Sigma Breakthrough Technologies, Inc.®

# SYLLABUS
# Sigma Breakthrough Technologies, Inc.

## Title: Lean Six Sigma Executive Planning Workshop

**Description:** The Lean Six Sigma Executive leadership curriculum focuses on developing the understanding, skills and role definition of the CEO and Executive Team in a Lean Six Sigma initiative, allowing them to lead the Lean Six Sigma process and achieve business results. The major topics are covered within the frame of reference of a five step process map of Selecting the Right Projects, Selecting and Training the Right People, Developing and Implementing the Improvement Plans, Managing for Excellence, and Sustaining the Gains. Workshop length: 16 hours.

**Prerequisite Skills and Technical Expectations:** A Lean Six Sigma Executive is expected to be a senior leader in the business and be the CEO or one of his or her first-level reports, and sometimes second-level reports[1]. This workshop assumes that a Lean Six Sigma Executive has a significant voice in the strategic direction of the company or organization and has the ability to remove roadblocks such as personnel, capital, and time constraints at the business unit level.

**Rationale:** "The commitment of the CEO and Executive Team is essential to the success of the Six Sigma deployment[2]." This workshop prepares Executives for their roles leading change in their area of the business. Additionally, this workshop is a mechanism to establish commitment of the Executive team, answer questions about Lean Six Sigma in a non-threatening forum, and develop common direction on key roles in the Lean Six Sigma process, and key directions for linking projects to company strategy. At completion of this workshop the Executive Leadership Team will be well versed in the concepts, roadmaps and methods of Lean Six Sigma, and will have built or updated a high level deployment plan for Lean Six Sigma in their business.

**Sequence and Integration:** This workshop is designed to prepare Executives to lead their Lean Six Sigma program. This executive workshop provides the background and content to establish the foundation to other workshops, such as Lean Six Sigma Champion, Lean Six Sigma Business Team Workshops, HR Workshop and Finance Workshops.

[1] Zinkgraf, Stephen A., Sigma Breakthrough Technologies, Inc., "Six Sigma: The First 90 Days", p. 120, 2006.
[2] Zinkgraf, Stephen A., Sigma Breakthrough Technologies, Inc., "Six Sigma: The First 90 Days", p. 120, 2006.

## Agenda

| Subject | Learning Objectives | Duration (hrs) |
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| Welcome, Introductions and Agenda | • Establish Safety, Purpose, Agenda, Code of Conduct, Expectations and Roles. | 0.5 |
| Client Executive Presentation | • Participants learn their company's expectations from a senior executive<br>o History of program and previous performance improvement initiatives<br>o Key objectives, messages, and directives | 0.5 |
| Executive Interview Summary | • Participants will review, validate and discuss a summary of the collective viewpoint of the participants' responses to interview questions.<br>• Gather / validate expectations for this Planning Workshop | 0.5 |
| Lean Six Sigma Overview | • Participants understand the fundamentals of Lean Six Sigma methodology<br>o What is Lean<br>o What is Six Sigma<br>o What is Lean Six Sigma<br>o The Lean Six Sigma Roadmap<br>• Participants will experience (through process simulation) improving a process using Lean and Six Sigma methods<br>o Simulation links barriers to flow, and process variation to costs, yield, capacity and cycle time. | 2.0 |
| Project Walkthrough | • Participants will understand, through review of and discussion of case studies, the high level structure of LSS project structure, flow and business impact expected.<br>• Participants will be conversant in the key tools in the LSS roadmap<br>• Content will show the DMAIC stages as applied in business process ("transactional") and manufacturing environments<br>• Participants will practice a project review | 1.5 |
| Leading Lean Six Sigma | • Participants will become conversant in the typical key elements of successful change leadership, as applied to Lean Six Sigma. | 1.0 |
| Deployment Structure | • Participants will understand the high level structure of a Lean Six Sigma deployment, including<br>o Planning for Change<br>o Rapid Profitability Improvement<br>o Long Term Growth<br>o Internalization<br>o Strategy Redefinition | 1.0 |
| Deployment Case Studies | • Participants will connect concept to practice and review best practices through exploring other companies' deployment case studies (2 cases)<br><u>Cases to select from</u> | 0.5 |

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| | ○ AlliedSignal Case<br>○ Industrial Equipment<br>○ Multinational Producer<br>○ Transportation<br>○ Shared Services Deployment within Kodak | |
| Roles and Responsibilities | Content (30 min)<br>• Participants will understand roles and organization of the key resources in a LSS deployment.<br>○ Role of the Executive<br>○ Roles of Champions, Master Black Belts, Black Belts, Green Belts, Human Resources, Finance, and Information Technology<br>○ Roles / Resource – Chain-of-command model<br>Exercise (30 min)<br>• Participants will<br>○ Review their existing Lean Six Sigma program organization structure (if any)<br>○ Determine their current gaps / opportunities for improvement<br>○ Develop their plan to improve it. | 1.0 |
| Evening Assignment | • Participants will exposed to SBTI's method and process for project selection.<br>• Reflecting upon Chapter 9[3], participants will be requested to individually determine what they believe to be the correct project prioritization criteria and relative importance of each. | 0.5 |
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| Day 2 Opening | • SPACER, and "Check in" process | 0.25 |
| Assignment Review | • As a group, the participants will<br>○ Share their individual project prioritization criteria<br>○ Come to consensus on the project prioritization criteria and relative importance of each. | 0.5 |
| Project Selection | • Participants will<br>○ Clarify and reach a common understanding of the key strategic objectives (the left-most portion) of the Goal Tree for their company.<br>○ Determine the potential "Project Clusters" to be prioritized.<br>○ Score all project clusters against the selected prioritization criteria and select the top Project Clusters.<br>○ Assign executive ownership of each Project Cluster and will estimate the financial opportunity in each Project Cluster<br>○ Determine how the organization | 2.5 |

[3] Zinkgraf, Stephen A., Sigma Breakthrough Technologies, Inc., "Six Sigma: The First 90 Days", p. 149-182, 2006.

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| | (Project Champions and others) will identify specific project opportunities and prioritize and select them.<br>o Link strategy to Lean Six Sigma projects and activities. Review three complementary methods:<br>▪ Goal Tree<br>▪ Core Process Mapping<br>▪ Financial Assessment | |
| Managing and Sustaining Lean Six Sigma | • Participants will become conversant in the basic elements of managing and sustaining a Lean Six Sigma program. | 0.5 |
| Deployment Action Planning | • Following the high level structure of a Lean Six Sigma deployment, participants will identify opportunities for improvement and determine their action plan to improve.<br>o Planning for Change<br>o Rapid Profitability Improvement<br>o Long Term Growth<br>o Internalization<br>o Strategy Redefinition<br>• Outcomes:<br>o Updated company Lean Six Sigma deployment plan and action items. | 2.5 |
| Communication Planning | • Participants will<br>o Create the draft communication plan for their area of the organization<br>o Create a personal "elevator speech" to allow them to consistently communicate their company's key objectives for Lean Six Sigma | 0.5 |
| Planning Workshop Summary | • Participants will<br>o Recap the workshop results, focusing on the deployment plan and action plan.<br>o Provide event feedback via a workshop written evaluation. | 0.25 |