

## Selection of Improvement Methods

There is a large variety of methods to apply in improvement projects. Their various possible permutations can make it difficult for a company to choose the best approach for its project-related and organizational characteristics.

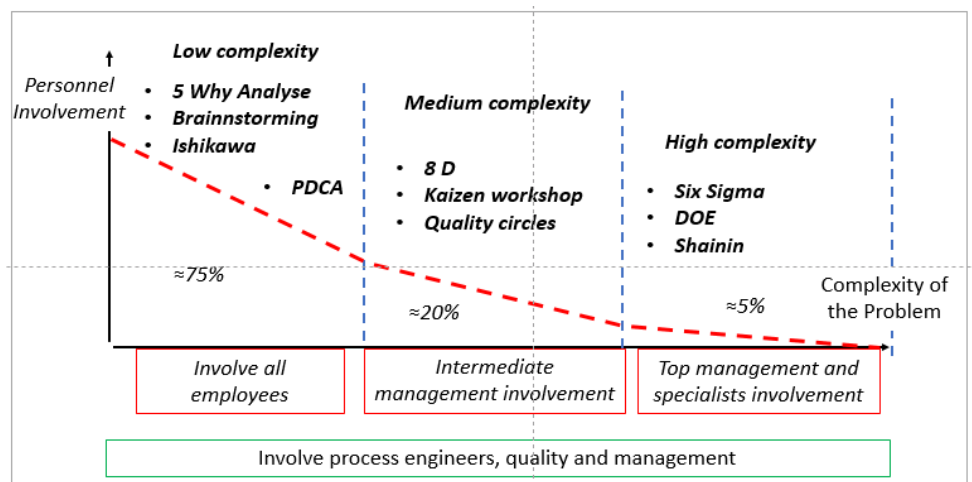
Solving problems, starting with the simplest and ending with the organizational desire to become a world - class organization drives to implementation of some improvement methods which increase competitiveness and help companies to satisfy their customers.

Six Sigma, 8D, PDCA (Plan-Do-Check-Act), Ishikawa (Fish Bone), 5Why - are among the most popular methods which can guide and support an organization's improvement projects and can be selected as improvement methods.

Choosing the right strategy for improvement depends on the vision and involvement of top management, requirements of the field of activity, the degree of training and knowledge of the company's personnel, but first it depends of the complexity of the problem.

For problems with lower complexity, simple problem-solving techniques can be used: 5 Why Analysis, Brainstorming, Ishikawa (Fish Bone). These are easy to learn and this way many people can be involved.

PDCA (Plan-Do-Check-Act) can be used as a guiding tool throughout the improvement projects or for the development of specific projects when areas that need to be improved are identified. The principle is like a circle (Deming's wheel), which comprises four sequential processes (P.D.C.A.), which are chained to infinity.



For problems with medium complexity, when there are quantifiable symptoms of the problem, the solution is unknown and the ability of one person to solve the problem requires a team we can use the 8D Methodology. 8D is also recommended for solving complaints or claims from external customers.

If working in mass production, total customer satisfaction is desired, zero defects, reduction of variation, change of staff mentality as well as continuous improvement of the operational performance of the organization, practices and Quality Management System - DMAIC methodology (Define, Measure, Analyze, Improve and Control) of Six Sigma can be used.

When working in design is appropriate DMADV Methodology (Define, Measure, Analyze, Design and Verify) of the same Six Sigma. Problems are very complex, skills of persons involved are high and around 5% of employees are involved in improvement projects.