

INDEX

- Ability, 32, 80
- Active participation, 10
- Adaptation, 33
- ADKAR, 79
- Agile, 35–36, 38–41
- Alignment, 9–16
- American Express, 3
- Analyse phase, 5
- Aspiration, 32
- Awareness, 80

- Big Data, 110–112
- Big Data Analytics (BDA), 110
- Black Belts (BBs), 18, 23, 57–59
- Bloom’s taxonomy, 69
- Businesses, 30
- Business process improvement (BPI), 109

- ‘Catchball’ approach, 13
- Career progression, 41–43
- Carrots competition strategy, 78
- Carrot stick strategy, 77–78
- Carrot strategy, 76
- Catalytic learning capability, 34
- Cause and Effect Analysis, 5
- Champions League, 29
- Champion training, 58
- Chart cumulative flow, 41
- Commonwealth Health Corporation, 3
- Communication, 48
- Continuous improvement (CI), 1
- Continuous learning, 34
- Control Charts, 6
- Control phase, 6
- Cooperative learning, 62
- Correlation Analysis, 5

- Course preparation, 62
- Critical success factors (CSFs), 30, 46
- Critical-to-Quality drill-down tree, 5
- Curriculum, 59–60
 - assessment, 68–70
 - development, 64–68
- Customer satisfaction, 21

- Define–Measure–Analyse–Improve–Control (DMAIC), 5, 24, 59, 93
- Define phase, 5
- 360-Degree feedback mechanism, 40
- Design for Lean Six Sigma (DFLSS), 91
- Design of Experiments, 5
- Desire, 80
- Dow Chemical, 3
- DuPont, 3
- Dynamic capability, 91
- Dynamic sensors, 34

- Effort–impact matrix, 20
- Employee satisfaction, 21
- Engagement, 32
- Enterprising spirit, 34
- Environment Management System, 104
- Establishing vision, 12
- Executive talent, 31

- Feedback, 61
- Financial savings, 21
- Formative assessment, 69
- Ford, 3

- Globalisation, 30
- Green Belts (GBs), 18, 34, 57, 59
- Green technology, 101–106

- Heineken, 29
- Higher educational systems, 116
- High potential (HiPo) employees
 - catalytic learning capability, 34
 - critical top-level roles, 32
 - drive to excel, 33
 - dynamic sensors, 34
 - enterprising spirit, 34
- Histogram, 5
- Honeywell, 2
- Hoshin Kanri
 - application, 9
 - establishing vision, 12
 - Lean Six Sigma (LSS), 13–15
 - management, 11
 - outcome, 9
 - policy control, 13
 - policy deployment, 12
 - policy development, 12
 - strategy deployment, 9
- Hypothesis Testing, 5

- Improve phase, 5
- Innovation, 92–95
- Insufficient time, 26
- ISO 9001, 104
- ISO 14001, 104

- Knowledge, 48, 80, 96

- Leaders, 33
- Leadership, 6
 - behaviours, 49–50
 - characteristics, 50–51
 - positions, 41–43
 - skills, 47–49
 - strategic significance, 47
 - styles, 53–54
- Lean, 1, 85
 - high potentials, 34–35
 - integration, 3–5
- Lean Production System (LPS), 1, 2

- Lean Six Sigma (LSS)
 - Agile program, 36
 - alignment, 9–16
 - benefits, 4–5
 - curriculum, 59–60
 - emerging themes, 107–116
 - green technology, 101–106
 - HIPO selection process, 36–38
 - innovation, 92–95
 - leadership, 45–55
 - methodology, 5–6
 - organisational learning (OL), 96–99
 - project selection and prioritisation, 17–27
 - reward and recognition systems, 76–79
 - sustainability, 83–89
 - teaching and training, 60–61
 - Ten Commandments, 1, 6–8
- Lean Six Sigma strategy, 11
- Learning, 97

- 3M, 3
- Master Black Belts (MBBs), 57, 58
- Measurement System Analysis (MSA), 5
- Measure phase, 5
- Monitoring and control, 27
- Motivational theory, 74
- Motorola, 2, 107

- Non-value-added activities, 2

- Organisational leaders, 85
- Organisational learning (OL), 91, 96–99
- Organisational strategy, 9–16

- Pareto Chart, 5
- Participants, 51
- Phase-gate monitoring, 40
- Poka-Yoke (Mistake-Proofing), 6
- Policy control, 13
- Policy deployment, 12
- Policy development, 12
- Prioritisation Matrix, 5

- Problem-solving, 23, 97
- Process Capability Analysis, 5
- Process Mapping, 5
- Project Charter, 5
- Project reviews, 23–25
- Project selection
 - criteria and score, 21, 22
 - effort-impact matrix, 20
 - failure, 25–27
 - good and bad, 18–19
 - responsible, 22–23
- Public sector organisations, 114–115

- Quality Management System, 104

- Reinforcement, 80
- Rewards and recognitions system, 73–75
 - management strategy, 79–80
 - types, 76–79
- Risks, 21
- Robotic Process Automation (RPA), 108–110
- Root Cause Analysis, 5
- Run Charts or Control Charts, 5

- Scatter Diagram, 5
- Self-determination theory, 74
- Single Minute Exchange of Dies, 5
- Six Sigma, 1
 - high potentials, 34–35
 - initiatives, 3
 - integration, 3–5
 - Motorola, 2
- Small and medium enterprise (SME), 42
- Soft skills training
 - business process understanding, 63
 - communication skills, 63
 - leadership skills, 63
 - management skills, 63–64
 - positive attitude, 63
- ‘Solution unknown’ projects, 17
- Spontaneous carrot strategy, 78–79
- Sprints, 41

- Standard Operating Procedures (SOP), 6
- Statistical Engineering (SE), 113–114
- Stick strategy, 77
- Strategic alignment, 21
- Summative assessment, 69–70
- Supplier–Input–Process–Output–Customer (SIPOC), 5
- Sustainability, 7, 70–71
 - critical challenges, 84–87
 - strategies to overcome, 87–89

- Talent management, 30
- Ten Commandments, 1, 6–8
- Three Cs model, 53
- Three Rs, 51
- Time, 21
- Top talent, 31–33
- Total Quality Management (TQM), 92
- Toyota, 46
- Track velocity, 41
- Training
 - BBs, 58–59
 - champion, 58
 - GBs, 59
 - MBBs, 58
 - soft skills, 62–64
 - YBs, 59
- Transferring knowledge, 98
- Transactional leadership, 54
- Transformation, 49–50

- Value-added activities, 2
- Visual Management, 6
- Voice of the Business (VOB), 23
- Voice of the Customer (VOC), 5, 23

- ‘War for Talent,’ 31
- WebProfits, 31

- X-matrix, 13, 15

- Yellow Belts (YBs), 34, 57, 59