



# Lean Six Sigma Green Belt

## Course Content and Outline

Total Estimated Hours: 95.25

### Session 1: Introduction to Lean Six Sigma (4.65 hrs.)

- Introduction
- Higher Standards for Higher Performance
- Input Determines Output
- Lean Six Sigma Defined
- What's In a Name?
- The 5 Lean Principles
- The 8 Forms of Waste
- Success Stories
- The Sigma Level
- The 99.9% Problem
- DNA of a Champion
- Lean Six Sigma Framework
- DMAIC - The Lean Six Sigma Improvement Process
- Lean and DMAIC
- Thought Process Mapping - Toolset
- Organizing for Success
- Working Relationships
- Introduction to EngineRoom®
- Exercises and Quiz

### Session 2: Define I – Starting a Project and Leading Teams (7.20 hrs.)

- Getting Started – Project Initiation
- Project Selection Toolset
- Project Charter Toolset
- Project Planning & Tracking Toolset
- Leadership Thinking
- Robot Leadership
- Leadership Characteristics
- Practice, Study and Reflection - Learning by Modeling
- Fueling The Improvement Engine
- Leading Teams
- Developing an Effective Team
- Improving Team Development
- 4 Conversations Toolset
- Leading Change
- Leading Change - Continued
- Success Factors For Effective Change Management
- Stakeholder Analysis – RACI Matrix
- Leadership Reflection
- Exercises and Quiz

### Session 3: Define II - Voice of the Customer (6.55 hrs.)

- Voice of The Customer
- Focus on The Customer
- Understanding Customer Requirements
- Where to Go For Customer Requirements
- Conducting Surveys
- Survey Considerations
- Surveys – Sampling Frame
- Structuring Survey Questions
- The Degree of Uncertainty in Sampling
- Guideline for Margin of Error
- Affinity Diagram Toolset
- CTQC Tree Diagram Toolset
- Operational Definition Toolset
- Voice Of The Customer As Specifications
- Exercises and Quiz

### **Session 4: Define III – Mapping the Process (5.15 hrs.)**

- Drawing a Process Picture
- Process Thinking
- The Source of Value
- Value Stream Leverage
- Process Mapping - Overview
- Process Mapping (SIPOC)Toolset
- Flow Charts
- Value-Added Flow Charts
- Spaghetti Charts
- Takt Time
- Value Stream Mapping Toolset
- Define Tollgate – Progress Review
- Exercises and Quiz

### **Session 5: Measure I – Measurements and Basic Statistics (5.75 hrs.)**

- Measurements and Basic Statistics
- Business Problem Solving
- Basic Statistical Terms
- Descriptive and Inferential Statistics
- Measurements
- Discrete vs. Continuous Measurements
- Measurement Subjects
- Graphical Summaries
- Pareto Chart Toolset
- Histogram Toolset
- Understanding Variation
- Measuring Central Tendency
- Quantifying Process Variability
- The Normal Distribution
- Exercises and Quiz

### **Session 6: Measure II - Measurement System Analysis (8.80 hrs.)**

- Measurement System Analysis – Introduction
- Measurement As A Process
- Cause & Effect Matrix Toolset
- The Analysis of Measurement Systems
- The Requirements of Measurement Systems
- Variable MSA - Gage R & R
- MSA - Graphing
- Attribute Measurement System Analysis
- Calibration of Measurement Systems
- Collecting Data
- Developing a Sampling Plan
- Baseline Performance
- Derivative Performance Metrics - Throughput Yield
- Derivative Performance Metrics - Rolled Throughput Yield
- Calculating the Sigma Level – Toolset
- The Sigma Level Revisited
- Exercises and Quiz

### **Session 7: Measure III - Charting Process Behavior (9.40 hrs.)**

- Introduction – Charting Process Behavior
- Trend Chart Toolset
- SPC - Introduction and Background
- SPC - Introduction to Control Charts
- SPC - Control Chart Limits
- SPC - More On Control Limits
- Implementing SPC
- SPC Chart Selection
- Rational Subgrouping Toolset
- X and Moving Range Charts - Toolset
- Attribute Control Chart Toolset
- X-bar and R Chart Toolset
- Process Capability Toolset
- Measure Tollgate - Progress Review
- Exercises and Quiz

## **Session 8: Analyze I - Identifying Potential Root Cause (9.65 hrs.)**

- Analyze I - Introduction
- Finding The Root Cause
- Cause & Effect Diagram Toolset
- Alternative To The Cause & Effect Diagram
- 5-Why, 1-How
- A Combination of 5-Why, Pareto, and Trend Charts
- Scatter Plot Toolset
- Correlation and Regression Analysis
- Multiple Regression Toolset
- Binary Logistic Regression Toolset
- Factors In Determining Sample Size
- Estimating Population Mean
- Exercises and Quiz

## **Session 9: Analyze II - Hypothesis Testing (12.65 hrs.)**

- Analyze II - Introduction
- Introduction to Hypothesis Testing
- The Process On Trial
- The Hypothesis - Accept or Reject?
- Types of Error
- Hypothesis Testing
- Confidence Intervals
- Treatment Comparisons - Control Charts
- Comparing Two Proportions - Toolset
- Comparing Two Means - t-test Toolset
- Comparing Multiple Means - ANOVA Toolset
- Comparing Two Variances - F-test Toolset
- Confidence Intervals - Least Significant Difference
- Hypothesis Testing Learning Lab
- Exercises and Quiz

## **Session 10: Analyze III - Design of Experiments (7.35 hrs.)**

- Design of Experiments - Introduction
- Design of Experiments - History
- Design of Experiments - Components
- Design of Experiments - Purpose
- Design of Experiments - Process
- Blocking
- Blocking and Tackling
- Analyze Tollgate - Progress Review
- Exercises and Quiz

## **Session 11: Improve (11.35 hrs.)**

- Improve
- Design for Six Sigma (DFSS)
- Benchmarking
- Brainstorming
- Narrowing Down The List of Ideas
- FMEA Toolset
- Error-proofing
- Prioritizing and Selecting a Solution
- The A3 One-Page Report
- Continuous Flow Toolset
- Balancing Capacity with Demand
- Quick Changeover Toolset
- Cellular Processing Toolset
- Pull System Overview
- Pull Scheduling
- Pull Systems
- Kaizen Toolset
- Corrective Action Matrix
- Piloting a Solution
- System Dynamics Toolset
- Improve Tollgate – Progress Review
- Exercises and Quiz

## Session 12: Control (6.75 hrs.)

- Control
- Control Charts Revisited
- The Process Control Plan
- More On FMEA
- Visual Control
- 5-S Approach
- Total Productive Maintenance
- TPM Objectives & Benefits
- TPM Metrics
- TPM Core Elements
- TPM Maintenance Activities
- Best Practices and Lessons Learned
- Standardized Work - Documenting Process Changes
- Ending the Project
- Control Tollgate- Progress Review
- Exercises and Quiz
- Course Completion
- The Lean Six Sigma Journey

For additional information on this course, visit <http://www.moresteam.com/lean-six-sigma/catalog.cfm>

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