THE
leansixsigma
COMPANY

Prospectus 2017

– The Netherlands –

The Lean Six Sigma Company
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Welcome

Dear reader,

Welcome to The Lean Six Sigma Company! It is nice to see that you are interested in bringing processes and organisations to a higher level. We are happy to provide you with guidance in this endeavor. With 15 years of experience, we are fully committed to transferring knowledge on Lean Six Sigma. We consider Lean Six Sigma to be a tool and believe that it should be common knowledge for everyone. We focus on the applicability of methods in practice. Because mastering the theory is essential, but it is much more important that you are, eventually, able to apply the Lean Six Sigma method successfully in organisations.

We find that our Lean Six Sigma professionals are successful in practice, which enhances the value of the certificate. Quality is of paramount importance to us. We offer our customers an assurance of value. Recognitions and accreditations reflect this. We are the only party in the Netherlands that offers an accredited Post Bachelor Black Belt training that is completed with an official diploma. And we are proud of it!

Besides improvement on a project basis, improvement on a daily basis is also essential in competitive struggles. It will get a little better every day if you can make an organisation move. With our Lean programme, we help organisations create this improvement culture.

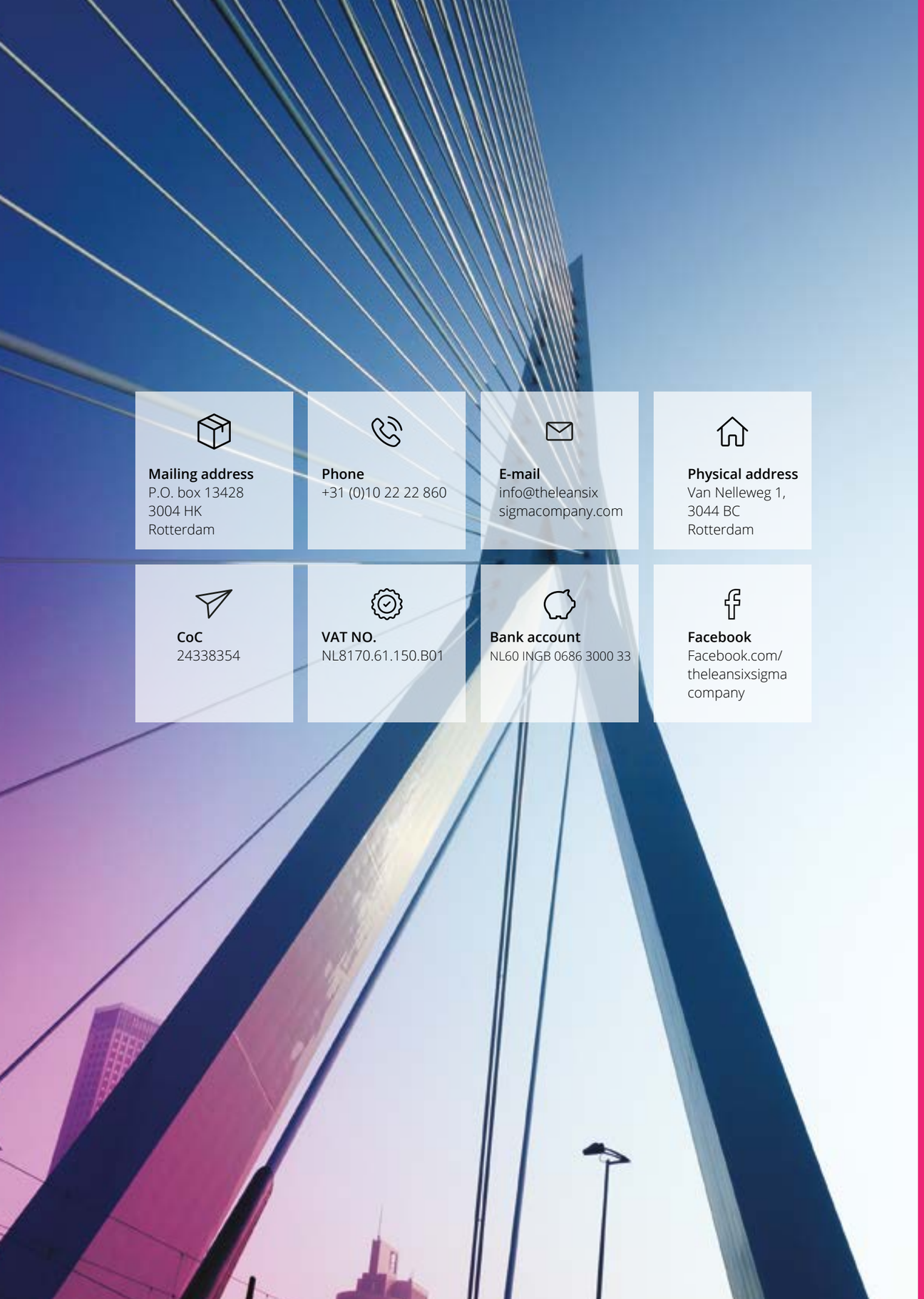
Lean Practitioner and Lean Thinking courses ensure that the initiators of this change are ready to independently lead the organisation towards continuous improvement.

On behalf of everyone at The Lean Six Sigma Company, I wish you lots of new insights and fun during our courses. Please don't hesitate to contact us if you have any questions. Personal attention is always a first priority, so we are happy to help you. I hope to see you at one of our courses!

Best Regards,

Mischa van Aalten
Managing Director of The Lean Six Sigma Company

P.S. Remember to follow us on LinkedIn and Twitter and be sure to visit our blog, so you will stay informed on the latest Lean Six Sigma developments!



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Chapter 1
Statement of quality

An internationally recognised certificate

There are international standards for Lean Six Sigma courses, such as the International Association for Six Sigma Certification (IASSC). The American Society for Quality (ASQ) and the International Standardization Organization (ISO) also developed curricula for Lean Six Sigma courses. The good news is that these curricula, also known as the Body of Knowledge, largely correspond. The ISO and the ASQ do not assess educational institutions on their curricula. They only make the Body of Knowledge available online. The IASSC, however, does assess (and accredit) educational institutions. That is why we can refer to 'Lean Six Sigma courses accredited by the IASSC.'

All courses at The Lean Six Sigma Company comply with the ISO, ASQ, and IASSC's Bodies of Knowledge. We are accredited by the IASSC, which means that their recognition is stated on the certificate that we issue.

Quality is not an act, it is a habit.

- Aristotle

The only official educational recognition in the Netherlands

The aforementioned parties professionally commit to standardising curricula. In the Netherlands, there is yet another type of accreditation regarding teaching methods. In addition to course content, elements such as the added value for the business sector, the accuracy of license issuance, complaint handling, examination, and - most importantly - the different teaching methods for transferring knowledge are assessed. The Centrum voor Post Initieel Onderwijs Nederland (Centre for Post Initial Education Netherlands, or CPION) assesses educational institutions (including colleges and universities) on their teaching methods. The Lean Six Sigma Company is the only institution in the Netherlands that successfully completed this accreditation process. This resulted in a Post Bachelor Black Belt training that is completed with an official diploma issued by the Stichting Post HBO (Post Bachelor Foundation).

The Lean Six Sigma Company provides all types of courses required to train employees to become process improvers - from a 4-hour awareness session to a full Post Bachelor training. Organisations wishing to apply Lean Six Sigma can receive in-company training.

On page 10, you will find a schematic representation of the implementation of continuous improvement that specifies the disciplines required to substantiate daily and project-based improvement. These disciplines, in turn, are translated to the types of courses.

What do our customers say?

To assess whether these recognitions keep up the quality of our courses, we called in the help of CEDEO. CEDEO queries former students and companies about their experience every year. With a satisfaction rating above 80%, an educational institution is recognised by CEDEO. The Lean Six Sigma Company has scores of 95% and higher.

Professional recognition, educational recognition, recognition from customers - what else?

Not only our curricula and teaching methods are of the highest level; we also have our internal processes certified. As of 2012, we have been granted the ISO 9001 certificate by the British Standards Institute (BSI).

Only one measure of quality

With these recognitions, we provide quality assurance. A certificate from The Lean Six Sigma Company ensures quality. Eventually, however, there is only one measure of quality, and that is you. Our reference page contains organisations and individuals that preceded you.

Chapter 2

About The Lean Six Sigma Company

What all employees of The Lean Six Sigma Company have in common is a healthy urge to get the most out of things. We were established in 2002 with the purpose of putting Lean Six Sigma on the map as the go-to method to get the most out of processes. This has been accomplished.

To thousands of alumni, who are now spread all over Europe, Lean Six Sigma is more than a method. It has become their lifestyle. And that, exactly, is the added value of a course. Besides techniques and improvement structures, you will also learn to fathom the spirit of the method. This will allow you to see quality in a different light and ensure you will only settle for the best after a Lean Six Sigma course.

The Lean Six Sigma Company does not only provide guidance to individuals, but also to organisations. Organisations that attach high value to customer satisfaction put continuous improvement high on the agenda. Continuous improvement is a combination of daily improvement (getting better every day) and project-based improvement.

We support organisations through training and coaching to create a culture of continuous improvement. We provide your employees with the tools required to successfully improve processes and we encourage them to embrace the lifestyle.

Driven by our passion to improve, we are working on the quality of our courses non-stop. We are always looking for methods - in collaboration with renowned colleges and universities in Europe - to convey the subject matter in an even better way. With the many accreditations and recognitions granted to us, it is safe to say that our courses are among the best in Europe.

Want to get to know us better? Feel free to contact us or drop by at the Lean Six Sigma tasting.

15

Years of experience in improving Lean and Six Sigma processes

8

International partners

17

Renowned courses and programmes

8000

Professionals who received training

International and collaborations

Canada
Montreal

Ireland
Dublin

United Kingdom
London

France
Paris

Belgium
Antwerp

Italy
Milan

Spain
Madrid

Serbia
Belgrade

The Netherlands
Rotterdam

Chapter 3
In-company

Organisations that get the most out of their processes have developed a structure of daily and project-based improvement. This means that all employees know the customer value exactly and have time to optimise processes. Lean Six Sigma is deployed to bring this improvement structure in practice.

Traditionally, quality is the responsibility of a staff department, but in organisations that are successful with Lean Six Sigma, quality is everyone's responsibility. A matrix organisation is created, as it were, allowing employees to perform their work as well as improve daily processes. This matrix organisation has different levels of knowledge intensity on process improvement. There are, for example, employees who spend 20 minutes a day on process improvement, as well as professionals who work on increasing quality full-time.

The number of people that should be trained depends on ambitions as well as the type of organisation.

However, the motto is that nearly everyone - if not everyone - should understand how the organisation deals with quality. Toyota provides a good example. The car manufacturer aims for a flow in processes. Therefore, Toyota's quality statement is that everyone should strive towards the most optimal flow every day. Employees are familiar with this statement and are therefore granted time and resources to develop improvement efforts.

The Lean Six Sigma Company provides all types of courses required to train employees to become process improvers - from a 4-hour awareness session to a full Post Bachelor training. Organisations wishing to apply Lean Six Sigma can also receive in-company training from us.

Please find a schematic representation of the implementation of continuous improvement on the next page. Here, you will find the disciplines required to substantiate daily and project-based improvement. These disciplines, in turn, are translated to the types of courses.

In-company infographic

Philosophy:
Fast and flawless

Organisation:
Lean Six Sigma professionals

Discipline and important tools

Lead time improvement

Complexity of the problem/ implementation

Continuous improvement

Daily improvement

Project-based improvement

Discipline and important tools	Lead time improvement
Standup Improvement boards and Identification of waste	15 Minutes
Standardised work Standard Operating Procedures	2 Hours
Kaizen events Value stream mapping and Lean tools	3 weeks
A3 Management Lean tools	6 weeks
DMAIC Six Sigma tools	4 Months

Complexity of the problem/ implementation: Low – High

Role in a Lean Six Sigma organisation

Disciplines per role

- Standup
- Standardised work
- Kaizen events
- A3 Management
- DMAIC

SPONSOR AND CHAMPION	LEAN THINKING	LEAN PRACTITIONER	LEAN SENSEI	GREEN BELT	BLACK BELT SERVICE PROVISION	MASTER BLACK BELT	YELLOW BELT
Standup	Standup	Standup	Standup	Standup	Standup	Standup	Standup
Standardised work	Standardised work	Standardised work	Standardised work	Standardised work	Standardised work	Standardised work	Standardised work
Kaizen events	Kaizen events	Kaizen events	Kaizen events	Kaizen events	Kaizen events	Kaizen events	Kaizen events
A3 Management	A3 Management	A3 Management	A3 Management	A3 Management	A3 Management	A3 Management	A3 Management
DMAIC	DMAIC	DMAIC	DMAIC	DMAIC	DMAIC	DMAIC	DMAIC

* Marked disciplines are at an 'application level.' Unmarked disciplines are at a 'knowledge level.'

* Aware of the power of Lean Six Sigma, but no active improvement role.

Top management and managament.

* A Lean Six Sigma organisation is an organisation in which everyone knows what Lean Six Sigma is.

The Yellow Belts are employees who do not actively participate in projects, but who can be asked to cooperate.

Chapter 4
General information

Our vision of Lean Six Sigma courses

The field of Lean Six Sigma is broad. Many books have been written about implementation, culture, and mind sets. However, we focus on applying improvement techniques in practice. Because we see Lean Six Sigma as a tool rather than science. It is our goal that you set to work with process improvement in a motivated way. Therefore, the majority of our courses consist of a theoretical part and a practical part. We promise you that after taking the course, you will feel confident applying the techniques in practice.

With this approach, we ensure that the Lean Six Sigma professionals trained by us have proven themselves in practice and are capable of applying the method successfully in practice.

Course material

The Lean Six Sigma Company developed its own course material consisting of 2 books ('Lean in practice' and 'Six Sigma in practice'). Furthermore, the courses consist of cases, simulations, case studies, and theory. To enable central communication, we developed an online platform called 'MyTraining.' Here, you will find - among other things - the course manual containing detailed information about exams, course content for each day, and practical certification.

Facilities

Following a course is quite intensive. To compensate for this, we provide courses in 4-star locations that are easily accessible by car and public transport. Furthermore, we take good parking facilities into account. To keep up the energy balance, we regularly take a break with 'energy bites,' fresh coffee, tea, and juices. Around noon, you can enjoy an extensive lunch. Of course, all of this is included in the price.

Chapter 5
Course index

Would you like to get started as a process improver and are you looking for a suitable course?

The course index below provides an overview of the various types of courses. This allows you to quickly determine which course suits you best. You can immediately start with any course. For example, you do not have to take Green Belt before doing Black Belt. These are different roles.

Daily improvement

I want to work with a department on simplifying and improving daily tasks

I want to...

- Increase my personal effectiveness
- Improve my own work as well as that of my colleagues
- Gain insight into a smarter, faster, and simpler way of working
- Put an end to putting out fires
- Obtain insight into what Lean can do for our organisation

I want to...

- Increase the performance of a department using Lean
- Develop employees and processes within the department
- Be the initiator of continuous improvement within the department or organisation
- Solve process-related problems quickly and effectively with a team

Project-based improvement

I want to be able to carry out an improvement project to solve a process-related problem

I want to...

- Carry out improvement projects at the department level
- Carry out improvement projects in addition to my daily tasks
- Improve my own processes or those of my team
- Can also be taken as a summer course

I want to...

- Carry out improvement projects across departments as a project manager
- Implement process improvements in my work, making it an important task
- Help the organisation increase quality, productivity, and customer satisfaction

We offer 3 types of Black Belt courses:

Post Bachelor Black Belt, Black Belt for service provision, and Black Belt for the industry

One of a kind and additional added value to your CV

- CPION Post Bachelor accreditation
- Formal diploma
- Unique in The Netherlands
- IASSC accreditation
- 11 theoretical days
- Mandatory practical assignment
- Upon completion, you will be a diploma-qualified Black Belt
- Groups up to 20 people

Getting started in a quick and practical way

- IASSC Accreditation
- 8 theoretical days
- Theory can be taken separately from the practical assignment
- After the exam, you will receive the Black Belt theoretical certificate
- Upon completion of the practical assignment, you will be granted the Black Belt practical certification
- Customisation for service provision processes
- Groups up to 12 people
- Can also be taken as a summer course

Getting started in a quick and practical way

- IASSC Accreditation
- 10 theoretical days (including 2-day industry module)
- Theory can be taken separately from the practical assignment
- After the exam, you will receive the Black Belt theoretical certificate
- Upon completion of the practical assignment, you will be granted the Black Belt practical certification
- Customisation for service provision and industrial processes- Groups up to 12 people

Lean Thinking

Lean Practitioner

Lean Six Sigma Green Belt

Lean Six Sigma Black Belt

Post HBO Black Belt

Black Belt Dienstverlening

Black Belt Industrie

Courses

> “Change, before you have to”
>
> - Jack Welch

YELLOW BELT

The Yellow Belt course for learning Lean Six Sigma basic terms

Chapter 6
Yellow Belt

You work at an organisation that works - or will start working - with Lean Six Sigma and you’d like to make an active contribution. As a Yellow Belt, you are able to identify improvement potential in your department and do something with it. The role of Yellow Belts also consists of providing Green Belts and Black Belts with advice and knowledge regarding processes. Organisations aiming for a culture of continuous improvement require large groups of Yellow Belts.

What will I be able to do after this course?

During the course, you will get practical tools that allow you to increase your personal productivity without having to work harder. A Yellow Belt is capable of:

- identifying the exact customer requirement
- addressing improvement potential in departments according to the Lean Six Sigma method
- collaborating on Lean Six Sigma projects of Green Belts and Black Belts
- participating in (Kaizen) improvement sessions
- understanding the bigger picture and making a contribution using their knowledge on the philosophy and origins of Lean Six Sigma.

Prior knowledge

A Yellow Belt course is about becoming aware of Lean Six Sigma. Therefore, prior knowledge about Lean Six Sigma is not required.

Course design

The course consists of 4 to 8 theoretical hours with various didactic methods such as simulations, exercises, and discussions. The course can be completed with an exam. Please find the programme on the next page.

Lead time
At least half a day up to 2 course days

0 Hours of preparation	8 Theoretical hours
0 Hours of homework	0 Hours of exam preparation
0 Practical hours	On request Investment

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A4
- B6
- C3
- D3
- E1, E3, E5

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

During the course, the Yellow Belt booklet will be handed out.

Follow-on courses

After taking the Yellow Belt course, you can deepen your knowledge of Lean Six Sigma by bringing it up to the Green Belt and Black Belt levels. If you prefer to broaden your knowledge in the Lean field, Lean Thinking will be a suitable complement.

ADDED VALUE OF THIS COURSE

- ✓ Possibility of training large groups
- ✓ Customisation based on organisational goals is possible
- ✓ Quick overview of Lean Six Sigma
- ✓ Practice oriented
- ✓ Addresses all layers within an organisation

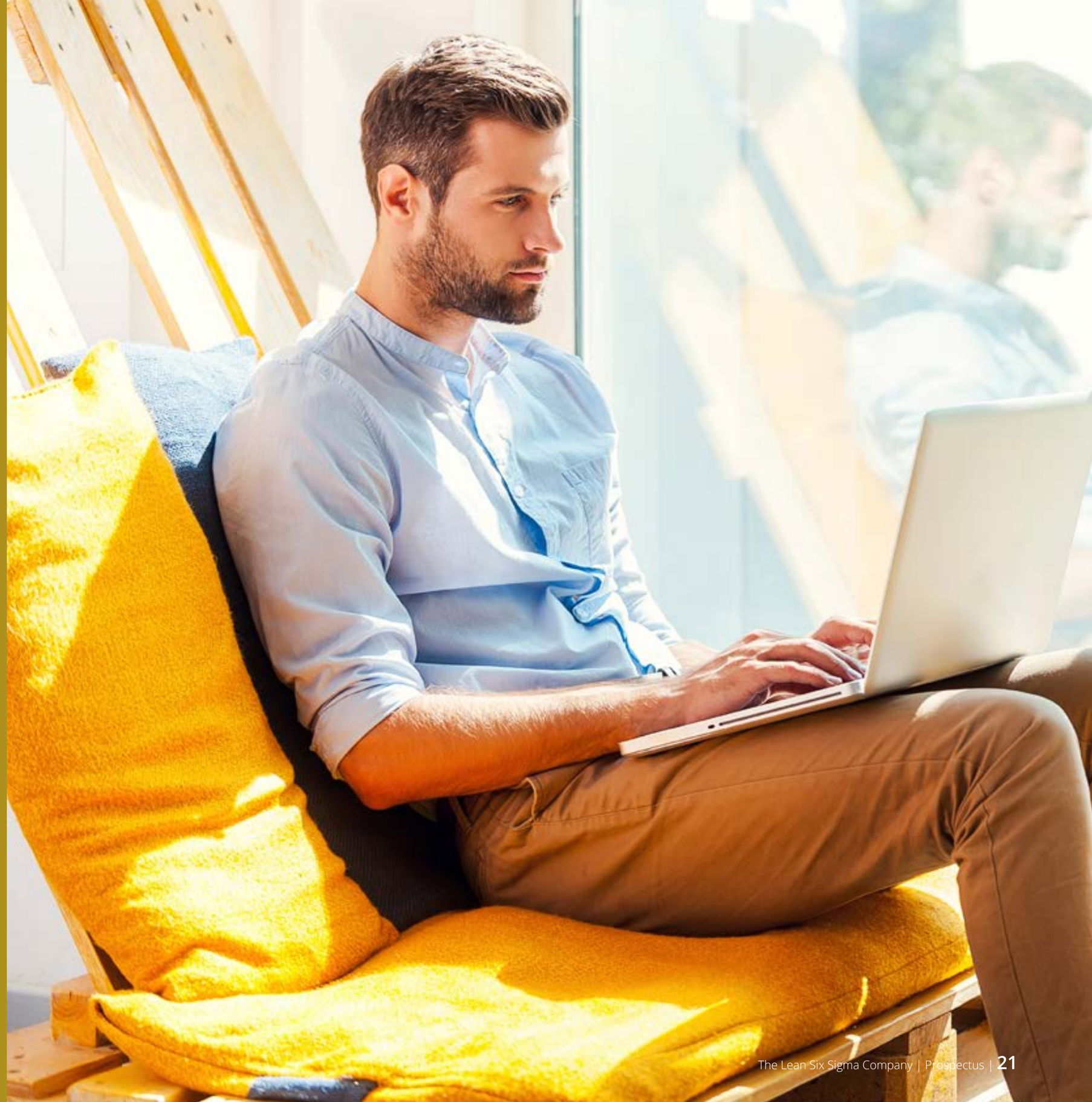
PROGRAMME
Yellow Belt

Part 1
Lean Six Sigma

- What is Lean Six Sigma?
  Background of Lean Six Sigma
- What are the basic principles of
  Lean Six Sigma?
  Short film about Lean Six Sigma

Part 2
Lean Six Sigma in practice

- Process simulation
- Applying the theory on the simulation
- Terminology
- Summary of the day



LEAN THINKING

For everyone who wants to familiarise themselves with the Lean method

Chapter 7
Lean Thinking

Do you want to get started with process improvement in your own working environment quickly? Do you want to use Lean Management principles to identify and address waste in your work? Then the Lean Thinking course is exactly what you need.

It teaches you to look at processes in a different manner and to break with traditional ways of thinking. The Lean Thinking course is the basic Lean course in which you will learn the most common techniques that will allow you to get started with process improvement right away.

What will I be able to do after this course?

After this course, you can set to work with process improvement. You will be capable of:

- Identifying and addressing waste in your own working environment
- Mapping a process using a Value Stream Map
- Identifying and solving bottlenecks in your processes
- Creating a flow in your processes, so lead times can be reduced by 50%
- Optimising processes using the 5 lean principles of Womack
- Applying the most important Lean techniques, including 5S, kanban, and visual management

Upon successful completion of the Lean exam, you will receive the Lean Thinking theoretical certificate.

Prior knowledge

The Lean Thinking course is the basic course on Lean Management; specific prior knowledge is not required.

Lead time
2 course days

3 Hours of preparation	16 Theoretical hours
1 Hours of homework	1 Hours of exam preparation
0 Practical hours	€ 1295.-* Excluding VAT

> **“In lean thinking, life will get tougher for a while - at least until you learn how to continuously improve your processes”**
>
> - Jeffrey K. Liker

* Fees

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design

The course consists of 2 theoretical days with various didactic methods such as simulations, exercises, films, pictures, presentations, and group discussions. These days will be about using Lean techniques and learning to detect opportunities for optimisation. A process simulation that allows you to immediately apply Lean principles and techniques is central to the course. Furthermore, the course comprises some independent study to prepare for the course and the exam.
Our trainers have gained extensive practical experience in the field in all sectors. They will inspire you using examples, pictures, and videos from your sector.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A2, A3,A4
- B1, B6
- C1, C4, C5
- E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the ‘Lean in Practice’ study book written by The Lean Six Sigma Company. Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

There are no exemptions for the Lean Thinking course.

Follow-on courses

After taking the Lean Thinking course, you can move up to different levels. For example, it would be a logical step to become a Lean Practitioner if you free up a significant portion of your time to optimise processes using Lean. You can also opt for becoming a Green Belt and adding Six Sigma knowledge to your process improvement skills. It is even possible to move up to the Black Belt course right away.

ADDED VALUE OF THIS COURSE

- ✓ Lean basic course
- ✓ Directly applicable in practice
- ✓ Course given by an experienced Lean Expert
- ✓ Lots of case studies, videos, and pictures
- ✓ Interactive course based on a process simulation
- ✓ Broad Lean knowledge in short lead time Can be taken through open enrolment and in-company

PROGRAMME
Lean Thinking

- Lean philosophy, history, and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, first part
- Value stream mapping
- Flow
- Line balancing & Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, second part
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- Kaizen (Kaikaku)
- 5 times Why, A3 management

LEAN PRACTITIONER

Become the Lean expert who is the driving force behind process improvement initiatives

Chapter 8
Lean Practitioner

You want get started with creating a culture of continuous improvement in an organisation. In doing so, you will facilitate improvement sessions using the Kaizen technique, carry out improvement projects, and supervise improvement board sessions with departments.

As a Lean Practitioner, your role will be that of initiator of Lean working within an organisation. The Lean Practitioner inspires organisations to provide the highest quality, and you will encourage employees of an organisation to improve their work from a customer perspective.

This course thoroughly deals with the development of a Lean Management philosophy according to Toyota's 14 management principles and with creating a culture of continuous improvement using Kata techniques. Furthermore, A3 management will be discussed, and a number of essential Lean improvement techniques will be dealt with in greater detail.
After this course, you will have the confidence to help departments perform better based on the Lean Management philosophy.

What will I be able to do after this course?

After this course, you will be able to mobilise departments and employees to improve processes together. A Lean Practitioner is capable of:

- Increasing the performance of a department using Lean techniques
- Solving process-related problems quickly and effectively with a team as the initiator of continuous improvement within the department or organisation
- Implementing the Lean Management philosophy within organisations

Upon successful completion of the exam, you will receive the Lean Practitioner theoretical certificate. Upon completion of the practical assignment, you will receive the practical certificate, and you will be a certified Lean Practitioner.

Lead time
4 course days, spread over 6 weeks

6 Hours of preparation	32 Theoretical hours
10 Hours of homework	3 Hours of exam preparation
16 Practical hours	€ 2950.-* Including practical certification

> "Better than a thousand days of diligent study is one day with a great teacher"
>
> - Japanese proverb

* Fees
Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Prior knowledge

An intellectual ability at the level of Bachelor or Master is required if you want to take the Lean Practitioner course. The course can be taken without specific prior knowledge of Lean. However, preparation will contribute to an effective learning process. Therefore, you will receive a course manual containing advice regarding course preparation upon enrolment.

Course design

The course consists of 4 theoretical days with various didactic methods such as simulations, exercises, and discussions. Furthermore, the course comprises some independent study to prepare for the modules and the exam.

After the theoretical days, participants will carry out a practical project under the guidance of a Lean expert. The practical assignment will take approximately 1 to 2 months to complete.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A2, A3, A4
- B1, B3, B6
- C1, C4, C5
- D1
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

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Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the 'Lean in Practice' study book written by The Lean Six Sigma Company. Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

If you have already taken the Lean Thinking course at The Lean Six Sigma Company, you can get an exemption for the first 2 days. Please contact us to learn more about the conditions.

Follow-on courses

After taking the Lean Practitioner course, 2 other courses can be of added value: the Green Belt and the Black Belt courses. Both courses will complement the knowledge you acquired in the field of process improvement.

ADDED VALUE OF THIS COURSE

- ✓ Internationally recognised certificate
- ✓ Taught by Lean experts with practical experience
- ✓ Directly applicable in practice
- ✓ Full course in short lead time
- ✓ Modular design
- ✓ Can be taken through open enrolment and in-company

PROGRAMME

Lean Practitioner

Part 1
Lean techniques

- Lean history and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, first part
- Value stream mapping
- Flow
- Line balancing & Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, second part
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- Kaizen (Kaikaku)
- 5 times Why

Part 2
Lean philosophy and project management

- Lean as a Management philosophy
- The Toyota Way – 14 management principles
- SMED, OEE, Heijunka
- Jidoka, Andon, Standard work, Visual Management, Hansai
- Genchi Genbutsu, Kaizen events, Stands-up, A3 Management
- Toyota Kata
- Simulation – A3 Management

> “A way to define Lean Six Sigma is as ‘culture change’ effort to position a company for greater customer satisfaction, profitability, and competitiveness.”

Chapter 9
Green Belt course

You are ambitious, you place high demands on quality, and you are capable of mobilising a department. You want to get started with process improvement in addition to your current tasks.

Green Belts are responsible for the continuity of departments that directly add value for the (internal) customer. A Lean Six Sigma course offers career opportunities, because as a Green Belt, you work on reducing operational costs and increasing customer satisfaction. A professional who is successful in doing so is of significant added value to an organisation.

After this Green Belt course, you will have the confidence to apply Lean Six Sigma in practice and contribute to increasing quality.

What will I be able to do after this course?

Green Belts are effective improvers that make departments stand out.
A Green Belt is capable of:

- understanding the Lean Six Sigma philosophy and translating it to their own working environment
- optimising processes using the DMAIC structure
- identifying customer requirements
- recognising improvement potential and selecting projects
- analysing problems
- discovering root causes and reaching an optimal solution

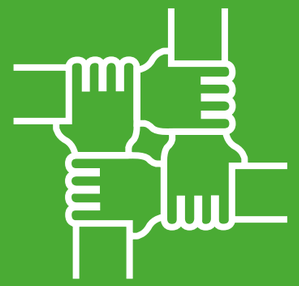
Upon successful completion of the exam, you will receive the internationally recognised Lean Six Sigma Green Belt theoretical certificate. Upon completion of the practical assignment, you will receive the practical certificate, and you will be a certified Green Belt.

Prior knowledge

The Green Belt course can be taken without specific entry requirements or prior knowledge in the field of Lean Six Sigma, statistics, or project management. However, preparation will obviously contribute to an effective learning process. Therefore, you will receive a course manual containing advice regarding course preparation upon enrolment.

GREEN BELT

The 6-day Lean Six Sigma course for the part-time improver



Lead time
6 course days, spread over 7 weeks

6 Hours of preparation	48 Theoretical hours
10 Hours of homework	2 Hours of exam preparation
105 Practical hours	€ 4495.-* € 3495.- Only theory

* Fees

Lean Six Sigma Green Belt course including practical certification: €4,495.-
Course without a practical certification: €3,495.-

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design

The course consists of 6 theoretical days with various didactic methods such as simulations, exercises, and discussions. Please find the programme on the next page. In addition to the theoretical days, the course comprises some independent study to prepare for the modules.

After the theoretical days, you will carry out a practical project under the guidance of a Lean Six Sigma coach. The practical assignment usually takes 3 to 5 months to complete. Upon successful completion of the practical assignment, you will receive the internationally recognised Green Belt Certificate of Achievement. Please refer to page 66 for more information on the practical assignment.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A2, A3, A4
- B1, B6
- C1, C3, C4, C5
- D1
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the study books written by The Lean Six Sigma Company: ‘Lean in Practice’ and ‘Six Sigma in practice.’ Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

If you have already taken the Lean Thinking course at The Lean Six Sigma Company, you can get an exemption for these 2 days. Please contact us to learn more about the conditions.

Follow-on courses

After taking the Green Belt course, you can move up to the Black Belt level through the Green Belt to Black Belt upgrade. If you prefer to broaden your knowledge in the Lean field, the Lean Practitioner course will be a suitable complement.

ADDED VALUE OF THIS COURSE

- ✓ Internationally recognised certificate
- ✓ Taught by Lean Six Sigma experts with practical experience
- ✓ Modular design
- ✓ Theory can be taken separately
- ✓ 2 years to complete the practical project
- ✓ Can be taken through open enrolment and in-company

PROGRAMME
Green Belt

Part 1
Lean Thinking

- Lean philosophy, history, and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, part 1
- Value stream mapping
- Flow
- Line balancing and Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, part 2
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- 5 time Why

Part 2
Six Sigma

Module 1 Introduction

- Background of Six Sigma
- The Six Sigma organisation
- The DMAIC improvement structure
- Using Six Sigma for service provision and transactional processes
- Implementation of Six Sigma

Module 2 Define

- The role and importance of the DEFINE stage
- The Voice of the Customer
- The CTQ project
- Compiling a Six Sigma project team
- The Six Sigma project charter
- KANO Model
- The path to CTQs
- Project selection
- SIPOC
- Stakeholders diagram

Module 3 Measure

- Determining project Y
- Data types
- Data collection plan
- Baseline performance
- Measuring system
- Determining the improvement goal
- Process capability

Module 4 Basic statistics

- What is statistics?
- Basic concepts
- Histogram and normal distributions

Module 5 & 6 Analysis

- Possible root causes
- Prioritising causes
- Graphical analysis techniques
- Causes and consequences
- FMEA

Module 7 Improve

- Generating solutions
- Trial Experiments
- Techniques for generating ideas
- Selecting the best solution
- Conducting pilots

Module 8 Control

- Control plan and control mechanisms
- Implementing and confirming the solution
- Project documentation
- Project closing

Module 9 Practical certification

- Carrying out the practical project

BLACK BELT SERVICE PROVISION

The most popular Lean Six Sigma course in the Netherlands

Lead time
8 course days, spread over 12 weeks

6 Hours of preparation	64 Theoretical hours
20 Hours of homework	3 Hours of exam preparation
128 Practical hours	€ 5445.-* € 4445.- Only theory

> **“Where Lean Six Sigma is the breakthrough strategy, the Black Belt is the project manager who runs the projects and is responsible for the financial benefits.”**
>
> - Michael George

Chapter 10
Black Belt service provision

You have the ambition to improve the performance of processes, which is an important part of your work. You truly want to provide what the customer requires and you wish to combine statistics and creativity in order to achieve this.

The Black Belt course can give your career a boost and make you more valuable to an organisation. With Lean Six Sigma, you will break down traditional ideas on process management and problem solving. Along with a team, you will develop robust processes that provide what the customer requires.

After this Black Belt course, you will have the confidence to apply what you've learned in practice and inspire organisations to deliver the highest quality.

What will I be able to do after this course?

After this course, you will be able to apply Lean Six Sigma techniques in practice, in a service providing organisation, in a structured way. A Black Belt is capable of:

- optimising processes using the DMAIC structure
- leading improvement projects across departments
- taking decisions based on information retrieved from data
- running improvement teams to reach the best solution together
- implementing a defined solution within an organisation successfully

Upon successful completion of the exam, you will receive the internationally recognised Lean Six Sigma Black Belt theoretical certificate. Upon completion of the practical assignment, you will receive the practical certificate, and you will be a certified Black Belt.

Prior knowledge

An intellectual ability at the level of Bachelor or Master is required if you want to take the Black Belt for service provision course. You do not have to take the Green Belt course to be able to start the Black Belt course. Affinity with change management is a plus.

* Fees

Lean Six Sigma Black Belt course including practical certification: €5,445.-
Course without a practical certification: €4,445.-

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design, open enrolment and in-company

The course consists of 8 theoretical days with various didactic methods such as simulations, exercises, and discussions. Please find the programme on the next page. In addition to the theoretical days, the course comprises some independent study to prepare for the modules.

After the theoretical days, participants will carry out a practical project under the guidance of the Master Black Belt. Upon successful completion of the practical assignment, you will receive the Black Belt Certificate of Achievement. Please refer to page 66 for more information on the practical assignment.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A1, A2, A3, A4
- B1, B4, B6
- C1, C3, C4, C5
- D1
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the study books written by The Lean Six Sigma Company: ‘Lean in Practice’ and ‘Six Sigma in practice.’ Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

If you have taken the Lean Thinking course at The Lean Six Sigma Company, you can get an exemption for this module. Please contact us to learn more about the conditions. If you have already taken a Green Belt course, you can take the Green Belt to Black Belt upgrade course. Please refer to page 46 for more information.

Follow-on courses

After taking the Black Belt for service provision course, you can broaden your knowledge in the field of Six Sigma through the 2-day industrial upgrade. Participants who come from a service provision environment will find the Lean Practitioner course to be a suitable complement. This 2-day extension of the Lean Thinking Module expands on important Lean improvement techniques such as Kaizen and A3 management.

ADDED VALUE OF THIS COURSE

- Internationally recognised certificate
- Specifically designed for the service provision sector
- Taught by an experienced Master Black Belt
- Modular design
- Theory can be taken separately
- 2 years to complete the practical project
- Can be taken without Green Belt pre-training
- Can be taken through open enrolment and in-company

PROGRAMME

Black Belt service provision

Part 1
Lean Thinking (2 days)

- Lean philosophy, history, and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, first part
- Value stream mapping
- Flow
- Line balancing & Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, second part
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- Kaizen (Kaikaku)
- 5 times Why, A3 management

Part 2
Six Sigma (6 days)

Module 1 Introduction

- Background of Six Sigma
- Six Sigma organisation
- DMAIC - improvement structure
- Six Sigma for service provision and transactional processes
- Implementation of Six Sigma
- Abbreviations and terms

Module 2 Define

- Role and importance of the DEFINE stage
- Voice of the Customer
- Project CTQ
- Compiling a Six Sigma project team
- The Six Sigma project charter
- Project selection
- SIPOC
- Stakeholders diagram

Module 3
Basic statistics and introduction into minitab

- Introduction into statistics
- Statistical quantities
- Dispersion / distribution
- Standard deviation
- Sampling / population
- Histograms
- Introduction into Minitab

Module 4 Measure

- Determining project Y
- Data types
- Data collection plan
- Baseline performance
- Measuring system
- Determining the improvement goal
- Process capability

Module 5 Analysis

- Possible root causes
- Prioritising causes
- Value stream mapping
- Graphical analysis techniques
- Causes and consequences
- FMEA

Module 6 Hypothesis tests

- Confidence intervals
- Importance of sampling
- Impact of sampling on confidence intervals
- Hypothesis tests
- Alfa and Beta risks
- Drafting the right hypothesis
- Interpreting the result

Module 7 Statistical tests

- Hypothesis tests and data types
- Applying statistical tests
- Recognising which test should be performed when
- Drafting hypotheses
- Drawing conclusions from data

Module 8 Improve

- Generating solutions
- Trial Experiments
- Techniques for generating ideas
- Selecting the best solution
- Conducting pilots

Module 9 Control

- Control plan and control mechanisms
- Implementing and confirming the solution
- Project documentation
- Project closing

Module 10 Practical certification

- Carrying out the practical project

BLACK BELT INDUSTRY

The go-to Lean Six Sigma Black Belt course if you are in the industrial work sector

Chapter 11
Black Belt industry

You work in an industrial environment and you have the ambition to get the most out of processes. You should opt for this course if you aim to improve processes in an environment where machine settings directly affect the end result.

Lean Six Sigma is the go-to method to provide the highest quality. Black Belts work on projects that have an immediate positive impact on the quality of a product. By decreasing variation in the process and reducing the number of defects, the Black Belt works on a continuous process improvement.

After this Black Belt course, you - a Lean Six Sigma expert - will have the confidence to apply what you've learned in practice and inspire organisations to deliver the highest quality.

What will I be able to do after this course?

After this course, you will be able to apply Lean Six Sigma techniques in practice within an industrial environment in a structured way. A Black Belt is capable of:

- optimising processes using the DMAIC structure
- modelling processes using Design of Experiments
- leading improvement projects across departments
- taking decisions based on models and information retrieved from data
- running improvement teams to reach the best solution together
- implementing a defined solution within an organisation successfully

Upon successful completion of the exam, you will receive the internationally recognised Lean Six Sigma Black Belt theoretical certificate. Upon completion of the practical assignment, you will receive the practical certificate, and you will be a certified Black Belt.

Prior knowledge

An intellectual ability at the level of Bachelor or Master is required if you want to take the Black Belt for the industry course. You do not have to take the Green Belt course to be able to start the Black Belt course. Affinity with change management and statistics is a plus.

Lead time
10 course days, spread over 12 weeks

6 Hours of preparation	80 Theoretical hours
22 Hours of homework	3 Hours of exam preparation
128 Practical hours	€ 5990.-* € 4990.- Only theory

> "Some will say, 'Common sense will tell you. I know what the problem is.' But collecting data and analysis will tell you if your common sense is right."
>
> - Jeffrey K. Liker

* Fees

Lean Six Sigma Black Belt course including practical certification: €5,990.-
Course without a practical certification: €4,990.-

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design

The course consists of 10 theoretical days with various didactic methods such as simulations, exercises, and discussions. Please find the programme on the next page. In addition to the theoretical days, the course comprises some independent study to prepare for the modules.

After the theoretical days, participants will carry out a practical project under the guidance of the Master Black Belt. The practical assignment usually takes 4 to 6 months to complete. Upon successful completion of the practical assignment, you will receive the Black Belt Certificate of Achievement. Please refer to page 66 for more information on the practical assignment.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A1, A2, A3, A4
- B1, B6
- C1, C3, C4, C5
- D1
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself.

In MyTraining, you can also request the study books written by The Lean Six Sigma Company: 'Lean in Practice' and 'Six Sigma in practice.' Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

If you have already taken the Lean Thinking course at The Lean Six Sigma Company, you can get an exemption for the first 2 days. Please contact us to learn more about the conditions. If you have already taken a Green Belt course, you can take the 5-day Green Belt to Black Belt upgrade course. Please refer to page 46 for more information.

Follow-on courses

After taking the Lean Six Sigma Black Belt for the industry course, you can broaden your knowledge through the Lean Practitioner course. This is a 2-day extension of the Lean Thinking module that expands on Lean techniques.

ADDED VALUE OF THIS COURSE

- ✓ Internationally recognised certificate
- ✓ Specifically designed for the industry
- ✓ Taught by an experienced Master Black Belt
- ✓ Modular design
- ✓ Theory can be taken separately
- ✓ 2 years to complete the practical project
- ✓ Can be taken without Green Belt pre-training
  Can be taken through open enrolment and in-company

PROGRAMME
Black Belt Industry

Part 1
Lean Thinking

- Lean philosophy, history, and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, first part
- Value stream mapping
- Flow
- Line balancing & Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, second part
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- Kaizen (Kaikaku)
- 5 times Why, A3 management

Part 2
Six Sigma

Module 1 Introduction

- Background of Six Sigma
- The Six Sigma organisation
- The DMAIC improvement structure
- Using Six Sigma for service provision and transactional processes
- Implementation of Six Sigma

Module 2 Define

- The role and importance of the DEFINE stage
- The Voice of the Customer
- The CTQ project
- Compiling a Six Sigma project team
- The Six Sigma project charter
- KANO Model
- The path to CRQs
- Select the right project
- SIPOC
- Stakeholders diagram

Module 3
Basic statistics and introduction into minitab

- Introduction into statistics
- Statistical quantities
- Dispersion / distribution
- Standard deviation
- Sampling / population
- Histograms
- Introduction into Minitab

Module 4 Measure

- Determining project Y
- Data types
- Data collection plan
- Baseline performance
- Measuring system
- Determining the improvement goal
- Process capability

Module 5 Analysis

- Possible root causes
- Prioritising causes
- Graphical analysis techniques
- Causes and consequences
- FMEA

Module 6 Hypothesis tests

- Confidence intervals
- Importance of sampling
- Impact of sampling on confidence intervals
- Hypothesis tests
- Alfa and Beta risks
- Drafting the right hypothesis
- Interpreting the result

Module 7 Statistical tests

- Hypothesis tests and data types
- Applying statistical tests
- Recognising which test should be performed when
- Drafting hypotheses
- Drawing conclusions from data

Module 8 VSM, 5S & Visual Management

- Value stream mapping (continuation...)
- 5S (continuation...)
- Visual management (continuation...)

Module 9 Improve

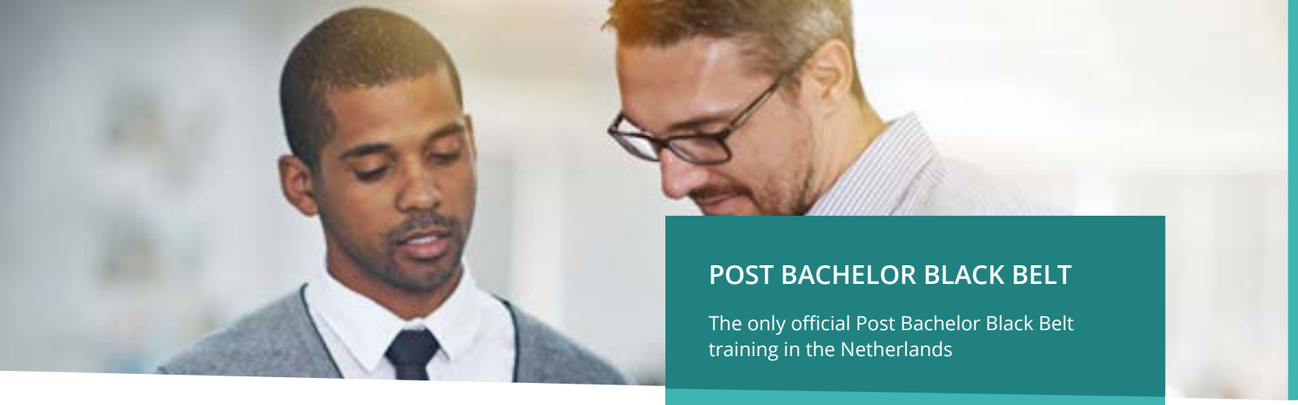
- Generating solutions
- Trial Experiments
- Techniques for generating ideas
- Selecting the best solution
- Conducting pilots

Module 10 Control

- Control plan and control mechanisms
- Implementing and confirming the solution
- Project documentation
- Project closing

Module 11 Practical certification

- Carrying out the practical project



Chapter 12
Post Bachelor Black Belt

Organisations in the Netherlands are becoming increasingly active in the field of process improvement and are therefore looking for experts with the right skills. Process improvement is a craft, and with this Post Bachelor Black Belt training, you will be trained to become a professional. If it is your ambition to optimise process performance and exceed customer expectations, the Lean Six Sigma method is the structure you should learn more about.

A Black Belt is a professional who works in a disciplined way and who can substantiate any findings with data and facts on root causes. The Post Bachelor Black Belt training is the most intensive Lean Six Sigma training offered. Therefore, you will not only receive the internationally recognised Lean Six Sigma Black Belt certificate as a reward for your commitment, but also an official Post Bachelor diploma issued by the CPION.

What will I be able to do after this course?

After this course, you will be able to apply Lean Six Sigma techniques in practice, in a service providing and industrial organisation, in a structured way. A Black Belt is capable of:

- optimising processes using the DMAIC structure
- modelling processes using Design of Experiments
- facilitating improvement sessions using Kaizen techniques
- leading improvement projects across departments
- taking decisions based on information retrieved from data
- running improvement teams to reach the best solution together
- implementing a defined solution within an organisation successfully

Upon successful completion of the exam, you will receive the internationally recognised Lean Six Sigma Black Belt theoretical certificate. Upon completion of the practical assignment, you will receive the practical certificate and the Post Bachelor diploma, and you will be a certified Black Belt.

Follow-on courses

After taking the Black Belt for service provision course, you can broaden your Six Sigma knowledge through the 2-day industrial upgrade.

POST BACHELOR BLACK BELT

The only official Post Bachelor Black Belt training in the Netherlands

Lead time
11 course days, spread over 17 weeks

8 Hours of preparation	88 Theoretical hours
12 Hours of homework	3 Hours of exam preparation
128 Practical hours	€ 4500.-* Excluding VAT

> “It is impossible to improve any process until it is standardised.”
>
> - Jeffrey K. Liker

* Prior knowledge

This Black Belt training is a Post-Bachelor-level training. This means that it is considered to be a more in-depth extension of a Bachelor’s study programme. However, having a Bachelor’s degree is no prerequisite. Affinity with process improvement and statistics is a plus.

Fees

Lean Six Sigma Post Bachelor Black Belt course including practical certification: €4,500.-

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design

The course consists of 11 theoretical days with various didactic methods such as simulations, exercises, and discussions. Please find the programme on the next page. In addition to the theoretical days, the course comprises some independent study to prepare for the modules.

After the theoretical days, participants will carry out a practical project under the guidance of the Master Black Belt. The practical assignment usually takes 4 to 6 months to complete. Upon successful completion of the practical assignment, you will receive the Black Belt Certificate of Achievement and the official Post Bachelor diploma. Please refer to page 66 for more information on the practical assignment.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A1, A2, A3, A4
- B1, B4, B6
- C1, C3, C4, C5
- D1
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the study books written by The Lean Six Sigma Company: ‘Lean in Practice’ and ‘Six Sigma in practice.’ Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

There are no exemptions for the Post Bachelor training.

Follow-on courses

The Post Bachelor training is the most complete Lean Six Sigma training. Further growth is possible through customised programmes in order to certify as a Master Black Belt or Lean Master.

ADDED VALUE OF THIS COURSE

- ✓ Internationally recognised certificate
- ✓ Official Post Bachelor diploma
- ✓ Taught by an experienced Master Black Belt
- ✓ Most comprehensive Lean Six Sigma training
- ✓ Theory can be taken separately
- ✓ 2 years to complete the practical project
- ✓ Can be taken without Green Belt pre-training
- ✓ Can be taken through open enrolment and in-company

PROGRAMME

Post Bachelor Black Belt

Part 1
Lean Thinking

- Lean philosophy, history, and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, part 1
- Value stream mapping
- Flow
- Line balancing and Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, part 2
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- 5 time Why

Part 2
Kaizen

- Kaizen background
- Improvement boards
- A3 Management
- Root Cause Analysis
- Organising a Kaizen event
- Kaizen case

Part 3a
Six Sigma service provision

Introduction
- Background of Six Sigma
- Six Sigma organisation
- DMAIC improvement structure
- Six Sigma for service provision and industry

Basic statistics and introduction into Minitab
- Introduction into statistics
- Statistical quantities
- Dispersion / distribution
- Standard deviation
- Sampling/population
- Histograms
- Introduction into Minitab

Measure
- Determining project Y
- Data types
- Data collection plan
- Baseline performance
- Measuring system
- Determining the improvement goal
- Process capability

Analysis
- Possible root causes
- Prioritising causes
- Value stream mapping (recap)
- Graphical analysis techniques
- Causes and consequences
- FMEA Hypothesis tests
- Confidence intervals
- Importance of sampling
- Impact of sampling on confidence intervals
- Hypothesis tests
- Alfa and Beta risks
- Drafting the right hypothesis
- Interpreting the results

Statistical tests
- Hypothesis tests and data types
- Applying statistical tests
- Recognising which test should be performed when
- Drafting hypotheses
- Drawing conclusions from data

Improve
- Generating solutions
- Trial experiments
- Techniques for generating ideas
- Selecting the best solution
- Conducting pilots

Control
- Control plan and control mechanisms
- Implementing and confirming the solution
- Project documentation
- Project closing

Part 3b
Six Sigma industry

Analysis of measuring system
- Sources of measurement variation
- Analysis tools for measurement system variation
- Gage R&R
- Evaluation of measuring system

Design of Experiments
- Introduction into Design of Experiments (DoE)
- Drafting a DoE
- Analysing a DoE in Minitab
- Robustness of the design

Exam

Practical assignment

Chapter 13
Green Belt to Black Belt

You are a Green Belt who has the ambition to become a Black Belt.

Black Belts are the most important project managers of major improvement initiatives. A Black Belt has mastered the techniques to improve processes regardless of sector or specialised knowledge. That is why Black Belts work on various process optimisation projects within an organisation. Black Belts communicate with all layers within an organisation, they are resolute, and they do not settle for anything less than the highest quality.

After this upgrade course, you will have the confidence to complete complex and cross-departmental Lean Six Sigma projects successfully.

What will I be able to do after this course?

You should opt for this upgrade if you wish to bridge the knowledge level difference between a Green Belt and a Black Belt certification. After this course, you will be able to deploy a comprehensive range of Lean Six Sigma improvement techniques as well as statistics in order to optimise processes at a Black Belt level.

Prior knowledge

You must be in possession of a Six Sigma Green Belt certificate to take the Green Belt to Black Belt upgrade. If you did not obtain this certification at The Lean Six Sigma Company, please send your certificate and curriculum to us for review. We will test the curriculum by comparing it against the learning goals of our Green Belt programme. In the case of a positive assessment, you can join the upgrade.

GREEN BELT TO BLACK BELT

The 3- or 5-day upgrade for Green Belts to become a Black Belt

Lead time

Upgrade Black Belt service provision: 3 days, spread over 2 weeks
Upgrade Black Belt industry: 5 days, spread over 5 weeks

5 Hours of preparation	24/40 Theoretical hours
4 Hours of homework	1 Hours of exam preparation
128 Practical hours	€ 2485.-* € 1485.- Only theory

> **“Develop a passion for learning. If you do, you will never cease to grow.”**
>
> - Anthony J. D’Angelo

* Fees

3-day Green Belt to Black Belt for service provision upgrade including practical certification: €2.485.-
Only theory: €1.485.-

5-day Green Belt to Black Belt for the industry upgrade including practical certification: €3.485.-
Only theory: €2.485.-

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design, open enrolment and in-company

You can upgrade to Black Belt service provision or Black Belt industry. All participants will follow the 3-day Black Belt service provision programme. To upgrade to Black Belt industry, you should subsequently take the 2-day industry module.

The course comprises various didactic methods such as simulations, exercises, and discussions. Please find the programme on the next page. In addition to the theoretical days, the course comprises some independent study to prepare for the modules.

After the theoretical days, participants will carry out a practical project under the guidance of the Master Black Belt. The practical assignment usually takes 4 to 6 months to complete. Upon successful completion of the practical assignment, you will receive the Black Belt Certificate of Achievement. Please refer to page 66 for more information on the practical assignment.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A4
- B4
- C1, C5
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the ‘Six Sigma in Practice’ study book written by The Lean Six Sigma Company. Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

There are no exemptions for this course.

Follow-on courses

Lean Practitioner is a suitable complement for Black Belts. This 2-day extension of the Lean Thinking Module expands on important Lean improvement techniques such as Kaizen and A3 management - under the condition that you have taken the Lean Thinking course.

ADDED VALUE OF THIS COURSE

- Internationally recognised certificate
- Taught by an experienced Master Black Belt
- Modular design
- Theory can be taken separately
- 2 years to complete the practical project
- Can be taken through open enrolment and in-company

PROGRAMME
Green Belt to Black Belt

Module 1 recap
DMAIC summary (12-step plan)

- Welcome, introduction & agenda
- Six Sigma DMAIC
- Define stage, most important deliverables and tools
- Determining the critical factors of a process
- Measure stage, most important deliverables and tools
- Determining the baseline performance
  Determining the number of deviations in the process
- Analysis stage, most important deliverables and tools
- Identifying root causes of deviations and variation
- Improve stage, most important deliverables and tools
- Generating solutions and improvements to address the root causes
- Control stage, most important deliverables and tools
- Determine the preformances of the new process and secure the improvements

Module 2 service provision
Descriptive and inferential technique

- Basic statistics
- Introduction into Minitab
- Minitab case study
- Hypothesis tests (Confidence Intervals, Sample Size, and Hypothesis tests)
- Exercise - The Hypothesis test
- Sample Size calculation in Minitab
- T-Test (one sided and two sided)
- ANOVA

Statistical tests and
statistical Process Control

- Determining project Y
- Explaining the different types of data
- Writing out a data collection plan
- Calculating the baseline performance
- Verifying the measuring system
- Determining the improvement goal
- Process capability

Module 3 industry
Analysis of measuring system

- Analysis of measuring system
- MSA theory
- Gage R&R application
- Gage R&R attribute data
- Introduction into Statapult
- Exercise including MSA; Capability and Control Charting
- Introduction into Designed Experiments

Design of experience

- Design of Experiments
- 2-level Factorial Designs
- Screening Design
- Centerpoints
- Response Surface Modelling

> “If the statistics are boring, you have got the wrong numbers.”
>
> - Edward Tufte

Chapter 14
Minitab course

With the rise of the Internet of Things and the Industrial Internet of Things, data are becoming more accessible than ever. But data alone will not help organisations all that much. Organisations need information extracted from data to keep up in a new era of competitiveness. This requires professionals who possess knowledge on process improvement and statistics. The Minitab course will give you the tools required to extract information from data in a simple way.

What will I be able to do after this course?

After this course, you will be able to deploy a comprehensive range of Six Sigma improvement techniques as well as statistics in order to optimise processes. After this course you will be capable of:

- testing hypothesis to confirm/reject statements
- conducting reliable samplings
- presenting data and findings in a graphical manner
- setting up an experiment
- analysing your measuring systems
- determining whether an event is coincidental or deviates significantly

Prior knowledge

No specific pre-training is required for the Minitab course. Basic knowledge on statistics is a plus.

MINITAB TRAINING

4-day minitab course Statistics & Minitab in a pressure cooker

Lead time
4 days, spread over 5 weeks

2 Hours of preparation	32 Theoretical hours
2 Hours of homework	3 Hours of exam preparation
n/a Practical hours	€ 1950.-* Excluding VAT

* Fees
Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design, open enrolment and in-company

The course consists of 4 theoretical days with various didactic methods such as simulations, exercises, and discussions. Furthermore, the course comprises some independent study to prepare for the modules and the theoretical exam.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A4
- B4
- C1, C5
- E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

Prior to the course, you will receive the ‘Six Sigma in Practice’ theory book written by The Lean Six Sigma Company. During the course, you will also receive homework assignments and additional information.

Exemption

There are no exemptions for this course.

Follow-on courses

After taking the Minitab course, you can expand your improvement knowledge with Lean techniques - for example, by taking the Lean Thinking or Lean Practitioner course.

ADDED VALUE OF THIS COURSE

- Internationally recognised certificate
- Taught by an experienced Master Black Belt
- Modular design
- Theory can be taken separately
- 2 years to complete the practical project
- Can be taken through open enrolment and in-company

PROGRAMME

Minitab course

Module 1
Descriptive and inferential statistics

- Basic statistics
- Introduction into Minitab
- Minitab case study
- Hypothesis test (Confidence Intervals, Sample Size, and Hypothesis tests)
- Exercise - The Hypothesis test
- Sample Size calculation in Minitab
- T-Test (one sided and two sided)
- ANOVA

Module 2
Statistical tests and statistical Process Control

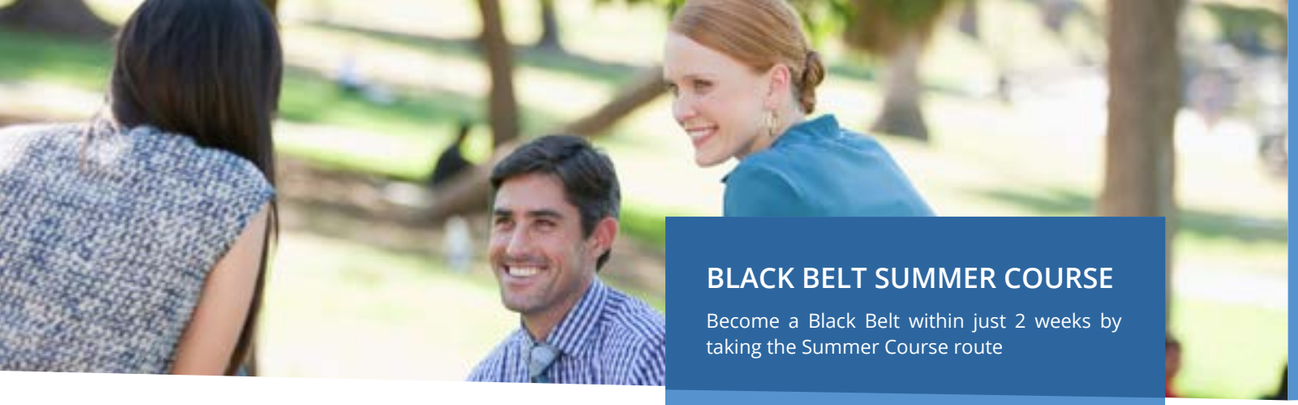
- Summary of Hypothesis tests
- ANOVA + Effervescent Tablets
- Regression
- Chi-Square
- Run Charts and Control charts Statistical Process Control
- Capability

Module 3
Analysis of measuring system

- Analysis of measuring system
- MSA theory
- Gage R&R application
- Gage R&R attribute data
- Introduction into Statapult
- Exercise including MSA; Capability and Control Charting
- Introduction into Designed Experiments

Module 4
Design of Experiments

- Design of Experiments
- 2-level Factorial Designs
- Screening Design
- Centerpoints
- Response Surface Modelling



BLACK BELT SUMMER COURSE

Become a Black Belt within just 2 weeks by taking the Summer Course route

Lead time
8 course days, spread over 2 weeks

6 Hours of preparation	64 Theoretical hours
2 Hours of homework	3 Hours of exam preparation
128 Practical hours	€ 5445.-* € 4445.- Only theory

Chapter 15
Black Belt Summer Course

Your agenda or schedule does not allow for a 3- to 4-month study to get a Black Belt certification - yet you do have the ambition to spend a significant portion of your time working on projects to improve the performance of processes. Furthermore, you truly want to provide what the customer requires and you wish to combine statistics and creativity in order to achieve this. The Black Belt course can give your career a boost and make you more valuable to an organisation. With Lean Six Sigma, you will break down traditional ideas on process management and problem solving, and along with a team, you will develop robust processes that provide what the customer requires.

After this Black Belt course, you will have the confidence to apply what you've learned in practice and inspire organisations to deliver the highest quality.

What will I be able to do after this course?

With regard to content, the Black Belt Summer Course is similar to the Black Belt for service provision course. The difference between the courses is the lead time. The Black Belt Summer Course is the fastest way to becoming a certified Black Belt.

During this course, you will learn to apply Lean Six Sigma techniques in practice in a structured way. The design and content focus on applying Lean Six Sigma on service provision processes. As this 8-day Black Belt for service provision course does not deal with industrial improvement techniques, it is the shortest route to be certified with an internationally acknowledged and recognised certificate.

Follow-on courses

After taking the Black Belt for service provision course, you can broaden your Six Sigma knowledge through the 2-day industrial upgrade.

Participants who come from a service provision environment will find the Lean Practitioner course to be a suitable complement. This 2-day extension of the Lean Thinking Module expands on important Lean improvement techniques such as Kaizen and A3 management.

> "The only way to win,
> is to learn faster than anyone else."
>
> - Eric Ries

Prior knowledge

An intellectual ability at the level of Bachelor or Master is required if you want to take the Black Belt Summer Course. After all, you do not have to take the Green Belt course to be able to start the Black Belt course. Affinity with change management and preparation for these intensive 2 weeks are plus.

* Fees

Lean Six Sigma Black Belt course including practical certification: €5,445.-
Course without a practical certification: €4,445.-

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design, open enrolment and in-company

The course consists of 8 theoretical days with various didactic methods such as simulations, exercises, and discussions. Please find the programme on the next page. In addition to the theoretical days, the course comprises some independent study to prepare for the modules.

After the theoretical days, participants will carry out a practical project under the guidance of the Master Black Belt. Upon successful completion of the practical assignment, you will receive the Black Belt Certificate of Achievement. Please refer to page 66 for more information on the practical assignment.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A1, A2, A3, A4
- B1, B4, B6
- C1, C3, C4, C5
- D1
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the study books written by The Lean Six Sigma Company: 'Lean in Practice' and 'Six Sigma in practice.' Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

If you have already taken the Lean Thinking course at The Lean Six Sigma Company, you can get an exemption for this module. Please contact us to learn more about the conditions. If you have already taken a Green Belt course, you can also take the 3-day Green Belt to Black Belt upgrade course. Please refer to page 46 for more information.

ADDED VALUE OF THIS COURSE

- Internationally recognised certificate
- You will be a Black Belt within 2 weeks
- Taught by an experienced Master Black Belt
- Quiet and green location
- Theory can be taken separately
- 2 years to complete the practical project
- Can be taken without Green Belt pre-training
- Unique summer camp experience

PROGRAMME

Black Belt Summer Course

Part 1
Lean Thinking (2 days)

- Lean philosophy, history, and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, first part
- Value stream mapping
- Flow
- Line balancing & Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, second part
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- Kaizen (Kaikaku)
- 5 times Why, A3 management

Part 2
Six Sigma (6 days)

Module 1 Introduction

- Background of Six Sigma
- Six Sigma organisation
- DMAIC - improvement structure
- Six Sigma for service provision and transactional processes
- Implementation of Six Sigma
- Abbreviations and terms

Module 2 Define

- Role and importance of the DEFINE stage
- Voice of the Customer
- Project CTQ
- Compiling a Six Sigma project team
- The Six Sigma project charter
- Project selection
- SIPOC
- Stakeholders diagram

Module 3
Basic statistics and introduction into minitab

- Introduction into statistics
- Statistical quantities
- Dispersion / distribution
- Standard deviation
- Sampling / population
- Histograms
- Introduction into Minitab

Module 4 Measure

- Determining project Y
- Data types
- Data collection plan
- Baseline performance
- Measuring system
- Determining the improvement goal
- Process capability

Module 5 Analysis

- Possible root causes
- Prioritising causes
- Value stream mapping
- Graphical analysis techniques
- Causes and consequences
- FMEA

Module 6 Hypothesis tests

- Confidence intervals
- Importance of sampling
- Impact of sampling on confidence intervals
- Hypothesis tests
- Alfa and Beta risks
- Drafting the right hypothesis
- Interpreting the result

Module 7 Statistical tests

- Hypothesis tests and data types
- Applying statistical tests
- Recognising which test should be performed when
- Drafting hypotheses
- Drawing conclusions from data

Module 8 Improve

- Generating solutions
- Trial Experiments
- Techniques for generating ideas
- Selecting the best solution
- Conducting pilots

Module 9 Control

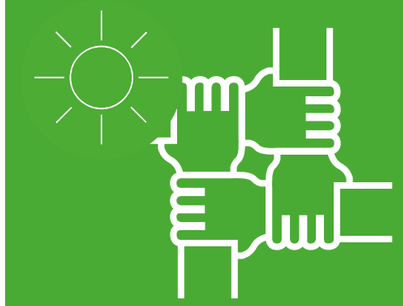
- Control plan and control mechanisms
- Implementing and confirming the solution
- Project documentation
- Project closing

Module 10 Practical certification

- Carrying out the practical project

GREEN BELT SUMMER COURSE

Become a Green Belt within just 1 week by taking the Summer Course route



Chapter 16
Green Belt Summer Course

This Summer Course design is specifically tailored to the busy professional who wants to take an intensive course to quickly get started as a certified Green Belt.

Green Belts are ambitious, place high demands on quality, and you are capable of mobilising a department. You will be a Green Belt in addition to your current tasks. Green Belts often have a management position and are responsible for the continuity of departments that directly add value for the (internal) customer. A Lean Six Sigma course also offers career opportunities, because as a Green Belt, you work on reducing operational costs and increasing customer satisfaction. A professional who is successful in doing so is of significant added value to an organisation.

What will I be able to do after this course?

The Green Belt Summer Course is the fastest way to getting a Lean Six Sigma certificate. With regard to content, the Green Belt Summer Course is similar to the regular Green Belt course.

Green Belts are effective improvers that make departments stand out. This course is mainly taken by professionals who want to work on process improvement initiatives in addition to their current tasks. The reasons to get started with Lean Six Sigma vary, but they are always related to change. The market is moving and you need to respond to it, or your organisation opts for a new strategy or reorganisation, or it expresses the ambition to become the best in terms of service and quality. In these cases, the Green Belt course offers you the knowledge to improve successfully.

For example, you will learn to identify customer requirements, recognise improvement potential, and select projects. Moreover, techniques for analysing problems, discovering root causes, and reaching an optimal solution will be discussed during the course. Finally, attention will be paid to securing solutions and setting up the right KPIs.

After completing our Green Belt course, you will have confidence in Lean Six Sigma techniques and you will be able to complete improvement initiatives successfully.

Lead time
5 course days + 2 evenings in 1 working week

6 Hours of preparation	48 Theoretical hours
0 Hours of homework	2 Hours of exam preparation
105 Practical hours	€ 4495.-* € 3495.- Only theory

> **“A way to define Lean Six Sigma is as ‘culture change’ effort to position a company for greater customer satisfaction, profitability, and competitiveness.”**

* Fees

Lean Six Sigma Green Belt Summer Course including practical certification: €4,495.-
Course without a practical certification: €3,495.-

Organisations that cannot deduct VAT, such as private individuals, healthcare institutions, governments, and financial service providers, are *exempt from VAT*.

Course design

The course consists of 5 consecutive theoretical days with various didactic methods such as simulations, exercises, and discussions. Please find the programme on the next page.

After the theoretical days, you will carry out a practical project under the guidance of a Lean Six Sigma coach. The practical assignment usually takes 3 to 5 months to complete. Upon successful completion of the practical assignment, you will receive the internationally recognised Green Belt Certificate of Achievement. Please refer to page 66 for more information on the practical assignment.

Competences

In addition to the method and techniques that you will learn, you will develop the following competences during the course:

- A2, A3, A4
- B1, B6
- C1, C3, C4, C5
- D1
- E1, E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials

After registration, you will immediately get access to the MyTraining environment. Here, you will find the course manual which describes how you can prepare yourself. In MyTraining, you can also request the study books written by The Lean Six Sigma Company: ‘Lean in Practice’ and ‘Six Sigma in practice.’ Furthermore, you will find templates and homework assignments in MyTraining.

Exemption

If you have already taken the Lean Thinking course at The Lean Six Sigma Company, you can get an exemption for this module. Please contact us to learn more about the conditions.

Follow-on courses

After taking the Green Belt course, you can move up to the Black Belt level through the Green Belt to Black Belt upgrade. If you prefer to broaden your knowledge in the Lean field, Lean Practitioner will be a suitable complement.

ADDED VALUE OF THIS COURSE

- ✓ Internationally recognised certificate
- ✓ Taught by Lean Six Sigma experts with practical experience
- ✓ The fastest route to certifying as a Green Belt
- ✓ Theory can be taken separately
- ✓ 2 years to complete the practical project
- ✓ Unique summer camp experience

PROGRAMME
Green Belt Summer Course

Part 1
Lean Thinking

- Lean philosophy, history, and background
- Lean and the Theory of Constraints
- The Lean Roadmap
- Customer value add analysis
- Business value add and non value add
- The 8 types of waste
- Practical simulation, part 1
- Value stream mapping
- Flow
- Line balancing and Takt time
- Pull and Little's law
- Kanban, safety stock, and replenishment pull
- Practical simulation, part 2
- Poka Yoke
- 5S and Visual Management
- SMED and setup reduction
- 5 time Why

Part 2
Six Sigma

Module 1

- Background of Six Sigma
- The Six Sigma organisation
- The DMAIC improvement structure
- Using Six Sigma for service provision and transactional processes
- Implementation of Six Sigma

Module 2 Define

- The role and importance of the DEFINE stage
- The Voice of the Customer
- The CTQ project
- Compiling a Six Sigma project team
- The Six Sigma project charter
- KANO Model
- The path to CRQs
- Select the right project
- SIPOC
- Stakeholders diagram

Module 3 Measure

- Determining project Y
- Explaining the different types of data
- Writing out a data collection plan
- Calculating the baseline performance
- Verifying the measuring system
- Determining the improvement goal
- Process capability

Module 4 Basic statistics

- What is statistics?
- Basic concepts
- Histogram and normal distributions

Module 5 & 6 Analysis

- Which X's affect project Y
- How X's are arranged by importance with respect to project Y
- For which X's can we confirm statistically that they have an important impact on project Y
- Which X's we use to achieve theproject goal
- Given the 'vital few X's' list
- How do the financial results relate to the implementation costs of the solution?

Module 7 Improve

- The use of tools to generate a solution for project goals
- Evaluating the solution to check if the project goal has been achieved
- Assessing the risk of the implementation of the suggested solution
- Conducting a pilot of the suggested solution in a real business environment

Module 8 Control

- Securing the process to ensure that the improvements are permanent
- Making a plan for the full implementation of the solution
- Implementing and confirming the solution
- Documenting relevant information
- Defining opportunities that we can use in other projects

Module 9 Practical assignment

- Carrying out a practical assignment

SPONSOR AND CHAMPION

For those who are responsible for investment and success

Chapter 17
Sponsor and Champion

Entry requirements and prior knowledge
There are no entry requirements for the sponsor and champion course.

Why choose this course?
You want to know how you can best support the Lean Six Sigma initiative from your management position. It will also become clear what you can expect from the Lean Six Sigma experts in your organisation. Furthermore, this course will introduce you into the Lean Six Sigma philosophy in the areas of quality and speed.

Follow-on courses
After the sponsor or champion course, you can opt for a practical training to learn more about the various improvement techniques that the Lean Six Sigma method provides.

Target group for the Sponsor and Champion course
The sponsor is the manager for whom Green Belts and Black Belts solve a process-related problem. The champion is the director or board member who is responsible for the budget of the Lean Six Sigma initiative. Most organisations have one champion and many sponsors.

Course design
The course consists of a theoretical part and a practical simulation part. During the theoretical part, Lean Six Sigma will be explained. It will become clear what you can expect from investments in Lean Six Sigma, what Lean Six Sigma can and cannot be used for, and how you can best support the Lean Six Sigma initiative. The second part comprises a practical simulation. During this simulation, you will experience the power of Lean Six Sigma and gain improvement ideas for your organisation.

Lead time
8 course days, spread over 12 days

n/a Hours of preparation	8 Theoretical hours
n/a Hours of homework	n/a Hours of exam preparation
n/a Practical hours	Daily rate Based on a quotation

> **"Quality is the best business plan."**
> - John Lasseter

Competences
In addition to the method and techniques that you will learn, you will develop the following competences during the course:
- A1, A2, A4
- B4, B6
- E3

On page 78 of the Prospectus, the competences are listed and explained.

Course materials
N/a

Practical assignment
N/a

Exemption
N/a

PROGRAMME
Sponsor and Champion

Part 1
Lean Six Sigma

- What is Lean Six Sigma?
- Background of Lean Six Sigma
- What are the basic principles of Lean Six Sigma?
- Short film about Lean Six Sigma

Part 2
Lean Six Sigma in practice

- Process simulation
- Applying the theory on the simulation
- Terminology
- Summary of the day

Chapter 18
Practical assignment

Why a Lean Six Sigma practical assignment?
Lean Six Sigma is a skill. A practical assignment shows how you can obtain this skill. On the one hand, you can demonstrate that you have mastered Lean Six Sigma techniques, and on the other, you can display your ability to implement change.

What does a practical assignment entail?
A practical assignment is an improvement project, usually within your own organisation. The project should demonstrably contribute to the goal of your organisation: a continuous reduction of operational costs and/or increasing customer satisfaction. An improvement project should always have a positive business case and can never cost more than it yields.

Examples include: Improving the NPS, reducing customer service complaints, improving the quality of products or services, reducing lead times of processes & less administrative pressure.

Where can you find projects?
Initially, we recommend that you look for projects in your own working environment. The proceeds of a project are significantly higher than the investment in the training and coaching costs. If you cannot conduct a project within your organisation, you are free to look for a project elsewhere. As long as you can meet the preconditions, you may want to consider projects within associations that you are an active member of. Or perhaps you have a relative or friend who has their own company. You can also take your children's school, volunteering organisations in your municipality, or even charities into consideration. Health care institutions are always working on reducing costs and optimising the quality of care. Deploying your knowledge in this manner cuts both ways.

Is a practical assignment required to take a course?
The practical assignment proves that you can apply the theory in practice. If you only follow the theoretical programme and do not complete a Lean Six Sigma project, you will receive a partial certificate (also known as the theoretical certificate) from us. In short, you can follow the theoretical programme without carrying out the practical assignment. Furthermore, you can still start your practical assignment 2 years after completing the theoretical part.

Please note that upon completion of the theoretical part, you are not yet a Green Belt or Black Belt. A Green Belt or Black Belt is certified based on a practical assignment.

Programmes

> **“We have learned to live in a world of mistakes and defective products as if they were necessary to life. It is time to adopt a new philosophy”**
>
> - W. Edwards Deming

Chapter 19
Lean Master Programme

Prior knowledge
An intellectual ability at the level of Bachelor or Master is required if you want to take the Lean Master course. The Lean Master - the follow-on course of the Lean Practitioner course - is a customised programme, and its design depends on your experience as well as the current opportunities for assuming the Lean Master role within your organisation. Prior to the programme, we will hold an intake interview, and your personal plan will be drafted.

Why choose this course?
The Lean Master course thoroughly expands on creating a continuous improvement culture. Therefore, it is a Lean Master’s task to monitor the progress of Lean improvement programmes, select the right people and projects, and inspire the organisation to provide the highest quality. If you wish to assume this role within an organisation, you should choose this course.

Follow-on courses
After taking the Lean Master course, you can move up to the Six Sigma Black Belt course. The combination of Lean Master and Six Sigma Black Belt is the highest achievable one in terms of process improvement with Lean Six Sigma.

Target group
The Lean Master course is meant for those who want to be the initiators of Lean implementations - usually managers who want to learn how to implement a continuous improvement culture according to the Lean method from their current role. Your position within the organisation should allow for mobilising, motivating, and facilitating employees to design Lean initiatives. Furthermore, you must have taken the Lean Practitioner course and assumed the associated role.

LEAN MASTER PROGRAMME

Customised programme for thoroughly experienced Lean experts

Lead time
Customised programme

Preparation: Lean Practitioner course

Personalised

Theoretical hours

Customisation

Hours of homework

3

Hours of exam preparation

48

Practical hours

Customisation

Investment

Programme design
This programme is a combination of 2 theoretical days and practical assignments. During the two theoretical days, we will focus on coaching styles and management skills according to the Lean method. After the theoretical days, you will get to work, in practice, to lay building blocks for a continuous improvement culture. You will do so under the guidance of The Lean Six Sigma Company. The exact design of the learning programme is personal and customised. Please contact us for more information.

Competences
In addition to the method and techniques that you will learn, you will develop the following competences during the course:
- A1, A2, A3,A4
- B1, B2, B3, B4, B6, B7
- C1, C4, C5
- D1
- E1, E3, E4

On page 78 of the Prospectus, the competences are listed and explained.

Preparation
We recommend that you do some prior reading for a broader understanding of the material.

Recommended literature:
- Developing Lean Leaders at all levels
  - Author: - Jeffrey K. Liker
- Toyota Culture: The Heart and Soul of the Toyota way
  - Authors: - Jeffrey K. Liker & Michael Hoseus
- Toyota Kata
  - Author: Mike Rother

Course materials
Prior to the course, you will receive the ‘Lean in Practice’ theory book written by The Lean Six Sigma Company.

Practical assignment
When carrying out the practical assignments, your trainer will provide you with guidance and assess you. The practical assignments usually takes 2 to 3 months to complete. If you meet the certification requirements, you will receive the practical certificate.

Exemption
There are no exemptions for the Lean Master course.

PROGRAMME
Lean Master Programme

Part 1
Project experience

- Has been active as a Lean Practitioner for 3 years
- Completed 5 Lean projects
- Provided coaching on 5 projects

Part 2
Has implemented continuous improvement

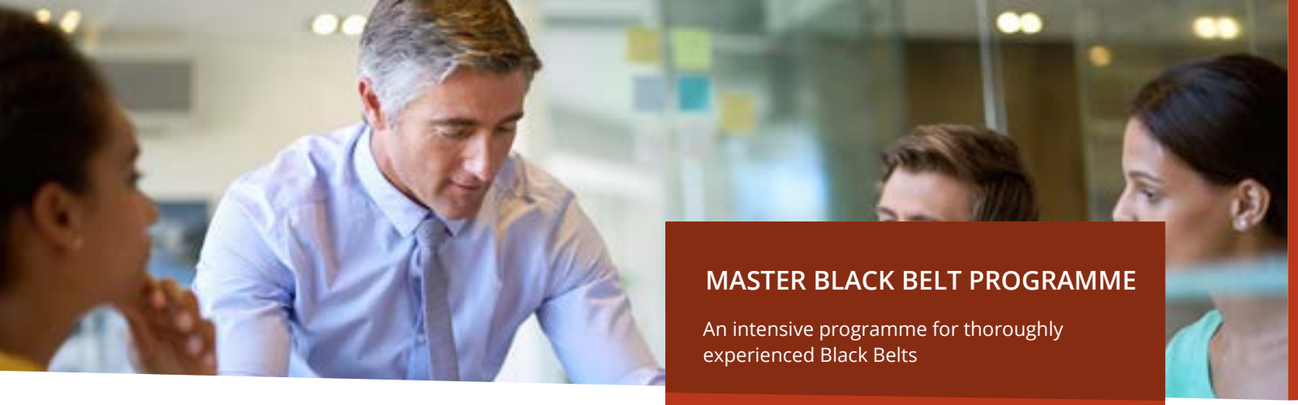
- Has implemented Lean in at least 1 department

Part 3
Teaching

- Teaching Lean courses
- Developing course material

Part 4
Practical exam

- Assessing the above requirements



Chapter 20
Master Black Belt Programme

Prior knowledge
To become a Master Black Belt, you need to have extensive work experience as a Lean Six Sigma Black Belt (3-5 years). The criteria to certify as a Master Black Belt are standardised. The way towards certification, however, is a personal programme. Request an intake interview to get started with your certification programme.

Why choose this course?
You should opt for this programme if spreading the Lean Six Sigma method and rooting the method in your organisation will be your responsibility. The Master Black Belt is the driving force behind realising the quality objectives of an organisation. The Master Black Belt is responsible for aligning Lean Six Sigma projects with the strategic objectives of organisations. Furthermore, the Master Black Belt trains Green Belts and Black Belts. Finally, the Master Black Belt is the coach of Lean Six Sigma experts in an organisation and should therefore possess the top expertise to rise above the material.

Enrol now
www.theleansixsigmacompany.nl/inschrijven

Target group
Very experienced Lean Six Sigma Black Belts with the ambition to become a programme manager of the Lean Six Sigma initiative within an organisation. Master Black Belts have broadened and deepened their knowledge - they have deepened it in the area of Lean Six Sigma techniques and statistics, and they have broadened it with regard to didactic skills to transfer their knowledge as well as change management skills to implement change.

After the Master Black Belt programme, you will be authorised to teach, licensed by The Lean Six Sigma Company.

MASTER BLACK BELT PROGRAMME

An intensive programme for thoroughly experienced Black Belts

Lead time
The theory will be provided on the job and in a personalised manner.

preparation: Black Belt for the industry course

Personalised
Theoretical hours

Customisation
Hours of homework

10
Hours of exam preparation

3-5
Years of experience as a Black Belt

Customisation
Investment

> **"The bridge between knowledge and skill is practice. The bridge between skill and mastery is time"**
> - Jim Bouchard

Programme design
To certify as a Master Black Belt, you need to have demonstrable experience in Lean Six Sigma - for example, you have completed at least 3-5 Lean Six Sigma projects at the Black Belt level. These projects should be well documented when submitted to us. Additionally, we will test whether you are capable of training groups of Green Belts and Black Belts. To do so, you will be commissioned to teach a number of modules during our open enrolment courses. You will also have to provide internal training and coaching to several Green Belts in your own organisation. Moreover, you will be assessed on your implementation and change management skills. To this end, you will write a recommendation in the form of a white paper, based on the possibilities of your organisation. Finally, you will complete your programme with a theoretical exam that will test your knowledge on statistics and Lean Six Sigma techniques.

Competences
In addition to the method and techniques that you will learn, you will develop the following competences during the course:
- A1, A2, A3, A4,
- B1 B3, B4, B6, B7
- C1, C3, C4, C5
- D1
- E1,E3, E4

On page 78 of the Prospectus, the competences are listed and explained.

Preparation
Do you share our passion for process improvement and do you like reading about it? Then we strongly recommend the following three books:

Recommended literature:
- The goal – E. Goldratt
- Lean Six Sigma – M. George
- The Toyota Way – J.F. Liker

Course materials
Throughout the programme, you will be supported with templates as well as the materials required to certify.

Exemption
Personalised

PROGRAMME

Master Black Belt Programme

Part 1
Experience

- Gap analysis Black Belt experience
- Determining the addition

Part 2
Teaching

- Training at least 3 groups of Green Belts
- Teaching various training modules during the open enrolment training of The Lean Six Sigma Company
- Coaching Green Belts and Black Belts

Part 3
White paper

- Writing a white paper on the implementation and rooting of Lean Six Sigma in your organisation
- Assessment of white paper by 2 Master Black Belts

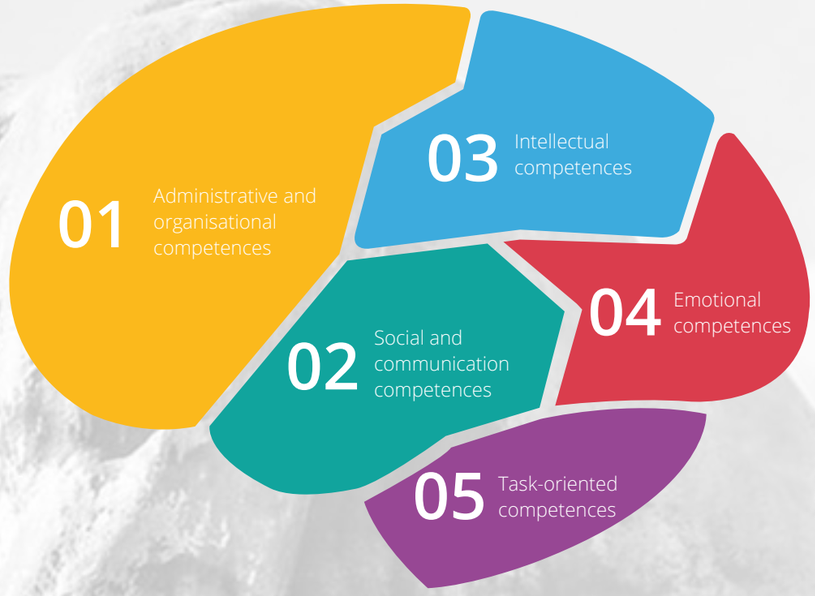
Part 4
Theoretical exam

- Theoretical exam about statistics and several Lean Six Sigma techniques, among other things

Chapter 21
Competences

The Lean Six Sigma Company uses the competence index that is generally accepted by larger organisations and governments. A practical main format can be found on the right.

These main lines can be divides into practical competences. The following is an overview of the competences.



01 Administrative and organisational competences

- A1 Leadership
- A2 Vision
- A3 Planning and organising
- A4 Results orientation
- A5 Hands-on

02 Social and communication competences

- B1 Collaboration
- B2 Involvement
- B3 Persuasiveness
- B4 Organisational awareness
- B5 Networking
- B6 Customer orientation
- B7 Communication skills

03 Intellectual competences

- C1 Analytical ability
- C2 Judgment
- C3 Environmental awareness
- C4 Creativity
- C5 Craftsmanship

Emotional competences 04

- Empathy D1
- Integrity D2
- Confidence D3
- Courage D4
- Stress resistance D5

Task-oriented competences 05

- Initiative E1
- Commitment E2
- Quality awareness E3
- Decisiveness E4
- Flexibility E5

Chapter 22
Springtest and social media

The Lean Six Sigma Company likes to share its experiences, case studies, fun facts, and recommendations on social media. Follow us to stay informed on the latest Lean Six Sigma news. Did you take one of our courses? Then you can share your experience on Springtest, so others can learn from your advice.

www.springest.nl/the-lean-six-sigma-company#ervaring-invoeren

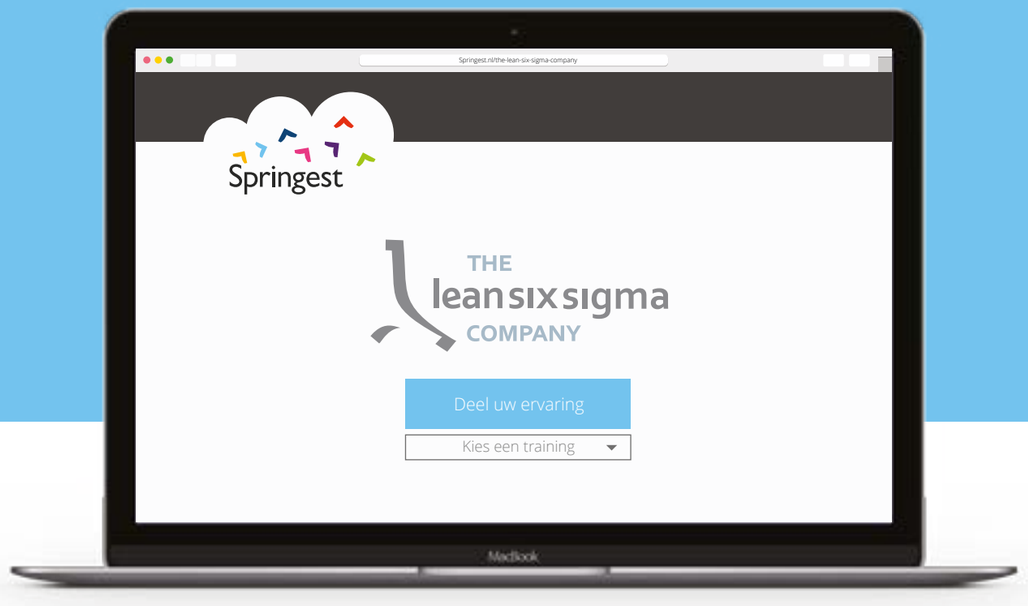
Also, have a look at our Springtest page.

Share your experience with one of our courses that you have taken.

1 euro will be donated to Edukans for every experience shared.

Follow our Facebook page: Facebook.com/theleansixsigmacompany.nl

Or have a look at our Twitter account: Twitter.com/TLeanSixSigmaC



Watch our videos on Youtube: Youtube.com/theleansixsigmacompany

Check out our website: www.theleansixsigmacompany.nl

Add our Google Business account!

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Van Nelle Factory
UNESCO world heritage
since 2014.

Chapter 22
TLSSC and ISO 13053

The table on the next page shows the different techniques as indicated in Six Sigma ISO standard 13053-1:2011 compared to the content of the Black Belt and Green Belt courses of The Lean Six Sigma Company.

Technique	Factsheet ISO 13053-2	Mandatory / Recommended / Suggested	Black Belt Service provision + Post Bachelor	Black Belt Industry	Green Belt
Capability performance	20	R	✓	✓	✓
CTQC	04	M	✓	✓	✓
Customer focus group	05	S			
Descriptive statistics	19	S	✓	✓	✓
Financial justification	01	M	✓	✓	
Gantt chart	08	R	✓	✓	✓
Kano model	03	S	✓	✓	✓
Non-conformance opportunitiesidentification	04	R	✓	✓	✓
Pareto Diagram	19	S	✓	✓	✓
Prioritization matrix	11	R	✓	✓	
Process flow chart	10	R	✓	✓	✓
Project charter	07	M	✓	✓	✓
Project review	31	M	✓	✓	✓
Project risk analysis	07	M	✓	✓	
QFD	05	R	✓	✓	
RACI Matrix	28	R	✓	✓	
Service delivery modelling	23	S			
SIPOC	09	R	✓	✓	✓
Six Sigma Indicators	20	M	✓	✓	✓
Value Stream Analysis	22	R	✓	✓	✓
Waste analysis	21	R	✓	✓	✓
Benchmarking	06	R	✓	✓	✓
Data collection plan	16	M	✓	✓	✓
MSA	15	M	✓	✓	✓
Probability distribution tests	18	M	✓	✓	
Sample size determination	17	M	✓	✓	
SPC	30	R	✓	✓	✓
Trend chart	19	S	✓	✓	✓
Affinity diagram	02	S	✓	✓	✓
ANOVA	24, 26	R	✓	✓	
C&E diagram	12	R	✓	✓	✓
DOE	26	R	✓	✓	
Hypothesis tests	24	R	✓	✓	
Process FMEA	14	M	✓	✓	✓
Regression and correlation	25	R	✓	✓	
Reliability	27	R	✓	✓	
5-why analysis		S	✓	✓	✓
Brainstorming	13	S	✓	✓	✓
MCA		S			
Mistake proofing	29	R	✓	✓	✓
Solution selection	11	R	✓	✓	✓
TPM	27	S	✓	✓	✓
5S	29	S	✓	✓	✓
Control plan	29	M	✓	✓	✓