

## Why do Lean & Six-Sigma Projects Fail?

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Whether you're new to Lean and Six-Sigma or been using the methodology for years, sooner or later you will run into obstacles during a project's implementation. Many companies have invested vast sums of money on training and implementation and received very little reward for their efforts. So why do some Lean and Six-Sigma initiatives fail to deliver results?

### Applying the 5-Why Problem Solving Technique

To better understand why Lean and Six-Sigma projects fail, the 5-Why technique has been applied to the problem.

As you can see from the answers in the fifth 'Why' column, issues

around people keep appearing – many senior managers, practitioners, training and consultancy companies forget about how important people are to Lean and Six-Sigma projects. There is a tendency to focus on the methodology, tools, techniques and statistics. Although these are important, it's working on communication, accountabilities and making sure the right people are in the right position that's really crucial.

All too often the Green and Black Belts are selected because they are good at number crunching and statistics, however they also need to have strong communication skills or the Lean and Six-Sigma initiatives will have limited impact. Remember, without people buy-in the improvement journey will be bumpy and breakdown many times.

