

**Lean Six Sigma in Plain English—Part 3**

This four-part article is intended to demystify Lean Six Sigma (LSS), and to answer the most frequently asked questions of our firm. Simply put, large or small, manufacturing, service or public sector, all can benefit financially from LSS.

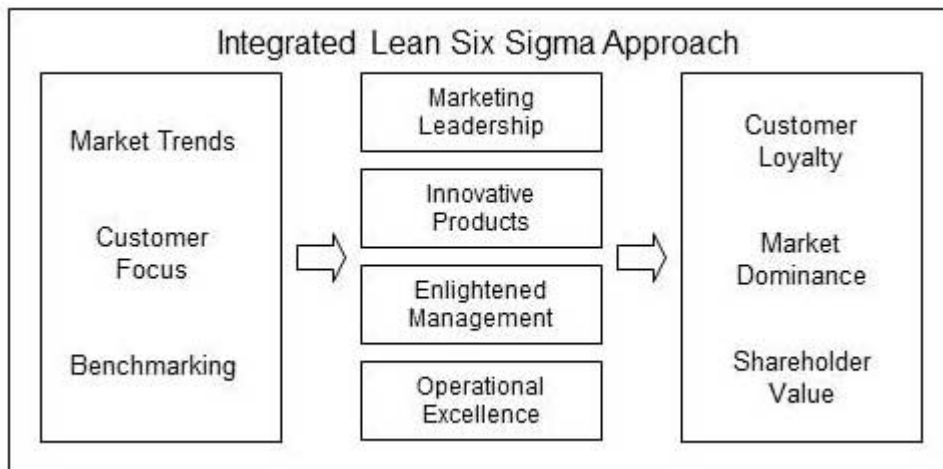
Some of the questions that were answered in Parts 1 & 2 are: What is Lean Six Sigma? What does the term Sigma refer to? What is the history of Six Sigma? Where are most companies operating today in terms of sigma performance? Parts 3 & 4 will answer: Is “operational excellence” the primary focus for Lean Six Sigma? What are the roles of Champions, Master Black Belts, Black Belts, and Green Belts? What steps are there in a typical Six Sigma deployment approach?

**Is “Operational Excellence” the Primary Focus for Lean Six Sigma?**

Lean Six Sigma is a methodology, deployment strategy and tool set. Even though LSS requires a “culture shift”—its central theme is operational excellence, and financially measurable results. When implemented properly (the hand that guides must be steady and sure), LSS has enormous potential. It can accelerate change in organizations around the world unlike any other initiative.

Many of our competitors use a nonintegrated deployment approach. They assume that the client knows how to measure the voice of the customer, that business strategy is aligned with market needs, and that the client has innovative products and services. The primary focus, indeed, is placed on “operational excellence.” However, this linear approach does not tap the full potential of LSS.

We have uniquely differentiated ourselves by offering an *integrated* Lean Six Sigma approach illustrated below. Our Six Sigma Lean Advantage™ ensures that customer loyalty measurement is effective, business strategy is correct, and that there is marketing leadership. All are essential to deliver financially measurable results.



## **What are the Roles of Champions, Master Black Belts, Black Belts, and Green Belts?**

Champions are those upper level managers who lead the Six Sigma implementation efforts. They serve both as mentors to the Black Belts, and act as liaisons to top management. These senior management leaders approve projects, fund them and alleviate roadblocks. Champions need not be full-time, but they should devote whatever time is needed to ensure their LSS projects are successful.

Master Black Belts are selected by Champions to act as in-house experts for disseminating LSS knowledge throughout the organization. They are first and foremost teachers. They also coach and mentor Black Belts and Green Belts, and they communicate overall progress of projects. Selection criteria for Master Black Belts are quantitative skills, and the ability to teach and mentor. It is typically a full-time job.

Black Belts are the doers—the technical leaders and change agents in an organization. They implement the principles, practices and techniques of LSS. Black Belts are leaders of teams responsible for defining, measuring, analyzing, improving and controlling key processes that influence customer satisfaction and/or productivity. Like Master Black Belts, Black Belts devote one-hundred percent of their time to LSS projects.

Green Belts execute LSS as a part of their overall jobs. Although focused on the day-to-day projects in their work areas, they are still given three primary LSS tasks: serving on project teams; deploying the success of LSS techniques; and leading small-scale improvement projects within their respective areas. As a team member of a Black Belt project, Green Belts support the goals of the project, typically in the context of their existing responsibilities. They need not be full-time.

CMC offers a free consultation for those interested in learning more about Lean Six Sigma at [http://www.cmc-changemanagement.com/Six\\_Sigma\\_Lean/6Sigma\\_Lean\\_Consulting.htm](http://www.cmc-changemanagement.com/Six_Sigma_Lean/6Sigma_Lean_Consulting.htm) and how it can benefit your organization.

### **About the Author**



Stanley Cherkasky is the Managing Partner of Change Management Consulting, Inc. Founder of the firm, Stan is the principal architect of the *Performance Improvement Breakthrough*<sup>™</sup> methodology, and the *Six Sigma Lean Advantage*<sup>™</sup>—innovative and proven strategies that accelerate ROI and net income improvement, build customer loyalty, and create world-class recognition.

Stan has more than three decades of business and consulting experience, in both the private and public sectors, in the United States and abroad. Stan specializes in building high-performance teams, and working closely with senior leaders to achieve breakthrough financial, organizational, and operating improvement. He has been

quoted in many business publications, including Fortune, Business Week and the Wall Street Journal.

### **About Change Management Consulting, Inc. (CMC)**

Founded in 1993, Change Management Consulting is a global management consulting and training company, dedicated to helping organizations of all sizes improve performance, achieve goals and advance leadership capability. As a full-service organizational improvement firm, CMC focuses on organizational and leadership development, compliance management (ISO 9001 and its derivatives), strategic planning and Lean Six Sigma initiatives.

Headquartered in Wayne, NJ with offices in San Diego, Dallas and Detroit, CMC has a proven track record in helping public and private sector clients implement pragmatic continual improvement initiatives that drive financially measurable results. CMC also has extensive experience in obtaining grants and funding assistance for its clients. Learn more at [www.cmc-changemanagement.com](http://www.cmc-changemanagement.com) or contact CMC at (877) 268-2440 or (973) 696-7878.