
Efficient Deployment of Six Sigma Programmes using Integrated Training eLearning & eClass with Instructor & In-Class with Instructor

This year we start to put more efforts in diversifying traditional “In-Class Six Sigma Training with Instructor” by integrating advanced eLearning methods and technologies in the deployment of Six Sigma Programmes.

Bottlenecks in Traditional Six Sigma Training with Instructor

In-Class training with Instructor is certainly very efficient to bring Green- and Black Belt candidates to the desired competence level, particularly in terms of “time to Project Completion and Belt Certification”.

BUT! If the company needs to educate and certify more than one group of Green and /or Black Belt per Year, than it is usually facing the following barriers:

A. Instructors Bottleneck

- Certified and highly qualified **Instructor(s) and Project-Coaches** (Master Black Belts) with cross-application and international experiences are the bottleneck and still a rarity on the jobs market
- Any new Instructor, even delivering the same Course, is a **source of variation** not only during the training, but also in consulting and coaching
- Involving several (mostly external) Instructors and Coaches in Six Sigma Deployment and their coordination and management is pretty **expensive**, time and money consuming and **not always successful**, particularly because of their variety

B. Information Dissémination Bottleneck

- Even several Instructors working in parallel usually do not manage just-in-time to inform the whole employee-domain about Six Sigma philosophy, strategy, policies, process- and project- management, tools etc.
- Lack of information at the management level usually slows down the deployment and project completion and is a high risk to fail with the whole deployment
- Lack of information at the employee level causes not-efficient team work within Six Sigma projects, lack of support or even sabotage during Measure Performance activities, Improve and Control phases of Six Sigma projects etc.

- Employees which are not selected for the In-Class training refer to discriminating them on their carrier tracks etc.

C. Candidates for Green- and Black Belts and Projects

- Selection of right candidates for Green – and Black Belts determines to a great extent the success of the whole Six Sigma deployment
- Due to the lack of experiences and/or information regarding the profiles of the Belts, responsibilities and requirements etc., the pre-selected candidates may not fit to the six sigma job requirements and when recognising it may quit the training or even job
- Project selection is also very critical part of Six Sigma deployment. It maybe performed much more efficiently and with less risk and easier communication with potential project stakeholders, when preliminary information about Six Sigma and Project Management is available at different management level.

D. Cost-Benefit Bottleneck

- Actually Six Sigma training of all employees at one or another level is required to change the company's culture towards efficient customer-centred and data based business process and innovation management.
- Even assuming, that certified instructors and coaches are available, which deliver high-level and consistent training and project coaching, it is difficult to justify that high costs behind this investment
- Return on Investment in Six Sigma training (ROI) varies extremely particularly from employee to employee, depending from their professional background, motivation, carrier plans, personality etc.

How to Overcome Bottlenecks

The most natural way to overcome the mentioned above bottlenecks is to start using eLearning for training Six Sigma professionals.

In spite of apparent cost- and deployment speed- advantages, the experiences of majority companies using just eLearning courses without instructor training are unfortunately discouraging.

After spending 10-40 hours on self-learning (some times employees are allowed to do it at home and/or in groups), the employees rarely master the concepts and tools and systematic approach in depth required to practically lead and/or to participate in Six Sigma projects.

Hence, the acquired competence remains for a while “passive” and if not developed further with the help of instructor and project-coach, it deteriorates one day, often without any sustainable result and any (or insignificant) return on the investment (ROI) made in eLearning licenses and training time etc.

How to Overcome Bottlenecks and to improve ROI in Six Sigma Deployment

Based on the above experiences, we develop a company-specific Six Sigma Deployment Programmes and Plans, in order to optimise ROI and to achieve the desired or best possible cultural change in the company within time and budget available.

For these purposes we particularly

- Classify employees into different categories depending on their future participation in Six Sigma projects and activities, i.e.
 1. To-be-Informed about Six Sigma (Yellow Belt “*passive*”)
 2. To-be-Informed in more details about Six Sigma Strategy and Tools (Green Belt “*passive*”)
 3. To-be-trained as a Six Sigma Project Team Member (Green Belt “*active*”)
 4. To-be-trained as a Six Sigma Project Leader (Black Belt “*active*”)
 5. To-be-trained as a Six Sigma Mentor (Master Black Belt “*active*”)
 6. To-be-trained as a Six Sigma Sponsor/Champion (“*active*”), and by
- Adopt Training Content and Course Delivery to the company-specific requirements.
- Integrate Training Modalities to achieve the best ROI for the above 6 basic categories, e.g. through
 - eLearning without instructor at Yellow and/or Green Belt “*passive*” level (could be under certain circumstances on voluntary basis).
 - Up-grade “*passive*” Green Belts through virtual eClass and/or in-Class adds-on project-based training with instructor and project coaching, and to the “*active*” level.
 - Up-grade of the best performing Green Belts (“*active*”) to Black Belts etc.

We are now testing the efficiency of such integrated concepts with several clients in different industries, particularly using the following eLearning courses (in English)

1. Yellow Belt eLearning (4-5 hours), and
2. Green Belt eLearning (14-15 hours).

(these durations for self-learning to achieve relevant “*passive*” Belt -qualification are given for employees who are very fluent in business English).

The prices for the above licenses vary from 150 to 490 Euros (for single PC license incl. hosting, tracking learning progress etc.) with significant discounts for site licenses. Considering non-english speaking audiences, we provide access to these eLearning courses from 6 to 12 months case-on-case basis.

The **apparent win** is particularly

- in using these eLearning courses to inform 100% of managers and project leaders, as well as other employees in the company about Six Sigma strategy, tools and business process management approaches, and hence to fix the information dissemination bottleneck,
- in improving selection process of candidates for the “*active*” Green- and Black Belts training,
- in more efficient Project Selection, and as a result more efficient Programme Launch without pitfalls (“*defects*”) in candidate and project selection.
- In better preparing employees for the coming changes in company culture and management strategies etc.

**You may win from
customer-specific integrated eLearning & eClass & in-Class
Training and Project Coaching!**

Register Now!

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