

Services Six Sigma™

Support for meeting the requirements for Six Sigma & Lean Six Sigma implementation in your business, based on ISO18404:2015

Professor Tony Bendell and his colleagues at Services Ltd. have been designing, developing and delivering training and mentoring support, and providing direct implementation assistance for Six Sigma & Lean Six Sigma programmes for many years. Our programmes also include Manufacturing and Service based Design for Six Sigma, and Lean Six Sigma, and with our unique expertise we are able to integrate Six Sigma development with both top-level business objectives and other initiatives. **Our programmes have been developed to be compatible with the requirements for certification of Green Belts, Black Belts and Master Black Belts** in the new auditable Six Sigma and Lean international standard **ISO18404:2015**.

“Working within the MOD environment it is essential that resources are used efficiently and that on no account one loses sight of the purpose and direction. Keeping up to date is also crucial. With this in mind, Services Ltd's Six Sigma training programme, delivered by experts in their field, enabled us to quickly take on board the Lean Six Sigma approach and apply appropriate methodologies for immediate benefit. Services Ltd are definitely good people to do business with.”

Mike Cumberland; Logistics Consultant, SCS

Design, Development and Delivery of In-Company Programmes

Services Ltd. has considerable experience of working with senior management to design, develop and implement successful Six Sigma programmes. We believe that it all starts with Senior Management and that their understanding of the concepts and requirements of Six Sigma and of their own roles are crucial if Six Sigma programmes are to be successful. A key aspect here is the need to customise such introduction to meet the specific company and site history and circumstances and the nature of the Six Sigma programme being introduced. For this reason, Services Ltd. has developed a flexible tailored approach to Management Awareness and Champion training. Typically, this will incorporate an initial site visit to scope the requirement, followed by a one to two-day senior management awareness session run on or off-site.

Additional training modules are available for Champions who will take significant roles in ensuring that the programme and project implementation works effectively. For management, we also offer a Six Sigma Continuing Professional Development (CPD) programme.

Services Ltd. believes that successful Six Sigma programmes need to be designed and implemented to fit the site and organisation rather than implemented as generic “off-the-shelf” solutions. For this reason, our preference is to commence the introduction of Six Sigma in an organisation through the undertaking of a strategic stocktake on-site to evaluate whether the current circumstances are right for implementation, necessary prerequisites, potential benefits, likely barriers and their solutions.

Typically, this stocktake will incorporate an initiatives, skills, attitudes, processes, performance, structures and strategy review. A **gap analysis** against the organisational **requirements of ISO18404:2015** can also be incorporated. Following the stocktake an appropriate form and timetable

for Six Sigma implementation can be agreed with local or corporate management and, if appropriate, an **Action Plan** for **certification against ISO18404:2015** can also be developed.

Professor Bendell and colleagues will be happy to discuss in more detail our in-company support services.



Six Sigma Training

Do We Need Six Sigma?

Six Sigma is probably the hottest improvement approach around today. Developed by Motorola, and applied by Boeing, Kodak, Digital and many others – it was the success enjoyed by GE that brought it to full industry attention. From manufacturing it then moved into the service sector with major verifiable cost savings being achieved, in particular, in financial services. Later applications have covered all sectors including the public sector.

Which Belt Do I Need?

Apart from the very few Master Black Belts (top level company experts for which Services Ltd. runs special development programmes) the top level Six Sigma practitioners are Black Belts; these receive up to 20 days training and typically work full-time on improvement. Green Belts receive 6-10 days training and may typically spend 20% of their time on improvement. Yellow Belts receive just 4 days training and White and Grey Belts even less. Which belt programme you select should depend on time and resources available, needs and desires to succeed. We will be happy to counsel you. **Black, Green and Master Black Belts can be certified under ISO18404:2015.**

Because our programmes are modular, our Yellow Belts can subsequently upgrade to Green Belts and our Green Belts can subsequently upgrade to Black Belt status easily and cheaply. Contact us for details.

1-day Management Briefing (typically run in- house only)

This one-day programme is designed to provide managers with a detailed insight into Six Sigma, its implementation and benefits. Run by Professor Bendell or Stanton Bennett, this programme is also available on a in-house basis, and can be used to generate management commitment for Green/Black Belt practitioner programmes, or to generate support and commitment to the launch of a Six Sigma initiative and/or certification to ISO18404:2015.

As well as presentation sessions describing the philosophy and benefits of Six Sigma, workshop sessions allow delegates to take stock of their organisation's current position and potential for application and to begin to develop an improvement path. Content includes: the meaning, use and benefits of Six Sigma; its relationship to other Quality initiatives; the requirements of ISO18404:2015; organisational self-assessment; alternative approaches to Six Sigma; implementation issues; likely barriers; action planning; variation reduction approaches; the statistical toolkit and software; organisational checklist and evaluation.

2-day Project Champion Training (typically run in- house only)

Champions are crucial to the success of Six Sigma programmes and need detailed understanding of the approach, implementation and their own – and Black and Green Belts roles. This two-day programme briefly reviews the detail of the Six Sigma approach and role requirements, and allows Champions to develop an in-depth understanding of their roles and question key areas of concern through role-play exercises, plenary sessions and discussion.

Lead by Stan Bennett or Professor Tony Bendell the programme covers; Where is our company now and what are we trying to achieve?; What is my role in Six Sigma?; the potential application of ISO18404:2015; Project Management, Monitoring and Review; Developing, Managing and Optimising the interactions between Black and Green Belts and Project Champions; The Project Champions Toolkit; Reporting and Responsibilities; Six Sigma Infrastructure and Culture Change.

3-day Lean Six Sigma Yellow Belt Training (typically run in- house)

This three-day programme is designed for people who want to improve quality in a team and potentially progress to be project leaders. It introduces the Six Sigma approach, roles and toolkit, and integrates it with the drive for the Lean Organisation. The DMAIC methodology and project management requirements are developed as well as Process Mapping, Data Capture and Analysis.

5 or 6-day 'Foundation Green Belt' Training (typically run in- house)

This 5 or 6-day course is aimed at delegates who need a sound understanding of Six Sigma application, tools and techniques. For delegates involved in or about to start their own projects, the course covers the structure of Six Sigma projects using the DMAICT approach (Design, Measure, Analyse, Improve, Control, Transfer). During the 5 or 6-days the training will be applied to a mini project, suitable to the delegate's background, enabling the delegates to 'walk through' the project process. Delegates wishing to apply the training to their own projects are encouraged to do so, with full support from the trainers during the course and until the project completion. The course is assessed either by incorporating a delegate project or by completing a short test on the last day of training.

Green & Black Belts (Public & in- house)

The Green and Black Belt courses are designed to prepare delegates for certification under ISO18404:2015, and the **individual delegate projects assist candidates to build up the evidence and Work Experience Logs required for certification under ISO18404:2015 as Green or Black Belts.**

Included in the programme costs are delegates' notes and facilities, lunches and refreshments during the courses plus, for Advanced Green and Black Belts, an optional maximum one-day

company consultancy familiarisation visit, ongoing project supervision and project assessment and certification by Professor Bendell and colleagues for successful participants.

Courses are non-residential; however, local accommodation can be arranged on request.

10-day Green Belt Training – 2 modules of 5 days’ duration.

This 10-day course is suitable for specialists or team leaders responsible for their own projects or as a key member of a Black Belt team. The course includes the Green Belt Foundation training and goes on to include more advanced Six Sigma statistical tools including the application of Creative Thinking. Our 10-day Advanced Green Belt programme is project based incorporating a project to be undertaken between and after the training blocks. Delegates are encouraged to bring their own laptops to these courses to maximise learning. MINITAB & Excel software is used during the course.

	Monday	Tuesday	Wednesday	Thursday	Friday
Week 1	<ul style="list-style-type: none"> Introduction to Six Sigma and Quality Essentials ISO18404:2015 & Certification Requirements 	<ul style="list-style-type: none"> Analytical, Synthetic and Creative Thinking Defining the Project Mission 	<ul style="list-style-type: none"> DMAIC(T) Project Management Delegate Project Selection & Reviews 	<ul style="list-style-type: none"> Introduction to Statistics and Excel Manipulation of Data 	<ul style="list-style-type: none"> Statistics Measurement System Analysis (MSA)
Week 2	<ul style="list-style-type: none"> Application Exercise SPC and Process Improvement Charting (PIC) 	<ul style="list-style-type: none"> SPC and Process Improvement Charting (PIC) 	<ul style="list-style-type: none"> Root Cause Analysis Benchmarking 	<ul style="list-style-type: none"> Analytical, Synthetic and Creative Thinking Design of Experiments (DOE) 	<ul style="list-style-type: none"> Project Support & Presentations Evidence review for ISO18404 certification

20-day Black Belt Programme – 4 Modules of 5 days’ duration.

Apart from the Master Black Belts (top level company experts for which Services Ltd. runs special development programmes) the top level Six Sigma practitioners are Black Belts; these receive 20-days training and typically work full-time on improvement. The course comprises four modules and includes training on the full range of Six Sigma tools including the Six Sigma DMAICT project approach and Advanced Creative and Analytical Thinking methods. Delegates are encouraged to bring their own laptops to these courses to maximise learning. MINITAB & Excel software is used during the course. Again, the programme is project based, incorporating a project to be undertaken between the training blocks

Master Black Belt Development Programme – 2 modules of 4 days' duration.

Our Master Black Belt Development Programme has been built on this experience and Prof. Bendell's extensive international knowledge of the field, **and designed for compatibility with, and to meet the requirements of, the competency requirements in ISO18404:2015.** It consists of an initial seminar/workshop and assessment centre; candidate's application, skill and portfolio development within their own organisation; tutor assessment and coaching visits and observation; and an end of programme workshop, written test and development seminar. Delegates are assessed throughout the programme and candidates who complete satisfactory portfolios and pass the in-programme assessments and written test will be certificated as Master Black Belts by Prof. Bendell, and be eligible to apply for certification under ISO18404:2015.

Design for Six Sigma (DFSS) Training and Support

Whilst the majority of our clients follow the usual industry practice of first applying the Six Sigma DMAIC project-based process improvement, before progressing to DFSS, for some organisations DFSS is a natural first stage. This is particularly true in low volume, high margin, high-risk businesses. Occasionally, clients wish to commence DFSS in parallel to starting Six Sigma, and whilst this may be a problematical approach, we can also help with programme strategy, planning, advice and training. We would be happy to discuss your specific requirements, but one good way of starting is our DFSS Evaluation Package, details of which are available on request.

Our courses are typically delivered at our Head Office location near Nottingham but can be delivered on client premises by arrangement.