

Lean Six Sigma Simplified

Process Innovation Guru
Jay Arthur

Reveals the Secrets of
Lean and Six Sigma

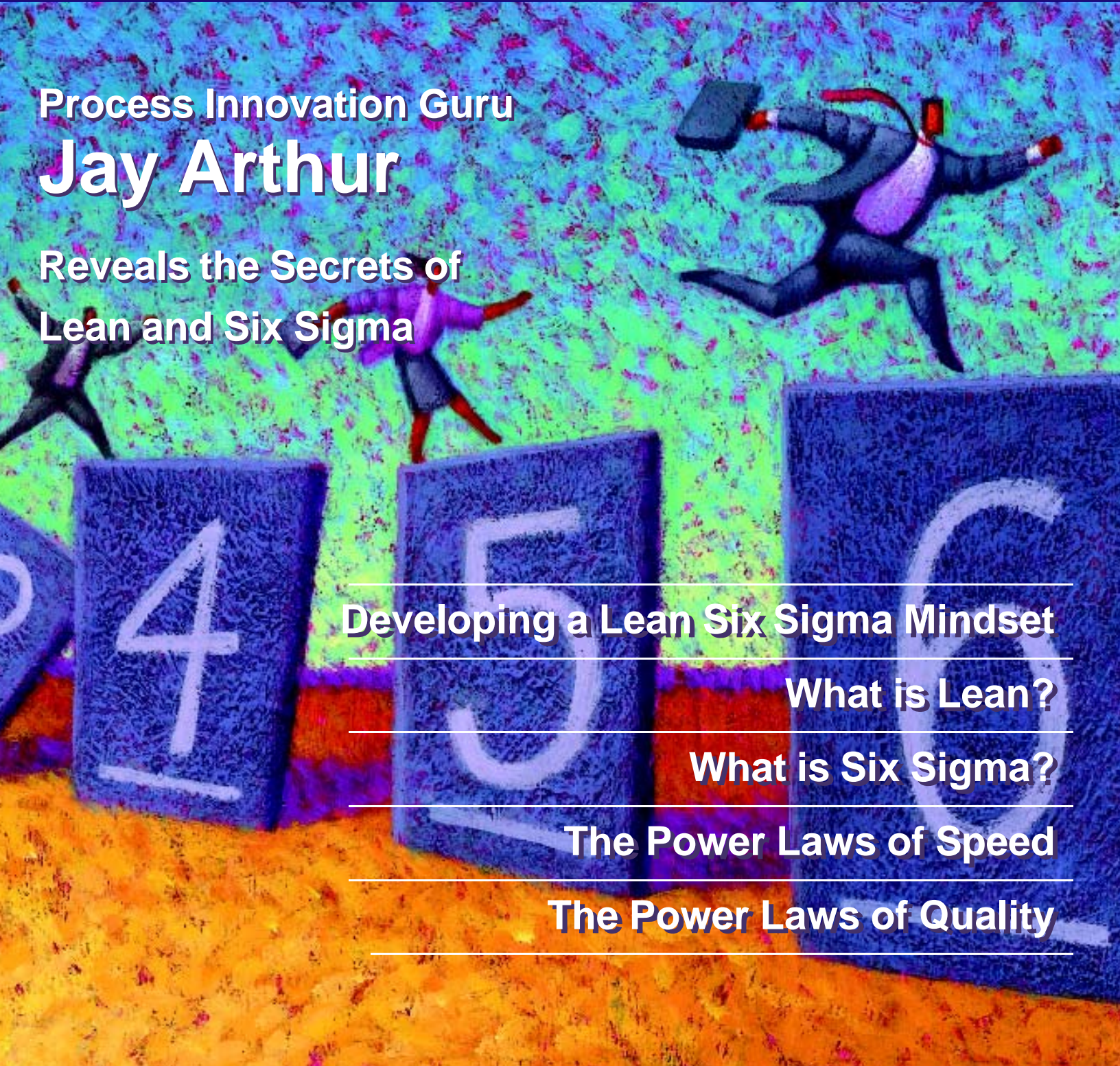
Developing a Lean Six Sigma Mindset

What is Lean?

What is Six Sigma?

The Power Laws of Speed

The Power Laws of Quality



Lean Six Sigma

A Personal Message from Jay Arthur

Dear Business Leader,

Have you ever sat down to figure out how much money you're losing because of misses, mistakes, errors, omissions, defects and delay? If your business is like 99% of all businesses, **you're blowing 25-40% of your profit margin** to deal with, remedy, resolve and mitigate these kinds of problems. Now, maybe your people are perfect and never make mistakes, maybe your processes are so mistake-proof that nothing ever goes wrong, but be honest: Isn't there some level of daily crisis management that you wish didn't exist? Aren't there too many complaints, too much rework, too much waste, too much fire fighting and too much heroism by employees on a daily basis?



Jay Arthur

Fifteen years ago, I was working in what Henry Miller once called the "Cosmodemonic Telephone and Telegraph Company." Like most monopolies, we could be inefficient and ineffective as long as we didn't irritate too many customers or regulators because we could raise our rates to extract our government specified rate of return. Around that time, Total Quality Management (TQM) was all the rage and I got involved because competition from other phone and cable companies was on the rise. One way or another, we were going to have to start to squeeze our costs to maintain our margins.

Downsizing is one way to get results. It forced managers to stop doing all kinds of useless things, but it was pretty

painful. Still is. **Studies have shown that downsizing will cost you 25% of all employee productivity.** So downsizing better save more than 25% or you'll have a net loss.

Let me ask you this question: "If you had 25% more staff, what new and interesting customer serving projects would you undertake? What new products or services would you create? What possibilities would you embrace?" That's the power of Lean Six Sigma: more profit from streamlining your existing processes which will free up resources to do things you just don't have time to do.

In the phone company, I worked with teams that found ways to save tens of millions of dollars. Since I left the phone company in 1996, I've helped other companies find ways to simplify, streamline, and optimize their processes to add \$25,000, \$250,000 or more to the bottom line. The methods and tools are simple, but only one company in 50 will take the time to learn and apply them. Most people would rather rely on gut feel, common sense, and trial and error to find and fix the problems in their business. But here's what I've learned: at some level of speed, quality and profitability *these inherent problem solving tools stop working*. That's when you need a new and improved toolkit to jump to new levels of performance and profitability.

If you're open to it, this magazine is packed with insights and resources to accelerate your productivity and boost your bottom line.

Jay Arthur

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KnowWare Internationalz Inc.
2696 S. Colorado Blvd., #555
Denver, CO 80222
888-468-1537 303-756-9144
www.qimacros.com
info@qimacros.com
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Are You Overlooking the Biggest Profit-Making Opportunity in Your Business?

I'm willing to bet that your business can be a lot more profitable than it is now. I've worked with businesses ranging in size from an independent muffler shop to hospitals to Fortune 50 companies. I've helped them save anywhere from \$25,000 to \$25 million that could be added to the bottom line. The process is simple, but almost every business overlooks this opportunity to bank more cash and boost the bottom line.

Every Business Has Two Sources of Cash Flow

Cash is the lifeblood of your business. Businesses are only as healthy as their cash flow. Every business has two sources of cash flow:

1. **External customers** give you money for your products and services. The traditional wisdom says that you need to sell more to more customers to increase your cash flow.
2. **Internal processes** are another source of cash because mistakes, errors, defects and delays make your business leak cash like a rusty bucket. Why are internal processes a source of cash? Because when you plug the leaks, you get to keep all that money!

I'd like you to consider that most businesses spend all of their time and money focused on trying to fill the cash bucket with new customers and virtually no money plugging the leaks caused by internal processes. Almost every company will spend a small fortune trying to gain a slight edge in marketing and sales that will allow them to get or keep a customer. The only problem is that this elusive edge is constantly in peril from competitors and the fickle perceptions of customers. You can never fully control this aspect of your cash flow.

You do, however, have complete control of the processes and technology inside the gates of your business. Every process leaks money. Even if you only make one mistake in every 100 orders, bills, purchase orders, products or services, that one percent error rate can add up to 6-12-18 percent across your business.

The Juran Institute has found that the cumulative cost of mistakes, rework, and scrap will add up to 25-40% of your total expenses. Don't believe it's that much? Spend a day tracking every mistake, glitch, and customer complaint in your business. Then calculate the cost of finding and fixing each one. How much time does it take? What does it cost? If you and your employees weren't fixing the mistakes, what could you be doing instead? Multiply this by the number of days in the week, month, or year. Ouch!

These errors aren't your fault and they're not the fault of your people. It's your systems and processes that are at fault—they let people make mistakes that could be prevented.

Every Process Produces Two Unwanted Side Effects

Every process produces defects and delays. The defects have to be fixed or scrapped. **Big leak #1: Fixing mistakes** that shouldn't have been made in the first place that consume time and money that could be better spent serving customers and boosting the bottom line. **Big leak #2: The delays** that cost you time and money that dampen your productivity and profitability.

Even a small reduction in defects and delay in your mission-critical processes can give you a sustainable competitive advantage. Customers aren't stupid. They can tell a finely tuned supplier from a clumsy one. Once you have a head start, your competitors will always be playing catch up.

Secret #1: Work *ON* Your Business, Not *IN* It

In the 1970s, I owned a Mustang. I loved to drive *in* my car and I liked to work *on* my car, but I couldn't both work *on* my car and drive *in* it at the same time. As you know, if you don't periodically change the oil, tune the engine, fix the brakes, and change the tires your car will most likely breakdown. And it will most likely break down at the least opportune moment. While most business owners will take time out of their hectic schedule to have their cars serviced, most never think to do the same for their businesses.

Do you feel like your business is controlling you, not the other way around? Can you leave your business or department in the capable hands of your employees or does it demand too much of your attention? Is your business an asset that any sane business person would want to buy or franchise, or is it too chaotic?

In the 1990s, Michael Gerber captivated the attention of business owners with a book called the E-Myth. He argued that most people spend all of their time working *in* their business, but most never work *on* their business, creating and improving the processes and systems that minimize mistakes and maximize output. If you want a reliable, dependable business that consistently produces predictable results, you will need proven methods and tools to make it happen.

Secret #2: Become Process-Oriented

It's easy to be seduced by the excitement of crisis management and firefighting. It becomes a way of life in most businesses. When daily heroics are required to avoid missing commitments and preventing defective products from escaping into the hands of customers, companies come to rely on heroes.

Develop a Plug the Leaks Mindset! This is another mistake. People-oriented businesses believe that quality and productivity are a function of their people, not their processes. People-oriented businesses have to pay a premium for the best people. When these people leave, they take their highly refined mental processes with them.

Process-oriented businesses, on the other hand, rely on mistake-proof processes to ensure that products and services are delivered on time and error-free. Process-oriented businesses have procedures for everything from cleaning restrooms (e.g., McDonalds) to maintaining Navy fighter jets. When you have good processes, there's less need for overtime and you can hire the lowest skill-level necessary for the job. Labor costs are cheaper because you aren't bidding for a small group of the best people. Best of all, you can go on vacation, secure in the knowledge that your business will run itself.

Secret #3: Implement a Proven Improvement System

Most managers and business owners think they should be able to find and fix all of the problems in their business, and they can up to a point, but then they hit a wall. This isn't your fault. Research has shown that one set of problem solving methods (e.g., common sense and trial-and-error) will work for a certain class of problems, but not another. Then you need a new set of methods and tools to solve the next class of problem. Consider antibiotics: they fight bacterial infections, but not viruses like the common cold. The same is true in business.

When people first start a business, processes are created by accident in an ad hoc way. Problems with the processes are fixed using common sense and trial-and-error as the business grows. But at some point, the ability

of these two methods to solve the more mysterious and complex problems begins to fall off. Eventually, they stop working all together. This early-success and later-failure syndrome affects all problem-solving methods. It's often shown as an S-curve.

Throughout time, people have routinely found ways to solve seemingly unsolvable problems. Edison invented the light bulb. The Wright brothers figured out how to fly. But to do this, they invariably had to invent new ways to solve problems that exceeded the grasp of the old methods.

Fortunately, the methods and tools for creating and improving your processes and systems have already been developed and proven in every industry. I have found that a few key tools used in the right order are all you need to start making immediate breakthrough improvements in speed, quality, productivity and profitability.

Double Your Profits

If you're like most businesses, reducing costs by 20% would more than double your profits. To make this easy, I've created a complete tool belt for working on your business. It's all here: methods, tools, technology, and training to handle everything you need to plug the holes in your cash flow and start saving 20-35% of your expenses.

Don't Have The Time?

The urgencies of any business can consume all of your time. Fortunately, given the right gauges on the dashboard of your business, it's easy to diagnose where to focus your improvement efforts even while you are still working in your business. That's why we created the QI Macros software to simplify your initial foray into measurement and improvement.

Too Busy Bailing to Plug the Leaks?

Every business has to improve the key aspects of performance every year just to keep even with the competition. The only question is whether you're going to rely on the declining effectiveness of common sense and trial-and-error or are you going to upgrade your ability to solve the stubborn, seemingly unsolvable problems in your business? If you aren't going to employ the proven strategies of Lean Six Sigma, what are you going to do instead?

Calculate Your Benefits

	Your Business	Reduce Costs	Increase Sales
1. Annual Gross Revenue	\$ _____	\$10,000,000	\$20,000,000
2. Annual Expenses	\$ _____	\$ 9,000,000	\$18,000,000
3. Current Net Profit (#1-#2)	\$ _____	\$ 1,000,000	\$ 2,000,000
4. Reduce Expenses by 10%	\$ _____	\$ 900,000	
5. New Net Profit (#3+#4)	\$ _____	\$ 1,900,000	

Which is easier? To increase sales by 100% or cut your costs by 10%?

Plug the Leaks



Every business succeeds or fails through a combination of people, process and technology. The **Plug the Leaks System** shows you how to make dramatic performance improvements that will improve operational efficiency and boost the bottom line.

Four Steps to Productivity and Profit

Learn How To Maximize Your Profit Using This Four-Step Million Dollar Improvement Strategy

1. Develop Laser Improvement Focus

- ◆ Listen to the Voice of the Customer
- ◆ Identify the Critical to Customer Indicators
- ◆ Develop a Balanced Scorecard of Performance

2. Double Your Speed by Eliminating Your Speed Bumps

3. Double Your Quality Using the 4-50 Rule

4. Monitor and Sustain the Improvement

FREE!

1. Lean Six Sigma Lessons On Line

You get seven email lessons on how to start making improvements!

2. The QI Macros for Excel 30-Day Evaluation

Download the lessons and software for FREE right now

qimacros.com/free-resources

in Your Cash Flow

Turn Your Cash Cow into a Golden Goose

Every Business Has Two Core Process Problems: Defects and Delay

- 4% of any business causes 50% of the waste, rework and lost profit. Laser focus your improvement efforts.
- 25-40% of profits are wasted fixing defects. Learn to use the 4-50 rule and tools to eliminate unnecessary mistakes and errors.
- Your people are busy, but your product is idle 95% of the time. Use the power laws of speed to eliminate delays and shock customers with your responsiveness.



I believe that your teaching materials are the best format and most simplistic on the market. I am in a position to share your materials with the continuous improvement teams at my Ford location (Oakville assembly plant).

–Wallace Tait, Ford of Canada

As a certified Six Sigma Black Belt with more than \$30,000 of Six Sigma training under my belt I feel I am qualified to state categorically that your products and methods are truly outstanding and, most important of all, they get RESULTS.

–Brittain Ladd - Manager of Domestic Transportation Michaels Stores, Inc

Plug The Leaks In Your Cash Flow System:

1. Plug the Leaks Workbook
2. Plug the Leaks Audio 5-CD Learning System
3. QI Macros SPC Software for Excel
4. QI Macros Training CD

Introductory offer: \$497

What is Lean?

Lean has simple goals like:

- ◆ 30-60% reduction in Turnaround Time (TAT)
- ◆ 20-40% reduction in floor space requirements
- ◆ 20-30% improvement in equipment capacity
- ◆ 20-50% improvement in productivity
- ◆ 30-60% reduction in inventory
- ◆ Reduction in defects
- ◆ Increased quality
- ◆ Financial savings
- ◆ Organized workplace
- ◆ Predictable, manageable workload

Lean Simplified

Lean focuses on eliminating delay.

The first step to breakthrough improvements starts with reducing the time to perform your mission critical processes. Analyzing processes to eliminate delay and make them faster follows the FISH process:

Focus - to identify the key areas and opportunities for improvement.

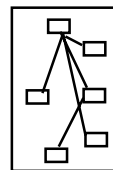
Improve - to reduce delay and rework that reduce lead and turnaround times.

Sustain - to stabilize and sustain the improvements.

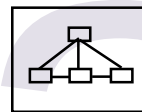
Honor - to recognize, reward, and re-focus efforts.

There are three key tools in solving problems with speed:

5S • The 5 S's - to sort, straighten, shine, standardize and sustain.



• Spaghetti Diagram - to visualize the flow of work

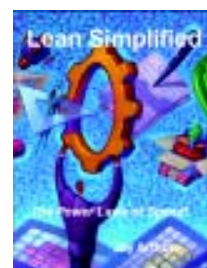


• Value Stream Mapping - to identify delay and rework in a process.

With these three tools you can eliminate most problems associated with delay.

New! Lean Simplified Video (#262).

This 1-hour video covers the seven types of waste, how to do the 5 Ss —



Sort, Straighten, Shine, Standardize, Sustain—and how to redesign your work flow for optimum productivity and quality. (\$97)

What is Six Sigma?

Why Lean Six Sigma? Why now? Fortune 500 companies like GE are using these tools to save big bucks. In 1998, GE invested \$450 million to achieve \$2 billion in savings.

Unfortunately, the Fortune 500 version comes with an exorbitant price tag and lengthy implementation process that most companies can't afford. That's why I distilled the essence into Lean Six Sigma Simplified.

Six Sigma Simplified

Six Sigma focuses on reducing defects, mistakes, and errors. Six Sigma is a results-oriented, project-focused approach to quality, productivity, and profitability. These reductions translate into cost savings, profit growth and competitive advantage. And the process is simple:

- 1. Focus on key problem areas** by counting and categorizing your misses, mistakes and errors.
- 2. Improve by eliminating defects.** Root cause analysis teams can identify countermeasures in a day or less.
- 3. Sustain the improvement** by monitoring key measures using SPC.
- 4. Honor your progress.** Recognize, reward, and refocus the improvement effort.

Most profitable companies achieve a 3-Sigma level of quality using common

sense and trial and error. To achieve 4-5-6 Sigma, you will need a more robust toolkit and methodology.

Like most toolkits, you don't need to know everything to do anything. You only need a few key tools—line graph, pareto chart, fishbone diagram, and a control chart—to make and sustain dramatic, productivity and profit enhancing improvements. To go from 5-to-6 sigma, you'll need some more exotic tools, but you won't need them for several years.

If we applied Lean Six Sigma to

- Tax returns, there would only be 340 errors in the 100 million returns filed each year.
- There would only be 3.4 deaths per million hospital admissions instead of 1 per 100 as reported by the National Academy Press.
- Your business...how many customer complaints and how much crisis management could you avoid?

Double Your Speed

In a global economy, everyone is competing against the clock. So, speed is critical to your success. In *Competing Against Time*, (Free Press 1990), the authors present compelling evidence for the power laws of speed—simple changes in your process can reduce lead times by 90%, reduce inventories by 90%, reduce errors by 50% and increase productivity 100%! Instead of economies of scale, you need economies of speed.

The Economies of Speed

Customers today demand speed and customized solutions. I don't know about you, but I grew up on the wisdom of Henry Ford: mass production and the *economies of scale*. But while I was learning about Ford in the 50's, Toyota was mastering the art of *speed production* and the *economies of speed*.

It's not the big that eat the small, it's the fast that eat the slow!

The 5% Rule

The amount of time it takes to deliver a product or service is far greater than the actual time spent adding value to the product or service. Most products and services only receive value for 5% of the total delivery time. Why does it take so long? Delay. The product is sitting idle far too long between steps in the process.

Examples: A manufacturer of heavy vehicles only spends 2 *days* assembling a vehicle, but 45 *days* preparing the order.

A claims processing group only spends seven hours processing a claim, but it takes 140 days for each claim. They reduced it to 40 days.

A human resources staffing group takes 10 days to screen, test and interview candidates, but there's only 1.5 hours of actual work in those 10 days. By combining the telephone screening with the interview and having applicants take a test on-line, they took 9 days out of the process and saved one hour of staff time per candidate (estimated at 20 hours per month).

The 25-2-20 Rule

Every time you reduce the time required to provide a product or service by 25%, *you double productivity and cut costs by 20%*.

Watch Your Product, Not Your People!

Value added analysis will help you find ways to eliminate the delays between each step of the process. Employees won't have to work any harder; you just eliminate the delay.

The 3X2 Rule

When you slash your cycle time to do mission-critical processes, you enjoy growth rates three times the industry average and twice the profit margins.

Double Your Quality

Even though every manager claims to understand the 80-20 rule, they still try to deploy improvement methods everywhere. But Lean Six Sigma is like peanut butter—the wider you spread it, the thinner it gets. Remember the dark side of the 80-20 rule: if you try to use Lean Six Sigma everywhere, 80% of your effort will only produce 20% of the benefit.

Bell-Shaped Mindset

Because improvement principles evolved predominantly in a manufacturing environment, there's a lot of emphasis on the "normal" or bell-shaped curve, where product measurements are distributed across a range of values.

4% Of Your Business Causes Over 50% Of The Waste, Rework, and Lost Profit

Unfortunately, this emphasis has blinded most leaders to the reality that defects tend to cluster in small parts of the business; they aren't spread all over the workplace.

What if you could get over half of the "benefit" from improvements by working on just 4% of the business?

You can! Pareto's 80/20 rule is a power law. Power laws aren't linear, they grow exponentially. So, if you believe in Pareto's rule, you have to believe that it applies within the 20%: 4% of the business will cause 64% of the waste and rework.

The 4-50 Rule

Wherever I go, I find that four percent of transactions cause over 50% of the rework. Four percent of

Americans have over half the wealth. 4% of IBM's original 360 operating system contained 64% of the bugs. A 6% medication error rate creates over \$9 Billion in unnecessary medical costs each year.

To Increase Your Results, Narrow Your Focus! This suggests that you can maximize your results by *minimizing* your investment and narrowing your focus. It also suggests that to accelerate results, you will want to *reduce* the number of people involved. Wow! More bang for the buck!

Learn How To FISH

There are four simple steps to the improvement process:

1. Focus on the 4%.
2. Improve the 4%.
3. Sustain the improvement.
4. Honor Your Progress

Then do it again on the next 4% and the next. This *crawl-walk-run* approach to performance improvement will systematically minimize your investment and maximize your results.

Lean Six Sigma

One-Day Lean Six Sigma Workshop

Jump Start Your Productivity and Profitability!

Typical Lean Six Sigma training takes 10-20 days spread over 2-4 months at costs ranging from \$5,000 to \$40,000 per person.

We do it in one day with up to 25 people for as little as \$- ,) 00.

We call it Money Belt training training, because we focus on teaching the essential methods and tools you need to start achieving results and moving toward 5-sigma. Most people aren't ready for all of the complex methods and tools required to achieve Six Sigma.

If your company is like other successful and profitable companies, you may not be sure that Lean Six Sigma can improve your bottom line, but after looking at all kinds of companies, I can tell you that most are successful and profitable while barely 3 sigma.

You don't need to be a Black Belt in statistical methods to start making big gains. You only need a few key methods and tools and lots of improvements to achieve 5-sigma.

And we tailor our training to your company's data and needs, because you learn better when it's relevant to your job. We like to develop improvement stories right in the classroom so that you'll be ready to start root cause analysis immediately.

Workshop Outline

Overview

- What are Lean and Six Sigma?

Focus for Laser-Like Improvement

- Create Your Master Improvement Story
- 4-50 Rule

Improve the Process

- How to Double Your Speed Using Lean
- How to Double Your Quality Using Six Sigma

Sustain the Improvement

- Flow Charting and Value Stream Mapping
- Choosing and Using Control Charts
- Analyzing Stability and Capability

Honor Your Progress

- Recognize, Review, and Refocus

Materials Provided

- Lean Simplified Book
- Six Sigma Simplified Book
- Lean Six Sigma SPC Quick Reference Cards
- 25 QI Macros Licenses

Investment: \$- ,) 00 fl "G"cb`mL`

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SPC Simplified

One-Day Statistical Process Control (SPC) Workshop!

Understand How to Create a Measurement Dashboard

Struggling with how to choose the right chart for your process and data? Or are you spending all of your time drawing control charts but don't know what they're telling you? This workshop is designed for quality managers and employees struggling with the seemingly incomprehensible statistics and analysis required for SPC: control charts and histograms. This workshop is a hands-on course tailored to your business that provides a simple, structured way to choose the right chart, graph the data and then interpret the results.

Learn about how to use these charts to create a dashboard of performance.

And we tailor our training to your company's data and needs, because you learn better when it's relevant to your job. We like to develop and analyze charts of your data right in the classroom so that you'll be ready to start your improvement efforts immediately.

Is it right for you?

- Do you have 10 or more trainees?
- Would you like to:
 - Save money on tuition and travel?
 - Get training tailored to your needs?
 - Start getting results quickly?

Workshop Outline

Overview

- Relationship between Lean Six Sigma and Statistical Process Control (SPC)

Control Charts and Stability Analysis

- Variable data
- Attribute data
- Types of charts (c, p, np, u, XbarR, XmR)
- Choosing the right chart
- Analyzing stability
- How can we tell if a process is stable?

- Common and special cause analysis

- Demonstration with participants data

Histograms and Capability Analysis

- Understanding capability
- Cp and Cpk
- Demonstration with participants data

Materials Provided

- SPC Quick Reference Cards
- 30-Day Evaluation Copy of the QI Macros

Investment: \$+, \$00fl "G" cb`nL`

(Includes travel within the 48 states.)

Lean Six Sigma Simplified System

Lean Six Sigma Simplified System

In addition to the Plug the Leaks System, this system includes three hours of video training on Lean Six Sigma and SPC.

1. Lean Simplified

- Remove the speed bumps in your business.

2. Six Sigma Simplified

- Focus, Improve, Sustain and Honor your progress toward excellence.

3. SPC Simplified

- Choosing and using control charts and histograms to monitor and sustain your improvements.



I started reading The Small Business Guerrilla Guide to Six Sigma and find it to make a lot of sense. I really identified with your cycle time example. I had a similar experience with a credit card company. We were able to reduce their written correspondence cycle time from 24 days to one-day processing for 90% of the work.

—Ken Leonhard

Your Lean Six-Sigma Simplified program is outstanding—and fantastically priced! I KNEW there had to be an alternative to \$15,000 Courses in Six Sigma or Lean Mfg that make our General Manager go apoplectic and our President laugh.

I'm going through everything carefully—because it sounds too good to be true—but you've hit all the buzzers that have prevented us from making progress so far and it looks like a well laid out progressive plan. We will be in touch!!!

—Kris Canfield

Lean Six Sigma System:

1. Lean Six Sigma Workbook
2. Six Sigma Video training (DVD)
3. Lean Video Training (DVD)
4. SPC Video training (DVD)
5. Plug the Leaks 5-CD Audio System
6. QIMacros SPC Software for Excel
7. QI Macros Training CD

Introductory offer: \$997

Lean Six Sigma Coaching

Sometimes the easiest way to jump start your results is to obtain some guidance to get properly focused. Most clients admit that the hardest thing to do properly is pick the right projects to start on.

When Jay works with companies directly, he charges \$3,500 to \$5,000 a day. But he has found that most of what he does can be done remotely without the associated travel costs or inherent delay. To accelerate access to Jay's improvement skills, Jay offers three coaching options:

What others have said about Jay Arthur

We got more out of one day with Jay Arthur than we did from a major accounting firm.

–Jim Mohrhauser

The billing quality teams benefited from your approach. The postage and bill format teams will save \$20 million this year. The adjustments team will save \$16 million.

–Peggy Tumey

The Lean Six Sigma Simplified system is a non-intimidating approach to systematic improvement that retains all of the goodness without watering it down.

–Don Poskin

The Lean Six Sigma Simplified System streamlined our training process, saving several days per class over the original courses. Finally, more importantly, you managed to transfer your skills and ways of thinking to the leaders of these improvement efforts.

–Dick O'Keefe



Jay Arthur

Jay Arthur, The KnowWare® Man, works with operational managers who want to plug the leaks in their cash flow.

Using Jay's approach, one wireless company, saved \$250,000/month by eliminating their top five order errors in just four months. Another Baby Bell saved \$20 million in postage expense and \$16 million in adjustments. One health care company reduced rejected claims by \$20 million. A mail house developed ways to prevent using the wrong lists, saving \$5,000 or more per list.

Jay learned the Deming Prize Winning improvement methodology in 1990, but teams struggled to solve problems and create results. Dissatisfied with anemic

results and slow pace of change, **Jay began to apply the improvement methods and tools to the improvement process itself.** He found ways to dramatically shorten the 5-20 day training process to a day or less. He calls this just-in-time training. He found ways to shorten the problem solving process that had been taking up to 12 months or more down to three or four days. And he found ways to ensure that no team would ever start a project unless they were assured of success.

Thousands of people in companies from healthcare and telephony to manufacturing and multi-level marketing are using Jay's Lean Six Sigma Simplified system and QI Macros software to make breakthrough improvements.

Call 888-468-1537 to enroll.

Bronze Level

Twelve months of email coaching **only \$997.** This includes:

24 email questions answered including data analysis plus two 30 minute phone consultations. Send Jay your data about defects or delay and he'll send back the recommended improvement projects.

Silver Level

Twelve months of telephone coaching (1 hour/month) plus the email support described above.

Only \$4,777 (about \$400/mo).

Gold Level

All of the phone and email support shown above plus two days of onsite leadership development, data mining or root cause analysis.

Only \$15,000. (U.S. only).

Because of his other commitments, Jay can only accept a limited number of coaching clients each year. So act now.