



BEST Lean Six Sigma[®] Black Belt Training for Baltic States

Achieve exceptional business results by improving products, services and processes.

World Class Lean Six Sigma training emphasizing organizational change management.

Week 1: 15-19 February 2016

Week 2: 11-15 April 2016

Week 3: 23-27 May 2016

Week 4: 13-17 June 2016



BUSINESS EXCELLENCE SOLUTIONS

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“Six Sigma™ improves the customer’s experience, lowers your costs, and builds better leaders.”

~ John F. (“Jack”) Welch, former CEO General Electric

BEST Lean Six Sigma® World Class Black Belt Training:

This program offers results-oriented, project-driven training in implementing Lean Six Sigma at the Black Belt level of competence. Lean Six Sigma provides companies with a sequence of interventions applying process methods, applied statistical techniques and lean process tools to reduce waste, eliminate variation and improve the performance of work and business processes. Lean Six Sigma project interventions create major gains for organizations by bringing breakthrough change that drives profitability. The Lean Six Sigma methodology is suitable for all companies (both producers of durable goods and delivers of services) and business sectors (public and private) and has been proven as a sound management approach by hundreds of companies on a global basis.



Lean Six Sigma is Essential in an Uncertain Economy

In difficult economic times when access to capital is tight it is the obligation of business leaders to assure that they don't overinvest in their business and to assure that they maximize the return on the capital that is already employed in their organization. Reliance on average process performance and insights gained from standard cost accounting does not provide adequate business information for driving significant change that will result in greatly enhanced bottom-line performance. The secret ingredient to generating efficiency is learning to see processes differently by discovering which activities are driving costs in your organization and eliminating the waste in these areas, while also improving the consistency in good performance of the value-adding activities. This is insight that is gained through combining statistical analysis methods with lean process improvement tools on Lean Six Sigma projects. The insight is built upon the best practices of hundreds of companies that have used these methods and practices of Toyota and General Electric.

The key to discovering these “hidden secrets” in your business processes is use of the statistical methods of Six Sigma to uncover unusual probability patterns in performance and “long tails” in the distribution of the work performance time so that teams can concentrate their improvement activities in these areas. Statistics thus enables improvement focus for lean processes and sharpens the business decisions about operational policies in order to optimize throughput – work that produces direct revenue, rather than work for its own sake or work that merely builds inventory which is an abuse of working capital. Black Belts learn how to build an operational measurement system that links activity-level performance elements that are drivers of cost to the financial outcomes they produce. This performance management approach tightly couples all key elements of performance so management can define “predictive processes” that explain the variation in work processes as designed and operated and control these processes so they consistently approach their theoretical best levels of performance thereby significantly increasing the return on capital employed.



Black Belt Development Program Description

LSS Black Belt candidates are trained in all the methods required to create lean, consistent, low cost operations. Black Belts will serve as the ‘analytical engine’ for LSS business improvement and will assist project champions and process owners by providing technical facilitation of LSS improvement teams that are focused on delivering bottom line results. Outcomes of LSS projects will be measured in both operational and financial terms and results will be verified by requesting an internal assessment of the improvement by experts from the finance organization.

World Class Master Black Belt Instructor-Coach:

Lean Six Sigma was introduced to Scandinavia by Nokia Mobile Phones in 1996 and Gregory H. Watson served as the Executive Champion for its introduction. In addition, he was the first Master Black Belt in Europe designated by Dr. Mikel Harry, CEO of the Six Sigma Academy, the originator who pioneered the process improvement program use of Six Sigma. Professor Watson has written three books on the Lean Six Sigma methods. He has been involved in LSS since the late 1980s when he was Director of Corporate Quality at Compaq Computer and he is certified as a Six Sigma Black Belt and Master Black Belt by the American Society for Quality (ASQ). His consulting company was the sole provider of quality assurance for development of the initial ASQ Six Sigma training program in 1998.

Since 2001 Business Excellence Solutions has been the preferred supplier of BEST Lean Six Sigma® Black Belt training for Laatukskus – Center for Excellence Finland. His record of performance in this role has been exemplary: project completion rate for the past three years is 97% with average savings delivered for the participant’s company that has been in excess of 750,000€ and a customer satisfaction rating that is consistently “top box” demonstrating a level of World Class instruction.



Gregory H. Watson, Master Black Belt

Professor Watson has been an executive at Xerox, Compaq and Hewlett-Packard and is a past-President and Fellow of the American Society for Quality and a

Fellow of the Institute of Industrial Engineers. He is also a Past-President and Honorary Member of the International Academy for Quality (IAQ) and an assistant professor of Industrial Engineering and Management at the Oklahoma State University.

Professor Watson is a globally-recognized expert in Six Sigma, productivity management, strategic benchmarking, and business planning methods. He has provided coaching for LSS deployments at over twenty global corporations which include: Toshiba, DuPont, Monsanto, and ExxonMobil. Mr. Watson is a player-coach who guides Six Sigma Black Belts through projects to completion.

Professor Watson has graduate degrees in systems management, legal studies, political economics, and industrial engineering and is professionally certified as a Six Sigma Master Black Belt, Quality Engineer, Reliability Engineer, Software Quality Engineer, Project Manager and Engineering Manager. He has written 11 books and received 28 international quality awards including the Deming Medal from the Union of Japanese Engineers.

Training Objectives:

- Achieve significant results that improve the bottom line performance of your organization
- Increase business understanding by focusing on customer needs, issues, and concerns.
- Implement the BEST Lean Six Sigma® method in a project to demonstrate how breakthrough is achieved by applying the scientific method to a practical problem.
- Create a demonstration project to successfully illustrate the application of this methodology in your own organization.
- Learn to apply diagnostic tools and lean techniques to systematically improve work processes.
- Lead a Lean Six Sigma project to completion.
- Support management in deploying the Lean Six Sigma methods within your organization.

Why is this training good for you?

Strategy-driven action

When this course is coordinated with a structured business improvement program, then the project selection is accomplished by the management team and focused on making improvements that will be able to deliver significant financial results to the organization's performance. All participants in the course must complete a training project to receive a formal certification as a Black Belt. Typical saving on a training project is several times the investment for participating in the course (high training return-on-investment (ROI)).

Project-focused training

Six Sigma projects begin by clarifying the customer requirements and continue to identify and reduce all the waste that reduces the process effectiveness and efficiency while increasing costs and tying up the organization's working capital. An LSS Black Belt eliminates waste and reduces variation to influence a decrease in costs. Enduring improvement is gained by applying the scientific method combined with a rigorously structured change management process. Black Belts become change agents and projects will stimulate improvement in your organization.

Collaborative execution

Each project involves a Black Belt supporting a team of people who are responsible for managing and executing the work process on a daily basis. Black Belts provide on-the-job Lean Six Sigma training to their team as they progress through the project improvement milestones. In addition the Black Belts coach their supervisors in the application and interpretation of the methods in order to expose a full viewpoint of ideas for business improvement by engaging the experience of the management team in the business interpretation of the operational data.

What is Lean Six Sigma?

Lean Six Sigma (LSS) combines three important improvement methods: making work better (with the Six Sigma statistical methods); doing the work faster (with the lean operations principles and methods); and performing work at the lowest total cost (adding a pragmatic business focus). LSS improvement methods provide the tools necessary to identify and eliminate waste and quality problems in the work that is conducted throughout your organization.

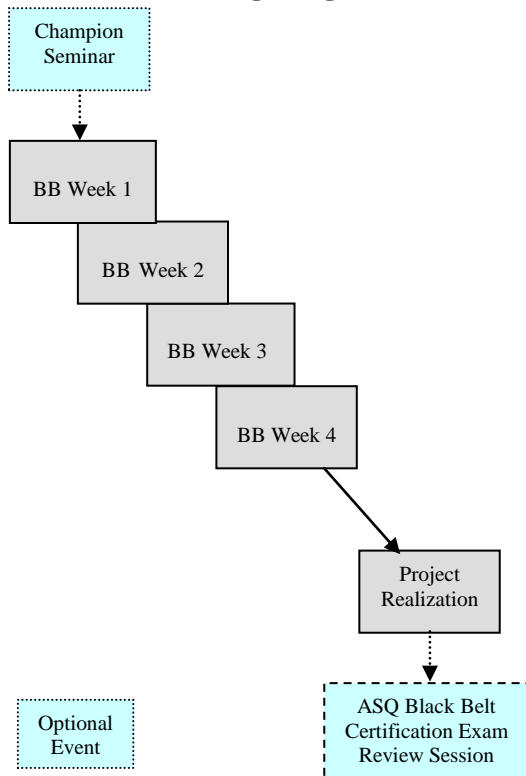
LSS results in processes that have higher levels of productivity with outcomes that generate more financial benefits which are reported in your company's financial reports.

BEST Lean Six Sigma® programs are created to support a company-wide, strategy-driven process of business improvement. Thus, special emphasis is given to inform and support management groups to understand the potential of LSS and to plan for its company-wide implementation. In addition to the typical Lean and Six Sigma issues, our program gives particular emphasis on change management to realize and capture the benefits from improvement projects.

This program has features that you will not find in other programs in the area!

- Veteran, World Class instructor recognized as global thought-leaders in Lean Six Sigma today.
 - Proven practical application and ability to produce benefits for dozens of companies within Finland.
 - The program is designed to deliver the full, current body of Six Sigma knowledge defined by the single standard the American Society for Quality Six Sigma Black Belt Body of Knowledge. The training and coaching will prepare individuals to sit for the ASQ independent, international professional certification examination (two additional days of coaching are given for those who elect to sit for this examination). The record of accreditation for those who have taken the training and coaching is a 100% pass rate over the past five years.
 - Includes complete, extensive course material, extra readings, and a reference library of books to support a broad variety of business applications.
 - Students who are present for the full training program of study and pass the final examination will receive a diploma indicating completing completion of the Black Belt program of studies as well as a formal Green Belt certification. Black Belt certification follows once students have completed an acceptable project that demonstrates their effective ability to apply the methodology to achieve benefits.
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BEST Lean Six Sigma® Black Belt Training Program:



Summary of Content

Black Belt training is spread over several months to allow participants time to work on projects in between the class sessions. It is a prerequisite that each student is assigned a management-approved improvement project and that they are given time to work on the project between the class sessions. The training is structured to provide progressive revelation of the root causes of issues and to experiment to demonstrate effective, efficient, and economical solutions to these causes. Training lessons are anchored in the pursuit of each student's practical project. Each student is coached on a regular basis to assure lessons are applied properly.

Pre-requisites for Black Belt Training:

- Respected by peers and managers for their work discipline and thought processes.
- Proven ability in problem-solving and taking an analytical approach to work-based problems.
- Demonstrated ability to follow-through on change recommendations to deliver business results in a specific work process or staff support activity.
- Experience in instruction, training, and facilitation of teams is highly desirable, but is not required.
- Recommendation by a business leader in their functional area or operating unit for training as a Black Belt.

Topics Included in Training Program:

- Process visualization analysis methods
- Application of lean methods for waste reduction
- Diagnostic analysis of process data with DMAIC
- Statistical thinking methods for process analysis
- Introduction to MINITAB for statistical analysis
- Measurement systems analysis methods
- Determination of sources of process variance
- Analysis of strength of relationship among factors
- Discriminating between value-adding and waste
- Design of Experiments (DOE) methods
- Statistical Process Control (SPC) methods
- Kaizen Project management
- Benchmarking Project management
- Alignment to ISO9000 Quality Management System
- Linkage with Business Excellence Assessment
- Integration of Lean Enterprise Management
- Control of Daily Management Systems
- Change management for successful implementation

Throughout the entire training program our experienced Master Black Belts will actively support the Black Belt students in their project work by conducting reviews of their technical and managerial approach to the project work during each class sessions. Additionally, students will have email access to our instructors and can arrange for teleconference sessions at no additional charge.

Black Belt candidates are strongly encouraged and coached to submit their projects at the end of the training period (at the Realization Review). However, we also recognize that some projects may take a longer time or that exceptional experiences may delay completion of the training project. While active coaching is completed at the time of the Realization Review, passive coaching (via email advice) continues until such time as each of the students is able to submit their final project. There is no time limit to the support that is available for coaching the exceptional student who requires a longer period to complete the work. As a result, almost every student who attends this course obtains real benefits for their company that is far in excess of the cost of training.

Training Investment

The basic fee for participation in this class is 6,800 € (plus VAT). This fee does not include costs of student travel or purchase the latest release of Minitab software. All students must have use of a modern laptop personal computer for this class (fully loaded with Microsoft Office and Adobe Reader software). Fee for the members of Estonian, Latvian and Lithuanian national Quality organizations is 6,000 € (plus VAT)

When companies send more than one individual to the BEST Lean Six Sigma® Black Belt training, each additional participant will be 5,800€ / person for the members of Estonian, Latvian and Lithuanian national Quality organizations is 6,000 € (plus VAT). For the members of Estonian, Latvian and Lithuanian national Quality organizations is 5,000 € (plus VAT)

“Six Sigma improvement projects give us a route to the business control function; the hardest thing to do in management.”

~ John F. (“Jack”) Welch, Former CEO, General Electric

Administrative Information:

Please email your personal information to pirje.petter@eaq.ee in order to have a follow-up discussion about your interests and needs or to receive a specific description of the training program modules and cost as well as the possibility of group discounts.

Personal Information:

Name:
Position:
Company:
Address:
City, Country:

Post-Code:
Email:
Mobile Phone:

Dates of 2016:

Week 1: 15-19 February 2016
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COURSE DETAILS WILL BE ANNOUNCED ON OUR WEB-SITE: www.eaq.ee

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