ADNET LEAN SIX SIGMA WHITE PAPER

Adnet's Lean Six Sigma program enables your organization to increase performance, eliminate waste and satisfy customers by streamlining operations, improving quality and eliminating defects or mistakes in product or services you provide to your clients. We offer complete solution- needs analysis, training, mentoring, coaching, deployment and audit leading to a sustained cultural change.
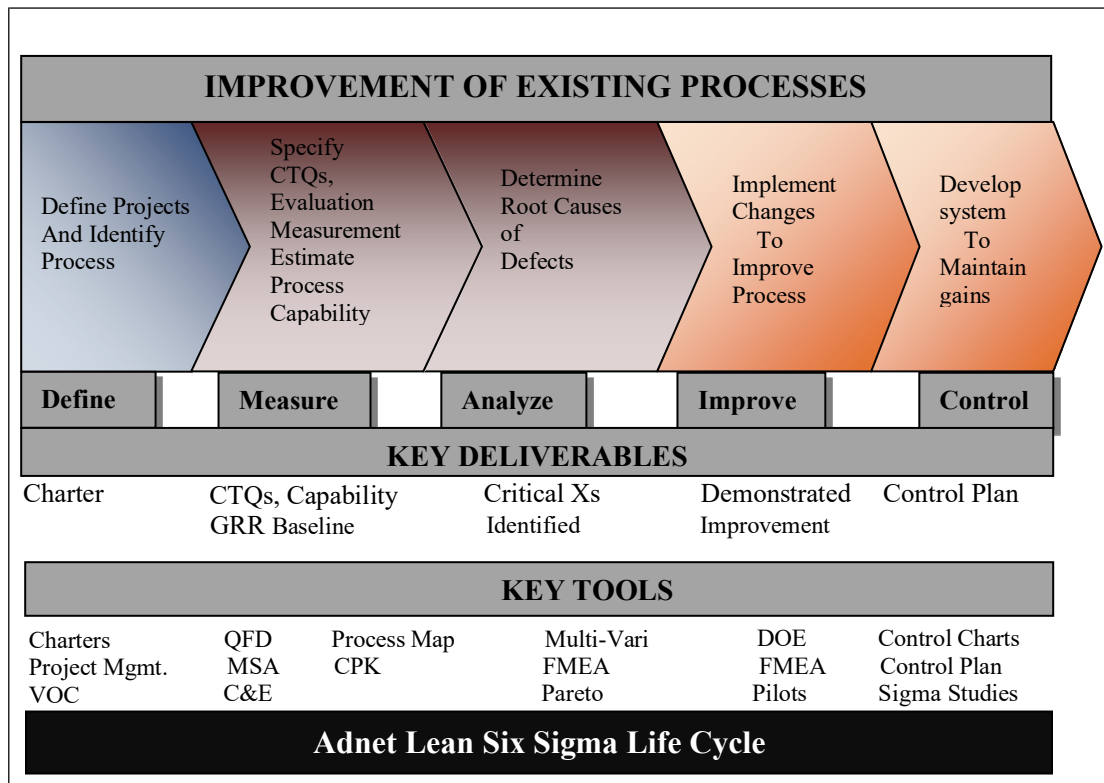
Adnet is unique in the field of process improvement. If you have earlier used ISO 9000, ISO 20000 (ITIL) or CMMI (Development or Services), we can find areas in your business where LSS can be used leaving other processes undisturbed. We know how each can be made to work together in meeting your business goals. We can also assist you understand where each of these standards can be used in concert.

Adnet is a polyglot continuous process improvement business with the ability to understand the languages of LSS as well as other continuous process improvement models - ISO 9001, ISO 20000 (ITIL), CMMI (Development, Services and Acquisition Constellations), People-CMM (Work-Force Improvement model from Carnegie Mellon University), COBIT, TQM and PMBOK. This is relevant in the context of your business. We will be able to understand and redirect your employee's knowledge in other models to the LSS language and guide them to transition into this newer domain. Adnet has the ability to keep the focus on the project goal keeping all streams of thought and knowledge flowing into the main stream of the LSS initiative. Showing a common familiar path to all is big part of winning over skeptics and those afraid of change.

Multiple Domain CPI Initiatives: Adnet has completed process improvements initiatives across multiple domains. Notable among those in the LSS context are training, human resources (Bureau of Engraving and Printing and Peace Corps), enterprise architecture (Department of Transportation, St. Lawrence Seaway Enterprise Architecture), information assurance (FSA Security Architecture – Dept. of Education), financial system (Dept. of Treasury-FMS), Health Care (Blue Cross Blue Shield), User Acceptance Testing (VHA HEC) and numerous projects in systems engineering domains - requirement development, design, development, configuration management, and test and validation.

Complete Life Cycle Support and Validation of Successes: We provide complete life cycle support to organizations implementing LSS. These services include class-room training, strategic planning, large scale deployment, mentoring, and consulting. Adnet also organizes organization-wide validation of CPI deployment.

Deployment Life Cycle: At the high level the diagram below shows the deployment cycle the Team follows, the tools used and key deliverables provided to clients.

IMPROVEMENT OF EXISTING PROCESSES

Define Projects And Identify Process	Specify CTQs, Evaluation Measurement Estimate Process Capability	Determine Root Causes of Defects	Implement Changes To Improve Process	Develop system To Maintain gains
Define	**Measure**	**Analyze**	**Improve**	**Control**

KEY DELIVERABLES

Charter	CTQs, Capability GRR Baseline	Critical Xs Identified	Demonstrated Improvement	Control Plan

KEY TOOLS

Charters Project Mgmt. VOC	QFD MSA C&E	Process Map CPK	Multi-Vari FMEA Pareto	DOE FMEA Pilots	Control Charts Control Plan Sigma Studies

Adnet Lean Six Sigma Life Cycle

Coaching Rhythms: The Adnet Team of MBB experts with domain knowledge of the project will coach deployment team member and Belt candidates to develop the skill set in using LSS practices. In order to achieve reliable development of belt candidates, we conduct the coaching support around weekly meetings in three sessions:

1. Pre-meeting: Coaching session to prepare for the team for the meeting

2. In- meeting: Attend as a "spotter" during the team meeting

3. Post-meeting: Conduct a review session following the meeting

These two coaching sessions outside the team meeting (1 and 3 above) will be the work space for human capital development. The one-on-one, non-threatening sessions will focus on next steps, feedback of recent actions, and linkage to other project phases. The candidate will learn the dependability of the DMAIC procedure and will be challenged to adopt new behaviors. All of these conversations will be in context of the competency development structure for CPI belt candidates. Our goal is to generate independent ability on the part of the belt candidates. Success will be marked by the program reaching a level of maturity at an enterprise level where contractor support is no longer needed.

In order to assure consistency in coaching across staff, we create a checklist of key topics for the coaching sessions and compare notes about the candidates under development. Those approaches are delivered by the following actions:

- Project management, tracking, and reporting: the project plan is the starting point for each weekly candidate coaching session.

- Engagement of the team through weekly battle rhythms; support of the sponsor through role counseling; and leverage champions using change management techniques.

- Retain and teach the use of a project risk assessment tool to identify risks and develop mitigation strategies, refreshed at each tollgate, as a minimum.

- Resolve by the champion during implementation, secured by our explaining the concept of process owner and reiterating the business case. In practice of projects, coaches often speak with the sponsor at key points to elicit specific actions to ensure their team's success.

- An ironclad control plan that specifies post-project operation, performance reporting assignments, trip-wires to catch performance backsliding, and recovery actions to re-establish the to-be performance.

Gate Reviews: Gate reviews are conducted at the end of each DMAIC phase. The primary audience is the project champion, who decides whether the project is ready to advance to the next phase. The coach provides guidance for the development of the deck by the project leader, and guides the champion in their assessment of the work accomplished.

Tracking and Risk Management of Projects: Based on the stated need for successful project execution, whether by coaching or by leading directly, we support the selected projects by:

- Applying project management expertise with tools that cover the entire project lifecycle, from generation-prioritization-selection that lead to implementation-change management-benefits capture.

- Bringing methods proven effective in our other deployments: in house, commercial, and government.

- Transferring skills to the organic staff to develop the human capital needed to meet future challenges.

In working with the LSS Program Office on project monitoring and reporting, several kinds of reporting are necessary:

- Project reporting: History, status, and artifacts – especially gate presentations and tool use documentation. This data must be kept up to date no less than weekly so that it can roll up to higher level metrics. Data accuracy must be audited and reported. The coaches would be responsible for the accuracy and timeliness of the data.

- Program metrics: Measures that explain the health and success of the program, rolled up from projects, candidate pipeline, and other sources.
- Executive reporting: Regular reports of program health, accomplishments, and tracking to organizational strategies.

The Adnet Team is proficient in using Minitab and Sigma XL statistical software for analyzing project deployment and is able to coach personnel in analyzing project data.

The success of enterprise projects lies in the linkage to leadership. The first step is Executive training followed by training for Champions. In terms of alignment, there must be straight line connections from organizational strategies and goals to enterprise projects. The champion must be on the leadership team. Staffing plans must be approved by the leadership team in advance. Regular reporting must occur to the leaders so the barriers can be dispatched. To execute such high profile efforts, seasoned team members have been assigned whether to lead or to coach. Change management will be a critical component of the initiative: the requisite communication of why current state is not sustainable, messaging of a goal visual, tracking of behavior changes, support for releasing past methods, and rewards for participation. During this cycle, the Adnet Team is seen as the change facilitator, not the change agent. That role must be recognized as embodied in the project Champion.

Infrastructure Development: An essential component of Adnet LSS program is an attempt to develop LSS infrastructure in the organization to provide sustained support for continuity beyond initial pilot or deployment phase. One of the important components of infrastructure is a strong cadre of well-trained profession with expertise equivalent to Yellow, Green, Black and Master Black Belts.

Adnet provides Classroom Training for Yellow Belt, Green Belt, Black Belt, Executive Leadership, Champions, Project Selection and Prioritization trainings. We can train using the curriculum and training resources offered by your organization. In the early phase, Adnet will review the training material with an eye for improvements using over 23 years' experience in providing training to over 100 government and commercial clients with great success. Our approach to training is based in simplicity with easy to comprehend materials and easy-to-use statistics software within a short time of two weeks. MS-Excel embedded lesson plans do not require switching between concept and statistics and losing the concept. No additional statistical training is needed other than the ability to use Excel. Our goal is to teach the concepts of using statistical tools in making decisions rather than learning statistics. Adnet seeks your approval of any changes in the course syllabus using document control process. Adnet may provide any additional resources if beneficial to trainees, only after expressed approval. Each class is taught by one or two LSS Master Black Belt professionals who, in addition to meeting the qualifications specified, have strong knowledge of the project domain and most importantly have talent for

teaching with a proven record of success. Adnet's classroom training goal is that all students learn all tools and techniques in the class, leaving more time for implementation when trainees return to work.

Adnet also develops strategic plan, steering committee charter and PMO office in working with Finance, Human Resources, IT departments to build LSS program support infrastructure to continue the improvement initiative.

Adnet Inc- Process to Excellence

Adnet Inc. www.adnetcmm.com is a Virginia-based, minority-owned, SBA certified SDB 8(a) small business providing Process Improvement, Information Technology (IT) management-consulting services to government and commercial clients since 1991. Headquartered in Reston, Virginia, with branch offices in Silver Spring, Maryland and Atlanta, Georgia, Adnet is a mature, highly organized and disciplined company using ISO 9001 Quality Management System, ISO 20000 Service Management System and CMMI Development ML 3 processes verified by external analysts and appraisers. Adnet uses ISO 9001 Quality Management System for internal operations. For software development projects, we use the CMMI-Development Maturity Level 3 processes and ISO 20000 Service Management Systems in services projects. Adnet has been using standard processes for a long time, but was externally certified CMMI ML 2 initially in August 2007. Adnet is pursuing CMMI Service Maturity Level 4 with assistance from Product and Process Quality Corporation (PPQC), a SEI Partner for High Maturity Appraisals scheduled to attain the level in May 2015. LSS training and deployment is our key service offering to government and commercial clients. Please contact us at **703-229-0710** or shrisinha@adnetcmm.com.