

Chapter 4: Fix What Matters Most

OK, you've identified weak spots. Now it's time make them better without creating chaos.

Focus on Root Causes

This is where your *DMAIC* mindset helps:

- Define what specifically you want to fix.
- Measure current performance (even simple counts or examples help).
- Analyze why the problem exists — don't jump to solutions too fast.
- Improve by designing a fix that addresses the root cause, not just a symptom.
- Control by putting safeguards in place so the fix sticks.



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Six Sigma DMAIC Quick-Reference

Once you have your short list, you're ready to start improving. Keep this simple DMAIC cheat sheet handy:

Phase	What to Do
D — Define	What exactly is the problem? Who's involved? What's the goal?
M — Measure	Collect facts and data. How bad is it now?
A — Analyze	Find the real root causes. What's driving the mess?
I — Improve	Fix root causes. Test solutions. Standardize improvements.
C — Control	Lock in the new way. Train people. Monitor to make sure it sticks.

Don't overthink DMAIC — just use it as a sanity check to keep your improvement work focused and logical.

Start Small

Quick wins:

- If poor documentation is the problem, pick one process and write a clear step-by-step guide.
- If training is weak, run a short refresher session.

Big fixes:

- If the workflow design itself is broken, map it visually (post-its work!) and redesign it with the team.
- Test the new way on a small scale before rolling it out to everyone.

Check People Readiness

Don't forget the people side!

Use the  **OCM People Readiness Checklist** (in the appendix) as you roll out improvements:

- Communicate clearly what's changing and why.
- Train people on new steps, tools, or responsibilities
- Check if people are following the new way.
- Recognize those who adopt the changes well.

Document & Standardize

When a fix works, lock it in:

- ☒ Update SOPs
- ☒ Update training materials
- ☒ Tell everyone where to find the new instructions

Celebrate Success

- When you fix a process and people see it's easier, faster, or less frustrating — celebrate it!
- Give a shout-out to the team, share results, and use that win to build momentum for the next improvement.