Lean Six Sigma
Black Belt and Green Belt Training Objectives

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Anyone who wants Lean Six Sigma training quickly finds out that not all Lean Six Sigma Black Belt (BB) and Green Belt (GB) trainings are created equal. After learning this, the next question is “Which one is right for me?” The answer might be found in your motivation for obtaining the Lean Six Sigma training. Is it to

1. Achieve Black Belt or Green Belt certification quickly for resume building; e.g., loss of job or job-security attempt?

2. Learn Lean tools for reduction of waste?

3. Learn Six Sigma statistical tools to reduce defects?

4. Learn advanced problem solving methods in the Lean and Six Sigma toolset so that you use the right tool at the right time?

5. Apply Lean and Six Sigma tools not only for improvement project execution but to understand the business performance as well?

For item #1, you could take a self-study course or the ASQ Black Belt certification test with no formal training; i.e., a multiple-choice test that allows no statistical software computer usage during the test.

For items #2-#3 you could receive training through a number of sources; e.g., self-paced, online, and university course training, where an actual project may not be required for certification. These programs are generally found from local providers that typically teach off-the-shelf material with little or no history of continuous development and innovation; i.e. they are providing the last generation of improvement skills and not necessarily the most current methods.

For item #4, you should consider whether it is important that the class include:

- A detailed project execution roadmap that truly integrates Lean and Six Sigma tools.
- A course reference text that is aligned to the training content allowing out of class support of all aspects of project execution. It should include the statistics, team dynamics, Lean concepts, change management, creativity tools and more; e.g., Integrated Enterprise Excellence Volume III – Improvement Project Execution: A Management and Black Belt Guide for Going Beyond Lean Six Sigma and the Balanced Scorecard.
- Descriptive use of a statistical software program (not Excel) so that there is an understanding of when and how to use the right tool at the right time. The software
should be robust and provide analysis so that the student is not required to be a statistician. This software should provide fault-tolerant analysis and help functions to explain its use.

- A process to create predictive metrics\(^2\) so that there is a baselining of a process’ outputs and the assessment of successful process improvement project execution.
- Integration of statistical and non-statistical tools to solve problems.
- Provision for full applicability to manufacturing, service industries, transactional processes, and health care industries.
- Examples that relate to “Real data” covering individual and team-execution exercises so that there is a true understanding and reinforcement of the tools.

For item #5, one should consider whether it is important that the class include, in addition to the items in #4:

- Book references which have a detailed business governance roadmap that truly integrates scorecards, strategic planning, business improvement, and control; e.g., *Integrated Enterprise Excellence Volume II – Business Deployment: A Leaders’ Guide for Going Beyond Lean Six Sigma and the Balanced Scorecard*\(^3\).
- Application of Lean and Six Sigma tools not only at the project execution but at the business level as well.
- Creation of corporate performance scorecard\(^4\) metrics that are predictive.
- Highlighting and resolution of the typically avoided issues with current business practices (See *Elephant in the Room Article*\(^5\).
- Inclusion of a method to create an business system integrating performance reporting, strategic planning and business improvement.
- Description of how to blend analytics with innovation to determine targeted strategies.
- Provision of a system for creating performance metric improvement needs that pull for project creation, as opposed to traditional Lean Six Sigma program’s push for projects.
- Inclusion of linkage of taught system to other books that managers and executives could reference for a better understanding of the system and its benefits; e.g., *The Integrated Enterprise Excellence System: An Enhanced, Unified Approach to Balanced Scorecards, Strategic Planning and Business Improvement*\(^6\,7\).

If your training goals align to #1, #2, or #3, you should consider if you could actually apply the taught tools in real-time as an employee.

*Integrated Enterprise Excellence Lean Six Sigma Black Belt training* and *Lean Six Sigma Green Belt training*\(^8\,9\) address the needs described in items #4 and #5.

Now to pick the best choice for your situation, you can list the bullets that best describe your specific requirements. Use any number of prioritization tools to evaluate the different providers and select the best choice for you. By the way, this is a use of the Lean Six Sigma tools set outside of project execution to make a good decision. Top Lean Six Sigma providers will give you the tools along with the context and applicability of each tool so that they can be used to advance your career and your business in nearly all of your assignments.
Students Speak Out

“I was fortunate enough to recently participate in a Smarter Solutions’ Lean Six Sigma Black Belt training course. Forrest and his Team do a great job of teaching the concepts of Lean Six Sigma in a practical manner, and excel at linking these concepts to the performance of the overall business through use of the Integrated Enterprise Excellence project system. Their grasp of knowledge in improvement methodologies is unparalleled, and I would highly recommend their services to any organization which desires to improve their overall business performance.”

Mark Kocour
Director, Continuous Improvement
MGP Ingredients, Inc.

“For those who doesn’t know yet the IEE concept, in these difficult times the Six sigma BB and MBB training are an exceptional tools to improve a process, solve a problem and get great savings for a company.”

Octavio Suarez
Product Transition Manager
Dal-Tile Corporation

“I’ve made a conscious effort to use my Business Improvement Guide like I need to. It kind of gets rid of that question "What do I do next?" that I had been asking almost every week up until now.”

Shantelle Williams
Varco Pruden Buildings, Inc.

“Smarter Solutions’ Green Belt Training is the most comprehensive and intensive, yet the most beneficial educational experience one can receive. This course adequately prepares one to approach organizational improvement efforts to increase efficiency and effectiveness.”

Alexander Sasfras
Memphis City Schools

"This class introduced to me a whole new way of looking at things, especially on the enterprise level.”

Emelita Jumao-as
Lexmark International Phils. Inc.
References


   http://www.smartersolutions.com/pdfs/online_database/asset.php?documentid=131

   http://www.smartersolutions.com/pdfs/online_database/asset.php?documentid=130


8. Integrated Enterprise Excellence Lean Six Sigma Training
   Black Belt: http://www.smartersolutions.com/blackbelt.htm

9. A Mini Kaizen Event - Selecting a Provider: Not All Black Belt Training is Created Equal

About the Author

In a professional career spanning over a quarter century, Forrest Breyfogle has established himself as a leading-edge thinker, a prolific author, an innovative consultant, a world-class educator, and a successful business executive. His work is documented in eleven books and over ninety articles on the topic of quality improvement.

A professional engineer, Forrest is also a member of the board of advisors for the University of Texas Center for Performance Excellence. He is the founder and CEO of Smarter Solutions, Inc., an Austin, Texas-based consulting firm offering business measurement and improvement consultation and education to a distinguished list of clients worldwide. Forrest received the prestigious Crosby Medal from the American Society for Quality (ASQ) in 2004 for his book, *Implementing Six Sigma* (second edition).

He founded Smarter Solutions in 1992 after a 24-year career at IBM. The associates of Smarter Solutions specialize in helping companies throughout the world improve their bottom line and customer satisfaction through the implementation of techniques that are beyond traditional Lean Six Sigma and the balanced scorecard methodologies. His latest and most extensive work has been in the documentation of a new system of enterprise management, the Integrated Enterprise Excellence (IEE) system, in a series of four books.  IEE provides a detailed roadmap that builds on and integrates the best practices of earlier disciplines like Six Sigma, Lean, TQM, PDCA, DOE, and TPS combined with innovative analytical tools to produce improvements at the highest level of an enterprise.

In addition to assisting hundreds of major clients in the wise implementation of improvement systems worldwide, Forrest has also developed over 300 hours of classroom instruction used to train executives, managers, and Black Belt practitioners to plan for, implement, and manage IEE systems.  He also leads formal seminars and workshops worldwide.