

Foundations in Lean Six Sigma Certificate

Program Syllabus



# Foundations in Lean Six Sigma Certificate

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Gain a practical understanding of the Lean Six Sigma approach through our Foundations in Lean Six Sigma Certificate. Earn the certificate by completing the Insights of Lean Thinking and Driving Forward Change

Course 01 Insights in Lean Thinking	03
Course 02  Driving Forward Change	10



# Insights in Lean Thinking

### Program Syllabus

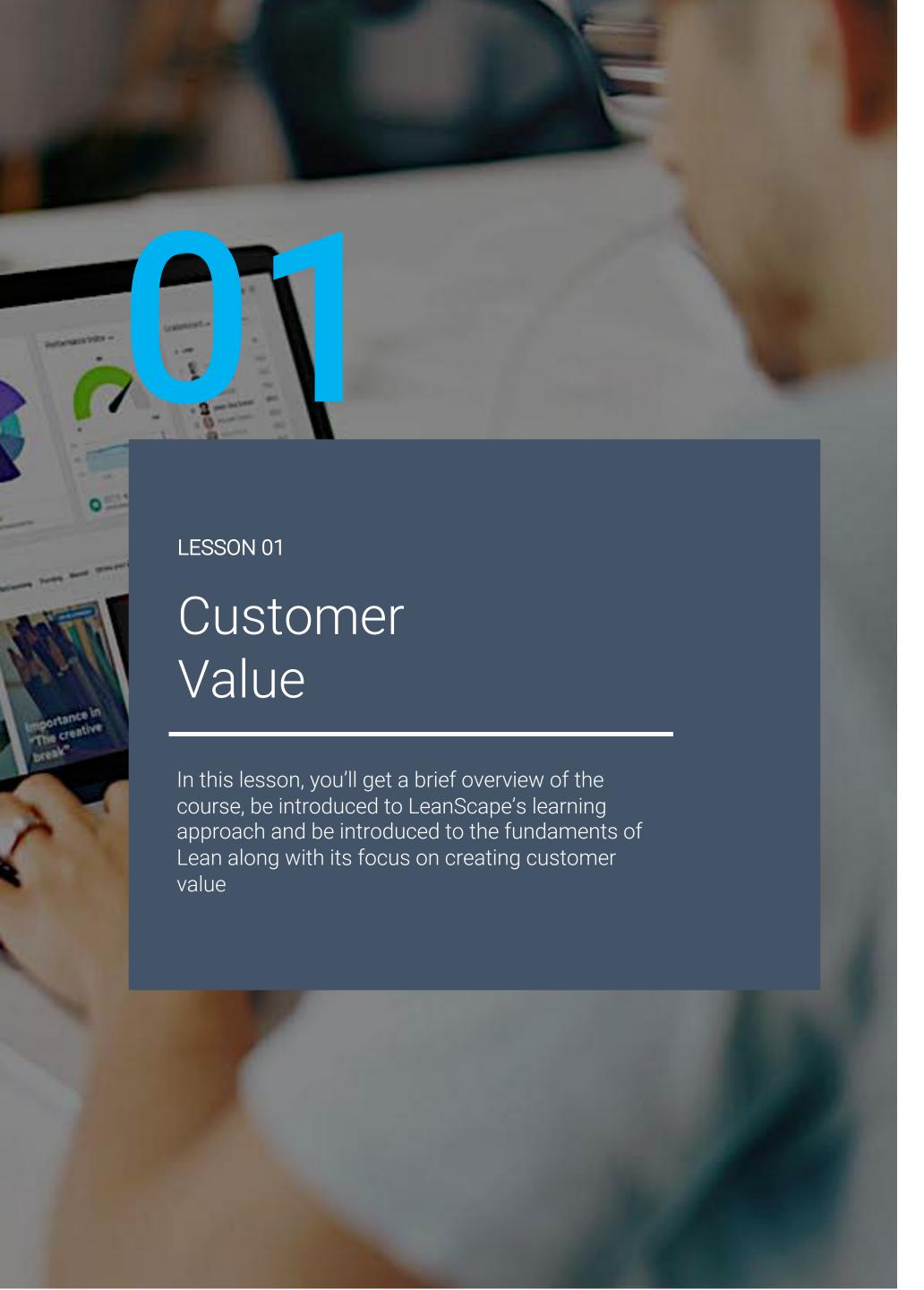
#### COURSE OBJECTIVES

- Gain a deep understanding of the Lean approach
- Learn to identify customer value to maximise the value creation
- Ability to deconstruct process and develop improved solutions
- Apply lean tools & techniques to deliver improvements
- Understand how Lean Start-up can help drive innovation
- Synthesize what you learn into actionable project delivery

Insights in Lean Thinking is at the heart of what LeanScape is about – the application of the lean approach to maximise customer value and eradicate waste across our processes. This 6-week course is an in-depth focus on Lean, the tools, the methodology and the overall approach that has made so many organisations successful. You'll gain practical skills and mindset that will help you solve critical business issues and drive value to customers.

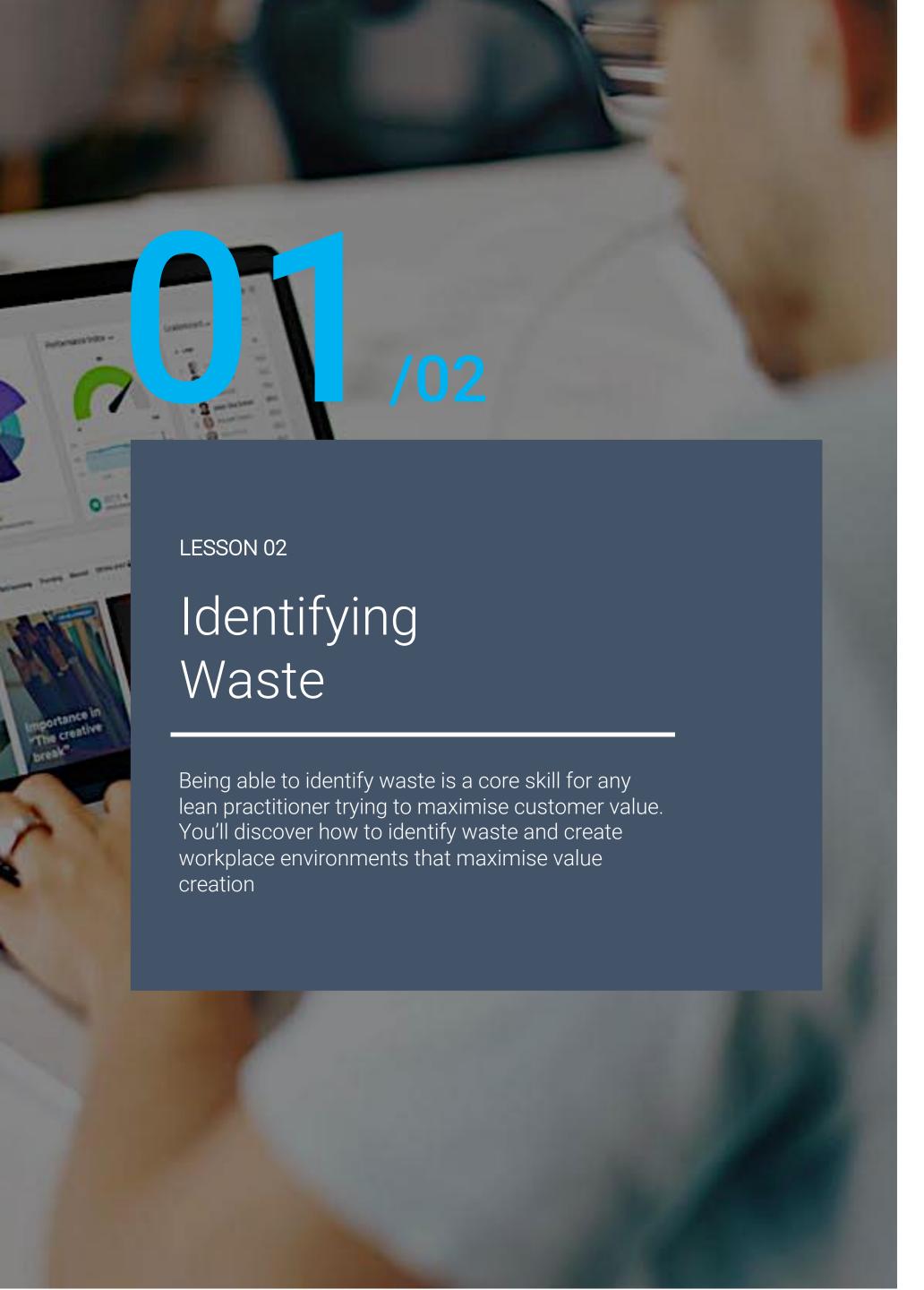
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Week 1	LESSON 01 Customer Value	Be introduced to the Lean approach, explore the power and importance of creating customer value and how to identify different types of value in what you do.
Week 2	LESSON 02 Identifying Waste	Practise how to identify activities that do not add value to customers and be able to design environment that support our people and our processes
Week 3	LESSON 03 Learning to See	Getting beyond our assumptions is a key challenge as we explore how to deconstruct processes and how to build new and more efficient ways of working
Week 4	LESSON 04 Why, Why, Why	Leaning to identify root causes is essential to build real and lasting solutions, so we explore simple and powerful tools designed to tease out the underlying issues
Week 5	LESSON 05 Team Solutions	No change will ever take place without others, so we explore short and long term solutions and how to lead a team to make lasting change
Week 6	CONCLUSION Choose your challenge	Learn how to refine your skills by adopting the A3 Problem-Solving tool and choose your real-world project challenge





LEARNING GOAL	Practise how to identify activities that do not add value to customers and be able to design environment that support our people and our processes
VIDEO  How This Course Works – What you'll be doing and learning	In this next video, we provide an overview of how the course is designed and a simple framework for each lesson. We will share timings for Webinars and we will give you a complete overview of what to expect.
WEBINAR  Introduction to the History of Lean and why we need it.	During this live webinar, we will be reviewing the history and background of Lean (and Six Sigma). We will expand this with a focus on how Lean is applied today across businesses and why in a VUCA, Lean is more relevant than its ever been.
VIDEO The 5 Lean Principles and PDCA	Understanding the scientific method and how the core lean principles build from this is fundamental to driving sustainable and continuous change across organisations.
VIDEO  Understanding how to identify value	Getting beyond our assumptions is a key challenge as we explore how to deconstruct processes and how to build new and more efficient ways of working. We introduce Process thinking.
ACTIVITY	Get our of your comfort zone and start identifying good and bad processes? Where do poor processes impact you as customers?
JOIN ONLINE	Join our Slack Learning Circles which are peer-led and provide an opportunity to discuss assignments, gain further understand and dive deeper into the course contents
REFLECT & DISCUSS	Why is Lean important to the world you know and where does it challenge what you currently do?



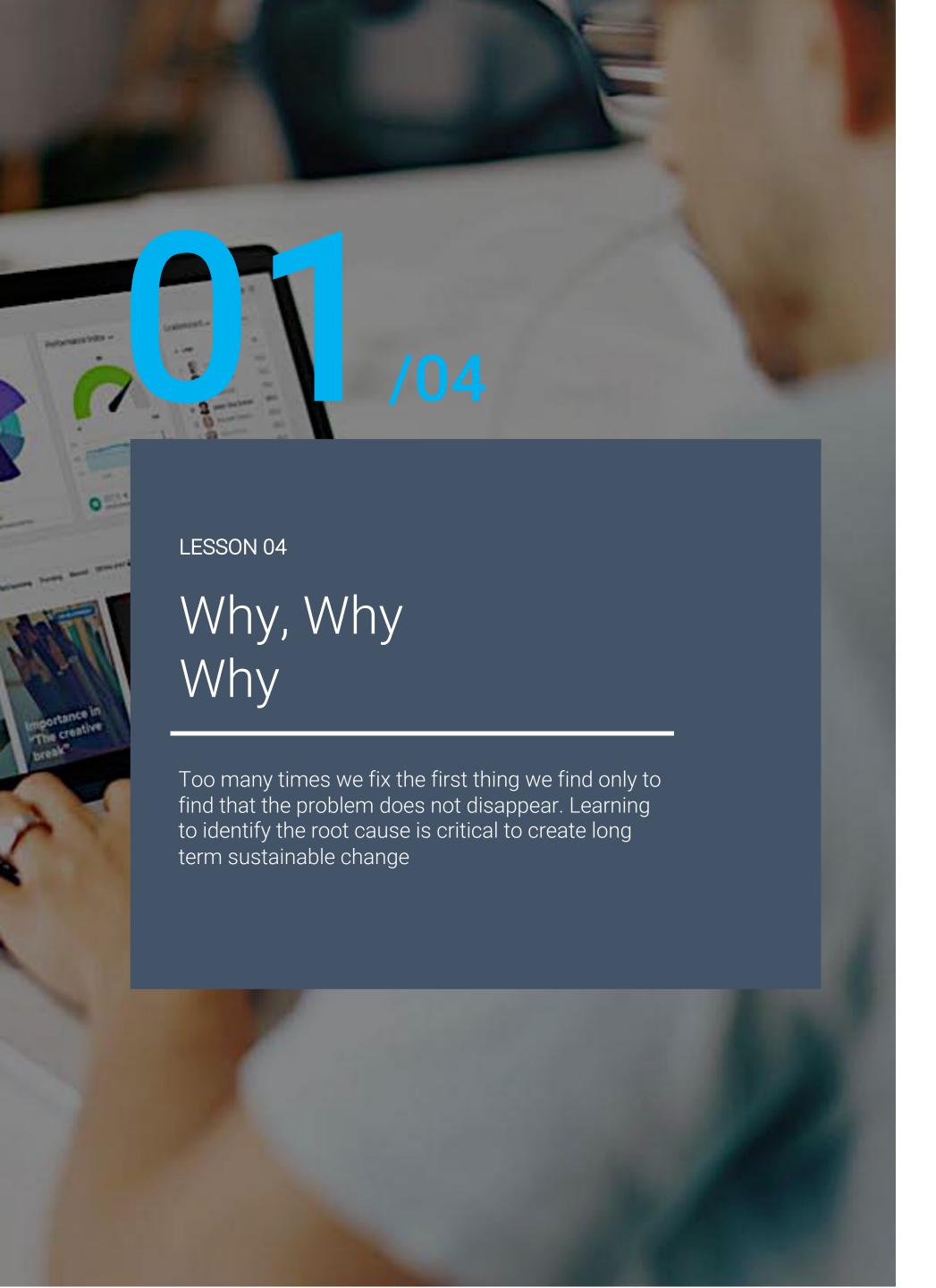


LEARNING GOAL	Be introduced to the Lean approach, explore the power and importance of creating customer value and how to identify different types of value in what you do.
WEBINAR  An introduction to the 8 Wastes TIMWOODS	In this webinar, we will introduce 8 different types of wastes that exist across workplaces. We will discuss MICROWE which can be a helpful reminder within Service sectors
ACTIVITY Waste Walk	Walking the floor, the GEMBA,, can really help us stretch our ability to identify wastes in our offices and operations. Conduct a Waste Walk.
DISCUSSION	On Slack, share your notes on what you identified during your Waste Walk. Include photographs, videos and other diagrams which explain what was found.
WEBINAR Workplace organisation (5S)	5S is a core concept to drive workplace organisation, setup and also helps make waste visible. We will review the core principles and how to apply them.
ACTIVITY	Identify one location where 5S could benefit the business and conduct the first 3S's. Remember to take before and after photographs
DISCUSSION	Share your notes on your 5S activity on Slack and share your photographs and videos
PEER FEEDBACK	Provide feedback on the work of at least two of your peers' assignments



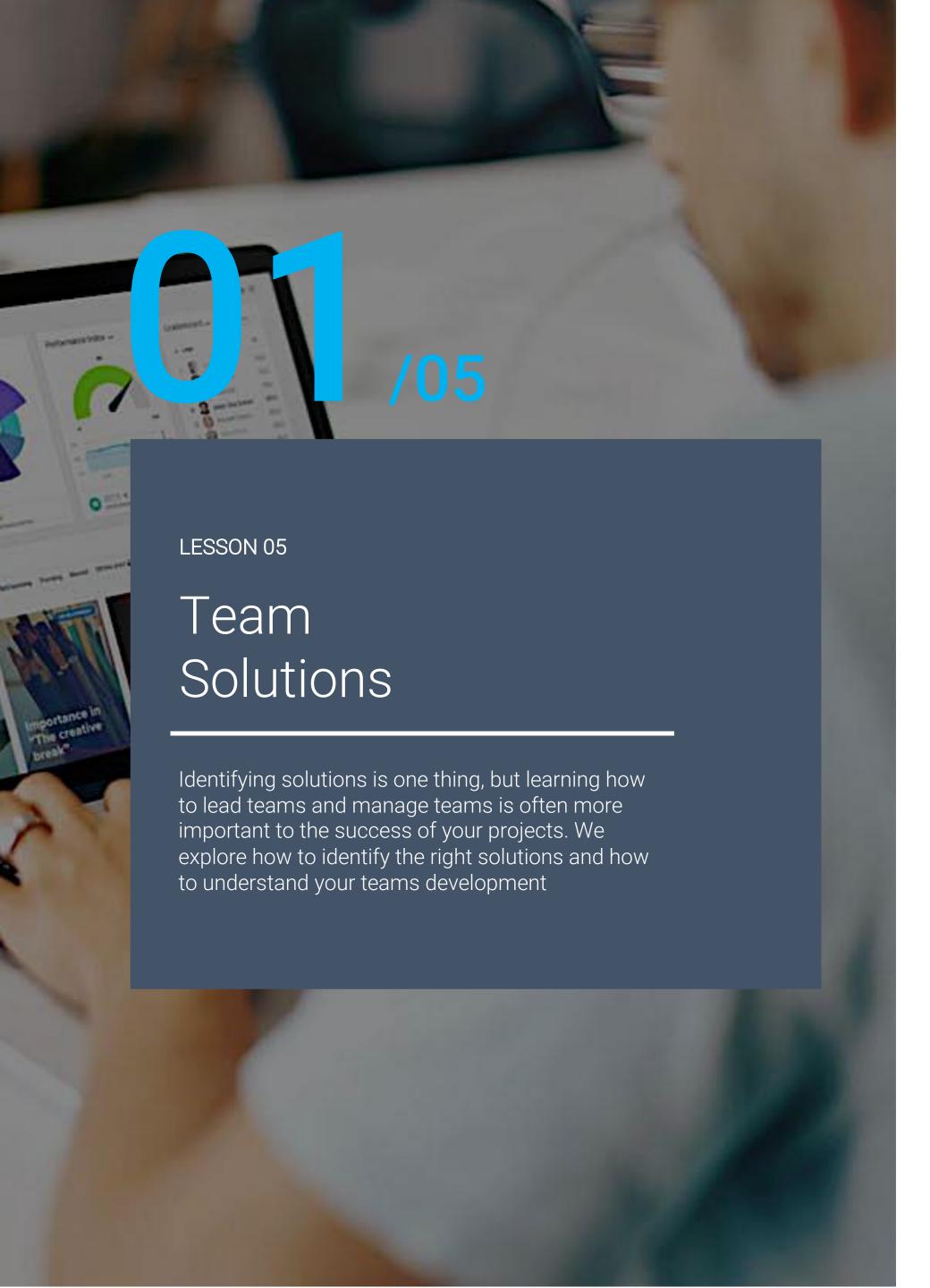


LEARNING GOAL	Getting beyond our assumptions is a key challenge as we explore how to deconstruct processes and how to build new and more efficient ways of working
VIDEO  Understanding Process & Standardisation	In this video, you 'Il learn the basic ideas behind processes, the need for standardisation and the various types of process map techniques
VIDEO & ACTIVITY SIPOC	Next we will begin with a short video which introduces the process mapping tool known as the SIPOC (Supplier, Input, Process, Output, Customer) before producing a SIPOC either in groups or individually – you will have the choice.
VIDEO Value Stream Mapping	The next video introduces one of the most powerful tools in the Lean Toolbox – Value Stream Mapping. You will be given the opportunity to practise the tool and to share.
VIDEO Activity Process Mapping	The final video looks at Activity Process Mapping and how by deep-diving processes we can discover huge opportunities for improvements and often uncover hidden madness
ACTIVITY	Document a process map for the "Coffee Video" which will be shared and share your map on the Learning Circle for group discussion and feedback.
DISCUSSION	What type of assumptions or judgements did you have about a process that turned out to be false? What do you find most challenging about listening with your eyes?
EXPLORE MORE	Learning to See and bring good at process understanding and mapping takes practice. Check out these additional resources if you want some more tips, tricks and perspective.



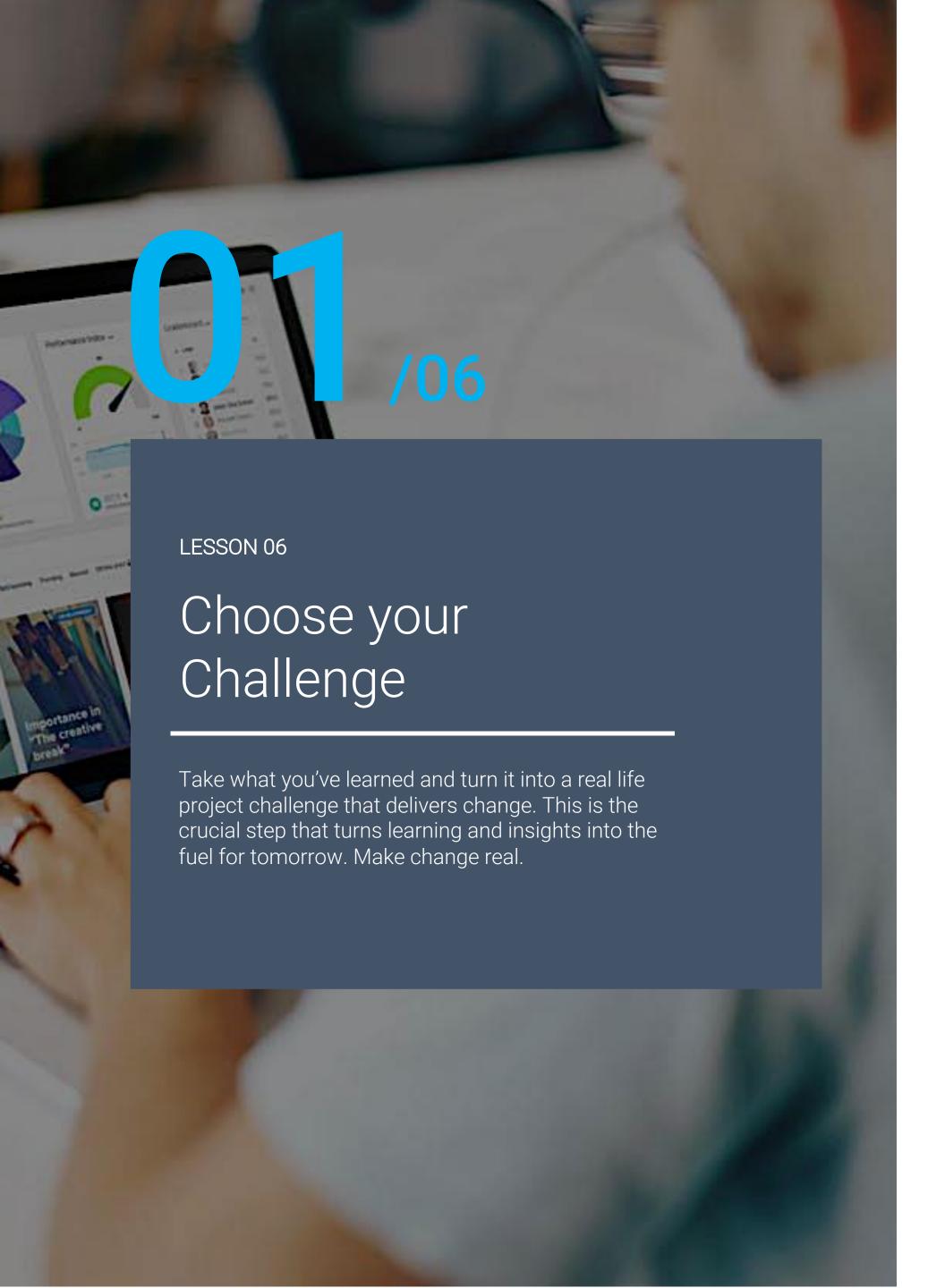


LEARNING GOAL	Leaning to identify root causes is essential to build real and lasting solutions, so we explore simple and powerful tools designed to tease out the underlying issues
WEBINAR Root Cause Analysis	In this webinar, we will cover the core concepts of Root Cause Analysis with a high level introduction to 5 Whys, Pareto 80/20 and Fishbone diagrams.
ACTIVITY Why, Why, Why, Why	Practising the 5 Why's is important as often what seems simple at first glance hides complexity. Conduct and share a 5Why analysis on an issue of your choosing
ACTIVITY  Pareto 80/20	Take one of the data sets and using the Pareto, build a Pareto to identify which Categories of issues you will explore further
PEER FEEDBACK	Provide feedback on the 5Why and/or Pareto submission of at least 2 of your peers' assignments. Was the right root cause identified?
VIDEO Problem Solving format	In this video, we review A3 Problem Solving and 8D Problem solving approaches to identify, correct and eliminate recurring problems.
REFELCT & DISCUSS	Examine your past experience where you think you knew what was going on, only to find that something turned about to be different. What ways can you help your team to overcome their assumptions about what is happening?
EXPLORE MORE	Learning to See and bring good at process understanding and mapping takes practice. Check out these additional resources if you want some more tips, tricks and perspective.



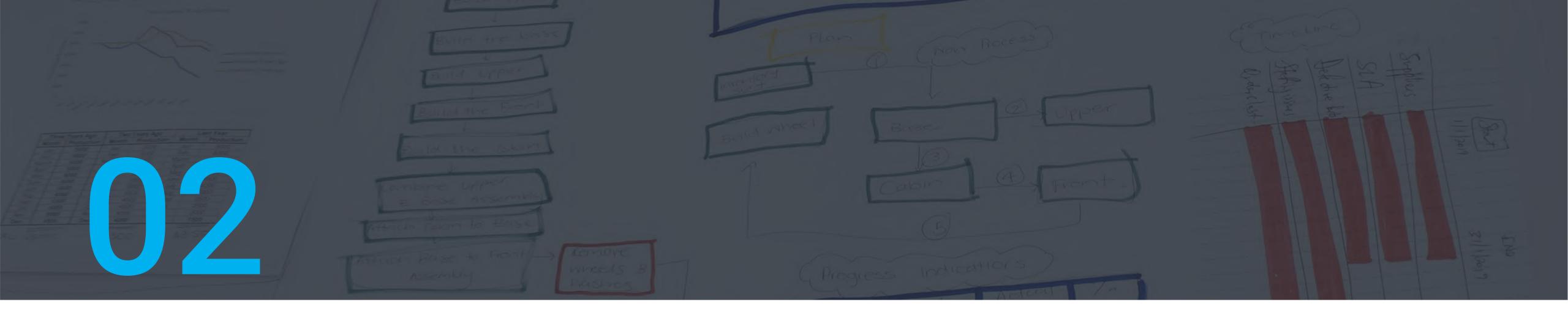


LEARNING GOAL	No change will ever take place without others, so we explore short and long term solutions and how to lead a team to make lasting change
VIDEO The stages of team performance	We begin by having by introducing the stages of team formation and how to manage teams in each stage to achieve for Performing stage.
DISCUSSION	What best describes the teams in your work environment? What can you do to get the team in the performing stage?
WEBINAR  Identifying Solutions	During this webinar we look at the difference between standard problem solving and the Lean Startup Approach and how they differ
VIDEO  Prioritising Solutions	This video looks at long and short term solutions and how we must prioritise solutions based on business requirements
VIDEO Just in Time	In the last video, we introduce the concept of Just In Time as we review the difference between Batch, Flow, Takt and Pull processes
DISCUSSION	Where can you identify Just In Time being used in your work environment or elsewhere? Share you examples on the Learning Circle
EXPLORE MORE	Looking to learn more about designing new products? Check out the range of resources, ideas and concepts that link Design Thinking, Lean Startup and Agile Development





LEARNING GOAL	Learn how to refine your skills by adopting the A3 Problem-Solving tool and choose your real-world project challenge
VIDEO  Identifying the right problems to solve	In this video, we will look at what makes a good problem to solve and why some types of issues are better than others. Connecting your idea to the business is critical for management buy-in and support
WEBINAR The Story of A3 Problem Solving	In this webinar, we deep-dive the A3 Problem solving tool and look at how this story telling tool empowers change through a structured approach
VIDEO  Creating the right team & understanding stakeholders	In this next video, we explore how to engage and manage stakeholders as well as motivating teams.
VIDEO  Gate-Reviews & Success	The final video looks at project stages and how to ensure that as you move forward, you cover off the key elements at each phase. We explore what success looks like and how to leverage key factors in driving success
ACTIVITY	Identify a project that you feel able to improve and begin by documenting the problem statement and background to the project. Share your project challenge on Slack
PEER DISCUSSION	Review the project challenges identified by your peers and provide constructive feedback on 2 of the projects sharing why you like/dislike the project and any challenges you have.
PROJECT CHALLENGE 8 to 12 week project timescale	Before the course is considered complete, your challenge is not to use your knowledge and new insights to deliver a real world improvement project using A3. Share your question and project progress on Slack and benefit from both peer and expert feedback as you progress. Making change real.



# Driving Forward Change

## Program Syllabus

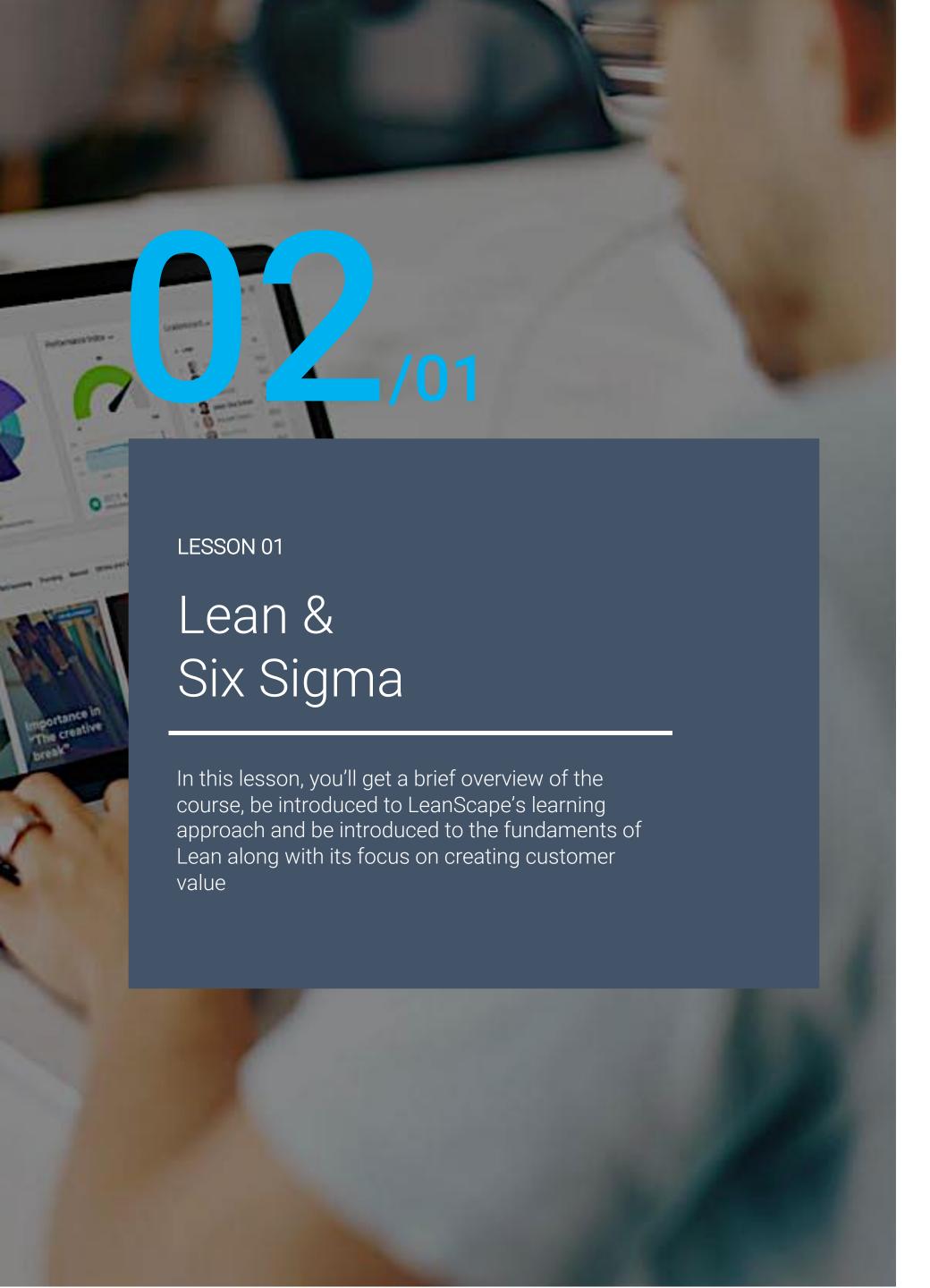
### COURSE OBJECTIVES

- Gain a deep understanding of the Lean Six Sigma approach
- Learn the DMAIC approach and how Lean & Six Sigma link together
- Explore various tools that use data based decision
- Get comfortable testing your projects hypothesis
- Explore change management, stakeholder engagement and business delivery
- Be comfortable leading change projects to make a difference

Driving Forward Change is a deep dive into the DMAIC problem-solving approach. This 6-week course will teach you how to Define, Measure, Analyse, Improve and Control your projects and bring others in on your vision of the future. With your final real-world project challenge you will receive the Foundations in Lean Six Sigma Certificate (Green Belt).

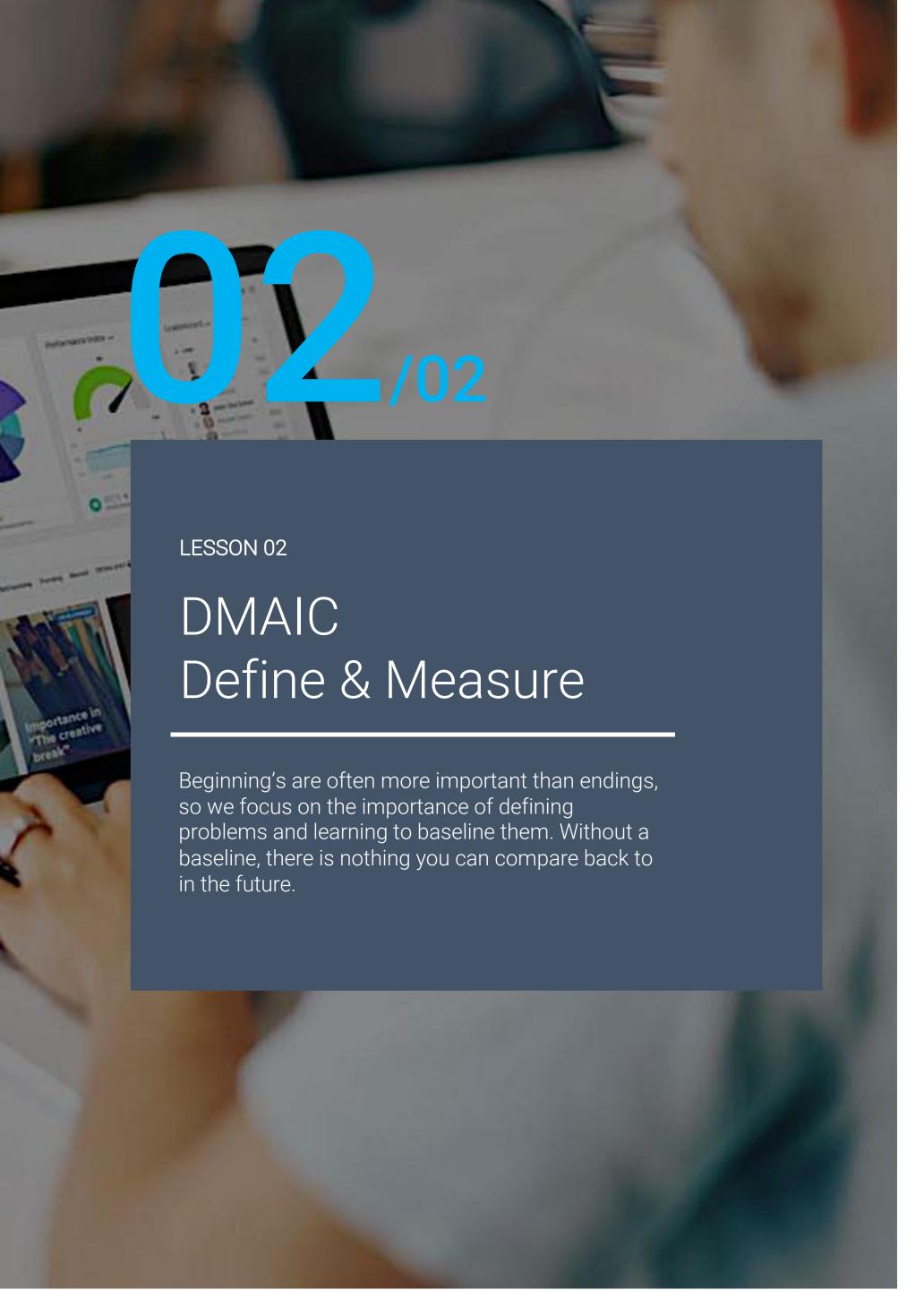
Week 1	LESSON 01 Lean & Six Sigma	An introduction to how Lean & Six Sigma can be used as a joint tool kit for driving successful change across businesses
Week 2	LESSON 02 DMAIC Intro	Following an introduction to DMAIC, get comfortable defining and measuring process improvements along with developing project charters and teams
Week 3	LESSON 03 Analyse to Improve	Learn how to use data analysis and stats to identify your root cause along with ways to brainstorm improvement ideas and prioritise them
Week 4	LESSON 04 Control & Sustain	We wrap up the DMAIC approach learning more about how to control improvements over the long term and how to sustain the gains achieved
Week 5	LESSON 05 Operation Excellence	Learn how to build constant feedback and learning cycles that provide the foundation for long term continuous improvement, both at team level and across entire businesses
Week 6	CONCLUSION Choose your challenge	A final project that follows the DMAIC problem-solving approach and highlighting your plans for the future

<u>View Course</u>





LEARNING GOAL	An introduction to how Lean & Six Sigma can be used as a joint tool kit for driving successful change across businesses
VIDEO  How This Course Works – What you'll be doing and learning	In this next video, we provide an overview of how the course is designed and a simple framework for each lesson. We will share timings for Webinars and we will give you a complete overview of what to expect.
WEBINAR Lean & Six Sigma and the two different camps	During this live webinar, we will discuss how Lean & Six Sigma have developed separately and cross paths. We look at the benefits and challenges of the catch all phrase Lean Six Sigma and what it really means.
VIDEO The hidden cost of poor quality	In this video, we will review the hidden cost of poor quality (COPQ) and how what good quality needs to look like based on your industry sector and competition
VIDEO  Roles & Responsibilities	As an improvement culture grows, it's important to identify the right roles & responsibilities within the Lean Six Sigma community as well as wider afield
ACTIVITY	Review and share your thoughts on a project that you have been involved with that was either successful or unsuccessful and what were the contributing factors.
WEBINAR	The last video in this lesson focuses on how the output of any process is dependant on the inputs at various stages. A fundamental concept in Lean Six Sigma.
EXPLORE MORE	If you are seeking more information about Lean Six Sigma, we share a wide range of resources, articles and books so you can deep dive into the subject further.





LEARNING GOAL	Following an introduction to DMAIC, get comfortable defining and measuring process improvements along with developing project charters and teams
WEBINAR What is DMAIC?	In this webinar, we introduce you to the DMAIC problem solving structure and cover the key phases of Define, Measure, Analyse, Improve and Control
ACTIVITY	Consider DMAIC, A3, PDCA and 8D problem solving tools. What do you feel makes them similar and/or different from each other. Do you feel there is any difference in when or how they should be applied?
VIDEO  Learn to define your project and what it will do.	Our first video in this lesson focuses on the Define stage as we look at how to define our issues with the customer in mind, learn what is how to separate the critical from the noise and how to understand the current status.
VIDEO What get's measured get done!	Following the Define phase, we move onto the Measure phase to learn what the data is telling us and how to baseline what is actually happening. We will cover different types of data and how to collect and interpret the current performance
ACTIVITY	Use the simulated measure data provided to answer the online assignment.
WEBINAR Activity feedback and updates	To help bring this lesson to an end, we will go through the online assignment and share the answers while answering any questions along the way.
EXPLORE MORE	Looking to practise the define/measure phases a little more? Test your knowledge with a few more simulated examples designed to test your knowledge a little further.





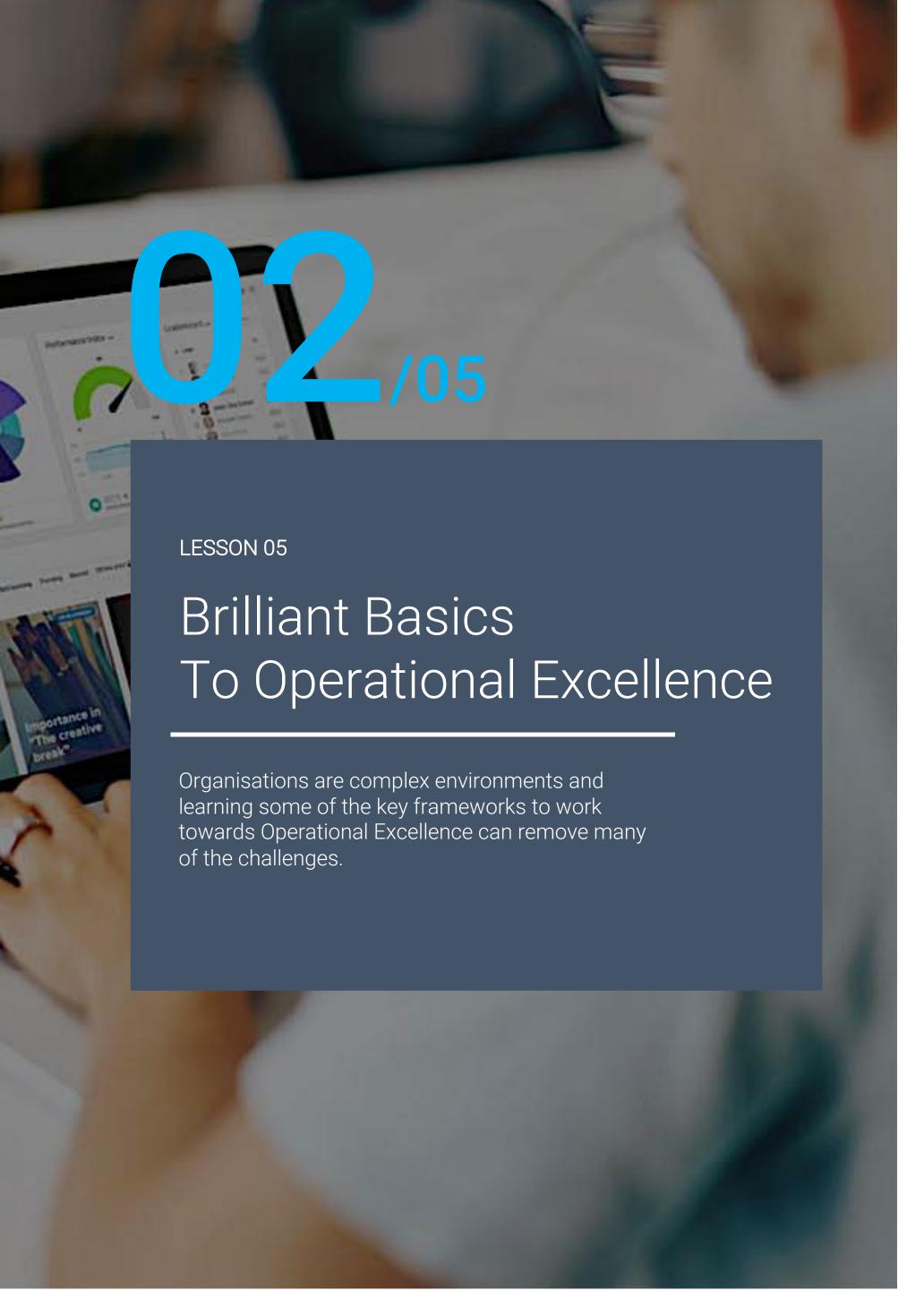
LEARNING GOAL	Learn how to use data analysis and stats to identify your root cause along with ways to brainstorm improvement ideas and prioritise them
VIDEO The foundations of analysis	In this video, we will introduce what is meant by the Analysis phase and the tools and techniques we can use to analyse the process, test our hypothesis, understand our risks and identify our root causes with confidence
WEBINAR What does the process knowledge say	Often our best insights come from our existing teams that can help us pinpoint key theories and ideas for potential root causes.
VIDEO Testing our hypothesis	This video is dedicated to running and testing our hypothesis. We will introduce the concepts & goals of hypothesis testing and how to test the data to identify root causes
VIDEO What influences what?	With a focus on the data, we take a look at how to identify what influences what and how we can use regression and correlation analysis to understand cause & effect.
WEBINAR Lean Start-up - Known and Unknown solutions	The final Webinar in this section looks at the improve phase and not only on how to identify improvement actions but how, where necessary to apply Lean Startup thinking
DISCUSSION	What type of assumptions or judgements did you have about a process that turned out to be false? What do you find most challenging about listening with your eyes?
EXPLORE MORE	Learning to See and bring good at process understanding and mapping takes practice. Check out these additional resources if you want some more tips, tricks and perspective.





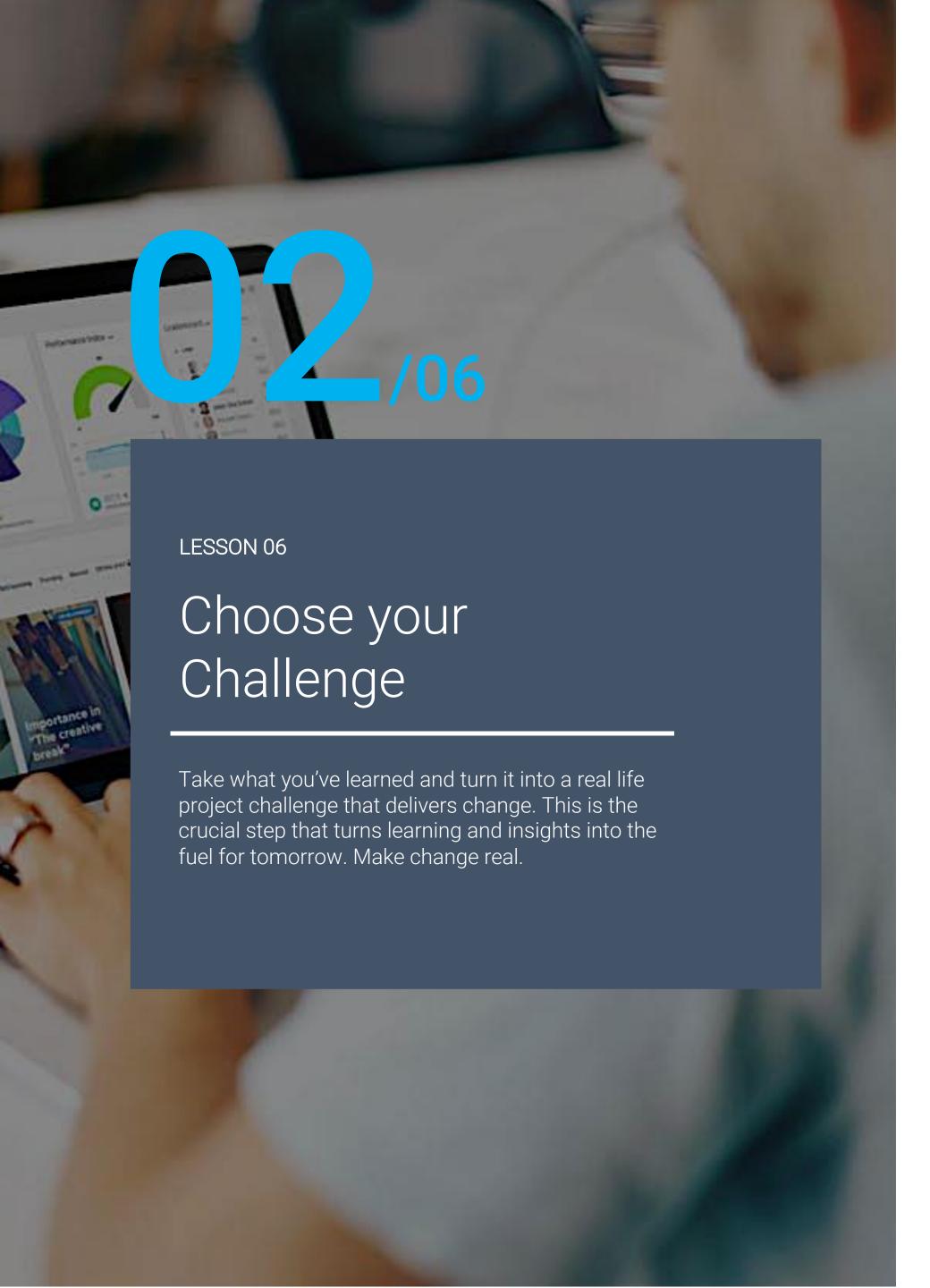
LEARNING GOAL	We wrap up the DMAIC approach learning more about how to control improvements over the long term and how to sustain the gains achieved
VIDEO Manage by seeing	In this video, we look at how visual management influences so many areas of our lives but it's rarely applied well in businesses.
ACTIVITY & SHARE  Visual management exercise	Take an everyday example and document the visual management tools, techniques involved and share with group
WEBINAR Control Charts	In this webinar, we review the role of Control Charts and how they can provide a foundation for long term sustainable process management
ACTIVITY  Practising Control Charts	Using the real life example data sets, practise creating control charts and identify the key insights and learnings
VIDEO Sustaining results for the long term	Long term sustainment happens by using the right tools and approach. We look at how to make the new and exciting sustainable in the everyday
DISCUSSION	Consider the impacts of poor control and sustainment on businesses. What would be the potential impact and what could be done to overcome. Share with the Learning Circle
EXPLORE MORE	More readings, articles and insights into the importance of Control & Sustain

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LEARNING GOAL	Learn how to build constant feedback and learning cycles that provide the foundation for long term continuous improvement, both at team level and across entire businesses
WEBINAR  A vision for the future of improvement	During this webinar, we are take a look at how companies can build towards long term sustainable improvement including strategy, balanced scorecard and day to day operations
VIDEO Building the foundation	In this video, we discuss the basic step by step approach to building the culture of improvement across the organisation.
VIDEO Operating Rhythms and designing for success	This video looks at how to design the daily, weekly, monthly and yearly operating rhythm that provide the foundation for long term success
VIDEO Operational Excellence	In this final video, we look at how Operational Excellence programs can be designed to help long term growth along with how to audit current capability and growth
ACTIVITY  Baseline your operations	Using our Operational Excellence tool, baseline your business area and identify opportunities to drive growth
DISCUSSION	How does operational excellence impact employees? What would you expect the reactions to be and some of the challenges
EXPLORE MORE	Building from Brilliant Basics to Operational Excellence takes time. Check out these additional resources if you want some more tips, tricks and perspective.





LEARNING GOAL	Learn how to refine your skills by adopting the DMAIC tool and choose your real-world project challenge
VIDEO  Identifying the right problems to solve	In this video, we will look at what makes a good problem to solve and why some types of issues are better than others. Connecting your idea to the business is critical for management buy-in and support
WEBINAR The DMAIC pack	In this webinar, we deep-dive the DMAIC mindset and look at how to use this approach to make large scale business change
VIDEO Stakeholder Management	In this next video, we take a deep dive into Stakeholder Management and learn how to engage and manage stakeholders.
VIDEO  Translating activity into financial ROI	The final video looks at how to translate project improvements into justifiable return on investment calculations. This skill is critical to gain financial sign off and to fianlise the savings delivered.
ACTIVITY	Identify a project that you feel able to improve and begin by documenting the problem statement and background to the project. Share your project challenge on Slack
PEER DISCUSSION	Review the project challenges identified by your peers and provide constructive feedback on 2 of the projects sharing why you like/dislike the project and any challenges you have.
PROJECT CHALLENGE  12 to 20 week project timescale	Before the course is considered complete, your challenge is not to use your knowledge and new insights to deliver a real world improvement project using DMAIC. Share your question and project progress on Slack and benefit from both peer and expert feedback as you progress. Making change real.

"Lean Six Sigma isn't just a method – it fundamentally challenges the way you run your organization and tests us all to improve what we do ... every day"

Reagan Pannell

Founder of LeanScape & MBB

Learn more about the LeanScape Foundations in Lean Six Sigma Certificate