

Dissertation Title	Assessing The Change Process Of Six Sigma And Its Outcomes
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## ABSTRACT

This study presents an integrative conceptual framework of Six Sigma as a project and an organizational change process. To assess the process, the SS success factors are identified. Their impact on both project outcomes and people impacts are determined. The specific objectives of the research are:

- Analyzing successful and unsuccessful examples of SS implementation
- Identifying the factors that influence change process of Six Sigma
- Assessing how the change process and project management relate.

An in-depth review of successful Six Sigma factors resulted in a set of indicators related both to the Six Sigma factors and to the change process. A case analysis of 3 cases of multinational companies implementing Six Sigma in Thailand was presented. The indicators were used to identify patterns in the cases through content analysis. The result of case analysis together with the in-depth review was used in the formulation of the conceptual model of the study.

Six Sigma outcomes were assessed by two dimensions. The project outcomes were based on financial and time objectives of the change project. The employee-related outcomes are based on the expectation of employees for the change. The relationships between the change factors in the change process and

each dimension of the outcomes were developed based on case study and exploratory analysis. They were tested with data from a survey of 224 respondents from Six Sigma projects worldwide. The key factors in the organizational change process were specified in a regression model. The analysis showed that an effective combination of a strong SS project design and a comprehensive change management process achieved positive impacts in business results, employee learning, skill development and job satisfaction.

The practical implications are that to be successful, Six Sigma can not only focus on a good project design. Six Sigma Leader and Practitioners must also apply best practices in change management, and focus on employee outcomes as equally important to financial outcomes.

In the literature there are few examples of the integration of the Six Sigma project design and the change management process. Most recent studies only focused on the project side of the change and critical success factors in Six Sigma. This study employed the process approach to change management. It considered both the project design and change management process based on the expectations of participants on the change. This study contributes to the theories of change management by providing a better understanding of the Change Factors in the Six Sigma context, which demonstrate the application of the theories. The results also confirm the two-dimensional concept of the change process. A major contribution of this research is the model of the change process to implement Six Sigma more effectively.

**Keywords:** Change Process, Six Sigma, Change Management, two-dimensional change management concept, Critical Success Factors