



**Schulich**  
School of Business  
Executive Education Centre



**Virtual  
Classroom  
Format**

Full Masters Certificate in Black Belt Program  
= 15 days online + one self-paced e-learning  
module over 4 months

See inside for flexible registration options.

Delivers even  
more value in  
an **engaging  
and interactive  
online format!**

# Masters Certificate in Lean Six Sigma – Black Belt Learning Path

Become a leader in driving operational  
efficiency and effectiveness.

## Featuring Stackable Certificate Programs That Build Your Qualifications.

Enrol in the full Black Belt Masters  
Certificate program now, or complete  
in stages – upgrading as your  
schedule permits.

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

8-days online (+ LSS Green Belt)

Nov. 26 - 28, 2020 + Dec. 10 - 12, 2020  
+ Dec. 18 - 19, 2020

### Lean Six Sigma Green Belt

5-days online (+ LSS Yellow Belt)

Oct. 22 - 24, 2020 + Nov. 6 - 7, 2020

### Lean Six Sigma Yellow Belt

2-days online (+ LSS White Belt)

October 2 - 3, 2020

### Lean Six Sigma White Belt

Self-paced 6-hour e-learning module

Available between Sep. 18 - Oct. 1, 2020

**Virtual  
Classroom  
Format**

During the pandemic, SEEC's programs have been moved online, using the new secure ZOOM video-conferencing platform. You'll benefit from all this format has to offer: multi-modal presentation of material, engaging activities, interactive exchanges and breakout discussions with the instructors and your fellow participants.



PMI Talent Triangle  
PDU breakdown:  
Technical: 140

140 PDU



For more information  
or to register online,  
visit [seec.online/12903](https://seec.online/12903)



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# Drive continuous improvement, performance and productivity.

The Lean Six Sigma methodology is synonymous with service and manufacturing excellence. In fact, more than 50% of Fortune 100 companies use Lean Six Sigma to lead improvement projects.

The *Masters Certificate in Lean Six Sigma – Black Belt* Learning Path provides the tools you need to advance your career. Developed specifically to help Canadian organizations reach world-class operational standards, the program mixes theory and practice and is taught by highly-rated instructors with extensive real-world experience.

We also take a reduced-mathematics approach to learning, utilizing software to complete statistical analysis so you can concentrate on data interpretation.

Join hundreds of thousands of managers and executives worldwide who are using Lean Six Sigma to improve operating performance and profits. Whether you are in manufacturing or service industries, you can receive introductory right through to advanced training.

The belt designations on this Lean Six Sigma Learning Path are recognized world-wide and the skills you will learn are in high demand within virtually all industries. Our completely integrated program of training, tools, methodology and technology will enable you to rapidly customize and deploy an operational improvement strategy that will deliver the results that your stakeholders and customers demand.

## Certification and Coaching Options Available

For participants in the Lean Six Sigma Green and Black Belt programs, the following additional services are available:

### Lean Six Sigma Certification

- Access to a formal Lean Six Sigma Green & Black Belt Certification Exam
- Project Submission Guideline – step by step template for outlining your Lean Six Sigma project actions and outcomes
- Project Review from a LSS Master Black Belt
- Certification Plaque on successful completion

### Lean Six Sigma Coaching

- Supplemental coaching related to the implementation and management of specific Lean Six Sigma projects

For more information contact Program Director Mike Ewing at 416.736.5079 or email: [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca).



## Modular Learning Offers Flexible Registration

The most comprehensive university-based training program in Canada, SEEC's *Masters Certificate in Lean Six Sigma – Black Belt*, has been designed as a series of “stackable” certificates that offer you convenient registration options.

You'll start with the fundamentals in the White and Yellow Belt programs, and seamlessly move on to master more advanced Lean Six Sigma methods, tools and concepts in the Green and Black Belt programs.

## Two Flexible Registration Options

**Express:** Register for the full Masters Certificate in Lean Six Sigma – Black Belt (15 days online + one self-paced e-learning module) and complete it in as little as four months or as long as three years. You will enjoy significant tuition savings over the individual certificate program fees.

**Pay-as-you-go:** Take the certificate(s) you need now, and easily upgrade your LSS Belt designation at a future date as needed.



# Your Masters Certificate in Lean Six Sigma – Black Belt journey...

For more information or to register  
online now, visit [seec.online/12903](https://seec.online/12903)

## Lean Six Sigma White Belt

Format: Self-paced 6 hr. e-learning module

The Lean Six Sigma White Belt program is designed to give those without prior knowledge of the methodologies a brief overview of Six Sigma and Lean principles, including exactly what it is and why it is being used in businesses around the world to streamline operations and eliminate waste.

### Introduction to Lean Six Sigma

- LSS language and terminology
- Culture of Lean and six sigma
- Voice of the customer
- Value add and non value add activities
- 8 wastes in a process intro
- Process mapping intro

## Lean Six Sigma Yellow Belt

Format: 2 days online

Pre-requisite: LSS White Belt

LSS Yellow Belts begin to drive continuous improvement with their team or department by applying Lean Six Sigma principles and tools to deliver breakthrough improvements. They do this through a focus on internal efficiencies while at the same time becoming more in tune with the voice of their customers. Along the way, they enable Green Belts and Black Belts to focus on more complex initiatives and projects.

### Lean Principles

- 8 wastes in a process - advanced
- Approach to problem solving (Kaizen)
- Value stream mapping
- The hidden factory
- Establishing effective workplaces intro

### Six Sigma

- DMAIC problem solving methodology
- Measures of central tendency
- Measures of variation
- What are defects (DPU, DPO, DPMO)
- Measuring a process (metrics)
- 5W2H problem statement creation

### Managing Change

- Change readiness assessment (winning conditions) - intro
- Planning and executing Kaizen events
- Communication strategies

### Root Cause Analysis

- Cause and effect diagram
- Pareto charts

## Lean Six Sigma Green Belt

Format: 5 days online (over 2 sessions)

Pre-requisite: LSS Yellow Belt

Optional: Certification and Coaching

Lean Six Sigma Green Belts are individuals who lead projects using DMAIC (Define – Measure – Analyze – Improve – Control) methodology, team leadership skills, change leadership skills, project management skills, quantitative and qualitative analysis tools, and innovative thinking to work with others to improve the organization's quality, speed, and costs for the benefit of the customer.

### Lean Six Sigma Project Management and Change Principles

- Project management and DMAIC
- Project teams and roles
- Project plans, critical path and risk
- Meetings and communication

### Leading Change

- Quantifying/prioritizing project ideas
- Applying Lean methods to your value streams future state
- Building personal leadership capability

### Tools to Visualize and Analyze Data

- Descriptive & inferential statistics - intro
- Graphical analysis tools - advanced
- Effective workplaces - advanced
- Introduction to regression analysis
- Anova
- Hypothesis testing - intro
- Failure Mode & Effects Analysis (FMEA)
- Measurement System Analysis - intro
- Capability of process - intro

### Sustainable Improvements

- Intro to Control Plans & Charts (SPC)

## Lean Six Sigma Black Belt

Format: 8 days online (over 3 sessions)

Pre-requisite: LSS Green Belt

Optional: Certification and Coaching

A Lean Six Sigma Black Belt is a leader of change who not only demonstrates an understanding of the LSS philosophy but is also capable of successfully leading process analysis teams that can enable “breakthrough” improvements. In order to achieve this, participants will master each phase of the Six Sigma DMAIC problem solving methodology as well as all of the advanced quality and analytical tools associated with the Six Sigma Black Belt body of knowledge. The addition of Lean principles and tools, “woven” into the DMAIC framework, will complete your training as a Lean Six Sigma Black Belt.

### Leadership

- Personal leadership skills (influence and conflict resolution)
- Sustaining results & link to strategic KPIs

### Tools to Visualize and Analyze Data - advanced

- Measurement system analysis - advanced
- Regression analysis - advanced
- Hypothesis testing - advanced
- Parametric vs non parametric data including transformation
- Capability of process - advanced
- Design of experiment
- Overall Equipment Effectiveness (OEE)

### Sustainable Improvements – advanced

- Control Plans & Control Charts (SPC) - advanced
- Optimization of process design, including Theory of Constraints
- Project completion and hand off to process owner

### Championing Strategic Improvement

- Hoshin Kanri strategy for improvement
- Sustaining Change
- Program review and exam



Program Director  
Mike Ewing

# Masters Certificate in Lean Six Sigma – Black Belt Learning Path



## Find Out More Today!

Visit <https://seec.online/12903>

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  
email: [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)

## Participant Profile

Intended for individuals in all industry sectors, particularly those related to operations, products and services, the program suits the needs of many professionals, such as:

- People tasked with driving continuous improvement or process excellence, including operations staff, supervisors, managers, directors, executives, consultants and engineers
- 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

**Please Note:** participants are required to have access to 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.

## 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.

## Registration Details

### Upcoming Session Fees

Full Masters Certificate in Lean Six Sigma – Black Belt (15 days online + one 6-hour self-paced e-learning module): \$9,950 CDN

Lean Six Sigma Black Belt: \$6,150 CDN

Lean Six Sigma Green Belt: \$4,150 CDN

Lean Six Sigma Yellow Belt: \$2,250 CDN

Lean Six Sigma White Belt: \$495 CDN

(all fees plus applicable taxes)

### Online Sessions run:

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

- Fee includes program tuition and teaching materials
- A deposit of \$1,000 CDN is required to secure your place in the full Masters Certificate 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 and fees are subject to change.

### Complete Registration Details

See: [seec.online/FAQ](https://seec.online/FAQ)

### Technical Requirements

See: [seec.online/techreq](https://seec.online/techreq)

### Administrative Inquiries

Tel: 416.736.5079

Toll Free: 1.800.667.9380

Fax: 416.736.5689

email: [execedinfo@schulich.yorku.ca](mailto:execedinfo@schulich.yorku.ca)



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