



LEAN SIGMA BUSINESS BLACK BELT

14-Day Programme commences June 7th 2010 ~ Leamington Spa



INTRODUCTION
<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>
TRAINING FORMAT
<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>
ACCREDITATION
<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>
PROGRAMME FEES
<p>£4250+VAT per delegate includes:</p> <ul style="list-style-type: none"> • All materials • Lunches and refreshments • Accreditation

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				
June 7	June 8	June 9	June 10	June 11
<p>Fast Start Welcome to the Programme</p> <ul style="list-style-type: none"> • Lean Sigma programme overview • Key certification elements <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 and the eight steps for change <p>Building Momentum for Change</p> <ul style="list-style-type: none"> • Defining and articulating the business case for change • Securing senior support – the role of the sponsor/champion <p>Identifying & influencing stakeholders</p>	<p>Introduction to Lean Sigma</p> <ul style="list-style-type: none"> • What is Lean Sigma? • Lean & Six Sigma background • The value of an integrated approach • Lean Sigma roles <p>Lean Sigma Foundations</p> <ul style="list-style-type: none"> • Lean Sigma & C.I • 5S Workplace Organisation • Visual management • Daily management • Enabling & sustaining improvements 	<p>Lean Thinking</p> <ul style="list-style-type: none"> • Understanding value & waste • 7 + 2 deadly wastes • The value stream approach <p>Reaping the Quick Wins</p> <ul style="list-style-type: none"> • Waste walking & other techniques • Need for structured problem solving • The DMAIC methodology <p>Define Phase Intro</p> <ul style="list-style-type: none"> • Define phase objectives & key steps <p>Project Identification & Scoping</p> <ul style="list-style-type: none"> • The Project Charter • Problem statement evolution • Project scoping techniques • SIPOC maps 	<p>Value Stream Mapping</p> <ul style="list-style-type: none"> • VSM objectives & procedures • Defining value streams • Mapping the current state • Value stream calculations • Evaluating the current state map <p>Understanding the Voice of the Customer (VOC)</p> <ul style="list-style-type: none"> • Gathering VOC & interpreting data • Prioritising Critical To Quality Characteristics (CTQs) • Kano analysis • Paired Comparisons • Quality Function Deployment • Developing operational definitions • Building the business case 	<p>Managing Lean Sigma Projects</p> <ul style="list-style-type: none"> • Agreeing the project specification • Creating a Work Breakdown Structure • Developing the Organisational Breakdown Structure • Agreeing roles & responsibilities • Performing Network Analysis • Reviewing resources & risks • Monitoring & controlling the project • Completing the project <p>Lean Sigma Project Workshop</p> <ul style="list-style-type: none"> • Initiating Lean Sigma BB projects • Project coaching & support • Project action planning
BLOCK 2				
July 12	July 13	July 14	July 15	July 16
<p>Measure Phase</p> <ul style="list-style-type: none"> • Measure phase objectives & key steps <p>Process Mapping & Analysis Techniques</p> <ul style="list-style-type: none"> • The role of process mapping in DMAIC • Process flow charting techniques • Process sequence & spaghetti charts • Process maps for process analysis <p>Managing Risk</p> <ul style="list-style-type: none"> • Failure Mode & Effects Analysis • Evaluating, reducing & managing risk • Link to control plans 	<p>Planning Data Collection</p> <ul style="list-style-type: none"> • Understanding process variation • Exploring sources of process variation • Common/special causes of variation • Planning data collection • Continuous & discrete data • Operational definitions for measures • Data stratification & sampling • Data collection tools • Checking the measurement system • Collecting the data 	<p>Leading Change</p> <ul style="list-style-type: none"> • MBTI and change leader behaviour • Using personality 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>Analyse Phase Intro</p> <ul style="list-style-type: none"> • Statistics for process improvement • Introduction to Minitab <p>Graphical Analysis</p> <ul style="list-style-type: none"> • Location, variation & shape • Graphical analysis tools: <ul style="list-style-type: none"> – Histograms, time-series plots, boxplots, scatter plots, Pareto charts, pie charts <p>Process Capability Analysis</p> <ul style="list-style-type: none"> • Process capability & stability • DPMO calculations <p>Root Cause Analysis</p> <ul style="list-style-type: none"> • Identifying & verifying root causes 	<p>Significance Testing</p> <ul style="list-style-type: none"> • Forming a hypothesis from graphical analysis • Confidence intervals • Relationship btwn sample size & risk • Significance testing route map • Tests for continuous & discrete data • Dealing with non-parametric data <p>Regression Analysis</p> <ul style="list-style-type: none"> • Introduction to regression & correlation <p>Project Workshop</p> <ul style="list-style-type: none"> • Project coaching & support
BLOCK 3				
August 9	August 10	August 11	August 12	
<p>Improve Phase Intro</p> <ul style="list-style-type: none"> • Improve phase objectives & key steps <p>Lean Process Design</p> <ul style="list-style-type: none"> • Tools for improving process flow • VSM – future state mapping • Introduction to flow processing • Push systems & batch processing • Takt time, cycle time & standard work • Time observation & analysis • Improving bottleneck processes • Kanban in the office • Developing a Lean strategy 	<p>Creative Solution Generation</p> <ul style="list-style-type: none"> • Creative Thinking Tools • Generation of alternative solutions <p>Solution Selection & Piloting</p> <ul style="list-style-type: none"> • Solution evaluation & selection • Piloting, refining & verifying solutions • Solution implementation 	<p>Control Phase Intro</p> <ul style="list-style-type: none"> • Control phase objectives & key steps <p>Control Plan Development</p> <ul style="list-style-type: none"> • Control mechanisms & control charts • Poka Yoke (mistake proofing) • Out of control action plans • Implementing the control plan <p>Embedding Improvements</p> <ul style="list-style-type: none"> • Standardisation & training • Visual & daily management • Project completion & closure • Project auditing & ongoing control 	<p>Managing Implementation</p> <ul style="list-style-type: none"> • Creating short term wins • Recognising & managing resistance • Coaching for stakeholders • Communicating progress <p>Making Change Stick</p> <ul style="list-style-type: none"> • Anchoring the change • Building in lessons learned • Ensuring smooth handover • Communicating outcomes & plan <p>Project Workshop</p> <ul style="list-style-type: none"> • Project coaching & support 	