



Leading Your Organization to Greater Social Impact with Lean Six Sigma

Fall 2024

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OFFICE HOURS: By appointment
DURATION: 29Aug to 12Dec, Thursdays, 3:00pm - 5:00pm
LOCATION: Online (Zoom)

DESCRIPTION:

The workshop utilizes Lean and Six Sigma methodologies to streamline operational processes and reduce current inefficiencies and redundancies. Participants will learn how to lead their organization through a structured improvement journey utilizing tools and techniques of Lean and Six Sigma. In addition, each participant will successfully develop, launch, and transition a project from your organization through each phase of improvement using the Six Sigma DMAIC framework. The Lean Six Sigma tools are introduced in the context of nonprofit management and operations, with the goal of applying this approach to a specific project within each participating organization.

LEARNING OBJECTIVES:

Upon completion of the workshop, each participant will be able to:

1. Apply Lean Six Sigma methods in Non-Profit applications.
2. Differentiate project team roles and functions within a Lean Six Sigma project.
3. Utilize the suitable Lean Six Sigma method/tool within the appropriate DMAIC phase to solve organizational problems in their nonprofits.
4. Apply process mapping methods to model a nonprofit operations process.
5. Problem solve using Lean Six Sigma tools and methods to determine root causes of the problem.
6. Develop, execute, and evaluate a project using Lean Six Sigma to resolve a nonprofit organization problem, requiring milestone presentations and final report.
7. Present final project solution and findings at State of Nonprofits Summit Conference (optional).

TEXTBOOK:

- *The Lean Six Sigma Pocket Toolbook*, George, M., Rowlands, D., Price, M. and Maxey, J., McGraw-Hill, 2005. ISBN-13: 978-0071441193 ([Amazon.com Books](https://www.amazon.com/books?pf_rd_p=8a1b1b1b-1b1b-4b1b-1b1b-1b1b1b1b1b1b))

SUGGESTED WEBSITES:

- American Society for Quality (www.asq.org)
- Society for Health Systems (<http://www.iienet2.org/shs/>)

- Institute for Healthcare Improvement (<http://www.ihl.org>)
- Six Sigma Reference Site (www.isixsigma.org) (Note: Not a refereed site)

SOFTWARE:

- *Microsoft Office*

ATTENDANCE & CLASSROOM EXPECTATIONS:

Participants are expected to attend **all** scheduled sessions. If 1 -2 class sessions are missed, the participant will be expected to make-up the work missed during workshop in class. Participants **missing more than 2 sessions will not receive certification** for completion of the workshop. Participant behavior will demonstrate professionalism, discernment, civility, and courtesy to faculty, guests, and colleagues.

PROJECT:

*The workshop requires each team to lead a project at their organization that will incorporate Lean Six Sigma methodologies learned during the workshops. Project solutions are expected to be **piloted** at their organization with properly collected data to support recommendations. Some projects may be fully implemented, which is excellent, but not expected by end of class due to resource and capital limitations.*

LEAN SIX SIGMA (LSS) GREEN BELT CERTIFICATION:

Your understanding of the course material will be assessed through a composite score of individual and group activities. In order to receive the **Lean Six Sigma Green Belt certification**, a passing score of 70% or better must be maintained on the project deliverables and workshop content assessment.

Workshop Assessment

Your understanding of the workshop material will be assessed through a composite score of project and workshop assignments.

Assignment	Score (%)
Discussion and Class participation	20%
Lean Six Sigma Quizzes	30%
LSS Project and Presentations Key Assessment Areas: 1. Apply tools appropriately using a team approach. 2. Project on schedule 3. Use of data to drive solution 4. Provide feedback to suggestions 5. Pilot of final solution that was derived from root cause of data analysis	50%

Lean Six Sigma for Social Impact

Fall 2024 Workshop Series



Tentative Schedule

Week	Date (Thursday @ 3:00 – 5:00 pm)	Lean Six Sigma Workshop	Workshop Description
1	29Aug	Overview of Lean Six Sigma and Critical Success Factors in a Nonprofit Organization	Is lean and six sigma really applicable in the nonprofit sector? This workshop demystifies lean and six sigma and explains critical success factors to transform your organization to a culture of operational excellence. In addition, learn how to select the appropriate project that's aligned with the organization's strategic and financial objectives and goals.
2	5Sept	Successfully Complete Projects utilizing a Project Charter and SIPOC	Completing projects on time while achieving initial goals is no trivial task. In this workshop, you will learn to develop and apply a project charter and SIPOC to assure effective communication throughout the project. Learn about key components of a project charter which include a succinct problem statement, objective, scope, and performance metrics that truly reflect the current problem and not the flavor of the month.
3	12Sept	Green Belt Project Report Out Presentations for the Lean Six Sigma DEFINE Phase.	Peer learning from another team's success and challenges are instrumental to learning and changing an organizations culture. Learn from local nonprofit organizations who will present their progress reports applying tools from the Six Sigma DEFINE Phase such as Project Charter, SIPOC, and Voice of Customer. These project report outs provide the structure and due dates to ensure project success in a timely manner.
4	19Sept	Data Analytics: Collecting the Right Data	Data is everywhere, but the foundation of great analysis is having the appropriate data for your process and improvement projects which is typically not easy to attain. In this workshop, participants will learn to collect the right data and the right amount to solve the problem your project team has at hand. Learn to use tools such as data collection plans and stratification trees to guide your project teams to sift through systems of data.
5	26Sept	Understanding Value in Your Organization: Value Stream Mapping	Where do I start looking for answers to our problems in our organization? Value Stream Maps help you see the big picture and are a great starting point for improvements. In this workshop learn how Value Stream Maps allow you to see the constraints and wastes in the system as well as how all the individual processes work together (or fail to do so), and the impact that has on the overall response time to the customer.
6	3Oct	Green Belt Project Report Out Presentations for the Lean Six Sigma MEASURE Phase.	Learn from local nonprofit organizations who will present their progress reports applying tools from the Six Sigma MEASURE Phase such as Value Stream Maps, Data Collection Plans and Sheets and Stratification Tree Diagrams. These project report outs provide the structure and due dates to ensure project success in a timely manner.
7	10Oct	Identifying Wastes in the process	Lean wastes are activities or resources that bring no value to the end customer. Identifying these wastes in a process are key to reducing the inefficiencies and overall operating costs. Learn how to perform a Gemba (observational) walk and identify wastes within your organization.
8	17Oct	Standardizing the workplace to eliminate wasted motion and delays using a lean method, 5S .	Trying to find the right tool for the right job can delay processes and ultimately reduce customer satisfaction. This workshop introduces a powerful tool called 5S . Learn how to decrease waste while optimizing productivity through maintaining an orderly workplace.
9	24Oct	Data Analytics: Analyze Data from Processes and Systems	The heart of Six Sigma is focused on data and applied statistics to improve organizational processes. In this workshop, learn to analyze data using descriptive statistics and plots to determine trends, relationships, and outliers. Participants will utilize Excel to create boxplots, scatterplots (X-Y), time series plots, histograms, bar charts and pareto charts.
10	7Nov	Getting to the Root Cause for your Problem Analysis (RCA)	A root cause is an underlying cause. Problems typically appear when outliers in the process are present. This stems from inconsistent processes. In this workshop learn to identify and quantify root causes utilizing Root Cause Analysis (RCA) which includes methods such as Cause & Effect (Fishbone) Diagrams and the "5 Whys".
11	14Nov	Green Belt Project Report Out Presentations for the Lean Six Sigma ANALYZE Phase.	Peer learning from another team's success and challenges are instrumental to learning and changing an organizations culture. Learn from local nonprofit organizations who will present their progress reports applying tools from the Six Sigma ANALYZE Phase such as Value Stream Maps, Data Collection Plans and Sheets and Stratification Tree Diagrams. These project report outs provide the structure and due dates to ensure project success in a timely manner.
12	21Nov	Selecting and Implementing Appropriate Solutions	Selecting the appropriate solution objectively without leadership bias is a challenging endeavor without a disciplined approach. Learn to select appropriate solutions methodically using a solution selection matrix (Pugh Matrix), perform cost benefit analysis for selected solution, and develop an implementation plan to identify and track key milestones.
13	12Dec	Green Belt Project Final Presentations for the Lean Six Sigma	Peer learning from another team's success and challenges are instrumental to learning and changing an organizations culture. Learn from local nonprofit organizations who will present their final lean six sigma project presentations documenting their process improvement journey.

If you have questions, please contact Lenny Perry at laperry@sandiego.edu or 619.675.4444.