

LEAN SIGMA BUSINESS BLACK BELT 14-Day Programme ~ in-company option



<p>INTRODUCTION</p> <p>As an expert process improvement resource, Lean Sigma Black Belts are tasked with delivering measurable benefits through quantifiable improvement projects.</p> <p>This 14-day programme is specifically designed for Black Belts who will be running transactional projects within business functions. Following the DMAIC structure, the training focuses on the tools that are appropriate for business-based improvement activities. Business project examples are used throughout.</p>
<p>TRAINING FORMAT</p> <p>This programme is based on a day modular format which combines training inputs and practical simulation activities with an ongoing focus on project progress and reviews. Delegates are expected to enter the programme with a suitable Lean Sigma project assigned, and will progress this in parallel with training – leading to formal certification.</p>
<p>ACCREDITATION</p> <p>This programme includes an accreditation process for Lean Sigma Black Belt trainees, which incorporates undertaking a project, multi-choice examination and project presentation.</p>
<p>PROGRAMME FEES</p> <p>Please phone Smallpeice on 01926 336423 or via email on train@smallpeice.co.uk to discuss options and request a quotation.</p>

PROGRAMME OBJECTIVES				
<p>Skilled experts in Lean Sigma tools & implementation will develop delegates ability to:</p> <ul style="list-style-type: none"> • Understand the full application of the Lean Sigma toolkit • Select suitable projects & prioritise tools applications, and deliver rapid improvements & quick wins as delegates progress through the training • Demonstrate leadership and change management skills, and become champions for Lean Sigma & cascade learning to cross-functional teams 				
PROGRAMME CONTENT				
BLOCK 1				
Day 1	Day2	Day 3	Day 4	Day 5
<p>Welcome to the Programme</p> <ul style="list-style-type: none"> • Lean Sigma programme overview • Roles & responsibilities • Measures for success • Certification path <p>Introduction to Lean Sigma</p> <ul style="list-style-type: none"> • What is Lean Sigma • Introducing the Black Belt roadmap • Being a Black Belt: roles & behaviours • Project selection & scoping • $Y = f(x)$ cascade • SIPOC 	<p>Value Stream Mapping</p> <ul style="list-style-type: none"> • Introduction to Lean thinking • Understanding value • VSM objectives & procedures • Mapping the current state • 8 wastes: identify non-value add • Value stream calculations • <i>Case study exercise</i> <p>Laying the Foundations</p> <ul style="list-style-type: none"> • 5S workplace organisation • Red & yellow tagging • Visual management & storyboards • Daily management • Standard operating procedures 	<p>Define Phase</p> <ul style="list-style-type: none"> • Project selection & scoping • Problem statement evolution • The project charter • JIT Deliveries Exercise <p>Understanding the Voice of the Customer (VOC)</p> <ul style="list-style-type: none"> • Capturing Voice of the Customer • Developing, refining & prioritising CTQs • Kano analysis • Paired comparisons • Quality Function Deployment • Operational definitions 	<p>Understanding Change</p> <ul style="list-style-type: none"> • Positioning change within your organisation • Key behaviours for enabling culture change – the role of the Black Belt • Kotter & the eight steps for change <p>Building a Vision</p> <ul style="list-style-type: none"> • Defining & articulating the business case for change • Securing senior support – the role of the sponsor/champion • Identifying stakeholders 	<p>Essentials of Six Sigma Project Management</p> <ul style="list-style-type: none"> • Effective project planning • Building an effective team • Managing key stakeholders • Stakeholder action plan • Communication planning
BLOCK 2				
Day 6	Day 7	Day 8	Day 9	Day 10
<p>Process Mapping & Process Analysis Tools</p> <ul style="list-style-type: none"> • Process mapping tools & their role in DMAIC projects • Process flow charting techniques • Process sequence charting • Waste walking • Data collection planning <p>Managing Risk</p> <ul style="list-style-type: none"> • Risk management tool • Link to process analysis • Introduction to control plans 	<p>Data Collection & Planning</p> <ul style="list-style-type: none"> • Data collection • Checking the measurement system • Understanding process variation • Causes of variation • Measuring process performance • Planning data collection • Continuous & discrete data • The use of sampling • Data collection tools • Collecting the data 	<p>Leading Change</p> <ul style="list-style-type: none"> • MBTI & change leader behaviour • Using type for effective influencing <p>Building the Team</p> <ul style="list-style-type: none"> • Developing a high performing team • Maximising team contribution • Facilitating for maximum results 	<p>Graphical Analysis</p> <ul style="list-style-type: none"> • Understanding current capability of the process • DPMO calculations • Measures of location, variation & shape • Introduction to Minitab • Graphical analysis tools: <ul style="list-style-type: none"> – Histograms & run charts – Dot plots & scatter plots – Pareto & pie charts – Stratification 	<p>Hypothesis Testing</p> <ul style="list-style-type: none"> • Forming a hypothesis from graphical analysis • Confidence intervals • Relationship between sample size & risk • Tests for variance, means & proportion • Dealing with non-parametric data • Introduction to regression analysis
BLOCK 3				
Day 11	Day 12	Day 13	Day 14	
<p>Introduction to Improve Phase</p> <ul style="list-style-type: none"> • Elements of lean process design • Tools for improving process flow • VSM – future state mapping • Introduction to flow processing • Problems caused by push systems & batch processing • Takt time, cycle time & standard work / stop watch analysis • Improving bottleneck processes • Kanban in the office • Improvement strategy & future state Lean layout 	<p>Improve Phase – Solution Introductions</p> <ul style="list-style-type: none"> • Creative thinking tools • Generation of alternative solutions • Solution evaluation & selection • Piloting & solution introduction • Implementation phase 	<p>Control Phase</p> <ul style="list-style-type: none"> • Control plan development • Poka Yoke (mistake proofing) • The choice of control method • Out of control action plans • Implementing control plan • Project completion & closure • Introduction to control charts • Interpreting control charts 	<p>Tools for Embedding Lean</p> <ul style="list-style-type: none"> • Project handover • Standard work • Mechanisms for CI <p>Managing Implementation</p> <ul style="list-style-type: none"> • Creating short term wins • Managing resistance • Coaching for stakeholders • Anchoring the change • Building in lessons learned • Ensuring smooth handover • Communicating & future plan 	