



Lean Six Sigma

Excursions for
Sustainability through Certification

“We Simplified Our Universe...
So That You Could Improve Yours”



A division of CMA Enterprise
Incorporated

Lean Six Sigma Defined...

Lean Six Sigma is a holistic improvement series of methodologies and concepts that rely on a collaborative team effort to improve performance by systematically removing waste, combining lean manufacturing/lean enterprise and the variance analyses of Six Sigma. It is designed to eliminate process and performance waste (*poda*), *cycle time reductions and the reduction of variations that occur.*

The **DMAIC** toolbox of Lean Six Sigma comprises all the Lean and Six Sigma tools. The training for Lean Six Sigma is provided through the belt based training system similar to that of Six Sigma. The belt personnel are designated as white belts, yellow belts, green belts, black belts and master black belts, similar to karate. At TBI, we also have belt designations for Organization Champions and Entrepreneurs/Business Leaders.

Why Embrace Lean Six Sigma?

The constantly evolving concepts of Lean Six Sigma can be an integral part of your organization and help you to realize benefits for your internal and external customers which include but are not limited to...

- Management by fact
- Inclusive decision making
- Reduced cycle times
- Cost savings
- Increased customer satisfaction
- Outcomes are cheaper, quicker and better quality
- defects are reduced
- increased operational effectiveness and efficiency

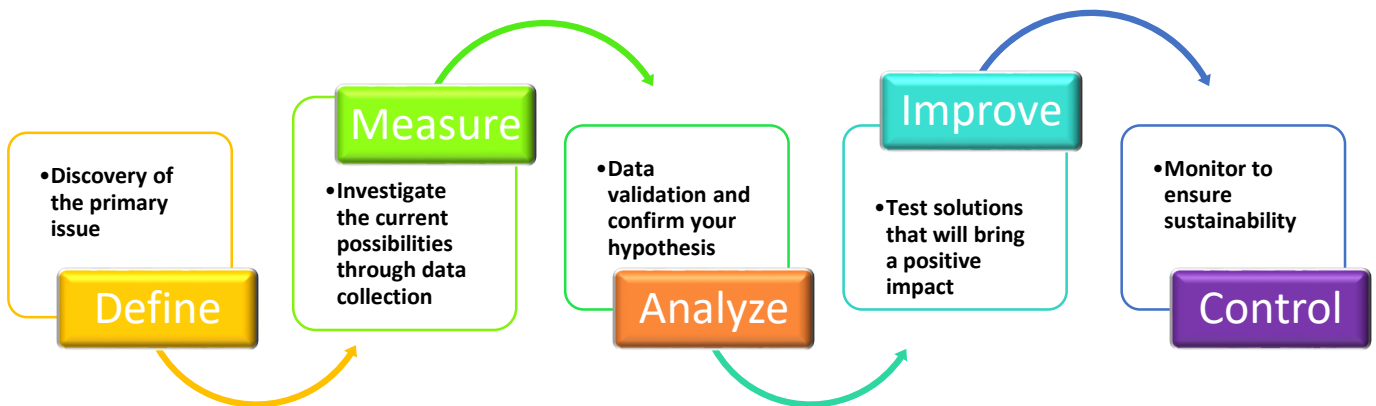
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What is a DMAIC Process Station?

The DMAIC Process Stations contain the tools and technical approaches
That assist our candidates in building a business case for transformation.



“...It gives me great pleasure to recommend CMA Enterprise Incorporated... In a three year timeframe the CMA Team has delivered Project Planning, and Scheduling, Team Dimensions, Kaizens and Lean Six Sigma Green Belt and Yellow Belt Training. I recommend them with enthusiasm and given the opportunity would engage them again in future training initiatives...”

Peterjohn Plummer, Sr. Mgr. – Operations Systems Projects

Noven Pharmaceuticals, Inc.

(a member of the Hisamitsu Group)Miami, FL



Our Lean Excursion Options

Online & Blended

For the business professional, we made training available 24/7 virtually with the option to have live chats when needed.

Customized

We can customize the trainings to fit the needs of your organization's improvement requirements.

Standard Package

Choose your course requirements and we will facilitate it at your office or at an off site location.

One Tool at a Time

Not all of our clients are ready for the full certification training experience. We can engage you one tool at a time with our ***"Mini-Excursion" offerings.***

Lean Mini-Excursions

Bite sized excursions in Lean Six Sigma for the individual, organization or department that is not quite ready to commit to a full belt certification experience.

Lean Six Sigma White Belt

This **one-day course** is designed to provide an introduction to Lean Six Sigma. It is an orientation to the methodology, concepts, and language. This belt level builds the knowledge of process mapping and cycle time interpretation.



Certification Exams

Important to TBI is your continuity of learning. Hence, we bring you the convenience of taking your certification online. The exams are available 24/7/365.

Kaizens and Project Coaching

Teams are provided with the support, the tools and the practice they will need to run a Lean Improvement using techniques for the purpose of improving administrative, transactional, manufacturing, engineering or service operations and performance.

Lean Six Sigma Yellow Belt

This **two-day course** is designed to provide a basic understanding of the Lean Six Sigma improvement methodology, concepts, and language, along with a starter toolbox of worksheets and templates to run Level One initiatives



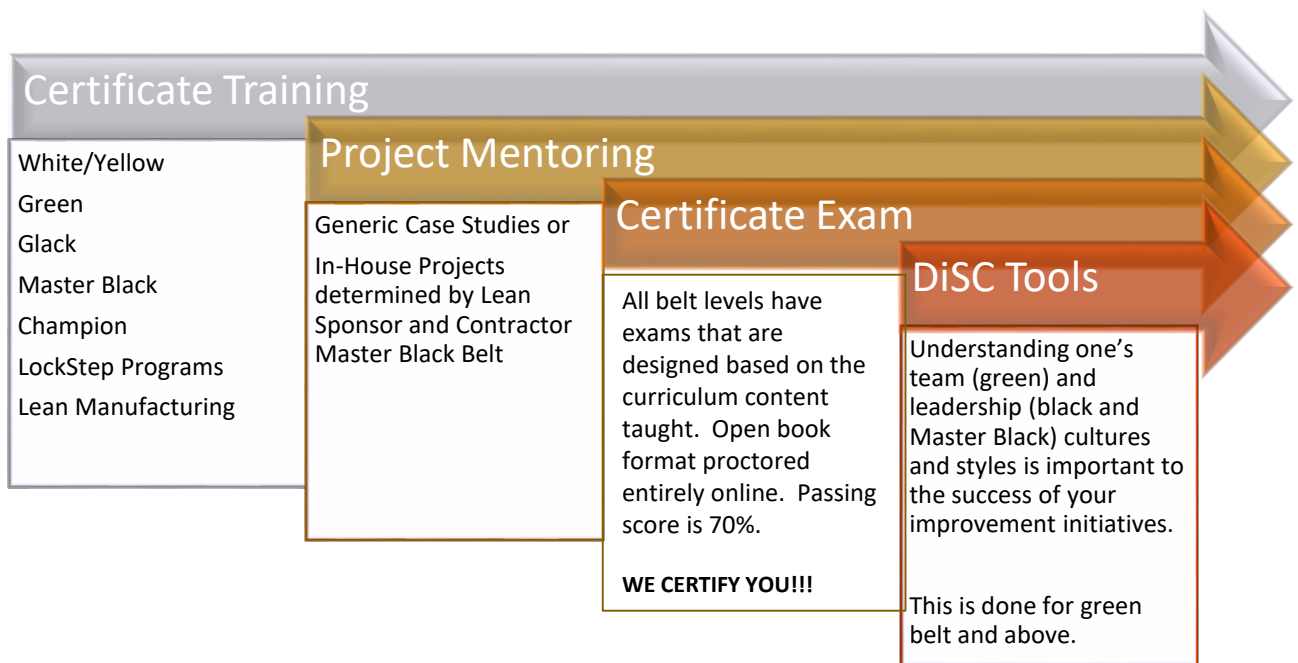
Why Train with TBI?

TBI offers a unique remedy that provides our clients with the ease of understanding the concepts and methodologies introduced. By simplifying our universe, we have been able to help you improve yours with sustainable results. Your ROI is immediate because we provide you with the support you need to be successful in your Lean Certification Journey. Our training platforms are classroom, online, blended and we even have a concierge service for executives who aspire to go on this journey. We guide you through your “wilderness” with techniques that include but are not limited to...

- TBI separates Lean Six Sigma by experience levels which ensures that you are able to walk before you run
- If you have completed the certification course, we can coach you through your project and offer the exam
- Our training team is comprised of certified professionals in the Lean Six Sigma universe.
- Project case studies are included in the certification and refresher courses if you do not have a project to work on.
- Certification exams are included in the full Belt training. And available separately.
- TBI brings Lean Six Sigma to you translated into everyday business language
- Project Coaching is included in the fee for the full certification training.
- Our “Toolbox” empowers you and your project team to move quickly in building sustainable success for your organization.

What makes us different from our Competition?

At CMA Enterprise Incorporated, we have a distinct uniqueness when compared to our competition, regardless of the size of the organization. That DIFFERENTIATOR is that we are a ONE-STOP-SHOP when it comes to the Lean Six Sigma Journey. We have taken the time to ensure your success. Ours is 100% completion rate with average exam scores of 88-99%. Our Candidates succeed because of our CONTINUUM OF LEARNING WITHOUT INTERRUPTION. It is because we offer the following on your journey...



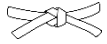
Lean Six Sigma Training Approach



All Belt Certification Courses include a Case Study so that candidates can apply the tools and concepts in a practical, careful modeled environment and understand from a holistic perspective how Lean Six Sigma impacts all aspects of the organization. Other aspects of our approach include...

- Pre- session work that includes independent assigned readings
- In-class exercises
- “Toolboxes” containing worksheets and templates
- Post-training coaching for project completion
- Large and small group activities
- Belt appropriate Case studies
- Short lectures
- Videos and Short Films and Role Play
- Open book exams

TBI Lean Six Sigma Training Universe



White Belt: Assists with process mapping



Yellow Belt: Front line Team Members handle The data collection



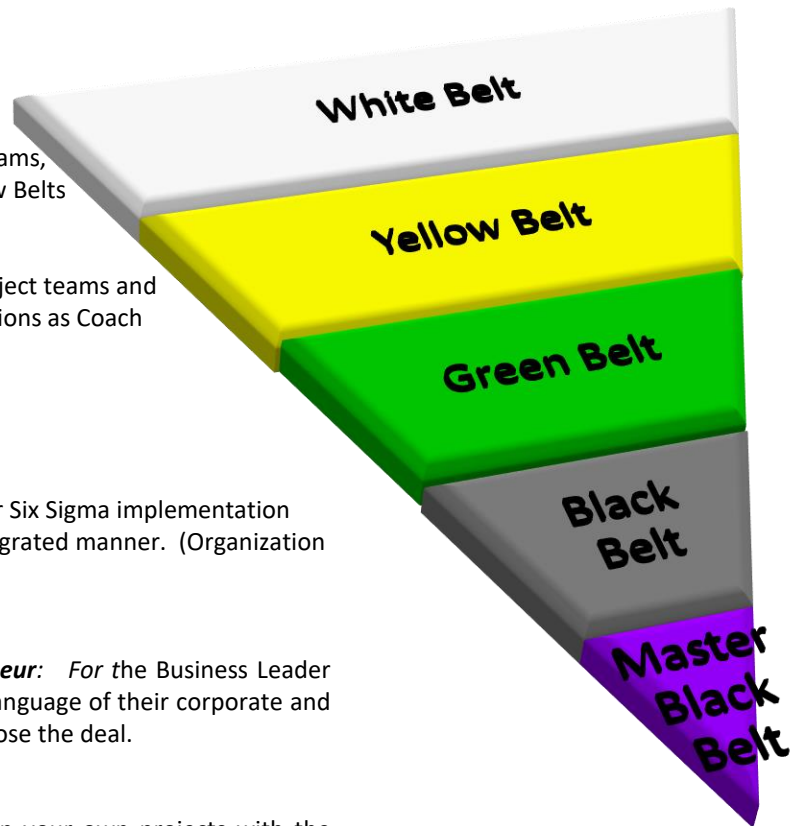
Green Belt: Lead Teams, focus on analysis



Black Belt: Solutionists, Lead Teams, Train and Coach green and Yellow Belts



Master Black Belt: Oversees Project teams and associated Team dynamics, functions as Coach to other levels



Other Certificate Training



Champions take responsibility for Six Sigma implementation across the organization in an integrated manner. (Organization Leadership)



Lean Business Leader/Entrepreneur: For the Business Leader who must be able to speak the language of their corporate and government clients in order to close the deal.



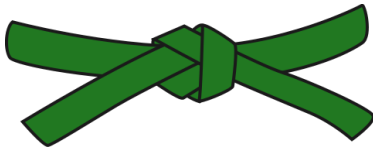
Lean Practitioner (Kaizens): Run your own projects with the tools that will assist you in mobilizing project teams, project management, handoff and monitoring for sustainable integration



Lock-step Program: For the Company who is on an accelerated timeline to transform your culture, this is for you. In 6-8 months, our candidates will go from yellow to black belt. If you seek your master black belt designation, it is 12-15 months.



TPS – A Lean Approach: This training focuses specifically on the principles and tools used in this universe of “Lean Manufacturing” as created by Mr. Toyoda and Mr. Ohno. This Lean Course, while originating in the manufacturing climate is not just for professionals in that industry. The tools and critical thinking can translate across industry lines.



Green Belts

The duration for our course is **8 days or 64 hours** in length delivered in 4 - two day modules. Following each module, Candidates will have approximately 2.5 weeks to work on their project assignments between sessions. Candidates will have an additional 3 months to complete their exams and projects for full certification.

The training will introduce all of the key elements of Lean Six SIGMA with emphasis on the core methods and analytical tools that are important to sustainable improvement.

What Will I Learn?

- Participants will understand the integrated Lean Six Sigma process (LSS), the power of LEAN Thinking, and how LSS links with organizational goals. Participants will be able to apply:
- Methods for translating the Voice of the Customer into the Voice of the Business
- Methods for Measuring and Analyzing the Current State, including Measurement System Analysis, Process Capability Analysis, and Root Cause Analysis.
- Methods for Improving and Controlling the Process and promoting out-of-box thinking and continuous improvement

Is there a Candidate Criteria?

- (optional) Lean Six Sigma Yellow Belt Certification (***The first two days of the course will provide a Yellow Belt level Orientation***)
- The desire to learn analytical method to problem solving and decision making
- Certification exam
- Complete a belt level project using tools

Available in online self study and blended learning platforms



Black Belts

Upon the completion of the Green Belt and proof of experience in running projects, this course is **10 days or 80 hours** in length, for eligible candidates. This journey takes up to a year to complete the course, take the exam and project. The course materials provide an in-depth look at the leading the DMAIC problem-solving methodology, as well as mobilization and project deployment approaches. The course flow follows the DMAIC methodology, with the appropriate tools and concepts taught at each stage of project deployment, coaching and oversight..

What Will I Learn?

- The essentials of mobilizing and leading of a successful Six Sigma program.
- Contribute to the definition of project selection criteria and develop project proposals and teams to meet those criteria.
- Learn how to lead a Six Sigma project team, using the DMAIC problem solving, project management methodology and team oversight skills.
- Apply and interpret advanced level Six Sigma tools, as necessary, for project definition, process baseline analysis, process improvement, and process control and monitoring

Is there a Candidate Criteria?

- Active Six Sigma Green Belt Certification
- Portfolio submission of a minimum of 5-7 green belt level completed projects or 2-4 years experience of Project Mentoring (at least 5)
- Certification exam
- Complete a belt level project using tools

Available in online self study and blended learning platforms





Master Black Belts

The Lean Six Sigma Master Black belt training program focuses on deployment and project development approaches and more important, the leadership our candidates bring to organization and process transformation. The course flow follows project planning and oversight methodologies.

The **6-8 month training** is done entirely in simulation and will introduce all of the key elements of Lean Six SIGMA with emphasis on the core methods and analytical tools that are important to sustainable improvement.

What Will I Learn?

- Enterprise-wide Planning and Deployment
- Cross Functional Competencies
- Project Planning, Management and Oversight
- Training Design and Delivery
- Mentoring Responsibilities
- Advanced Measurement Tools and Methodology
- Motivating and Managing the Team and Organization Dynamics

Is there a Candidate Criteria?

- Active Six Sigma Black Belt Certification
- Portfolio of 7-10 black belt level completed projects or 3-5 years experience as an active Certified Black Belt
- Evidence of Project Mentoring (at least 5)
- Submission of completed MBB Application
- Complete a belt level project using tools

Available in online self study and blended learning platforms



Practitioner

This course is a "teach & do" format where participants will learn how to chart out and mobilize a Lean Improvement Initiative. Candidates will walk through and observe an actual transactional business process in their operations and office environments. The **4 day training** puts in action the appropriate Lean Improvement principles.

The Practitioner Candidates will have their own toolbox customized for the practitioner.

What Will I Learn?

- Enterprise wide Lean Project Deployment
- Integrating Lean and Six Sigma into Sustainable Success
- Six Sigma Leadership roles and Responsibilities
- Organization Process Management, Measures and Crisis Minimization
- Crafting the Problem Statement
- Managing Risk and Stakeholder Expectations
- Selecting and Launching Improvement Teams
- Lean Project Management Oversight
- Visualize the entire business workplace
- Identify improvement opportunities based on direct process observation
- Prioritize and target high-impact kaizen activity
- See the link between information flow, customer interaction, and internal customer-supplier dependencies
- Create action plans for Targeted Kaizens
- Give individuals and teams a common language

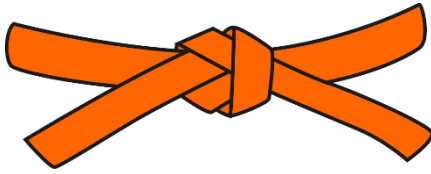
Is there a Candidate Criteria?

- Basic knowledge of Six Sigma. Green Belt Level is preferred.

Available in online self study and blended learning platforms

For more information please visit
www.breakthruinstitute.biz





Champions

This **2 day course** is designed to assist the Organization Leadership, Process Owners and/or Key Stakeholders in guiding their respective teams and sometimes the individual members on how to maximize their resources in a Lean Business Environment. From a management oversight perspective, the Champions will learn to utilize customized lean six sigma assessment tools that will help them to understand their own management styles as well as shape group culture for sustainable success and organization growth.

What Will I Learn?

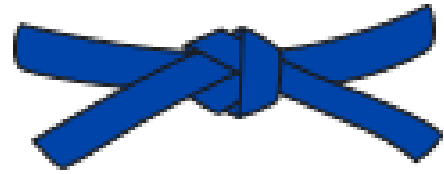
Managers will become more empowered in their...

- Dialogue with steering committees and improvement teams
- Possess a toolbox customized for leadership and process owners
- Have heightened expectations and a clearly defined road map to monitor organization transformation.
- Enabled to strategically ask the right “Whys” and track sustainable progress.
- Become more effective and efficient in your leadership styles regardless of the strategic planning initiative facilitated.

Is there a Candidate Criteria?

Must be in a leadership and/or in a process owner capacity in your organization

Available in online self study and blended learning platforms



Business Leader/ Entrepreneur

This training even focuses on the Entrepreneur in today's Business Environment to who must be able to speak the language of their corporate and government clients in order to close the deal. Additionally, structuring your own organizations in a manner that is efficient and sustainable.

This **2-3 day course** is designed to assist emerging and seasoned business owners in growing their businesses and their workforce

What Will I Learn?

- The Voice of the Customer/Business
- Understanding Your Maturity and Capability Levels
- Heightening awareness of Time and Resource Waste
- Supply and Demand Forecast Modeling
- Building a Balanced and Sustainable Scorecard
- Building and Marketing Your Brand

Intended Outcomes

- Innovative strategies for improving businesses of any size or industry
- Exposure to the universe of process and performance improvement
- Lean management tools that can be used in any decision scenario
- Building and /or expanding your vocabulary to converse “fluently” with your customers


Is there a Candidate Criteria?

Candidates should be in business/organizations at least 5.

Available in online self study and blended learning platforms

For more information please visit
www.breakthruinstitute.biz





Lockstep Program



TBI offers a unique remedy for our clients who do not have 3-5 years to mobilize their lean programs. The Lock-Step Program integrates White/Yellow, Green and Black Belt Certification Excursions over a Six (6) month period. Candidates are placed into a highly interactive, accelerated learning environment that introduces the Belts consecutively while managing an enterprise wide improvement initiative case study. Content is easy to understand and the toolboxes are the same as in the traditional Certification Courses. Candidates still receive the full experience, but in a project management style framework. The Belt journey refers back to prior findings by earlier belt sessions, which connects the disciplines throughout the life cycle of the improvement projects examined. A Lock-Step Program with Master Black Belt Certification has a timeframe of 12-15 months. Management styles as well as shaping group culture for sustainable success and organization growth are also an integral part of this program.

What Will I Learn?

Lean Practitioner Candidates will become more empowered in their...

- Dialogue with steering committees and improvement teams
- Possessing a toolbox customized for simple to complex projects
- Learn to effectively coach other belt levels and SMEs in the concepts of process improvement
- Enabled to strategically ask the right “Whys” and track sustainable progress.
- Become more effective and efficient in your leadership styles regardless of the strategic planning initiative facilitated.

Is there a Candidate Criteria?

Candidates need to have some knowledge of Project Management and provide proof of managing at least 3 organization /program initiatives

Available in online self study and blended learning platforms

For more information please visit
www.breakthruinstitute.biz



TPS – A Lean Approach



This training focuses specifically on the principles and tools used in this universe of “Lean Manufacturing” as created by Mr. Toyoda and Mr. Ohno. This Lean Course, while originating in the manufacturing climate is not just for professionals in that industry. The tools and critical thinking can translate across industry lines.

This **3-4 day course** is designed to assist you in understanding how to drill deeper using Kaizens and small improvement initiatives that tell the story of your business case. Most important, you will be able to obtain solutions for sustainable success.

What Will I Learn?

- How to Manage Errors and Defects
- Balance Manual vs Automated Activity
- Reduce cycle times and change over
- Manage Customer Demand and Fluctuation
- Understand the cost to carry inventory
- Increase ROI and efficiency

Intended Outcomes

- Innovative strategies for improving businesses of any size or industry
- Exposure to the universe of process and performance improvement
- Lean management tools that can be used in any decision scenario
- Building and /or expanding your vocabulary

Is there a Candidate Criteria?

No Criteria

Lean Six Sigma Certification



Lean Six Sigma Certification is an opportunity to establish our position in the marketplace through the completion of your training, project and examination are accolades when this globally recognized certification is granted.

The cost of the certification exam with TBI is included in the Belt Courses and provide the proof that existing and prospective staff have attained a high standard of expertise in their use of Lean Six Sigma Methodology.

The information provided below will give you additional support on the certification process with TBI.

How can I promote and use my Lean Six Sigma qualifications?

You will be able to bring greater value to your personal credentials and a heightened credibility to your organization's sustainability and improvement initiatives.

You will also be able to self promote yourself by noting the acronyms assigned to the applicable belt levels that you have been awarded.

How long does my certification last?

The certificate expiration dates and/or recertification requirements include...

- Green Belt – No renewal required
- Black Belt – Renewal requirements every 3 years
- Master Black Belt – Renewal requirements every 3 years

How can I apply for a certification (or Recertification and Refresher) exam?

Application for the TBI certification and examination process is available at...
 Email: thebreakthruinstitute@gmail.com
 Telephone: 954-476-3525

Exam Requirements

What type of questions will there be?

All exams contain a mixture of questions. You will be required to entertain multiple choice, true /false, short answer, fill in the blank, problem solving and data interpretation. Questions are randomized so no test is the same.

How long will the exam last?

Candidates will have one (1) week to complete the open book exam

Will I be allowed to bring reference materials?

The test is an open book exam. Candidates are allowed to use the materials used in the course and the software to calculate the problems presented. This is an individual exam and should be completed in this manner.

Where will the exam be held?

The exam is contained in an online platform and is available 24/7/365 for eligible candidates. It is scored automatically so you will know how you did immediately.

What is a passing score?

A passing score is 70%.

Supporting services to maximize your Lean Six Sigma Universe

We have created a variety of services to support your organization's Lean Six Sigma initiative. Our highly skilled TBI facilitators and coaches will work with you to ensure that your deployments will be successful and sustainable .

These services include...

- Lean Six Sigma Program Development and Management
- Project Mobilization, Facilitation and Implementation
- Ongoing Monitoring, Benchmarking and Process analysis
- Recertification Training and Exams
- TBI Program Licensing

To find out more, please contact **954-476-3525**





Case Studies



Lending A Helping Hand

Municipal Utility Department

We gave “flipping the switch” a new meaning in this engagement. TBI trained and coached four Lean Project Teams at a municipal utility in the Completion of their green belt certification projects.

During the engagement, the department suffered a fatality at one of its receiving facilities and this directly affected one of the project teams who was examining the incident rates for the Municipality. Our coaches were able to facilitate a shift for the team members and work through a lessons learned while being sensitive to the situation. At the recommendation of our Coaches, this team was able to rally their stakeholders and sell the urgency of their project and successfully get the support and acceptance of their recommendations.

Other outcomes include...

- 8 candidates retook the exam after failing with another facilitator and scores ranged from 84-99% based on a 70% pass.
- Dialogue historically void between the departments is now occurring and cross fertilization decision making exists.
- Cost savings anticipated spanned from \$50,000 - \$500,000 that can be reclaimed going forward
- Training requirements have been clarified and scoped

Law Firm

TBI was engaged by a midsized law firm that specialized in mortgage foreclosures and title work to certify several members of their leadership team as Lean Six Sigma Green Belts. Their focus was to remedy the growing workforce that was not sustainable as well as their case management process. The expected cost savings was to be \$1 million. And a 30% reduction in staff without compromising the client experience. The firm was experience missed deadlines as well as penalties assessed by the courts and their clients.

The outcomes include...

- A leaned case management process cycle with greater use of automation
- A cost savings revealed of \$1.3 million in non-recurring expenses once changes are implemented
- All candidates received full certification in Lean Six Sigma Green Belt
- The successfully passed their audit by the Bar Association as a result of the TBI Lean Experience

Who is TBI?

The Breakthru Institute, (TBI) is a subsidiary of CMA Enterprise Incorporated, a Performance and Process Improvement Consulting Firm headquartered in Davie, Florida.

TBI serves as our training division. Through TBI, we specialize in raising your levels of maturity and enhancing your capability and capacity through performance and process improvement consulting and training that delivers AHA Moments™ again and again.

We are in the classroom... We are virtual... and We are here to coach you when needed. Our training offerings are available through our academies and ala carte excursions. The academies are...

- Lean Six Sigma
- Leadership and Managerial Excellence
- Entrepreneurial Excellence
- Diversity and Inclusion
- Strategic Implementation Planning
- Practitioners' Academy (Train the Trainer)
- Board Governance and Enterprise Risk Management

Our training and consulting teams are experienced professionals who bring the practical knowledge and experience to our client engagements. We are your global resources committed to bringing Adult Edu-Tainment to your workforce and stakeholders.



*"Minds are like parachutes...
They only work when opened."
~Thomas Dewar*



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