseline and post-change result will not be comparable. If the result applies only to one case group, the conclusion must be limited to that group. Achieving apparent success quickly does not compensate for an incorrect outcome definition [3], [25].

Before each transition to the next phase, the leader asks two questions: what decision is needed now, and what evidence is missing? If only the owner's confirmation is missing, shorten the decision queue. If measurement is missing, perform it. Confusing these situations produces both unnecessary analysis and risky implementations. The agreement thus sets boundaries for experimenting with pace: shorten waiting and unnecessary backtracking while preserving completion criteria. An organization's lasting capability for such learning requires continuous improvement infrastructure [20].

Exercise 3. Waiting for a signature

In four successive projects, sponsor decision waits were 9, 14, 7, and 18 days. After a regular review slot was introduced, similar projects waited 3, 5, 4, and 4 days. Calculate mean time in both periods and its change. Explain why these eight observations do not justify an unqualified causal claim.

Solution 3

Calculate the mean by dividing the sum of durations by project count. Formula: $\text{mean} = \sum t_i / n$. Before: $(9 + 14 + 7 + 18) / 4 = 48 / 4 = 12$ days. After: $(3 + 5 + 4 + 4) / 4 = 16 / 4 = 4$ days. Change: $12 - 4 = 8$ fewer days per project. Interpretation: promising, but the four projects in each group may differ in urgency, sponsor, and difficulty. Without this information, do not attribute the whole difference to the new cadence.

About the Author



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– a manager, business practitioner, and university lecturer. He teaches subjects including leadership to MBA participants. In working with students, he places particular emphasis on developing discipline, motivation, responsibility, independence, and resilience in difficult situations.

As a certified Master Black Belt, he uses Lean and Six Sigma concepts to develop employees' skills and coaching methods to improve the effectiveness of the entire organization.