

Champion Program

Six Sigma is a fact-driven system of business management that is organized and led by a very special group of business leaders – Six Sigma Champions. They have been formally empowered by their respective senior management team to oversee and govern the process of deploying and implementing Six Sigma. Almost without saying, Champions possess the deployment knowledge and stewardship skills necessary to effectively and efficiently lead the deployment, installation, and continuing renewal of Six Sigma. Through skillful delivery of each program’s experience-based content, the studious participant will learn how to successfully initiate, plan, lead and sustain a global Six Sigma initiative – from a management as well as leadership point-of-view. They will also learn how to assuredly and consistently implement the power of Six Sigma by identifying and orchestrating highly focused application projects. Of course, every such project is carefully designed to generate the types of verifiable and lasting benefits that aggregate to an increased level of business value.

When properly supported, applied and sustained, it has been repeatedly demonstrated that Six Sigma Champions can deliver exceptionally high returns and many other benefits directly to the bottom line. These benefits are most often realized on a project-by-project basis through the efforts of Six Sigma Black Belts, Green Belts, Yellow Belts and White belts. From a broad angle, these highly trained individuals are collectively referred to as X-Belts. Naturally, the Champions are the leaders who plan, orchestrate and direct the X-Belts. Champions make significant contributions to realizing the strategic goals of an enterprise, as well as the operational objectives and aims. In short, the Six Sigma Champions are the leaders that must perpetuate the growth and prosperity of Six Sigma.

As heralded by many great captains of industry, the Six Sigma strategy has proven itself as a viable market-driven methodology that can rapidly produce incredible breakthrough success stories time after time. Virtually any type of business process can be dramatically improved through the application of Six Sigma when properly planned and guided by knowledgeable Champions – regardless of the organization’s type or size. This highly focused executive level program provides the selected leaders and managers of an enterprise with the managerial and technical knowledge that is necessary to drive the successful installation of Six Sigma.

This training program consists of two interlinked programs – the Deployment Leadership Program and the Stewardship Program.

Program Outline & Objectives – Deployment Leadership

Business Panorama

- What is a business transformation and how should it be driven?
- What is the difference between quality-of-business and business-of-quality?
- What is the evolutionary path of Six Sigma and where is it going in the future?
- What is the business case for Six Sigma and what are the critical success factors?

Essential Concepts

- What is deterministic reasoning and why is it at the core of Six Sigma?
- What is the sigma scale of measure and how can it be used?
- What is a hidden process, why do they exist, and how can they be eliminated?
- What are the underpinning economics of Six Sigma at the process, operations, and business levels?

DMAIC Strategy

- What does the acronym DMAIC mean and what makes it so powerful?
- How is DMAIC used to realize performance breakthrough?
- Why is the measurement phase of DMAIC so important to the realization of breakthrough?
- What families of tools are applied to each phase of the DMAIC strategy?

Dashboard Metrics

- What is a Six Sigma dashboard and how should it be used?
- What types of performance metrics should be included on a Six Sigma dashboard?
- How often should a Six Sigma dashboard be reviewed and by whom?
- Why is the rate-of-change for a Six Sigma metric often more important than the absolute change?

Leadership Roles

- What is the role, responsibilities and time commitment of a Six Sigma Champion?
- What is the role, responsibilities and time commitment of a Six Sigma Master Black Belt?
- What is the role, responsibilities and time commitment of a Six Sigma Black Belt?
- What is the role, responsibilities and time commitment of a Six Sigma Green Belt and White Belt?

Supporting Roles

- What is an executive sponsor and why are they critical to the successful roll-out of Six Sigma?
- What is a process owner and how do they contribute to the success of Six Sigma?
- What is the role of business unit leaders during and after the installation of Six Sigma?
- What is the role of Six Sigma White Belts and other individual contributors?

Training Strategies

- What is a Six Sigma training curriculum and why is it so important to a successful deployment?
- What are the current methods and technologies for delivering Six Sigma knowledge?
- How can an organization make Six Sigma knowledge a part of the culture and daily routine?
- What does a Six Sigma training plan look like and how can it be accelerated?

Organizational Issues

- How should the Six Sigma players be organized and managed for optimal effect?
- What is the role of HR before, during, and after the initial deployment of Six Sigma?
- What should a Six Sigma HR plan contain and how should it be developed?
- How and when should external consultants be used to support a Six Sigma Initiative?

Business Goals

- How should the Six Sigma business goals and objectives be configured, aligned, and cascaded?
- What amount of executive compensation should be attached to Six Sigma goals and objectives?
- How and when should the customer base become involved in a Six Sigma initiative?
- How and when should the supplier base become involved in a Six Sigma initiative?

Deployment Guidelines

- What is the roadmap for deploying Six Sigma and how long should it take?
- What are the primary components of a Six Sigma deployment plan and how should they be tracked?
- What is the true cost of deploying Six Sigma and how can it be reduced without sub-optimization?
- What are the typical roadblocks that must be cleared to ensure a successful deployment?

System Requirements

- What is the true cost of installing Six Sigma and how can it be minimized without sub-optimizing?
- What systems are required to support the installation and maintenance of Six Sigma?
- What role does the accounting system play during course of installing and maintaining Six Sigma?
- What is a project tracking system and why is it important to the implementation of Six Sigma?

Program Launch

- How can the launch of a Six Sigma initiative ultimately determine its success or failure?
- What are the best practices for launching a Six Sigma initiative?
- What human factors come into play when developing a launch plan for Six Sigma?
- What role does a public relations organization play when developing a launch plan for Six Sigma?

Project Selection

- What are the time-proven guidelines for identifying potential Six Sigma application projects?
- What are the most common Six Sigma project selection criteria and how should they be administered?
- How does a Six Sigma Champion know when the project selection criteria should be modified?

What is a Six Sigma project charter, who creates it, and what information should it contain?

Project Execution

What is a Six Sigma project execution plan and what are its principal features?
How does a Six Sigma Champion know when a project is not being properly executed?
What conditions signal the need to terminate a Six Sigma application project?
How can the execution of a Six Sigma project be reliably accelerated without adding resources?

Project Evaluation

How often should project reviews be conducted and what should be reported by whom?
What does a typical project review plan look like and what types of tollgates are most critical?
What management actions should be taken in the event of a critical project tollgate failure?
How can the vital lessons resulting from project reviews be captured, distilled, and disseminated?

Project Validation

What are the essential criteria for verifying the benefits resulting from a successful Six Sigma project?
What are the most commonly applied guidelines for closing-out a Six Sigma project?
What are the consequences associated with a Six Sigma project that has been prematurely closed?
When should the benefits of a successful Six Sigma project be discounted and for what reasons?

Maturity Assessment

What is the difference between a maturity problem and an operational problem?
How does an organization know when it has reached the status of Six Sigma?
What is a Six Sigma maturity assessment and how can it facilitate the institutionalization of Six Sigma?
What does a Six Sigma maturity growth plan look like and what are its primary features and benefits?

Renewal Strategies

What does the life-cycle of a Six Sigma initiative look like and what are its primary features?
What is a Six Sigma program reset and why is it so much more difficult the second time around?
What are the organizational and operational conditions that signal the need for renewal?
How does an organization know when Six Sigma has been fully institutionalized?

Program Outline & Objectives - Stewardship

Advocating Six Sigma

What is the operational definition of a Six Sigma Advocate and why are they needed?
What is the basic nature of a Six Sigma Advocate and what role do they play?
What is the mission and responsibilities of a Six Sigma Advocate?
What are the top five qualities or traits of a Six Sigma Advocate?
What are the key operational limitations of a Six Sigma Advocate?
What is the process for accomplishing the mission of a Six Sigma Advocate?
What are the top ten skills of a highly effective Six Sigma Advocate?
When should the skills of a Six Sigma Advocate be brought into play?
What tools and tactics are commonly used by a Six Sigma Advocate?
How does a Six Sigma Advocate know when the mission has been realized?

Coaching Practitioners

What is the operational definition of a Six Sigma Coach and why are they needed?
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What tools and tactics are commonly used by a Six Sigma Coach?

How does a Six Sigma Coach know when the mission has been realized?

Mentoring X-Belts

What is the operational definition of a Six Sigma Mentor and why are they needed?
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What is the mission and responsibilities of a Six Sigma Mentor?
What are the top five qualities or traits of a Six Sigma Mentor?
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What are the top ten skills of a highly effective Six Sigma Mentor?
When should the skills of a Six Sigma Mentor be brought into play?
What tools and tactics are commonly used by a Six Sigma Mentor?
How does a Six Sigma Mentor know when the mission has been realized?

Leading Teams

What is the operational definition of a Six Sigma Leader and why are they needed?
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What tools and tactics are commonly used by a Six Sigma Leader?
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Enabling Opportunity

What is the operational definition of a Six Sigma Enabler and why are they needed?
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Facilitating Activities

What is the operational definition of a Six Sigma Facilitator and why are they needed?
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What tools and tactics are commonly used by a Six Sigma Facilitator?
How does a Six Sigma Facilitator know when the mission has been realized?

Managing Resources

What is the operational definition of a Six Sigma Manager and why are they needed?
What is the basic nature of a Six Sigma Manager and what role do they play?
What is the mission and responsibilities of a Six Sigma Manager?
What are the top five qualities or traits of a Six Sigma Manager?
What are the key operational limitations of a Six Sigma Manager?
What is the process for accomplishing the mission of a Six Sigma Manager?
What are the top ten skills of a highly effective Six Sigma Manager?

When should the skills of a Six Sigma Manager be brought into play?
What tools and tactics are commonly used by a Six Sigma Manager?
How does a Six Sigma Manager know when the mission has been realized?

Consulting Practices

What is the operational definition of a Six Sigma Consultant and why are they needed?
What is the basic nature of a Six Sigma Consultant and what role do they play?
What is the mission and responsibilities of a Six Sigma Consultant?
What are the top five qualities or traits of a Six Sigma Consultant?
What are the key operational limitations of a Six Sigma Consultant?
What is the process for accomplishing the mission of a Six Sigma Consultant?
What are the top ten skills of a highly effective Six Sigma Consultant?
When should the skills of a Six Sigma Consultant be brought into play?
What tools and tactics are commonly used by a Six Sigma Consultant?
How does a Six Sigma Consultant know when the mission has been realized?

Program Agenda

Duration: 10 days of classroom training (approximately 80 hours).

Week 1 – Deployment Leadership

Day 1	AM1	Business Panorama
	AM2	Essential Concepts
	PM1	DMAIC Strategy
	PM2	Dashboard Metrics
	Eve	Social Event
Day 2	AM1	Leadership Roles
	AM2	Supporting Roles
	PM1	Training Strategies
	PM2	Organizational Issues
	Eve	Leadership Workshop
Day 3	AM1	Business Goals
	AM2	Deployment Guidelines
	PM1	System Requirements
	PM2	Program Launch
	Eve	Deployment Workshop
Day 4	AM1	Project Selection
	AM2	Project Execution
	PM1	Project Evaluations
	PM2	Project Validation
	Eve	Project Workshop
Day 5	AM1	Maturity Assessment
	AM2	Renewal Strategies

Week 2 – Stewardship

Day 1	AM1	Stewardship Program Overview
	AM2	Stewardship Competency Assessment
	PM1	Advocating Six Sigma Values
	PM2	Advocacy Skills Workshop
Day 2	AM1	Coaching X-Belt Practitioners
	AM2	Coaching Skills Workshop
	PM1	Mentoring High Performers

	PM2	Mentoring Skills Workshop
Day 3	AM1	Leading Project Teams
	AM2	Leadership Skills Workshop
	PM1	Enabling Improvement Opportunities
	PM2	Enabling Skills Workshop
Day 4	AM1	Facilitating Application Activities
	AM2	Facilitation Skills Workshop
	PM1	Managing Critical Resources
	PM2	Management Skills Workshop
Day 5	AM1	Consulting Support Practices
	AM2	Consulting Skills Workshop