



# Save Your Company a Fortune

ASQ Six Sigma Business Solutions



# 82% of Fortune 100 Companies Use Six Sigma

In 1995, General Electric was a globally-recognized organization ranked no. 1 on *Forbes'* list of Fortune 500 companies. So it came as a surprise when then-CEO Jack Welch announced that GE was making a commitment to Six Sigma. Why would the nation's top-rated company want to change its business practices? Welch had identified Six Sigma as a business model that generated considerable financial growth and savings for other top companies. During the next five

years, GE saved \$12 billion and added \$1 per share to its earnings. GE's adoption of Six Sigma led thousands of worldwide companies to embrace the methodology and implement it in their own business operations. Now more than 53 percent of Fortune 500 companies have deployed Six Sigma to some degree. It has been estimated that Six Sigma has saved Fortune 500 companies \$427 billion in the last 20 years, a figure that has generated buzz across the business world.



*Medical errors have been drastically reduced and operational efficiencies have dramatically improved in many healthcare facilities through Six Sigma.*

# Why ASQ Six Sigma?

For years, ASQ's Six Sigma program has offered more than just binders and lectures. ASQ's Six Sigma stresses practicality and comprehension. Every individual has a different learning style, so ASQ offers a variety of formats to fit your needs and your schedule. These training methods include traditional classroom courses, self-paced learning, and blended learning. Classroom-based training provides you with expert instructors who have years of real-world and teaching experience. The classroom setting also allows you to interact with fellow students, while gaining valuable support, feedback, and clarification from your instructors. For many students, this interactive approach is the best way to become an expert in Six Sigma implementation. If you prefer to soak up information on your own, self-paced learning may be your best option. Self-paced learning offers the flexibility to work on course materials individually and the convenience of working from your computer. But some students prefer a blend of classroom-based training and self-taught

learning. Blended training allows you to do most of your work individually while periodically attending classes to get feedback and instruction. Blended training integrates different and sometimes opposite approaches. These include formal and informal learning, face-to-face and online learning, and a mix of self-direction and classroom-based training.

Above all, ASQ is the authoritative expert in Six Sigma. We have saved first-time students \$210 million in project costs. Before Motorola created the methodology known as Six Sigma, ASQ had been practicing and perpetuating these basic principles of quality for decades. In addition to offering Six Sigma training, ASQ offers Lean Six Sigma. While Six Sigma is a rigorous and systematic methodology, lean helps you quickly eliminate waste from a process. Waste is considered anything that does not add value to a process. If you are looking to quickly make a change in your organization, Lean Six Sigma is the tool for you.



*Sun Microsystems has reported more than \$1.1 billion in financial and operational returns through Six Sigma applications.*

# The Difference Between Belts—Green, Black, Champion, and Executive

## EXECUTIVE OVERVIEW PROGRAM

A successful Six Sigma implementation demands a change in corporate culture that begins at the highest levels and permeates the entire organization. That's why Six Sigma begins with an Executive Overview. In this tightly focused, one-day session, leaders discuss obstacles to sustained growth and discover ways to overcome them in the Six Sigma world.

Executives not only learn how to internalize Six Sigma thinking and philosophies, they also learn how to execute them. They will analyze and compare their company's value with Six Sigma values, while examining ways to maximize customer values and link customer satisfaction to quality. This Executive Overview introduces business metrics as a language and link to value and action. Leaders also get an overview of Six Sigma and the results it can deliver.

## CHAMPION PROGRAM

Champions are upper-level managers who lead the execution of the Six Sigma implementation and deployment plans for the company. They serve both as mentors to the Black Belts and Green Belts, and as liaisons to top management. Over a three-day training period, Champions learn how Six Sigma philosophy, tools, and application dynamics are applied for success to cascade throughout an organization. A Champion can also expect to learn deployment strategies that include proper project

selection, how to choose and manage the right people to earn a belt, and how to effectively review projects.

## BLACK BELT PROGRAM

Six Sigma Black Belts are the doers, the technical leaders and change agents in an organization. Black Belts implement Six Sigma principles, practices, and techniques for maximum improvements and cost reductions.

They undergo four weeks of extensive training over a four-month period. Before they are recognized as successfully completing stringent Black Belt Program requirements, they must demonstrate their proficiency in using Six Sigma tools and techniques. Accomplished Black Belts must also support their project's results by showing actual dollar savings and customer benefits through their project work.

## GREEN BELT PROGRAM

Green Belts play a significant role within a Six Sigma rollout, as they serve to build on the Black Belt's efforts. Green Belts serve on project teams to help collect and analyze data, develop process maps, assist the Black Belt in some levels of statistical analysis, and even develop experimental designs for a particular project. Green Belts may also be assigned projects on their own that do not require the statistical rigor demonstrated by the Black Belt. The Green Belt Program is a two-week course, with three weeks between sessions to work on a project.



# What Is Six Sigma?

Six Sigma is a business performance target specifically focused on eliminating waste and increasing customer satisfaction. In manufacturing, for instance, Six Sigma can measure the number of defects in a subassembly. In a service environment, it can quantify delays in end-of-month reconciliation procedures.

Variation causes defects. Most companies today operate at levels of around four sigma, or approximately 6,000 defects per million. When a company has achieved a Six Sigma rate of improvement, it has limited defects to 3.4 per million. This is virtually defect-free performance.

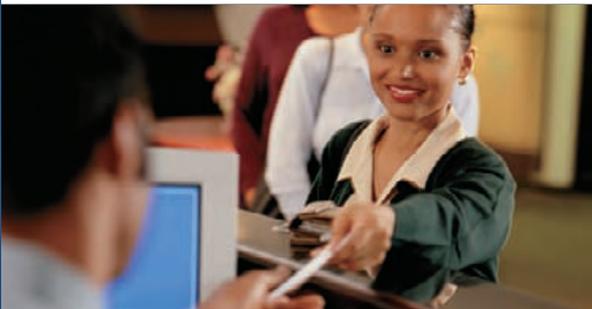
Six Sigma is a committed management approach to quantifiably solve problems and optimize critical processes. Adapting and applying Six Sigma methodologies can lead to dramatically improved business performance and bottom-line profitability.

Recent research has indicated that Fortune 500 companies with the largest revenues are more likely to have a Six Sigma initiative. Eighty-two percent of the top 100 companies use the methodology, while only

27 percent of the bottom 100 companies apply it. Between 1987 and 2005, total revenues for Fortune 500 companies grew more than 450 percent, from \$1.9 trillion to \$9.1 trillion. Savings from Six Sigma was one factor that allowed these companies to grow at such a rate.

Simply stated, when you apply Six Sigma to almost any key business process, you'll see a positive return in bottom-line results and customer satisfaction. Some of the benefits Six Sigma will reap for your company include:

- Improved overall customer satisfaction.
- Increased productivity and added value.
- Improved capacity and output.
- Reduced total defects and cycle time.
- Increased product and service reliability.
- Decreased work-in-progress initiatives.
- Improved process flow.
- ROI for your training commitment.



*Citibank undertook Six Sigma with a goal of reducing defects in more than 19 processes during the first three years. The corporation has reaped five to 10 times defect reductions.*

# Get Connected to Six Sigma at ASQ

Six Sigma training is important, but certification should be your ultimate goal. Certification allows you to truly become a recognized expert in your field and will help you in your effort to implement Six Sigma at your company. Let ASQ help you in your effort with its training for the Certified Six Sigma Black Belt and Certified Six Sigma Green Belt exams.

Beyond training and certification, ASQ offers resources to help your comprehension of Six Sigma. Want to discuss the concepts you've learned? ASQ's Six Sigma Forum is an online community where you can discuss all things Six Sigma. Maybe you are intrigued

by some principles in your courses and would like additional resources to help you in your implementation. Look no further than ASQ Quality Press books.

ASQ's Six Sigma will improve your company's bottom line. For the past 20 years, GE, Motorola, and the majority of Fortune 500 companies have switched to Six Sigma and saved billions of dollars in the process. Isn't it time your company joined the elite businesses around the world that have been transformed by Six Sigma? Get in touch with the experts. Visit [www.asq.org](http://www.asq.org) today to sign up for ASQ's Six Sigma courses.

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*Honeywell's application of Six Sigma methods saved \$600 million in one year.*