



# Masters Certificate in **Lean Six Sigma – Black Belt**

## Drive continuous improvement

### Program Leadership Insights

Use process mapping, measurement and analysis to visualize sources of waste and inefficiency.

Use data driven and structured problem solving as alternatives to hit and miss reactive approaches.

Create engagement and buy-in to change through alignment with the Voice of the Customer.



# Why Lean Six Sigma?

Process impacts performance, productivity and ultimately brand reputation.

Flaws or inefficiencies in your organization's processes can result in rework, redundancy and poor customer experience, **all of which impact the bottom line and the confidence clients have in your products or services.** Lean Six Sigma gives you the tools to focus on improving efficiency, productivity, effectiveness, speed, and quality.



## The difference between Lean and Six Sigma

Lean focuses on end-to-end flow, improving speed and reducing waste. Six Sigma is more narrowly focused on defects and variation within a process, and looks at specific measurements in a particular area to identify the root cause and implement solutions. The two are complementary.

Although traditionally implemented on an enterprise-wide scale, more and more organizations are targeting specific areas for immediate improvements.

## Lean Six Sigma Black Belt training develops...

### Project Leaders

The Black Belt is somebody who manages project delivery, including implementation and timelines.

### Technical Problem Solvers

They are skilled at using the Define, Measure, Analyze, Improve, Control (DMAIC) methodology, as well as other Lean Six Sigma tools, to identify the root cause of quality defects, variations, waste and inefficiencies, and develop and implement solutions.

### Change Leaders

Continuous improvement requires people to become aligned and move towards process changes together. Black Belts own the process of gaining organizational buy-in through communication and cultural adoption.



Learn the DMAIC methodology (Define, Measure, Analyze, Improve, Control) at the heart of the Lean Six Sigma approach.

# Masters Certificate in Lean Six Sigma – Black Belt

Lean Six Sigma is now a **key strategy in every sector, including service, manufacturing, finance, technology, healthcare and government.** It drives high-impact, measurable benefits for all stakeholders.

SEEC's Lean Six Sigma – Black Belt training is specifically designed to enable Canadian organizations in all industries to **reach world class operational standards, generate measurable financial results and produce nothing but perfection** – or close to it!

**Our training is the most comprehensive in the industry:** you will have all the tools required to advance your career and drive measurable value to your organization by the end of the program.

## Key Program Take Aways

- Master the Lean Six Sigma project methodology – DMAIC to drive process improvement and tangible financial benefits
- Gain in-depth understanding of the impact of process variation in order to strive for near-perfection in any process from product to service
- Learn to better understand and harness all the dimensions of the Voice of the Customer (VOC)
- Deliver fact-based, data-driven solutions with sustainable and higher ROI on all your projects
- Increase stakeholder value while simultaneously improving product and service quality

**Please Note:** completing this program perfectly positions you to take the next step and become formally Black Belt certified. Contact the program director (see back page) for information on the additional requirements for certification.

## Overview of Course Modules

Module 1: Oct. 20 - 21, 2017

### Introduction To Lean Six Sigma & Value Stream Mapping

Overview of leading strategies, tools, methods and organizational disciplines that have enabled companies world-wide, across all industry sectors, to drive high impact, measurable benefits.

Module 2: Nov. 3 - 4, 2017

### Managing Change and Leading Successful Projects

Understand, facilitate and manage the change associated with high-impact, continuous improvement projects and lead successful projects by leveraging proven project management skills.

Module 3: Nov. 17 - 18, 2017

### Launching a Lean Six Sigma Project: Defining Goals

Writing effective problem statements, identifying goals, and identification, selection, prioritization, scoping and successful launch of process improvement projects.

Module 4: Dec. 1 - 2, 2017

### Introduction To Basic Statistics and Analysis

This module introduces statistical process control (SPC), as well as key analytical concepts and methods.

Module 5: Dec. 15 - 16, 2017

### Measurement Systems and Data Collection

Explore data collection that leads to profound knowledge of process behaviour – Process Mapping, data collection methods, sample size determination and sampling techniques.

Module 6: Jan. 5 - 6, 2018

### Process Data Analysis: Introduction

An introduction to basic analysis and hypothesis testing to help identify root cause of variation in processes.

Module 7: Jan. 26 - 27, 2018

### Process Data Analysis: Advanced

Advanced analytical tools that will deepen your understanding of process behaviour, including the application of designed experiments.

Module 8: Feb. 9 - 10, 2018

### Improving Your Operations

Leverage all of the knowledge gained from the measure and analyze phase of your projects, to drive dramatic improvements through management of process variation and process redesign.

Module 9: Feb. 23 - 24, 2018

### Improve/Control Techniques

Conduct final analysis and testing of the process improvements to ensure long-term sustainability of your process improvements.

Module 10: Mar. 9 - 10, 2018

### Program Review & Final Exam

Comprehensive review of all of the phases of the DMAIC project methodology. Preparation and writing of the in-class Masters Certificate exam.

Visit us online to see detailed program content or register:  
[seec.online/11526](http://seec.online/11526)



See detailed program content & register



Program Director  
Mike Ewing

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## Find Out More Today!

Visit [seec.online/11526](http://seec.online/11526)

1. Watch a brief **video introduction** by Program Director Mike Ewing.
2. Join Mike for a **free 1-hour online information session**. Once you register, you will be sent your login details.
3. For **program content related questions**, ask Mike directly:  
Tel: 416.736.5079  
Toll free: 1.800.667.9380  
e-mail: [mewing@schulich.yorku.ca](mailto:mewing@schulich.yorku.ca)

## Participant Profile

People tasked with driving continuous improvement or process excellence for their organization.

Business analysts and project managers involved in change initiatives who could benefit from a continuous improvement perspective.

Senior level executives seeking a foundational understanding of the concepts in order to implement continuous improvement by hiring and coaching individuals to lead the effort.

**Please Note:** participants are required to bring a laptop with Microsoft Excel for the duration of the program. Basic Excel skills including formatting cells, sorting and manipulating data, using column filters, creating a formula, and useful Excel formulas/functions, ex. “=sum(A1:A50)”, are highly recommended.

## Registration Details

### Program Dates

Oct. 20, 2017 - Mar. 10, 2018  
20 days over 5 months

### Program Location

Executive Learning Centre,  
Schulich School of Business,  
York University, 4700 Keele Street,  
Toronto, ON M3J 1P3

Sessions run: 9:00 a.m. - 4:30 p.m.

### Program Fee

\$11,750 CDN + applicable taxes

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable prior to start of the program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization, or a convenient tuition payment plan.
- Modules, speakers, topics, dates, fees, and locations are subject to change.

### Optional Accommodations

Participants receive a special corporate rate at the The Schulich School of Business Executive Learning Centre and Hotel. For details please visit the **Contact and Locations** section of our website at <http://seec.online>.

### Administrative Inquiries

Tel: 416.736.5079  
Toll Free: 1.800.667.9380  
Fax: 416.736.5689  
e-mail: [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)

## Unique Program Features Include

- Highly rated instructors with a passion for the subject who have rolled up their sleeves with extensive real-world projects.
- Easy to follow, well-structured material that flows logically.
- A reduced mathematics approach that lets the software do the statistical analysis, and concentrates instead on data interpretation.
- A learning environment of like minded professionals to learn from and share with.



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Register online today at  
[seec.online/11526](http://seec.online/11526)