Contents

Foreword ix
Preface xi
Acknowledgements xv

Part I Using Lean Six Sigma to Solve Business Problems 1
Chapter 1 Introduction 3
Chapter 2 Business Problem Solving 13
Chapter 3 Measure for Leaders 33
Chapter 4 Analyse for Leaders 47
Chapter 5 Improve for Leaders 63
Chapter 6 Control for Leaders 75

Part II Using Lean Six Sigma Principles 85
Chapter 7 Leading a Process Based Organisation 87
Chapter 8 Delivering Everyday Operational Excellence 103
Chapter 9  Winning Hearts and Minds  117
Chapter 10  Integrating with Agile  125
Chapter 11  Turning Strategy into Action  137
Chapter 12  Creating a System for Innovation and Design  149
Chapter 13  Lean Six Sigma and Agile Digital Transformation  155

Part III  Involving Everyone in Lean Six Sigma  163
Chapter 14  Learning and Development – The HR Perspective  165
Chapter 15  The Employee’s Perspective  175
Chapter 16  The Manager’s Perspective  189
Chapter 17  The Practitioner’s Perspective  197

Part IV  Stories and Case Studies from Leaders  215
Kevin Barrett, SVP, European Manufacturing, CooperVision  218
Leading Change at Ricoh UK Limited – Mike Baddeley  229
Personal Leadership Perspective – Derek Kennedy, Forensic Science, Northern Ireland  234
Personal Leadership Perspective Mini Case Study – Sky UK and Aegon  242
Personal Leadership Perspective Mini Case Study – Barclays  251
Personal Leadership Perspective Mini Case Study – The UK Government, Central Government Department  255
Personal Leadership Perspective Mini Case Study – UK Government, Homes and Communities Agency  258
Personal Leadership Perspective Mini Case Study – Exclusive 5 Star Hotel Group 266
Personal Leadership Perspective Mini Case Study: Vanderlande 270
Final Thoughts and a Warning! 277
Starting the Lean Six Sigma Engine 280

Index 283