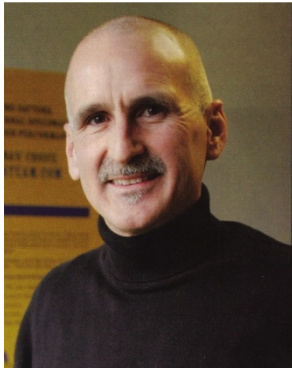


**Standards for
Lean Six Sigma Certification:
*Raising the Bar across the Board***

March 10, 2010

Agenda

- Welcome
- Overview of Current Certification Practices
 - Bill Hathaway, MoreSteam.com
- The New COE Lean Six Sigma Certification Standards
 - Peg Pennington, OSU Fisher College of Business - Center for Operational Excellence
- Implications for Lean Six Sigma Companies
 - Rachel Lane, Nationwide
- Open Discussion and Questions



Bill Hathaway

CEO and Founder

MoreSteam.com LLC

MoreSteam.com – Company Background

- Founded 2000
- Over 250,000 Six Sigma professionals trained
- Over 1,800 corporate customers, including 45% of the Fortune 500
- First firm to offer the complete Black Belt curriculum online
- Courses reviewed and approved by ASQ
- Registered education provider of Project Management Institute (PMI)

Selected Customers:



Current State = Everybody Gets One

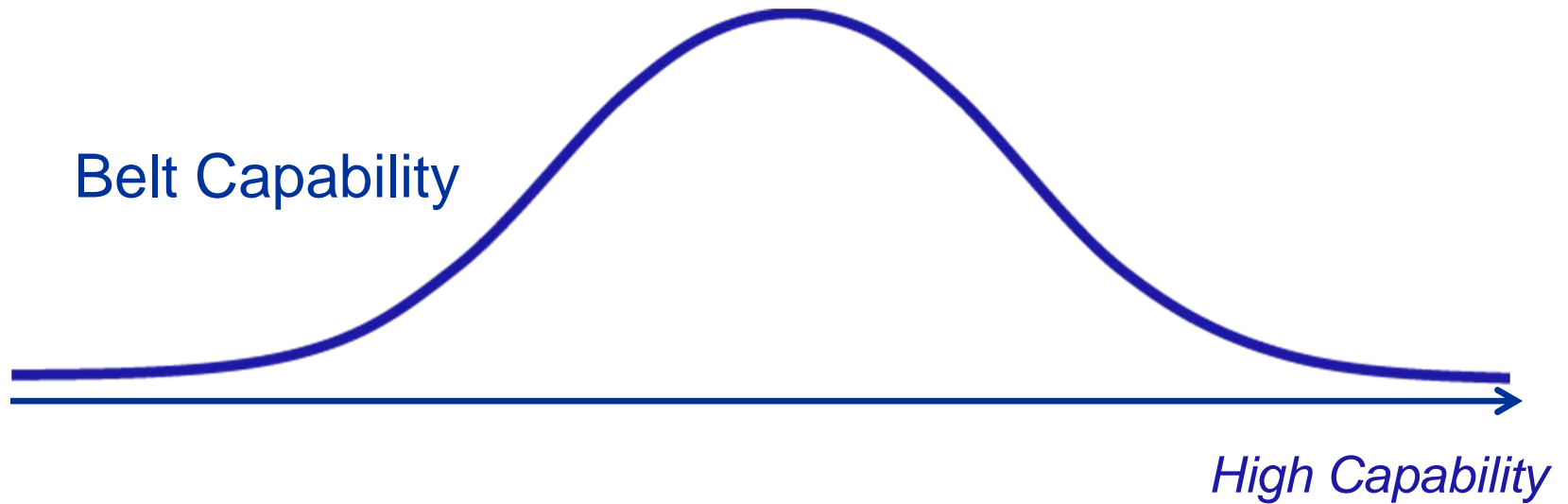


http://rock-n-riverhalfmarathon.com/kids_race

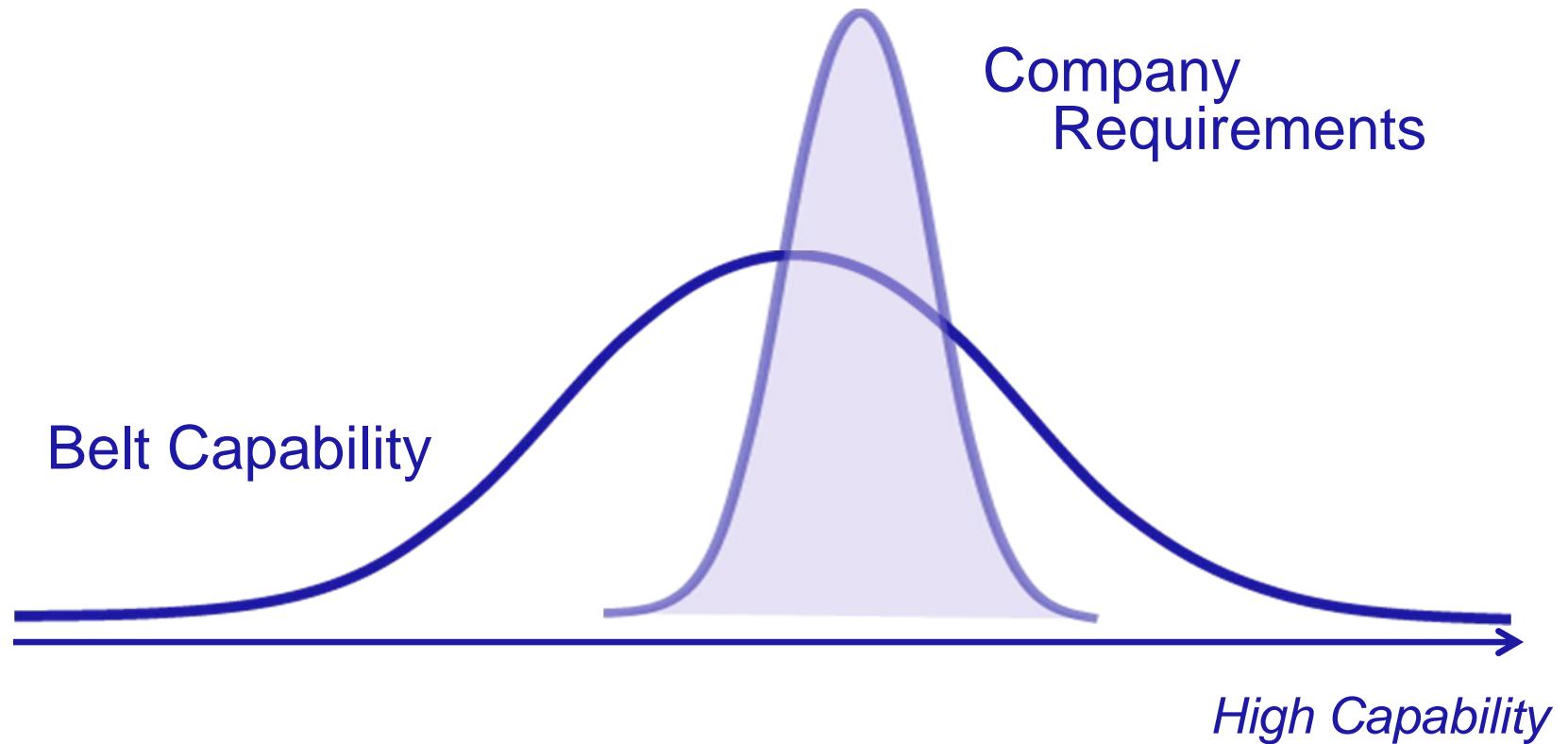
Qualified Really?



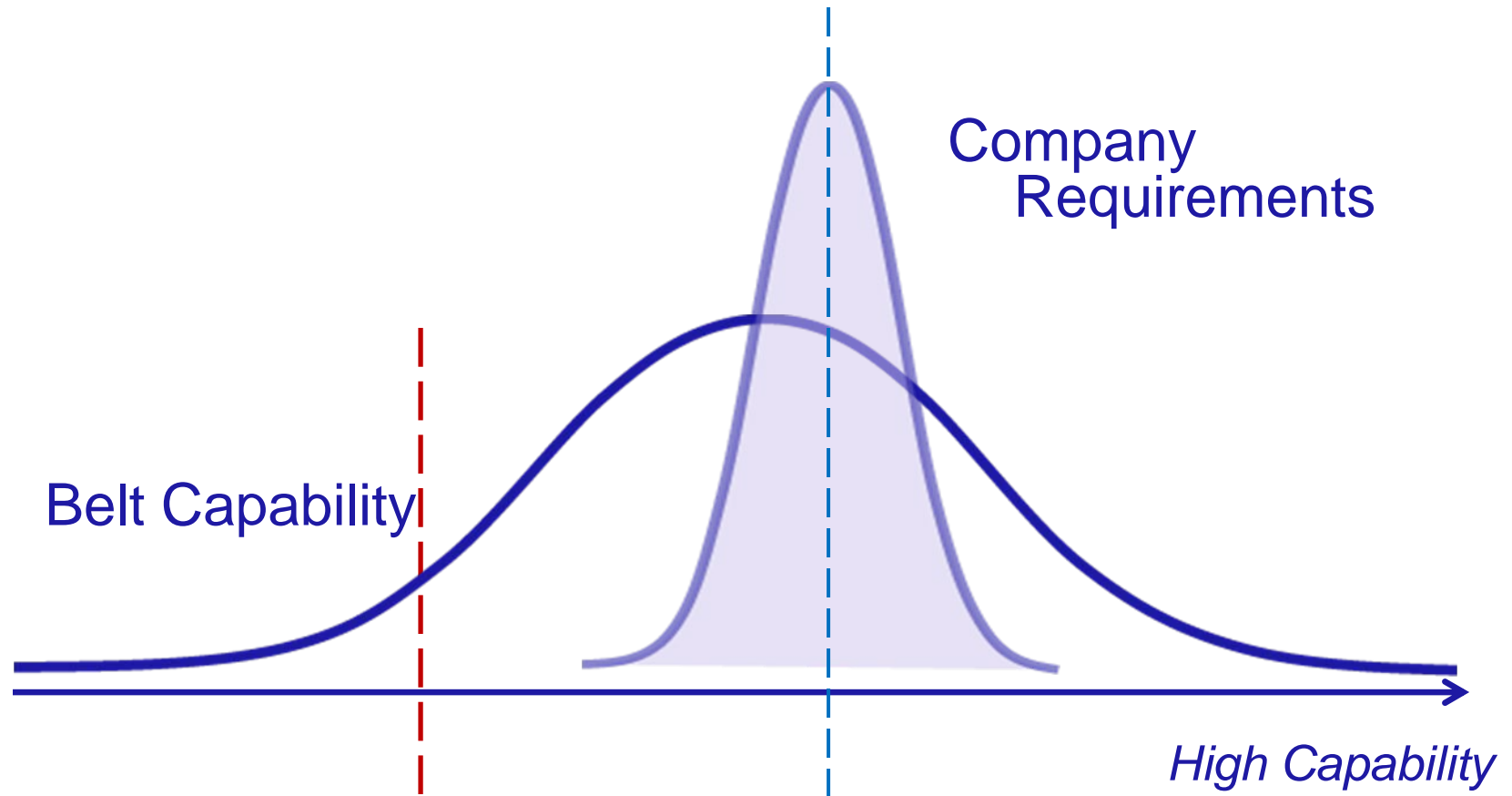
Belt Capability Varies Widely



Organizational Demands are High



VoC – Who IS the customer?



Achieving Certification That Means Something



Listening to VoC – Standards for LSS Belts



Peg Pennington

Executive Director of The Center for
Operational Excellence (COE)

OSU Fisher College of Business

OSU Fisher College of Business



- “There are no back seats in our classrooms”

FCOB Center for Operational Excellence

- Interactive forum for business leaders and educators
- Provides professional development seminars
- Conducts research to develop new management approaches



COE Members

- ABB Inc.
- Abbott Nutrition
- Aggreko
- Boehringer Ingelheim Roxane
- Cardinal Health
- Coca-Cola North America
- Crane Group
- Diamond Innovations
- Emerson Climate Technologies
- Castle-Harlan
- Goodyear Tire and Rubber/Exel
- Gordon Food Service
- Greif, Inc
- Hexion Specialty Chemical
- Kaiser Aluminum
- Keystone Foods
- Lancaster Colony
- Mettler Toledo
- Nationwide
- New Product Innovations
- Ohio Willow Wood
- OSU Medical Center
- Owens Corning
- Rolls-Royce Energy Systems, Inc
- Scotts Miracle-Gro
- Sonoco-Phoenix Corporation
- Tinnerman
- Tosoh SMD, Inc

Industry Inputs into Common Standards

LSS Company Requirements

iSixSigma Certification Survey

LSS Training Affiliates' Curriculum

Current ASQ BOK

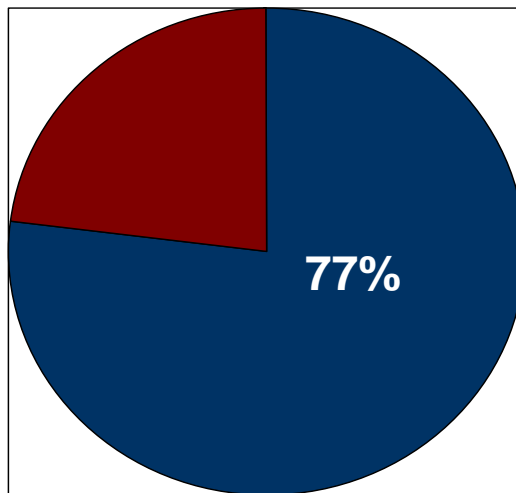
Academic Faculty

**COMMON
CERTIFICATION
STANDARDS**

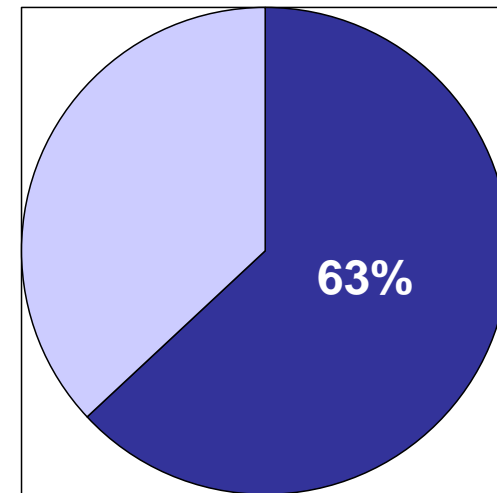
Highlights of 2008 iSixSigma Certification Survey



- 1,160 respondents



■ Certified ■ Non-certified



■ In-house programs
■ External programs

Highlights of 2008 iSixSigma Certification Survey



2.1	Average number of projects a Black Belt must complete for certification.
\$181,563	Minimum financial benefits, on average, required per project, for Black Belt certification.
84%	Percentage of respondents who said their company requires an exam for Black Belt certification.

Survey says ...



Somebody Had to Do Something



http://msnbcmedia.msn.com/j/NBCSports/Components/Slideshows-NBC_sports/_production/twisp_090629_/twisp_090629_06.ss_full.jpg

Common Belt Certification Standards

- Body of Knowledge
 - Stronger focus on Lean tools
 - Requires different levels of mastery for given subject areas
- Body of Experience
 - Evidence of results on REAL projects
- Assessment
 - Knowledge test
 - Verification of project work
- Maintain certification credentials



LSS Black Belt Certification Standards

- Body of Knowledge set by COE LSS Working Group
- Body of Experience
 - Leadership role on a minimum of **two** projects
 - Generate substantial results, e.g. **\$100,000**
- Assessment
 - Comprehensive test with a minimum score of 80%
 - **Executive** affidavit validating project work and results
 - **Oral interview** to review project work
- Maintain certification credentials

LSS *Green* Belt Certification Standards

- Body of Knowledge set by COE LSS Working Group
- Body of Experience
 - Leadership role on a minimum of **one** project
 - Generate substantial results, e.g. **\$25,000**
- Assessment
 - Comprehensive test with a minimum score of 80%
 - **Supervisory** affidavit validating project work and results
- Maintain certification credentials

Belt Certification Standards Subject to Review

- Feedback solicited from Communities of Practice
 - Take a look and send us some feedback:
<http://fisher.osu.edu/centers/coe/lean-six-sigma-black-belt-certification-standards/>
- Standards will be reviewed annually based on VoC



Coming soon: Master Black Belt Program

- Blended program
- Online coursework component
- Two one-week classroom sessions
 - First session will be held May 2010



The Challenge for Lean Six Sigma Companies



Rachel Lane

Associate Vice President,
Business Excellence

Nationwide

Nationwide - Company Background

- Founded in 1925 as the Farm Bureau Mutual Automotive Insurance Company
- Grew into one of the largest insurance and financial services companies in the world
- Ranked #124 of Fortune 500 Companies with more than \$135 billion in statutory assets



History of Lean Six Sigma at Nationwide

Highly fragmented approach

External training

Inconsistent Belt competencies across organization

No internal mechanisms to support continuous improvement culture

Additional time demands on MBBS and BBS

The Call to Action

“It is time for us all to stand and cheer for the doer, the achiever - the one who recognizes the challenge and does something about it.” 🙌
- Vince Lombardi



Institutionalizing Lean Six Sigma at Nationwide

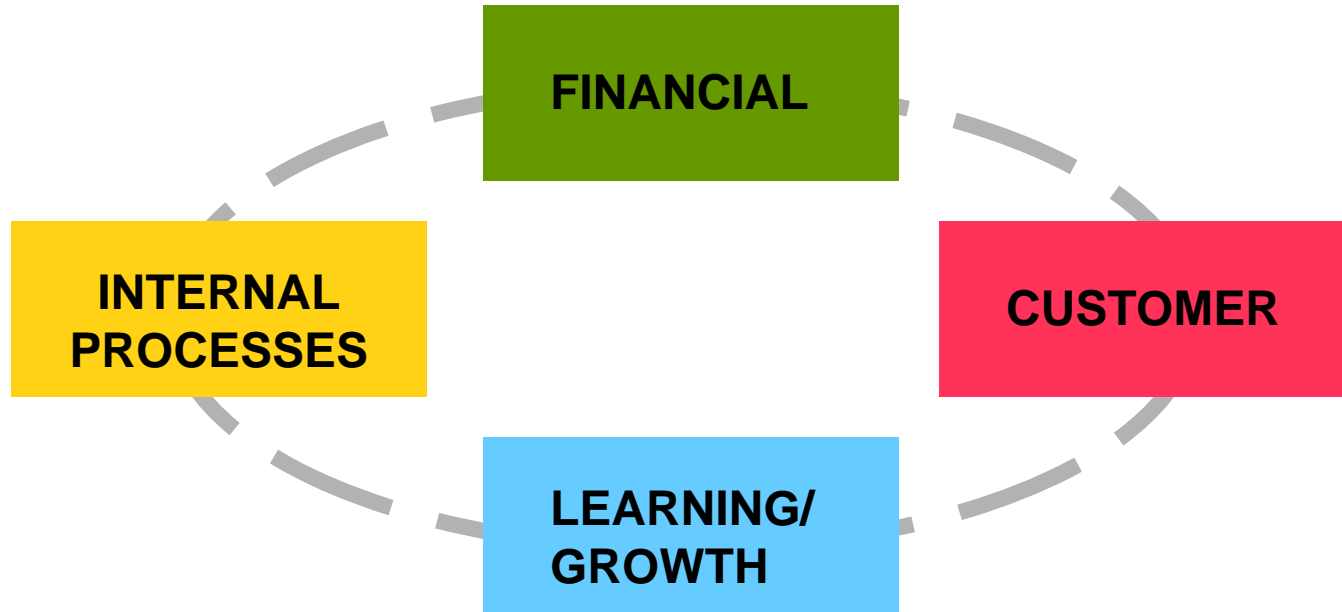
On Your Side[®] **CONTINUOUS IMPROVEMENT**



“On Your Side[®] Continuous Improvement is a “win-win-win” – it helps Nationwide, it helps our teams, and it helps individual associates grow and succeed.”

*- Steve Rasmussen
Chief Executive Officer (CEO)*

An Integrated Approach to Provide Tools

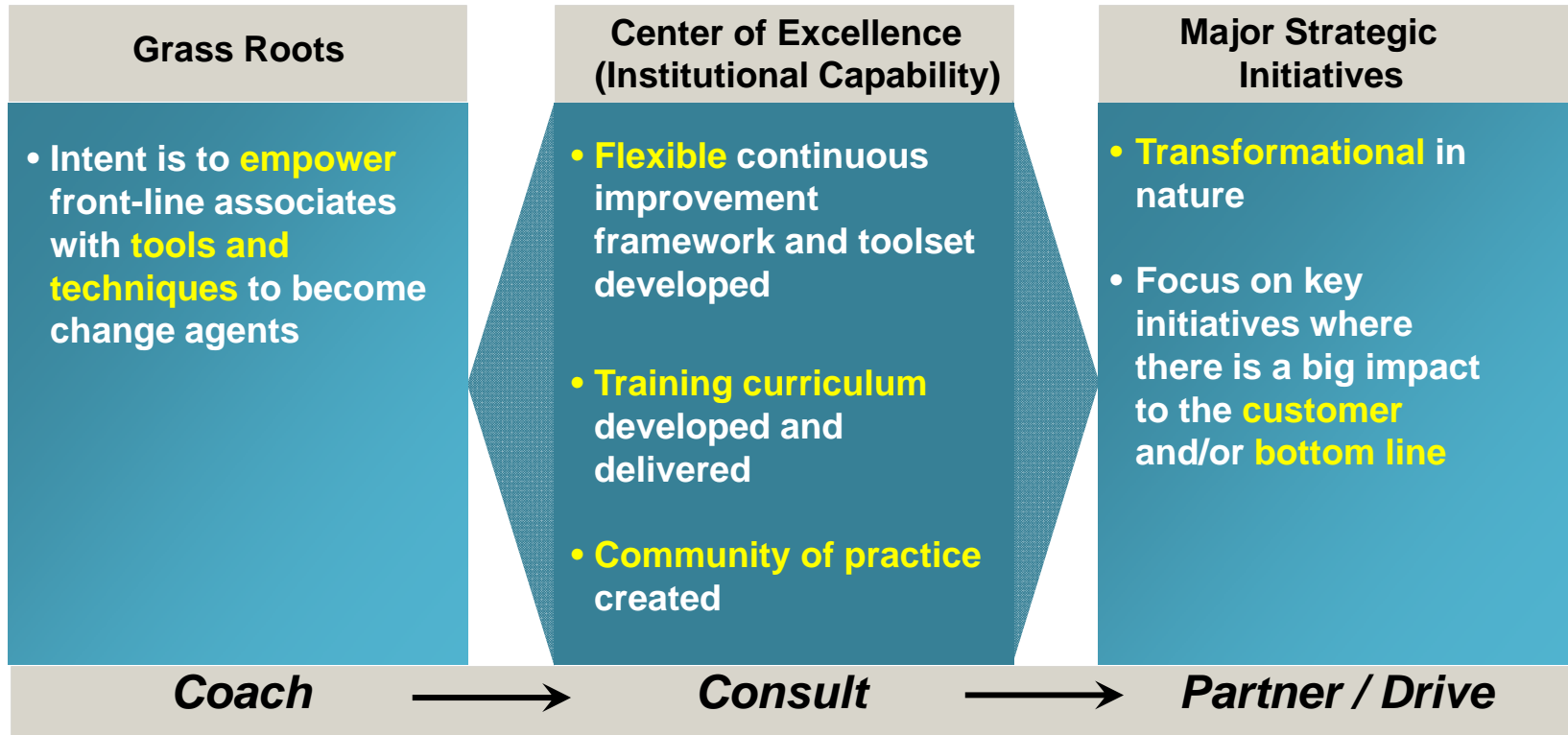


“This is an extremely important initiative for us, as we are looking to improve every customer-facing process that our company has.”

- Larry Hilsheimer
President, COO Nationwide Direct



Lean Six Sigma at Nationwide



*The role of our new Business Excellence team: **Enable the organization to execute** “On Your Side” initiatives with a disciplined approach.*

The Role of the Business Excellence Team

- Collaborate and partner with business owners
- Provide a flexible framework
- Use objective data and ensure efforts are driven by customer and market insights and company performance relative to benchmarks
- Focus on high impact area(s) to generate early, quantifiable results
- Use proven methodologies and tools
- *Have fun!*



Staffing the team with the “right” people



- Qualifications:
 - Knowledge of LSS methodology
 - Practical experience, and
 - Leadership capability
- No consistency in certification received by candidates
- Selection process is burdensome & resource intensive



Interview Question: How do you spell DMAIC?



Implementing the Standards at Nationwide

	<u>Black Belt</u> (20 weeks)	<u>Green Belt</u> (16 weeks)
Body of Knowledge	Online training, study halls, individualized coaching, simulation	
Body of Experience	2 projects	
Assessment	Comprehensive exam Project review panel	
Maintain Certification Credentials	Ongoing project completion	

Capable and Confident



“We’re cross-pollinating in this Community of Practice with our ideas, with what we bring to the table, with our experiences, and that piece is very invaluable.”

*- Jeanne Scott
AVP, P & C Customer Service*

Thank you for joining us



Resource Links and Contacts

Questions? Comments? We'd love to hear from you.

**Peg Pennington, Executive Director - Fisher College Center
for Operational Excellence**

Pennington.84@osu.edu

Rachel Lane, Associate Vice President - Nationwide

laner5@nationwide.com

Bill Hathaway, CEO - MoreSteam.com

bhathaway@moresteam.com

Additional Resources:

COE Certification Standards: <http://fisher.osu.edu/centers/coe/lean-six-sigma-black-belt-certification-standards/>

Archived presentation: <http://www.moresteam.com/morenews/webcast031010.cfm>

iSixSigma Certification Survey: <http://www.moresteam.com/morenews/iss031010.pdf>