



Content of the Lean Six Sigma GreenBelt *self-study*

What is a process?

History of **Lean and Six Sigma**

The House of Toyota

When to start a Lean project

Select the best Lean project

How to start a Lean Six Sigma project

The **organisation of a Lean project**

- ✓ The role of management
- ✓ The project organisation
- ✓ The leading change
- ✓ Stakeholder management

Lean principle 1: Customer Value

The Voice of the Customer!

Lean principle 2: The Value Stream

How to map a process!

Mapping processes!

- ✓ The SIPOC
- ✓ The Flowchart
- ✓ A Spaghetti diagram
- ✓ Value Stream Mapping (VSM)
 - *Current State VSM*
 - *Future State VSM*
 - *Ideal State VSM*

Measure the process

- ✓ Critical Customer Requirements
- ✓ CTQ Flow down
- ✓ A measurement plan

Judge the actual baseline performance

Lean Metrics

The eight deadly wastes

Create quick wins

Lean principle 3: create Flow

5-S, SMED, Line Balancing, Work Sequence, Standard Inventory, Poka Yoke

Lean principle 4: Pull demand

Pull en push production, Kanban, Heijunka

Lean principle 5: Strive for perfection

Visual management, KaiZen, Operational Management

Six Sigma and its DMAIC approach

Collect root causes of the main problem
Ishikawa, 5x Why, data gathering, FMEA

Select the most important root causes
The process matrix and Pareto's principle

Validate the root causes

Make **improvements and implement** them!

Success in change!

- ✓ Drivers for successful change management
- ✓ Unfreeze – move - freeze
- ✓ Dealing with resistance
- ✓ Servant leadership!

Lean design

Lean Accounting

