Champion / Project Sponsor Overview
Your Role as a Champion / Project Sponsor

- Identify, prioritize, and define projects that directly impact organizational strategic objectives and/or negative customer issues
- Articulate vision of project goals
- Assign Belts and team members
- Kick-off initial meeting and perform phase gate reviews
- Eliminate roadblocks for the project team
- Validate and sustain improvements and cost benefits
Organizational Roles and Responsibilities

Team Roles

- **Executives**
  - Own vision, direction, integration & results of Six Sigma program
  - Lead organizational change

- **Champions**
  - Project owner
  - Validate solutions
  - Sustain Benefits

- **All employees**
  - Understand vision
  - Apply concepts
  - Be team members

- **Work Out Facilitators**
  - Part-time
  - Apply facilitation skills and Work Out process to resolve local issues

- **Green Belts Certified**
  - Part-time Six Sigma activities
  - Apply facilitation skills and tools to process improvement opportunities

- **Master Black Belts Certified**
  - Full time
  - Train, coach, mentor Belts
  - Manage strategic enterprise projects
  - Project selection team member
  - Statistical problem solving experts

- **Black Belts Certified**
  - Devote 50% - 100% of time to Six Sigma activities
  - Facilitate and practice problem solving
  - Train and coach Green Belts and project teams
Project Identification

1. Identify Value Levers
2. Identify Project Opportunities
3. Screen initial list of opportunities
4. Scope and Define Projects
5. Prioritize List of Defined Projects

5-Step Process to Identify Significant Project Opportunities
Project Identification

1. Identify Value Levers
   - Identify value levers in the business
     - Strategic
     - Financial
     - Customer
     - Process
   - Prioritize value levers

2. Identify Project Opportunities
   - Translate Value Levers into Opportunity Areas
   - Translate Opportunity Areas into Project Ideas
   - Assess primary and secondary impacts

3. Screen Initial List of Opportunities
   - Score each project as High/Med Low for Benefit and Effort
   - Fill in Benefit/Effort Matrix
   - Review plotted results
   - Select highest priority opportunities for further analysis

4. Scope and Define Projects
   - Assign opportunities to project sponsors for project definition
   - Complete Draft Project Charters

5. Prioritize List of Defined Projects
   - Evaluate projects using Evaluation Criteria
   - Update Benefit-Effort Matrix
   - Review plotted results
   - Prioritize projects
   - Schedule project launches based on resource availability

Identify Project Opportunities

Identify Value Levers

Screen Initial List of Opportunities

Scope and Define Projects

Prioritize List of Defined Projects

Identify Value Levers

Screen Initial List of Opportunities

Scope and Define Projects

Prioritize List of Defined Projects
Example: Project Tree/Y-y-x Flowdown

The big Y – Output/Strategic Focus Area/Value Driver

Reduce cost to service customers accounts

Little y’s

Process Owner 1
Reduce Data input on accounts errors to <1%

Process Owner 2
Provide “self-service” mechanisms for customers to manage own accounts

Process Owner 3
Automate account management “back office” operations

Project Ideas (x’s)

Develop quality system to prevent defects from data entry

Design/refine data interface to reduce or eliminate the need to manually input data

Deploy self-service interface for highest volume account transactions

Expand existing self-service opportunities for customer accounts

Acquire automated system to manage customer accounts

Develop process for handling customer accounts through automated system

To broad: use Six Sigma tools to further refine and prioritize

Objectives that can be addressed by Six Sigma project(s)

This is a workable Six Sigma project idea.
**Initial Prioritization**

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**Benefit Variables:**
- Revenue Growth
- Cost Reduction
- Customer CTCs
- Fit with Strategic initiatives

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**Effort Variables:**
- Personnel Needs
- Length of Project
- Capital Cost
- Risk of Project

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- **High Benefit and Low EFFORT** Projects in the upper left quadrant are the most desirable projects. Projects in the upper right quadrant are potentially desirable, but usually require more analysis to ensure good decision making. “Tie breaking” variables such as strategic fit, resource types available and project type.

- **Low Benefit and High EFFORT** Projects in the lower right quadrant are the least desirable. Projects in the lower left quadrant are generally less desirable for applying an OpExpert considering the smaller scope they encompass; this quadrant often provides quick hit opportunities.
### Relative Benefit-Effort: First Pass Estimate

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Benefit</th>
<th>Effort</th>
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<tbody>
<tr>
<td>1 Employee Benefits</td>
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<td>2 New employee on-boarding process</td>
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<td>6 Advertising development efficiency</td>
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- Potential projects need to be organized and listed
- Estimate benefits as High, Medium, Low
- Estimate effort (project duration and resources required) as High, Medium, Low
Plot Potential Projects On Benefit-Effort Matrix

Higher priority projects are taken to the next phase (project definition)
Project Identification

BENEFIT AND EFFORT (B&E) FILTER

<table>
<thead>
<tr>
<th>#</th>
<th>Biz</th>
<th>PROJECT NAME</th>
<th>ANNUAL $$ BENEFIT (FULL IMPLEMENTATION)</th>
<th>BENEFIT CRITERIA</th>
<th>EFFORT CRITERIA</th>
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**Benefit / Effort variable Weights are pre-set**

**Step 1** – Enter project names here from preceding activities

**Step 2** – For each project, score the benefit/effort variables (0=NA, 1, 3, 6, )

**Step 3** – For each project, a weighted benefit/effort is calculated
Project Identification

Good benefit-effort ratio
Six Sigma Project Launch Plan

- Includes the following elements:
  - Business Impact
  - Baseline Metrics (CPk, DPMO, Sigma Level, RTY)
  - Opportunity or Problem Statement
  - Goal Statement
  - Project Scope
  - Project Plan
  - Team Selection

- It does NOT solve the problem
- Forms the basis for the Project Charter
Sanity Check

• Once all projects are plotted, discuss the options

• Factors to consider:
  
  – **Balance:** Keep a good balance between Six Sigma and Work Outs / Kaizen projects to build and maintain momentum
  
  – **Definition:** Well-defined projects may have a higher priority than less-defined projects
  
  – **Dependencies:** Project sequence based on dependencies
  
  – **Fit:** Does the project idea support the strategic focus areas and critical to customer requirements (CTCs)?
  
  – **Replication:** Can the project solution be copied or replicated in similar processes in other areas of the business?
Contact Us

- SixSigmaTV.Net
- ASKAMBB@SixSigmaTV.Net (Send Data or Questions)
- PartnerwithSixSigmaTV.Net (Create Alliance With Us)
- Training@SixSigmaTV.Net (Inquire About Training From Us)
- Feedback@SixSigmaTV.Net (What Would You Like to See)
- JGray@SixSigmaTV.Net (Master Black Belt)
- SPhinney@SixSigmaTV.Net (Master Black Belt)