

Achieving HR Excellence through Six Sigma

By Daniel T. Bloom (Founder & Managing Partner, Daniel Bloom & Associates, Inc.)





Consider for the moment the left fork in the picture. If we take the left fork, you will notice in the picture there is a do not enter sign. This is the route of no change. The response to change demands is nothing. We are fully content with things the way they are. But, we also have to be aware that there is a level of risk with this decision. We risk placing ourselves and the profession on the road to irrelevance. We risk forcing human resources into a state of mediocrity or commodization. The result may very well be at best our further alienation within our organizations. Even further, it could lead to the total dissolution of the profession we love and strive to excel within.

The right fork begins the process of moving human resources towards a place of total involvement in the ongoing discussions surrounding organizational strategic decisions and the role we play in those decisions. We clearly can make the business case that we are the gatekeepers for the utilization of the organizational human capital assets.

Achieving HR Excellence through Six Sigma makes the assumption (we know the problems with assumptions) that, as human resource professionals, we have chosen

The human resource profession is confronted with a major challenge that will determine the future of our profession. The global workplace has forced changes on the way human resources operates and conducts business. We totally get it; change is a very scary thing. As human beings, we avoid it at any cost. Human resources is at the place and time within the profession similar to the picture to the left.

to take the right fork in the road. We are willing to take the chance and make our way through the change process. The intent of the pages that follow is to provide a roadmap through this journey of change culminating in HR Excellence. In laying out the groundwork for this process, we will approach the concepts from two perspectives. These two perspectives are separate but interdependent.

The first perspective is to look at the change process in particular. How do we apply it? How do we identify what needs to be changed? How do we identify the strategies that will work in our particular circumstance? We also will look at the history of business change and what brought the change movement in existence. We will provide the human resource professional with an idea of some of the tools available to guide you down the road. We will show you the roadmap to navigate the new direction you have chosen.

The second perspective is a look at the precise areas of human resource management where the change process has been successfully applied. We also will suggest that as managers we have missed the boat on the opportunities to utilize HR Audits for more than just compliance issues. So let's begin the journey.

The Change Process

As human beings, we are an integral part of a natural system. Like all natural systems they change shape and characteristics over time. These changes we accept with little or no fanfare. They happen and there is nothing we can do about it, so we continue our lives every day taking in account the new environment we live in.

Unfortunately, when we transition to the business environment, the same does not hold true. We know we have to be at work at a certain time. We know that there is a set route we must take to get to work. When this environment is changed in any way, it brings on sense of panic. We are creatures of habit, so asking us to change the habits creates uncertainty. What we need to understand is that the business environment is no different from the natural system. The changes in our business environment either develop slowly or they are dramatically placed in our faces.

The changes in the business environment are caused by two very diametrically opposed views of the world. The first, espoused by some politicians and some members of management, is that we need to return to the late 1990s. Employment was at almost full level. This view does not take into account the systemic changes that have occurred in our global workplace. Corporations were showing great examples of innovation.

Fast forward to the current recessionary times, and we are confronted with a different view. With the advent of these recent economic times, corporations felt that the only recourse they had was to cut headcount. In turn, they were reporting they were seeing the greatest level of productivity in US history. The problem is that the

lowered headcount did not correct inherent process problems within the organization. They have operated from the idea that if there was an obstacle to meeting the needs of the organization it has to be the human capital that is holding up the process. The human capital dead wood is what is cut.

Let me establish a premise in the forefront of our discussion. Every organization is governed by processes. These processes determine how we do things. The way the processes are utilized is based on the corporate culture. These cultural processes provide us with the answer as to whether we are a commodity (taking the left fork in the road) wallowing in the world of mediocrity or soar to the kingdom of excellence (taking the right fork in the road). In order to reach the goal of achieving HR excellence we need to re-examine how we review these processes.

Each and every one of these cultural processes is inbred with hiccups or glitches. Some of the hiccups are blatant and just by looking at the organization you can see them. When was the last time you called customer care and went through customer service mirage as you continue to hit buttons on the phone to get where you need to be? Others are not so apparent. They are hiccups which are hidden from view because we have not asked the right questions about the cultural processes to find them. Furthermore, they are hidden because as an organization we have not gone out there and looked for the hiccups in our processes. These hiccups determine whether we soar to HR excellence. The vehicle for taking this journey is the continuous process improvement method called Six Sigma.

Six Sigma Methodologies

Remember when you were in high school taking that required science class, and the teacher told you that everything you did in class was based on something called the scientific method. Business has at its disposal its own scientific method to improve the way we do business. Like the high school scientific method, it involves reviewing creditable, verifiable data to identify and correct the process problems within the organization.

In the 1980's, Motorola introduced a new process for determining both the financial basis and the need for current, verifiable, and reliable workforce metrics and analytics. Motorola introduced the concept of six-sigma. While to this point, it has been the primary venue of the manufacturing side, the time has come to carry the continuous process improvement efforts over to the transactional side of our businesses. We do

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this by introducing the six-sigma methodology to the transactional side of our organizational operations.

The six sigma methodologies ask us to explore processes to see if we can identify the conditions that are causing the operation not to function as efficiently as possible. We do this exactly the way you did in that high school science class. We call this version of the inquiry method the DMAIC process. We define the problem followed by collecting verifiable data in which we can measure the effects of the process on the organization. After this is complete, we then review the data to see if

it showed what we expected it to. If it does, we begin to make changes to the process so that any obstacles are removed. The process ends with the establishment of a standard of work which ensures that every time the organization requires this process it is implemented the same way every time.

In a later section of this white paper, we will look at how we can directly apply this to HR in order to reach a point of excellence. However, before we undertake that part of our journey we must first determine what we mean as HR excellence.

What Do We Mean by HR Excellence

In order to respond to that question, we must actually arrive at two separate definitions. The first definition is what we mean by the term excellence in its own space. If we go to Dictionary.com (<http://www.dictionary.com>) and look up the word excellence, the results continue to present us with the same concepts. Dictionary.com initially tells us that excellence is a fact or state of excelling, superiority, and eminence. In other words, we need to be providing services which are better than our colleagues in other HR departments. It also tells us that excellence can be applied to the quality or feature of what we bring to the table. The World English Dictionary adds that excellence is the state or quality of excelling or being exceptionally good and excelling at what we do. If we carry this further, we can begin to develop our concept of human resource excellence. For our purposes, we will define human resource excellence as demonstrating to the organization that we are a valuable contributor to the overall strategic direction of the organization. There is a quote sitting on the wall at West Point which gives us an image of what HR needs to do to excel: "Excellence is the result of Caring more than others think wise; Risking more than others think safe; Dreaming more than others think practical;

Expecting more than others find possible." Human resource excellence means that we care about what we are doing, and not just going through the motions of what we are expected to do. We are not content to see things as they are, and the response that we do things because it is the way we always have done it is not acceptable. We further make expectation decisions that go far beyond what the organizations have come to think we do. The Human Resource function is the vital resource of understanding how to optimally utilize the organization's most valuable asset— human capital. Human Resource professionals need to understand and take the position that they are part of the total organization, not just their specific silo of operations. The difficulty is that many of these highly productive organizations have done so at the expense of the long term viability of the organization. They have operated from the idea that if there was an obstacle to meeting the needs of the organization it has to be the human capital that is holding up. As with most situations within current thinking in management, the solution to the problem is remove the dead wood, cut headcount. We have to recognize in our journey to excellence that the problem is not talent, it is the process.

Application of Six Sigma to Human Resources

In order to determine the effect of the hiccups discussed earlier, we need to measure where we are and where we are going. Bersin and Associates, in their recent white paper entitled *The Top Best Practices for the High Impact*

HR Organization, found that among the challenge facing the HR function was the ability to measure HR functions in terms of both the financial impact on the organizations and how to deliver verifiable metrics which will deliver a

clear picture to management of what HR delivers to the organization. Six Sigma provides us with the vehicle to do both. Let me begin by posing a little scenario. You are sitting at your desk and the CFO delivers to you the financials for your department (Makes no difference whether it is the monthly, quarterly or annual financials). What do you do with the report? Just an initial thought – how you answer this question indicates whether you are part of the problem or part of the solution. If you are part of the problem, you taken the left fork in the road; if you are part of the solution, you have chosen to take the right fork. As we have talked to a number of human resource professionals about what they would do in this scenario, many have said the either review the numbers themselves or sit down with the members of the department and look at the numbers. The purpose of this review is to see what the numbers are telling us. If all you do is review numbers, then you are part of the problem. Being part of the problem is not leading us to HR excellence. To be part of the solution, we need to change how we respond to the scenario. We need to begin to question why the numbers are there and where they come from. What is generating those numbers? What in the process is causing less than optimal performance on the part of human resources? In a recent seminar, one of the participants said she had been

asked by her IT department to prepare a cost analysis for the implementation of an applicant tracking system. In our push toward HR excellence, she needed to find what was generating the numbers she had. One of the ways to do this is to implement some of the various tools that can be found in the six sigma tool box. One of these is a cost of quality worksheet. It allows us to convert our processes to financial terms. In this case, we reviewed her recruiting process which showed some very eye-opening factors. Shown below is the Cost of Recruiting worksheet we developed in class.

The Cost of Recruiting worksheet clearly demonstrates the delays that occur in our recruiting process will cost your organization money that is subtracted from the overall revenues. For example, if we have assigned a staff member to be the sole point of contact on an available position and they can't begin to work on sourcing talent until the job is actually approved, we have non-value added steps to the process. If we look at the first line of the COR Worksheet, we find that if we are paying the recruiter, \$50,000 annual income and they are sitting waiting for the approval to come through it has cost the organization \$1512 including benefits to wait for approval in the first 24 hours. How many other steps in the process

COST OF RECRUITMENT WORKSHEET

Tasks	Average Hours/Task	Hourly Rate	Cost of Task	Cost of Materials	Other Failure Costs of Non-Conformance	Total Cost
Position Requisition	36.0	\$42	\$1,512.00	\$0.00	\$0.00	\$1,512.00
Attract Candidates	90.0	\$42	\$3,780.00	\$0.00	\$0.00	\$3,780.00
Source Candidates	200.0	\$42	\$8,400.00	\$0.00	\$0.00	\$8,400.00
Interview Candidates	40.0	\$42	\$1,680.00	\$0.00	\$0.00	\$1,680.00
Management Time	20.0	\$63	\$1,260.00	\$0.00	\$0.00	\$1,260.00
Background Checks	72.0	\$42	\$3,024.00	\$0.00	\$0.00	\$3,024.00
Onboarding	16.0	\$42	\$672.00	\$0.00	\$0.00	\$672.00
Training	36.0	\$42	\$1,512.00	\$0.00	\$0.00	\$1,512.00
Career Coaching	36.0	\$63	\$2,260.00	\$0.00	\$0.00	\$2,260.00
Total Cost Per Hire						\$24,108.00

Hires/Year: 20

Lost Opportunity Costs		\$100,000.00	\$100,000.00
Lost Acquisition Costs	(\$50,000 x 175%)	\$100,000.00	\$100,000.00
Lost Business Costs		\$15,000.00	\$15,000.00
Additional Costs			\$202,500.00
Annual Cost of Hire			\$684,660.00

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do you also experience this kind of holding pattern? We understand the numbers may not fit your organization and that is not a problem. You can substitute your own numbers to the worksheet. The ultimate outcome is the same. Delays in the process are costly.

The Cost of Recruiting Worksheet becomes the basis of asking why the organization does something. If we know that it is a critical position to fill why do we need to wait 24 hours to gain approval to begin recruiting talent? Why do we need multiple signoffs on the job requisition when it should only need the signatures of the hiring manager and the head of human resources? And so forth. When

we begin the “why’s of our process steps we begin the process of locating the hidden hiccups within the HR space. It allows us to move from what it is we do to, as David Ulrich states in his writings, and what we actually deliver to the organization. The Six Sigma process calls on us to undertake a clear process to arrive at answers to our questions.

If we turn our attention to the Human Resources Certification Institute’s Body of Knowledge for Human Resources Professionals, we find that each contains the conditions to implement six sigma projects designed to improve the HR processes.

HR Strategic Management

One of the tools that can be utilized in this area is the use of process maps. It allows the organization to track the various steps we need to complete before completing them. It also comes in handy when being involved in a merger and acquisition to show the current state and future states of the organization. It can also be used to layout the steps that must be taken to complete a task. The hidden hiccups tend to be apparent when we do this. For instance, a friend had her desk moved from the second floor to the first, but they left her critical files on the second floor. To walk from her desk to the second floor, get the file, and return to her desk encompassed 25 minutes of lost productivity each time she needed a file.

Corporate culture processes are inbred with hiccups or glitches. These hiccups determine whether we soar to HR excellence. The vehicle for taking this journey is the continuous process improvement method called Six Sigma.

HR Workforce Planning

There are a number of areas where Six Sigma has been applied to workforce planning. BMGI and Guidon Performance Solutions have both prepared case studies in which Six Sigma has been used to track, review, and remove obstacles in the workforce planning area. In

both cases, they had client with large turnover rates and the data was used to review why the hiring process was going in the wrong direction. In the case of BMGI, they were able to reduce first year turnover from 51% to 35% resulting in large savings (\$300,000 annually) to the client.

HR Human Resource Development

Six Sigma has another tool in the toolbox which is utilized to read the voice of the customer.

The diagram on the next page gives you an overall picture of how what you are delivering matches up to the

expectations of your internal and external customers. Each expectation is rated on a scale of 1-4 with 4 being critical to meeting the needs of the client. Each item is then weighted based upon its importance. The results then can be intertwined into the organizational

VOICE OF THE CUSTOMER

Customer Requirements/ Business Functions		Importance (1-5)	Plan			Develop			Market			Deliver			Support		
			Internal Consultant	Customer Surveys	X Functional Team	Internal Controls	Talent Screening	Dept Partnerships	Policies	Procedures	Process	Sourcing Vehicles	Talent Search	Employment Offers	Pre-Interview Steps	Pre-hire Steps	Onboarding
Better	Treat me like you want my business	5	1	2	2	4	2	4	4	2	2	2	2	2	1	1	2
	Deliver services that meet my needs	5	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	Deliver services that work right	3	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2
	Be accurate, right the first time	4	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2
	Source us the right candidate	5	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2
Faster	I want it when I want it	3	2	2	2	1	2	2	2	2	2	2	1	2	4	2	2
	Make commitments that meet my needs	4	2	2	2	1	2	2	2	2	2	2	2	2	4	2	2
	Meet your commitments	4	2	2	2	1	2	2	2	2	2	2	2	2	4	2	2
	I want fast, easy access to help	4	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2
	Don't waste my time	5	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2
	If it breaks, fix it fast	4	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2
Cheaper	Deliver irresistible value	4	2	2	2	1	4	2	2	2	2	2	2	1	2	2	2
	Help me save money	5	4	2	2	1	4	2	2	2	2	2	2	1	2	2	2
	Help me save time	5	4	2	2	1	4	2	2	2	2	2	2	1	2	2	1
Total Weight			135	120	120	80	148	130	130	120	120	117	120	106	137	115	115

business strategic plan. The expectations are divided into whether we can deliver cheaper (less cost), faster

(can we cut excess time out of the recruiting time), or can we deliver it better (less waste) than we did before.

HR Compensation and Rewards

The toolbox has a number of applicable tools in this area. We can use process maps to lay out how the enrollment process works. We can use graphs to show when the most employee are likely to sign up for new benefits during

the open enrollment period. Cummins Engine used the process to introduce consumer based health plans to union members. They expected a 25% enrollment rate, following the Six Sigma related changes, they got 51%.

HR Employee Relations

Every organization should maintain four manuals for utilization by both management and employees alike. Each of these manuals could utilize process maps to show the exact steps required for certain sections.

The four manuals should be an employee handbook, the corporate policy manual, an employee procedures manual, and a management process manual. Six Sigma related tools are critical parts of each.

HR Risk Management

The final body of knowledge is that of risk management. This area primarily centers on compliance issues. One of the areas that the HR process and the Six Sigma arena intertwine is in the area of HR audits. Either they should or organizations do so when forced, they conduct HR audits to make sure that they are abiding by all the appropriate rules and regulations governing how we work with the employee base of the organization. The missing piece is that the results of the audit can provide you an insight into the total organization. There has been much written lately about the benefits of Human Resource Audits. While they are great for compliance issues, we would like to propose that there is even a bigger benefit to them. Most audit reports we have seen or worked with walk the organization through their human resource

While not as comprehensive as a standalone course or a text, this white paper provides you with an overview of how Six Sigma can be applied to the HR arena. The methodology brings us one step further toward presenting to our organizations, a state of HR excellence. Creating a state where HR is a vital part of the business strategy and the organization.

It is your decision in the long run as to whether you are content on taking the left fork in the road, with the warning not to enter. It is your decision whether you want to remain in the HR silo which annoys many managers due to the inability to get their concerns answered. It is

processes. Many of our peers dislike them because they are time consuming. Furthermore, they bring up issues which many would like to avoid in the dialogue. But, if we return to our fork in the road analogy that we used to open this white paper, we can suggest that the left fork being chosen, says we have gone through this multi-day exercise and we now have a laundry list of compliance issues that we now need to deal with. Some will easily be rectified. Others will take some time to correct the deficiencies that arise. At the same time, you are correcting the trouble areas. Moreover, consider how your human resource processes may have contributed to the audit areas. Using the methodology discussed in this paper, how can we make the operation of human resources more efficient and effective?

also your decision as to whether you take the right fork in the road. Take this route and demonstrate that you are a vital part of the organization. You are sending the message that you want to be part of the solution. Six Sigma and the Six Sigma toolbox will provide you with the critical tools to send that message to management in very clear and distinct terms. It provides you with the ability to speak intelligently about the financial impact of the HR process and to create credible, verifiable data points to back up your data. So, continue the journey and enjoy the ride to HR excellence. Below are some resources for further reading if you want to know more.

About the Author:

Daniel T. Bloom is the founder and CEO of Daniel Bloom & Associates, Inc. Founded in 1980, DBAI is a Largo, Florida based Human Capital consulting firm. Serving corporate clients nationwide, DBAI has assisted organizations from small real estate firms to members of the Fortune 1000 with various human capital related issues.

DBAI services three niche markets and ensures that each organization maximizes the human capital assets of their organization.

The first niche is comprised of those organizations with fewer than 100 employees who do not have (or never had) a human resources department and now find themselves in need of expert counsel on human capital issues. In essence, DBAI becomes their HR department, but on a retained basis where they can call us on a as needed basis.

The second niche market are those corporations with a small HR staff who have an urgent need for specialized human capital services. DBAI can provide the expertise to complete the application of these services on a timely and cost effective basis.

The third niche is strategic human capital project completion for the large corporations on a divisional basis.

The service package of DBAI includes, but is not limited to, the areas of talent management, training, vendor management, policy design, relocation management, process improvement and EEO.

A resident of Florida since 1980, Mr. Bloom was an executive recruiter with several contingency recruiting firms in the metropolitan New York market, a member of the internal HR staff of the ECI Division of E-Systems (Now Raytheon), a licensed real estate broker providing relocation services to corporate clients, an educator and since 1980 a Human Resource Consultant. He is a national member of the Society for Human Resource Management, Worldwide ERC (the corporate relocation trade association), and the American Society for Quality. In addition, he is a member in the Tampa Bay area of American Society for Training and Development, Tampa Bay Metro Business Leadership Network and the Tampa Bay Executive Forum. He also serves on the Expert Panel for the Round Table Group in the area of human resource issues.

Mr. Bloom received a Bachelor's of Arts degree from Parsons College majoring in Education and Certification in Six Sigma from St Petersburg College. He holds certification as a Senior Professional in Human Resources from the Human Resource Certification Institute, a Senior Certified Relocation Professional from Worldwide ERC, and a Six Sigma Black Belt.

Bibliography

The HR Scorecard Harvard Business Press 2001 (Brian Becker, Mark Huselid, Dave Ulrich)

The HR Scorecard argues that HR measurement systems must be based on a clear understanding of organizational strategy and the capabilities and behaviors of the workforce required to implement that strategy. Thus, an HR Scorecard is a mechanism for describing and measuring how people and people management systems create value in organizations, as well as communicating key organizational objectives to the workforce. It is based on a strategy map – which is a visual depiction of “what causes what” in an organization, beginning with people and ending with shareholder or other stakeholder outcomes. The HR Scorecard is built around a series of examples and a process that helps managers to do this work in their own firms — designing an HR architecture that relentlessly emphasizes and reinforces the implementation of the firm’s strategy.

The Workforce Scorecard Harvard Business Press 2005 (Mark Huselid, Brian Becker, Richard Beatty)

The Workforce Scorecard argues that to maximize the strategic contribution of the workforce, organizations must meet three challenges: view their workforce in terms of its potential contribution rather than as a cost to be minimized (the perspective challenge); replace benchmarking metrics with measures that differentiate levels of strategic impact (the metrics challenge); and hold line managers and HR professionals jointly responsible for workforce quality and strategy execution (the execution challenge). To make this happen, our main thesis in The Workforce Scorecard is that managers and leaders need a strategy for the business, a strategy for the workforce, and a strategy for the HR function. As a result, they also need a series of metrics and measures for each; a balanced scorecard, a workforce scorecard, and an HR scorecard, respectively.

Investing in People Pearson Education 2008 (Wayne Cascio, John Boudreau)

Investing in People introduces a breakthrough approach to Human Resources (HR) measurement that systematically aligns HR investments with organizational goals and helps make HR the true strategic partner it needs to be. Wayne F. Cascio and John W. Boudreau show exactly how to choose, implement, and use metrics to improve decision-making, optimize organizational effectiveness, and maximize the value of HR investments. You’ll master crucial foundational principles such as risk, return, and economies of scale—and use them to evaluate investments objectively in everything from work/life programs to training. Cascio and Boudreau also introduce powerful ways to integrate HR with enterprise strategy and budgeting and for gaining commitment from business leaders outside the HR function. If you truly want “a seat at the table”—or if you want to keep the one you have—you’ll find this book utterly indispensable.

Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance- A Business Novel Free Press 2010 (Jeff Cox, Susan Bergland, Dee Jacob)

This is a great business story — great because it is based on events and characters that I encounter over and over again in worldwide consulting; great because it teaches and entertains at the same time; and great because it shows how every organization can do a better job of aligning its parts to achieve a goal. For me, Velocity is one of the most important business books of the decade. It touches on a delicate subject — the methodology silos and bigotry that exist in organizations today. With compassion and fun, the story proceeds to bust the silos and make sense of how to integrate improvement efforts using sufficient tools to accomplish a major change

Human Sigma: Managing the Employee-Customer Encounter Gallup Press 2007 (Dr. John Fleming, Jim Asplund)

The groundbreaking methodology Six Sigma changed the face of manufacturing quality. Now, Human Sigma is poised to do the same for sales and service. In the face of widespread perceptions of abysmal customer service and disengaged employees — and all-too-real declining profit margins — the need for change is obvious. Human Sigma addresses this need with an exciting new method for managing customer-employee relations that increases both productivity and profitability. It incorporates cutting-edge research in the neurosciences and behavioral economics — including brain imaging research into customer’s emotional connections to the companies they love — with proven techniques for improving workforce performance and revenues generated from existing customers. This practical handbook appeals to senior leaders and line managers alike who are looking for a way to dramatically increase productivity, retain high value customers, and enhance organizational performance.

HR Transformation: Building Human Resources from the Outside In McGraw-Hill 2009 (Dave Ulrich, Justin Allen, Wayne Brockbank, Jon Younger, Mark Nyman)

Named as BusinessWeek’s #1 Management Educator, expert Dave Ulrich and his team of authors bring human resources a whole new way of thinking and practicing—moving the focus from internal issues to actively helping to set business strategies. Businesses of the future need “all hands on deck” when implementing new ways to stimulate growth and cost efficiency, and this includes human resources. In HR Transformation, the team presents a four-phase model of transformation that shows you step-by-step how to make meaningful progress in contributing to the performance of your company by redesigning HR to work as a strategic partnership.

Toyota Culture: The Heart and Soul of the Toyota Way McGraw Hill 2008 (Jeffrey Liker, Michael Hoseus)

Toyota Culture examines the “human systems” that Toyota has put in place to instill its founding principles of trust, mutual prosperity, and excellence in its plants, dealerships, and offices around the world. Beginning with a look at the evolution of the Toyota culture and why its people are the heart and soul of the Toyota Way, the authors explain the company’s four-stage process for building and keeping quality people: Attract, Develop, Engage, and Inspire.

Lean Culture: The Leaders Guide LM Miller Publishing 2011 (Lawrence Miller)

Lean Culture - The Leader’s Guide provides a road-map to implementing lean culture within your organization. This guide represents the knowledge gained through thirty-five years of field experience implementing large scale change in the culture of organizations. This guide presents the principles and process of changing organization culture to capitalize on the competitive advantages of lean. Lean culture is a lot more than the tools and techniques of lean. It is the framework of values, daily habits and relationships within which those techniques can succeed and be sustained. Without the support of the culture, the techniques often fail. The sustainable value is in the culture and management process in which continuous improvement becomes a daily habit at every level. The purpose of this book is to help you build this culture. The Leader’s Guide will show you how to..... Instill the habits, values and management process of daily life in a lean organization. ...Engage all members of the organization, from top-to-bottom, in a consistent and organized process of improvement. ...Be the change! Model the behavior you expect from others. ...Align systems, structure, skills, style and symbols to the new culture.

Reaching the Goal IBM Press 2008 (John Ricketts)

Managing services is extremely challenging, and traditional “industrial” management techniques are no longer adequate. In Reaching the Goal, Dr. John Arthur Ricketts presents a breakthrough management approach that embraces what makes services different: their diversity, complexity, and unique distribution methods. Ricketts draws on Eli Goldratt’s Theory of Constraints (TOC), one of this generation’s most successful management methodologies...thoroughly adapting it to the needs of today’s professional, scientific, and technical services businesses. He reveals how to identify the surprising constraints that limit your organization’s performance, execute more effectively within those constraints, and then loosen or even eliminate them. This book’s relentlessly practical techniques reflect several years of advanced IBM research and consulting with enterprise clients. Step-by-step, Ricketts shows how to apply them throughout your most crucial business functions...from project management to finance, process improvement to sales and marketing.

The GE Workout McGraw Hill 2002 (Dave Ulrich, Steve Kerr, Ron Ashkenas)

Many companies have adapted Jack Welch’s now-famous strategies for running a business. Taking advantage of Welch’s popularity (and expertise), this handbook lays out instructions for implementing GE’s “Work-Out” method. Flexible in execution, the method calls for collecting large teams of employees for defining tough business decisions, then breaking into smaller teams to develop solutions. The small teams then meet with a manager in a “town meeting” to discuss their recommendations. The result is change that’s brought about by employees themselves. Consultants Ulrich and Ashkenas, along with Kerr (a managing director of Goldman Sachs) were brought together by Welch to create the “Work-Out” method

Six Sigma in HR Transformation Gower, 2010 (Mirecea Albeanu, Ian Hunter, Jo Radford)

In the business world, especially in manufacturing or quality management, the term Six Sigma usually refers to a set of tools and methodologies developed by Motorola to improve processes by eliminating defects. So why should the HR professional care what Six Sigma is or how it can be applied in the HR function? According to Orion Partners’ specialists, there are ten key reasons: to create excellence in process delivery; to reduce defects; to increase efficiency; to create a quality focused mindset; to benefit from best practice; to bring clarity to the processes of HR; to use a structured scientific approach; to speak the same language and improve communication; to gain control over your processes; and, to strengthen your business case. Mircea Albeanu and Ian Hunter explain some of the basic concepts to show how applying Six Sigma tools and methodologies can be used to manage the practical challenges of improving HR operations to meet your organization’s expectations at a lower cost and with greater efficiency. To help illustrate some of the key messages examples are drawn from Orion Partners’ work using Six Sigma tools with international organizations over the last seven years. This concise guide is ideal for project and programme managers involved in business transformation, and for HR managers as well as Six Sigma specialists seeking to understand its applications within human resources.