

Adapting Six Sigma to Career Development

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Data-Oriented Quality Solutions

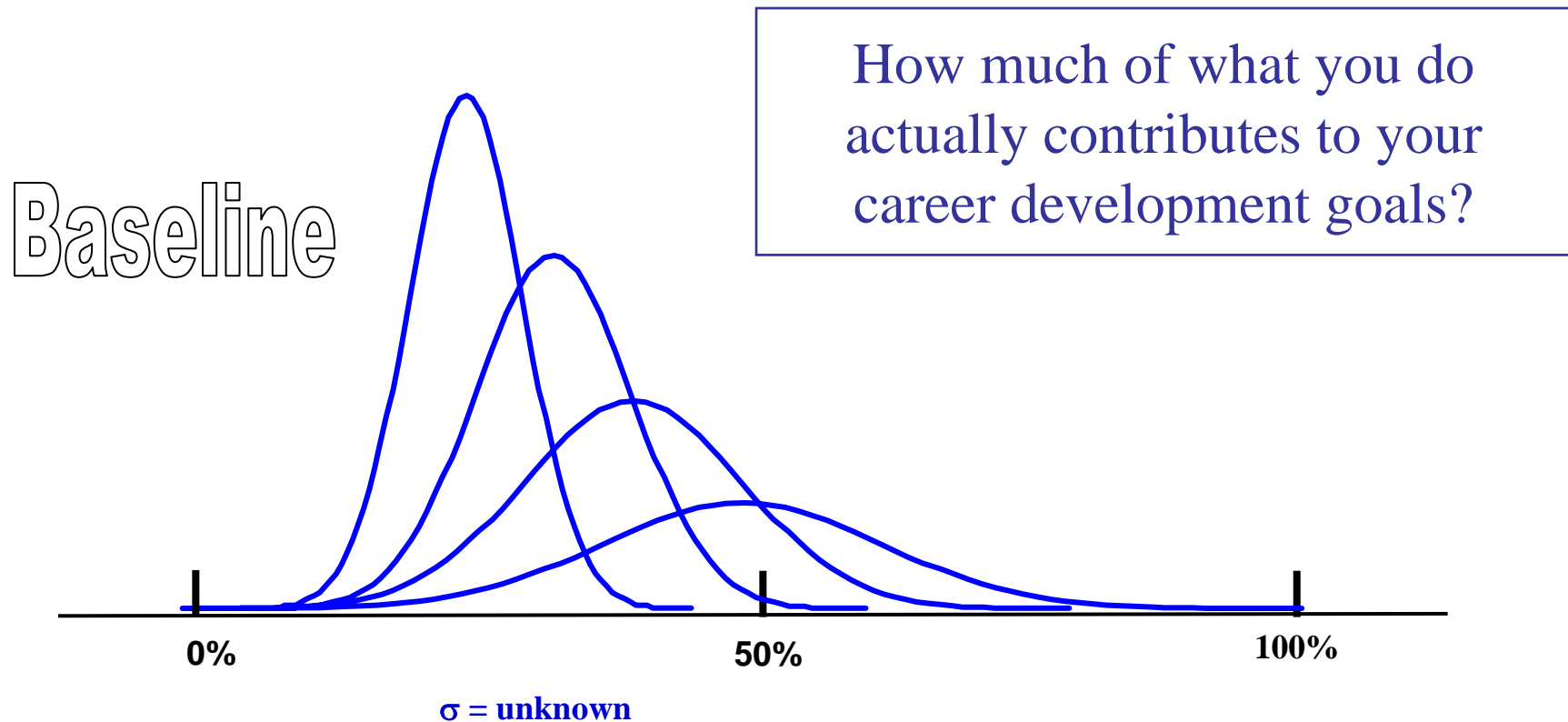
7 May 2008

Adapting Six Sigma to Career Development

- Six Sigma adds value by identifying key performance variables and then working to reduce variation around desired target values to improve quality, lowering cost, and increasing satisfaction.
- The target of a Six Sigma initiative is always a process that is improved as a result of the Six Sigma effort.
- The improved process shows lower variability and improved performance on the key performance variables identified.

*When working to develop your career,
what is the key performance variable of interest?*

What is your definition of success?

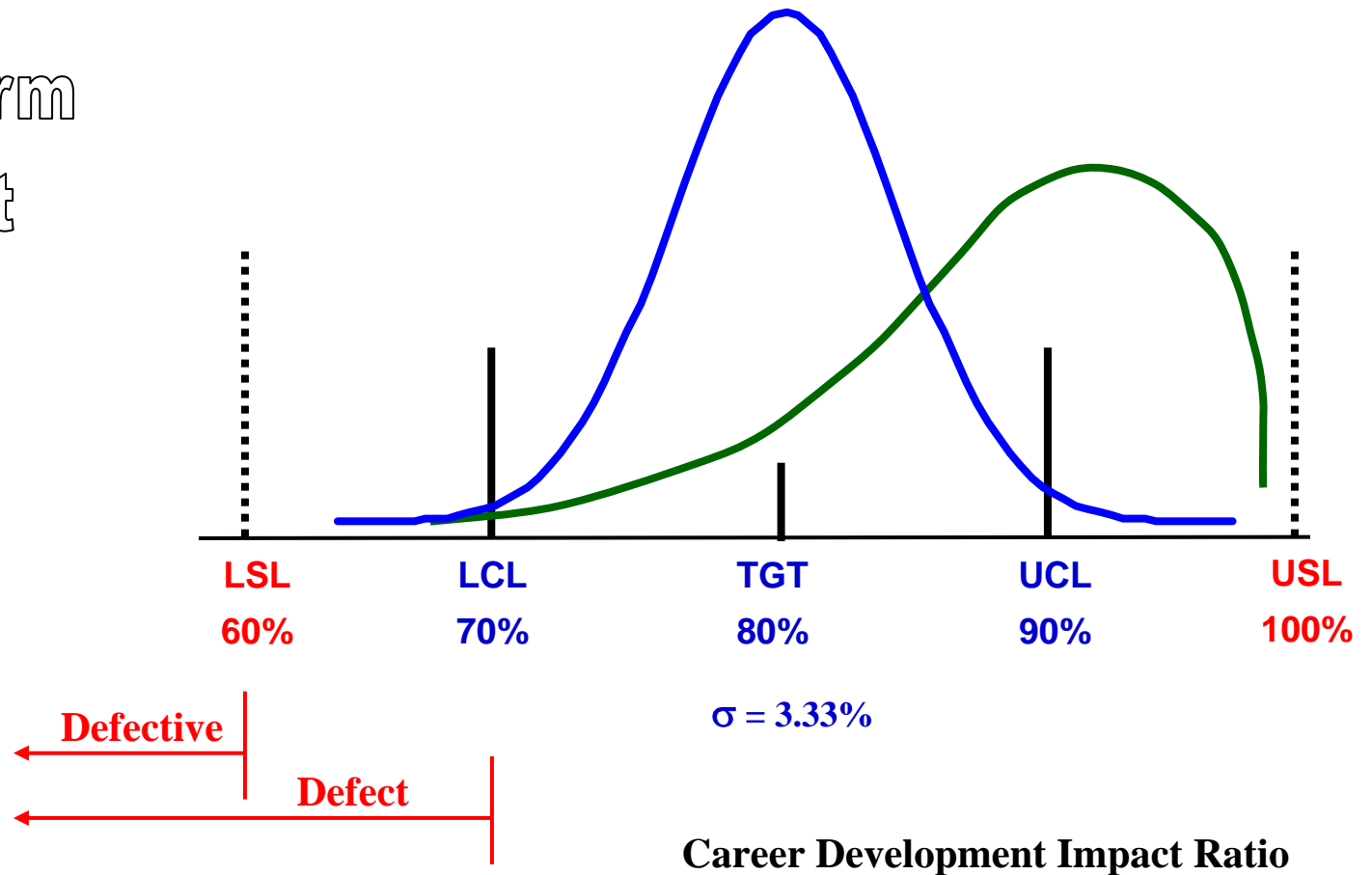


Career Development Impact Ratio

The proportion of your activity or time that is actually spent in ways that further your career development goals.

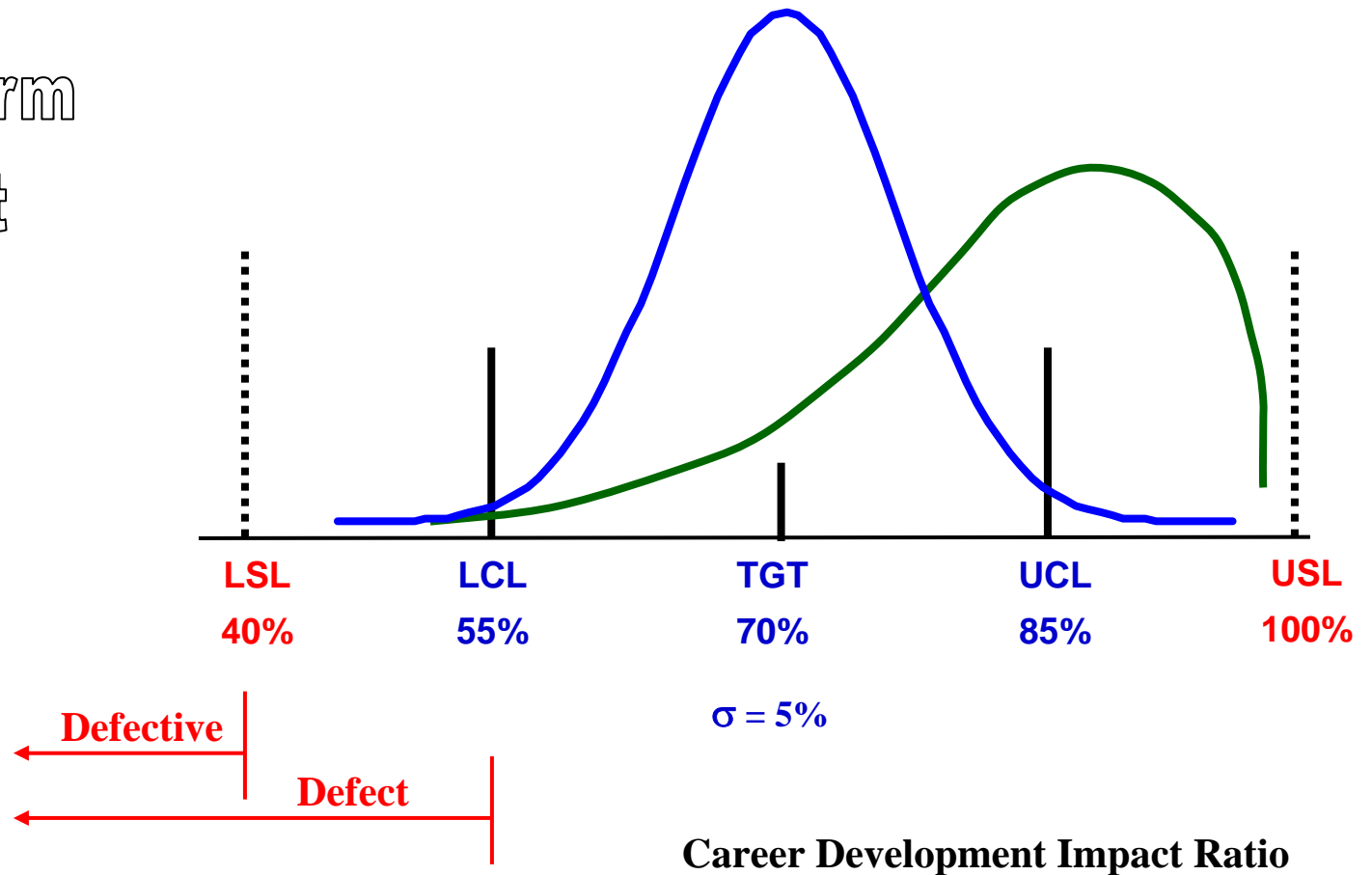
What is your definition of success?

Long-term
Target

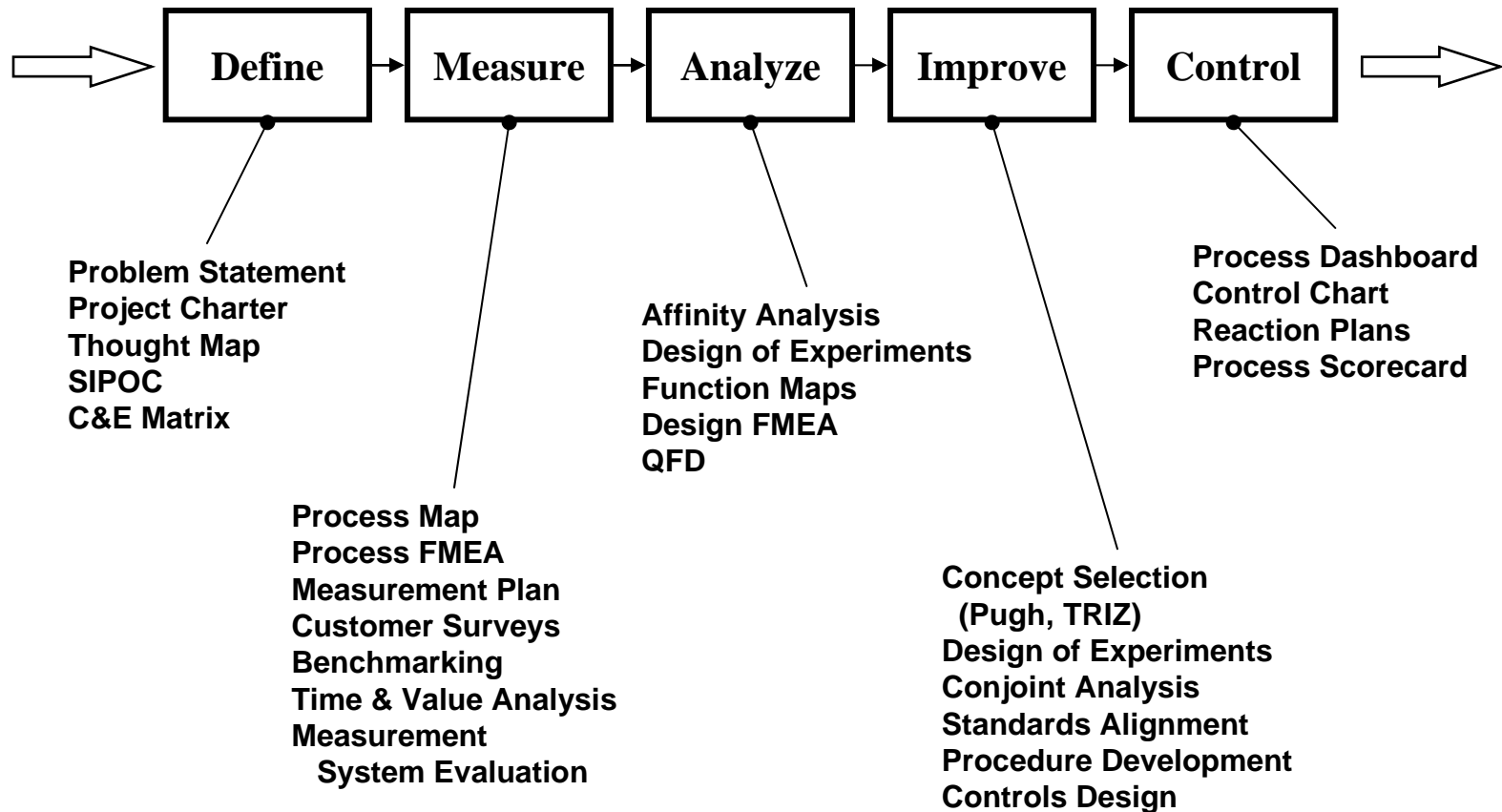


What is your definition of success?

Short-term
Target



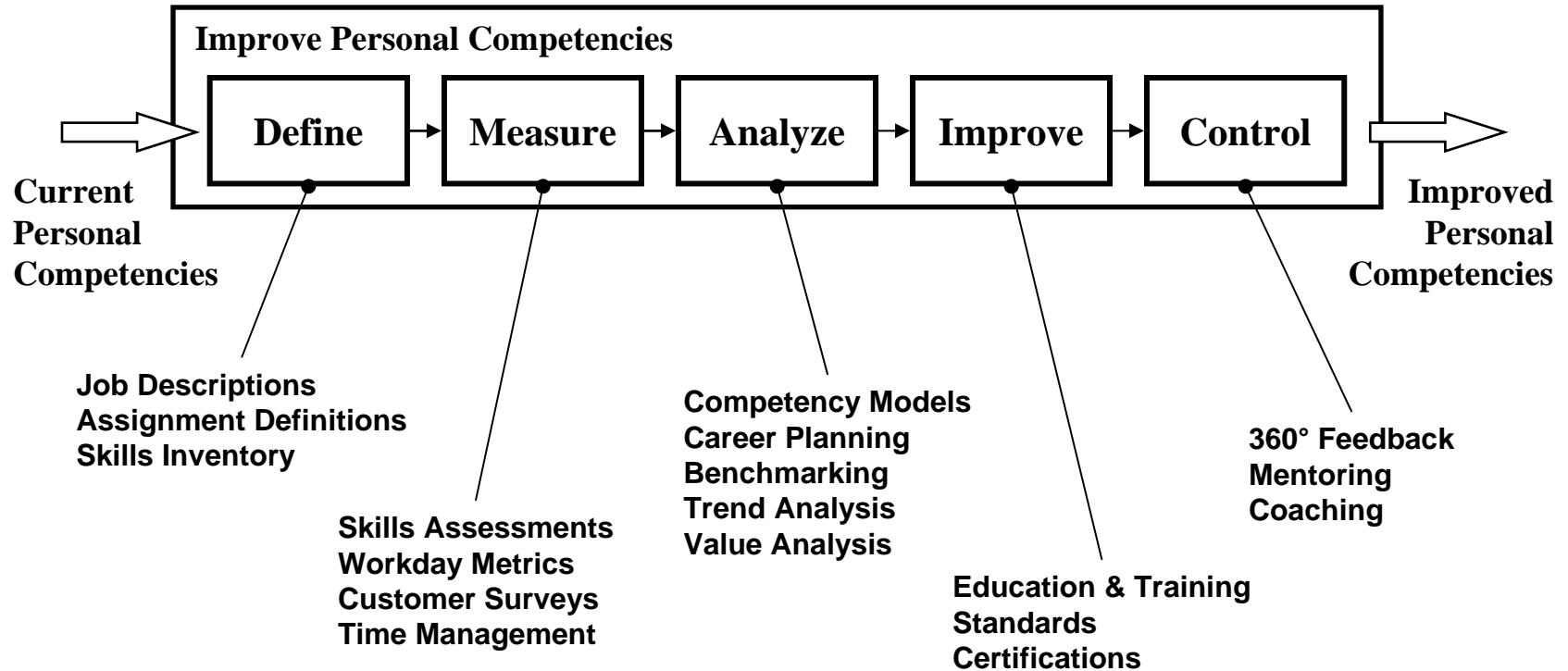
Six Sigma DMAIC



Personal Six Sigma

Phase	Emphasis
Define	Understand positions, assignments, and skills for current and future jobs
Measure	Assess actual skills usage and how time is really spent
Analyze	Identify gaps and opportunities in skills and behaviors
Improve	Enhance skills and develop adopted behaviors
Control	Use feedback to monitor and initiate further improvements

Personal Six Sigma



Define Phase

- Job Descriptions
 - A detailed definition and model for your current job and future career path
- Assignment Descriptions
 - A systematic listing of your actual job assignments to provide a more dynamic view of your professional practice
- Skills Inventory
 - A catalog of the skills that are implied by your current and future jobs and assignments

Define Phase Outcomes

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Project
Charter

PROJECT CHARTER

Project Name: Career Development Planning

Problem Statements: *{Why we're doing this.}*

1. Current assignments don't really fit what I see myself doing in the long-term.
2. Circumstances are pulling me in the direction of less fulfilling work.
3. As I age, it seems less likely that I'll end up doing really important work.

Mission Statement: *{Our definition of success}*

Redirect my career path so I can emphasize my desire to do high value-adding work, while also building the skills I need to continue this kind of work into a possible consulting practice in my semi-retirement years.

Goals: *{What we hope to accomplish.}*

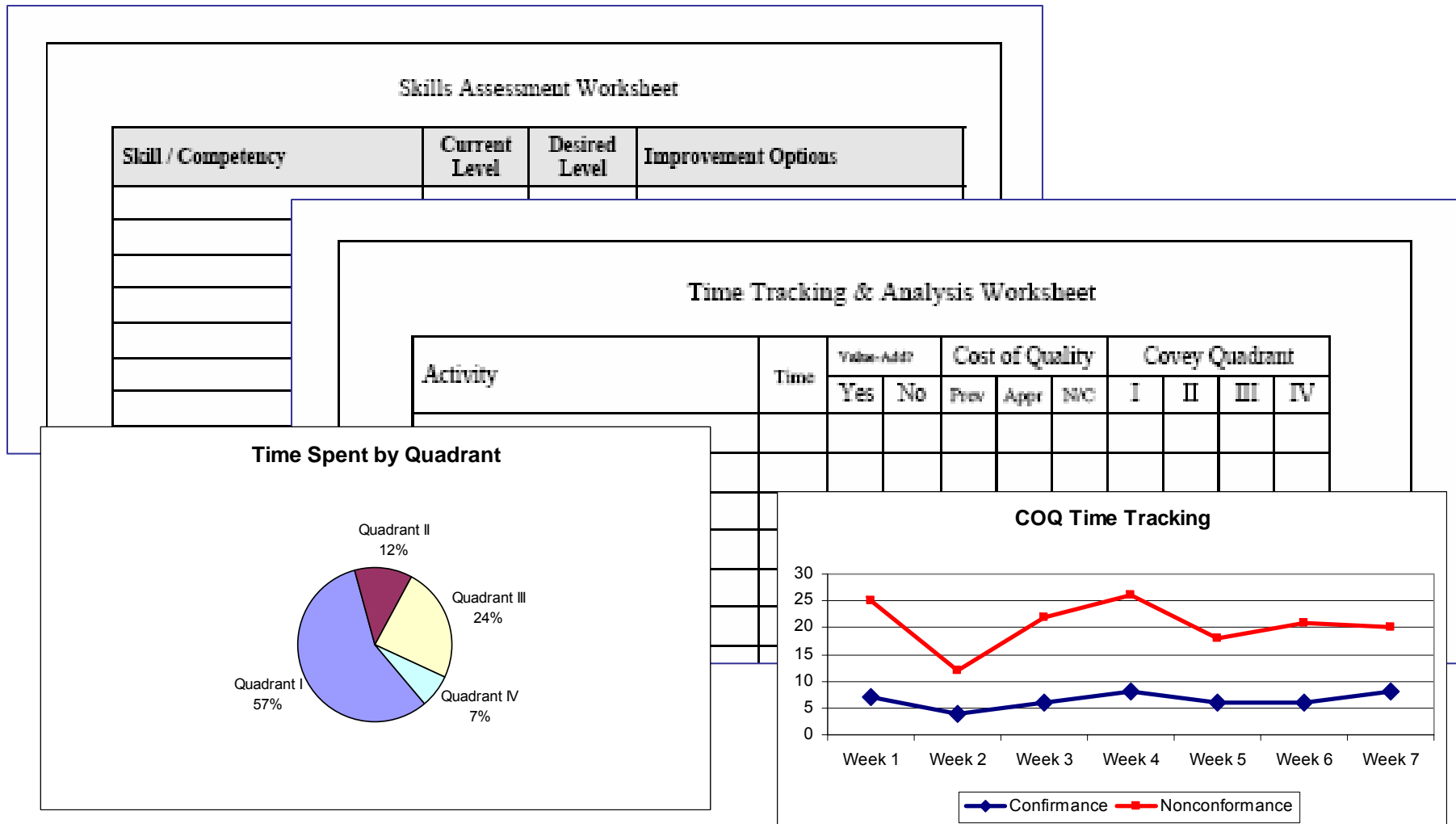
1. Identify gaps in my knowledge that prevent me from growing into new responsibilities.
2. Identify opportunities to expand my activities in the desired directions.
3. Work with peers and supervisors to identify and address my career barriers.
4. Maintain an appropriate work-life balance that allows time for family and community.

Objectives: *{Things we'll do to get there.}*

Measure Phase

- Skills Assessments
 - A review of each skill in your skills inventory, assessing whether you possess the appropriate competencies
- Workday Metrics
 - A profile of actual work activities that are conducted on a typical workday
- Customer Surveys
 - Measured levels of expectation and satisfaction with everything you produce, including the major work products you are responsible for as well as the many ad hoc or periodic services you provide
- Time Management Data
 - Measurement and categorization of your time, including value-added versus non-value-added time, as well as time on or off task

Measure Phase Outcomes



Analyze Phase

- **Competency Models**
 - A comparison of your job assignments to how often you actually use your competencies, serving as an indication of whether your skills are being developed in ways that are consistent with your career plans and goals
- **Career Planning**
 - Potential career improvement might entail a rethinking of job and assignment descriptions, even to the point of thinking outside your current organization
- **Benchmarking**
 - Look for opportunities to measure or observe other professionals as they progress through similar career paths

Analyze Phase (cont.)

- Trend Analysis
 - Picturing your job five years ago can highlight how much can change over the course of time, and yet those changes are rarely obvious during very short-term discussions or observations
- Value Analysis
 - Value-added activities that directly impact customers should increase over time

Analyze Phase Outcomes

- Are my skills set needs stable or changing? Am I still doing what I did a few years ago?
- Do I need to get more technical disciplinary work assigned to me? Should I focus on single or multiple project assignments?
- Do I need to get exposure by volunteering for committees and task forces? Internal vs. external?
- Is my company moving toward doing less of what I do? Is outsourcing an issue?
- Where are salaries going in my discipline? Are there regional differences?
- Do I need to bring in ideas from outside the company?

Improve Phase

- Education & Training
 - These might vary from focused training opportunities that improve specific skills, to full academic degree programs
- Standards
 - Personally adopting standards is the easiest way to improve the direction of your skills and career without having to “reinvent the wheel”
- Certification
 - The examination process for a formal certification serves as an important benchmark for the level of competency that should be personally developed

Improve Phase Outcomes

- Increased personal networking
- Advanced education and training
- Professional certifications
 - Cross-disciplinary
- More reading/research
 - Trade literature and websites
 - Professional journals
- Professional societies
 - Memberships
 - Committees
- Disciplinary standards adoption
- Time management tools

Control Phase

- 360° Feedback
 - Changes in feedback over time might represent signals that something has changed in the work environment, or your performance has shifted
- Mentoring
 - A mentor can often help you identify trends or opportunities that affect your future plans long before the details of those trends become evident
- Coaching
 - Coaching provides additional control over whether things occurring in the environment are being properly interpreted and used to your benefit

Control Phase Outcomes

- Continue on-going Measurement Plan
 - Are you doing what you planned to do?
 - Is it having the impact you intended?
- Monitor the 3σ - 6σ gap
- Collect qualitative data
 - Share your plan
 - Have peers comment on your changes
 - Ask supervisors and direct reports for feedback
 - Continue to monitor industry trends
- Act upon the data
 - Focus on continuous incremental improvement
 - Don't “excuse away” the exceptions

Conclusion

