

Mountain Home

Lean Six Sigma (LSS) Certification Program Information



"Should you find yourself in a chronically leaking boat, energy devoted to changing vessels is likely to be more productive than energy devoted to patching leaks"

-Warren Buffet



Website : www.mhc-net.com

Call Our Toll Free Number 1-877-502-HOME (4663)

MHi Lean Six Sigma Certification

Overview of the Program

Enterprise Innovation - leanSixSigma

Today's environment is full of challenges that require a new kind of organization, one that is leaner, faster, and less costly than its predecessor. This environment creates change faster than ever before, where organizations must learn they are not only responsible for producing a high-quality product or service, but to be competitive, they must do so consistently. And, competition can come from many different fronts including commercial, government, not-for-profit organizations, as well as the “twenty-somethings” in garages around the world!

Every organization, large or small, across business and government, is being told to become more efficient and cost-effective. In the commercial sector it is the need to compete globally.

Enterprise Innovation

requires an enterprise to fundamentally rethink its core business processes and its culture to achieve a competitive advantage through dramatic improvements in critical measures of performance. To sustain that competitive edge in the future, an organization must continually learn from its experience and look for the best within itself.

Our approach to process improvement can be best described in a statement made by Albert Einstein:

“The significant problems we face today cannot be solved at the same level of thinking we were at when we created them”.

-- Albert Einstein

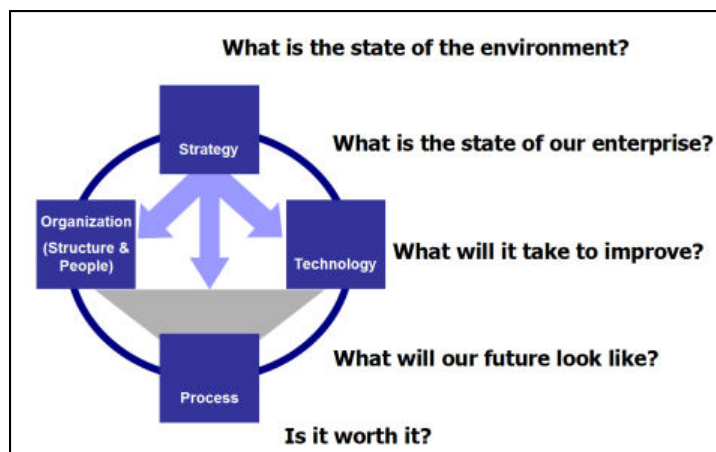
This new organization must be made up of **high-performing knowledge workers** who are self-adaptive, creative, responsive, analytical, and who collaborate and share what they know with others, and are continuously learning. The organization must systematically **define**, **analyze** and **control** its business processes to facilitate the execution of its key business strategies. The end result is a successful enterprise that is effective, efficient, innovative, and competitive in any environment.

Enterprise Innovation - leanSixSigma

A Transformation Methodology

Mountain Home Trainers/Consultants have talked to thousands of business and government managers and employees asking them to identify their most pressing issues with **Process Improvement**. The two most often mentioned topics was that of integration and lack of relevant training. Most of the people we talked to continually expressed their frustration that much of what has been presented on **Transformation** and **Process Improvement (including Lean Six Sigma)** was difficult to understand and lacked integration and the training they had received had been either shallow or irrelevant.

In response to this challenge, Mountain Home launched its new **“Business Transformation: Educating the Workforce”** training program. As former Business and Federal managers, we can identify with the challenges that organizations from both the commercial sector and government face and the lack of an integrated approach to **Business Transformation**. The **“Business Transformation: Educating the Workforce”** training program was created to address those frustrations. At the heart of this training program is Mountain Home’s **Innovative Management Framework™ (IMF)** methodology.



The **IMF** leads an organization through a systematic model beginning with Strategic and Project Planning (**Define**), Process Modeling/Mapping & Analysis (**Measure/Analyze**), Activity Based Cost Modeling & Analysis (**Measure/Analyze**), Business Case Development (**Improve**), and Implementation (**Control**) by asking a series of five questions. The answers dictate the steps needed to reach the defined end state.

To ensure the organization reaches its destination, the **IMF** also includes the development of an Performance Scorecard (cascaded throughout the organization) and the infusion of knowledge management principles which enable the organization to become a true Learning Enterprise. The **IMF** is an evolution of the ground-breaking work originally developed by the U.S. Federal government called the **Framework for Managing Process Improvement**. By combining the best of our work in **Business Process Management & Reengineering (BPM&R)** and **Lean Innovation** with the statistical analysis and discipline of **Six Sigma**, Mountain Home has created a holistic approach to process improvement that is unequalled in the industry.

Enterprise Innovation - leanSixSigma

Practical Lean Six Sigma Certification Program

By combining the aligning power of **Business Process Management (BPM)** and **Lean Innovation** with the statistical discipline of **Six Sigma**, Mountain Home has once again come to the forefront with its *Practical Lean Six Sigma Certification Program*. This curriculum takes the best from our years of providing our internationally renowned certification training in process reengineering & process management and combines it with the knowledge and practical application approach from our industrial engineering and quality management roots to bring together two of the industry's most powerful performance improvement approaches, **Business Process Management (BPM)** and **Lean Six Sigma**.

As we mentioned, over the past several years we have talked to thousands of business and government leaders and employees asking them to identify their most pressing issues with **Process Improvement**. Two of the most often mentioned topics were that of practical application and relevant training. Most of the people we talked to continually expressed their frustration that much of what has been presented on process improvement, specifically **Lean Six Sigma**, was difficult to understand and even harder to apply. Many also said that they have had difficulty with selecting the right **Lean Six Sigma** projects. Choosing the wrong project can spell failure from the outset of the effort and which has caused many **Lean Six Sigma** projects to fail. New initiatives and projects are frequently created with little review or assessment of already-existing projects to address the same perceived problems. Over time, numerous initiatives with overlapping missions and competing agendas grow up alongside one another—wasting money and baffling customers.



In creating a practical approach to process improvement, Mountain Home believed our training had to go much further than what is considered the “industry standard”. For a process improvement project to truly be effective it must be linked back to the overall performance of the enterprise creating a clear understanding of the context in which the problem, or problems, exists. **Business process management (BPM)** brings a much needed perspective to the process improvement effort by defining enterprise processes that cross the many functional and departmental boundaries and produce the products and services of the organization. This ability to define an enterprise context allows the **Lean Six Sigma** team to focus on problems that affect the entire system, not just one small part of it. By bringing together the synergistic power of **Business Process Management (BPM)** and **Lean Innovation** with the statistical discipline and rigor of **Six Sigma**, an organization will be able to bring its entire problem solving knowledge to bear in a multi-dimensioned way, ensuring a greater probability of success!

the certification curriculum

We believe that to effectively change the way business gets done requires a much broader perspective than what is currently being taught in **Lean Six Sigma** training and certification programs. We do not believe that the focus of process improvement should be just on statistics. There is much more to designing the high-performance enterprise than the numbers! We believe that the effective process improvement team will have a mix of **Six Sigma** practitioners, process architects, information technologists, and operations experts. This holistic view of process improvement is reflected in our **Lean Six Sigma Certification Program** curriculum.

Mountain Home has been certifying process improvement practitioners for over a decade beginning in 1993, through our internationally recognized MHi Business Process Improvement/ Reengineering Certification Program. Based on that experience, we have developed a holistic training experience that covers the key elements of **Business Process Management, Lean Innovation, Six Sigma**, Change Management, knowledge management and integrated performance management (using the Balanced Scorecard).

We have reviewed the certification criteria from the industry's most respected certification providers to develop the learning objectives and topics that we consider necessary for successful application of the principles, concepts, techniques, and tools of **Lean Six Sigma** and for completion of the certification examinations. The program is divided into three basic levels of knowledge using the currently accepted industry standard titles of the Fundamentals, Green Belt, and Black Belt Certification.

PLEASE NOTE: The MHi Lean Six Sigma Certification series is, in part, based on the LSS Body of Knowledge from the American Society for Quality and also meets the stringent requirements of both the U.S. Departments of Navy and Army Lean Six Sigma Certification Criteria.

The following is a discussion of what we teach in each of the three levels of certification.



the certification curriculum

Lean Six Sigma Green Belt Certification, MHC-2002

The intent of the **Lean Six Sigma** Green Belt Certification is to develop team members (Practitioners) who have the basic skills to contribute to process improvement projects. These individuals operate under the watchful eye of the project team leader who is normally a more advanced Black Belt or senior process improvement practitioner.

Our seasoned corporate trainers are process improvement experts who use a myriad of learning techniques and tools, such as guided discussions, case studies, individual exercises, quizzes, online resources, and outside readings to truly connect with the student. The following is an outline of what a typical **Lean Six Sigma** Green Belt would learn over our two (2) week, intensive training program.

In addition, each individual will be required to successfully pass the MHi Lean Six Sigma Green Belt Certification exam (which is integrated into the course). Also, we require the completion of a project for the Green Belt level certification. A Mountain Home faculty member will be assigned to each student as an Academic Advisor/Coach to guide and monitor the progress of the project.

What You Will Learn:

- An in-depth understanding of Enterprise Process Management and Improvement.
- A comprehensive immersion into the integrated **Lean Six Sigma** and **Business Process Management (BPM)** methodology (DMAIC) for process improvement.
- The various roles **Lean Six Sigma** Green Belts and other team members play in the success of a process improvement effort using **Lean Six Sigma**.
- How to properly define and scope **Lean Six Sigma** projects from an enterprise-wide context.
- How to model and map organization processes for practical analysis, including product and process flows, and value streams as part of TRUE **Process Discovery**.
- Define appropriate data collection methods and create an appropriate Data Collection Plan.
- How to apply statistical analysis tools to problem solving.
- How to use statistics software (**SigmaXL**) to analyze **Lean Six Sigma** project data.
- How to conduct Failure Mode and Effects Analysis (FMEA) and Cause & Effect Analysis (C&E).
- How to transition from the As-Is to the To-Be state and an overview of business case analysis.
- Overview of an organization (culture & structure) and technology change management plan.
- An overview of statistical process control.

Class Duration	10 Days over two (2) weekly sessions
Who Should Attend	Individuals who are looking for an in-depth understanding of the application of an integrated approach to process improvement using Lean Six Sigma concepts, techniques and tools.

the certification curriculum

leanSixSigma **Black Belt Certification, MHC-2003**

The intent of the **Lean Six Sigma** Black Belt Certification is to develop team leaders who have the experience and advanced skills to lead **Lean Six Sigma** process improvement projects. These individuals not only lead the process improvement effort but they also mentor and coach team members, such as **Lean Six Sigma** Green Belts, throughout the project. The **Lean Six Sigma Black Belt** is an advanced practitioner who not only understands how to use the various tools in the **Lean Six Sigma** tool bag, but also knows when and where to use them. They are more than a statistician, they are a well rounded process improvement expert who is able to bring a myriad of approaches to the problem.

Our seasoned corporate trainers are process improvement experts who use a myriad of learning techniques and tools, such as guided discussions, case studies, individual exercises, quizzes, online resources, and outside readings to truly connect with the student. We also offer two options for an individual to participate in Mountain Home's **Lean Six Sigma BLACK Belt** Certification.

Option 1 (Full 4-week Black Belt): If the individual has not completed the MHi Lean Six Sigma GREEN Belt Certification (or an equivalent certification), he/she would be required to complete all four (4) weeks of the **BLACK Belt** curriculum. The first two weeks of the curriculum is the MHi GREEN Belt Certification course where the basics of Lean Six Sigma and Business Process Management are taught. The second two weeks is a much more intensive, advanced learning experience whereby the attendee would begin to actually apply the concepts taught in the GREEN Belt curriculum, as well as learn how to manage and lead Lean Six Sigma projects, use advanced statistical analysis techniques and tools, build the project business case, and establish an integrated process control structure.

Option 2 (2- week Black Belt After Green Belt): If the individual has completed the MHi Lean Six Sigma GREEN Belt Certification (or an equivalent certification), he/she would only be required to complete the last two (2) weeks of the **BLACK Belt** curriculum. This program builds on the foundational learning from Mountain Home's Lean Six Sigma GREEN Belt curriculum.

In addition, all participants would be required to present an actual project using the concepts, techniques, and tools taught during the certification course and successfully pass the **MHi BLACK Belt Certification** exam (which is integrated into the course) before he/she would receive the title of a certified **MHi Lean Six Sigma BLACK Belt**. **(Please note: If you don't have an organization-certified project, Mountain Home has case studies you can use to meet the project requirement. Your Mountain Home Academic Advisor will serve in the role of your project's Champion.)**

Each student will also receive twelve (12) months access to Mountain Home's highly acclaimed Student Resource Center (SRC) where he/she will find relevant articles, webinars, downloadable tools, templates, and worksheets, discussion forums, chat areas, and much, much more. In addition, each student will receive a fully licensed copy of **SigmaXL**, one of the industry's best statistical analysis software!

the certification curriculum

leanSixSigma Black Belt Certification, MHC-2003

The following is an outline of what a typical **Lean Six Sigma Black Belt** would learn, in addition to the initial 2-week Green Belt curriculum, over our two (2) week advanced Black Belt training program.

What You Will Learn:

- Techniques used in applying the integrated **Lean Six Sigma** and **Business Process Management (BPM)** methodology (DMAIC) for process improvement.
- Strategic vs. Operational Improvements – Linking project objectives to strategic objectives.
- Managing the **Lean Six Sigma** project – Chartering the team, building a project management plan, and managing the resources of a project. **Leadership skills for the LSS Project Manager.**
- **Group Facilitation skills** which help you successfully gather data in a workshop environment.
- How to properly define and scope **Lean Six Sigma** projects from an enterprise-wide context.
- Advanced process model and mapping techniques needed for practical analysis, including product and process flows, and value streams as part of TRUE **Process Discovery**.
- How to develop effective, comprehensive data collection plans.
- Detailed analysis techniques to analyze process models and maps, product flows, value streams, and activity based costing data.
- How to apply advanced statistical analysis tools to problem solving (includes using **SigmaXL** statistical analysis software).
- How to interpret **Lean Six Sigma** project statistical data.
- How to develop a business case for the change.
- How to develop an integrated organization (culture & structure) change management plan and technology change management plan.
- How to create an ongoing process control structure based on recurring statistical data (statistical process control) that is integrated with the enterprise's Performance Management system (Balanced Scorecard).

Class Duration	Option 1: 20 Days over four (4) weekly sessions Option 2: 10 Days over two (2) weekly sessions
Who Should Attend	Individuals who are looking for an in-depth, advanced working knowledge of the application of an integrated approach to process improvement using Lean Six Sigma concepts, techniques and tools.

MHi Lean Six Sigma Certification

Course Outline



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MHC-2002/2003 Lean Six Sigma Green/Black Belt Certification Course Course Outline

Part I – Lean Six Sigma Green Belt Module

1.0 Chapter One – Introduction to Continuous Process Improvement

1.1 Overview of Continuous Process Improvement

- 1.1.1 The Need for Change
- 1.1.2 A Tool for Change – Continuous Process Improvement (CPI)
 - 1.1.2.1 History of Continuous Process Improvement
 - 1.1.2.2 Continuous Process Improvement (CPI) Defined
- 1.1.3 Overview of Lean Six Sigma & the DMAIC Process Improvement Model
 - 1.1.3.1 Introduction to Lean
 - 1.1.3.2 Introduction to Six Sigma
 - 1.1.3.3 Integrating the DMAIC Process Improvement Model Stages
- 1.1.4 The Lean Six Sigma (LSS) Organizational Control Structure
- 1.1.5 The Impact of Lean Six Sigma on the Enterprise

1.2 Introduction to Business Process Management (BPM)

- 1.2.1 Organizing the New Enterprise
- 1.2.2 So, what is process management?
- 1.2.3 The Evolution of Process Management
- 1.3 The Human Side of Process Improvement (Culture Change)**
 - 1.3.1 Culture Change Defined
 - 1.3.2 The Concept of Pain vs. Pleasure
 - 1.3.3 Reactions to Change
 - 1.3.4 Managing the Transition

1.4 Conclusion

2.0 Chapter Two – Defining the Performance Problem

2.1 Defining the Problem

- 2.1.1 Planning Concepts and Principles
 - 2.1.1.1 Planning / Performance Cycle
 - 2.1.1.2 Planning and Lean Six Sigma
- 2.1.2 Strategic Planning – Defining Mission, Vision, and Performance
 - 2.1.2.1 Leaders Must Lead
 - 2.1.2.2 The Strategic Planning Process

2.2 LSS Project Selection



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2.3	Defining the LSS Project – Scoping the Effort
2.3.1	Conduct Customer Needs Analysis: Identifying Customers & their Requirements
2.3.1.1	Gather the Voice of the Customer (VOC)
2.3.2	Define the Top-Level As-Is Business Process
2.3.3	Conduct High-Level SIPOC
2.4	Document Project Plan and Final Project Charter
2.4.1	The LSS Project Charter
3.0	<u>Chapter Three - Measuring the Baseline</u>
3.1	Defining the Process: Introduction to Process Modeling and Mapping
3.1.1	Introduction to Process Modeling
3.1.2	Introduction to Process Mapping
3.1.3	Introduction to Value Stream Mapping
3.2	Understanding Variance – Variability, Stability, and Capability
3.3	Develop the Measurement Plan
4.0	<u>Chapter 4 – Analyze the Baseline</u>
4.1.	Conduct Baseline Activity Analysis
4.1.1.	Identify Potential Process Issues
4.1.2.	Conduct Value-Added/Non Value-Added Analysis
4.1.3.	Conduct Value Analysis
4.1.4.	Calculate Process Capability Indices
4.1.5.	Determine the Process Yield
4.1.6.	Generate a List of Potential Problems Areas
4.2.	Identify Root Causes
4.2.1.	Conduct Failure Mode and Effects Analysis (FMEA)
4.2.2.	Create Cause-and-Effect Diagrams (Fishbone Diagrams)
4.2.3.	Conduct Cause-and-Effect Analysis (C&E Matrix)
4.2.4.	Conduct Pareto Analysis
4.3.	Verify Root Causes
4.3.1.	Conduct Hypothesis Testing
4.3.2.	Conduct Correlation and Regression Analysis
4.4.	Determine Opportunities for Improvement

5.0 Chapter 5 – Improving the Process

- 5.1. Develop a List of Process Improvements (Idea generation)**
 - 5.1.1. Coming up With Solutions - The Lean Philosophy
 - 5.1.2. Rank and Select Process Improvement Opportunities
 - 5.1.3. Identify Process Best Practices (Benchmarking)
 - 5.1.4. Determine Process Improvement Alternatives
 - 5.1.5. Populate Activity Analysis Workbook (Sections I & II, Part I)
- 5.2. Document To-Be Process**
 - 5.2.1. Document the To-Be Process Models
 - 5.2.2. Develop To-Be Process/Activity Maps
 - 5.2.3. Document To-Be (Future State) Value Stream Map
- 5.3. Plan and Implement Solution**
 - 5.3.1. Deployment Strategies
 - 5.3.2. Populate Activity Analysis Workbook (Section II, Part II)

6.0 Chapter 6 – Controlling the Process

- 6.1. Define To-Be Process Standards**
 - 6.1.1. Standard Procedures
 - 6.1.2. Statistical Process Control (SPC)
 - 6.1.3. Engineered Process Control (EPC)
- 6.2. Developing a Process Control Plan**
 - 6.2.1. Components of a Process Control Plan
- 6.3. Train Personnel**
- 6.4. Establish Internal Audit Plan**
- 6.5. Measure the Bottom-Line**
- 6.6. Closure and Recognition**



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Part II – Lean Six Sigma Advanced Black Belt Module (Including for LSS Black Belts – After Green Belt Candidates)

Section 1 – Developing LSS Team Skills

Chapter 1 – People – The Heart Of The Effort

Teams and Group Development

Stages of Group/Team Development

Working through the Stages

Individual Styles & Preferences

Overview

Implications for the Core Team

Implications for Facilitation Efforts

Other People Issues

Behavior Issues

Group Management Issues

Chapter 2 – Introduction To Facilitation

Facilitation – What It is, What It Isn't

What Is Facilitation

What Does a Facilitator Do?

What A Facilitator Does Not Do?

Why Do We Care?

Chapter 3 – Basic Facilitation

Overview

Getting Information and Ideas from a Group

Unstructured Approaches

Structured Approaches

Direct/Indirect Approaches

Framing Questions, Boundaries, Clarity

Prioritize/Organize

Voting/Ranking

Organizing – Patterns, Categories, Etc.

Other Organizing/Prioritizing Uses of “Stickees”

Other Facilitation Considerations

Guided Discussion & Questioning

Evaluating Ideas and Information

Subgroups



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Recording Options
Conflict Management & Consensus Building

Chapter 4 – Designing The Session

Design Considerations

Logistics
Structure & Content Design Strategy

Other Considerations

Facilitating as a Team

Putting It All Together

Accelerated Environment

Meeting With the Client

Section 2 – Defining the Performance Problem (Advanced)

Overview of Strategic Planning
Project Selection Strategies
Project Management
Voice of the Customer and the Competition
Define the Scope of the Process

LSS Black Belt Project Case Study

Section 3 – Measuring the Baseline (Advanced)

Advanced Process Modeling and Mapping Techniques
Defining Complex Data Types
Advanced Collection Techniques (i.e., Technical Estimate, Work Sampling, Historical Record)
Measurement Systems Analysis
Measurement Plan Development

LSS Black Belt Project Case Study



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Section 4 – Analyze the Baseline (Advanced)

Advanced Value-Added Analysis Techniques
Process Capability Indices
Analyzing Measures of Production (PCE, Yield, etc.)
Advanced Failure Modes Analysis
Cause & Effect Analysis
Verifying Root Causes (Hypothesis Testing, Correlation-Regression Analysis, Design of Experiments)

LSS Black Belt Project Case Study

Section 5 – Improving the Process (Advanced)

Advanced Lean Techniques
Developing Practical Solutions
Benchmarking
Developing Practical Implementation Strategies
Business Case Analysis

LSS Black Belt Project Case Study

Section 6 – Controlling the Process (Advanced)

Advanced Statistical Process Control (SPC) Applications
Designing a Practical Engineered Process Control System
Building a usable Process Performance Control Plan

MHi Lean Six Sigma Certification
Overview of the Student Resource Center

MHi Lean Six Sigma Certification Training Series OnDemand Curriculum Format - Screenshots

The heart of the OnDemand (self-paced) Learning Environment is Mountain Home's Student Resource Center (SRC). The SRC is the way we provide our students with the resources they need to successfully complete the LSS Certification OnDemand Training Series. Through the SRC, the student has access to a myriad of different resources such as an Online Glossary, Recommended Reading Lists, Helpful Links, Tools, Worksheets, Articles, Whitepapers, collaboration tools like Chat Areas and Student Forums, and the Live!Online session recordings.

You will begin your journey on the login screen. Here you will provide your userid and password to login to the SRC.

LOGIN SCREEN



The screenshot shows the login interface for the Lean Six Sigma OnDemand Student Resource Center. At the top, there is a header with the title "LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER" and a navigation bar with "Login" and "Home" buttons. A search bar and a "Help" link are also present. Below the header, there is a "LOGIN" section with a "Forgot your password?" link. The main login area contains a "Login" button and a form with fields for "Login Name or Email" and "Password", followed by a "Login" button. A small group photo of people is visible on the right side of the header. At the bottom, there is a copyright notice for ATutor.

Once you have logged in, you will see a link to your course. Click that link and it will bring you to your course's HOME page.

I. “HOME” Screen.

The screenshot displays the 'HOME' page of the Lean Six Sigma OnDemand Student Resource Center. At the top, a banner reads 'Welcome to Mountain Home's LSS Program' and 'My Start Page'. Below this is a navigation bar with 'Home', 'Forums', 'Glossary', and 'Manage' tabs. A user profile for 'DERRIL WATTS' is visible in the top right corner. The main content area is divided into three sections: 'Content Navigation' on the left, 'HOME' icons in the center, and 'ANNOUNCEMENTS' on the right. The 'Content Navigation' section lists various resources like 'LSS Lesson List', 'Course Material', 'Articles', 'LSS Podcasts', 'White Papers & Presentations', 'Worksheets', 'LSS Tools', 'Policy and Guidance from DoD', and 'Certification Criteria'. The 'HOME' icons include 'Forums', 'Glossary', 'Tests & Surveys', 'My Tracker', 'Reading List', and 'Blogs'. The 'ANNOUNCEMENTS' section contains a welcome message, a date stamp 'Friday May 19, 2006 - 12:33', and detailed information about the course and the Student Resource Center (SRC). It explains the purpose of the SRC, the structure of the HOME page, and provides contact information for the registrar.

Welcome to Mountain Home's LSS Program My Start Page Jump Inbox Search Help

LEAN SIX SIGMA ONDEMAND
STUDENT RESOURCE CENTER

Home Forums Glossary Manage

DERRIL WATTS | LOG-OUT

My Start Page > MHC-200200 Lean Six Sigma Green Belt Certification Part I > Home

Content Navigation

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 - LSS Tools
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 - Certification Criteria a...

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Search

Match:
All words
Any word

Search

HOME

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Training is at the heart of our mission.

Forums Glossary Tests & Surveys My Tracker Reading List Blogs

ANNOUNCEMENTS

Welcome to the Lean Six Sigma Green Belt Resource Center

Friday May 19, 2006 - 12:33

Welcome to Lean Six Sigma Green Belt Certification OnDemand Course and the Student Resource Center (SRC)! The SRC is here to serve as your virtual classroom. The material available through the SRC includes white papers, recommended reading list, automated tools, selected articles, worksheets, and helpful web links.

This is the HOME page, the first screen you see after logging into the system. There are three major sections of HOME page: 1) the "Content Navigation", 2) the "Home" icons, and 3) the "Announcement" section. Each section helps you in "getting around" the site and the course material, as well as provides important updated information regarding the class and materials that have been added to one of the lists in the Content Navigation section (i.e., Articles, Whitepapers & Presentations, LSS Tools).

A major part of the OnDemand online learning experience is the ability to view recordings from Mountain Home's Live!Online classes. The Live!Online recordings are created from actual live instructor-led sessions which have been edited and divided into easy-to-view segments. One of the major benefits of including these "live" sessions is they give the student a sense of being in a live class, not just sitting through a series of boring pages or slides. The student experiences the give and take, group discussions, and passion that come with being in a live class. These recordings also give the student the ability to move straight through the material or back up and review a specific part of the lesson.

To access the individual lessons, you simply go to the "Content Navigation" section and click on "LSS Lesson List". The "Lesson" screen contains the heart of the OnDemand class delivery. It serves as the "Command Center" for all of the lessons contained in the course. The "Lesson" screen also contains two key areas, 1) Lesson link (that brings up the Live!Online Recording) and 2) the "Resources" section where the student has instant access to a link to contact the instructor, should the student need help with either the subject matter or the usage of the Student Resource Center.

If you have any questions or concerns, please don't hesitate to call us at (256) 931-2372, or email us at registrar@mhc-net.com. We hope you fully utilize the resources that are being made available through the SRC and find them useful. We wish you much success as you continue your journey to a higher level of knowledge in Process Improvement!

Go to Top ▲

Web site engine's code is copyright © ATutor. About ATutor.
For guidance on using ATutor see the official [ATutor manual](http://atutor.net/docs/).

This is the HOME page, the first screen the student will see after logging into the system and selecting their course link. There are three major sections of this screen, the **“Content Navigation”**, the **“Home” icons**, and the **“Announcement”** section. Each section aids the student in “getting around” the site and the course material, as well as provides important updated information regarding the class and materials that have been added to the course library. Recommended Reading Lists, Online Glossary, Useful Web Links, and Student Forums are available to the student from the Home screen.

Welcome to Mountain Home's LSS Program [My Start Page](#) [Jump](#) [Inbox](#) [Search](#) [Help](#)

LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER

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FORUMS | Search DERRIL WATTS | LOG-OUT

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 - Certification Criteria a...

FORUMS

Forum	Number of Threads	Number of Posts	Last Post
CPI General Questions Subscribe	0	0	2012-10-03 12:46:35
General Discussion Subscribe	0	0	2012-10-03 12:45:58
Lean Six Sigma Questions Subscribe	0	0	2012-10-03 12:46:23

Users Online

Derril Watts
Guests are not listed

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A - MHTC Student Resource Center :: Glossary
MHTC Student Resource Center Glossary of Terms

A · B · C · D · E · F · G · H · I · J · K · L · M · N · O · P · Q · R · S · T · U · V · W · X · Y · Z

Search ☐ Beginning of the word ☐ For word and in the description

<< Browsing page 1 of 2 >>

[A0 Activity](#)

[ABC Model](#)

[Above the line](#)

[Action Plan](#)

[Activity](#)

[Activity analysis](#)

[Activity center](#)

[Activity cost](#)

[Activity cost pool](#)

See Activity, AO. ...

The ABC Model is a snapshot of the process from ...

A modeling term that refers to the placement of a ...

A document used to guide the implementation of business process ...

A named process, function, task or operation performed over time ...

Breaking down an enterprise into manageable segments so a detailed ...

A list of all activities that support or benefit a ...

The total cost of an activity. (Also see Activity cost ...

All cost elements associated with an activity; their total cost. ...

Welcome to Mountain Home's LSS Program [My Start Page](#) [Jump](#) [Inbox](#) [Search](#) [Help](#)

LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER

[Home](#) [Forums](#) [Glossary](#) [Manage](#)

READING LIST | Resources DERRIL WATTS | LOG-OUT

My Start Page > MHC-200200 Lean Six Sigma Green Belt Certification Part I > Reading List

Content Navigation

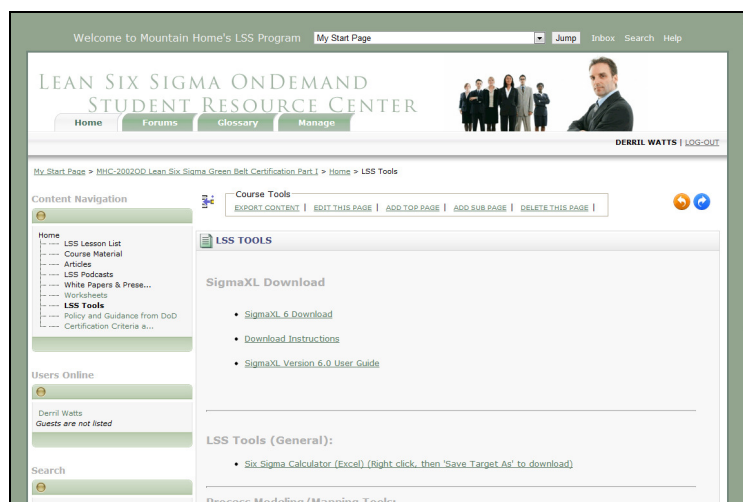
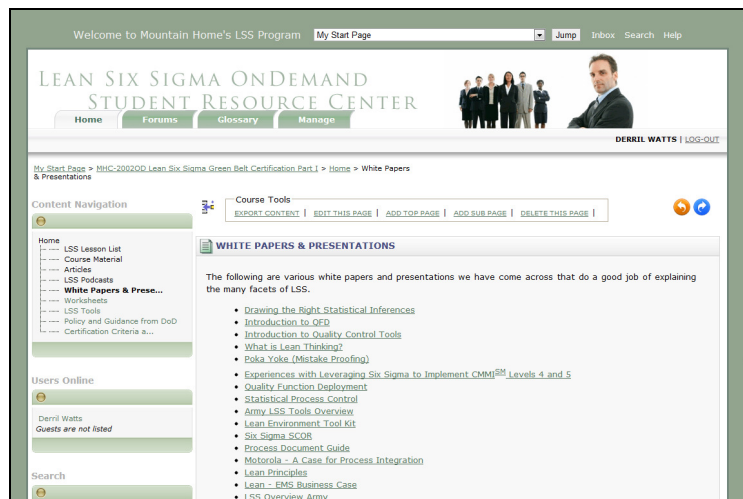
- Home
- LSS Lesson List
 - Course Material
 - Articles
 - LSS Podcasts
 - White Papers & Prese...
 - Worksheets
 - LSS Tools
 - Policy and Guidance from DoD
 - Certification Criteria a...

READING LIST

Start	End	Title	Required	Comment
None	None	Reengineering the Corporation	Optional	
None	None	The Six Sigma Way	Optional	
None	None	DoD CPI Transformation Guidebook	Optional	
None	None	The Six Sigma Handbook (Revised and Expanded)	Optional	
None	None	What is Lean Six Sigma?	Optional	
None	None	Lean Six Sigma for Service	Optional	
None	None	Process Based Management	Optional	
None	None	The 8th Habit from Effectiveness to Greatness	Optional	
None	None	The Agenda	Optional	
None	None	The Lean Design Solution	Optional	
None	None	The Machine that Changed the World (Story of Lean Production)	Optional	
None	None	Activity Accounting	Optional	
None	None	Activity-Based Management & for Service Industries, Government Entities, and Nonprofit Organizations	Optional	
None	None	Awaken the Giant Within & How to Take Immediate Control of your mental, emotional, physical & financial destiny	Optional	
None	None	Balanced Scorecard The	Optional	
None	None	Best Practices: The Search for Industry Best Practices that Lead to		

3

Articles, White Papers & Presentations, Worksheets, LSS Tools, Policy and Guidance documents are also available in the SRC Resources which the student will find on the “Content Navigation” panel on the right side of the screen. The following are screenshots showing the different resources available.



II. “LESSON” Screen.

The screenshot displays the Mountain Home's LSS Program website. At the top, a navigation bar includes 'Welcome to Mountain Home's LSS Program', a dropdown menu for 'My Start Page', a 'Jump' button, and links for 'Inbox', 'Search', and 'Help'. Below this is a header section with the title 'LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER' and a group photo of professionals. A secondary navigation bar contains 'Home', 'Forums', 'Glossary', and 'Manage' buttons. The user 'DERRIL WATTS' is logged in, with a 'LOG-OUT' link.

The main content area is titled 'LSS LESSON LIST'. It features a 'Content Navigation' sidebar on the left with a tree view including 'Home', 'LSS Lesson List', 'Course Material', 'Articles', 'LSS Podcasts', 'White Papers & Prese...', 'Worksheets', 'LSS Tools', 'Policy and Guidance from DoD', and 'Certification Criteria a...'. A 'Users Online' section shows 'Derril Watts' and 'Guests are not listed'. A 'Search' section includes a search box and radio buttons for 'All words' and 'Any word'.

The main content area is divided into three columns. The first column, 'LESSON SPECIFICS', includes a 'LIVE!ONLINE RECORDING' section with a video player and a list of chapters: 'Welcome to the Course', 'Chapter 1 - Introduction to CPI', 'Chapter 2 - Defining the Problem', and 'Chapter 3 - Measuring the Baseline'. The second column, 'RESOURCES', includes a photo of people in a meeting and a link to 'ASK THE INSTRUCTOR'. The third column, 'ACHIEVING BREAKTHROUGH PERFORMANCE', includes a list of topics: 'A comprehensive immersion into the integrated leanSixSigma and BPM methodology (DMAIC) for process improvement', 'How to properly define and scope leanSixSigma projects from an enterprise-wide context', 'How to use statistics software (SIGMAXL) to analyze leanSixSigma project data', and 'How to transition from the As-Is state to the To-Be state and an overview of business case analysis'.

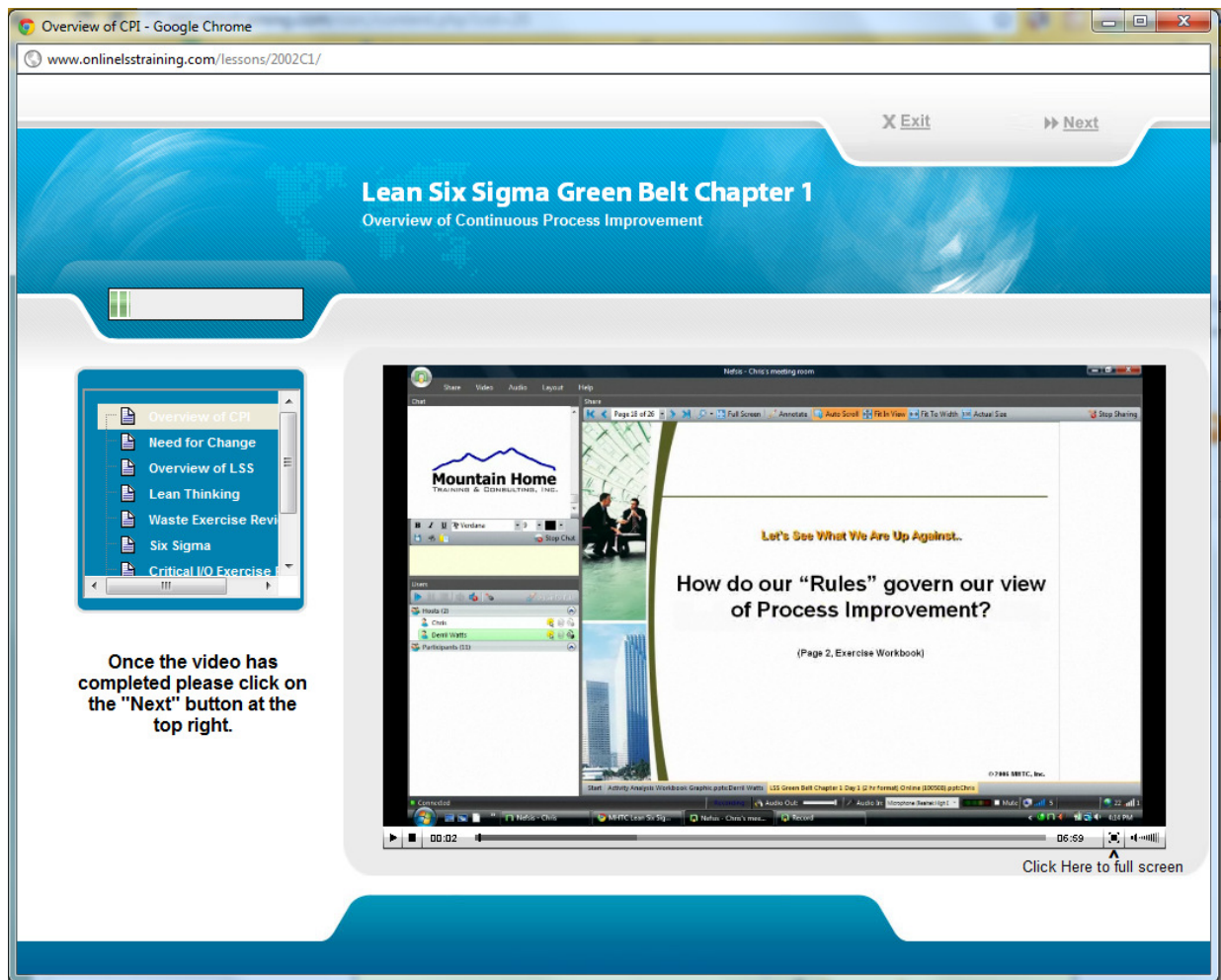
At the bottom, a footer indicates the last modified date: 'Wednesday Oct 3, 2012 - 12:08. Revision: 60. Release Date: Thursday Aug 3, 2006 - 15:00.'

In addition to the “Content Navigation” section, the “Lesson” screen contains the heart of the OnDemand class delivery system. It serves as the **“Command Center”** for all of the numerous lessons contained in each chapter of the course. The “Lesson” screen also contains three key areas, the Live!Online Recording, Lesson Exercises and Case Study, and the “Resources” section where the student has instant access to specific material that is relevant to the particular lesson, as well as a link to contact the instructor, should the student need help with either the subject matter or the usage of the Student Resource Center.

III. The “Live!Online Recordings” Screen.

A major part of the OnDemand online learning experience is the ability to view recordings from Mountain Home’s Live!Online classes. The Live!Online recordings are created from actual live instructor-led sessions which have been edited and divided into easy-to-view segments that follow the specific lesson identified in the “Content Navigation” panel. One of the major benefits of including these “live” sessions is they give the student a sense of being in a live class, not just sitting through a series of boring pages or slides. The student experiences the give and take, group discussions, and passion that comes with being in a live class. These recordings also give the student the ability to move straight through the material or back up and review a specific part of the lesson. The following is a sample of the screenshots the student will see when they click on the “Live!Online Recording”:

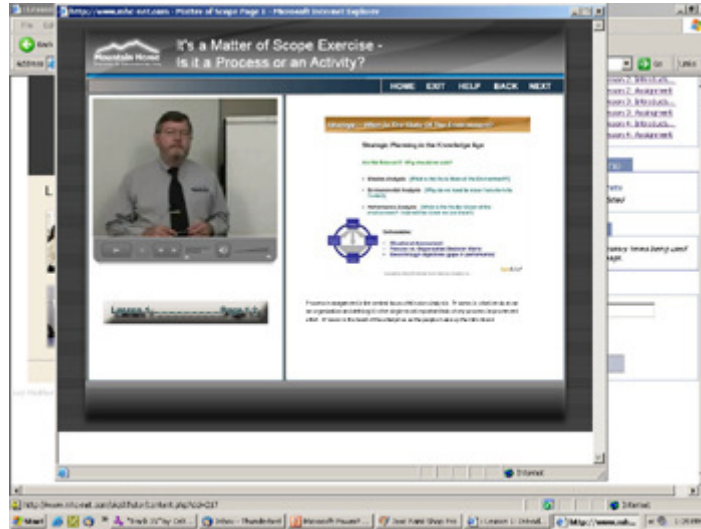
The Main Screen.



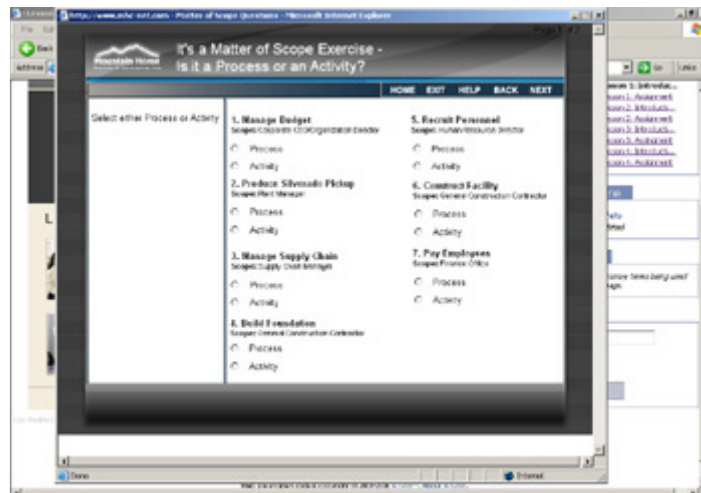
IV. The Exercise and Case Study

When the student clicks on the “Exercises and Case Study” button, he/she will see a popup window that contains the exercise, quiz, or case study that is applicable to that lesson of the class. These exercises range from a simple multiple choice quiz to more complicated Modeling simulations. The following screenshots show just a few of the types of exercises that are included in an OnDemand format class.

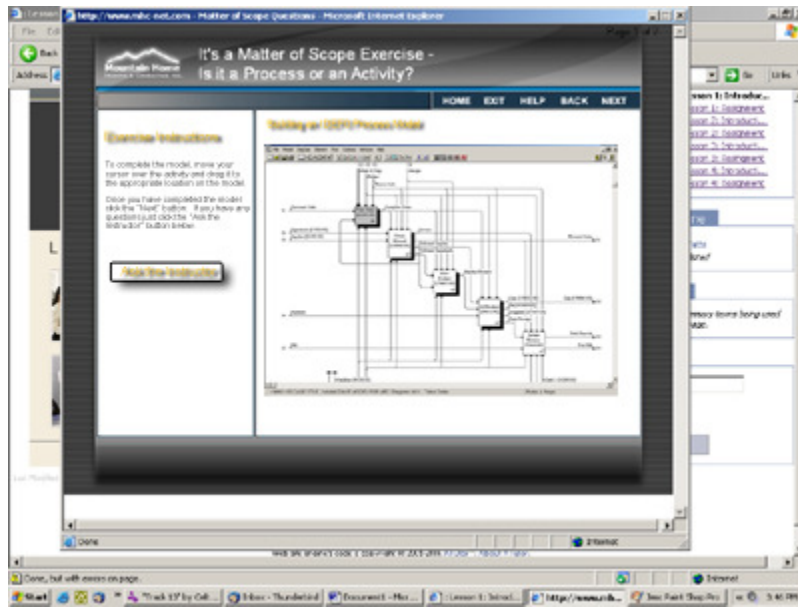
Exercise with Video Instruction.



Simple Quiz.



More Complicated Modeling Simulation.



Mountain Home Institute for Innovative Management

Overview of the Institute



The Mountain Home Institute for Innovative Management (MHi)

An Overview of the Institute

Over 76,500 students from 83 different countries have gone through at least one of our training courses and over 15,000 have completed the rigorous requirements for certification in either Business Process Management & Reengineering (BPM&R) or Lean Six Sigma (LSS).

Since 1997, Mountain Home Training & Consulting, Inc. has continued to provide the highest quality, most relevant process improvement training and certification in the industry. Mountain Home is significantly different than other commercial training and certification providers in two distinct ways.

First --

First, to ensure and maintain the integrity of our Certification programs, the founders of Mountain Home decided to form an independent organization from which our certification criteria and oversight would be managed. In early 2000, they established the Mountain Home Institute for Innovative Management (MHi) with an initial Board of Advisors made up of five (5) members representing various industries across the commercial sector. The Mountain Home Institute was originally created to provide a “think tank” type environment for the continual search for best practices in process improvement and enterprise performance management. However, beginning in late 2001, the Mountain Home Institute’s mission statement was changed so that it would become the sole authority for the oversight and management of all Mountain Home certification programs.

The Mountain Home Institute currently has an active membership of eleven (11) individuals from six different industries on our Board of Advisors (representing Healthcare, manufacturing, business services, software development, and education) who provide an “arm’s length” and cross-industry perspective on what should be in our Lean Six Sigma and Business Process Management & Reengineering certification programs.

Second --

Second, at the heart of all of Mountain Home’s certification programs is our methodology, called the Innovative Management Framework (IMF). It combines the best from our years of providing one of the industry’s most prominent business process reengineering certification programs with the latest concepts, techniques and tools of business process management, knowledge management, and lean six sigma to create an integrated approach to improving business performance. By integrating key



elements of various Books of Knowledge (BOKs) from organizations and associations such as the American Society for Quality (ASQ), the U.S. Department of Navy, Business Process Management Institute (BPMI), and the Association for Business Process Management Professionals (ABPMP), with our Innovative Management Framework, we are able to provide a truly robust Lean Six Sigma (LSS), Reengineering (BPR), and Business Process Management (BPM) training and certification program that would not only cover the performance improvement of the enterprise, but also the sustainment of that improvement through a process enabled implementation.

For example, our Lean Six Sigma curriculum, while closely following the ASQ Lean Six Sigma Body of Knowledge, has an added focus on Strategic Planning, Performance Measurement, Business Process Management and Culture Change. Without the integration of these aspects of process improvement, the organization loses an opportunity to create the synergy it really needs to sustain the improvements in the long run. This infusion of multiple process improvement disciplines creates a truly unique learning experience that propels an organization beyond the results they would potentially achieve through traditional six sigma, quality management, and lean approaches.

If you have any questions concerning the Mountain Home Institute, please feel free to email the Institute's Executive Secretary, Ms. Debbie Denton, at debbie@mhc-net.com.

Mountain Home Training & Consulting, Inc.

Who Chooses Mountain Home?



Mountain Home --
We're DIFFERENT by DESIGN!

P.O. Box 629
Arab, AL 35016
1-877-502-4663

The Mountain Home Advantage

Experience

Our trainers, coaches/mentors, and consultants average over 25 years of experience with hands-on Enterprise Process and Performance Improvement project management and execution, many have over 30 years of experience.

Credibility

Over 76,500 students from 83 countries have attended Mountain Home Lean Six Sigma or Business Process Management & Reengineering Certification classes.

The Mountain Home Institute for Innovative Management (MHi) and its ten (10)-member Board of Advisors (from six different industries) provide an arms-length management of all of Mountain Home certification programs.

Value

From the very beginning, Mountain Home has made it a priority to exceed their student's expectations in not only quality of the learning experience, but also the price of its training programs. Mountain Home has become known as the industry's price leader in providing high-quality Lean Six Sigma and BPM&R training and certification.

Each of our students receive unlimited, lifetime access to Mountain Home's highly acclaimed Student Resource Center where the student will find relevant articles, white papers, presentations, recommended reading lists, downloadable templates, workbooks, and tools, as well as the entire training program online so the student can review material that was covered in the classroom long after the class sessions have ended!

Innovation

Mountain Home has mastered the art of true Blended learning. By combining its high-impact classroom sessions with live, instructor-led and self-paced online training, it has created a Continuous Learning Environment that has become one of the most effective training delivery approaches anywhere.



**Mountain Home --
We're DIFFERENT by DESIGN!**

**P.O. Box 629
Arab, AL 35016
1-877-502-HOME (4663)**

Partial List of Government & Other Non-Profit Clients

Mountain Home has provided either training or consulting assistance to over 1,800 Federal, State, local, and international government organizations, as well as non-profits. The following is a partial list:

American Red Cross
Auburn University
California State University-Chico
County of San Bernardino, State of California
Georgia Department of Community Health
Government of Canada
Government of Cyprus
Government of Jordan
Government of Singapore
Government of the United Arab Emirates
Federal Aviation Administration (FAA)
Florida A&M University
Florida State University
State of Florida
HQ, U.S. Forces Command
HQ, U.S. Air Materiel Command
Indian Institute of Management-Raipur
Internal Revenue Service
Manitoba Public Insurance, Canada
Mississippi State University
State of North Carolina
University of Alabama
University of Oklahoma
U.S. Coast Guard
U.S. Centers for Disease Control
U.S. Defense Logistics Agency
U.S. Defense Media Activity
U.S. Department of Agriculture
U.S. Department of the Army (including major commands and local installations)
U.S. Department of the Air Force (including major commands and local installations)
U.S. Department of Commerce
U.S. Department of Defense, Office of the Secretary
U.S. Department of Homeland Security (including major agencies within DHS)
U.S. Department of Health and Human Services
U.S. Department of Navy/Naval Reserve (including commands and local installations)
U.S. Department of Transportation
U.S. Department of the Treasury
U.S. Marine Corps (including commands and local installations)
U.S. Military Sealift Command
U.S. Office of Personnel Management (including the Federal Investigative Service)
U.S. Small Business Administration



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Partial List of Corporate Clients

Mountain Home has provided either training or consulting assistance to over 2,500 corporate clients, from small businesses to Fortune 100 companies. The following is a partial list of our corporate clients:

Adaptis Inc.	Lockheed-Martin
AIMIA (Montreal, QC)	Logicon, Inc.
Alberta Health Services	ManTech
Allen Consulting, Ltd., UK	McGraw-Hill Companies
Amazon	Merck & Co., Inc.
Anthem	Microsoft
Atmos Energy	Mid Contracting, UK, Jordan
BAE Systems	National Bank of Jordan
BD Systems, Inc.	NCI, Inc.
Best Buy, Inc.	NCR
Blue Cross-Blue Shield (multiple states)	Northrop-Grumman
Booz-Allen, & Hamilton	OriGen Biomedical
Chevron	Palma, Amman, Jordan, UAE, Sudan
Children's National Medical Center	Pan Gulf Industrial Systems (Saudi Arabia)
CST, Inc.	Pashmina International (Denmark)
CTGi	Pfizer (Pharmaceutical)
DAKO	Platts Analytics
Diamond Bank (Nigeria)	ProVia Corporation
DSCI	SAIC
Dynamic Systems, Inc.	Scitor Corporation
EDO	Spry Methods Inc.
Envoy Group (Bangladesh)	SRA
Flexigroup (Australia)	SunTrust Bank
General Dynamics	Target
Grant Thornton LLP	Telos
GSTek, Inc.	Tenneco
Gulfstream Aerospace	Texport Syndicate Ind. Ltd.
Harris Corporation	The TransSynergy Group
Harris Health System	USAA
Heroux-Devtek	Wal-Mart
INS, Inc.	Wellpoint
KBSI	Wells Fargo
KTech Corporation	Westpac Banking Corporation (Australia)
KGS	Westar Systems
Lancaster Foods	Wingspan Portfolio Advisors
La-Z-Boy, Inc.	Worksource
Liberty Mutual Group	YUM! Brands

Mountain Home Training & Consulting, Inc

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Call Our Toll Free Number 1-877-502-HOME (4663)