

# DMAIC

DMAIC is a five-step method for identifying and improving an existing process problem in a company.

**Suggested time**  
At least 3-4 days

**Materials**  
Flip-over, post-its,  
pens and paper

**Participants**  
4-10 persons

## GROWTH JOURNEY



Onboarding  
Sparring  
Innovation

## PERSONAL JOURNEY



When a company is experiencing a crisis, it is essential to rationally identify and systematically address the root cause of that crisis. This can be challenging for most companies, and naturally the crisis in itself only further complicates the effort.

This is where the comprehensive process method **DMAIC** can be useful. **DMAIC** is an acronym for Define, Measure, Analyse, Improve and Control, and it is meant to guide a company through the steps of resolving an existing process problem.

**DMAIC** was developed as part of the Six Sigma concept at Motorola in 1980 to drastically reduce the number of defect products in the production process, and it has since proven to be very successful.

For the best result, it is a good idea to involve the whole company and maybe key stakeholders.

## STEPS/DAYS

The following steps are based on the five steps of the **DMAIC** approach. Each step requires a number of smaller steps and actions, and throughout the process, it is important to draw on all available data and information. Leave some days between the steps/days, e.g. to gather additional information. For the Control phase, you will often want to come back later and revise the results.

- 01 | Define: What problem in the company do you wish to fix? You create a project charter, including problem and goal statements, describe business case and customer needs (also: who are the customers?), plot the process ahead, and establish the team to be involved in this process.
- 02 | Measure: How big is the problem? You gather all the relevant data about the issue you want to address, including any statistical data from the production process, sales, etc. These data can be used to determine the current “baseline” performance.
- 03 | Analyse: What is the cause of the problem? You analyse all the available data in order to understand the problem. Do not jump to conclusions, but be thorough in getting to the core of the problem – the root cause – before developing a hypothesis for the next step.
- 04 | Improve: What can you do to fix the problem? You develop ideas and solutions for addressing the root cause(s), which you have identified.

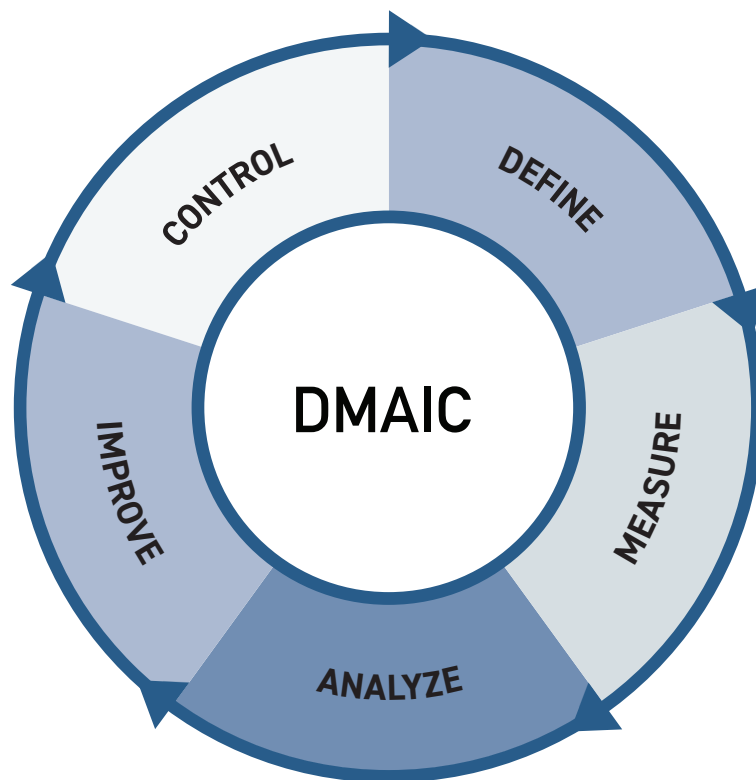


When you have decided on a solution, test it before making the final implementation.

05

Control: What impact did the solution have? You develop a plan for documenting and keeping track of the changes, as well as a response plan if performance drops.

This tool is provided by the project leader of Restart BSR, Lower Silesian Intermediate Body.



## FACILITATION TIPS



### SUPPORTING TOOLS

**Business Model Canvas:** For Define.

**Lotus Blossom:** For Improve.



### VISUALISE

Throughout the project, it is helpful to have a visual model of the **DMAIC** process and the most important data and insights – put it on a wall in the company.



### CO-CREATE

Working with **DMAIC** is a collaborative process, which should be managed by a dedicated team, but the more knowledge and insight, the better. Consider involving central stakeholders.