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Six Sigma
MANAGEMENT INSTITUTE

Master Black Belt Program

Six Sigma Master Black Belts are highly skilled practitioners and notable stewards of Six Sigma. They are Black Belts that have demonstrated a superior level of technical capability and exhibited a high level of leadership potential. Owing to such an exposition of technical capability and leadership capacity, these individuals are often recognized as high-gain players by their managers and peers. Consequently, they are ready to assume more and larger responsibilities by expanding and focusing their natural stewardship skills and further leveraging their technical capabilities and experience. In other words, they are ready to multiply their knowledge and skills by showing others the path to success. This program of study is designed to transform a certified Black Belt into a certified Master Black Belt (MBB).

The successful MBB candidate will gain the knowledge and skills necessary to strategically and substantively influence the course and direction of a Six Sigma initiative. Of course, the primary focus of this influence is placed on developing a world-class human resource in terms of the critical Six Sigma roles and responsibilities. At the operational level, the role of a Master Black Belt (MBB) is centered on two key proficiencies. First, an MBB must possess a very high level of technical knowledge in terms of the essential tools and analytical practices that underpins the successful application of Six Sigma. Second, the MBB must have demonstrated the potential to serve as a steward of Six Sigma. In this regard, the successful MBB must be able to independently or concurrently assume several key roles – Advocate, Coach, Mentor, Leader, Enabler, Facilitator, Manager, and Consultant.

At the onset of a Six Sigma initiative, the MBB must serve as an advocate, always vigilant to keeping the idea alive and well. MBBs are often called upon to develop curriculum and train key individuals – Executives, Managers, Black Belts, and Green Belts, not to mention key customers and suppliers. Of course, the MBB can also be tasked with mentoring the lower level high-potential players within an organization and can be called upon to personally enable and lead a cross-functional team or cross-organizational project so as to realize a critical business benefit. Throughout the knowledge transfer and application process, the MBB must be able to effectively and efficiently facilitate action, manage resources, and consult to various individuals and organizations on a wide array of technical issues and problems. Thus, it is easy to understand why MBBs are so crucial to the overall stewardship of Six Sigma. In short, the MBB must be able to form the vision, carry the torch, empower the knowledge, motivate the action, and deliver the benefits.

This intensive program of study provides Six Sigma Black Belts with the necessary stewardship skills to fulfill the human resource development mission – as commonly associated with a Six Sigma initiative. Once a trained Six Sigma Black Belt has been appropriately certified and has satisfactorily completed the SSMI Six Sigma Stewardship Program of Study, that individual is then certified as a Six Sigma Master Black Belt. This training program consists of two interlinked programs – the Black Belt Certification Program and the Stewardship Program.

Program Outline & Objectives – Black Belt

Six Sigma Essentials

Content Overview	Understand the nature, purpose, and drivers of Six Sigma
Driving Need	Identify the needs that underlie a Six Sigma initiative
Customer Focus	Explain why focusing on the customer is essential to business success
Core Beliefs	Contrast the core beliefs of Six Sigma to conventional practices
Deterministic Reasoning	Describe a basic cause-and-effect relationship in terms of Y=f(X)
Leverage Principle	Relate the principle of leverage to an improvement project
Quality Definition	Articulate the idea of quality in terms of value entitlement
Value Proposition	Define the primary components of value and their key elements
Metrics Reporting	Recognize the need for installing and reporting performance metrics
BOPI Goals	Recognize the need for cascading performance metrics
Underpinning Economics	Describe the relationship between quality and cost
Performance Yield	Explain why final yield is often higher than first-time yield
Hidden Processes	Describe the non-value added component of a process
Measurement Power	Describe the role of measurement in an improvement initiative

Establishing Baselines	Explain why performance baselines are essential to realizing improvement
Defect Opportunity	Understand the nature of a defect opportunity and its role in metrics reporting
Process Models	Define the key features of a Six Sigma performance model
Process Capability	Identify the primary indices of process capability
Design Complexity	Describe the impact of complexity on product and service quality
Product Reliability	Explain how process capability can impact product reliability
Performance Benchmarks	Explain how a benchmarking chart can be used to assess quality performance
Performance Breakthrough	Describe the underlying logic of the DMAIC improvement process
Tool Selection	Identify the primary family of analytical tools used in Six Sigma work
Third Generation	Differentiate between the first, second and third generations of Six Sigma
Success Factors	Identify the primary success factors related to a Six Sigma deployment

Six Sigma Installation

Deployment Planning	Understand the elements of Deployment Planning
Deployment Timeline	Understand the elements of Deployment Planning
CXO Role	Receive insight on how key decisions are addressed
Champion Role	Define the operational role of a Six Sigma Champion and highlight key attributes
Black Belt Role	Define the operational role of a Six Sigma Black Belt and highlight key attributes
Green Belt Role	Define the operational role of a Six Sigma Green Belt and highlight key attributes
White Belt Role	Define the operational role of a Six Sigma White Belt and highlight key attributes
Application Projects	Describe the purpose of Six Sigma Application Projects and how such projects are executed
DFSS Principles	See how product design can affect yield and performance
PFSS Principles	Have an understanding of the Process For Six Sigma Criteria
MFSS Principles	Understand how Managing For Six Sigma works

Six Sigma Projects

Project Description	Understand how to fully define a Six Sigma application project
Project Overview	Provide an overview of the key elements that characterizes an application project
Project Guidelines	Explain how to establish project selection guidelines
Project Scope	Explain how to properly scope an application project
Project Leadership	Recognize the actions that must occur to ensure successful project leadership
Project Teams	Form a project team that is capable of supporting Six Sigma applications
Project Financials	Understand the role of project financials in supporting deployment success
Project Management	Explain how application projects are best managed to achieve maximum results
Project Payback	Understand the driving need for establishing project paybacks
Project Milestones	Identify the primary milestones associated with a successful Six Sigma deployment
Project Charters	Understand the role of project charters and how they are used to guide implementation

Value Focus

Value Creation	Define the idea of value and explain how it can be created
Recognize Needs	Recognize the power of need fulfillment and how it links to value creation
Define Opportunities	Understand how to define opportunities that lead to the creation of value
Measure Conditions	Identify and evaluate the conditions that underlies improvement opportunity
Analyze Forces	Explain how the underlying forces are identified and leveraged to create beneficial change
Improve Settings	Establish optimal settings for each of the key forces that underpins beneficial change
Control Variations	Discuss how unwanted variations can mask the pathway to breakthrough
Standardize Factors	Understand the role and importance of standardized success factors
Integrate Lessons	Explain how key lessons learned can be merged into a set of best practices
Application Example	Understand how the breakthrough process can be applied to everyday life

Lean Practices

Lean Thinking	Comprehend the underlying logic of lean thinking
Constraint Theory	Explain how constraint theory is related to value creation
Continuous Flow	Describe the operational ideas that underpins continuous flow
Pull Systems	Contrast the operation of a push system to that of a pull system
Visual Factory	Explain the role of a visual factory during improvement efforts
Kanban System	Describe how a Kanban system can improve process cycle-time
PokaYoke System	Understand how PokaYoke systems can lead to quality improvement
6S System	Explain how the 6S system can contribute to process efficiency
SMED System	Define the basic elements of an SMED system
7W Approach	Describe how the 7W approach can be used to solve problems
6M Approach	Explain how the 6M approach is used to identify sources of causation

Quality Tools

Variable Classifications	Define the various types of variables commonly encountered during quality improvement

Measurement Scales	Describe each of the four primary scales of measure and their relative power
Problem Definition	Characterize the nature of a sound problem statement
Focused Brainstorming	Explain how focused brainstorming is used to facilitate improvement efforts
Process Mapping	Understand how to define the flow of a process and map its operations
SIPOC Diagram	Describe the nature and purpose of an SIPOC diagram
Force-Field Analysis	Utilize force field analysis to solve problems
Matrix Analysis	Understand how matrices are created and used to facilitate problem solving
C&E Analysis	Explain how C&E matrices can be used to solve quality problems
Failure Mode Analysis	Understand how FMEA is used to realize process and design improvements
Performance Sampling	Explain how to design and implement a sampling plan
Check Sheets	Understand how check sheets can be used for purposes of data collection
Analytical Charts	Identify the general range of analytical charts that can be used to assess performance
Pareto Charts	Explain how Pareto charts can be used to isolate improvement leverage
Run Charts	Utilize run charts to assess and characterize time-based process data
Multi-Vari Charts	Define the major families of variation and how they can be graphed
Correlation Charts	Utilize a correlation chart to illustrate the association between two variables
Frequency Tables	Explain how to construct and interpret a frequency table
Performance Histograms	Construct and interpret a histogram and describe several purposes
Basic Probability	Understand basic probability theory and how it relates to process improvement
Pre-Control Charts	Describe the fundamental rules that guide the operation of a standard pre-control plan
Control Charts	Explain the purpose of statistical process control charts and the logic of their operation
Score Cards	Understand the purpose of Six Sigma score cards and how they are deployed
Search Patterns	Explain how the use of designed experiments can facilitate problem solving
Concept Integration	Understand how to sequence a given selection of quality tools to better solve problems
Quality Simulation	Employ the related quality tools to analyze data generated by the process simulator

Basic Statistics

Performance Variables	Identify and describe the types of variables typically encountered in field work
Statistical Notation	Recognize and interpret the conventional forms of statistical notation
Performance Variation	Explain the basic nature of variation and how it can adversely impact quality
Normal Distribution	Describe the features and properties that are characteristic of a normal distribution
Distribution Analysis	Explain how to test the assumption that a set of data is normally distributed
Location Indices	Identify, compute, and interpret the mean, median, and mode
Dispersion Indices	Identify, compute, and interpret the range, variance, and standard deviation
Quadratic Deviations	Understand the nature of a quadratic deviation and its basic purpose
Variation Coefficient	Compute and interpret the coefficient of variation
Deviation Freedom	Explain the concept of degrees-of-freedom and how it is used in statistical work
Standard Transform	Describe how to transform a set of raw data into standard normal deviates
Standard Z-Probability	Describe how to convert a standard normal deviate into its corresponding probability
Central Limit	Understand that the distribution of sampling averages follows a normal distribution
Standard Error	Recognize that the dispersion of sampling averages is described by the standard error
Student's Distribution	Understand that the T distribution applies when sampling is less than infinite
Standard T-Probability	Describe how to convert a T value into its corresponding probability
Statistics Simulation	Employ basic statistics to analyze data generated by the process simulator

Continuous Capability

Performance Specifications	Explain the basic nature and purpose of performance specification limits
Rational Subgrouping	Explain how to form rational subgroups and describe their purpose in Six Sigma work
Capability Study	Understand the concept of process capability and how it applies to products and services
Instantaneous Capability	Understand the concept of instantaneous capability in relation to Six Sigma work
Longitudinal Capability	Understand the concept of longitudinal capability in relation to Six Sigma work
Cp Index	Compute and interpret Cp
Cpk Index	Compute and interpret Cpk
Pp Index	Compute and interpret Pp
Ppk Index	Compute and interpret Ppk
Process Shifting	Understand the impact of process centering error on short-term capability
Process Qualification	Determine the required level of short-term capability necessary to qualify a process
ConcaP Simulation	Apply continuous indices of capability to the process simulator

Discrete Capability

Defect Metrics	Identify and describe the defect metrics commonly used in Six Sigma work
Defect Opportunities	Understand the nature and purpose of defect opportunities in terms of quality reporting
Binomial Distribution	Describe the features and properties that are characteristic of a binomial distribution
Poisson Distribution	Describe the features and properties that are characteristic of the Poisson distribution
Throughput Yield	Compute and interpret throughput yield in the context of Six Sigma work

Rolled Yield	Compute and interpret rolled-throughput yield in the context of Six Sigma work
Metrics Conversion	Convert yield and defect metrics to the sigma scale of measure
DiscaP Simulation	Apply discrete indices of capability to the process simulator

Hypothesis Testing

Statistical Inferences	Explain the concept of a statistical inference and its primary benefits
Statistical Questions	Explain the nature and purpose of a statistical question
Statistical Problems	Understand why practical problems must be translated into statistical problems
Null Hypotheses	Define the nature and role of null hypotheses when making process improvements
Alternate Hypotheses	Define the nature and role of alternate hypotheses when making process improvements
Statistical Significance	Explain the concept of statistical significance versus practical significance
Alpha Risk	Explain the concept of alpha risk in terms of the alternate hypothesis
Beta Risk	Define the meaning of beta risk and how it relates to test sensitivity
Criterion Differences	Explain the role of a criterion difference when testing hypotheses
Decision Scenarios	Develop a scenario that exemplifies the use of hypothesis testing
Sample Size	Define the statistical elements that must be considered when computing sample size

Confidence Intervals

Mean Distribution	Comprehend and characterize the distribution of sampling averages
Mean Interval	Compute and interpret the confidence interval of a mean
Variance Distribution	Comprehend and characterize the distribution of sampling variances
Variance Interval	Compute and interpret the confidence interval of a variance
Proportion Distribution	Comprehend and characterize the distribution of sampling proportions
Proportion Interval	Compute and interpret the confidence interval of a proportion
Frequency Interval	Describe how frequency of defects is related to confidence intervals

Control Methods

Statistical Control	Explain the meaning of statistical control in terms of random variation
Control Logic	Explain the logic that underpins the application of a control chart
Control Limits	Reconcile the difference between specification limits and control limits
Chart Selection	Explain how to rationally select a control chart
Chart Interpretation	Interpret an SPC chart in terms of its control limits
Zone Testing	Explain the concept of zone tests and their application to SPC charts
Variables Chart	Characterize the role and purpose of a variables chart
Attribute Chart	Characterize the role and purpose of an attribute chart
Individuals Chart	Construct and interpret an individuals control chart
IMR Chart	Construct and interpret an individual moving range control chart
Xbar Chart	Construct and interpret a control chart for subgroup averages
Range Chart	Construct and interpret a control chart for subgroup ranges
Proportion Chart	Construct and interpret a control chart for sampling proportions
Defect Chart	Construct and interpret a control chart for defect occurrences
Other Charts	Describe several other types of control charts used in Six Sigma work
Capability Studies	Explain the role of capability studies when making process improvements
Control Simulation	Apply common SPC methods to the process simulator

Parametric Methods

Mean Differences	Determine if two means are statistically different from each other
Variance Differences	Determine if two variances are statistically different from each other
Variation Total	Compute and interpret the total sums-of-squares
Variation Within	Compute and interpret the within-group sums-of-squares
Variation Between	Compute and interpret the between-group sums-of-squares
Variation Analysis	Explain how the analysis of variances can reveal mean differences
One-Way ANOVA	Construct and interpret a one-way analysis-of-variance table
Two-Way ANOVA	Construct and interpret a two-way analysis-of-variance table
N-Way ANOVA	Construct and interpret an N-way analysis-of-variance table
ANOVA Graphs	Construct and interpret a main effects plot as well as an interaction plot
Linear Regression	Conduct a linear regression and construct an appropriate model
Multiple Regression	Conduct a multiple regression and construct an appropriate model
Residual Analysis	Compute and analyze the residuals resulting from a simple regression
Parametric Simulation	Apply general regression methods to the process simulator
Statistical Definition	Describe how to translate a practical problem into a statistical problem
Model Fitting	Explain what is meant by the term "Model Fitting" and discuss its practical role in Six Sigma work
Testing Independence	Explain how a test of independence can be related to the idea of correlation
Contingency Coefficients	Understand how a contingency coefficient relates to a cross-tabulation table
Yates Correction	Describe the role of Yates correction in terms of the chi-square statistic

Testing Proportions	Test the significance of two proportions using the Chi-square statistic

Survey Methods

Research Design	Explain how the idea of research design fit with the idea of problem Solving
Information Sources	Explain how the idea of research design fit with the idea of problem Solving
Questionnaire Construction	Describe the role of survey demographics when analyzing closed-form survey data
Formulating Questions	Identify several things that should be avoided when developing survey questions
Question Quality	Explain what is meant by the term "question quality" and how this idea relates to data analysis
Sampling Plans	Describe several different types of sampling plans commonly used in survey research
Data Analysis	Explain how categorical survey data can be analyzed to establish strength of association

Nonparametric Methods

Nonparametric Concepts	Explain the difference between parametric and nonparametric methods
Median Test	Execute a median test on two groups and then determine if the difference is statistically significant
Runs Test	Conduct a runs test to determine if a time series pattern is random
Other Tests	Identify two nonparametric methods other than a median or runs test

Experimental Methods

Design Principles	Understand the principles of experiment design and analysis
Design Models	Describe the various types of designed experiments and their applications
Experimental Strategies	Outline a strategy for designing and analyzing a statistical experiment
Experimental Effects	Define the various types of experimental effects and how they impact decisions
One-Factor Two Level	Configure and analyze a one-factor two-level statistically based experiment
One-Factor Multi Level	Configure and analyze a one-factor multi-level statistically based experiment
Full Factorials	Understand the nature and underlying logic of full factorial experiments
Two-Factor Two Levels	Configure and analyze a two-factor two-level statistically based experiment
Two-Factor Multi Level	Configure and analyze a two-factor multi-level statistically based experiment
Three-Factor Two Level	Configure and analyze a three-factor two-level statistically based experiment
Planning Experiments	Understand the planning and implementation considerations related to statistical experiments
Fractional Factorials	Understand the nature and underlying logic of fractional factorial experiments
Four-Factor Half-Fraction	Configure and analyze a four-factor half-fraction statistically based experiment
Five-Factor Half-Fraction	Configure and analyze a five-factor half-fraction statistically based experiment
Screening Designs	Understand how to select, implement, and analyze a screening experiment
Robust Designs	Explain the purpose of robust design and define several practical usages
Experiment Simulation	Describe how a DOE can be employed when measurement data is not available

DFSS Methods

QFD Method	Explain how quality function deployment can be used to help identify design specifications
Capability Flow-Down	Describe how a capability flow-down can be used as a risk allocation and abatement tool
Capability Flow-Up	Describe how a capability flow-up can be used to analyze the reproducibility of a design
Tolerance Analysis	Demonstrate how the RSS method can be used to analyze assembly tolerances
Monte-Carlo Simulation	Explain how Monte-Carlo simulation can be used during the process of design

Measurement Analysis

Measurement Uncertainty	Understand the concept of measurement uncertainty
Measurement Components	Describe the components of measurement error and their consequential impact
Measurement Studies	Explain how a measurement systems analysis is designed and conducted

*** Training Project**

Project Introduction	Understand the steps to deploy a Training Project
Recognize Phase	Understand the tools used during the Recognize Phase
Define Phase	Execute the steps needed during the Define Phase
Measure Phase	Understand the tools needed during the Measure Phase
Analyze Phase	Become familiar with the tools used during the Analyze Phase
Improve Phase	Become familiar with the tools needed for improvement
Control Phase	Recognize the usage of tools needed for Process Control
Survey Analysis	Execute the techniques to analyze Survey data
Risk Analysis	Understand the tools needed for a Risk Analysis

* The Training Project is a digital project included in MindPro's Black Belt curriculum. This is optional for classroom delivery due to the various training and deployment models. There are specific requirements that must be accommodated for facilitating the training project within a classroom type environment. Please contact SSMI for more information on options for the Master Black Belt Program.

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

Enabling Opportunity

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

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

Facilitating Activities

What is the operational definition of a Six Sigma Facilitator and why are they needed?
What is the basic nature of a Six Sigma Facilitator and what role do they play?
What is the mission and responsibilities of a Six Sigma Facilitator?
What are the top five qualities or traits of a Six Sigma Facilitator?
What are the key operational limitations of a Six Sigma Facilitator?
What is the process for accomplishing the mission of a Six Sigma Facilitator?
What are the top ten skills of a highly effective Six Sigma Facilitator?
When should the skills of a Six Sigma Facilitator be brought into play?
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: 25 days of classroom training (approximately 200 hours) comprised of 4 weeks of Black Belt training and 1 week of Stewardship training.

The Master Black Belt Program consists of two interlinked programs –Black Belt and Stewardship. The Black Belt portion of the training can be done utilizing either classroom or computer-based training via MindPro™, whereas the Stewardship training is only available in a classroom format.

Week 1 – Black Belt

Day 1	**AM1**	Six Sigma Program
	AM2	Six Sigma Program
	PM1	Six Sigma Essentials
	PM2	Six Sigma Essentials
	Eve	Social Activity
Day 2	**AM1**	Six Sigma Essentials

	AM2	Six Sigma Essentials
	PM1	Six Sigma Installation
	PM2	Six Sigma Installation
	Eve	Coaching Activity
Day 3	**AM1**	Six Sigma Projects
	AM2	Six Sigma Projects
	PM1	Value Focus
	PM2	Lean Practices
	Eve	Coaching Activity
Day 4	**AM1**	Lean Practices
	AM2	Lean Practices
	PM1	Quality Tools
	PM2	Quality Tools
	Eve	Coaching Activity
Day 5	**AM1**	Quality Tools
	AM2	Quality Tools
	PM1	Basic Statistics
	PM2	Basic Statistics
	Eve	Coaching Activity

Week 2 – Black Belt

Day 1	**AM1**	Basic Statistics
	AM2	Basic Statistics
	PM1	Basic Statistics
	PM2	Basic Statistics
	Eve	Coaching Activity
Day 2	**AM1**	Basic Statistics
	AM2	Basic Statistics
	PM1	Continuous Capability
	PM2	Continuous Capability
	Eve	Coaching Activity
Day 3	**AM1**	Discrete Capability
	AM2	Discrete Capability
	PM1	Hypothesis Testing
	PM2	Hypothesis Testing
	Eve	Coaching Activity
Day 4	**AM1**	Confidence Intervals
	AM2	Confidence Intervals
	PM1	Confidence Intervals
	PM2	Confidence Intervals
	Eve	Coaching Activity
Day 5	**AM1**	Control Methods
	AM2	Control Methods
	PM1	Control Methods
	PM2	Control Methods

Week 3 – Black Belt

Day 1	**AM1**	Control Methods
	AM2	Control Methods
	PM1	Control Methods
	PM2	Control Methods

	Eve	Coaching Activity
Day 2	**AM1**	Parametric Methods
	AM2	Parametric Methods
	PM1	Parametric Methods
	PM2	Parametric Methods
	Eve	Coaching Activity
Day 3	**AM1**	Parametric Methods
	AM2	Parametric Methods
	PM1	Parametric Methods
	PM2	Parametric Methods
	Eve	Coaching Activity
Day 4	**AM1**	Chi-Square Methods
	AM2	Chi-Square Methods
	PM1	Survey Methods
	PM2	Survey Methods
	Eve	Coaching Activity
Day 5	**AM1**	Nonparametric Methods
	AM2	Nonparametric Methods
	PM1	Experimental Methods
	PM2	Experimental Methods

Week 4 – Black Belt

Day 1	**AM1**	Experimental Methods
	AM2	Experimental Methods
	PM1	Experimental Methods
	PM2	Experimental Methods
	Eve	Coaching Activity
Day 2	**AM1**	Experimental Methods
	AM2	Experimental Methods
	PM1	Experimental Methods
	PM2	Experimental Methods
	Eve	Coaching Activity
Day 3	**AM1**	Experimental Methods
	AM2	Experimental Methods
	PM1	Experimental Methods
	PM2	Experimental Methods
	Eve	Coaching Activity
Day 4	**AM1**	Experimental Methods
	AM2	Experimental Methods
	PM1	DFSS Methods
	PM2	DFSS Methods
	Eve	Coaching Activity
Day 5	**AM1**	DFSS Methods
	AM2	DFSS Methods
	PM1	Measurement Analysis
	PM2	Measurement Analysis

Week 5 - 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