

The Six Sigma Journey: From Art to Science

THIS BOOK EXCERPT
EXPLAINS HOW A
FICTIONAL COMPANY
SUCCESSFULLY
USED DOE TESTING.

By Larry
Walters, R2
Solutions Inc.



ADAPTED WITH PERMISSION FROM *THE SIX SIGMA JOURNEY: FROM ART TO SCIENCE* BY LARRY WALTERS. © 2000, QUALITY PRESS, AMERICAN SOCIETY FOR QUALITY.

Often the most difficult part of the Six Sigma process is getting everyone to understand and completely support the initiative. This is the focus of *The Six Sigma Journey: From Art to Science*, a novel by Larry Walters. The book describes the journey of the main character, Barry, as he implements Six Sigma at HPZ Chemicals, a fictional company that manufactures catalysts, dyes and pigments. It chronicles the deployment of Six Sigma along with the real events that happen at companies trying to implement Six Sigma in a difficult environment. The story touches upon the people who oppose it, what is needed to make Six Sigma work and the many successes and failures along the way.

As this excerpt begins, HPZ Chemicals has started on Black Belt (BB) training and is in the "improve" phase (from the normal Six Sigma DMAIC model) of its first projects.

Black Belt Training: Improve

I wasn't able to spend a lot of time in the training classes during this module, which really upset me. Dave and Roman had whet my appetite for design of experiments (DOE) during the executive training.

Paula was a little upset her project did not lend itself to DOE, so she helped Tim with his. This way she was able to fulfill her qualifications for certification and get some practical experience.

Dave was also teaching this module, and he explained the real goal of a BB project was to solve the problem, not try and use all the tools. If the project could be solved in the define and measurement stages, great. Solve it, and start working on something else. The only demand was for all the tools to be used during training so the BBs had some practical experience.

There were quite a few experiments that had to be run in the next three weeks. Dave said it was acceptable to put some off until the fourth module if necessary. He understood we still had a plant to run.

The problem was the plant had a way of doing things and did not want to take a chance on doing something that would slow it down. But if the production managers had their way, we would never run the tests. I was late for a meeting in production to discuss running Tim's DOE on the number one rotary kiln.

Convincing Lou

"Come on in, Barry. Everyone is here now," said Tim.

"Tim, why don't you explain what you want to do for all of us," said Mark, who was starting to act like a Six Sigma convert.

"Everyone knows my project is to better control surface area. This affects all

Six Sigma Journey From Art To Science

Terence T. Burton



Six Sigma Journey From Art To Science:

Six Sigma Journey From Art To Science: Bestsellers in 2023 The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous engrossing novels captivating the hearts of readers worldwide. Lets delve into the realm of top-selling books, exploring the fascinating narratives that have enthralled audiences this year. Six Sigma Journey From Art To Science : Colleen Hoover "It Ends with Us" This poignant tale of love, loss, and resilience has gripped readers with its raw and emotional exploration of domestic abuse. Hoover masterfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Six Sigma Journey From Art To Science : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This captivating historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids captivating storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Discover the Magic : Delia Owens "Where the Crawdads Sing" This evocative coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens crafts a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These bestselling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of engaging stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a exceptional and thrilling novel that will keep you speculating until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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