Lean Six Sigma - Green Belt

Duration: 6 days
Audience: Chargé de projet

Who is this training for?

This training is intended for all managers and advisors wishing to acquire the skills and abilities necessary to manage improvement projects in their organization.

Training objectives

- Manage the deliverables of a continuous improvement project.
- Gain an end-to-end understanding of processes.
- Carry out diagnoses and projects of simple complexity.
- Support an expert black belt on complex projects.
- Use Lean tools and have a background to deepen your knowledge.
- Co-facilitate Kaizen sessions.
- Possess sufficient background to promote continuous improvement.

Summary

In a context where continuous improvement is a strategic lever for performance, this training offers a complete immersion in the principles and tools of Lean Six Sigma. Thanks to a blended, interactive and results-oriented pedagogical approach, you will develop the skills necessary to identify, manage and succeed in improvement projects within your organization. Synchronous workshops promote the sharing of concrete experiences and the resolution of specific problems, while asynchronous sequences allow for a personalized deepening of key concepts. The goal: a sustainable transfer of skills and an increased ability to generate value. Duration: 45 hours (42 hours synchronous and 3 hours asynchronous).

Course outline

Understanding Lean Six Sigma

- Lean and Kaizen methodology

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- Six Sigma and DMAIC
- Simulation of a process
- Concept of added value
- Paradigms

Initiate change management

Give a complementary perspective to DMAIC on how to lead improvement initiatives

- The 8 stages of change management
- The 4 types of reluctance
- Stakeholder analysis
- Force field analysis
- Communication plan

Phase Define

Give the necessary tools to Define a problem and write a project mandate clarifying the expectations, basic assumptions and constraints of the improvement project

- Explanation of the Define phase
- Definition of a problem
- Voice of the customer
- FIPE
- 5 whys, QQOQCCP method
- Milestone review
- Role of the promoter
- Initiate the project with the project charter
- Communication plan
- Project management

Measure phase

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Identify the potential causes of the problem and ensure data collection and ensure effective in measuring the current performance of a process or the extent of the problem being addressed

- Explanation of the Measure phase
- Common statistics
- Process mapping methods
- Lean metrics
- Waste
- Lean-Six Sigma indicators and benchmarks
- Data collection
- Employee voice
- Process voice

Analyze phase

Determine the root causes of the problem, sources of variation, sources of waste in the current process, key features of the process, opportunities for improvement, and their potential impact on customer satisfaction

- Explanation of the Analyze phase
- Review of problem-solving techniques
- Brainstorming (and variations)
- Cause-and-effect diagram
- Affinity diagram
- Selection tools and decisions
- Identification of the constraint
- FMEA

Phase Innovate

- Develop, test and implement solutions that address the root causes of the problem
- Use data to evaluate different solutions

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- Plan the implementation of the solution
- Explain the Innovate phase
- List of Lean tools
- 5S
- SMED
- Pull Flow Principle (Kanban and variants)
- Visual Management
- Cadence
- Method study
- Key tools
- Cell and layout
- Unit flow
- Work package
- Step-door
- Simultaneous engineering
- Constraint optimization
- Redesigned value stream mapping
- Design of a new process
- Toyota principles
- Tips for optimizing a process
- Dream situation, target situation, orientations

Implement and control phase

- Plan the deployment of identified improvements
- Know the tools to maintain the performance improvements obtained through the solution and transfer responsibility for this maintenance and continuous improvement
- Explanation of the Implement and Control phase

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- Implementation methodologies
- Implementation Strategies
- Success Conditions
- Kaizen Methodologies
- Reengineering
- Implementation Tools
- Action Plan
- Training Plan
- Communication Plan
- Monitoring Plan
- Control Plan
- Transition Plan
- Control Tools
- Control Plan
- Indicators
- Project Closure

Approach and methodology

These action-training days are based on an alternation of theoretical learning and practical applications. The 6 synchronous days (7 hours per day) are live with the trainer. The B12 application is the asynchronous component in pre- and post-training (preparation activities, reinforcements, etc.). The asynchronous activities are to be carried out in B12 for each day of training. The efforts per day of training are on average about thirty minutes. During these trainings, using examples, practical exercises and case studies, you will practice the application of tools commonly used to illustrate concepts, ensure understanding and confirm mastery. The preferred facilitation style is based on the sharing of individual experiences and interactions between participants. Supervision by the trainers is possible for this work.

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Recommendations

- Understand the basics of the Lean culture
- Be called upon to contribute to continuous improvement projects

Certifications

You will have to pass an exam at the end of the training. The passing grade is 80%. A project will be carried out following the training. Support in the form of coaching can be planned so that the trainer can accompany you in your project. It is at the end of the project that you will obtain the Green Belt certification.

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