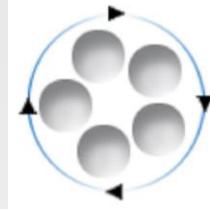


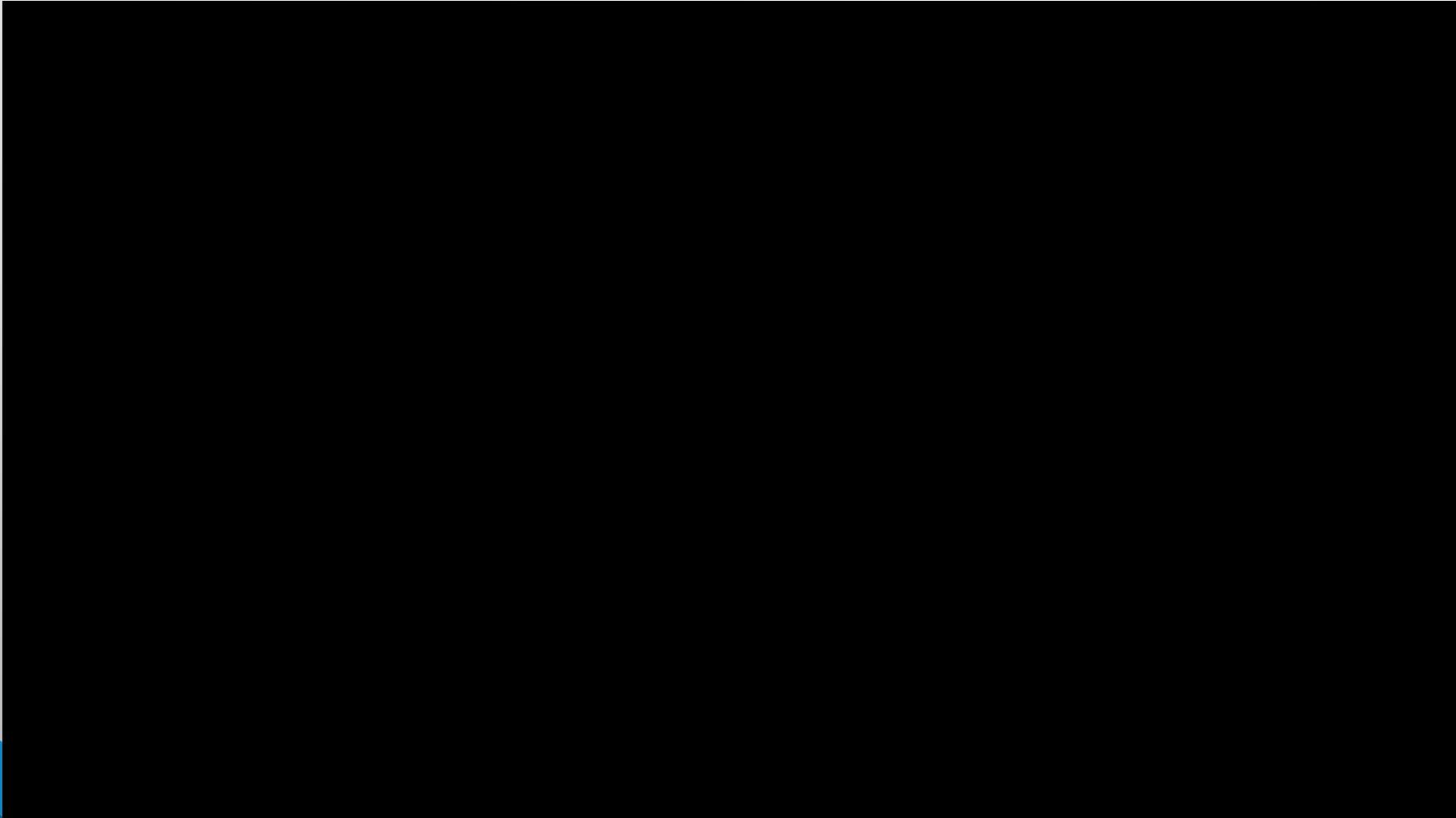
# *Voice of the Community*

# Who is



**SixSigmaTV.Net**

THE NETWORK FOR SIX SIGMA



# Who I Am



## Mason Gray, ASQ Certified LSSYB

Over 2 years of training, mentoring, and consulting in numerous industries, including Fisheries, Healthcare, & Consumer Goods.

### Who I've worked with:

Marin General Hospital

ISS Manufacturing

Trans-Ocean Products

WA State DSHS

Alcoa

BTC (graduate)

Silver Reef Resort Casino

# Breakout Session Schedule

What is Lean: The Definition & History

Lean Application: Lean in Every Industry

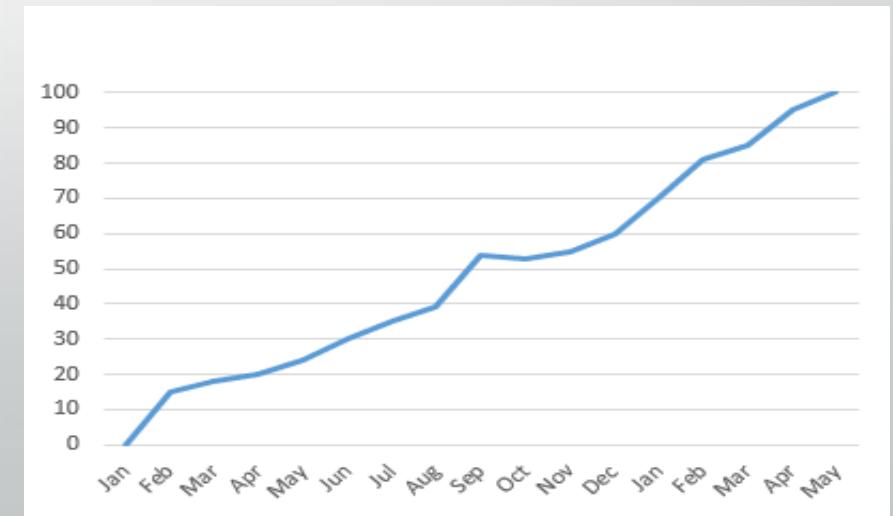
“What do you notice?” Exercise

CTQ: Critical to Quality Definition

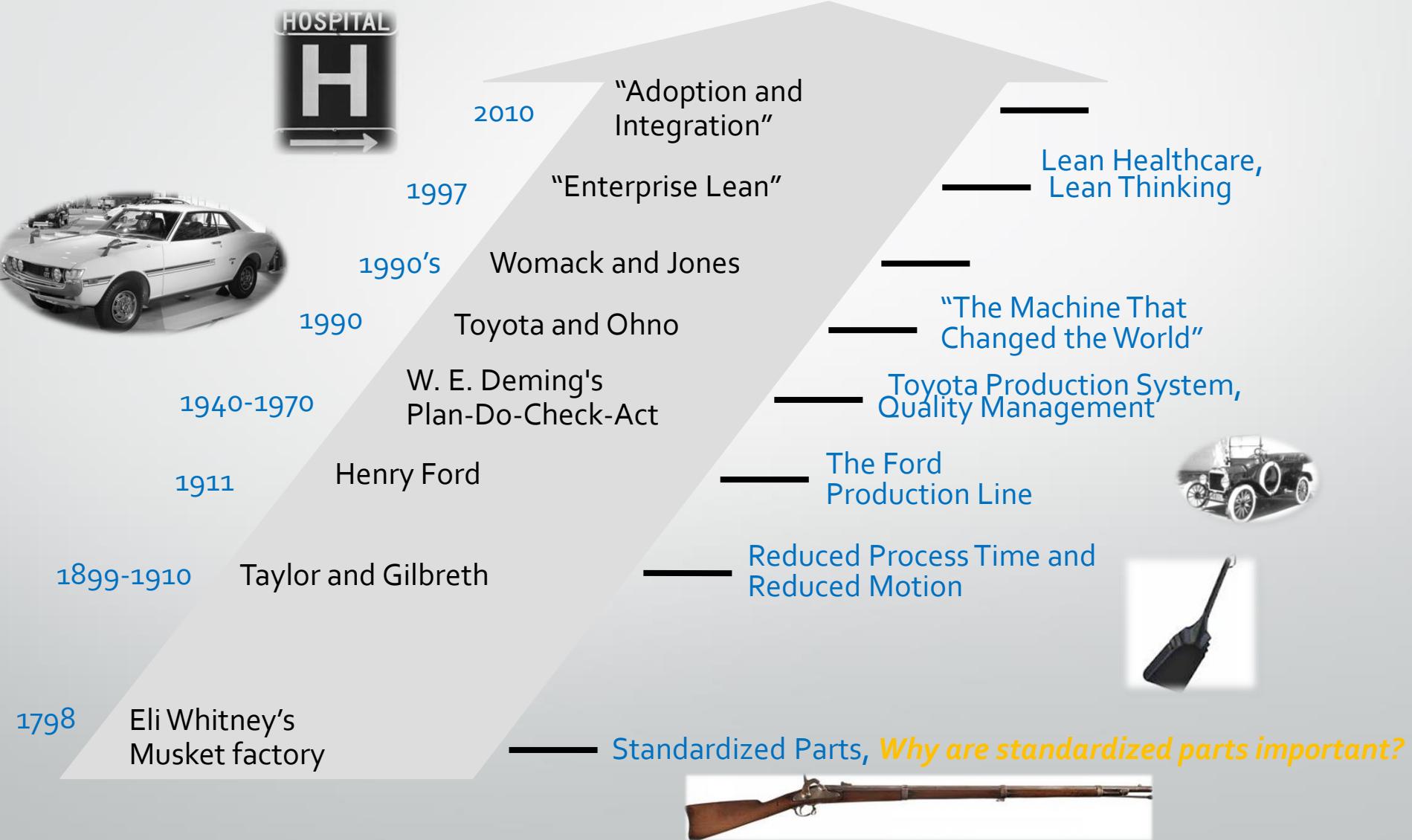
“CTQ Tree” Exercise

# What is Lean?

- Lean is **a methodology** that has **been around for over 60 years** in various forms.
- Lean **focuses on improving quality by eliminating and reducing waste** within the processes that deliver value to customers/patients.
- Lean methodology fosters **an environment for continuous improvement** by utilizing Kaizen to rapidly improve processes, accelerating the rate of improvement and creating lasting results.
- Lean tools **set up processes for optimization.**



# History of Lean



# “Planet” Lean



- <https://www.youtube.com/watch?v=hu1h2lUYhRM>

# What do you notice?



## 3 Minute Group Exercise

*– Talk with your neighbor, Prepare to Share!*

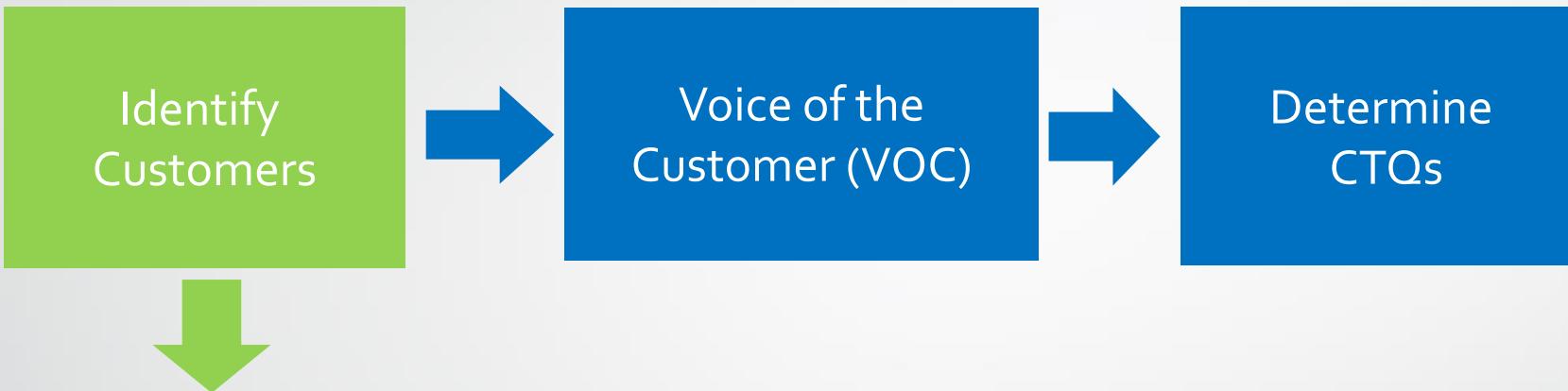
- Are the individuals needs being met in this picture?
- We often **perceive to know what is of value to the customer**, but that perception can be misaligned with their actual needs.
- This emphasizes the need to **define requirements early on in the process** via feedback from the end users.

# Critical To Quality (CTQ)

- CTQs are what the customer expects of a product, process or service... the spoken needs of the customer, the Voice of the Customer (VOC).
- (*Was the individuals needs met in the previous slide?*)
- CTQs align improvement or design efforts with customer requirements.
- CTQs represent the product, process or service characteristics that are defined by the customer (internal or external).
  - They may include the upper and lower specification limits or any other factors related to the product, process or service.
  - **CTQs should be interpreted from a qualitative customer statement to an actionable, quantitative business specification.**
- **A CTQ Tree** is an approach of linking measures to an important outcome. It acts as a roadmap for data collection.
- CTQs (Critical to Quality) are the key measurable characteristics of a product or process whose performance standards or specification limits must be met in order to satisfy the customer.

# CTQ – How to Develop

There are three major components of developing CTQs



- List Customers (*Walker*)
- Define the customer segments  
(*different customer types*)
- Narrow list if needed

# CTQ – How to Develop

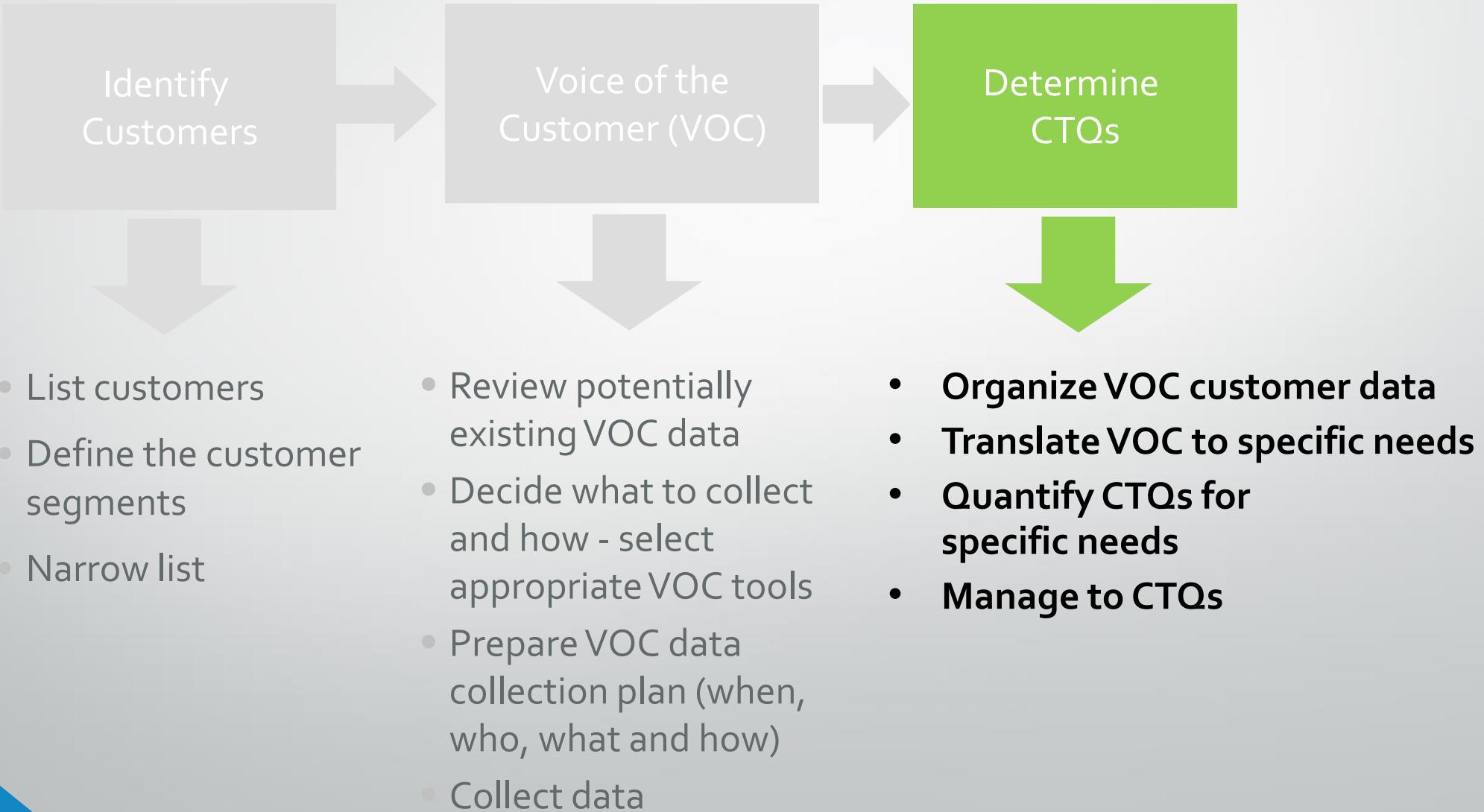
Capturing the **Voice Of the Customer** is imperative to determining what is considered “critical.”



- List customers
  - Define the customer segments
  - Narrow list
- 
- Review existing VOC data
  - Decide what to collect and how, select appropriate VOC tools (*survey, reviews*)
  - Prepare VOC data collection plan (*when, who, what and how*)
  - Collect data

# CTQ – How to Develop

Once the data is collected, A CTQ Tree is developed.



# Translating the VOC into CTQs

| Voice of the Customer   | Key Issue  | CTQ  |
|---|--|--|
| "I hate filling out this long survey"                         | Takes too long   | The survey takes less than 5 minutes to complete   |
| "I'm always on 'hold', or end up talking to the wrong person" | Wants to talk to the right person, quickly               | Customer reaches the correct person the first time, within 30 seconds  |
| "This software doesn't work"                                  | The software needs to do what the vendor says it will do | <ul style="list-style-type: none"> <li>• All needed design features built-in</li> <li>• Software is fully operational on customer's existing system</li> </ul> |

*Knowing the CTQ does not imply that the appropriate process has been isolated to improve it*

# How do you feel?



- <https://www.youtube.com/watch?v=oRqDrQPgWGc>

# VOC → CTQ

**Interpretation.** When populating the CTQs, be as specific as possible. The CTQs should be measurable elements of the “Drivers of Need.”

I need..

I need a good  
ER Visit

## Drivers of Need

Waiting Time

Quality of Care

Staff Interaction

## CTQs

Door to bed time less than 30 min

Door to physician time less than 30 min

Total ER visit is less than 180 min

Pain alleviated appropriately 100% of time

Accurate diagnosis made 100% of the time

Interaction with no more than 3 staff

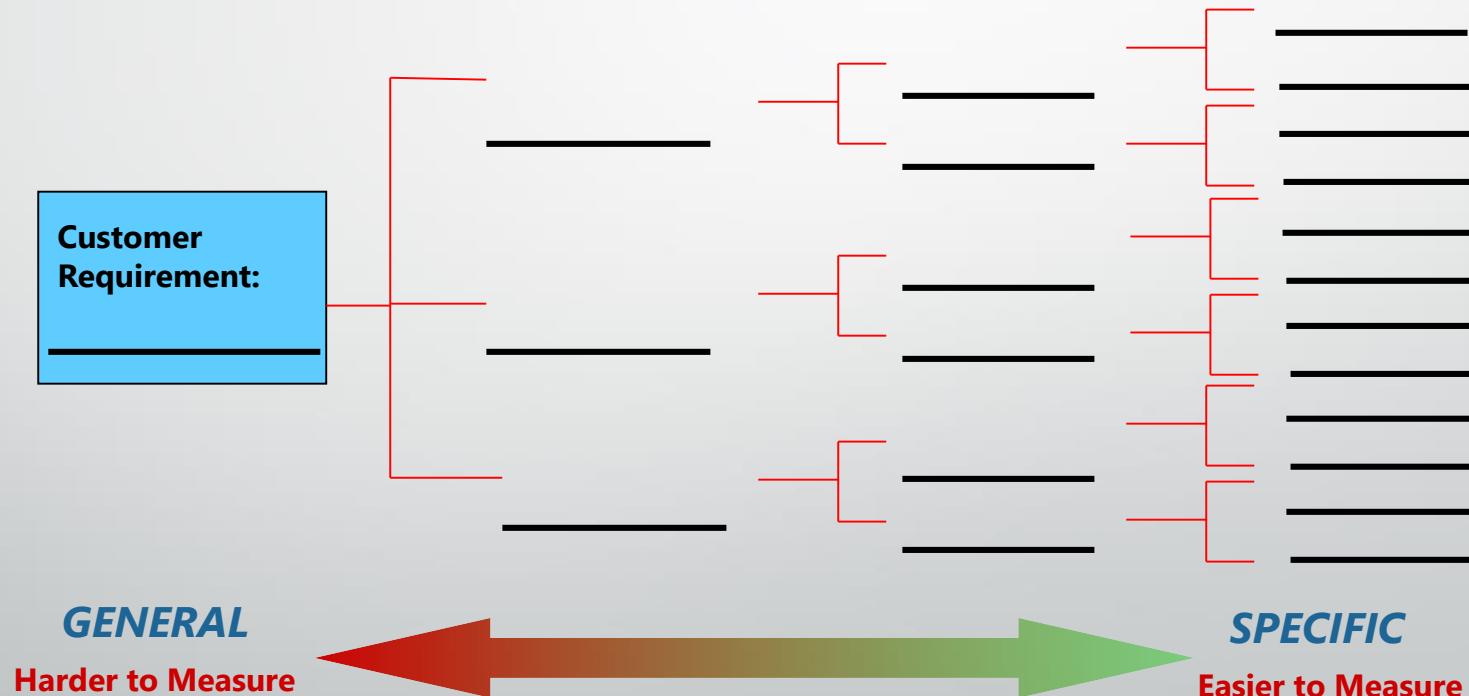
Able to ask questions 100% of the time

Receive responses to questions in 10 min

# CTQ Exercise

**With your neighbor, take 5min to develop a CTQ Tree about Traffic. Focus on the high-level **needs** for driving A to B, and then move to the right through the tree to determine specific, measurable characteristics that represent the customer-defined requirements CTQs (develop 2 specific CTQs for this Exercise).**

***Be prepared to share your findings to the group in 8 minutes.***



# *Remember...*

*"Courage, Connection, Community - getting better together."*

# Thank You

*For your attention, one of the greatest gifts you can give...*