USMC Lean Six Sigma Green Belt Training

Course Agenda

- Introduction
- Lean Six Sigma Module
  - ✓Define
  - ✓Measure
  - ✓Analyze
  - ✓Improve
  - ✓Control
- Training Closeout
- Final Exam

Notional Agenda

Monday

- Intro
  - Facilitating
- Simulation Round 1
- Define Phase
  - Charter
  - SIPOC
  - Voice of the Customer
  - Communication Plan
  - Develop/ Execute Plans

Tuesday

- Measure Phase
  - Walk the Gemba
  - Data Collection
  - Value Stream Mapping
- Analyze Phase
  - Data Tools

Wednesday

- Analyze Phase
  - Data Tools
  - Statistics
  - Statistical Process Control
- Improve Phase
  - Lean Principles

Thursday

- Simulation Round 2
- Improve Phase
  - 5S
  - Poka-Yoke
  - Standard Work
  - Visual Workplace
  - Implementation
- Simulation Round 3

Friday

- Control Phase
  - Control Plan
  - Sustainment
  - Benefits
  - Design for Six Sigma
- Training Closeout
- Final Exam

Introductions

1. What is your name?
2. Where do you work?
3. Briefly explain one of the questions from the "What Can Lean Six Sigma Do for Me?" sheet.

What Can Lean Six Sigma Do for Me?

At the end of this course you will be able to:

- ✓ Recognize areas for tremendous improvement in your workplace setting.
- ✓ Identify and begin to eliminate waste in your job.

Course Goals

At the end of this course you will be able to:

1. Understand Lean Six Sigma (LSS)/Continuous Process Improvement (CPI) tools and how to apply them to your workplace.
2. Lead and Facilitate Projects or Events to attack and solve current day problems.
3. Understand the impacts of the Triple Constraints on processes.
4. Assist Black Belts on Command-wide Projects and Events.

Learning Objectives

- Be familiar with the objectives, tasks and deliverables for each phase of the Define, Measure, Analyze, Improve and Control (DMAIC) framework.
- Understand the principles of Lean Thinking.
- Understand how the DMAIC framework is used to address process improvements.
- Be familiar with some of the most commonly used Lean Six Sigma tools.
- Be prepared to apply some of the most commonly used DMAIC tools on a Rapid Improvement Event (RIE) or project.

Journey to Effective Learning

"Fear makes the wolf bigger than he is."
– German Proverb

- ✓ Function as a team.
- ✓ Everyone participates with equal voice.
- ✓ High level of participation needed for success.
- ✓ Single discussions (respect the speaker).
- ✓ *All* ideas welcome.
- ✓ Ask questions, take notes. You are 7 times more likely to remember when you write it down.
- ✓ Continuous process of learning and development.
- ✓ Relate concepts to your processes.
- ✓ **Have fun!**

Change Management

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." – Charles Darwin

Change Management Purpose

Improve the effectiveness and efficiency of the organization.

- Process Improvement Culture Development.
- Continuous quest for excellence.

Change Principles

- **Change is continuously occurring.**
- Process required to manage change.
- Ongoing process - not a stand alone project

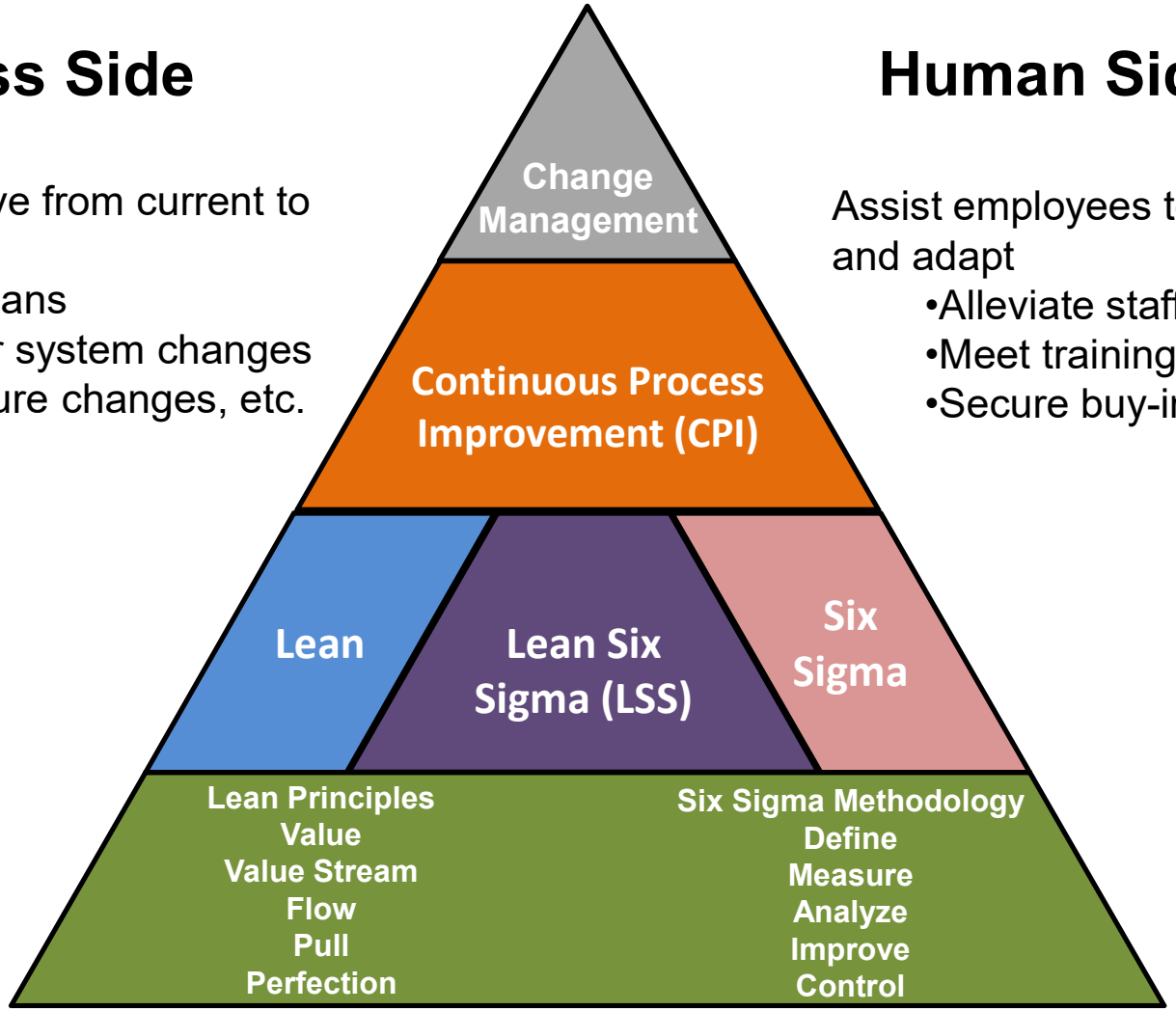
Change Management & CPI / LSS

For successful organizational change, attention should be given to both:

Process Side

Activities to move from current to future state

- Develop plans
- Process or system changes
- Infrastructure changes, etc.



Human Side

Assist employees to understand and adapt

- Alleviate staff resistance
- Meet training needs (GB)
- Secure buy-in

What is Lean?

Tools and Methodology to:

Eliminate Waste

WAR ON WASTE!

Improve Flow

By using:

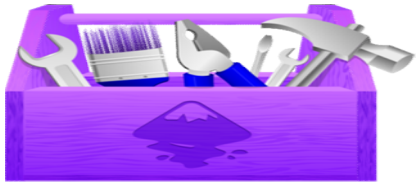
Just-in-Time

Batch Reduction

Pull/Kanban

Standard Work

Value Stream Mapping



Lean Toolbox

Set Up Reduction

Visual Controls

5S + 1

Poka-Yoke

Cellular Flow

What is Six Sigma?

Tools and Methodology to:

Eliminate Defects

WAR ON VARIATION!

Reduce Variation

By using:

Measurement Systems Analysis

Pareto Charts

DMAIC

Statistical Process Control

Value Stream Mapping

Six Sigma Toolbox

Analysis of Variance

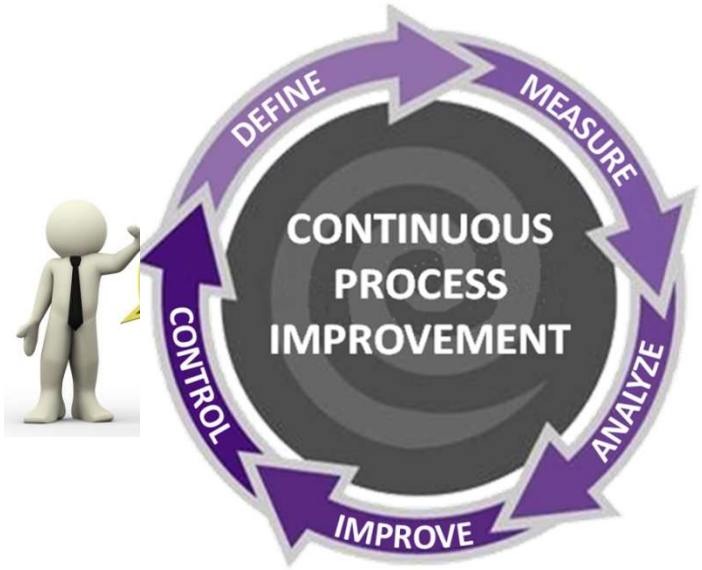
Control Charts

Voice of the Customer

Histograms

Cause and Effect Diagrams

Lean Six Sigma Defined



Lean

Eliminate Waste

Improve Flow

Six Sigma

Reduce Variation

Eliminate Defects

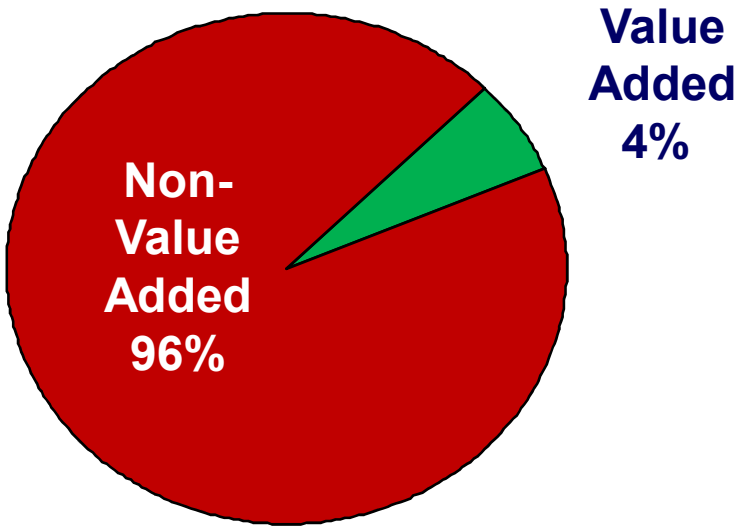
Lean Six Sigma

Together providing the customer with the best possible Value in Quality, Cost and Time

Change in Focus

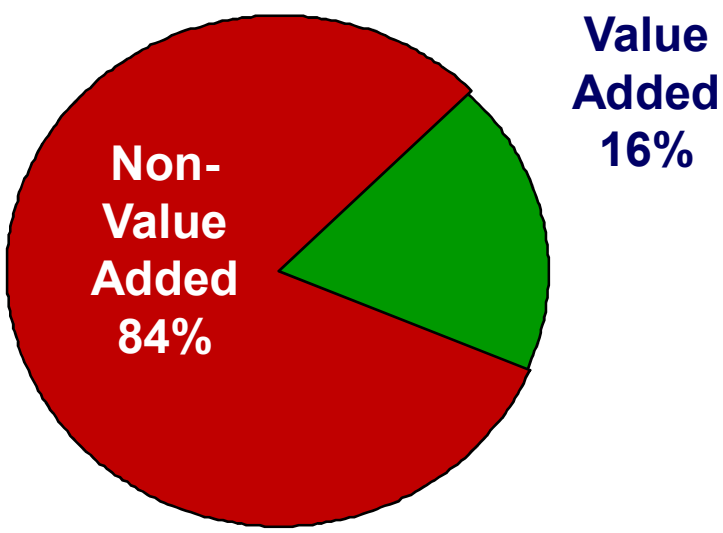
"It is not necessary to change. Survival is not mandatory." - Edward Deming

80's



Before CPI

Today



After CPI

History of Lean and Six Sigma

- **Henry Ford:** Continuous Improvement; reduce waste; improve flow; and improve value.
- **Toyota Production System (TPS):** Developed Lean by focusing on People, Quality, and Efficiency; Mistake proofing, reduced set-ups.
- **Mikel Harry:** Took Six Sigma from Motorola to Allied Signal and GE.
- **Jack Welch:** Utilized Six Sigma to eliminate variation from lean business operations to drive gains in productivity and financial performance for GE.
- **Maytag:** Lean & Six Sigma integrated. Quality so good, the repairman has nothing to do.

Why Use CPI?

"There are four purposes for continuous process improvement: easier, better, faster, cheaper – and they appear in that order of priority." – Shigeo Shingo

1. **Easier** – Reduce frustrations for employees, work smarter; not harder.
2. **Better** – Make a process more efficient / effective, improve quality.
3. **Faster** – Reduce lead time to fulfill customer demand.
4. **Cheaper** – Reduce cost to customer.

Lean Six Sigma Delivers Results

G-7 Support Agreements

Agreement Managers | **Agreements/Year**

Before Lean Six Sigma

Finalized → **10**

With Lean Six Sigma

Finalized → **37**

Lean Six Sigma Delivers Results

G-7 Support Agreements

50% staff

AND

270% Productivity

Where Can I Use Lean Six Sigma?

Examples of areas where Lean Six Sigma can be used are:

- **Administration**
- **Information Systems**
- **Equipment Maintenance**
- **Services**
- **Logistics**
- **Food and Drug**

If your internal and external customers experience any kind of **defects, mistakes, errors, delays, or slowness of service**, then Lean Six Sigma can be used to make your processes **Easier, Better, Faster and Cheaper.**

Project Management Constraints

Triple Constraints of Projects

- Quality (Better)
  - Clear and Specific
- Time (Faster)
  - Amount of time to complete process tasks
- Cost (Cheaper)
  - Money and Effort
- Prioritizing Constraints
  - Should be based on the view of the customer.

MCINCR-MCBQ Command Level Infrastructure

Leaders

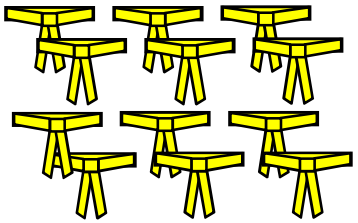
- Owns vision, direction, integration, business results.
- **Leads change, provide strategic direction.**
- **Coordinates implementation of CPI efforts.**
- Communicates standards and guidelines.
- Develops supporting implementation plans.
- Coordinate / oversee Toll Gate Review Meetings, go/no go.
- Provide support & help remove barriers to success.
- Implement improvement solutions & sustain results.
- 1 Day of Training.

Black Belts (BB)
Master Black Belts (MBB)

- **Lead Complex projects.**
- "Go To" subject matter experts.
- Transition results ownership and improvement solution to Sponsor.
- Mentors lower level belts.
- 5 Weeks of Training.

Green Belts

- **Focus on Rapid Improvement Events.**
- May participate on Black Belt teams.
- Close to business process.
- May assist Project Sponsor in implementing improvement solution.
- 1 Week of Training.



Yellow Belts

- **Team members who assist in executing projects/RIEs**
- Collect data.
- Sustain results.
- Leverage/replicate opportunities.
- 1 day of Training.

Team Member Responsibilities

As a Green Belt you're expected to:

- ✓ Act as an change agent for the organization you're a member of and not yourself.
- ✓ Ensure communication is maintained with the groups you represent.
- ✓ Participate in CPI events.
- ✓ Become familiar with the basic CPI tools, LEAN and Six Sigma.
- ✓ Assist in project reviews.
- ✓ Function in teams between 2 and 8 members

Critical Elements for CPI Implementation

- **Leadership commitment.**
- CPI improvement events aligned with the organizational strategy, objectives and customer requirements.
- **A can do attitude!**
- Program training & support.
- Sharing information and knowledge.
- **Learn by doing, with use comes comfort.**

"Learning and not doing is the same as not learning. Knowing and not doing is the same as not knowing."
– Stephen R. Covey

DMAIC Methodology

Define

- ***IDENTIFY OPPORTUNITY***

Tollgate Review

Measure

- ***DESCRIBE AS-IS CONDITION***

Tollgate Review

Analyze

- ***IDENTIFY KEY CAUSES***

Tollgate Review

Improve

- ***PROPOSE & IMPLEMENT SOLUTIONS***

Validate & Replicate Changes

Tollgate Review

Control

- ***SUSTAIN THE GAIN***

Tollgate Review

DMAIC Improvement Process Road Map

Activities

Define	Measure	Analyze	Improve	Control
• Review Project Charter • Validate Problem Statement and Goals • Validate Voice of the Customer and Voice of the Business • Validate Financial Benefits • Validate High-Level Value Stream Map and Scope • Create Communication Plan • Select and Launch Team • Develop Project Schedule • Complete Define Gate	• Value Stream Map for Deeper Understanding and Focus • Identify Key Input, Process and Output Metrics • Develop Operational Definitions • Develop Data Collection Plan • Validate Measurement System • Collect Baseline Data • Determine Process Capability • Complete Measure Gate	• Identify Potential Root Causes • Reduce List of Potential Root Causes • Confirm Root Cause to Output Relationship • Estimate Impact of Root Causes on Key Outputs • Prioritize Root Causes • Complete Analyze Gate	• Develop Potential Solutions • Evaluate, Select, and Optimize Best Solutions • Develop 'To-Be' Value Stream Map(s) • Develop and Implement Pilot Solution • Confirm Attainment of Project Goals • Develop Full Scale Implementation Plan • Complete Improve Gate	• Implement Mistake Proofing • Develop SOP's, Training Plan and Process Controls • Implement Solution and Ongoing Process Measurements • Identify Project Replication Opportunities • Complete Control Gate • Transition Project to Process Owner

Identify and Implement Quick Improvements

RIE/Kaizen, 5S, Value Analysis, Generic Pull Systems, Four Step Rapid Setup Method

Tools

Define	Measure	Analyze	Improve	Control
• Project Charter • Voice of the Customer and Kano Analysis • SIPOC Map • Project Valuation / ROIC Analysis Tools • RACI and Quad Charts • Stakeholder Analysis • Communication Plan • Effective Meeting Tools • Inquiry and Advocacy Skills • Time Lines, Milestones, and Gantt Charting • Pareto Analysis • Belbin Analysis	• Value Stream Mapping • Value of Speed (Process Cycle Efficiency / Little's Law) • Operational Definitions • Data Collection Plan • Statistical Sampling • Measurement System Analysis (MSA) • Gage R&R • Kappa Studies • Control Charts • Histograms • Normality Test • Process Capability Analysis	• Process Constraint ID and Takt Time Analysis • Cause and Effect Analysis • FMEA • Hypothesis Tests/Conf. Intervals • Simple and Multiple Regression • ANOVA • Components of Variation • Conquering Product and Process Complexity • Queuing Theory	• Replenishment Pull/Kanban • Stocking Strategy • Process Flow Improvement • Process Balancing • Analytical Batch Sizing • Total Productive Maintenance • Design of Experiments (DOE) • Solution Selection Matrix • Piloting and Simulation	• Mistake-Proofing/ Zero Defects • Standard Operating Procedures (SOP's) • Process Control Plans • Visual Process Control Tools • Statistical Process Controls (SPC) • Solution Replication • Project Transition Model • Team Feedback Session

What comments or questions do you have so far?

Knowledge Check: DMAIC

What does DMAIC stand for?

Knowledge Check: Lean

Lean is….(pick one)

A. A new weight loss program for employees.

B. A war on waste.

C. Reducing manpower.

D. Adding extra inspections to get first time quality.

Knowledge Check: Six Sigma

Six Sigma is….(pick one)

A. A new way of using metrics to blame workers.

B. Complicated statistics meant to confuse workers.

C. A war on variation.

D. Adding extra inspections to get first time quality.

Knowledge Check: Triple Constraint

What three items make up the Triple Constraint?

Facilitation

What is Facilitation?

A set of activities that helps a group of people understand their common objectives and assists them to achieve it within a reasonable timeframe and without destructive confrontations.

What is a Facilitator?

"A good facilitator guides and assists the journey of a team in arriving at decisions to achieve a goal." – Alec McPhedran

DOES…

- Ask questions to get the team to make decisions.
- Asks for ideas about how to accomplish task.
- Observes and provides feedback.
- Ensures everyone's input is heard.

DOES NOT…

- Tell the team what to do.
- Advocate their view on how to accomplish task.
- Do the task.
- Let 1 or 2 voices dominate discussion.

Facilitation

Green Belts need to learn facilitation to:

1. Improve presentation skills.
2. Improve skills in dealing with diverse groups of people and moving them to consensus.
3. Engage a group and get everyone involved.
4. Make meetings more productive.
5. Develop collaborative leadership skills.

Facilitation skills are easily transferred to your primary duties.

Green Belt Responsibilities

Under the guidance of a Black Belt Mentor:

- **Lead, schedule, plan, and facilitate CPI events.**
- Assist team with out briefs.
- Capture results, lessons learned, & future opportunities.
- Normally works for the Project Sponsor and may be part-time or full-time.
- Train & mentor team members.

"The new leader is a facilitator, not an order giver."
- John Naisbitt

Facilitation Skills

- ✓ **Maintain the focus of group discussion.**
- ✓ Manage team conflict.
- ✓ Create a collaborative environment for participants.
- ✓ Help generate ideas.
- ✓ Clarify and communicate meeting expectations.
- ✓ Enable agreement through consensus.

Managing vs. Facilitating

Managing		Facilitating
Ensuring available resources	→	Ensuring optimum use of resources
Making decisions	→	Getting the team to make decisions
Assigning tasks	→	Clarifying roles & responsibilities; getting the team to assign tasks
Directing	→	Influencing, negotiating, mediating, teaching
Installing controls	→	Clarifying boundaries
Measuring results	→	Helping team measure its results
Allocating rewards	→	Reinforcing, encouraging, helping celebrate successes

Definition of a Team

To be a team, you must have…

1. **Common purpose, shared goals.**
2. Shared outcomes (risk and rewards).
3. Specific roles for each member.
4. Interdependency (must collaborate to accomplish goals).
5. Structure and rules.

What Teams Need for Success

- Agreement on and commitment to goals.
- **Clearly defined roles and accountabilities.**
- Good processes for getting work done.
- Opportunity to learn from mistakes.
- Clear communication of what each team member needs from the others.
- Commitment to the principles of equality.

Communication

- Verbal Communication

Made up of spoken and written words.

- Non-Verbal Communication

Made up of tone of voice, body language, gestures, eye contact, facial expressions and proximity.

Verbal Communication

It's important to be mindful of your verbal communication. Clarity of speech, remaining calm and focused, being polite and following some basic rules of etiquette will all aid the process of verbal communication.

Positive cues

- Calm voice
- Reinforcement
- Listening
- Asking questions

Negative cues

- Speech too loud / soft
- Interrupting
- Selfish / Dishonest conversations

Verbal Communication Exercise

Team member, Ben, has been a valuable asset. He's always the first to volunteer and speaks up at every opportunity, but doesn't listen to others' ideas. He sometimes speaks forcefully in an attempt to exert control and even takes the lead on group activities without being asked.

How can you ensure a good team process and team member involvement?

Non-Verbal Communication

It's important to observe your body language (non-verbal communication) for the impact it has on the team.

The team members will tend to read your body language, interpret it, and react to it.

Positive cues

- Eye contact (positive interest)
- Smiling (encouragement)
- Leaning forward (positive interest)
- Nodding yes (agreement)

Negative cues

- Evasive glances (discomfort)
- Slouching (disinterest)
- Shaking head (no agreement)

Non-Verbal Communication Exercise

It’s the first day of your Kaizen / RIE and one of your key team members, Sally, has hardly spoken a word. She sits silently, with her arms crossed and won’t make eye contact. You are depending on her expertise and need her ideas.

As the facilitator, what can you do to encourage her participation?

Brainstorming

A group problem solving technique that involves the spontaneous contribution of ideas from members of the group.

Effective Brainstorming

An effective brainstorming session:

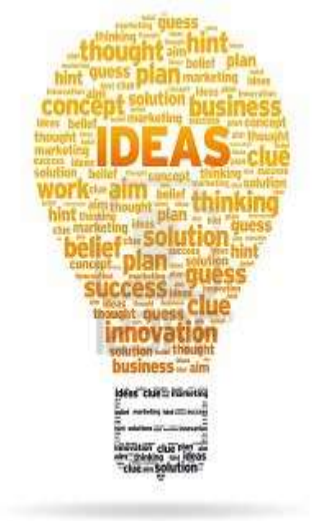
- Develops highly creative solutions to a problem.
- Invites the experience of the group into play.
- Unlocks innovation.
- Brings team members together.

Brainstorming Effect

The sum of the product of the whole team together is greater than the accumulated sum of each individual added together.

Brainstorming Tips

- Rapid generation is the aim.
- **Build on others' ideas.**
- No such thing as "wild" or "bad" ideas.
- Chaos can be fun.
- Take pride in your ignorance.
- Always forget to combine (don't group ideas).
- Laughter fans the flames of creativity.



Affinity Diagram

Affinity Diagrams:

- A way to organize a large set of ideas.

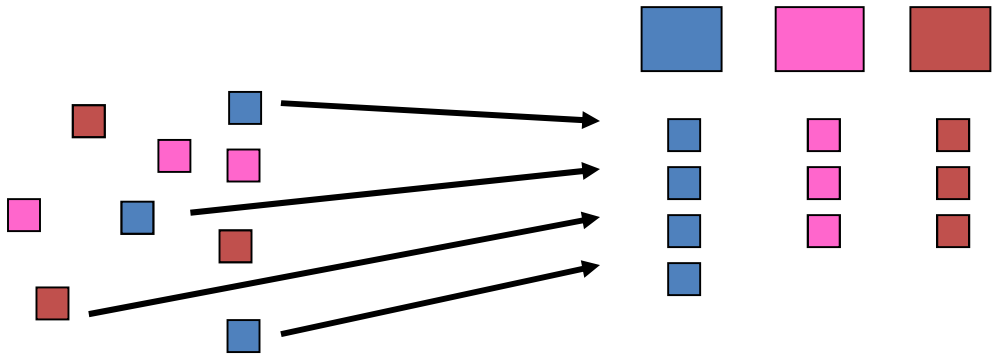
Used:

- After brainstorming sessions.
- Analyzing customer comments.
- Identifying common themes.

Affinity Diagram

Rules:

- Start with one. Find another. Put it there.
- No discussion of why.
- Resolve conflicts with duplicate stickies.
- Question very large groups.
- It's over when movement stops.

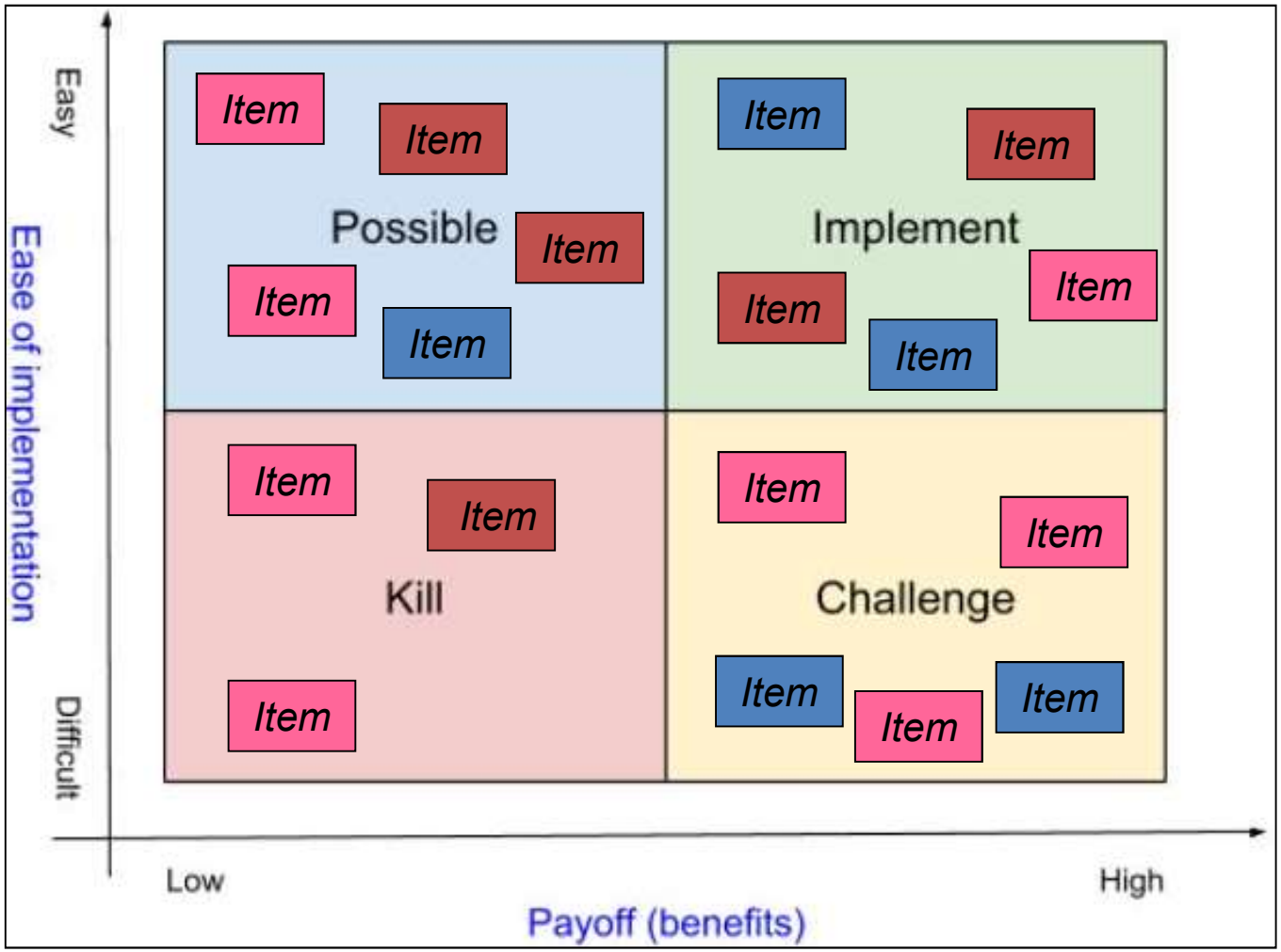


Prioritization Tools

- PICK Chart
- Nominal Group Technique (NGT)
- Idea Ranking/Weighting

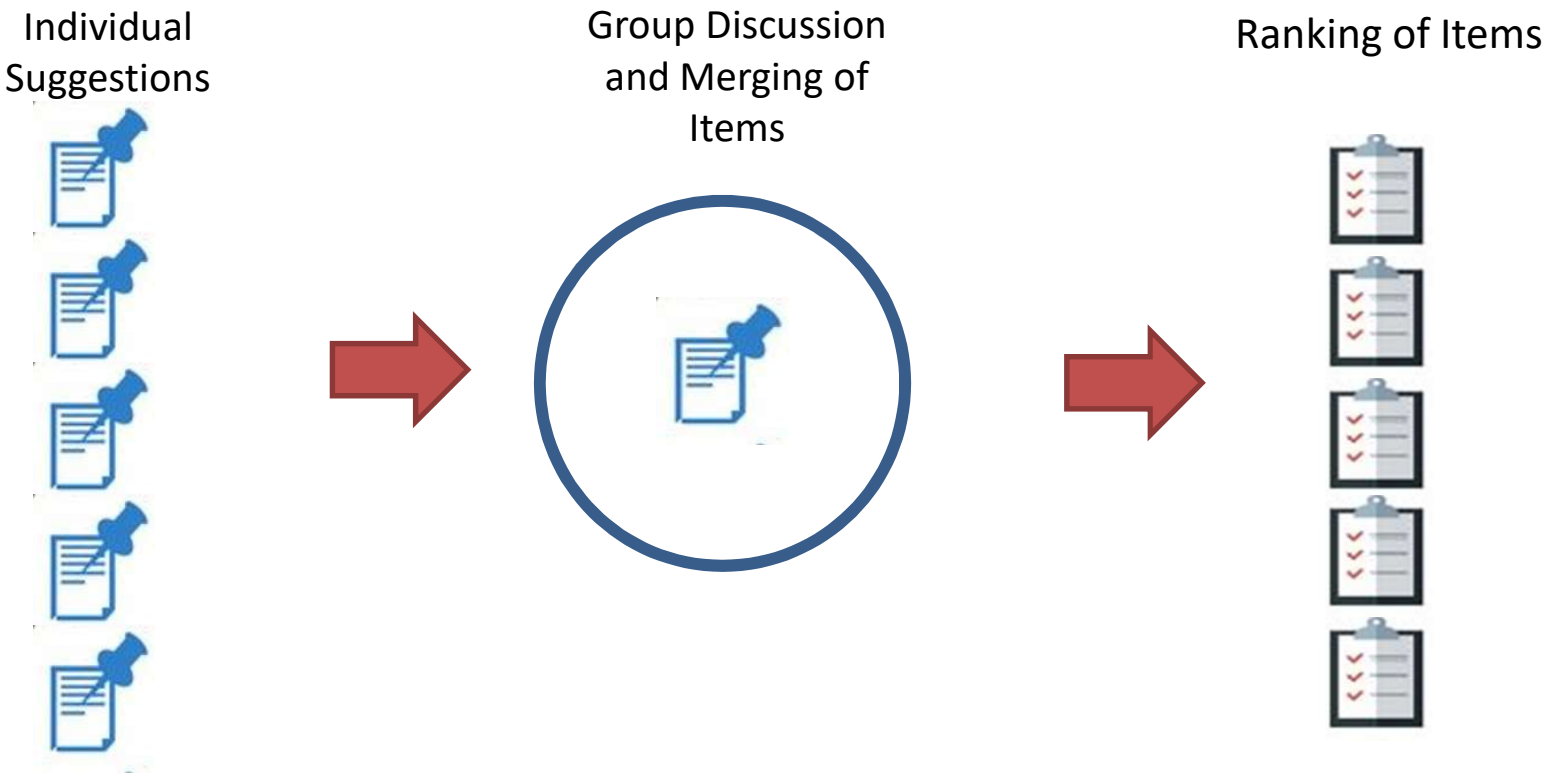
PICK Chart

Pick Chart – a "Payoff" matrix for ranking / prioritizing ideas



Nominal Group Technique

A consensus planning tool that helps prioritize options. Rankings are collected from all participants, and aggregated.



Nominal Group Technique (NGT)

OUTPUT

		Participants				
ID	Item	#1	#2	#3	#4	Total
1	Sales distribution system	3			1	4
2	Brand		1			1
3	Financial strength			3		3
4	Customer loyalty					
5	Social media					
6	Leadership team		2	2	3	7
7	Project management	2				2
8	Product development			1		1
9	Customer service center					
10	Software Systems	1	3		2	6

Idea Ranking / Weighting

- **Idea Ranking -** the facilitator has participants view ideas, and rank them from most important to least important. For example, if you have a list of six ideas, each team member would rank them from 1 to 6 (each number can only be used once). This exercise helps teams to develop a more finite ranking of ideas than a "yes / no" vote.

- **Idea Weighting / Dot Voting** - Give each person in the group 10 self-stick dots). Instruct them that to choose their priorities, using "all 10 dots but no more than 4 on any ONE item." Therefore, 4 dots would indicate their top priority. Some items will have no dots. Participants actually walk up to the flip charts and place their dots next to their items of choice.

Voting Methods

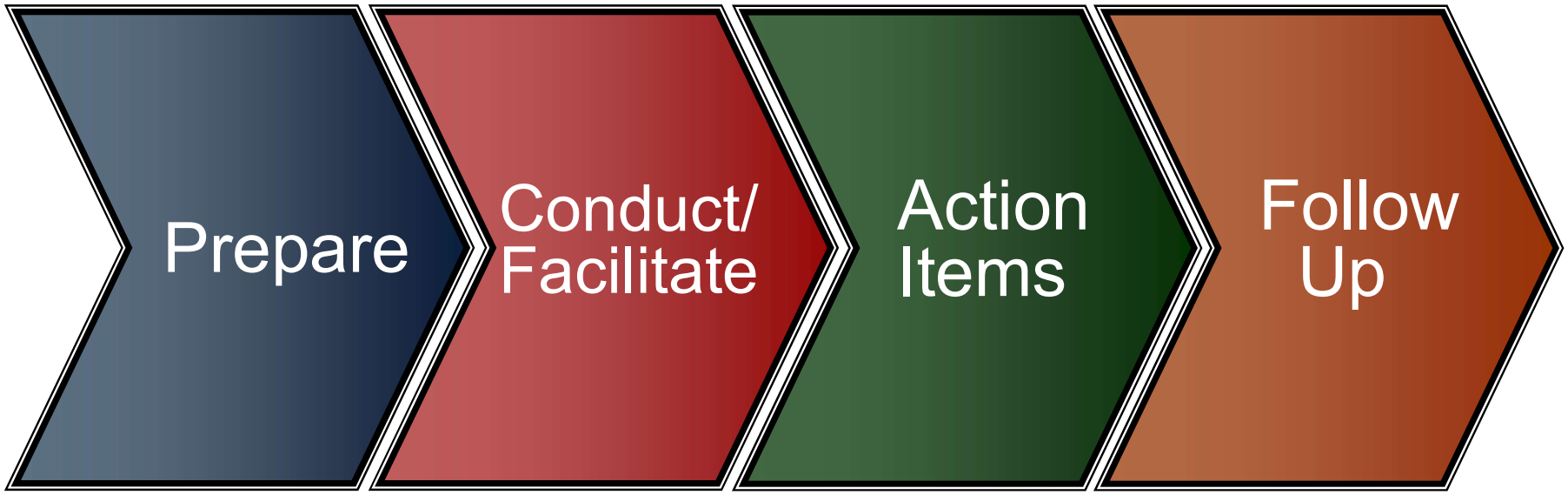
- ✓ Voting
  - ➢ To reach a manageable amount of ideas.
- ✓ Single Voting
  - ➢ Single vote for favorite idea.
- ✓ Multi-Voting
  - ➢ Vote for top three (or four, or five…).
- ✓ Sign-Up Voting
  - ➢ Secret ballots counted by facilitator.

The result is a short list identifying what is important to the team.

When Should a Team Use Voting Methods?

- Whenever a brainstorming session has generated a list of items that is ***too extensive*** for all items to be addressed at once.
- To provide a quick and easy way for a team to identify the most popular or highest priority items on a list, those that are worthy of ***immediate attention.***

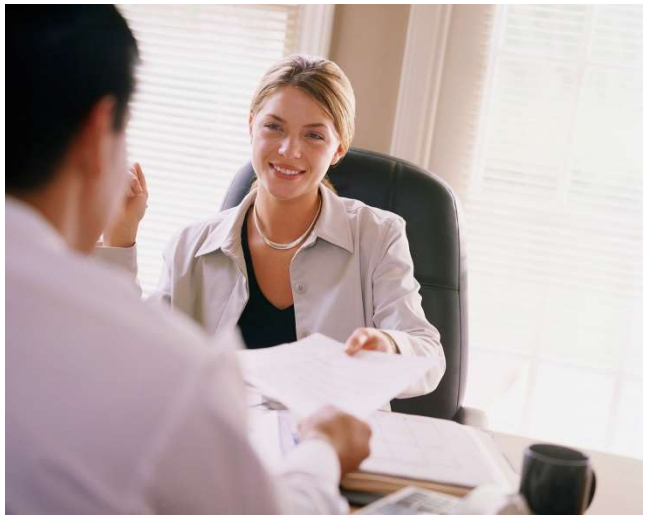
How to Run Effective Meetings



Effective Team Meetings – Step 1

Prepare

1. Include appropriate team.
2. Talk to subject matter experts.
3. Reserve meeting space.
4. Prepare any materials.
5. **Conduct gap analysis.**



Conducting a Gap Analysis

1. Determine what they need to know.
2. Determine what they do know.

   Determine level of CPI knowledge.

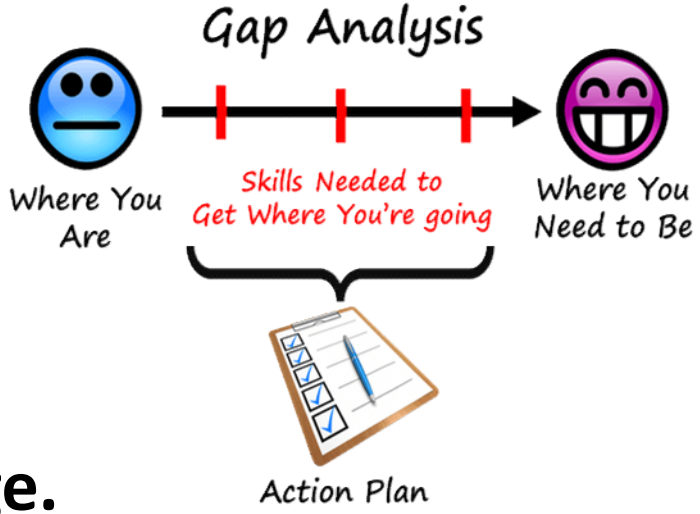
   1. Previous CPI team experience.
   2. Previous belt training.

   Determine process level knowledge.

   1. Are they SMEs?
   2. Do they participate in the process or outside the process?

   Determine experience with cross-functional teams.

3. Identify the knowledge gaps.



Questions to Consider

- Who is your target audience?
- What training methods will be effective?
- What are your CPI cultural barriers?
- Who should deliver the training?
- Where should the training be held and when?
- What training materials are needed?

Training Resources

- CPI Training Course
- Team Training during projects
- Black Belt Mentors

Team Training for Projects / Events

Initial

- ✓ Ideally, before the event.
- ✓ Provides a foundation to the event.
- ✓ Take the least amount of time needed, application will prove more reinforcement than a practice exercise.

Just-in-Time

- ✓ Tool-driven; apply as needed.
- ✓ Should take no longer than 30 minutes.

Prepare an Agenda

Agenda

1. Purpose / goal
2. Desired outcomes
3. Date
4. Place
5. Start / Stop Times

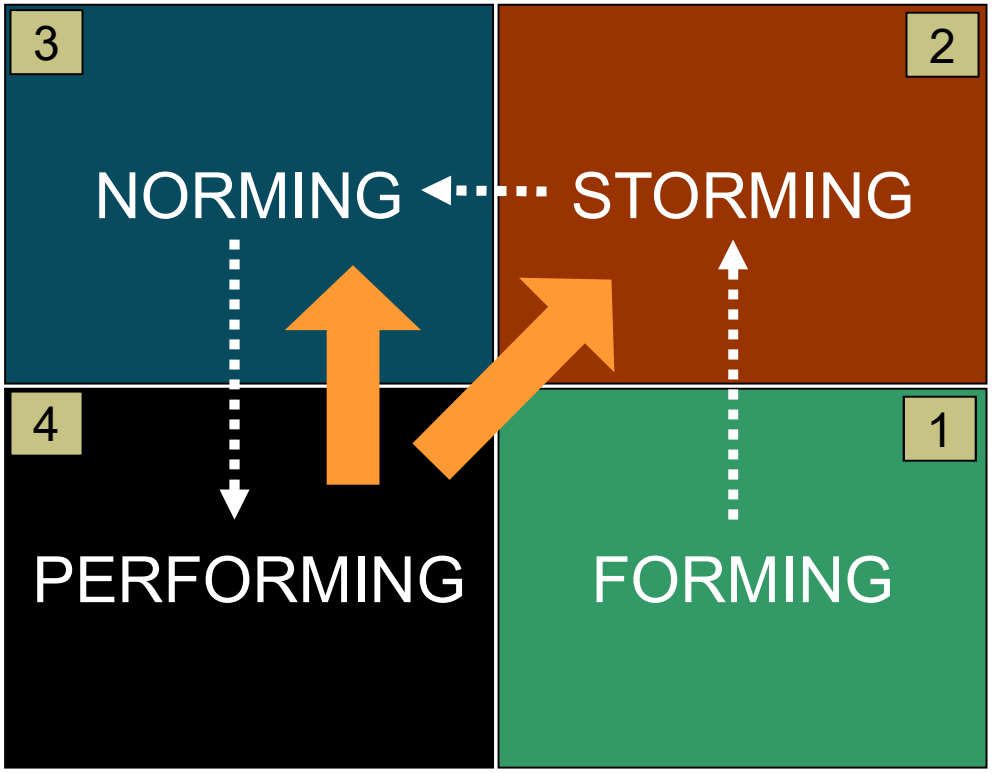
Effective Team Meetings – Step 2

Conduct / Facilitate

- Develop ground rules.
- Assign roles (i.e. scribe, timekeeper).
- Reiterate / clarify purpose of event.
- Ensure group maintains focus.
- At the conclusion of the event, review outcomes and get agreement.
- **Record action items.**

Stages of Team Growth

Be aware of changing team members in the middle of project.



Team Dynamics are important!

Team Growth Exercise

It's day three and tension is high. Lou and Robin are not listening to each other. Both are frustrated and the unproductive debates have led to sarcasm and personal attacks. The other team members are hopeful that you, the Green Belt, can help the group come to a consensus and implement a strategy.

How can you get this team to commit and take ownership?

Effective Team Meetings – Step 3

Action Items

- Assign tasks to participants.
- Determine due date.
- Document action items.

RACI Chart

R = Responsible – *The person who performs the action/task.*
A = Accountable – *The person who is held accountable that the action/task is completed.*
C = Consulted – *The person(s) who is consulted before performing the action/task.*
I = Informed – *The person(s) who is informed after performing the action/task.*

Step	Action/Task	Responsible	Accountable	Consulted	Informed
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

Effective Team Meetings – Step 4

Follow Up

- Record meeting notes.
- Document outcome.
- Note agreements.
- Track action items and timing.
- Plan follow up meeting date.

Team Daily Checklist

RAPID IMPROVEMENT EVENTS

DATE: **LOCATION:**

TEAM DAILY CHECKLIST
(Note: daily sequence of events is ONLY a GUIDE)

Day One.	Day Two.	Day Three.	Day Four.
☐ 1. Leadership Opening Comments	☐ 1. Review Day 2 Agenda (Identify additional Waste Attacks as necessary)	☐ 1. Review Day 3 Agenda (Assess current accomplishments to goals and objectives)	☐ 1. Review Day 4 Agenda (Assess current accomplishments to goals and objectives - WHAT Actions are necessary to meet our goals and objective by end of the day?
☐ 2. Review team Charter and SIPOC	☐ 2. Assign Team Actions (i.e. create new cell layout, create new diagrams, capture future state measures, create TAKT/Cycle time bar charts and loading diagrams, create standard work combination sheets, etc.) NOTE: KEY HERE IS TO DIVIDE AND ACCOMPLISH	☐ 2. Assign Team Actions (i.e. run new cell layout and debug layout accordingly, review standard work and debug work instructions as necessary, etc.) NOTE: KEY HERE IS TO ENSURE WE MEET THE GOALS AND OBJECTIVES - ARE WE ON TRACK? IF NOT, HOW DO WE GET THERE?	☐ 2. Review Status/Accomplishement of Newspaper Items
☐ 3. Conduct Team Training as necessary	☐ 3. Meet with any additional Stakeholders, review progress/plans & solicity ideas and concerns.	☐ 3. Create Necessary Communication Aids (i.e. production control board(s), key Point Sheets, work combination sheets, etc.	☐ 3. Assign Team Actions (NOTE: This is the day WE accomplish and operate to the future state)
☐ 4. Create Day 1 Plan	☐ 4. After Lunch, review team accomplishments. Assign additional actions/support	☐ 4. Develop & conduct 5-S and Safety Audit as applicable. (Ensure Audit Forms are Documented)	☐ 4. Develop & conduct 5-S and Safety Audit as applicable. (Ensure Audit Forms are Documented)
☐ 5. Review Current State Process Map boxes as applicable, create necessary diagrams	☐ 5. Notify support groups by 1:00 PM of required support	☐ 5. Validate Accomplishements identified in Day 2 Item 2 (Create new diagrams/bar charts/instructions as necessary)	☐ 5. Approximately 1:00 PM - Take appropriate after pictures and team pictures - Ensure all open actions are complete or have a plan for completion - Begin compiling NAVSEA RIE Packet Data
☐ 6. Waste Walk boxes as applicable, create necessary diagrams	☐ 6. Review Status/Accomplishement of Newspaper Items	☐ 6. Review Status/Accomplishement of Newspaper Items	☐ 6. Start Preparing for Final Presentation
☐ 7. Complete Current Value Stream Map	☐ 7. Prepare & Conduct Daily Team Leader Progress Report Out (TPR, Newspaper Improvements, Layouts, etc.)	☐ 7. Prepare & Conduct Daily Team Leader Progress Report Out (TPR, Newspaper Improvements, Layouts, etc.)	NOTE; DAY 5 IS FOR COMPLETING OPEN ITEMS AND CONDUCTING FINAL PRESENTATION PRIOR TO LUNCH
☐ 8. Create Ideal State Process Map	☐ 8. Team Leader/Co-Leader - How Late Do We Stay?	☐ 8. Team Leader/Co-Leader - How Late Do We Stay?	
☐ 9. Create Future State map	☐ 9. Develop Plan for Day 3.	☐ 9. Develop Plan for Day 4.	
☐ 10. Capture Improvement Measures and Compare to original Goals and Objectives to meet charter	☐ 10. Conduct 5-S Meeting as applicable.		
☐ 11. Prepare & Conduct Daily Team Leader Progress Report Out (TPR, Newspaper Improvements, Layouts, etc.)			
☐ 12. Team Leader/Co-Leader - How Late Do We Stay?			
☐ 13. Develop Plan for Day 2.			
☐ 14. Conduct 5-S Meeting as applicable.			
☐ ** Team Leaders need to assign action items to specific people on the teams and require follow up reports on progress at a minimum of two hour increments.	☐ ** Team Leaders need to assign action items to specific people on the teams and require follow up reports on progress at a minimum of two hour increments.	☐ ** Team Leaders need to assign action items to specific people on the teams and require follow up reports on progress at a minimum of two hour increments.	☐ ** Team Leaders need to assign action items to specific people on the teams and require follow up reports on progress at a minimum of two hour increments.

Facilitator Exercise

Things were going smoothly until the team began the process map of the current state. Now they're jumping to solutions and the group is disintegrating into smaller sub-teams with no focus for the work.

What needs to be done to get the team back on track?

Knowledge Check: Green Belt Roles

What are the Roles and Responsibilities of Green Belts?

Knowledge Check: Useful Tools

Name a useful tool for each?

1. Generating Ideas

2. Organizing Ideas

3. Picking the best idea from a list

What We Have Covered: Introduction

- How the Triple Constraint impact both projects and processes.
- Understand high level concepts of Lean, Six Sigma and the DMAIC framework.
- Explain team roles and responsibilities, including Green Belt practitioner, team leader, facilitator, etc.
- Understand useful tools for generating ideas, organizing ideas and picking the best idea from a list.