6σ

Six Sigma Lean DMAIC Masterclass

Week 1: February 23-27, 2009 Week 2: April 6-10, 2009

Master Six Sigma DMAIC methodology

- Raise quality, profitability, and productivity
- Reduce costs, waste, defects
- Improve operational performance
- Improve your organization's bottom line results
- Increase customer satisfaction and employees' morale

Earn PDUs towards PMI©'s Certificates
Details inside

Limited seat availability
Register by February 2, 2009

This program is sponsored by OAED-LAEK 0,45% subsidy

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Center of Excellence in Project Management

6σ Six Sigma LEAN DMAIC MASTERCLASS

Improve your organization's bottom line results by leading a Lean Six Sigma Project

In times of fierce competition and wicked financial tremors, what has become an outmost necessity for business is cost reduction, quality improvement and consistent customer satisfaction.

Six Sigma is a data-driven business improvement roadmap based on international best practices which improves operational performance by reducing costs and raising quality to near perfection. Six Sigma was founded on the principles of fact-based decision making, problem solving, and the application of scientific management methods, while integrating many different creative technical and qualitative tools to improve business processes and cut down on product or service failure rates.

The focus of Six Sigma begins with a detailed understanding of customer requirements, coupled with the use of facts and data to reduce process variation, enabling organizations to deliver consistent, high quality services to customers.

What is DMAIC Six Sigma

DMAIC is a the classical Six Sigma problem solving methodology that has evolved through best practice and optimizing of results among the international organizations that have made Six Sigma a "way of life". DMAIC provides the disciplined, step-by-step approach to structuring an improvement initiative.

DMAIC (duh-MAY-ick) stands for:

- **Define:** Define the problem, or target.
- **Measure:** Measure the process at a detailed level, accurate data assembled to understand the functionality and decision points within the target process.
- **Analyze:** Analysis of measurement and data is necessary to determine consistency with the problem definition, identification or validation of root cause, and indications of possible solution(s).
- **Improve:** Refine or identify solutions and how the change will be implemented and verified with independent data.
- **Control:** Incorporate the new method(s) into standard operating procedure (SOP) or standard practice and measure the sustainability of the solution.

Benefits

Six Sigma projects provide for a highly positive and measurable impact on profitability, quality and customer satisfaction.

Lean Six Sigma can be applied with remarkable results in any type of business or industry. Many leading organizations have found tremendous benefit beyond the typical reaches of their operations function to areas such as sales and marketing, anywhere that business process excellence is critical for maximizing the return on investment and value creation.

According to research done in 2007, corporate deployments have saved about 2% of their total revenue each year their program was in use. Based on the results of that research Lean Six Sigma has saved Fortune 500 companies about $75 billion in 2005 alone. This does not include the often intangible benefits those companies often derived from improved customer and employee satisfaction.

Our Six Sigma Blended Lean DMAIC Program

Lean concepts originated in Japan and are embodied in what is known as the Toyota production system, where it was used as a rapid problem solving approach that focuses on reducing waste, improving cycle time and increasing throughput.

This state of the art program integrates both of these methodologies in addition to Innovation, Process Management, Change Management and Design for Six Sigma. The program has been developed in a condensed format to assist the busy business leader and manager to gain a better working knowledge of how to lead a Lean Six Sigma improvement project.

The program contains multiple examples from manufacturing, non-profit and service industries that will immediately help the participants understand how to drive change into their organizations. No project is required or statistical software is taught. Each attendee will receive an overview of application of the tools of Lean and Six Sigma. Where technical tools are covered in the curriculum they are done with a focus of how they should be applied.

All facilitators begin each day with a review of the previous day's topics and end each day with participant debriefing exercise.

Who should attend

Business Leaders: This is an ideal course for business leaders who wish to improve bottom line results, and facilitate change management with a strong focus to customer satisfaction and cost reduction.

Project Managers will also acquire a complete road map to guide their teams in implementing a six sigma project throughout the organization and project management systems.

In-house clients: This is also an excellent option for an in-house client who wants to kick off a new Lean Six Sigma program within their organization.

Prerequisites:

No previous experience in Six Sigma Projects and statistical/analytical tools is necessary. However, experience in operations, process management and project management will be an extra benefit for the attendee and the group.

Examples of leading organizations that have implemented the methodology.

Six Sigma concepts originated at the Motorola Corporation in the United States in the mid-to-late 1980s and were subsequently expanded at GE, Allied Signal and other leading firms during the 1990s. It has since expanded beyond its U.S. manufacturing roots to many international firms such as Nokia and Phillips as well as many global financial services companies including brand names such as American Express, ICICI and HSBC.

It has found broad acceptance through the U.S. Army and other branches of the armed forces and government agencies proving again these techniques are not limited to a specific type of organization. Just to name a few: Allied Signal saw an 1.2 billion ROI within 2 years, General Electric saw a 1.1 billion ROI in 9 months, Polaroid saw an 100 million ROI within 1 year (source Six Sigma Academy).

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How does project management and Six Sigma methodologies combine?

Project management efficiency is nurtured by continuously evaluating and improving the processes supporting project management systems. Project Management methodologies provide a structured approach to managing projects from start-to-end, where Six Sigma methodologies provide a data-driven and analytical step-by-step roadmap for improving and complementing the processes behind project and operational management.

Certification

This program provides you with a basic knowledge background to proceed with further preparation on the statistical tools and go for the Black Belt or Green Belt Six Sigma Certificates. These certificates are addressed to the people who will actually conduct much of the advanced analysis. As this course is intended for business leaders, operational managers and project managers, it does not contain technical analysis of the statistical and analysis tools, but provides for leadership on those who will conduct the analysis.

Our partners

This program is a new major training component of the Project Management Training Portfolio of the Hellenic American Union Center of Excellence in Project Management. It is offered in association with Nichols Quality Associates-USA. Nichols Quality Associates, based in North Carolina, New York, USA, is a world-leading consortium of Lean, Six Sigma leaders and Business Process Improvement specialists available to support various levels of engagement from strategy development, leadership coaching, training development and delivery and project management.

Agenda

WEEK 1:
Overview. Leading improvements, identifying opportunities, define, measure, lean overview

Day 1
Overview of DMAIC/DFSS/Lean
- The history of quality
- Y= f(x)
- DMAIC
- DFSS (DMADV)
- Process management
- Lean
- The power of the integrated approach

Define
- Project identification
- Project charters

Day 2
- Customer requirements (VOC, CTQ, Kano analysis)
- QFD #1
- Pareto
- Brainstorming
- Cause-effect diagram
- Process mapping-high level
- Process map – levels 2 & 3
- End-to-end mapping

Day 3
Measure
- Measurement systems
- Data collection
- Basic graphical methods (histogram: shape, centering, skewness)
- Basic calculations (mean, median, standard deviation)

Day 4
- Basic SPC (I-MR, p-chart)
- Capability analysis
- FMEA

Day 5
Key lean principles
- Strategic planning
- End-to-end
- Value-added/non-value added (waste)
- 5 S
- Visual management
- Standardized work
- Quality at the source
- Takt time
- Pull flow
- TPM

Review of Week 1
Preview of Week 2

WEEK 2:
Analyze, improve, control. What is DFSS? Project management, delivering results

Day 1

Review of week 1

Analyze
- Evaluation of processes
- Hypothesis testing overview
- Correlation and regression overview

Improve
- Optimization vs. continuous improvement

Day 2
- Intro to ANOVA
- Mistake proofing
- Pugh Matrix
- Overview of simulation

Day 3
- Kaizen

Control
- Piloting/testing
- Control plans
- Analysis of improvements
- Project hand-off
- Project closure

Day 4
Design for Six Sigma (DFSS)
- DMADV
- QFD 2,3,4
- Innovation
- Benchmarking
- TRIZ
- 6 thinking hats
- Consensus design

Day 5
Project management
Change management
Process management
Deployment planning
Review of week 2

This cource provides for PDU's on PMI's Certification retention. Ask for details at project@hau.gr

COURSE LEADER

Michael D. Jones is recently retired as Vice President at Bank of America, where as a Master Black Belt instructor was working as internal consultant to lead and coordinate major Six Sigma and Lean projects, train Green Belts, Black Belts, Master Black Belts, executives, champions, and implement improvement strategies.

Jones is one of the premium instructors in Six Sigma methodologies internationally, and has trained approximately 1000 Black Belts, 4000 Green Belts and dozens of Champions/Executives. He has implemented quality management/improvement processes for over 300 companies and led approximately 40 companies through the ISO/QS 9000 implementation/registration process. He has applied product assurance principles and requirements (e.g. MIL-Q-9858A; ISO 9000) to the research, development and production of commercial, DoD and aerospace products. He has also conducted test, evaluation, experiments and statistical analyses to evaluate and improve reliability, maintainability, life cycle cost and performance of defense and support equipment and systems.

Jones has done contract work as Six Sigma Senior Master Black Belt/Instructor to American Society for Quality for initial implementation of Six Sigma and to several manufacturing and service organizations for quality and productivity improvement. He has also developed and implemented a number of quality systems and major defense production programs for R&D organizations and the U.S. Army.

He is a registered professional engineer at Virginia and Arkansas and he is a "Fellow" member of the American Society for Quality (ASQ), serving also as National President and Chairman of the Board. He has acquired all major ASQ certifications, he is a Certified Professional Logistician and has gained a honorary awards by a number of US government authorities, academies and international organizations.

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Course Fees:
€ 4800

Due to the high expertise level of the course, registration availability is limited. In order to guarantee a place on the course, delegates are kindly requested to register latest by February 2, 2009.
Please send this registration form to HAU fax nr. 210-3633174.
Course fees include tuition documentation, course material, lunch and refreshments. An invoice will be sent upon receipt of registration form. Please note that payment must be received prior to the course start.
Discounts are available for group bookings.
For more information, please call the Hellenic American Union.

PERSONAL DETAILS (Please print clearly)

Family Name..... First Name.....
Company..... Position/Title.....
Address.....
City..... Postal Code.....
Tel..... Fax..... Email.....

INVOICE DETAILS

Company Name.....
Area of Business.....
Address.....
City..... Postal Code.....
Tel..... Fax.....
Tax Id. Nr..... Tax Registration Office.....

I/We understand and accept the registration and cancellation policies and procedures, and the protection of personal and credit card data policy.

Signature/company seal ..... Date .....

PAYMENT DETAILS

Payments are made to the Hellenic American Union: by credit card by filling out the form below, by cheque made payable to Hellenic American Union or bank deposit: For bank deposit/transfer information please contact the Hellenic American Union.
Please always quote the invoice number which you will receive once you have registered, or alternatively please quote your company's name or the delegates name in the transfer instructions.

PAYMENT METHOD

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Card No.: ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐ Card Expiry date: ☐☐☐☐

Name of card holder ..... Signature Date

CANCELLATION POLICY

A full refund will be given for cancellation requests received latest by February 2nd. Cancellations must be made in writing (letter or fax) and reach this office before February 2nd. Delegates who cancel after February 2nd, or who don't attend, are liable to pay the full course fee and no refunds can be given. A replacement is always welcome.
Disclaimer: Hellenic American Union reserves the right to change or cancel any part of its published programme due to unforeseen circumstances.
Confidentiality: The information you provide will be safeguarded by the Hellenic American Union, who may use it to keep you informed of relevant products and services. If you do not wish to receive this information from the Hellenic American Union by telephone ☐, fax ☐, e-mail ☐, or mail ☐, please check the appropriate box and send this form to the Hellenic American Union, Fax nr: 210-3633174 or notify us at tel: 210-3680927, or notify the person in charge of sending this information. We will ensure that you do not receive any further information, unless you instruct us otherwise.

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