

# 5 Ways to Ensure Green Belts Apply Their New Skills After Certification

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Presented by Tracy O'Rourke  
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# Our Expert: Tracy

- **Managing Partner & Executive Advisor at GoLeanSixSigma.com**
- 20 years of industry experience
- Began Process Improvement career at **GE** as a Black Belt
- **UCSD & SDSU Instructor:**  
Lean Enterprise and  
Lean Six Sigma Courses
- **MBA** from Pepperdine University
- **BA** in English Literature from  
San Francisco State University



# How to Interact

- Ask a question
- Answer polls

QuickPoll

**QUICKPOLL**

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# Today's Agenda

## **How to Ensure Green Belts Apply Their New Skills After Certification**

- **The Definition of a Green Belt**
- **Project Selection & Involvement**
- **Lean Community Involvement**
- **Peer Mentorship**

# Green Belt

- Anyone who is Green Belt trained and exercises process improvement
- Responsible for initiating Lean Six Sigma projects within their primary function
- Works closely with a Black Belt





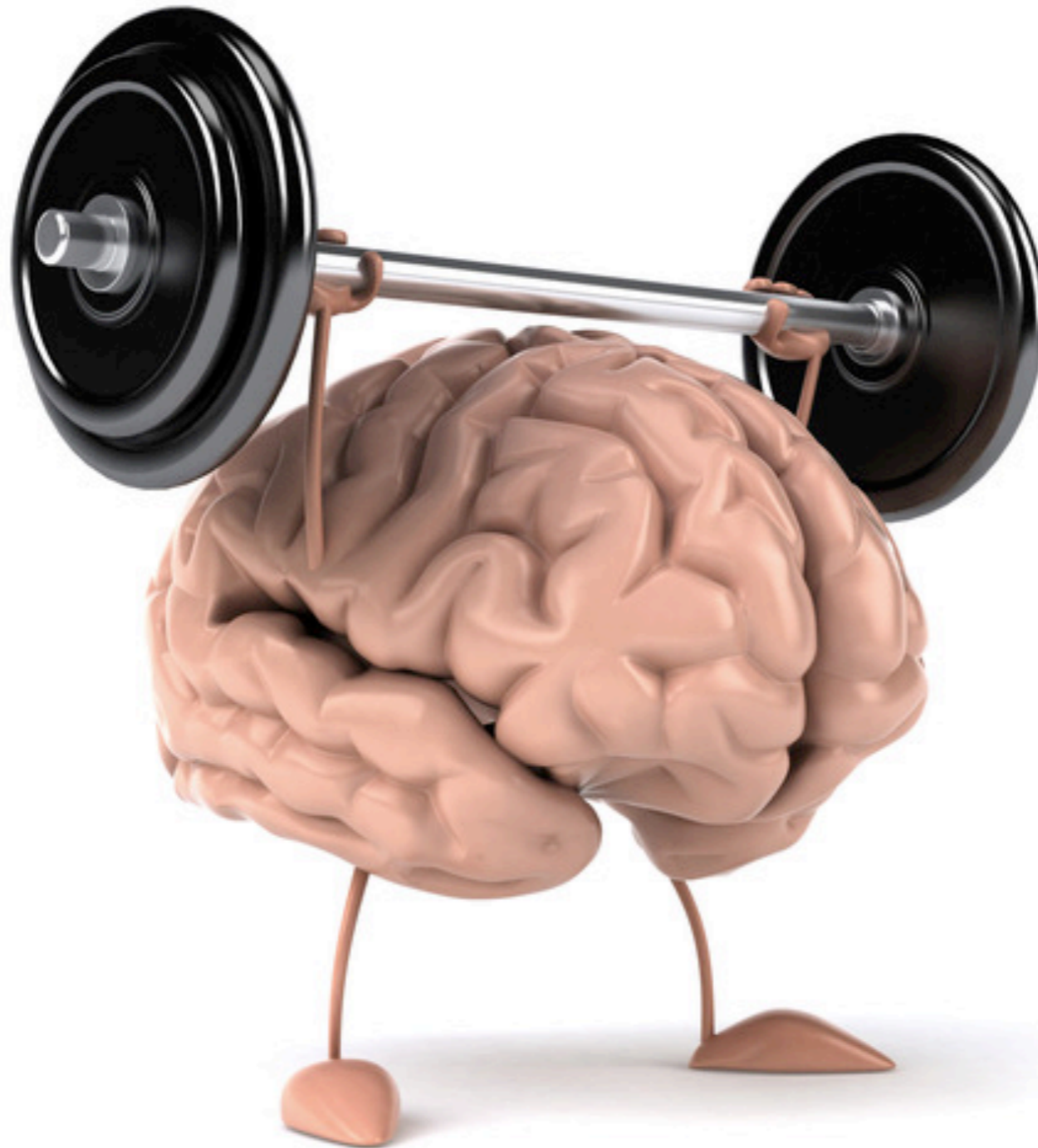
# Poll #1:

## Why Do Organizations Certify Green Belts?

- A. To hand out Green Belt certifications in their organizations
- B. As a growth plan for an individual employee
- C. To build an organization of problem-solvers
- D. All of the above



# Purpose



# Project Selection & Involvement

**1. Green Belts should complete Green Belt projects each year**



# Lean Six Sigma Project Types



## Quick Win

Implementation of a simple solution to a known issue

The problem is contained in one department, the root cause is known and the fix is painless

Also called "Just-Do-It" or Fast Track



## Process Improvement

Incremental reduction of defects, cycle time or cost

The presenting issue has an unknown cause and solutions are not predetermined

Also called DMAIC, Lean or PDCA



## Process Design

Creation of a brand-new, non-existent process

There is no existing process to analyze which requires benchmarking and collection of VOC

Also called DFSS or DMADV



## Process Redesign

Overhaul of non-capable, existing process

The process exists, but incremental improvements will not be able to satisfy requirements

Also called Reengineering



## Infrastructure Implementation

Establishment of key measurement systems

Monitoring of process capability and VOC are established to better focus improvement efforts

Also called Process Management



# Project Selection & Involvement



Potential Green Belt projects can be found on Problem Boards



# Culture Building & Involvement



**Green Belts should help build a culture of Continuous Improvement**



# Lean Tour Participation

## 2. Green Belts should participate in Lean Tour facilitation

### Purpose:

- Tour: Share your experience on the journey
- Help present during the tour
- Answer Q&A



# Culture Building & Involvement

## 3. Green Belts should be involved in creating community events

- Brainstorm community events
- Conduct Gallery Walks
- Create GB Celebration Ceremonies





# Peer Mentorship

## **4. Green Belts should participate as a peer coach**

- Tools/coaching skills development
- Coaching format: Plus/Delta
- Project Charter
- SIPOC
- Fishbone Diagram



# Plus/Delta



# Peer Mentorship

## 5. Green Belts should help facilitate Yellow Belt activities

- Waste Walks
- 5S events

5S Manufacturing Assessment						
Work Area:				Key: Use sheet to rate work area 5 times (note each date) 1 = "non-existent", -3 = "average" and 5 = "excellent"		
5S Phase	Definition	Standards To Be Met	Ratings			Next Steps
			Date of Assessment			
<b>Sort (Seiri)</b>	The right materials are available and anything unnecessary is removed	- Unused parts, tools and equipment removed				
		- There is nothing in the hallways impeding flow				
		- There is no excess inventory being stowed away				
		- There is no out of date signage on the walls				
<b>Set in Order (Seiton)</b>	There is place for everything and everything is in its place	- Shelving has clear labels or pictures for parts				
		- Floors are taped to indicate equipment locations				
		- Tool locations are marked or shadow-boarded				
		- Things are not put down, they are put away				
<b>Shine (Seiso)</b>	Everything is clean and in working order	- All equipment is clean and painted to show leaks				
		- Cables are bundled and there are no loose wires				
		- Cleaning tools and supplies are readily available				
		- All surfaces are dirt and grime free				
<b>Standardize (Seiketsu)</b>	Guidelines and practices are established to maintain first three steps	- 5S activities and locations are clearly outlined				
		- Audit forms and checklists are being used				
		- There is a 5S schedule & responsibilities are clear				
		- Quantities and limits are clearly marked				
<b>Sustain (Shitsuke)</b>	5S is a habit that people incorporate into their daily practice	- Leadership enforces daily 5S habits				
		- There is accountability for ongoing 5S practice				
		- 5S results are prominently displayed				
		- Employees are 5S-trained and recognized				
<b>Total Score</b>			0	0	0	0



# Poll #2:

## Has Your Organization Done Any of the Following to Involve Green Belts?

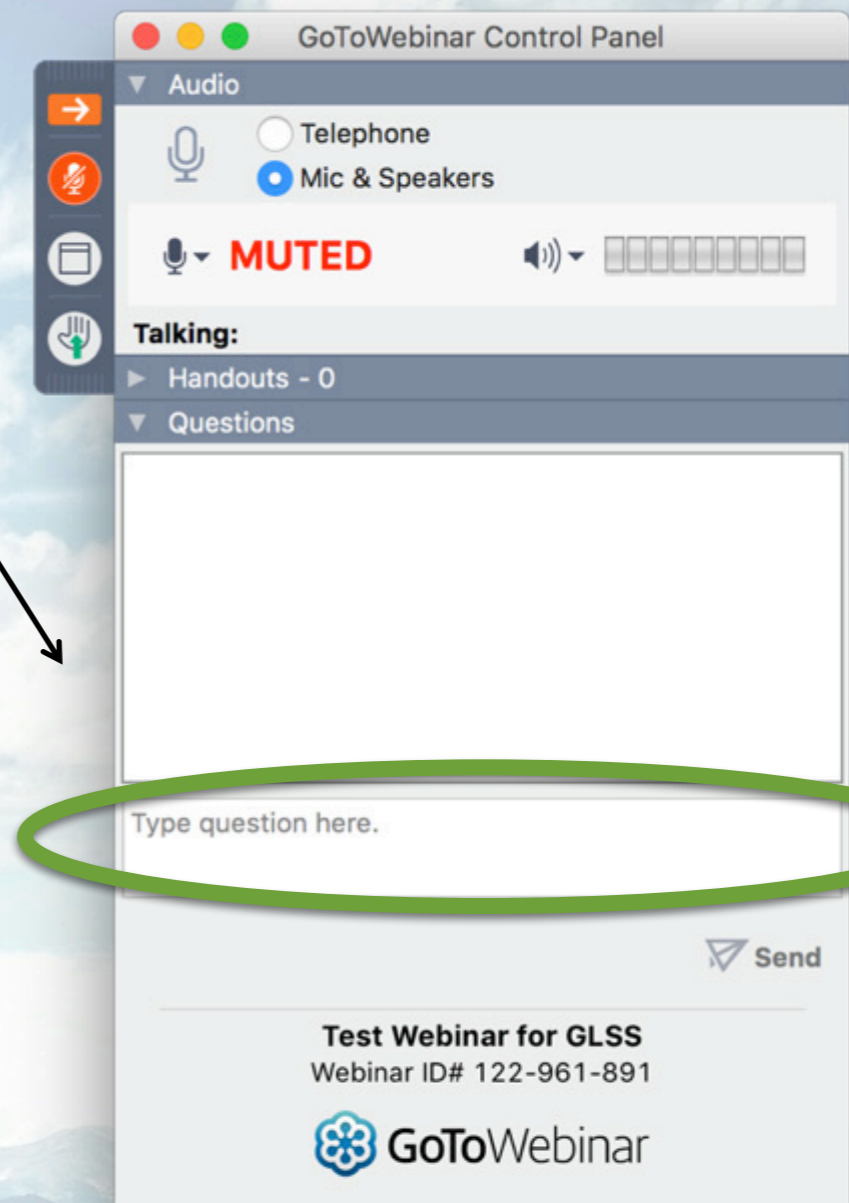
- A. Require Green Belt projects to be completed each year
- B. Participate in community building activities such as presenting in a Lean Tour
- C. Create Green Belt peer mentorship opportunities
- D. All of the above
- E. None of the above



# Got Ideas?

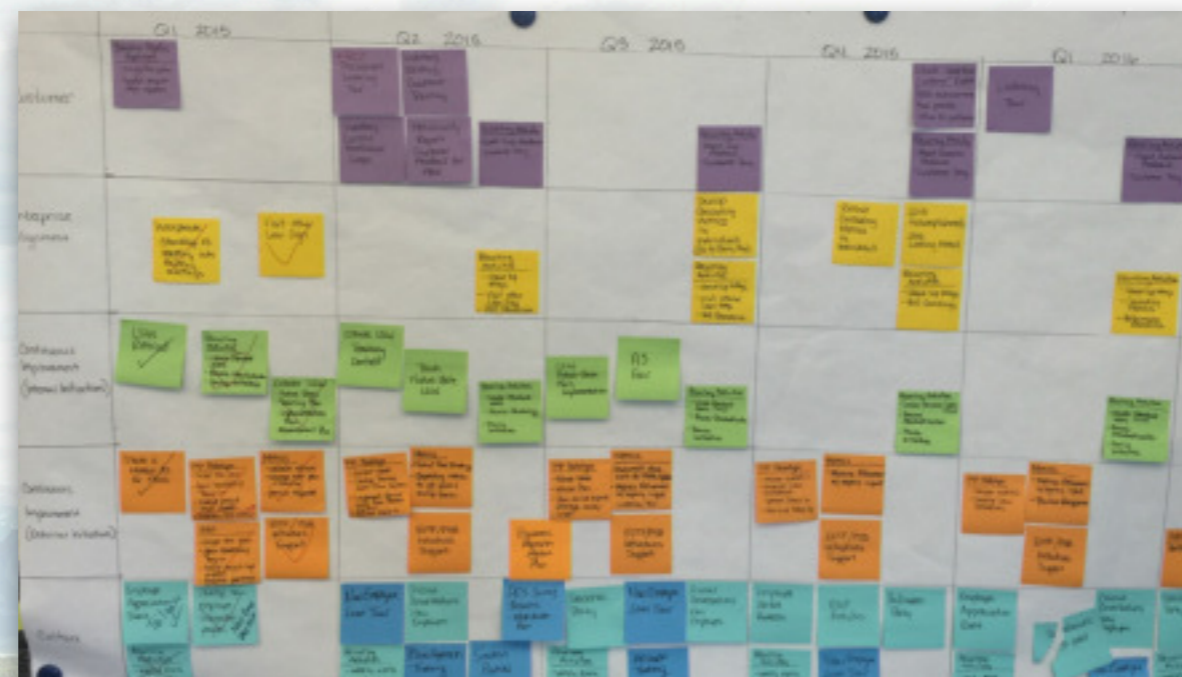
**In the question window,  
please answer the  
following:**

**What are some more  
ideas to engage Green  
Belts after certification?**



# Planning to Involve Green Belts

- Be purposeful
- Plan involvement annually
- Involve Green Belts in the planning
- Communicate, share broadly
- Plan, Do, Check and Adjust the plan (PDCA)



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 **How to Create a Strategic Plan  
for a Lean Six Sigma  
Program Office**

 Tracy O'Rourke

 Elisabeth Swan

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## Webinar: How to Create a Strategic Plan for a Lean Six Sigma Program Office

# Q&A





# Getting Started

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- [Green Belt Training & Certification](#)
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 Elisabeth Swan

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# Q&A



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