



Lean Sigma Green Belt Training – course outline

N.B. Pre-requisites: a) complete the one-day Introduction to Lean and Six Sigma course; b) identify a sponsored project to pursue and provide updates on as your case study throughout the training. Modules are 3-4 weekly.

Module	Learning objectives
1. Training goals, and key concepts	<ol style="list-style-type: none"> 1. Clarify how Lean and Six Sigma will be applied within your teams 2. Clarify why you have chosen to take this learning and what you will do with this 3. Reminder of LSS principles & DMAIC approach (with added detail around variation / voice of the process) 4. Introduction to facilitation skills 5. Introduction to change management and team development & dynamics
2. Define	<ol style="list-style-type: none"> 1. Understand the different ways of articulating a goal, a problem and a project including: <ul style="list-style-type: none"> • STPs • Quantifying benefits • Project charters • Different types of improvement projects (clarity of goal / approach) 2. Know what's involved in stakeholder management, and how to use RACIs 3. Know how to use various VOC tools to identify and work with customer requirements (SIPOC, ACVA, Kano, QFD) 4. Know how to construct a value stream and a process flow-down
3. Measure & Analyse	<ol style="list-style-type: none"> 1. Reminder & reinforcement of tools already covered / used plus some new ones <ul style="list-style-type: none"> • e.g. Measure: process observation, hidden factory, process flow representation, time value maps, spaghetti diagrams • e.g. Analyse: Pareto, root cause analysis, matrix diagrams
4. Improve	<ol style="list-style-type: none"> 1. Understand how to do brainstorming and how set ways of thinking can get in the way (affinity diagrams, 6 thinking hats, paradigms) 2. Know how to evaluate and present alternatives to aid decision making (force field analysis, decision making) 3. Know how to identify potential risks (FMEA, risk management) 4. Review how to put together an action / project plan (including tree diagrams) 5. Revisit change management e.g. resistance, also influencing / negotiation (reference to emotional intelligence and NLP)
5. Control plus more on processes & Kaizen Blitz	<ol style="list-style-type: none"> 1. Understand how to create a visual workplace <ul style="list-style-type: none"> • Standard work systems • Control charts • Cost of quality • Mistake proofing etc. 2. Understand how to manage process flow (pull vs. push, cycle time, takt time, kanban) 3. Understand how all the approaches can be applied in various ways for continuous improvement: <ul style="list-style-type: none"> • Kaizen Blitz • Process redesign • AAR and other forms of learning
6. Final presentations for Green Belt accreditation	