

# **The people skills needed to be an effective Six Sigma practitioner**

Marc Comeau, City of Moncton

# Agenda

- Failure
- The fundamentals of Six Sigma
- What are soft skills and why do they matter for Six Sigma
- Soft skills for Six Sigma success
  - Awareness
  - Change Management
  - Communication Skills
  - Negotiation, Mediation and Conflict Resolution
  - Coaching and Mentoring
- Questions

# Failure

Learn from your failures

The only failure is when you say « I Give Up »

Failure defeats losers but it inspires winners

Failure is NOT the opposite of success, it is PART  
of success



**“Before I begin, I’d just like to make it known that I didn’t volunteer to do this presentation.”**

# Fundamentals

- Know your trade and how to use the tools.
- The right team
- Make it safe (ground rules)

We are here to learn

All input is valid and respect others

focus on process not people

Arrive on time

Have an open mind

Avoid referring to specific cases rather categories of waste or confusion etc.

Keep storytelling to a minimum

Do not interrupt

Common goal of understanding

# Fundamentals - Meetings

- Clear agenda
- Start on time
- The design of a meeting shapes the behavior of participants

# Fundamentals - Meetings

Harvard Business Review surveyed **182** senior managers in a range of industries:

**65%** meetings keep them from completing their own work.

**71%** meetings are unproductive and inefficient.

**64%** meetings come at the expense of deep thinking.

**62%** meetings miss opportunities to bring the team closer together.

# Data

cooneycarey.

© Randy Glasbergen / glasbergen.com



**"We're seeing a significant drop in customer complaints since we stopped answering our phones."**



MONCTON

Of course I have good people skills. What kind of stupid question is that?



# What are « soft skills » and why do they matter?

“desirable qualities for certain forms of employment that do not depend on acquired knowledge: they include common sense, the ability to deal with people, and a positive flexible attitude.” *Collins English Dictionary*

# Six Sigma practitioner profile

- Mathematical acumen
- Stress management
- Interpersonal savvy
- Problem-solving skills/analytical thinking
- Quick to learn
- Customer focus
- Presentation skills
- Communication skills
- Leadership skills
- Planning skills
- Personal computer skills
- Passion
- Change management
- Project management
- Trust and integrity
- Team player and leader

# Self Awareness

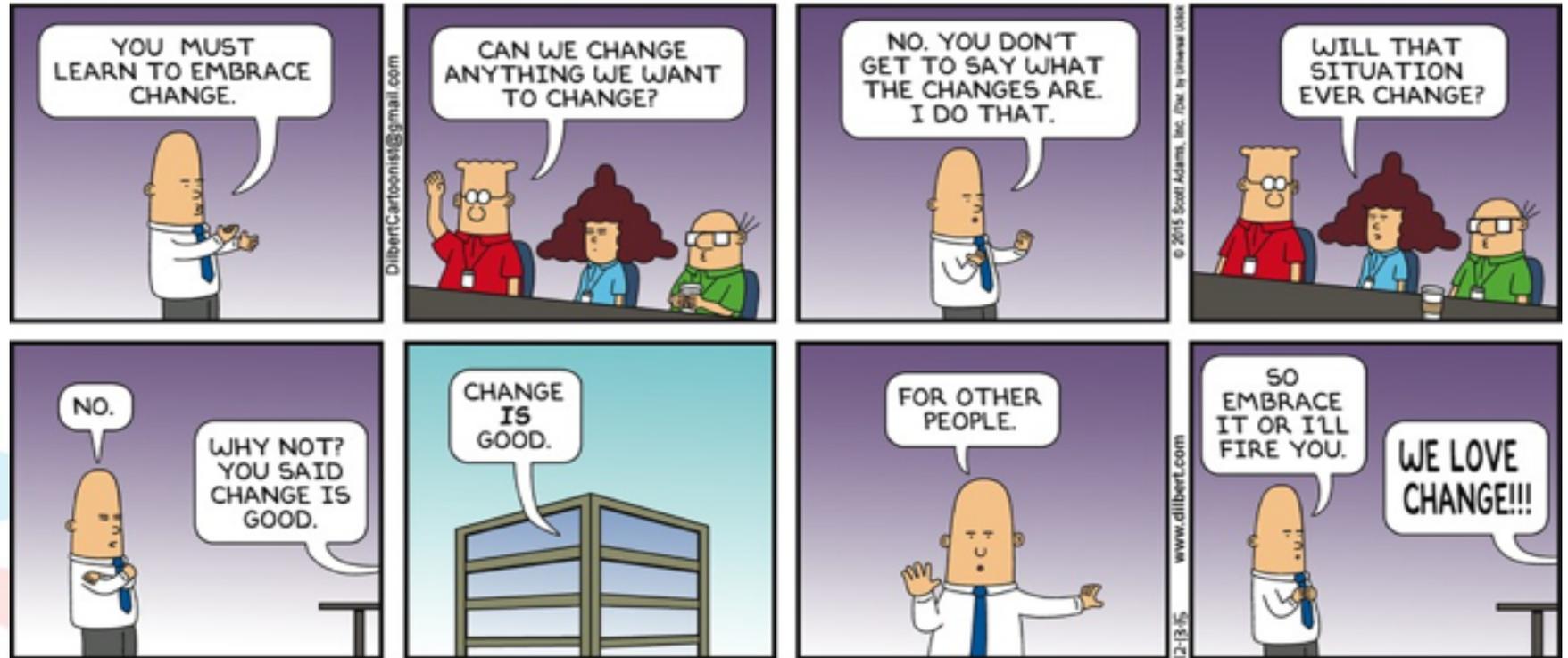
The ability to take an honest look at your life  
without any attachment to it being right or  
wrong

- *Debbie Ford*

# Change

DILBERT

BY SCOTT ADAMS



# Change Management and Resistance to change

- Fear of losing something
- Lack trust or they misunderstand motives
- Disagree on the merits of change
- Bad timing
- Low personal tolerance for change

AN ACTION PLAN FROM THE WORLD'S  
FOREMOST EXPERT ON BUSINESS LEADERSHIP

# Leading Change



John P. Kotter

HARVARD BUSINESS SCHOOL PRESS

NEW YORK TIMES, WALL STREET JOURNAL,  
USA TODAY, AND BUSINESSWEEK BESTSELLER

# Our Iceberg Is Melting

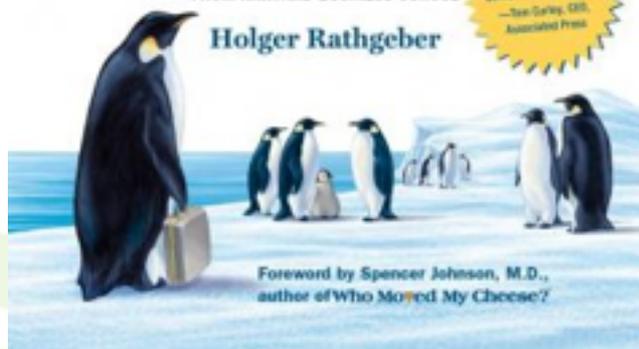
Changing and Succeeding  
Under Any Conditions

John Kotter

THE AWARD-WINNING AUTHOR  
FROM HARVARD BUSINESS SCHOOL

Holger Rathgeber

"It is making a  
difference for us."  
—Tom Coates, CEO,  
Associated Press



Foreword by Spencer Johnson, M.D.,  
author of *Who Moved My Cheese?*

MONCTON

# THE HEART OF CHANGE

Real-Life Stories of How  
People Change Their Organizations



JOHN P. KOTTER  
Author of International Bestseller *Leading Change*

DAN S. COHEN

HARVARD BUSINESS REVIEW PRESS

10th Anniversary Edition—Now With New Material

An A-Mazing Way to Deal with Change in Your Work and in Your Life

# Who Moved My Cheese?

**Spencer Johnson, M.D.**

Foreword by Kenneth Blanchard, Ph.D.

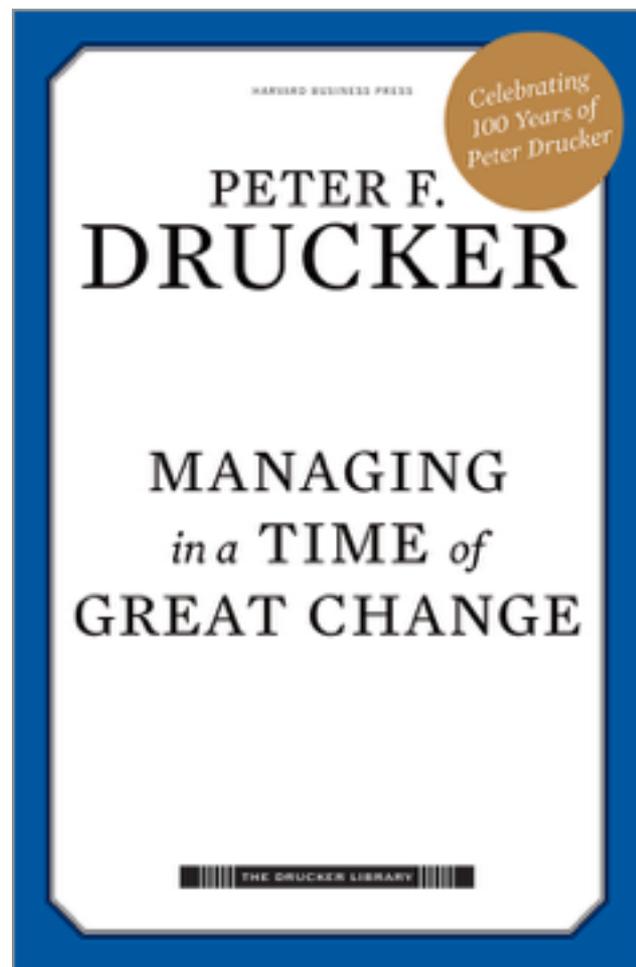
coauthors of **The One Minute Manager**

The World's Most Popular Management Method

Read by  
Tony Roberts  
and Karen Ziemba



Featuring a  
10th-Anniversary  
Interview with  
Spencer Johnson



# Commitment

- Means **staying loyal** to what you said you were going to do **long after** the **mood** you said it in has **left** you.

# Communication skills

Listening

Comprehe  
nsive

Discriminati  
ve

Empathetic

Critical

Information  
al





**Arms  
Crossed**

# Body Language

## Don't

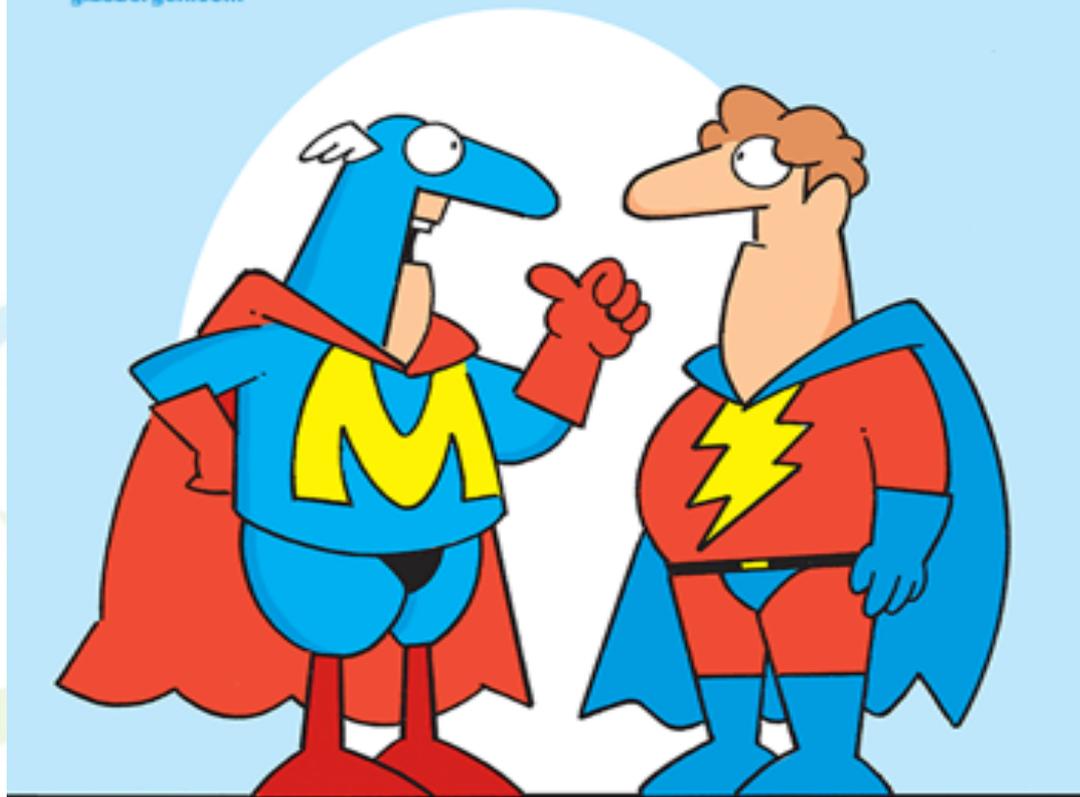
- Look down or off into space
- Jiggle legs
- Fidget with objects
- Turn your back to the audience
- Roll eyes
- Hold objects in front of your body

## Do

- Make eye contact
- Open arms
- Move
- Use proper face expressions
- Open palms or be hands on
- smile

# Communication Skills cont.

- Clarity and concision
- Feedback
- Open-mindedness
- Questioning skills



**"I'm Meeting Man. My superpower is the ability to keep people awake during PowerPoints!"**



# Communication Skills cont. Presentation skills

- Prepare, organise
- Engage the audience
- Admit you don't have all the answers
- Proofread
- Attend other sessions for ideas
- Arrive early and adjust to your surroundings
- Smile, use humour
- Take pauses
- Practice
- Be flexible
- Use the right medium



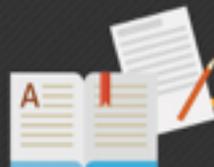
**VISUAL**



**AUDITORY**

# 4 TYPES

## OF LEARNING STYLES

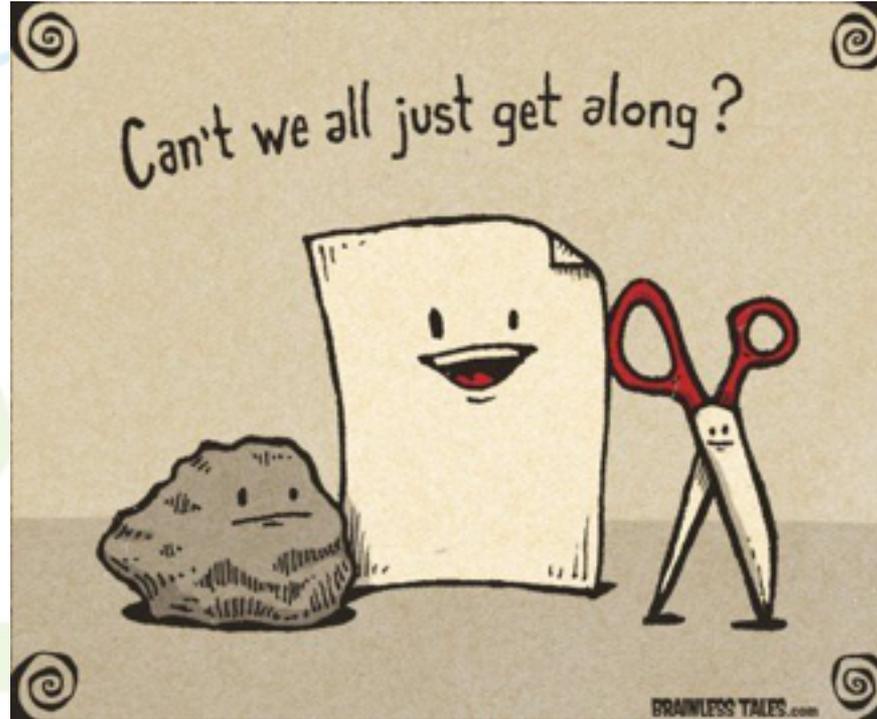


**READING  
/WRITING  
PREFERENCE**



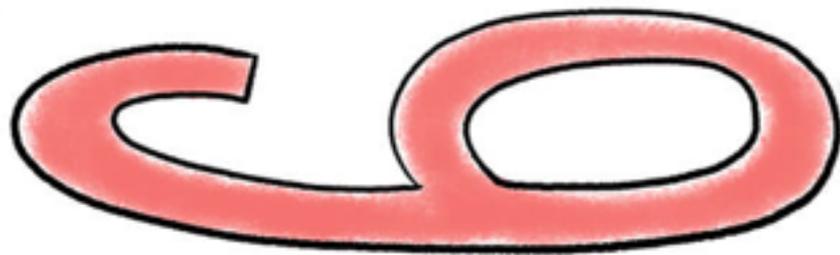
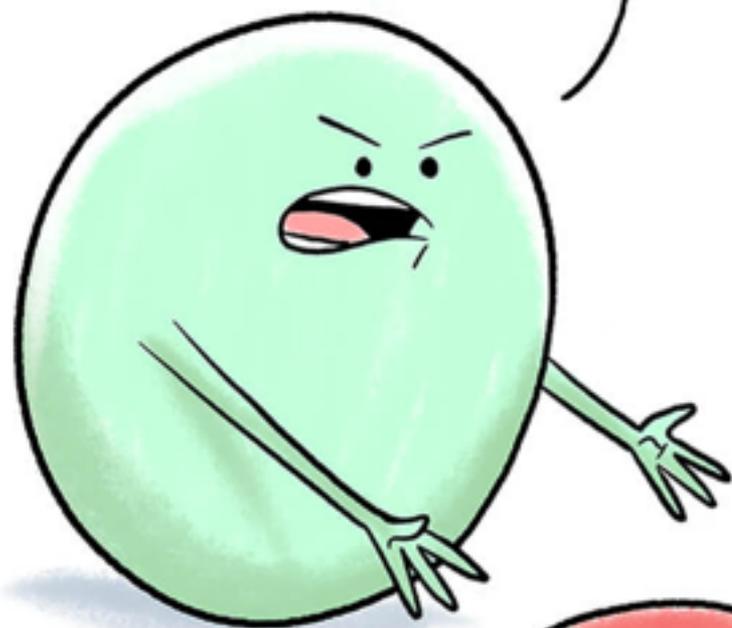
**KINESTHETIC**

# Negotiation, Mediation and conflict resolution



IT'S A NINE!

IT'S A SIX!



# Conflict Iceberg



Positions are like icebergs. The portion seen above the water is only a hint of what is below the surface!!



# Master Negotiators Preparation Form

My Interests – Their Interests

My Prize – Their Prize

My Options – Their Options

Standards / Objective Criteria

High Yield Questions

My/Their Best/Worst alternative to a  
negotiated agreement

My Leverage – Their Leverage

Possible Concessions or Trade-Offs

Zone of Possible Agreements

How to Communicate Effectively



10th ANNIVERSARY EDITION

THE  
NEW YORK  
TIMES  
BUSINESS  
BESTSELLER



# Difficult Conversations

HOW TO DISCUSS  
WHAT MATTERS MOST

Updated with Answers to the 10 Most Frequently Asked  
Questions About Difficult Conversations

DOUGLAS STONE ■ BRUCE PATTON ■ SHEILA HEEN  
OF THE HARVARD NEGOTIATION PROJECT

With a foreword by Roger Fisher, coauthor of GETTING TO YES

THE INTERNATIONAL BESTSELLER

# GETTING TO YES

UPDATED  
and  
REVISED

NEGOTIATING AGREEMENT  
WITHOUT GIVING IN

ROGER FISHER AND WILLIAM URY  
AND FOR THE REVISED EDITIONS BRUCE PATTON  
OF THE HARVARD NEGOTIATION PROJECT

MONCTON

"WORTH ITS WEIGHT IN GOLD!"  
— John Naisbitt and Patricia Aburdene, co-authors of Megatrends 2000

# GETTING PAST NO

Negotiating  
Your Way From  
Confrontation  
To Cooperation



## WILLIAM URY

of the Program on Negotiation at Harvard Law School and bestselling  
CO-AUTHOR OF GETTING TO YES

# Coaching and Mentoring

## Focus of Work

- A Coach deals with the present, change and movement from a current state to a more desirable future state
- A mentor deals mostly with succession training, serves as a guide

# Coaching and Mentoring

## Relationship

- A coach helps people to discover their own answers.
- A mentor has the answers and is usually internal to the organization.

# Coaching and Mentoring

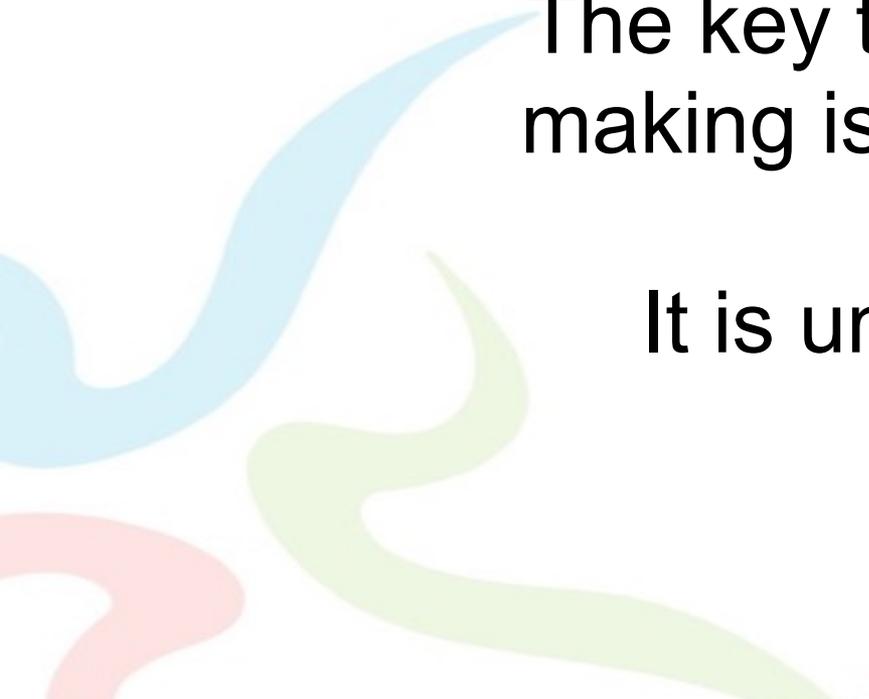
## Process

- A coach provides support to enhance the skills, resources and creativity that someone already has.
- A mentor provides guidance and wisdom.

**Be Patient**  
**Be Persistent**  
**Be Resilient**







The key to good decision  
making is not knowledge.

It is understanding.