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GB/T 36077-2025

Replacing GB/T 36077-2018

Criteria for lean six sigma management assessment

精益六西格玛管理评价准则

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Foreword

This document complies with the provisions of GB/T 1.1-2020 "Standardization Work Guidelines Part

1.Structure and Drafting Rules of Standardization Documents". Drafting. This document replaces GB/T 36077-2018 "Six Sigma Management Evaluation Criteria". Compared with GB/T 36077-2018, except for structural adjustments... Aside from integration and editorial changes, the main technical changes are as follows:

- a) Change "Six Sigma" to "Lean Six Sigma";
- b) The framework diagram has been modified, and numbering has been added to the evaluation items (see Figure 1 in 0.3, Figure 1 in the.2018 version of 0.3);
- c) Abbreviations have been added (see 3.2). Please note that some content in this document may involve patents. The issuing organization of this document assumes no responsibility for identifying patents. This document was proposed and is under the jurisdiction of the National Technical Committee on Standardization of Statistical Application Methods (SAC/TC21). This document was drafted by: Tianjin University, China National Institute of Standardization, Jiangxi Weile Technology Co., Ltd., and China Eastern Airlines Technology Application R&D Center. Limited Liability Company, Qingdao Haier Air Conditioning Electronics Co., Ltd., Zhejiang Qiaoyi Enterprise Management Consulting Co.,

Ltd., Shandong Licheng Big Data Co., Ltd., Yuyao Sunny Intelligent Optical Technology Co., Ltd., Moco (Shanghai) Enterprise Management Consulting Co., Ltd., Guangdong Tonghui Management Technology Co., Ltd., Guangzhou Biao Ganjingyi Enterprise Management Co., Ltd., Shanghai Zhiyuan Information Technology Service Co., Ltd., Shuangbaotai (Group) Co., Ltd., Shanghai Tongda Intelligent Hehe Technology Co., Ltd., Tsinghua University, China Jiliang University, Henan Jingxin Textile Co., Ltd., Shanghai Rongheng Information Technology Co., Ltd., Shanxi Jiashida Robotics Technology Co., Ltd., Huamou Consulting Technology (Shenzhen) Co., Ltd., Shanghai Jingyuan Enterprise Management Consulting Co., Ltd., Shanghai Quality Association, China Association of Small and Medium Enterprises. The main drafters of this document are. He Zhen, Zhang Dehua, Ding Wenxing, Zhang Fan, Zhao Jing, Ni Xiaobing, Deng Yujia, Sun Jing, Zhang Tao, Li Wenhua, and Zhao Ligu. Ye Yongcai, Liu Cheng, Sun Changjing, Lu Yingyan, Huang Wentong, Guo Guangyu, Sun Lei, Xing Shaofeng, Liu Qinhua, Li Fujuan, Li Yan, Zheng Zhiying, Zhao Hongchao Zou Xianjun, Wang Yan, Chen Ming, Geng Jun, Sun Xiaopu, Yue Huaxin, Zhu Huaiyang, He Guobin, Zhang Min, Li Wenhua, Zhou Xiao, Zhou Wenyan, Wang Shouwen. This document was first published in 2018, and this is its first revision.

0.1 General Provisions Implementing Lean Six Sigma management is a complex and systematic project. To comprehensively evaluate an organization's implementation of Lean Six Sigma management... The maturity of management practices helps evaluate the effectiveness of Lean Six Sigma implementation within an organization, facilitating the identification of strengths and areas for improvement in Lean Six Sigma implementation. This document is specifically formulated to provide opportunities for continuous improvement in Lean Six Sigma management within the organization and to build a platform for mutual learning. This document is based on the actual situation of Lean Six Sigma management in my country, and refers to relevant evaluation methods and research on Lean Six Sigma management abroad. The results are summarized in seven aspects. Lean Six Sigma leadership, customer-driven approach, implementation planning, project management, evaluation and incentives, infrastructure, and implementation outcomes. This document outlines the evaluation requirements for Lean Six Sigma management, providing a systematic framework and self-evaluation criteria for organizations implementing Lean Six Sigma management. This can also serve as a basis for organizations to evaluate suppliers' Lean Six Sigma management and for third-party Lean Six Sigma management evaluations.

0.2 Core Concepts This document is built upon the following interrelated core concepts that organizations can use to guide the implementation of Lean Six Sigma. manage.

a) **The role of senior leaders** The organization's senior leadership spearheaded the establishment of a future-oriented vision and values, and communicated with employees to create an environment conducive to reducing waste and continuous improvement. A culture of progress and innovation leads the organization toward excellence.

b) **Customer-driven and customer satisfaction** Organizations gain a deep understanding of

customer needs and pain points, implement Lean Six Sigma projects to drive continuous improvement and innovation, eliminate defects, and reduce costs. Minimize waste, meet or exceed customer needs, build strong customer relationships, and continuously improve customer satisfaction and loyalty.

c) Organizational and employee learning The organization combines systematic training with Lean Six Sigma projects by establishing a comprehensive training system tailored to the needs of different organizational levels. To achieve the effective integration of organizational learning, performance improvement, and individual learning; and to embed learning activities and outcomes into Lean Six Sigma projects. For organizational business improvement and innovation; promote the dissemination of Lean Six Sigma within the organization through the platform sharing of Lean Six Sigma project results. And penetration, promoting organizational performance improvement and individual career development.

d) Data- and fact-based management The organization, based on data and facts, employs modern information technology to establish a reliable data collection, storage, and management system, forming data... The governance system comprehensively utilizes statistical methods, big data analysis, and/or other technologies to identify key factors affecting organizational performance and achieve improvement. Innovation.

e) Boundless collaboration and breakthrough improvements Based on a value chain perspective, the organization has established cross-functional, cross-level, and even cross-organizational Lean Six Sigma teams, fostering borderless collaboration. Culture breaks down barriers and designs or optimizes value creation processes and key support processes to achieve breakthrough improvements.

f) Focus on the value creation process and results Organizations create value for customers and other stakeholders through product, service, and process improvement and innovation. The success of Lean Six Sigma management... The results are reflected in customer satisfaction, finance, human resources, process performance, stakeholder performance improvement, and organizational culture and management change. The results are balanced and mutually reinforcing.

0.3 Framework Diagram The framework diagram of the Lean Six Sigma management evaluation criteria is shown in Figure 1. Figure

1 Scope

GB/T 36077-2025 is the Chinese national standard covering assessing an organisation's lean six sigma programme - the leadership and deployment, the trained people and the projects they complete, the methods actually used and the financial and operational results claimed for them. It replaces GB/T 36077-2018. It was issued on 31 December 2025 and has been in force since 1 July 2026, replacing GB/T 36077-2018. The document is under

the responsibility of the Standardization Administration of China. This page is published from the official record of the 2025 edition; the clause text of a standard this recent is not yet in circulation, and the figures, limits and tables it contains are those of the document itself, delivered in full with the English translation.

This document outlines the evaluation requirements for Lean Six Sigma management in organizations, providing a systematic framework for implementing Lean Six Sigma management. This document is applicable to self-assessment by various organizations implementing Lean Six Sigma management or to their stakeholders' assessments, and can also be used by third parties. The evaluation criteria are based on the implementation of Lean Six Sigma management.

2 Normative references

The contents of the following documents, through normative references within the text, constitute essential provisions of this document. Dated citations are not included. For references to documents, only the version corresponding to that date applies to this document; for undated references, the latest version (including all amendments) applies. This document.

GB/T 19000 Quality Management Systems. Fundamentals and Vocabulary

GB/T 19580 Criteria for Evaluation of Performance Excellence

3.1 Terms and Definitions The terms and definitions defined in GB/T 19000 and

GB/T 19580, as well as the following terms and definitions, apply to this document.

3.1.1 Lean Six Sigma (LSS) The integration of Lean and Six Sigma is a systematic and structured model for business improvement and innovation, aiming to achieve this through rigorous processes and scientific methods. Learning methods enable breakthrough improvements and design innovations in organizational business processes, reducing volatility, eliminating waste, improving quality and efficiency, and enhancing customer and... Stakeholder satisfaction is essential for the organization to achieve its strategic goals. Note

1.The Lean Six Sigma Innovation and Business Improvement Model includes Lean Six Sigma Design (3.1.4) and the Lean Six Sigma Improvement DMAIC process. Note

2.Lean Six Sigma is the integration of the concepts and methods of Lean (3.1.2) with the management concepts and methods of Six Sigma (3.1.3).

3.1.2 Lean The concept and methods of identifying and eliminating waste/non-value-adding activities in products, services and processes through continuous improvement.

3.1.3 Six Sigma Organized strategic business improvements that reduce volatility, minimize defects, and enhance customer satisfaction through the use of statistical techniques and