



SIX SIGMA MASTER BLACK BELT July 2010



PROGRAMME CONTENT
<p>The role of Master Black Belt is critical to a successful and sustainable deployment of Six Sigma. This is the person who will not only coach and mentor Black and Green Belts but will provide the links for the Six Sigma Project activity to the Management Teams.</p> <p>Many companies recruit external Master Black Belts at premium market rates, when a more effective (and economic) solution is to build your own internal resource. Offering this special development opportunity to your high-performing Black Belts will also ensure complete alignment of the MBB role with your Six Sigma company culture, as well as developing your future business leaders.</p> <p>The Smallpeice leading-edge 9-day modular Master Black Belt programme provides the perfect balance between technical and deployment issues, and the essential leadership, change management and advanced 'Train the Trainer' skills.</p> <p>As a result of the training and exposure to a wide and diverse range of project activity across all business processes, the Master Black Belt can be a powerful development role for Senior Managers of the future.</p>
PRE-REQUISITES
<p>Candidates for the Smallpeice Master Black Belt Training Programme will have been trained as a Black Belt by a recognised Training Organisation, and ideally, have more than 12 months experience as a Black Belt. They will have successfully completed at least one Black Belt Project.</p>
TRAINING FORMAT
<p>Experienced MBB trainers and specialists will deliver nine days of training that is structured to be interactive and participative. Candidates will have the opportunity to "Learn by Doing" as well as be involved with practical exercises to further develop skills.</p>
ACCREDITATION PROCESS
<p>Accreditation involves producing a development plan including a portfolio of experiences where the Master Black Belt competencies have been applied. Input from the sponsoring company will also be sought and taken into account.</p>
PROGRAMME FEES
<p>£2,950+VAT per delegate, includes:</p> <ul style="list-style-type: none"> • All materials • Lunches & refreshments • Accreditation

PROGRAMME LEADERS
<p>STEVE WILKINSON</p>  <p>Steve held Senior Roles in both Operations and HR before being appointed as the European Continuous Improvement Manager for Dupont's Textile Business. He was certified as a Master Black Belt following DuPont's deployment of Six Sigma. He took a lead role in Six Sigma deployment in a variety of Dupont's Businesses, with special focus on issues in New Business functions. He worked directly with Business Team Leaders and also facilitated and coached Six Sigma teams across a range of disciplines throughout the European Region.</p> <p>He dealt with many deployment issues at both strategic and grass roots level, and in joining the Smallpeice Team has continued to work with clients to develop and execute their own deployments of Six Sigma and Lean Sigma.</p> <p>Steve is course leader for Smallpeice's Master Black Belt programme, working directly with the MBB delegates to ensure they have the focus which will not only result in their certification as Master Black Belt, but also create business benefits for their organisation.</p>
<p>STEVE HARRINGTON</p>  <p>Steve is a Management Development Consultant specialising in the following areas:</p> <ul style="list-style-type: none"> • Strategic Management Development • Leadership & Management • Communication • Coaching & Mentoring • Career Development • Team Development (including virtual or remote teams) • Intercultural Awareness • Influencing & Interpersonal Skills <p>His background spans both business and training development, and he has held key roles in multi-national organisations. He has worked in retail, manufacturing, oil, chemicals, sales and marketing, as well as continuous improvement. Philosophically he has a deeply held belief that training and development should provide practical, pragmatic solutions, delivered back in the workplace.</p>

PROGRAMME CONTENT				
12 July - SW	13 July - SW	14 July - GL	15 July - SH	16 July - SH
<p>Introduction</p> <ul style="list-style-type: none"> • Course objectives • Certification <p>Role of The Master Black Belt</p> <ul style="list-style-type: none"> • MBB or CI Expert? • MBB interactions • Workshop – sharing current status • MBB role & competencies <p>Designing Your Deployment</p> <ul style="list-style-type: none"> • Combining the strengths & core values of Lean & Six Sigma • Key tool combinations in Lean Sigma • DMAIC methodology <p>Deployment</p> <ul style="list-style-type: none"> • Strategy components • Gaining the buy in • Key roles & responsibilities 	<p>MBB as a Performance Manager</p> <ul style="list-style-type: none"> • Developing the strategy • Roles & behaviours • Setting expectations & metrics • Role of the steering team • Programme & project reviews • People issues & communications • Black Belt productivity • Auditing the deployment success <p>MBB as a Project Executioner</p> <ul style="list-style-type: none"> • Mega Projects • Baselining 	<p>Technical Input</p> <p>Delivery will be focus on the technical areas that meet the requirements of the group, but are likely to include content on the following topics:</p> <ul style="list-style-type: none"> • Tests for Independence & Autocorrelation • Non-normality, it's impact on Capability & Box Cox transformations <p>DOE review</p> <ul style="list-style-type: none"> • Screening Designs • Unbalanced Designs • Designs for Optimisation 	<p>MBB as an Adult Educator</p> <ul style="list-style-type: none"> • Adult Learning: learning process, learning styles & environment, instructional techniques/methods • Effective facilitation • What makes learning fun • Stages of skill development • Application in MBB role <p>Practical Exercise</p> <ul style="list-style-type: none"> • Learn Teach Learn Concept • Deliver a 15 minute presentation • Receiving & providing feedback • Lessons learnt for next time • 	<p>The MBB as Coach & Mentor</p> <ul style="list-style-type: none"> • The importance of coaching & mentoring • Styles of coaching/mentoring • Core interpersonal skills • A structure for coaching/mentoring • Giving & receiving feedback • Non-verbal behaviours & building rapport • Skill practice •
2 August - SW	3 August - MC	4 August - SH	5 August – GL/IB	6 August - SW
<p>Practise Day: Learn – Teach - Learn</p> <p>Each delegate presents a technical revision topic, which will be critiqued by both tutor & the group for technical & adult education qualities. The presentations will lead to a wider Instructor-led discussion on the elements to fully review the topic. Delegates will follow a feedback template the contents of which will be summarised & fed back individually following the course.</p>	<p>Utilising Design for Six Sigma</p> <ul style="list-style-type: none"> • DfSS scope & benefits • DfSS framework & themes • Key characteristic management • Risk management • DfSS processes & NPD • Supporting tools & techniques • DfSS example 	<p>Effective Change Leadership</p> <ul style="list-style-type: none"> • Self management - the personal change journey • Situational leadership <p>Creating a Change Culture</p> <ul style="list-style-type: none"> • Emotional intelligence • Influencing, Communicating & Managing resistance • Creating corporate change - the essentials • Personal action planning - persuasion campaigning • Course review & discussion on path forward for certification 	<p>TRIZ: Theory of Inventive Problem Solving</p> <ul style="list-style-type: none"> • Evaluating methods to enhance existing processes and products • Sorting complex information to understand the history and context of a problem. • Identifying what problems may exist with an existing /new product or process and identify the ideal state • Understand the links between TRIZ and DMAIC 	<p>Maintaining the Project Pipeline</p> <ul style="list-style-type: none"> • Top Down/Bottom Up approaches • CTQ slowdown • Project discovery process <p>Six Sigma beyond Manufacturing</p> <ul style="list-style-type: none"> • Tool selection for services • Deployment issues in services/business <p>Review of MBB Competencies</p> <p>Personal Development plans</p> <ul style="list-style-type: none"> • Review of individual development plans • One to one with course leader