

## Foreword to the Second Edition

During the past five years, i.e. since the publication of the first english edition, the deployment and scope of Six Sigma<sup>+</sup>Lean has continually developed. This fact, our own numerous experiences and suggestions by users of the methodology has inspired us to add a number of content-related supplements and upgrades to the book. More importantly, we were also inspired to a paradigm change: from Toolset to Mindset.

In addition to this, we are increasingly aware of the danger that tools and templates frequently dominate project work, even though most tools and checklists utilized do not necessarily ensure good project results and/or acceptance within the organization. Furthermore, it cannot be denied that a, certain over organization of project work exists. Not every problem that we see, justifies the organizational effort that is applied. For these reasons, we developed the tool based approach into a question-based one.

It has in fact become apparent that systematic questioning is the best filter for selecting the suitable tools. Experience shows that this leads to quicker and better results. Tools are just the means to the solving of the problem. No more, no less.

The acceptance among stakeholders can also be significantly increased by a question based approach. This target group is not confronted with a multitude of tools and the detailed information contained within them, but is provided with insights and answers.

We thus provide you an optimization approach going far beyond the classical toolset. Nevertheless, we did not want to rename the book as a mindset, keeping the known and proven chronological structure, but adding the described questions and providing further relevant tips for practical application.

In our opinion, the result is a book, which is even more suitable for fulfilling the requirements of practical improvement work. We are looking forward to your feedback.

Apart from the authors, who invested innumerable nights and weekends in the realization of this book once again, I would also like to take this opportunity to thank the UMS team. Dear colleagues, you continuously contributed your enormous experiences to the book.

## FOREWORD

Thank you for this. I would especially like to mention my colleagues Martin Funk, Felix Reble and Marc Török, who provided excellent support especially for the Lean tools, statistics and the Measurement System Analysis. Thanks too, to Alastair Gardner for working to improve the reader's experience, and Mariana Winterhager, who, just as in previous editions, worked again around the clock on the graphic design.

I wish readers good luck in the application and further development of this "Best Practice" approach.

Frankfurt am Main, January 2013

Stephan Lunau

## Foreword to the First Edition

Six Sigma has established itself globally over the last 20 years as a best practice concept for optimizing processes. Many renowned companies from a diverse array of business branches successfully deploy Six Sigma and profit from the benefits of Six Sigma-inspired projects, significantly improving their net income. Focusing on customer needs and measurability is at the forefront of this approach.

In the course of its long history the Six Sigma approach has undergone many developments and upgrades and these have been incorporated into the original concept. One very important step is the integration of Lean Management tools into the classical Six Sigma concept. Along with reducing process variation – which is achieved through classical quality tools and statistical analysis, these tools contribute decisively to achieving a significant acceleration in process speed and a reduction of inventories and lead times.

As practiced by UMS GmbH, in its applications, the Six Sigma<sup>+Lean</sup> approach thus combines the tried-and-tested tools of both worlds, which are linked together systematically in the proven DMAIC process model. Effective tools exist for every problem, ensuring that excellent and sustainable project results are achieved.

We took the chance to update the book with respect to the latest developments of the method and incorporated the customer feedback of the last years.

Here we focused especially on an improved Define phase, the incorporation of the OEE measurement in the Measure phase and a revised Lean Toolset.

The present Six Sigma<sup>+Lean</sup> Toolset takes into account the described developments by serving as a practice-oriented reference book for trained Master Black Belts, Black Belts, and Green Belts. It contains all key Six Sigma<sup>+Lean</sup> tools, which are depicted in clearly structured graphs, charts and highlighted with examples. The book follows the successive phases of a project and deals with the tools according to their respective place in the Define, Measure, Analyze, Improve, and Control phases. This enables the expert to work through his projects chronologically, with the Toolset acting as a guideline.

I am indebted to members of the UMS team; their detailed expertise and rich wealth of experience contributed to realizing this Toolset. In particular my co-authors Alexander John, Renata Meran, Olin Roenpage, and Christian Staudter. I would like to thank Astrid Schmitz for her effort in the translation and adaptation process. Finally, my thanks go to Mariana Winterhager for her continuous effort in incorporating all the changes and the improvements into the Toolset.

I wish readers good luck with their projects.

Frankfurt am Main, July 2008

Stephan Lunau

Six Sigma+Lean Toolset

Mindset for Successful Implementation of Improvement  
Projects

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