

# LEAN SIX SIGMA

## Master Black Belt Certification



### Programma 2024

Lean in Finance



# Deployment | Sustain

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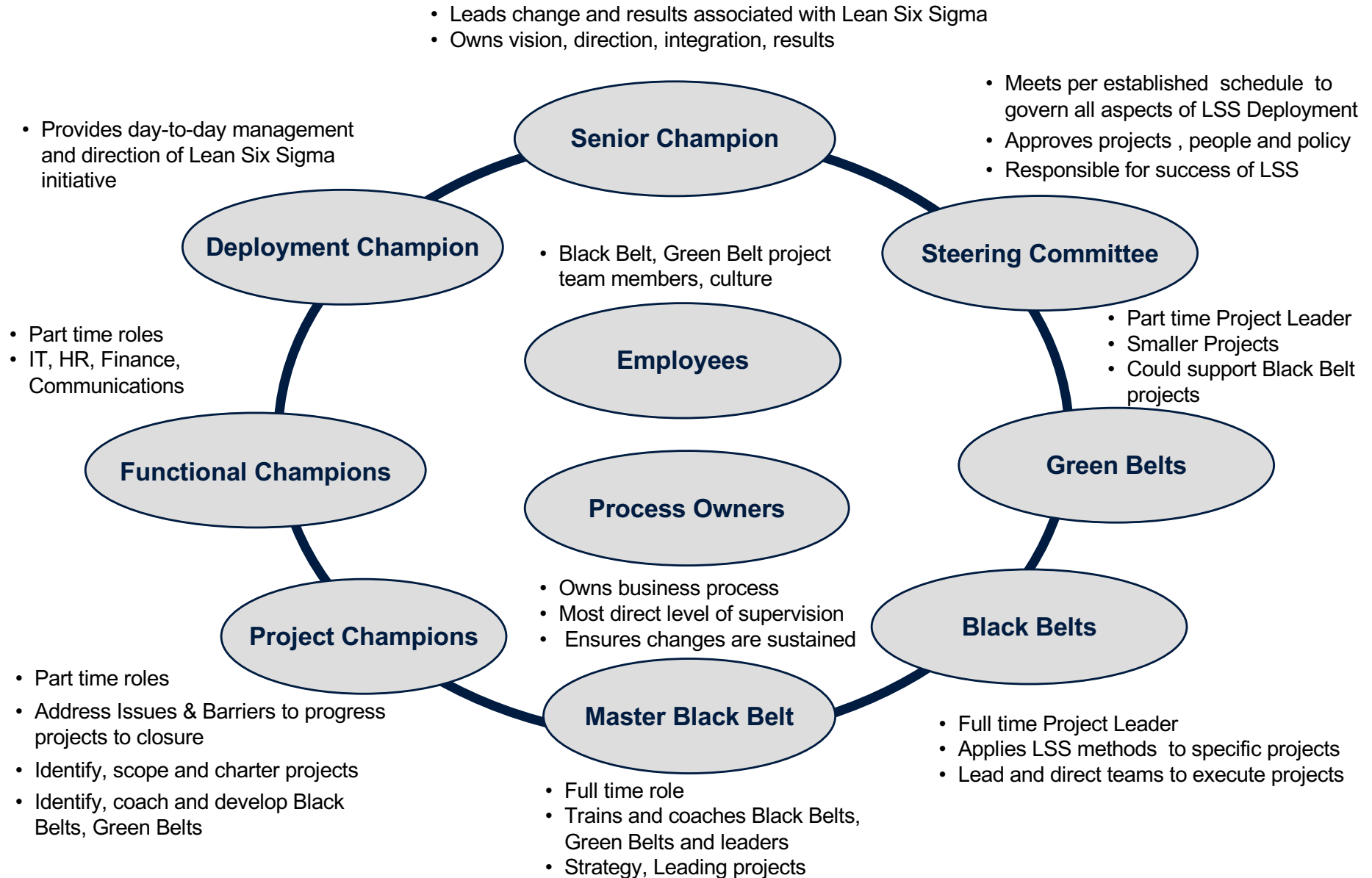
## Goals of Deployment | Sustain include:

- Select and train high-potential Black Belts as Master Black Belts
- Transition educational components (GB & BB training) to the organization's internal MBBs
- Develop a Center of Excellence to ensure all aspects of the deployment remain fresh
- Transition all oversight activities to responsible levels within the organization

## Deployment | Sustain activities include:

- **Identify Master Black Belts**
  - ✓ *Review Black Belt project work and survey project team members to assess potential as Master Black Belt*
  - ✓ *Finalize list and develop training plan*
- **Master Black Belt Training**
  - ✓ *Provide advanced training relative to Lean and Six Sigma data analysis tools*
  - ✓ *Conduct workshop training on being an Instructor, Mentor and Coach for Black Belts*
- **Green Belt Training**
  - ✓ *Prepare selected individuals for their role as a Green Belt*
- **Commencement of Self-sustaining Activities**
  - ✓ *The organization's internal resource assume all deployment responsibilities while being monitor by SSA employees*

# Typical LSS Roles and Responsibilities



# Some Facts About MBBs

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- There is typically more “variation” in MBB roles company-to-company, than in Black Belt roles
- MBB duties will also often vary within companies – because different departments and lines of business will face different challenges
- As MBBs serve, they should expect these differences, as well as expect that their own duties will evolve
- Because of these factors, it is important for every MBB to understand and be prepared for any roles they may be asked to play

# Typical MBB Roles

MBB Roles	
Role	Description
<b>Technical Expert</b>	Demonstrated understanding of Lean Six Sigma (LSS) "Body of Knowledge" Able to apply Six Sigma DMAIC, Lean, and DFSS methods and tools Communicates technical topics in common language that resonates with business leaders
<b>Internal Consultant</b>	Views business strategically and holistically; able to uncover wider opportunities across functional areas Assists business leaders in identifying and understanding improvement opportunities Able to scope and charter opportunities into actionable projects
<b>Change Agent</b>	Understands the needs of the business, of employees, and of customers in accomplishing "enculturation" Plans activities and communications to build active support and buy-in for OE projects and activities Skilled in Chg Mngt tools; able to apply and integrate change management methods with Six Sigma, Lean, and DFSS
<b>Mentor</b>	Guides Black and Green Belts in project activities without directly doing things for them Skilled in sharing examples and analogies to illustrate concepts and build understanding Able to evaluate Black and Green Belt capabilities and recommend developmental activities
<b>Trainer</b>	Able to effectively transfer knowledge of complex topics in a classroom setting Communicates training topics in a format and manner that builds understanding and engagement Skilled in developing training materials and presentations that resonate with specific audiences
<b>Strategic Project Manager</b>	Able to develop actionable plans for complex LSS projects and deployment activities Successfully executes complex LSS projects (eg., cross LOBs, multiple subteams, supplier/customer processes) Is comfortable in unstructured situations and can provide a foundation for effective project work
<b>LSS Promoter</b>	Actively engages senior leaders, colleagues, and subordinates, as appropriate, in LSS activities Able to communicate how LSS tools and techniques apply and can help in a variety of business situations Feels ownership for the LSS Program and has a determination to make all LSS projects and activities succeed

# Certification Overview

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- Certification requirements were created to be consistent with corporate wide deployments; a challenge, yet achievable
- Flexible requirements were created so that your activities support a coordinated effort to meet the needs of your specific business
- Requirements are in two major areas:
  - Body of Knowledge
  - Leadership/Culture Change

# Body of Knowledge Requirement

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- Attend MBB Training (100% attendance) and actively participate.
- Complete all homework assigned in MBB Class
- Prepare and present teach-back to MBB Class
- Develop and deliver technical module to MBB Class
- Passing score (> 85%) on MBB Competency Exam

# Leadership/Cultural Change Requirement

A minimum of 8 points total, across a number of MBB activities, as shown in the matrix below. Each deliverable to be reviewed and validated by SSA

Item	Points	Deliverable
Teaching 10 hrs worth of BB curriculum (non-repeating material)	3	Completion of teaching survey forms by training attendees and modules taught
Teaching 8 equivalent hrs of GB Training (non-repeating material)	2	Completion of teaching survey forms by training attendees and modules taught
Teaching 4 equivalent hrs of Leadership Training (non-repeating material)	1	Completion of teaching survey forms by training attendees and modules taught
Mentoring 4 BB's through 2 projects each to completion	2	Project summaries for completed projects
Mentoring 4 BB's through 1 project each to completion	1	Project summaries for completed projects
Mentoring GB's (or GB Teams) through a set of interrelated projects to completion	2	Project summaries for completed projects
Completion of MBB project (DMAIC or Lean) that results in substantial savings, cost avoidance, or revenue	3	Project summary and financial validation
Conducting and completing 2 Kaizen Blitz events	1	Summary of Blitz event
Develop Robust project pipeline that includes projects that impact key metrics for the business	2	Summary of project pipeline process and controls
Lead the expansion of the deployment into an area of the business including project identification	3	Summary of projects and opportunities in expansion area
Conduct Strategic planning sessions with leadership that results in projects linked to strategy	2	Summary of projects identified and link to strategy (CT Tree)
Completion of a project of vital importance to the business (Not DMAIC or LEAN)	1 to 3	Summary of project
Other (will be reviewed and assessed equivalency by MBB Instructor)	1 to 3	Determined by MBB Instructor



# Il Vostro Formatore e Coach è il Dr. Alessandro Morelli



**Ing. Alessandro Morelli**  
Executive Master Black Belt  
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<b>Name</b>	<i>Alessandro Morelli</i>
<b>Function</b>	<i>Italy Managing Director</i>
<b>Education</b>	<i>Mechanical Engineer Pisa Italy</i>
<b>Experience</b>	<p><i>Alessandro Morelli is an expert in Six Sigma and Lean Organization. He works with large Italian multinationals and foreign companies for the re-engineering and development of their processes and products. After holding decision-taking positions in companies like Siemens and General Electric, now he is managing the Italy headquarters of SSA founded by Mikel J. Harry, the Six Sigma creator. He is also performing training and coaching for corporate managers.</i></p> <p><i>Strong Expertise in Lean Six Sigma for Banking and Service</i>  <i>Strong Expertise in Customer Experience and process Improvements</i>  <i>Strong Expertise to translate VOC in Business Requirements</i>  <i>Master Black Belt DMAIC</i>  <i>Master Black Belt DFSS with a strong experience in Innovation toolkit</i>  <i>Certified Trainer and Coach in Italian and English language</i>  <i>Owner of 7 Patents for Siemens Automotive and 2 Industrialized</i></p>
<b>Industrial Experience</b>	<i>Service, Banking, Commercial, Automotive, Industry</i>
<b>Key Skills</b>	<i>Alessandro has managed 60+ Projects Black Belt and has been the Coach 500+ Projects Green Belt / Black Black throughout Europe . Alessandro has extensive experience in cross- functional Quality , Lean , Six Sigma , Sales Operations , Integrated Product and Process Development , launching Operational Excellence programs and in new products introduction.</i>
<b>Known languages</b>	<i>Italian ( mother tongue ) , English ( fluent )</i>

# Training plan

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## OE Master Black Belt

Students will learn specific elements of the LEAN SIX SIGMA and Data Analysis methodology, moreover they will learn how to manage Company LSS Project Academy and Deployment for Success. The training activity is developed with didactic modules in "training on the job" and **OPEN ENROLLMENT** formula, together with **participants coming from other companies**. Upon completion, a **Master Black Belt Certificate** is awarded for demonstrating ability to apply LEAN SIX SIGMA methodology and Leadership in bringing results to one's organization.

**Period: May 2024 - November 2024**

**Duration: 7 days**

**The course includes:**

- **7 days of training**
- **Course materials in .pdf format**
- **Master Black Belt Certification** upon successful completion of requirements (see pg.8)
- **24 hrs of Individual Coaching** to be used in the 12 months after completion of training
- **Training Rooms**
- **30 days trial SW (Alteryx, Tableau, JMP, Minitab)**

**The course does not include**

Computers, printouts of training materials and their distribution.  
Travel expenses must be provided by the company.

# Training Agenda – Mastering LSS Deployment

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- Introductions, expectations, fears, scene setting etc
- MBB Certification Process & Homework
- Communication and Presentation Tools
- MBB introductory presentations
- Business Relationship Mapping
- Deployment strategies
- Project Identification
- **Project selection tools**
- Presentation and Facilitation skills
- MBB Teach-backs
- Review of BB training

# Training Agenda – Mastering OpEx Academy

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- AYSTAGB (Are you smarter than a Green Belt?)
- Data transformations
- MBB Teach-backs
- Review of BB training
- Hypothesis testing
- Pyramid Thinking and Elevator Speech
- MBB Teach-backs
- Coaching
- Building Internal consulting expertise
- Train the Trainer

# Training Agenda – Mastering Business Transformation

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- How would you describe Lean ?
- 8 Wastes and Value Stream Maps
- Simulation/Case Study (Round 1)
- MBB Teach backs
- Kaizen Events
- Future State VSM
- Simulation/Case Study (Round 2)
- A Better Understanding of Lean
- Continuous Improvement
- Standard Work
- Visual Management
- Lean for Transactional Processes

# Training Agenda – Mastering Digital Transformation

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- Correlation and Regression review
- Multiple Linear Regression
- MBB Teach backs
- Time Series Analysis
- Binary Logistic Regression
- Control Plans review
- Conflict Resolution
- The Science of Change Management
- A Strategy for Change
- Digital Transformation
- Agile Project Management
- Team formation
- Improve Team collaboration with **AR-VR**
- **Immersive Experiences and VR**

# Training Agenda – Mastering Data Management

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- Data Assembly
- Data Preparation
- Data Cleaning
- Data Integration
- **Alteryx** for Data Preparation (free trial)
- Data Visualization with **Tableau** (free trial)
- Ask Data – Data Analysis
- **AI Tableau**
- **Process Mining** (free trial)
- Process Mining Extension for Tableau
- Examples in Financial Service
- Examples in Manufacturing
- Q&A
- Next steps for **Master Black Belt Certification**



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