



The Six SIGMA Way: How Ge, Motorola, and Other Top Companies Are Honing Their Performance

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Six Sigma was originally developed at Motorola in the 1980's and has become one of the most widely discussed and reported trends in business over the past two years, thanks largely to the phenomenal successes of the Six Sigma program at one of the world's most successful companies, GE.

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From Reader Review The Six SIGMA Way: How Ge, Motorola, and Other Top Companies Are Honing Their Performance for online ebook

Jim Dubois says

Great information but it is a very dry, textbook style of book. If you make it bedtime reading material you will fall asleep and not retain anything. Best to read when you are alert and seeking information. Very process oriented.

Jordan Ballam says

I wanted more nuts and bolts rather than the more general overview that this book provided. It is clear that this was written by a consultant that also was looking to sell a handbook and be hired on by a company. If you are looking to improve your six sigma skills I would recommend looking elsewhere.

Randolph says

Ostensibly a "manager's book" for Six Sigma. which translates to: not much depth. This in turn translates to: teaches you to do nothing actually useful so don't waste your time here unless you want a long winded 40,000 foot introduction to GE Six Sigma methodology.

Another problem with Six Sigma is there are really two schools: Motorola and GE. The Motorola methodology actually teaches one how to use statistical principles to build better quality in, how to maintain it, and how to continuously improve it. The GE school, where former CEO Jack Welch really stole the Six Sigma name from Motorola and changed it to suit his own purposes, is a structured methodology for improvement where six sigma statistical principles are just one of many tools used to effect improvement change (sometimes it isn't used at all). Despite what the subtitle says, this is a GE Six Sigma introduction book and will tell you little about the original Motorola way.

In any case you can probably forget about it. Six Sigma is strictly old school now. Nobody does SS properly anyway and most concerns have moved on to program du jour Lean Manufacturing which is often mistakenly called Lean-Six Sigma, and where even fewer statistical principles, much less six standard deviations, are used.

Milo Vukelich says

I enjoyed this book. A good primer on 6-Sigma, how it works and, most importantly for me, how it works in service industries. I recommend it to anyone looking for a quick intro to the field.

Bob Wallner says

My review is based on the Abridged Audiobook. I guess I may have been expecting something else. This book is a great introduction to people who have little or no experience with any kind of Continuous Improvement effort and the challenges they will face. This book did a great job of talking about cultural changes all Improvement efforts will take. In the audiobook; however, there was little explanation of what tools drive the Six Sigma Way. I like that the author did not put down other efforts such as Lean or TOC but rather said that all efforts have their plus and minus.

Not bad as change books go, but I don't have a much greater understanding of 6 Sigma than I did before I listened to the audiobook.

Curtis says

I listened to the abridged audio version. Based on that, I wouldn't recommend it. Maybe the book has more detail, but this audio version was full of summarized info that I could have gotten from a Wikipedia article.

Toni says

Basic - into level for HS. This book is now outdated but even so, it lacks concrete data as it uses vague research.

Meaghan says

pretty sure i would never have read this book if it wasnt for me mistakenly believing i wanted to be an engineer. however, for a school book, it was pretty good.

Diana Muresan says

Dry material but great for diving into Six Sigma. Will be getting my certification soon, so this was a good teaser.

Beth E says

Painful. I thought the book would be more of a commentary on how these big companies embraced the process and what their bottom-line success was. Instead, this book was more of an owners manual on Six Sigma. Not at all what I expected.

Benjamin says

A bit better than the average business book about six-sigma in that it's not just a sales tool trying to convince you to implement it at your company, but also gives tips on how you can better use the techniques at companies that are already using the business model.

Karleton Helfer says

This recommendation is based on having read dozens of books in this genre.

Read this book, it is a straight forward read.

See other reviews for details.

Mckinley says

"TQM on steroids."

5 step core competencies: identify key customers and processes, define customer requirements, measure current performance, analyze/prioritize/implement improvements, expand and integrate s sigma system

Brad says

This is a group of summaries of how companies succeeded. It also has a summary of VERY general descriptions of the Six Sigma program, but without giving the reader any true wisdom.

Omar Halabieh says

This book is THE reference on Six Sigma. The authors define it as "A comprehensive and flexible system for achieving, sustaining and maximizing business success. Six Sigma is uniquely driven by close understanding of customer needs, disciplined use of facts, data, and statistical analysis, and diligent attention to managing, improving, and reinventing business processes."

This work is made up of three major sections. The first part provides an executive summary of this system. The second part focuses on the organizational aspects of adopting this system. The last part, focuses on the actual implementation of Six Sigma including the roadmap and tools. Also included in this book, are numerous appendices that provide further "practical support".

What sets this book apart is both the breadth and depth in which the topic is discussed. Whether one is a novice or expert, looking to obtain a high level overview or a deep understanding of the subject matter, this book is for you. In addition, the interspersed case studies, examples and tools make it very practical and applicable. After reading this book - one cannot but concur with the authors' closing remark: "We believe - and hope you agree - that there are enough essential, powerful, and valuable elements to make the Six Sigma

system, in some way, part of every successful business. At the same time, we strongly encourage you to adapt the discipline and methods of Six Sigma to best impact your unique culture, industry, market position, people, and strategy. Our biggest fear is that people will "accept" or "reject" Six Sigma as if it were a thing (falling victim to the Tyranny of the Or) and not use it as a flexible system."

Below are key excerpts from the book, that I found particularly insightful:

1) "The Benefits of Six Sigma: 1) Generates sustained success...2) Sets a performance goal for everyone...3) Enhances value to customers...4) Accelerates the rate of improvement...5) Promotes learning and "cross pollination"...6) Executes strategic change"

2) "Six Themes of Six Sigma: 1) Genuine Focus on the Customer...2) Data- and Fact-Driven Management...3) Process focus, Management, and Improvement...4) Proactive Management...5) Boundaryless Collaboration...6) Drive for Perfection; Tolerance for Failure"

3) "Six Sigma Improvement and Management Strategies: 1) Process Improvement: Finding Targeted Solutions...2) Process Design/Redesign: Building a Better Business...3) Process Management: The Infrastructure for Six Sigma Leadership"

4) "In the Six Sigma Way, we will use and refer to a five-phase improvement cycle that has become increasingly common in Six Sigma organizations: Define, Measure, Analyze, Improve, and Control - or DMAIC."

5) "...The ideal roadmap for establishing the Six Sigma system and launching improvements...1) Identify core processes and key customers. 2) Define customer requirements. 3) Measure current performance. 4) Prioritize, analyze, and implement improvements. 5) Expand and integrate the Six Sigma system."

6) "Five-step measurement implementation model: 1) Select what to measure 2) Develop operational definitions 3) Identify data sources 4) Prepare collection & sampling plan 5) Implement and refine measurement"

7) "We can offer an assessment model, however, based on two major conditions - both of which must be met if process design/redesign is going to work: 1) A major need, threat, or opportunity exists: a) Shifts in customer needs/requirements...b) Demand for greater flexibility...c) New technologies...d) New or changed rules and regulations...e) Competitors are changing...f) Old assumptions (or paradigms) are invalid...g) The current process is "a mess"...2) You're ready and willing to take on the risk: a) Longer lead-time for change is acceptable...b) Resources and talent are available...c) Leaders, and the organization as a whole, will support the effort...d) The "Risk Profile" is acceptable."

8) "Process Value Analysis: As processes get more complex, they tend to insulate people from the real reason that customers patronize a business. "Value Analysis" is a way of reemphasizing the key raison d'etre of a business or process by looking at work from the external customer's point of view. In the analysis, we assign each process step to one of three categories: 1) Value Adding...2) Value Enabling...3) Non-Value-Adding"

9) "Twelve Keys To Success: 1) The Six Sigma Efforts to Business Strategy and Priorities 2) Position Six Sigma as an Improved Way to Manage for Today 3) Keep the Message Simple and Clear 4) Develop Your Own Path to Six Sigma 5) Focus on Short-Term Results 6) Focus on Long-Term Growth and Development 7) Publicize Results, Admit Setbacks, and Learn from Both 8) Make and Investment to Make It Happen 9) Use Six Sigma Tools Wisely 10) Link Customers, Process, Data, and Innovation to Build the Six Sigma System 11) Make Top Leaders Responsible and Accountable 12) Make Learning an Ongoing Activity"

