

Course objectives

Impart an evidence-based process improvement mindset by developing participants' abilities to utilise the Lean-Six Sigma tools and techniques.

Increase participants understanding of the concepts of variation and waste and the impacts of these on workplace Safety, Customers & Cost.

Develop in-role capability to both directly apply and provide support to functional and line roles to identify, capture, and build-on in-business improvements.

Integrate the use of process improvement tools into day-to-day work through:

- Improved understanding in how to work with workplace facts and data.
- Identifying variation (Special cause & Common cause) and waste.
- Application of tools to analyse variation and waste & identify root causes.
- Application of practical people change management techniques to develop and embed solutions into work teams.

Course group size & duration

Class groups consist of minimum 5, maximum 10 people. Classroom sessions are delivered either as 3 days x 2 sessions or 3 days x 3 sessions, approx. 4 weeks apart, with part-time workplace project activities in-between sessions.

Target audience

This course is aimed at shaping the knowledge, skills & attitude of professional staff & targeted high potential personnel. Candidates ideally desire to improve their knowledge and skills, have a 'can-do' approach, and are not afraid of creating and leading change.

Approach

1. Classroom

Participants attend classroom sessions where the course material is covered by introducing key concepts and applying them to class activities & workplace scenarios; action-learning to understand the lean-six sigma approach to process improvement through the use of structured processes and tools.

2. Role Specific Project

A role-specific business project is worked on in parallel by each participant. Participants allocate time during the course of their work activities to apply the tools covered in the classroom sessions to their project.

While progressing through the course, participants define the business problem & collect evidence & data in order to identify the specific root causes that require addressing. Specific techniques and improvement tools are used to progress each participant's project, with learning and deepening of knowledge occurring through the hands-on activity & observing.

3. Mentoring & Coaching Sessions

Support is available to participants for the duration of the course, provided through scheduled one-to-one mentoring & coaching sessions in between the classroom sessions and is also available as required via remote contact (phone, email, Skype).

4. Project Tollgates

Participants review progress with their respective management at key project milestones, typically via formal 20 min tollgate sessions, presenting progress & outcomes. Tollgates are scheduled to be held monthly during the training period.

Learning outcomes

Participants will be able to:

- Analyse a situation to determine the problem
- Navigate through the Lean-Six Sigma tools to find possible solutions to the problem
- Apply organisational change management appropriately, consistent to project needs
- Decide & implement the preferred solutions
- Establish management controls to sustain the improved performance

Assessment

In accordance with the criteria defined within ISO13053: *Quantitative methods in process improvement - Six Sigma*; participants are issued with a **Green Belt certificate** to recognise completion of the training component (i.e. tools knowledge).

Eligibility is achieved by attending a minimum of 90% of scheduled training days & mentoring sessions, and participating in all scheduled tollgate sessions conducted during the training period to the satisfaction of the Master Black Belt.

Participants are issued with a **Green Belt certification** certificate at the completion of their project to recognise successful practical application of the knowledge (i.e. skill recognition).

Eligibility for certification is achieved through completion of one project (two projects for Green Belt pairs or teams) by means of formal project tollgates including the hand-over to the respective Process Owner. Certification is assessed in the following areas: Project success (40%), Leadership (40%) & Technical Application (20%).

Supporting structures

Course attendance is subject to agreement to Gestaltix Materials *Conditional Permission of Use Terms & Conditions*.

A Minitab® 12-month software license can be optionally provided to each participant for the purposes of conducting project data analysis and reporting.

Access is provided to the Gestaltix lean-six sigma project files database, showcasing a large array of actual project tollgates, demonstrating the hands-on use of tools throughout the stages of a project being completed.

Experience has shown the following client arrangements will provide the quickest and most effective project outcomes:

A dedicated Project Sponsor is nominated for each Green Belt participant.

An individual project is pre-selected by the Sponsor, (ideally strategic & business plan aligned), ideally relating directly to the participants work area/ subject matter knowledge. The project should be scoped to deliver at least a \$50k business benefit pa.

Participants have minimum 10-20% time (1/2 - 1 day per week) availability, aligned to project scope, to progress the project at a satisfactory rate (i.e. project is significant to current role, or current role is majority improvement focused).

Course content:

Phase	Component	Methods/Tools
Define-Measure	Lean- Six Sigma overview	DMAIC overview, lean and six sigma methodologies, Roles and expectations
	Project Definition	Project charter, Sponsor, Team, Business value- COPQ
	Identify Customer needs and requirements Focus on the Process	Voice Of Customer, Critical to Satisfaction CTQ's Process definition- SIPOC, C&E Matrix Process Metrics - Baseline, Goal, Entitlement Data quality- Operational definitions, Measurement Systems Analysis Audits
	Successful project management	Project management overview Project planning, Project tollgates
	Organisational Change Management	Stakeholder analysis, communication plan
	Identify inputs and quick wins	Brainstorm, Affinity Diagrams, Fishbone Diagram, "As-Is" Process Mapping
	Distinguish the inputs- data and facts	Data collection and review – data practical & graphical techniques, Develop the x-list
Analyse	Project value drivers Prioritise the x-list	Project driver tree Data analytics know-how – <i>Practical, Graphical, Analytical</i> techniques, Hypothesis testing - mean and variation, Regression analysis - relationships Identifying Waste – "As-Is" Process Mapping, Spaghetti Diagram, 5-S, Waste Analysis and Load-Levelling Priority / Risk Reduction - FMEA
Improve-Control	Identify solutions	Proven-Practice Lean tools, Creativity tools, Theory Of Constraints
	Confirm critical inputs	Planned Pilots, Introduction to Design Of Experiments, "To-Be" Process Mapping
	Validate Business value	Verify Improvement, Finance Signoff
	Sustain the gains	Control Plans, lean Standard Work, Error Proofing, Visual Workplace, Procedural Documentation, Statistical Process Control, Process Owner Handover