

THE LEAN SIX SIGMA CHAMPION

The lean/six sigma champion is a senior management team member who sponsors continuous improvement and lean/six sigma improvement projects, without necessarily taking part in the improvement activity itself. His/her role is to:

1. Select the project, or group of projects, based on the plant's strategic & operational goals;
2. Get approval for the project from the steering team/project management office;
3. Select the project team leader to work on the project (note: in some cases team leaders will not have functional reporting responsibility to the champion);
4. Ensure a project A3 sheet or project charter is completed by the team leader. The A3 sheet/project charter includes
 - a. Problem statement
 - b. Specific measurable goals - current state, future state – that are related to overall plant goals (Note: it is the role of the team leader to set the project goals/targets)
 - c. Timelines and responsibilities for project activities
5. Ensure the DMAIC approach to project management and problem solving is followed during project execution;
6. Ensure the team is adequately trained to tackle the problem;
7. Ensure team members are resourced to tackle the problem (e.g. time availability, best practice visits etc.);
8. Remove any barriers to project progress, particularly cross-functional barriers;
9. Hold regular review with the team on project progress;
10. Sign off on completed A3/project charter, including ensuring that and savings are validated by finance;
11. Publicise team success, and
12. Recognise team achievement and reward the team, in a public manner that is consistent with organisation policy.

Note: In order to support projects, it is important that the champion understands the lean six sigma approach to problem solving and understands the tools used to resolve problems.

The following pages outline a 5 day lean six sigma champion programme.

CHAMPION PROGRAMME: DAY 1

1. LEARNING OBJECTIVE & TRAINING METHODOLOGY

This 5-day training course will enable the senior management team to sponsor lean six sigma projects effectively. It forms a vital introduction to the lean six sSigma programme, and sets expectations in terms programme content, duration, effect on the organisation and role of the Champion in the programme.

Day 1 of the Champion programme will enable participants to:

- To get a common understanding of Lean Six Sigma (LSS) principles & practices
- Get a clear understanding of the level of organisation resources required for effective implementation
- Learn what to expect in terms of results & timing of results
- Get a clear understanding of the programme roadmap (5 years)
- Understand where the company stands on the 5 year roadmap
- Learn from the experiences of a guest Lean practitioner
- Discuss the next steps for the company.

The training methodologies used include advance study of Lean principles, preparation and delivery of a PowerPoint presentation by each candidate, classroom lectures, learning by case study, interactive exercises and presentation of a current case study by a guest speaker.

2. TRAINING PREREQUISITES

Each participant will have prepared the pre-agreed PowerPoint presentation on the 5 lean principles, takt time and the 7 wastes. All other training materials will be provided at the course.

3. TIMETABLE SUMMARY

am	<ul style="list-style-type: none"> • Introduction • A Brief History of the Lean Thinking & Six Sigma movements • Defining Lean (Value, The Value Stream, Flow, Pull, Perfection) • Product Value Stream Map • Takt Time • The Seven Wastes • Lean Assessment • Lean and Six Sigma – how they fit together
pm	<ul style="list-style-type: none"> • Lean Success Story – Case Study presented by guest • The Lean Game • Discussion

CHAMPION PROGRAMME: DAY 2

1. LEARNING OBJECTIVE & TRAINING METHODOLOGY

This second day of the 5-day Champion training course address some basic roles and measurements associated with a Lean Six Sigma programme. It addresses Six Sigma principles in more detail and forms a link between the theory of Day 1 and the actual operational responsibilities of LSS Champions.

Day 2 of the Champion programme will enable participants to:

- To get a common understanding of Lean Six Sigma (LSS) principles & practices
- Understand how Lean and Six Sigma compliment one another
- Understand how to select focus areas for LSS projects
- Start the process of defining 'Current State' and 'Future State' for the next 12 months of the programme
- View w case study example of a Six Sigma project
- Define the role of the Steering Team
- Structure Steering Team meetings
- Develop a prioritisation process for LSS projects

The training methodologies used include classroom lectures, presentation of a current case study by a second Cordatus trainer, interactive exercises and discussion.

2. TRAINING PREREQUISITES

Candidates are requested to bring along the Six Sigma Memory Jogger II. All other training materials will be provided on the course.

3. TIMETABLE SUMMARY

am	<ul style="list-style-type: none"> • Revision of Lean Principles • Six Sigma (Principles, Structure, Body of Knowledge) • Lean Six Sigma Case Study • Vision>Mission>Strategy>Targets • LSS- Strategies for Implementation (Roadmap, Implementation strategies, Success factors/risks, Change management)
pm	<ul style="list-style-type: none"> • Current State vs Future State – priorities for the next 12 months • The Role of The Steering Team & Meeting Structure • Project Prioritisation Mechanism

CHAMPION PROGRAMME: DAY 3

1. LEARNING OBJECTIVE & TRAINING METHODOLOGY

The third day of the 5-day Champion training course will address the Change Management aspect of a Lean Six Sigma programme and some of the Measure tools of the DMAIC cycle.

Day 3 of the Champion programme will enable participants to:

- Understand employee motivation
- Understand communication options in change situations
- Understand the effects of change on an individual and organisation
- Become effective change agents
- Understand the significance of appropriate measurement selection
- Separate gauge variation from process variation
- Determine if process output matches the voice of the customer
- Use variable and attribute data to determine process capability

The training methodologies used include classroom lectures, presentation of current research on employee motivation, interactive exercises and discussion.

2. TRAINING PREREQUISITES

Candidates are requested to bring along the Six Sigma Memory Jogger II. All other training materials will be provided on the course.

3. TIMETABLE SUMMARY

am	<ul style="list-style-type: none"> • Employee Motivation • Communication • Change Management • The impact of change • Your role in Change Management • Who moved my cheese?
pm	<ul style="list-style-type: none"> • Measurement system analysis • Variable & Attribute gauge R&R • Process capability • Process capability with attribute data

CHAMPION PROGRAMME: DAY 4

1. LEARNING OBJECTIVE & TRAINING METHODOLOGY

The fourth day of the 5-day Champion training course address some of the Define and Analyse tools of the DMAIC cycle. The day also provides an opportunity to review LSS programme progress to date and to discuss future strategy.

Day 4 of the Champion programme will enable participants to:

- Work effectively as both team leaders & team members
- Represent data in a way that clarifies the problem
- Root cause problems
- Assess progress of the LSS programme to date
- Plan for future success

The training methodologies used include classroom lectures, interactive exercises and discussion.

2. TRAINING PREREQUISITES

Candidates are requested to bring along the Six Sigma Memory Jogger II. All other training materials will be provided on the course.

3. TIMETABLE SUMMARY

am	<ul style="list-style-type: none"> • Project Planning • Team Leading & Team Membership • Business Process Mapping • Cause & Effect Analysis • 5 Whys • Brainstorming
pm	<ul style="list-style-type: none"> • 6 month review • LSS programme roadmap • LSS strategy • Current State vs Future State • Product VSM : Current State vs Future State

CHAMPION PROGRAMME: DAY 5

1. LEARNING OBJECTIVE & TRAINING METHODOLOGY

The final day of the 5-day Champion training course address some Improve and Control tools of the DMAIC cycle. The day also provides an opportunity for directors to assess their own involvement in the LSS programme to date & to plan for future involvement.

Day 5 of the Champion programme will enable participants to:

- Understand special SPC applications
- Understand DOE
- Understand the significance of designing experiments that yield the maximum amount of information
- Understand the uses of regression & correlation
- Understand how FMEA provides a methodology for ensuring process robustness
- Understand their own division’s role in the LSS journey
- Plan for future enterprise-level LSS activity

The training methodologies used include classroom lectures, interactive exercises and discussion.

2. TRAINING PREREQUISITES

Candidates are requested to bring along the Six Sigma Memory Jogger II. All other training materials will be provided on the course.

3. TIMETABLE SUMMARY

am	<ul style="list-style-type: none"> • Statistical process Control • Design of Experiments • Regression & Correlation
pm	<ul style="list-style-type: none"> • FMEA • Divisional review of LSS programme <ul style="list-style-type: none"> ○ what’s my current role? ○ What’s my future role? • The Lean Enterprise