# USMC Lean Six Sigma Green Belt Training

Administration

- Starting / ending times

- Restrooms

- Refreshments

- In case of fire muster at:

- Lunch / Breaks
  - Respect our time together – return from breaks/lunch on time.
  - Cell Phones / electronics turn off or on vibrate.
  - Handle outside business on breaks.

- Class evaluations

- Parking Lot

- Terminology Sheet

Muster Outside Here

You are here
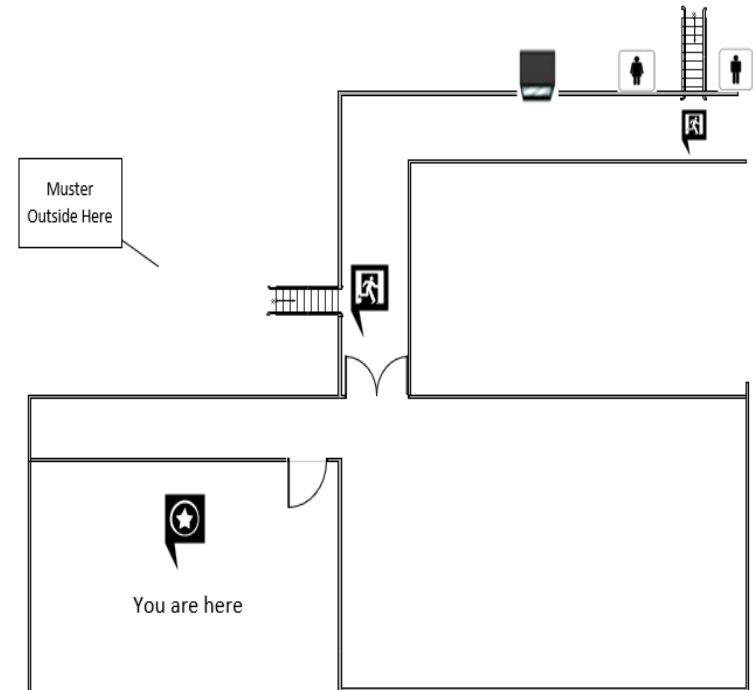
Course Agenda

- ➢ 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

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.

> **"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.
- ✓ Relate concepts to your processes.
- ✓ *Have fun!*

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

- Be familiar with the objectives, tasks and deliverables for each phase of the Define, Measure, Analyze, Improve and Control (DMAIC) framework.

- **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.

Expected End State

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.

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.

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.

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 Toyo**da** to Toyo**ta** because, in the katakana alphabet, Toyo**da** トヨダ requires ten strokes to write, and Toyo**ta** 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.

> **"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!**

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				

➢ **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**.
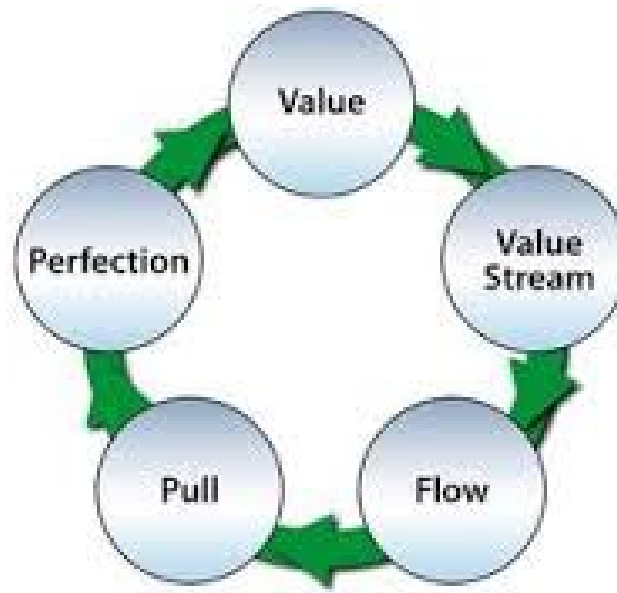
* Womack & Jones 1996

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.

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

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

Tools and Methodology to:

Eliminate Defects

WAR ON VARIATION!

Reduce Variation

By using:

Measurement Systems Analysis

Control Charts

Pareto Charts

DMAIC

Voice of the Customer

Statistical Process Control

Histograms

Six Sigma Toolbox

Value Stream Mapping

Cause and Effect Diagrams

Lean Six Sigma Defined

Lean

Eliminate Waste

Improve Flow

CONTINUOUS PROCESS IMPROVEMENT

DEFINE · MEASURE · ANALYZE · IMPROVE · CONTROL

Six Sigma

Reduce Variation

Eliminate Defects
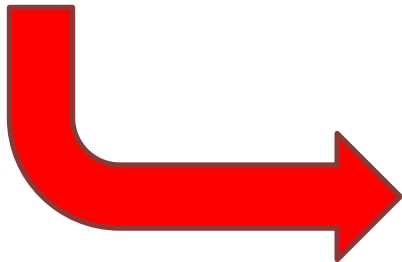
Lean Six Sigma
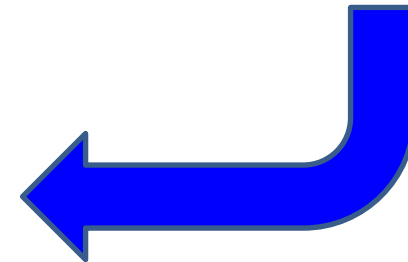
Together providing the customer with the best possible Value in Quality, Cost and Time

DMAIC Methodology

Define
- *IDENTIFY OPPORTUNITY*

Tollgate Review

Measure
- *DESCRIBE AS-IS CONDITION*

Tollgate Review

Analyze
- *IDENTIFY KEY CAUSES*

Tollgate Review

Improve
- *PROPOSE & IMPLEMENT SOLUTIONS*

Tollgate Review

Validate & Replicate Changes

Control
- *SUSTAIN THE GAIN*

Tollgate Review

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**

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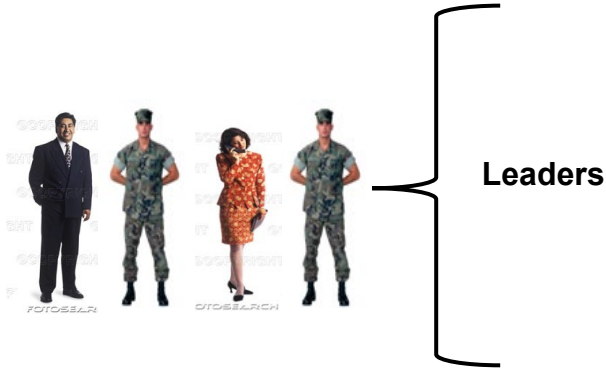
- Owns vision, direction, integration, business results.
- **Leads change, provide strategic direction.**
- **Coordinates implementation of CPI efforts.**
- Communicates standards and guidelines.
- Develops supporting implementation plans.
- Coordinate / oversee Toll Gate Review Meetings, go/no go.
-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

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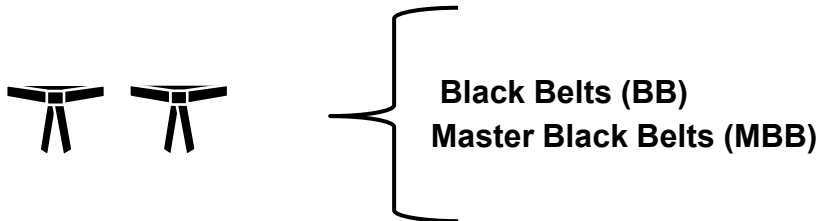
- **Lead Complex projects.**
- "Go To" subject matter experts.
- Transition results ownership and improvement solution to Sponsor.
- Mentors lower level belts.
- 5 Weeks of Training.

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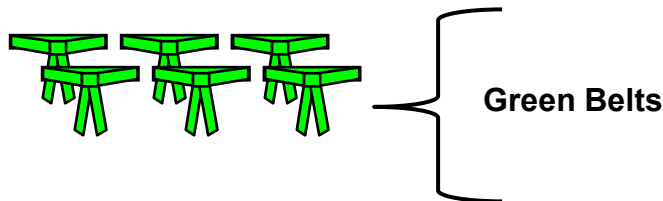
- **Focus on Rapid Improvement Events.**
- May participate on Black Belt teams.
- Close to business process.
- May assist Project Sponsor in implementing improvement solution.
- 1 Week of Training.

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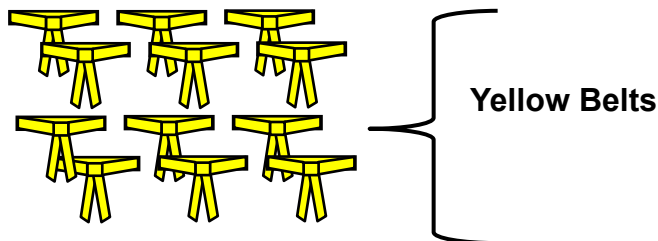
- **Team members who assist in executing projects/RIEs**
- Collect data.
- Sustain results.
- Leverage/replicate opportunities.
- 1 day of Training.

As a Green Belt you're expected to:

✓ Act as a change agent for your organization and yourself.

✓ Apply communication skills within your organization.

✓ Use the basic CPI tools, LEAN and Six Sigma.

✓ 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.

➢ 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

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.

Green Belts need to learn facilitation to:

➤ Improve presentation skills.

➤ Improve skills in dealing with diverse groups of people and moving them to consensus.

➤ Engage a group and get everyone involved.

➤ Make meetings more productive.

Facilitation skills are easily transferred to your primary duties.

➢ **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

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

Controlling and Problem Solving ➡ Motivating and Inspiring

To be a team, you must…

➢ Understand the stages of team growth and commit to learning to work as a team.

➢ Work intensely with others to achieve a specific common goal or objective.

➢ Have shared outcomes and goals (risk and rewards).

➢ Have structure and rules.

Together
Everyone
Achieves
More

What Teams Need for Success

➤ **Agreement on and commitment to goals.**

➤ Good processes for getting work done.

➤ Opportunity to learn from mistakes.

➤ Clear communication of what each team member needs from the others.

➤ **Clearly defined roles and responsibilities.**

➤ Clear and active feedback loops (good news as well as bad news).

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

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

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 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)

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?

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 responses to a problem.**

➢ Invites the experience of the group into play.

➢ **Unlocks innovation.**

➢ Brings team members together.

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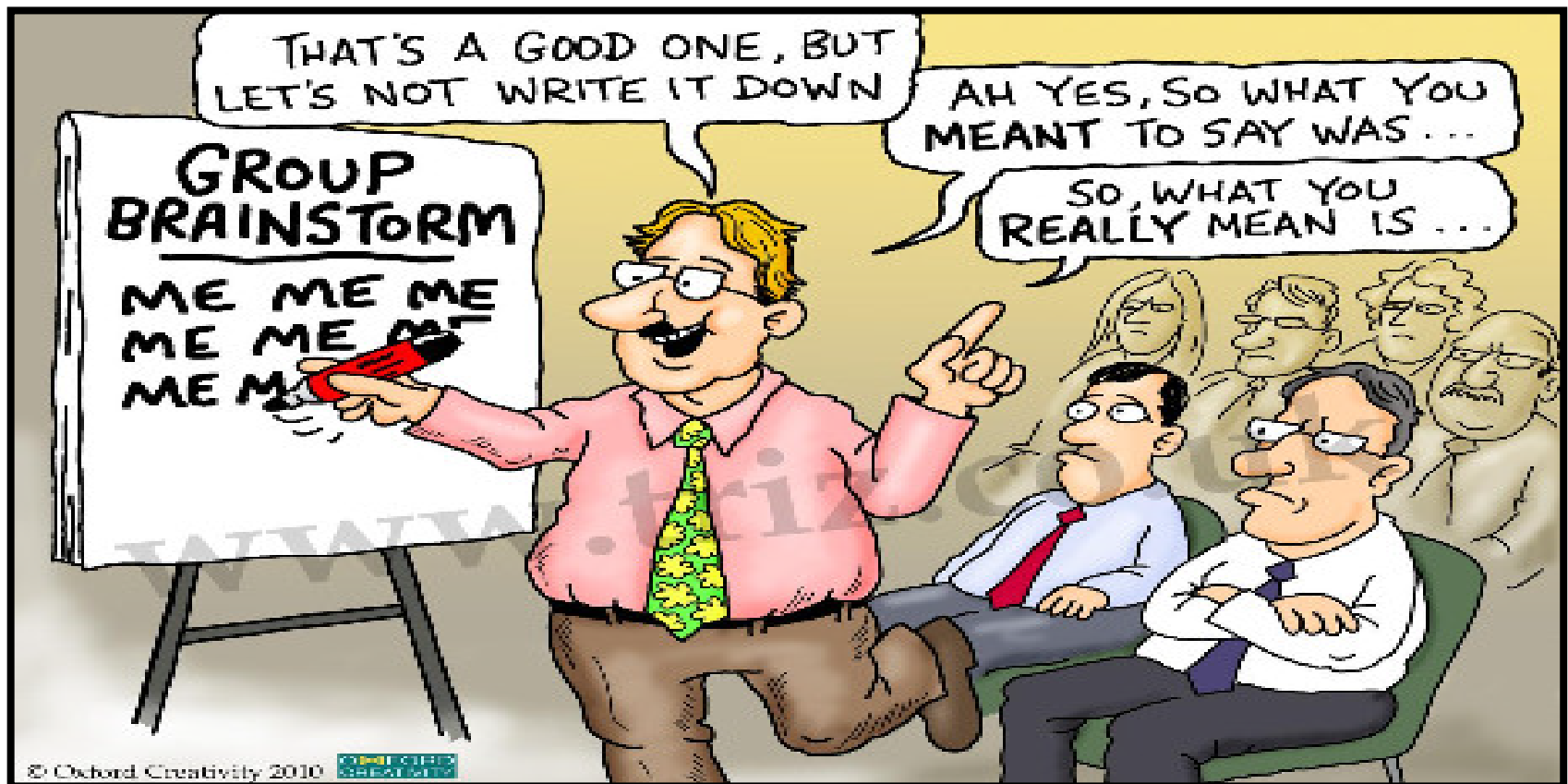
➢ Rapid generation is the aim.

➢ **Build on others' ideas.**

➢ No such thing as "wild" or "bad" ideas.

➢ Chaos can be fun.

➢ **Minimum discussion of individual responses.**

➢ Laughter fans the flames of creativity.

Affinity Diagrams:

➢ A way to organize a large set of ideas into meaningful categories by recognizing their underlining similarities.

➢ Used after brainstorming sessions.

Rules:

➢ Start with one. Find another. Put it there.

➢ Identify the similarities and title the group.

➢ Resolve conflicts with duplicate stickies.

➢ Question very large groups.

➢ It's over when movement stops.
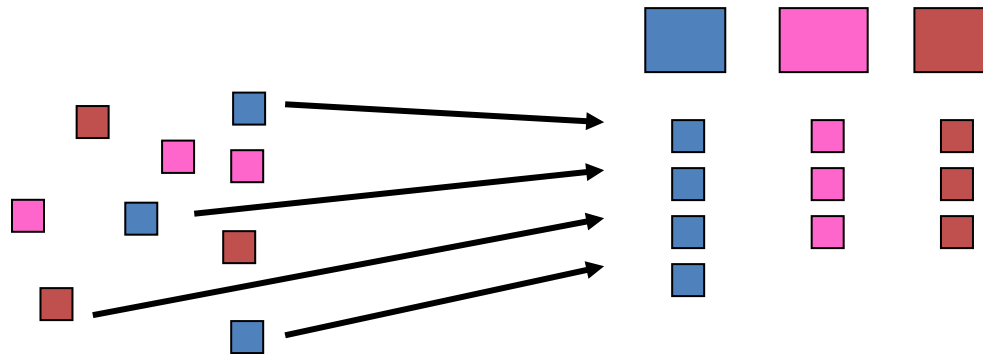
➢ PICK Chart

➢ Nominal Group Technique (NGT)
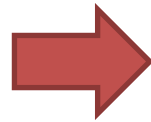
➢ Idea Weighting / Dot voting
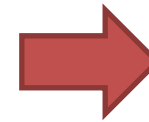
Pick Chart – a "Payoff" matrix for ranking / prioritizing ideas

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

- Give each person in the group 3 self-stick dots (doesn't have to be literally 3).

- Instruct each person to choose their priorities, using all 3 dots.

- Color dots will be weighted.
  - ❑ Green = 3
  - ❑ Yellow = 2
  - ❑ Red = 1

- Therefore, majority of dots would indicate top priority when tallied.

- Some items will have no dots.

OUTPUT

ID	Item	Participants				Total
		#1	#2	#3	#4	
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

  To reach a manageable number 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.**

➢ 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.***
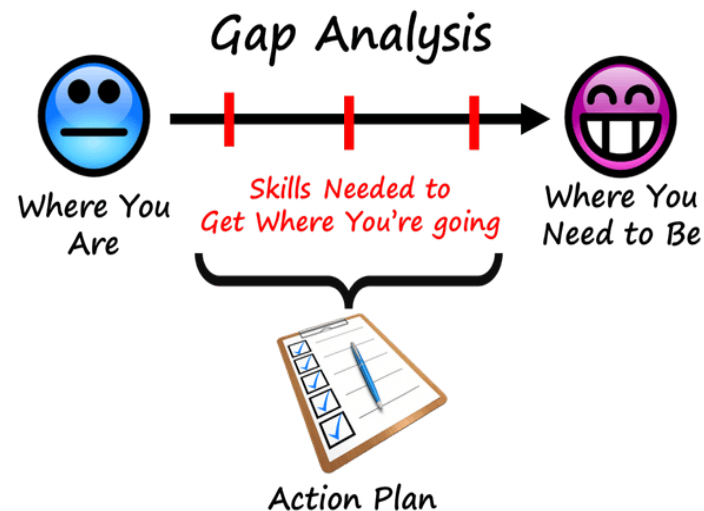
How to Run Effective Meetings
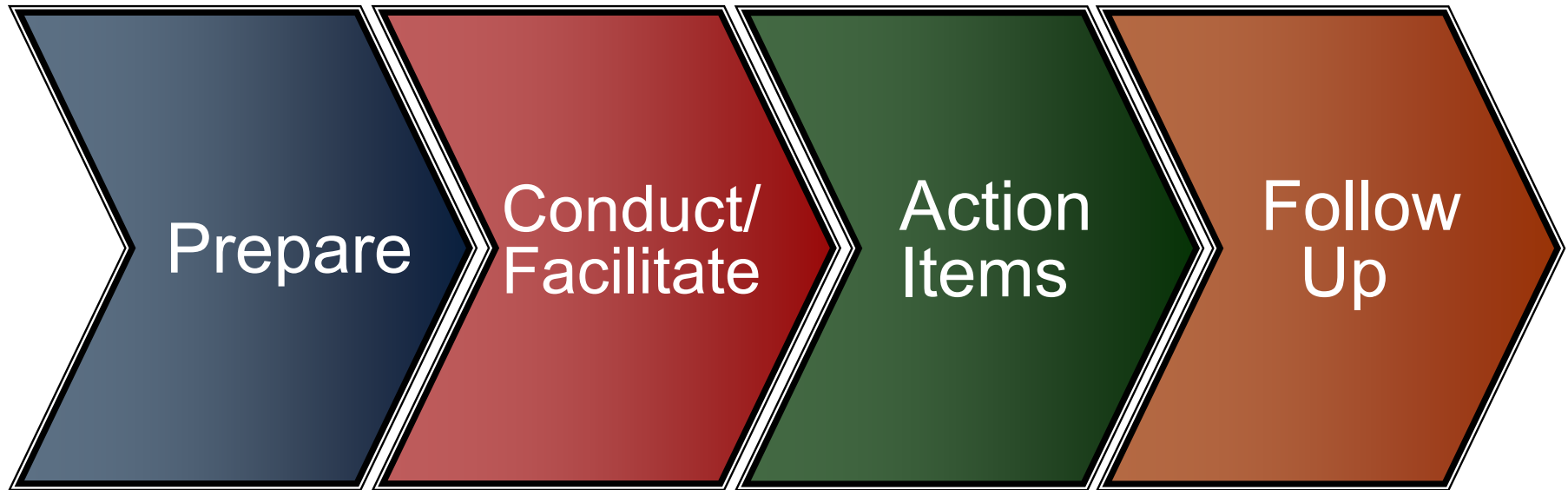
Prepare

1. Include appropriate team.

2. **Prepare any materials.**

3. Talk to subject matter experts.

4. Reserve meeting space.

5. **Conduct gap analysis.**
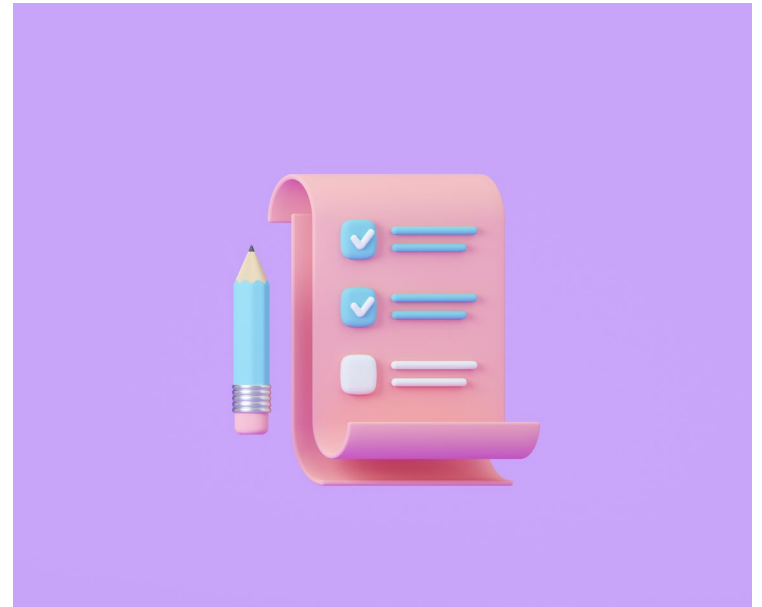
1. Determine what they <u>need</u> to know.

2. Determine what they <u>do</u> know.

3. Identify the knowledge gaps and close them as much as possible.

Agenda

1. Purpose / goal

2. Date

3. Place

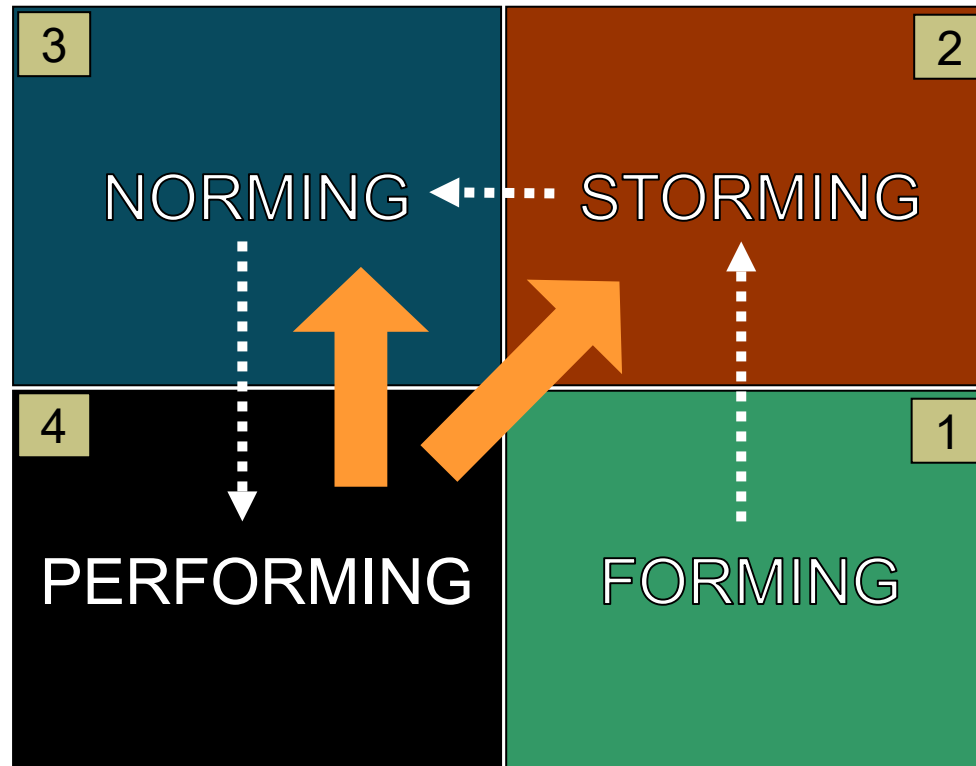4. Desired outcomes

5. Start / Stop Times

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.**

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?

Action Items

➢ Assign tasks to participants.

➢ Determine due dates.

➢ 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					

Follow Up

➢ Record meeting notes.

➢ Document outcomes.

➢ Note agreements.

➢ **Track action items and timing.**

➢ Plan follow up meeting date.

RAPID IMPROVEMENT EVENTS

DATE: LOCATION:

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

Day One.

- ☐ 1. Leadership Opening Comments
- ☐ 2. Review team Charter and SIPOC
- ☐ 3. Conduct Team Training as necessary
- ☐ 4. Create Day 1 Plan
- ☐ 5. Review Current State Process Map
  boxes as applicable, create necessary diagrams
- ☐ 6. Waste Walk
  boxes as applicable, create necessary diagrams
- ☐ 7. Complete Current Value Stream Map
- ☐ 8. Create Ideal State Process Map
- ☐ 9. Create Future State map
- ☐ 10. Capture Improvement Measures and Compare to
  original Goals and Objectives to meet charter
- ☐ 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.

Day Two.

- ☐ 1. Review Day 2 Agenda
  (Identify additional Waste Attacks as necessary)
- ☐ 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
- ☐ 3. Meet with any additional Stakeholders, review
  progress/plans & solicity ideas and concerns.
- ☐ 4. After Lunch, review team accomplishments. Assign
  additional actions/support
- ☐ 5. Notify support groups by 1:00 PM of required

  support

- ☐ 6. Review Status/Accomplishment of Newspaper Items
- ☐ 7. Prepare & Conduct Daily Team Leader Progress
  Report Out (TPR, Newspaper Improvements, Layouts, etc.)
- ☐ 8. Team Leader/Co-Leader - How Late Do We Stay?
- ☐ 9. Develop Plan for Day 3.
- ☐ 10. 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.

Day Three.

- ☐ 1. Review Day 3 Agenda (Assess current accomplishments
  to goals and objectives)
- ☐ 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?
- ☐ 3. Create Necessary Communication Aids
  (i.e. production control board(s), key Point Sheets, work
  combination sheets, etc.
- ☐ 4. Develop & conduct 5-S and Safety Audit as applicable.
  (Ensure Audit Forms are Documented)
- ☐ 5. Validate Accomplishments identified in Day 2 Item 2
  (Create new diagrams/bar charts/instructions as necessary)
- ☐ 6. Review Status/Accomplishment of Newspaper Items
- ☐ 7. Prepare & Conduct Daily Team Leader Progress
  Report Out (TPR, Newspaper Improvements, Layouts, etc.)
- ☐ 8. Team Leader/Co-Leader - How Late Do We Stay?
- ☐ 9. Develop Plan for Day 4.

☐ ** 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.

Day Four.

- ☐ 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 Status/Accomplishment of Newspaper Items
- ☐ 3. Assign Team Actions (NOTE: This is the day WE
  accomplish and operate to the future state)
- ☐ 4. Develop & conduct 5-S and Safety Audit as applicable.
  (Ensure Audit Forms are Documented)
- ☐ 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. Start Preparing for Final Presentation

NOTE; DAY 5 IS FOR COMPLETING OPEN ITEMS
     AND CONDUCTING FINAL PRESENTATION
     PRIOR TO LUNCH

☐ ** 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.

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 breaking down into smaller sub-teams with no focus for the work.

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

➢ 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.