



BUSINESS CASE · CONTINUOUS IMPROVEMENT

Sustaining Six Sigma & 5S through daily behavior reinforcement.

Why most CI programs stall at month three — and how a 21–30 day micro-behavior platform turns DMAIC, 5S audits, and Kaizen events into a daily 5-minute practice the floor actually sustains.

PREPARED FOR

CI / Lean Six Sigma leaders
Master Black Belts · CI Directors · Program owners

PREPARED BY

Gamechangers Consulting
The Gamechangers Challenge — Behavior
Activation™

Executive summary

Your Six Sigma and 5S programs do not have a methodology problem. They have a **behavior sustainment problem**. DMAIC projects close, 5S zones get audited, Kaizen events generate countermeasures — and then human behavior drifts. Within 60–90 days, sort/set/shine slips, control plans become paperwork, and the gains the Black Belts proved on paper quietly leak back into baseline.

The Gamechangers Challenge is a 21–30 day micro-behavior platform that bolts on to your existing CI stack. It does not replace your belts, audits, or tier boards. It does the one thing none of those tools were designed to do at scale: drive the **daily 5-minute behaviors** that turn a project into a habit and a habit into a culture.

93%	89%	86%	95%
POSITIVE IMPACT	TOOK DELIBERATE ACTION	STRONGER BELONGING	WOULD RECOMMEND

Outcomes across 6 consecutive cohorts · 327 participants · independent academic deployment (FIU, Jan 2025 – Jan 2026). The same behavioral engine is now being configured for operations and frontline CI environments.

The thesis in one line

Six Sigma controls the process. 5S controls the workspace. Behavior reinforcement is what controls the human — and without it, every other control fails on a long enough timeline.

The problem CI leaders keep paying for

Every CI leader we talk to describes the same pattern. The shape is universal; only the project codes change.

Where the gains leak

- **5S decay.** Audit scores peak the week of the audit, then regress. Red-tag discipline lasts as long as the supervisor is on the floor.
- **Control plan drift.** Operators complete the form; the underlying behavior (check, react, escalate) erodes shift over shift.
- **Kaizen half-life.** 30/60/90-day sustainment reviews show countermeasures still posted but no longer practiced.
- **Belt fatigue.** Black Belts spend disproportionate time re-selling habits they already trained, instead of opening new projects.
- **Tier-board theater.** Daily huddles run on time but stop changing behavior — the meeting becomes the deliverable.

Why training and audits aren't enough

Yellow Belt training, 5S workshops, and audit cadences are all **knowledge and compliance** mechanisms. They tell people what to do and check whether it was done. Neither one reinforces the daily micro-decision an operator makes at 6:47 a.m. on a Tuesday when no one is watching. That decision is a **behavioral** problem, and it requires a behavioral intervention — not another module in the LMS.

What behavior reinforcement actually looks like

The Gamechangers Challenge runs as a 21–30 day cohort — by plant, by line, by shift, or org-wide. Each participant gets a single role-relevant prompt per day, tied to the CI behavior you are trying to sustain. Five minutes. Mobile-first. Peer-visible.

1. Daily prompt

A single micro-action tied to a 5S pillar, a control-plan reaction, or a behavior from your active Kaizen — delivered to the operator's phone.

2. Peer visibility

Anonymized peer reflections create social proof. People see their shift taking action — and act in turn. The crew, not the supervisor, becomes the norm.

3. Measurable lift

Dashboards show participation, sentiment, and behavior change at the line, shift, and plant level — pulled into the same review cadence as your CI KPIs.

Mapped to the CI toolkit you already run

Your CI tool	What it controls	What behavior reinforcement adds
5S (Sort/Set/Shine/Standardize/Sustain)	Workplace organization, visual standards.	Daily Sustain. Turns the 5th S — the one everyone loses — into a 3-minute peer-visible practice.
DMAIC / control plans	Project rigor, statistical control.	Operator-level adherence between audits. Reinforces the human side of the control plan.
Kaizen events	Targeted breakthrough improvement.	30-day post-event sustainment sprint. Locks in the behaviors before drift sets in.
Tier 1–3 huddles	Cadence, escalation, problem-solving.	Gives huddles a behavioral signal to react to — not just KPIs, but adherence.
Standard work	How the job is done.	Reinforces <i>that</i> the job is done that way — every shift, on every line.
Belt training (YB / GB / BB)	Capability and methodology.	Frees Belts from re-selling habits, so they can open the next project.

The economic case

The CFO does not buy behavior. The CFO buys **sustained variation reduction**, **fewer safety incidents**, and **belt capacity**. Behavior reinforcement is the lever underneath all three.

Illustrative model — single mid-sized plant

Conservative figures for a 400-operator manufacturing site running an established Lean Six Sigma program. Substitute your own COPQ and audit data; the model scales linearly.

Driver	Baseline	With reinforcement	Annual impact
Cost of poor quality (COPQ)	\$4.0M / yr	10% reduction sustained	\$400,000
5S audit score decay	Drops ~15 pts between audits	Holds within 3 pts	Reclaims 1–2 audit cycles / yr
Recordable safety incidents	Plant baseline	5–10% reduction	\$50K–\$150K + insurance
Belt capacity (re-selling habits)	~20% of BB time	Reclaimed for new projects	+1 project / Belt / yr
Kaizen sustainment at 90 days	~40% behaviors held	75%+ behaviors held	Compounding

Conservative single-plant payback

Even at the low end of the COPQ assumption (\$400K sustained reduction in a single year), the program pays back inside 60–90 days. Multi-plant rollouts compound: the platform is the same, the prompts are configured per site.

What you stop paying for

- Re-launching the same 5S program every 18 months.
- Belts spending project hours on habit enforcement instead of new charters.
- Audit-cycle theater — burst-mode compliance with no through-line behavior.
- Year-three CI plateau where leadership starts asking what the program is actually for.

Recommended pilot

A 30-day sustainment sprint attached to an existing CI initiative. Low risk, measurable, and designed to slot into your current operating rhythm without adding work for your Belts.

Phase	Days	What happens
1. Configure	Days -10 to 0	Pick the target behavior set (5S Sustain, a control plan, post-Kaizen behaviors). Translate to 21–30 daily prompts. Identify cohort (single line or shift, 40–120 operators).
2. Activate	Days 1–30	Daily 5-min prompt to each participant. Peer reflections visible to the cohort. Weekly dashboard to the CI lead and area manager.
3. Measure	Days 31–45	Compare audit score, defect rate, and behavior adherence vs. matched control line. Participant sentiment and qualitative pull-throughs.
4. Decide	Day 45	Go / no-go on plant-wide rollout. Templated playbook for additional lines and sites.

Success criteria

- **Adherence:** ≥80% daily participation across the cohort.
- **Audit lift:** target 5S area holds within 3 points of post-audit peak through day 30.
- **Behavior pull-through:** ≥75% of target behaviors observable on day 30 vs. day 1.
- **Belt capacity:** measurable reduction in Belt hours spent on habit reinforcement.
- **Operator sentiment:** ≥85% would recommend to another line / shift.

Risks & mitigations

Risk	Mitigation
Operators see it as another mandatory app.	5 minutes, mobile, peer-visible, no LMS login. Framed as crew practice, not training.
Supervisors don't reinforce.	Weekly dashboard goes to the area manager; reinforcement is built into the existing tier huddle.

Pilot results don't generalize.

Matched control line + sentiment data; second pilot on a different shift before scaling.

Union / works council concerns.

Anonymized peer view, no individual surveillance metrics, opt-in framing.

Why this works — and why it keeps working

Most behavior-change programs depend on a charismatic facilitator, a motivated cohort, or a perfect rollout window. Ours does not. Across 6 consecutive cohorts of different sizes, semesters, and demographics, the outcomes that matter — belonging, peer engagement, deliberate action — never dropped below 82%. **Variability is the norm. Consistency is the signal.**

What a CI leader gets, in plain terms

A configurable behavior layer that sits on top of your existing Lean Six Sigma stack, runs in 5 minutes a day on a phone, and gives you a dashboard your plant manager will actually read. Nothing to replace. Nothing for your Belts to maintain. Measurable lift inside 30 days.

Recognition & deployment

- Featured in the **EDUCAUSE Horizon Report 2025**.
- Published research case via **AACSB**.
- 327 participants · 6 consecutive cohorts · independent academic deployment (FIU, Jan 2025 – Jan 2026).
- Behavioral engine now being configured for manufacturing, safety, and frontline CI environments.

Next steps

- **20-minute working session** with your CI leadership — we map your target behaviors to a sample 30-day prompt set on the spot.
- **Pilot proposal** within one week, scoped to a single line or shift with a matched control.
- **Go / no-go in 45 days** with hard data on adherence, audit hold, and operator sentiment.

Talk to us

Gamechangers Consulting
info@gamechangersconsulting.com
calendly.com/gamechangersconsulting/meeting-wit
h-sergio-1

BEHAVIOR ACTIVATION™

5 minutes a day. Measurable change in 21–30 days. Built for the people who actually do the work.