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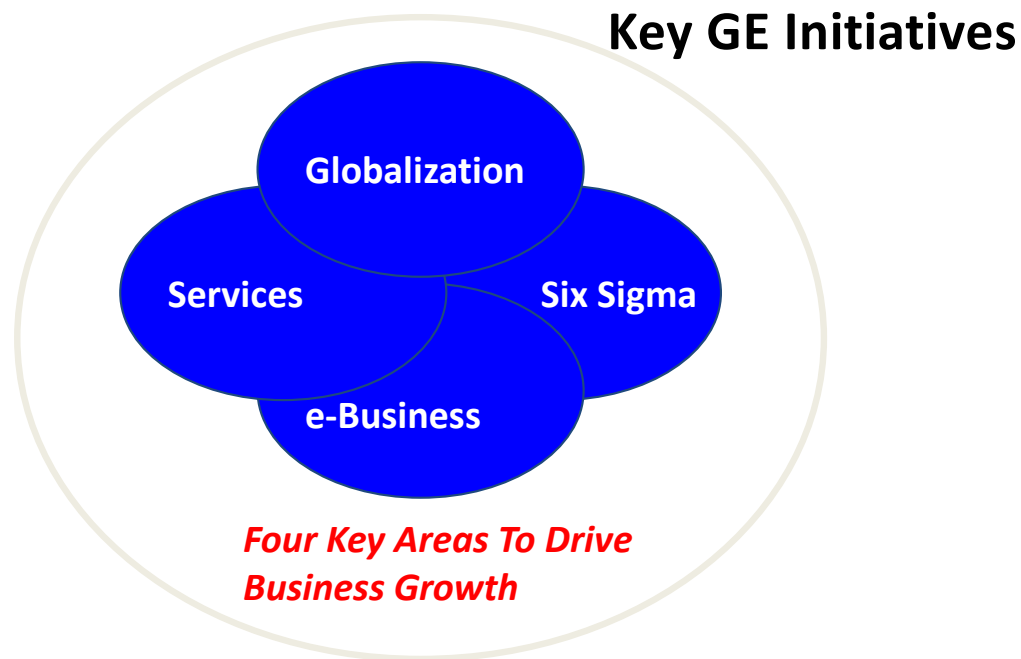
SIX SIGMA organisation

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This material and what the Professors say in class are intended for didactical use only and cannot be used outside such context, nor to imply professors' specific beliefs or opinion

Six Sigma at General Electric

“In 1994 ... when we said there was an ‘infinite capacity to improve everything’ we believed that as well - viscerally - but there was no methodology or discipline attached to that belief ... there is now. It is Six Sigma quality, along with a culture of learning, sharing and unending excitement.”



Jack Welch, 1997

Source: www.ge.com

Six Sigma Director/Corporate Champion

- ❑ Lead the change with the delegated authority of the CEO
- ❑ Commit to deliver the Sigma benefits on cost and time
- ❑ Manage key executive and corporate stakeholders
- ❑ Manage key central resources and budget
- ❑ Manage scope of the transformation
- ❑ Ensure that the transformation addresses sustainability

Deployment Champion

Deployment Champions have strategic departmental positions...strong leaders...

Responsible for development and implementation of Six Sigma deployment plans and implementation for their process / department / function

Responsible for the effectiveness and efficiency of the Six Sigma support and communication systems, including collaboration with other departments / functions

Assists leadership with resource allocation and prioritisation of projects

Co-ordinates project selection and supports Top Management

Master Black Belt (MBB) role

MBBs have strategic & tactical positions with highly technical Six Sigma skills...

Full-time, dedicated positions that are responsible for the long-range technical vision of Six Sigma

Responsible for training black belts and coach/mentor across programme

Sound technical skills, strong stage presence, and credible leadership.

Ability to enable rapid implementation

Reports to business transformation

Provides technical advice and coaching to the project sponsor and deployment champion for the projects assigned to the MBB

Black Belt (BB) role

Black Belts have tactical positions and are the primary leaders of projects & other belts

Project leader

Full-time, dedicated positions that are responsible for delivering promised results to the departments & organisation

Responsible for training and coaching of DMAIC/DFSS Green belts (initially assisted by MBB)

Lead line-of-sight or cross-functional, process-improvement teams

Utilise and disseminate the Six Sigma tools and methods

Network/collaborate with other black belts to benefit the business

Green Belt (GB) role

Green Belts extend & integrate the Six Sigma methodology into the line

Six Sigma project leader, approximately 20% of their time

Responsible for projects leading to savings and behavioural change

Deliver a Six Sigma project targeted at their existing line responsibilities
every six months

Integrate Six Sigma methods, tools and ways of working into line
operations

Yellow Belt role (team member)

Six Sigma becomes pervasive

Project team members on a DMAIC project

Bring specific process expertise to the project team

Undertake awareness training and are contributors to continuous improvement

Work under the guidance of a Black / Green Belt for the duration of a project

Information systems role

- To advise the Black / Green Belt in the sources and access to data for the measure phase and beyond
- To advise the Black Belt in defining the information systems requirements for the improve phase
- To facilitate the required activity and resource for information systems work
- To plan the expected resource for the Six Sigma projects within the transformation

To advise the Black / Green Belt in defining the financial benefits
to ensure that benefits meet the appropriate definition and that
they are comprehensive

To validate the financial impact of the project

To take responsibility for tracking the project in the realisation
phase

To institutionalise the financial impact of the project



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