

# Mountain Home

## Lean Six Sigma (LSS)

### Certification Program Information

# 2018



*"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*



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# **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

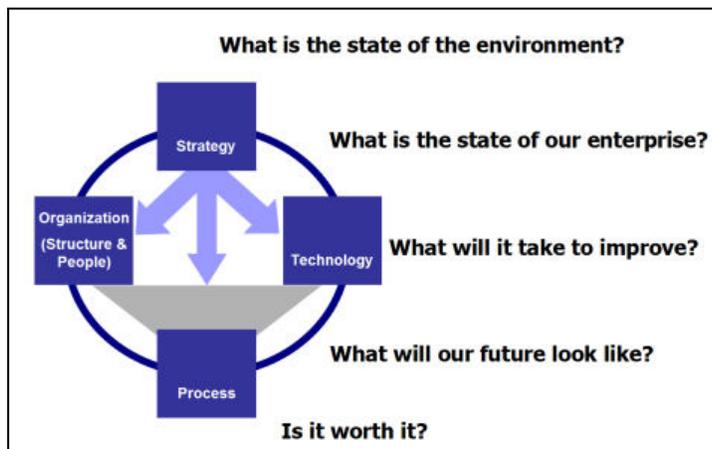
This new organization must be made up of **high-performing knowledge workers** who are self-adaptive, creative, responsive, analytical, and who collaborate and share what they know with others, and are continuously learning. The organization must systematically **define**, **analyze** and **control** 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-dimensional 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.

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

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

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### ***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 Chapter Three - Measuring the Baseline**
  - 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 Chapter 4 – Analyze the Baseline**
  - 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**



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## **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**

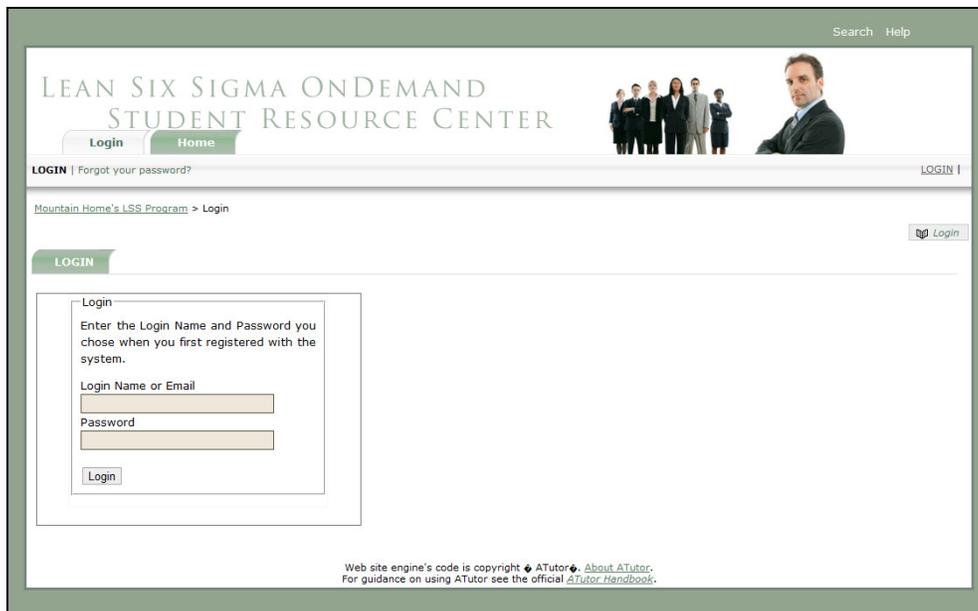
## MHi Lean Six Sigma Certification Training Series OnDemand Curriculum Format - Screenshots

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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 displays the login interface for the Mountain Home's LSS Program. At the top, there is a navigation bar with "Search" and "Help" links. Below this, the main header features the text "LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER" and a group photo of several people. A secondary navigation bar includes "Login" and "Home" buttons. The main content area is titled "LOGIN" and contains a "Forgot your password?" link. Below this, there is a breadcrumb trail: "Mountain Home's LSS Program > Login". The central focus is a login form with the following elements:

- A "Login" heading.
- Instructions: "Enter the Login Name and Password you chose when you first registered with the system."
- Input fields for "Login Name or Email" and "Password".
- A "Login" button.

At the bottom of the page, there is a small copyright notice: "Web site engine's code is copyright © ATutor. About ATutor. For guidance on using ATutor see the official ATutor handbook."

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 Mountain Home's LSS Program Student Resource Center. At the top, there is a navigation bar with 'Welcome to Mountain Home's LSS Program', 'My Start Page', and links for 'Jump', 'Inbox', 'Search', and 'Help'. Below this is a banner for 'LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER' with a 'Home' button and a 'Manage' button. A user profile for 'DERRIL WATTS' is visible in the top right corner. The main content area is divided into several sections: 'Content Navigation' on the left with a tree view of course materials; 'HOME' icons in the center for 'Forums', 'Glossary', 'Tests & Surveys', 'My Tracker', 'Reading List', and 'Blogs'; and an 'ANNOUNCEMENTS' section on the right. The announcement section contains a welcome message dated Friday, May 19, 2006, at 12:33, and provides detailed information about the LSS Green Belt Certification OnDemand Course and the SRC. It explains the purpose of the HOME page, the structure of the course, and provides contact information for the registrar.

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

My Start Page > MHC-200200 Lean Six Sigma Green Belt Certification Part 1 > Forums

### Content Navigation

- Home
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- Articles
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- White Papers & Prese...
- Worksheets
- LSS Tools
- Policy and Guidance from DoD
- Certification Criteria a...

### FORUMS

Forum	Number of Threads	Number of Posts	Last Post
<a href="#">CPI General Questions</a> <a href="#">Subscribe</a>	0	0	2012-10-03 12:46:35
<a href="#">General Discussion</a> <a href="#">Subscribe</a>	0	0	2012-10-03 12:45:58
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- Certification Criteria a...

### GLOSSARY

#### 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](#)

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<< Browsing page 1 of 2 >>

[A0 Activity](#)  
See Activity, AO ...

[ABC Model](#)  
The ABC Model is a snapshot of the process from ...

[Above the line](#)  
A modeling term that refers to the placement of a ...

[Action Plan](#)  
A document used to guide the implementation of business process ...

[Activity](#)  
A named process, function, task or operation performed over time ...

[Activity analysis](#)  
Breaking down an enterprise into manageable segments so a detailed ...

[Activity center](#)  
A list of all activities that support or benefit a ...

[Activity cost](#)  
The total cost of an activity. (Also see Activity cost ...

[Activity cost pool](#)  
All cost elements associated with an activity; their total cost. ...

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# LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER

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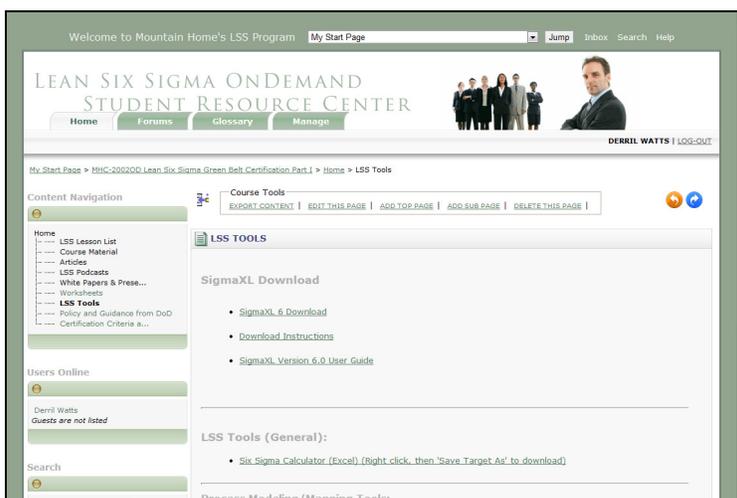
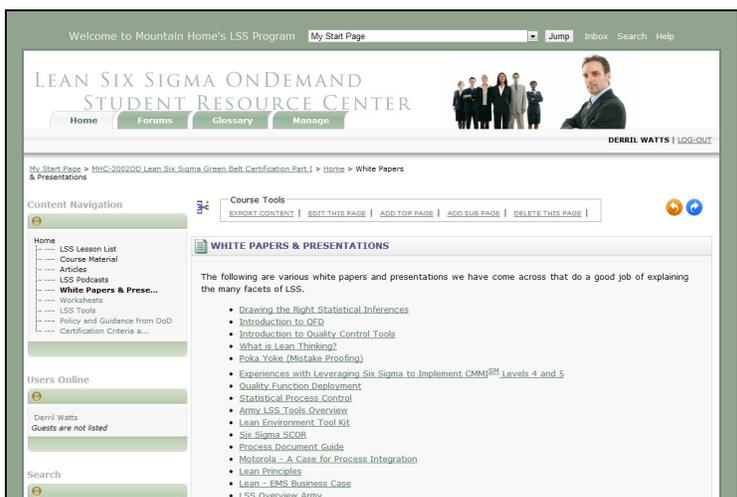
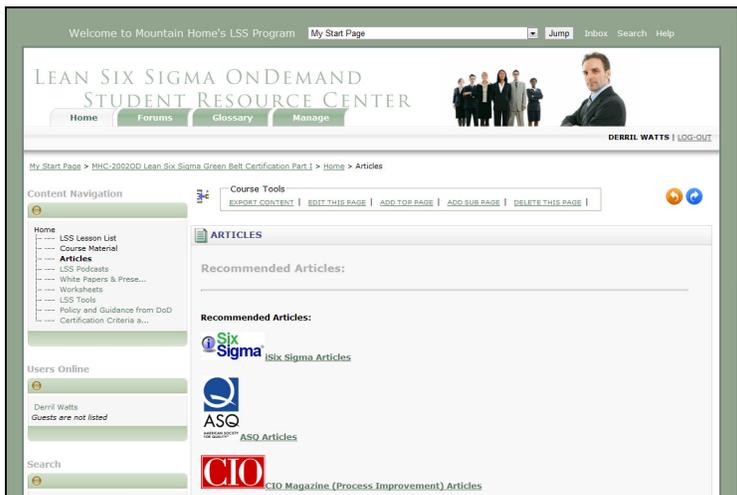
### Content Navigation

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- Worksheets
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- 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	
		Benchmarking: The Search for Industry Best Practices that Lead to		

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.

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# LEAN SIX SIGMA ONDEMAND STUDENT RESOURCE CENTER

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### Content Navigation

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  - Certification Criteria a...

### Users Online

Derril Watts  
Guests are not listed

### Search

Match:  
 All words  
 Any word

### Course Tools

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## LSS LESSON LIST

### ACHIEVING BREAKTHROUGH PERFORMANCE

# leanSixSigma Green Belt Certification MHC-2002

- 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
- How to transition from the As-Is state to the To-Be state and an overview of business case analysis.

### LESSON SPECIFICS

#### LIVE!ONLINE RECORDING

[Welcome to the Course](#)

[Chapter 1 - Introduction to CPI](#)

[Chapter 2 - Defining the Problem](#)

[Chapter 3 - Measuring the Baseline](#)

### RESOURCES

**\* ASK THE INSTRUCTOR**

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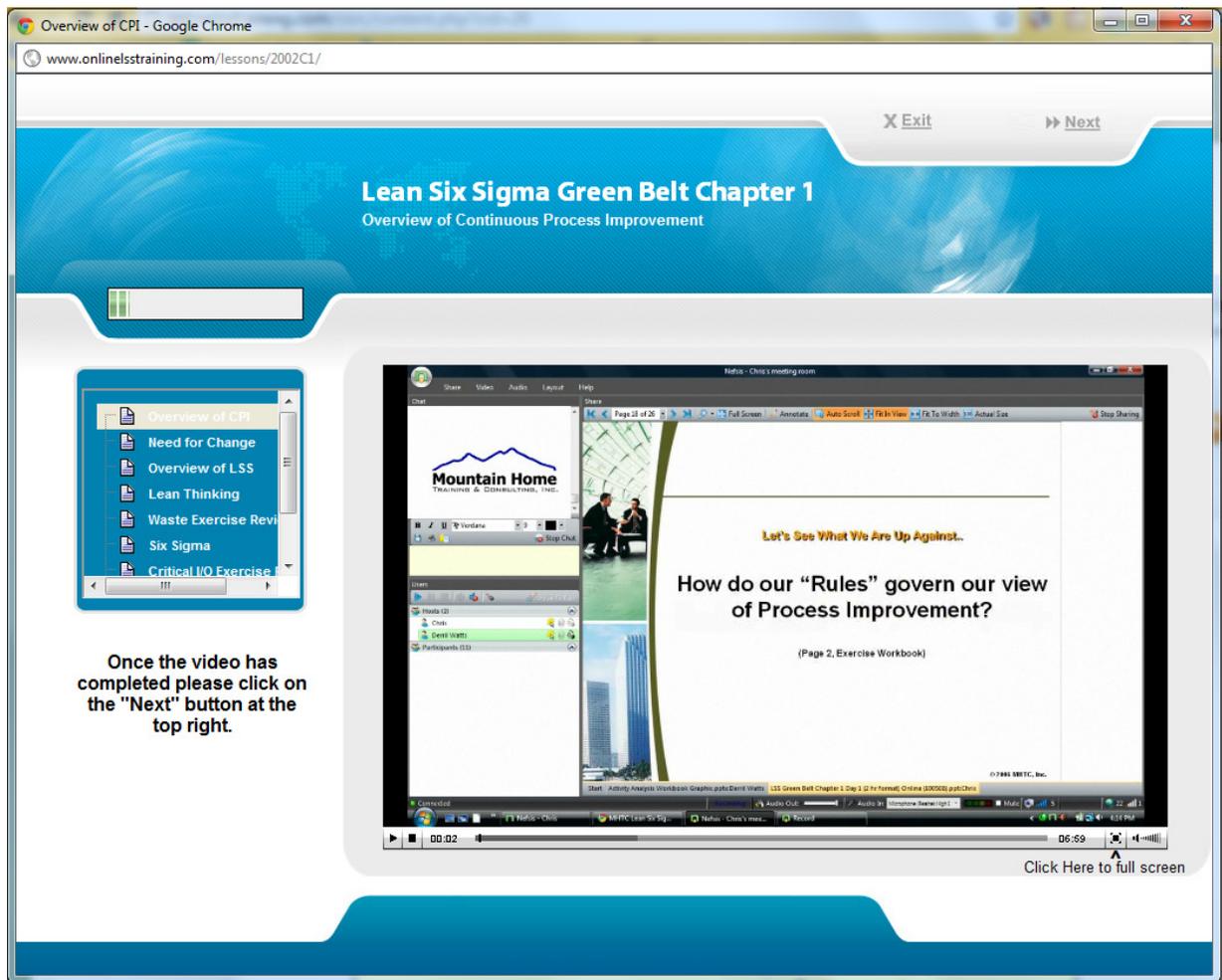
Last Modified: Wednesday Oct 3, 2012 - 12:08. Revision: 60. Release Date: Thursday Aug 3, 2006 - 15:00.

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”:

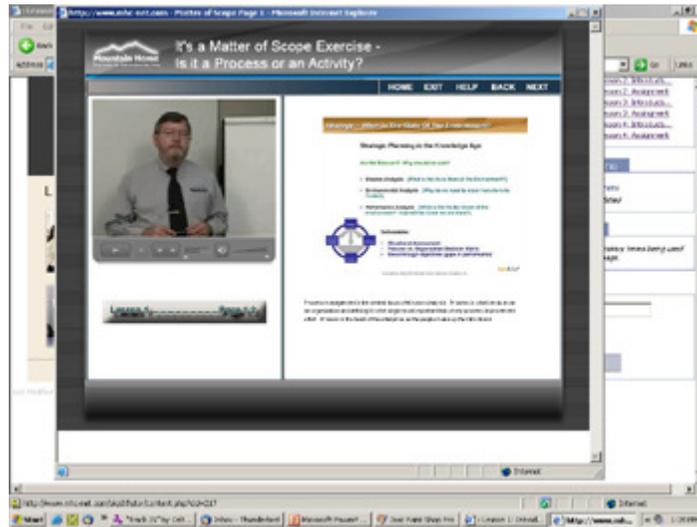
#### The Main Screen.



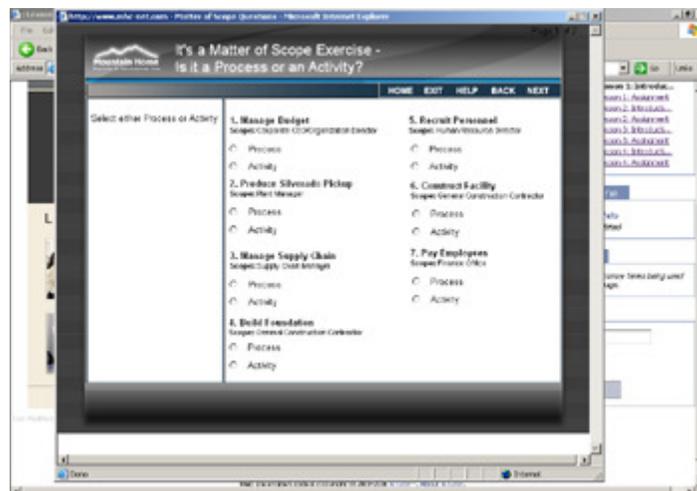
## IV. The Exercise and Case Study

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.





# **Mountain Home Institute for Innovative Management**

Overview of the Institute



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## **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



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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](mailto: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**

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## *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)**

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## **Partial List of Government & Other Non-Profit Clients**

**Mountain Home has provided either training or consulting assistance to over 1,100 Federal, State, and local 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 Transportation  
U.S. Department of the Treasury  
U.S. Marine Corps (including commands and local installations)  
U.S. Military Sealift Command  
U.S. Navy (including commands and local installations)  
U.S. Naval Reserve  
U.S. Office of Personnel Management (including the Federal Investigative Service)



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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	TCS
GSTek, Inc.	Telos
Gulfstream Aerospace	Tenneco
Harris Corporation	Texport Syndicate Ind. Ltd.
Harris Health System	The TransSynergy Group
Heroux-Devtek	USAA
INS, Inc.	Wal-Mart
KBSI	Wellpoint
KTech Corporation	Wells Fargo
KGS	Westpac Banking Corporation (Australia)
Lancaster Foods	Westar Systems
La-Z-Boy, Inc.	Wingspan Portfolio Advisors
Liberty Mutual Group	Worksource

## Mountain Home Training & Consulting, Inc

P.O. Box 629, Arab, AL 35016

Tel.: 1-256-964-9590

Fax: 1-740-931-2373

Email: registrar@mhc-net.com

Website : [www.mhc-net.com](http://www.mhc-net.com)

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