

# USMC Lean Six Sigma Green Belt Training



# Course Agenda

- Introduction
  - ✓ Overview
  - ✓ Team Challenge
  - ✓ Facilitation
- 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

## Tuesday

- Define Phase
  - Develop/Execute Plans
- Measure Phase
  - Walk the Gemba
  - Data Collection
  - Value Stream Mapping
- Analyze Phase
  - Data Tools

## Wednesday

- Analyze Phase
  - Statistics
  - Statistical Process Control
- Improve Phase
  - Lean Principles
- Pipe Factory

## 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



# Journey to Effective Learning

**“The only thing worse than training your employees and having them leave is not training them and having them stay.”**

**– Henry Ford**

- ✓ Function as a team yet participate with an equal voice.
- ✓ High level of participation results in successful learning.
- ✓ Ask questions, take notes. You are 7 times more likely to remember when you write it down.
- ✓ Relate concepts to your processes.
- ✓ ***Have fun!***

**“Fear makes the wolf bigger than he is.”**

**– German Proverb**



# Course 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.



# 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 identify and eliminate waste in your job.
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.



# 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.



# Learning Objectives: Introduction

- Identify how the Triple Constraints impact both projects and processes.
- Understand the 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 facilitating a team.
- Understand useful tools for generating ideas, organizing ideas and picking the best idea from a list.





Lieutenant General John Archer Lejeune, 13th CMC  
Marine Corps Order 24, Series 1920 (July 1920)  
*Military Efficiency*

- (1) The efficiency of an industrial establishment is measured by the economy with which it is administered and by the quantity and the quality of its production. Similar principles govern in the case of military organizations.
- (2) Economy of administration in a military organization involves, first, a judicious expenditure of the funds appropriated for its upkeep; and, second, the exercise of care in the preservation of Government property by all officers and men. In deciding questions connected with the expenditure of funds readiness for active service should be the paramount consideration. All else is secondary. Economy in the use of Government property demands not only the closest supervision on the part of responsible officers, but also the active cooperation of all officers and men: Carelessness and wastefulness must be checked and all persons held to rigid accountability for the preservation of military material placed in their charge. In time of war, failure to conserve military material might well result in disaster.
- (3) In a military organization, the quantity of production is represented by success in recruiting, and by the percentage of the total force which is available for active service. The question of speed in recruiting requires no discussion—its importance is universally recognized. The kindred question of making available for strictly military purposes the largest practicable percentage of the force is not such a simple one, but it is, nevertheless, just as vital to efficiency. It means the reduction of overhead to actual requirements, and the relief from special duty of men, unnecessarily detailed as clerks, orderlies, chauffeurs, mess-man, carpenters, painters, etc. Active steps should be taken by all commanding officers and heads of staff of departments to simplify and improve their organizations with a view to increasing the number of men available for the performance of military duties.
- (4) In a military organization, quality of production is represented by the physical condition, discipline, morale, and the degree of military training and instruction of the officers and men. It depends upon the physique and character of the men appointed or enlisted and on the manner in which they are handled during their military service. How to bring the quality of the troops to a high degree of perfection is the greatest of the problems confronting us. Its solution demands the most painstaking study, the most careful consideration, and the most persistent and intelligent effort of which we are capable. Its correct solution, however, is vital to military efficiency.
- (5) It is expected that all officers will take the initiative in erecting changes within their jurisdiction which will tend to promote economy in administration to increase the number of men available for military duty, and to improve the quality of the troops. The highest degree of military efficiency is our goal, and all of us should make every effort in our power to reach it.

**The efficiency of an industrial establishment is measured by ... the quality of its production**

**Carelessness and wastefulness must be checked and all persons held to rigid accountability**

**It means the reduction of overhead to actual requirements ... Active steps should be taken by all commanding officers and heads of staff of departments to simplify and improve their organizations with a view to increasing the number of men available for the performance of military duties.**

**How to bring the quality of the troops to a high degree of perfection is the greatest of the problems confronting us.**

**The highest degree of military efficiency is our goal, and all of us should make every effort in our power to reach it.**



# Toyoda Becomes Toyota

Kiichiro Toyoda



Toyota Motor Corporation is Japan's largest automaker, and was founded by Kiichiro Toyoda, whose surname means "fertile farm field." The name was eventually changed from Toyoda to Toyota because, in the katakana alphabet, Toyoda トヨダ requires ten strokes to write, and Toyota トヨタ requires eight strokes. In Japanese culture, the number ten 十 signifies a crossroads, or indecision, which wasn't seen as a good omen for a new automobile company. The number eight 八, on the other hand, is considered good luck, so the company went with the latter spelling.

# 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.



# Change Management

**“Probably the most dangerous phrase that anyone could use in the world today is that dreadful one:**

**‘But we’ve always done it that way.’”**

**– Grace Hopper (Rear Admiral and Computer Scientist)**



# 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 Barriers

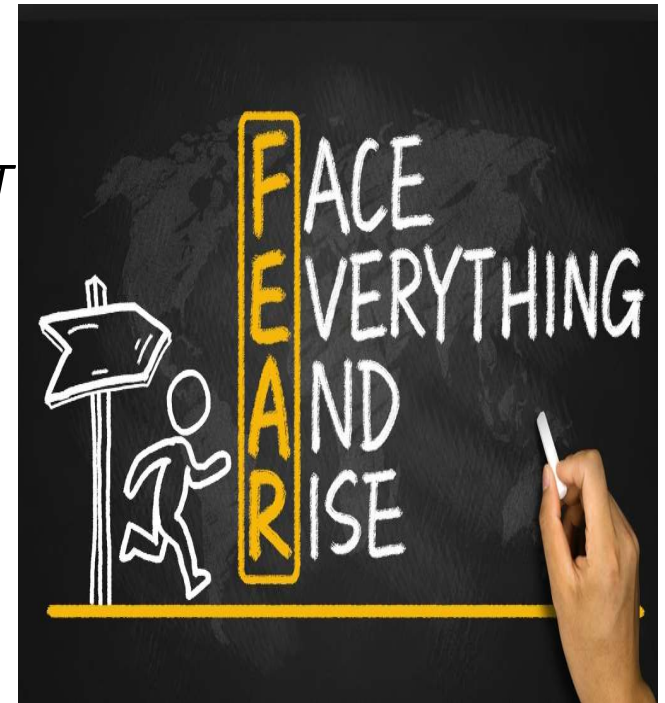
- **Change resistance (Fear)**
- Excuses / scapegoats
- Culture of privacy (keeping quiet about problems)
- **Politics and bureaucracy**
- Authoritarian, autocratic management
- Little to no employee empowerment
- Empire building



# Success Factors for Change

## Building a Culture of Change with a systematic approach to:

- **Change Management** starts with the culture of the organization, not a stand alone project.
- **Communication** ensures that everyone knows *WHAT* they should be working on and why it is important for organizational success.
- **Metrics** ensure that everyone knows what performance measures matter and if progress is being made.
- **Accountability** ensures that the right actions are rewarded and the wrong actions (or inaction) are identified and corrected.



Organizations need a process to manage change  
Lean Six Sigma is the vehicle for change management!





# Lean Review

## Tools and Methodology to:



**Eliminate Waste**

**WAR  
ON  
WASTE!**



**Improve Flow**

## By using:

**Pull/Kanban**

**5S + 1**

**Value Stream  
Mapping**

**Standard  
Work**

**Set Up  
Reduction**

**Just-in-Time**

**Little's Law**

**TAKT Time**

**Poka-Yoke**

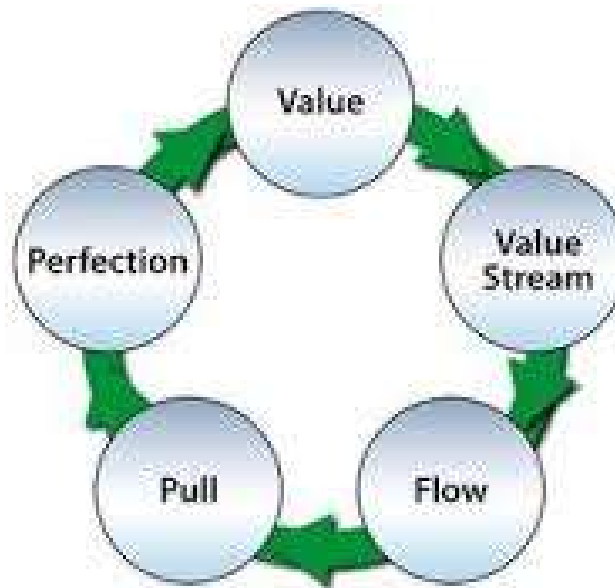
**Batch Reduction**

**Visual Controls**



# Lean Review – Lean Principles

- **Value** specified from the customer's perspective.
- The **Value Stream** has been identified for each service.
- The product / service **Flows** without interruptions.
- The customer can **Pull** value through the process.
- Continuous pursuit of **Perfection**.



\* Womack & Jones 1996



# Lean Review – 5S

## 5S: A Tool to Achieve the Future State

- **5S** is a process and method for creating and maintaining an **organized**, clean, and high-performance workplace.
- **5S** is the **foundation** for continuous improvement, zero defects, cost reduction, and a more productive work space.
- **5S** is a **systematic** way to improve the workplace, our processes and our products through employee involvement.
- **5S** enables anyone to **distinguish** between normal and abnormal conditions at a glance.



# Lean Review – 5S + 1

Each step of 5S  
builds upon the next.

+ Safety

Step 5: Sustain

Step 4: Standardize

Step 3: Shine

Step 2: Simplify (Set)

Step 1: Sort



# Lean Review - 8 Types of Waste

**Identify and Eliminate** these Wastes:

**T** Transportation  
**I** Inventory (Excess)  
**M** Motion  
**W** Waiting  
**O** Over-Production  
**O** Over-Processing  
**D** Defects  
**&**  
**U** Under Utilization of people



# Six Sigma Review

## Tools and Methodology to:



**Eliminate Defects**

**WAR  
ON  
VARIATION!**



**Reduce Variation**

**By using:**

Measurement Systems  
Analysis

Pareto Charts

DMAIC

Value Stream  
Mapping

Statistical  
Process Control



**Six Sigma  
Toolbox**

Analysis of  
Variance

Histograms

Control Charts

Voice of the  
Customer

Cause and Effect  
Diagrams



# Lean Six Sigma Defined



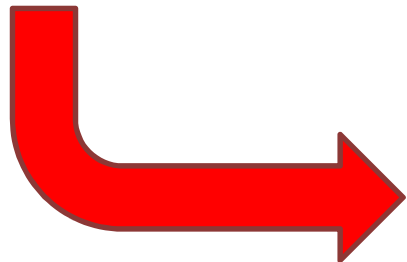
Lean

**Eliminate Waste**  
**Improve Flow**

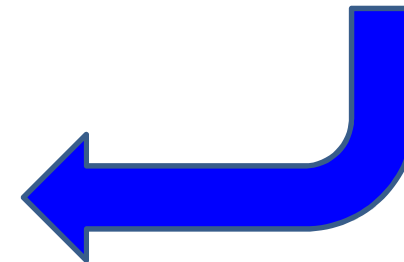


Six Sigma

**Reduce Variation**  
**Eliminate Defects**



Lean Six Sigma



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



# DMAIC Methodology

**Define**

➤ *IDENTIFY OPPORTUNITY*



**Measure**

➤ *DESCRIBE AS-IS CONDITION*



**Analyze**

➤ *IDENTIFY KEY CAUSES*



**Improve**

➤ *PROPOSE & IMPLEMENT SOLUTIONS*



**Control**

➤ *SUSTAIN THE GAIN*



**Validate & Replicate Changes**





# 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.



# Where Can We Use Lean Six Sigma?

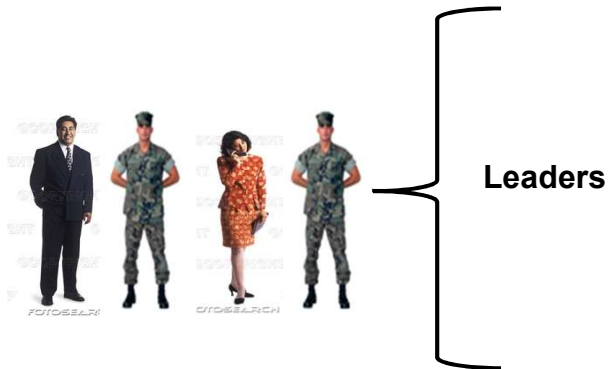
If your internal and external customers experience any kind of **defects, mistakes, errors, delays, or slowness of service**, then Lean Six Sigma can be used to make your processes **Easier, Better, Faster and Cheaper**.

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

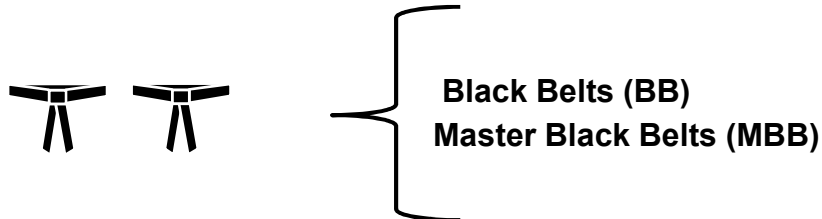
- **Administration**
- **Information Systems**
- **Equipment Maintenance**
- **Services**
- **Logistics**
- **Food and Drug**



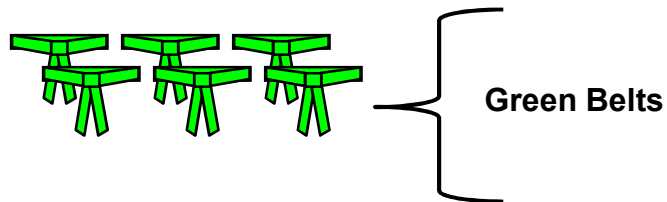
# MCINCR-MCBQ Command Level Infrastructure



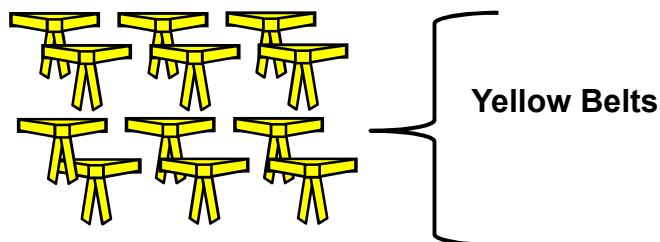
- Owns vision, direction, integration, business results.
- **Leads change, provide strategic direction.**
- **Coordinates implementation of CPI efforts.**
- Communicates standards and guidelines.
- Develops supporting implementation plans.
- Coordinate / oversee Toll Gate Review Meetings, go/no go.
-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



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



- **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.



- **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**



## 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 Constraints?**



**What comments or questions do you have so far?**



# 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

Ensuring available resources



## Facilitating

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...

1. Work intensely with one another to achieve a specific common goal or objective.
2. Shared outcomes and goals (risk and rewards).
3. Specific roles for each member.
4. 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



# 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)



## 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:

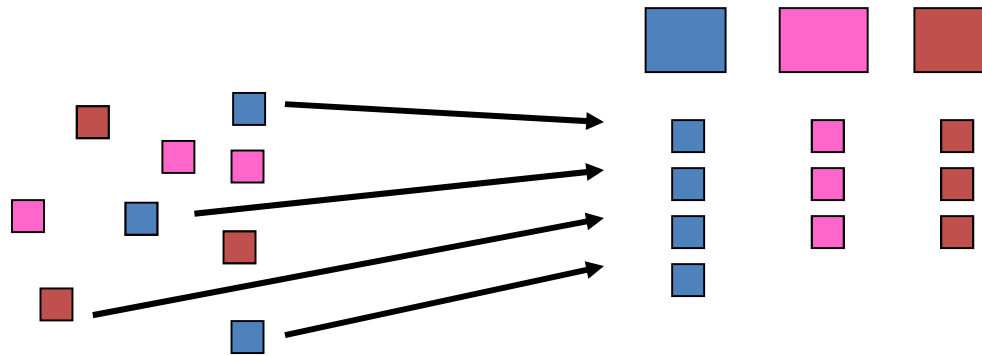
- After brainstorming sessions.
- Analyzing customer comments.
- Identifying common themes.



# 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

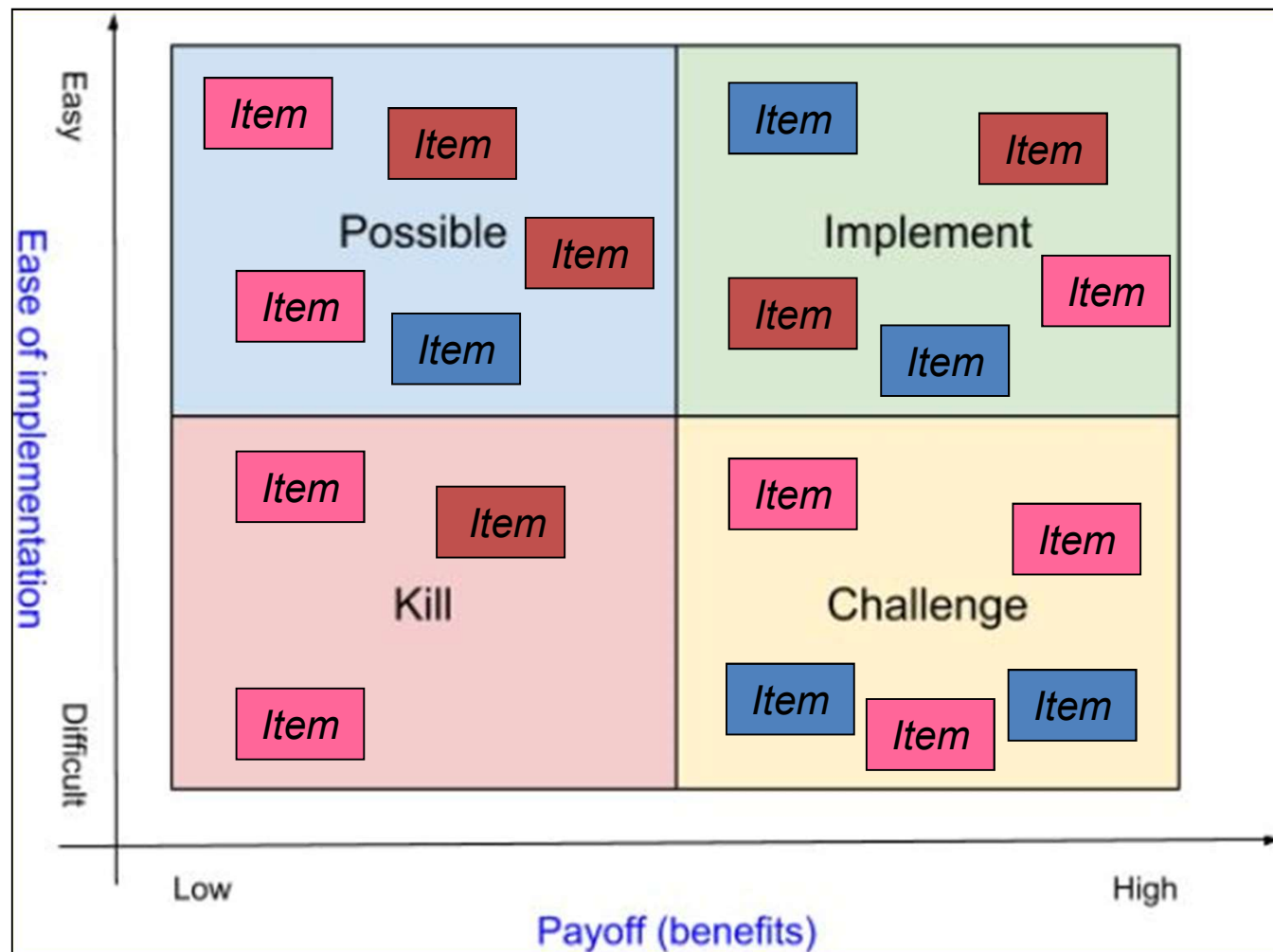
# PRIORITIES

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



# PICK Chart

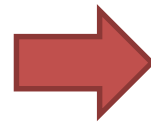
**Pick Chart** – a “Payoff” matrix for ranking / prioritizing ideas



# Nominal Group Technique

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

Individual  
Suggestions



Group Discussion  
and Merging of  
Items



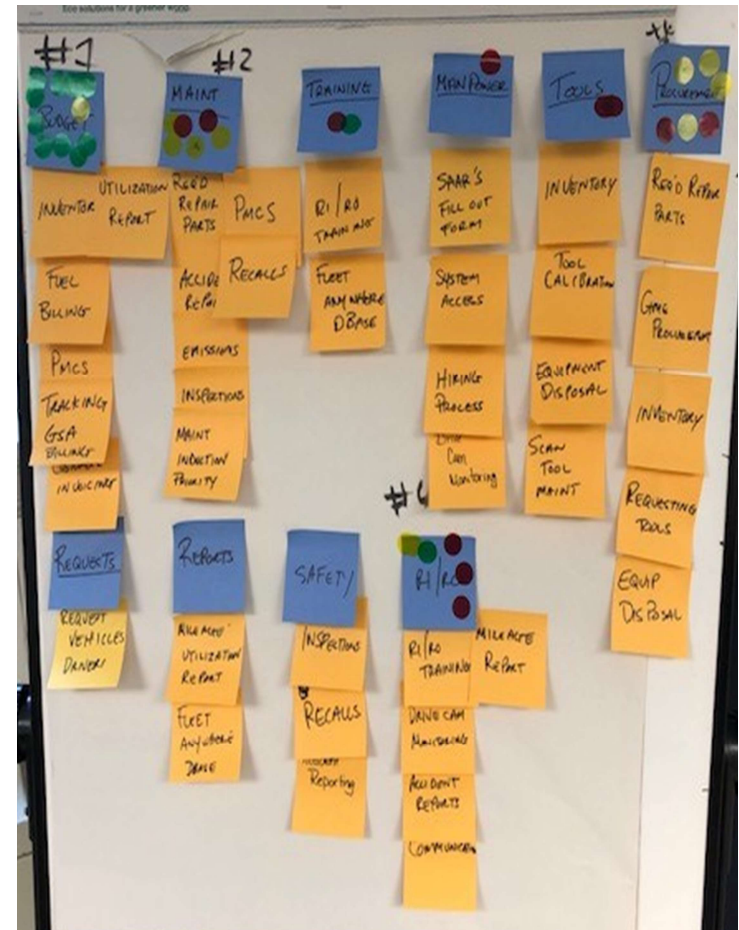
Ranking of Items





## Idea Weighting/ Dot Voting

- **Idea Weighting / Dot Voting** - Give each person in the group 3 self-stick dots. Instruct each person to choose their priorities, using "all 3 dots." Color dots will be weighted. Green-3, yellow-2, and red-1. Therefore, majority of dots would indicate top priority when tallied. Some items will have no dots.





# Idea Weighting/ Dot Voting (cont)

## 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



# 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.**

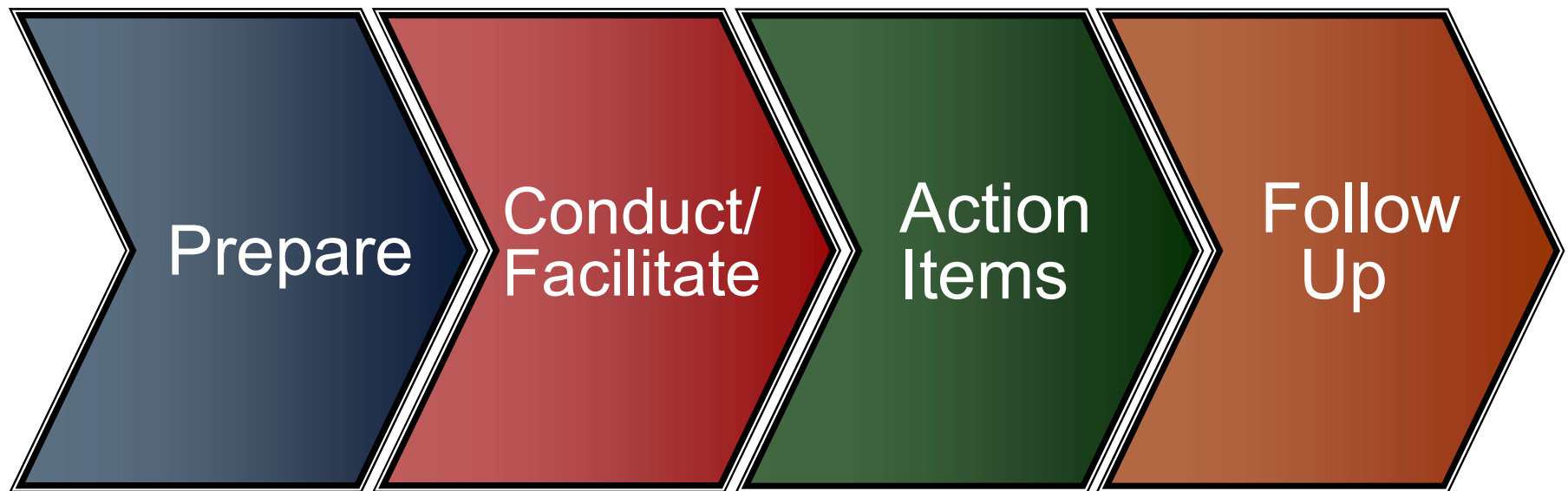


# When Should a Team Use Voting Methods?

- 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 Team Member 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.



# 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.



# Training Questions to Consider

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





# Prepare an Agenda

## Agenda

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



# Effective Team Meetings – Step 2

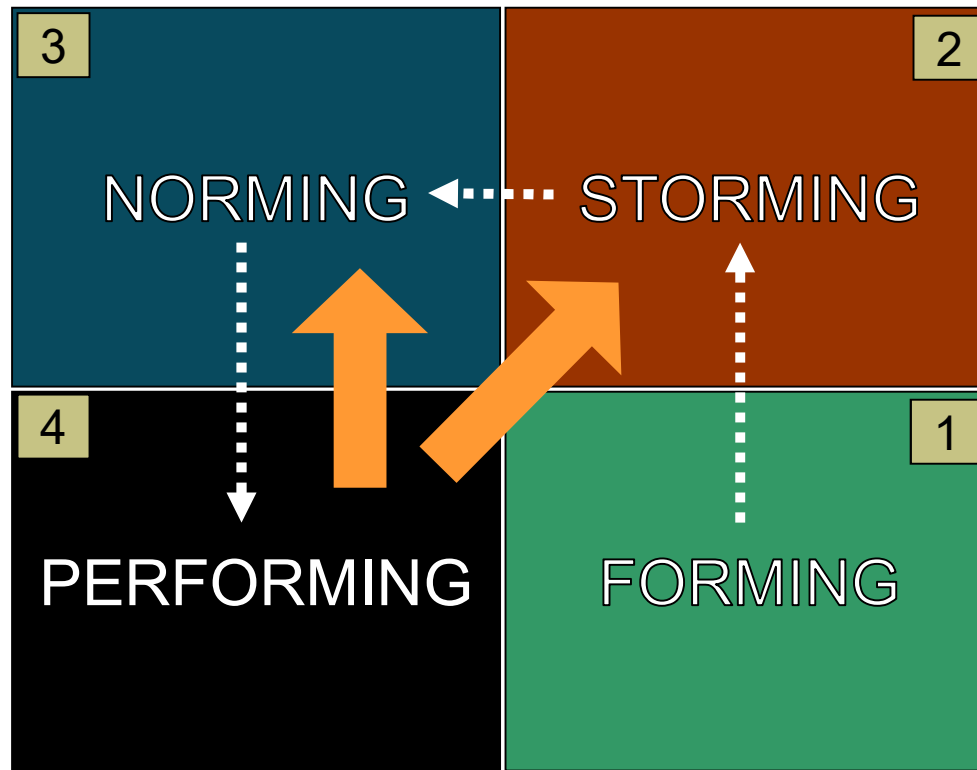
## Conduct / Facilitate

- **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		TEAM DAILY CHECKLIST (Note: daily sequence of events is ONLY a GUIDE)	
DATE:	LOCATION:		
<b>Day One.</b>	<b>Day Two.</b>	<b>Day Three.</b>	<b>Day Four.</b>
<input type="checkbox"/> 1. Leadership Opening Comments <input type="checkbox"/> 2. Review team Charter and SIPOC <input type="checkbox"/> 3. Conduct Team Training as necessary <input type="checkbox"/> 4. Create Day 1 Plan <input type="checkbox"/> 5. Review Current State Process Map boxes as applicable, create necessary diagrams <input type="checkbox"/> 6. Waste Walk boxes as applicable, create necessary diagrams <input type="checkbox"/> 7. Complete Current Value Stream Map <input type="checkbox"/> 8. Create Ideal State Process Map <input type="checkbox"/> 9. Create Future State map <input type="checkbox"/> 10. Capture Improvement Measures and Compare to original Goals and Objectives to meet charter <input type="checkbox"/> 11. Prepare & Conduct Daily Team Leader Progress Report Out (TPR, Newspaper Improvements, Layouts, etc.) <input type="checkbox"/> 12. Team Leader/Co-Leader - How Late Do We Stay? <input type="checkbox"/> 13. Develop Plan for Day 2. <input type="checkbox"/> 14. Conduct S-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.	<input type="checkbox"/> 1. Review Day 2 Agenda (Identify additional Waste Attacks as necessary) <input type="checkbox"/> 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 <input type="checkbox"/> 3. Meet with any additional Stakeholders, review progress/plans & solicit ideas and concerns. <input type="checkbox"/> 4. After Lunch, review team accomplishments. Assign additional actions/support <input type="checkbox"/> 5. Notify support groups by 1:00 PM of required support <input type="checkbox"/> 6. Review Status/Accomplishment of Newspaper Items <input type="checkbox"/> 7. Prepare & Conduct Daily Team Leader Progress Report Out (TPR, Newspaper Improvements, Layouts, etc.) <input type="checkbox"/> 8. Team Leader/Co-Leader - How Late Do We Stay? <input type="checkbox"/> 9. Develop Plan for Day 3. <input type="checkbox"/> 10. Conduct S-S Meeting as applicable.  <input type="checkbox"/> ** 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.	<input type="checkbox"/> 1. Review Day 3 Agenda (Assess current accomplishments to goals and objectives) <input type="checkbox"/> 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? <input type="checkbox"/> 3. Create Necessary Communication Aids (i.e. production control board(s), key Point Sheets, work combination sheets, etc. <input type="checkbox"/> 4. Develop & conduct S-S and Safety Audit as applicable. (Ensure Audit Forms are Documented) <input type="checkbox"/> 5. Validate Accomplishments identified in Day 2 Item 2 (Create new diagrams/bar charts/instructions as necessary) <input type="checkbox"/> 6. Review Status/Accomplishment of Newspaper Items <input type="checkbox"/> 7. Prepare & Conduct Daily Team Leader Progress Report Out (TPR, Newspaper Improvements, Layouts, etc.) <input type="checkbox"/> 8. Team Leader/Co-Leader - How Late Do We Stay? <input type="checkbox"/> 9. Develop Plan for Day 4.  <input type="checkbox"/> ** 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.	<input type="checkbox"/> 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?) <input type="checkbox"/> 2. Review Status/Accomplishment of Newspaper Items <input type="checkbox"/> 3. Assign Team Actions (NOTE: This is the day WE accomplish and operate to the future state) <input type="checkbox"/> 4. Develop & conduct S-S and Safety Audit as applicable. (Ensure Audit Forms are Documented) <input type="checkbox"/> 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 <input type="checkbox"/> 6. Start Preparing for Final Presentation  NOTE: DAY 5 IS FOR COMPLETING OPEN ITEMS AND CONDUCTING FINAL PRESENTATION PRIOR TO LUNCH  <input type="checkbox"/> ** 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 Constraints impact both projects and processes.
- Reviewed high level concepts of Lean, Six Sigma and the DMAIC framework.
- Team roles and responsibilities, including Green Belt practitioner, team leader, facilitator, etc.
- Useful tools for generating ideas, organizing ideas and picking the best idea from a list.

