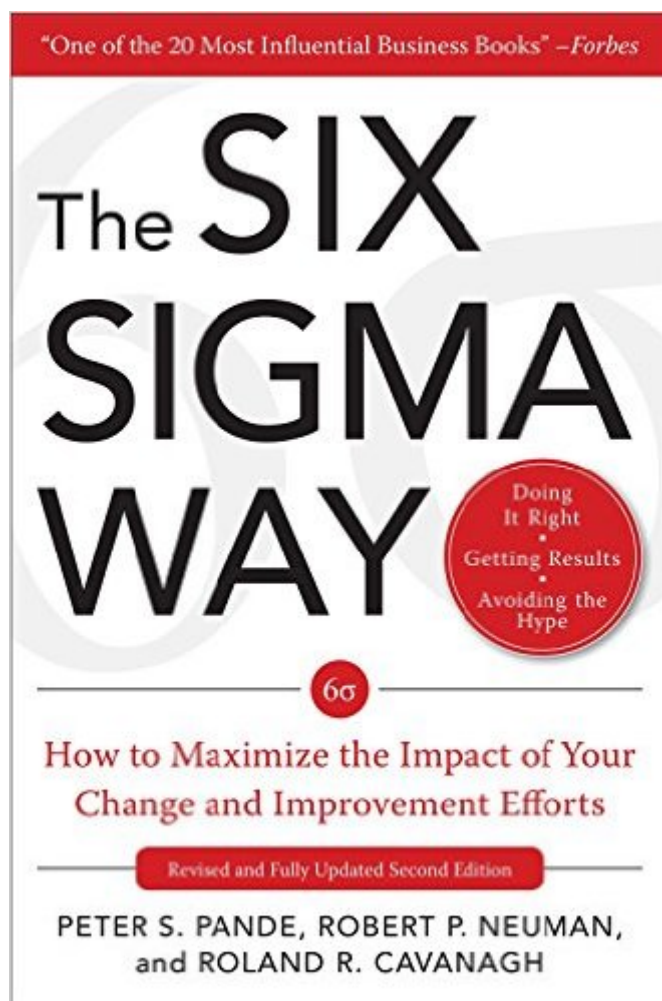


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The Six Sigma Way: How GE, Motorola, And Other Top Companies Are Honing Their Performance



Synopsis

Six Sigma was originally developed at Motorola in the 1980's and has become one of the most widely discussed and reported trends in business over the past two years, thanks largely to the phenomenal successes of the Six Sigma program at one of the world's most successful companies, GE.

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Customer Reviews

I am a former GE Capital Black Belt and now Master Black Belt with experience at various companies in the process of implementing Six-Sigma Quality initiatives. I can tell you that I consider "The Six Sigma Way" by Pande et al as required reading for anyone who is even considering implementing or participating in a Quality program of this type. Whether you are an aspiring Black Belt or a seasoned member of the Senior Leadership Team, you'll find a lot of good ideas and advice on proactive Quality in this book. "The Six Sigma Way" introduces these state-of-the-art tools and concepts in plain...and often entertaining...English (for the rest of us), as opposed to the other books I've read that are dry and full of high-level concepts and statistical formulas that are far too advanced for most initial Six Sigma efforts anyway. The book provides an easy-to-follow roadmap for setting the proper foundation of a Six Sigma program and for obtaining buy-in and support from co-workers and business leaders. You can pick and choose whichever higher-level tools and techniques your business needs once you have established this critical (and often neglected) foundation. The book also promotes one of the more important aspects of the Six Sigma

methodology that others seem to miss...that there is no single way of doing it! The authors recognize that every business environment is not the same, and that different aspects and techniques will appeal to different business cultures. One of this book's best features is that it very clearly spells out the principles involved with Six Sigma and then offers some practical ideas on how they can be successfully applied to a strategy for your specific business.

Over the years, I have worked with dozens of small-to-midsize companies, all of which were in dire need of improving one or more of the following: cost reduction, culture change, customer retention, cycle-time reduction, defect reduction, market-share growth, productivity improvement, and product-service development. You can thus understand why I was curious to know to what extent (if any) Six Sigma could be helpful to small-to-midsize companies. By now we have become well aware of the success of Six Sigma initiatives at major international corporations such as ABB, Allied Signal/Honeywell, Black & Decker, Dow Chemical, Dupont, Federal Express, General Electric, Johnson and Johnson, Kodak, Motorola, SONY, and Toshiba. Once having read this book, I am convinced that -- with certain modifications -- Six Sigma could perhaps be even more valuable to small-to-midsize companies which, obviously, have fewer resources. What exactly is Six Sigma? The authors provide this definition: "A comprehensive and flexible system for achieving, sustaining, and maximizing business success. Six Sigma is uniquely driven by close understanding of consumer needs, disciplined use of facts, data, and statistical analysis, and diligent attention to managing, improving, and reinventing business processes." The authors identify what they call "hidden truths" about Six Sigma: 1. You can apply Six Sigma to many different business activities and challenges -- from strategic planning to operations to customer service -- and maximize the impact of your efforts. 2. The benefits of Six Sigma will be accessible whether you lead an entire organization or a department. Moreover, you'll be able to scale your efforts, from tackling specific problems to renewing the entire business. 3.

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