

# *In-Company Six Sigma Yellow Belt Certification Programme*



## **Aim of the programme**

This Yellow Belt programme will give individuals a solid understanding of basic Six Sigma principles and methods, and will enable them to confidently apply simple best practice tools to improve existing products/processes and design new ones. It provides a foundation for further development in Six Sigma at all levels up to Master Black Belt and also complements the Six Sigma overview course.

Six Sigma seeks to improve the quality of process outputs by identifying and reducing the causes of variation in a process. Once 'Special Causes' have been eliminated and a process is stable, Six Sigma aims to reduce overall variation and meet customer capability requirements. It is a disciplined, data-driven approach that is centered on the implementation of a set of statistical and change management tools and is often supported by the development of skilled Six Sigma experts within an organisation who understand and can implement these methods.

As a result of attending this course, delegates will be able to:

- Understand the fundamentals of Six Sigma and Design for Six Sigma
- Recognise best practice deployment of Six Sigma
- Select and apply appropriate Six Sigma methodologies to deliver robust, defect free products and processes
- Use the full suite of Yellow Belt tools
- Select and scope a suitable Yellow Belt project
- Set-up and manage a Yellow Belt project in a team-based environment
- Plan the next step of your LEAN Six Sigma learning journey

Our Yellow Belt Certification course has been aligned to the Certification Standards of the Institute of Six Sigma Professionals (ISSP) such that delegates who successfully complete the three elements of the programme listed below will be awarded with a Six Sigma Yellow Belt Certificate endorsed by the ISSP:

- Attendance of the full 3 days of training
- Completion of a work based project (with the aim of typically saving £10k per year)
- Project assessment review

## **Who is the course for?**

This programme is ideal for companies who are about to embark on a programme of improving their business or manufacturing processes and wish to upskill a team and give them an understanding of the basic principles of Six Sigma to support this activity.

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## **Programme Structure**

### **Pre-programme Consultation and Tailoring**

This will include an on-site meeting to allow the delivery team to:

- a) understand the culture and environment of the business
- b) to identify potential work-based scenarios that can be used within the training
- c) to identify any other tailoring requirements to ensure that maximum value is achieved from the programme

Following on from the consultation visit any tailoring of the programme materials will be completed. This will draw on the information gathered against a), b) and c) above.

### **Management Orientation (1 day)**

An abridged version of the programme, covering the core tools and how they fit within the improvement landscape.

Time will also be spent on:

- the leader's role in supporting improvement activity
- implementing a gate structure to support effective improvement activity
- guidelines for selecting a starter project
- leadership commitments during the learning journey

Our experience has taught us that better results can be achieved if time is spent with the Management Team / Project Sponsors to help them to choose the right projects and define the scope of these projects before commencing the training.

### **Programme Delivery (3 days of knowledge transfer)**

The programme content is delivered over 3 days and supports the YB certification requirements of the ISSP. The 3 days of knowledge transfer workshops are split into two modules:

- Module 1 : The Tools and Techniques of Structured Problem Solving and Process Improvement (2 days)
- Module 2 : The people dimension of change and improvement (1 day)

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## **Work based project selection**

To meet the requirements of the ISSP then all YB projects must have the potential of achieving an annual saving of £10k.

In addition, it is vital that the projects have value and relevance for the business and that they achieve a strong return on investment for the business and thus help to underpin the support for Lean Sigma activity at a Senior Level.

## **Coaching Support**

Coaching will be provided to help delegates as they move through from project selection to the first steps of project implementation and on towards project completion and assessment.

Within the proposal we have factored in 3 days of coaching support that will be delivered as follows:

Coaching 1 = Virtual Coaching (completion of project charters)

Coaching 2 = Face to Face (progress and positioning of ROI presentation framework)

Coaching 3 = Virtual Coaching (verification of ROI presentations)

## **Return on Investment Presentations**

At the end of the programme the delegates will be asked to make a formal presentation about their project to the collective group of project sponsors.

Each presentation will be based on a standard format, so enabling the delegates to present :

- the return on investment that they have achieved for the business
- the journey that they have been through to get there
- their personal lessons learned
- future projects

We have found that this approach helps to spark further conversations on the next steps and how wider value can be achieved within the organisation by using the Six Sigma tools and techniques.

Within this proposal we have factored in 1 day to facilitate the ROI Presentations.

**Module Overviews** - 3 days of knowledge transfer

## Module 1 : Tools to support 'Structured Problem Solving' and 'Process Improvement'

**Proposed Framework:** Structured Problem Solving using DMAIC



**Delivery approach:** 2 days of learning

### Content:

#### Day 1

- History of Six Sigma and Lean
- Introduction to Structured Problem Solving using DMAIC
  - Where DMAIC adds most value
- Define
  - Root Problems
    - The chain of pain (5 Why Analysis and 'The So Whats?')
    - Identifying Significant Opportunities
  - Problem Statements
    - What a good problem statement looks like
    - The importance of balancing Quality, Cost and Delivery
  - Voice of the Customer
    - Exploring what is important to our customers?
- Measure
  - Process Mapping
  - Exploring what we mean by value and waste
    - Value add and Non Value add
    - 8 wastes

#### Day 2

- Measure contd
  - 7 Quality Tools - Run Charts, Control Charts, Check sheets, Histograms
  - The power of sampling
- Analyse
  - Pareto Diagrams
  - Investigating the root causes (5 Whys / Fishbone Diagrams)
- Improve
  - Solution Development (brainstorming techniques)
  - Selection process (Ease/Impact matrix)
- Control
  - Visual Management
- Project Management
  - Guidance for managing your own project

## Module 2 : Managing the People Dimension of Improvement and Change

### Proposed Framework:

This module uses Kotter's 8 Step Model of Managing Change as a framework around which the 'soft' skills elements of change can be applied.

- Establish a sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Plan to create short-term wins
- Consolidate improvements and sustain momentum
- Institutionalise the new approaches

**Delivery approach:** 1 day of learning

### Content:

- The role of the project leader in engaging others with the change programme
  - Managing v Leading
- A simple model to manage sustainable change
  - **Kotter's 8 step model**
    - Establish a sense of urgency
    - Form a powerful guiding coalition
    - Create a vision
    - Communicate the vision
    - Empower others to act on the vision
    - Plan to create short-term wins
    - Consolidate improvements and sustain momentum
    - Institutionalise the new approaches
- How to communicate with others to gain buy in and support
  - Building and nurturing an improvement culture
  - Using supportive leadership styles to gain maximum advantage
- How to manage resistance to change and influence in multiple directions
  - What is resistance to change
  - Understanding the reasons for resistance
    - The change cycle (Kubler Ross)
  - Developing the right conditions to promote change
  - Converting resistance to readiness