

---

# Index

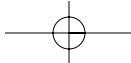
---

**A**

ABB (Asea, Brown, Baveri), 26  
accountability  
    of projects, 179, 311  
    of Six Sigma providers, 58  
*The Alchemy of Growth* (Baghai), 72  
Alder, Jim, 46, 126  
alignment  
    reinvigorating Six Sigma deployment, 341-346  
    Six Sigma for, 6-7  
AlliedSignal, 26, 37-38  
anchoring change initiatives (deployment architecture stage), 52-53, 304-305  
Asea, Brown, Baveri (ABB), 26  
assessments. *See also* change initiatives,  
    reinvigorating  
example, 326-328  
with Kotter's philosophical deployment  
    architecture, 352-354  
of Six Sigma deployment, 331-333

**B**

Baghai, Mehrdad, 72  
BBs. *See* Black Belts  
Belts. *See* Black Belts; Green Belts; Master  
    Black Belts  
Bennis, Warren, 138  
best practices, sharing, 296  
big picture clarification. *See* linking internal  
    activities  
Black Belts (BBs), 8, 258  
    certification requirements, 144-146,  
        272-274  
    Chemical Design for Six Sigma training  
        programs, 216-218  
defined, 11  
financial expectations, 36  
full time versus part time, 260-262, 316  
hiring, 259-260  
K-Sigma Black Belt training program,  
    220-225  
number to train, 228-230, 262-263  
Operational Black Belt training program,  
    218-220



**INDEX**

as part of infrastructure, 133-135  
percentage to be trained, 36  
project drivers, 249  
responsibilities of, 10-11  
retention and career planning, 279-281  
succession planning, 271-272  
talent selection, 259-268  
time dedicated to projects, 230  
training programs, 225  
Bossidy, Larry, 3, 6, 17, 22, 26, 41, 43, 45-46,  
49, 56-57, 69, 101, 107-108, 118-121, 236,  
285, 330, 354  
bottom-line expectations, 91-99  
Bottom-Up prioritization matrix, 170-171  
bottom-up projects, 10, 161-165  
Breen, Ed, 6, 108  
broad-based change empowerment  
(deployment architecture stage), 50  
Burhnam, Dan, 6  
business model, components of, 17-23, 69-70  
business process reengineering. *See*  
reengineering  
Business Team Workshop, 190-195  
customizing, 199-204  
business unit deployment, division  
deployment versus, 109-110  
business units, Deployment Champions for,  
126-128

**C**

capacity productivity (C-P), 87  
career planning for Belts, 279-281  
CEO, as part of infrastructure, 120-123  
certification requirements, 144-146  
for Belts, 272-274  
Champion Workshops, 195-199  
customizing, 199-204  
Champions  
Deployment Champions, 46  
Initiative Champions, 45-46  
responsibilities of, 10-11

change initiatives  
anchoring (deployment architecture stage),  
52-53, 304-305  
connecting Six Sigma with, 106-108  
driving change, importance of, 3  
reinvigorating, 329-331  
deployment efficiency, 340-341  
extending Six Sigma, 346-352  
leadership roadmap, 334-340  
program assessment, 331-333  
quality dimensions, 333-334  
strategic alignment, 341-346  
Six Sigma as, 6  
steps to success, 354-355  
change readiness, 341  
Charan, Ram, 3, 17, 69  
chartering projects, 176-182, 310  
charters, defined, 27  
Chemical Design for Six Sigma training  
programs, 216-218  
clarifying big picture. *See* linking  
Collins, Jim, 7, 42  
communication (deployment architecture  
stage), 48-49, 240-241  
communication plans, 235-236  
creating custom, 238-240  
elevator speeches, 250-252  
example of, 246-249  
Human Resources (HR) role in, 281-284  
importance of, 322, 342  
matrix for, 236-238  
media for, 244-245  
message presentation, 241-244  
topics for, 252  
communications department, extending  
Six Sigma to, 348  
complacency, sources of, 42  
complexity of message in communications  
matrix, 236-238  
*Confronting Reality* (Bossidy and Charan), 3,  
17, 46, 69, 119-120, 330, 354

**INDEX**

- consolidating gains (deployment architecture stage), 51-52, 303-304
- consultant experience, differentiating Six Sigma providers, 65-66
- consultants. *See* providers
- contracts with Six Sigma providers, 67-68
- control plans for sustaining performance, 324
- COPQ (cost of poor quality), 87, 163
- corporate deployment history, differentiating Six Sigma providers, 64
- corporate history, differentiating Six Sigma providers, 64
- cost of poor quality (COPQ), 87, 163
- costs. *See* ROI (return on investment)
- Covey, Stephen, 6, 56
- crisis identification, 42
- Critical Ys. *See* goals; operational metrics; outputs
- Crystal Ball (simulation software), 299
- culture of organization
- readiness for change, 341
  - Six Sigma and, 37
- customers, extending Six Sigma to, 351
- customization
- differentiating Six Sigma providers, 64
  - of workshops, 199-204
- D**
- decision matrix, selecting providers, 61-63
- defects per unit, 93-97
- deployment
- communication plans. *See* communication plans
  - components of, 38-40
  - efficiency assessment, 340-341
  - extending Six Sigma, 346-352
  - Human Resources (HR) role in, 255-259, 281-284
  - Belt retention and career planning, 279-281
  - position profile example, 268-274
- recognition and rewards program, 274-279
- talent selection, 259-268
- Kotter's philosophical deployment architecture, 41, 352-354
- anchoring change initiatives, 52-53, 304-305
- communicating change vision, 48-49, 240-241
- consolidating gains, 51-52, 303-304
- employee empowerment, 50
- guiding coalition, 45-47
- sense of urgency, 42-45
- short-term gains, 51
- stages of, 41
- vision and strategy, 47-48
- scope of, 105-106
- business unit versus division deployment, 109-110
- connecting Six Sigma with other initiatives, 106-108
- domestic versus global deployment, 110-111
- integration of Six Sigma programs, 112-113
- integration with Lean Enterprise, 111-112
- pilot versus full deployment, 108-109
- scheduling events, 113-114
- success factors, 351
- timing, 40-41
- Deployment Champion Workshop, 195-199
- customizing, 199-204
- Deployment Champions, 46
- as part of infrastructure, 126-128
  - deployment letter example, 282-284
- Design for Six Sigma (DFSS), 39, 113
- training programs, 215-218
- desktop management software solutions, 298-300
- DFSS. *See* Design for Six Sigma
- differentiating providers, 63-66

## INDEX

---

discipline, Six Sigma for, 7-8  
 division deployment, business unit deployment versus, 109-110  
 DMAIC roadmap, steps in, 35  
 domestic deployment, global deployment versus, 110-111  
 DPU (defects per unit), 93-97  
 driving change, importance of, 3

**E**

efficiency. *See* bottom-line expectations  
*The 8th Habit* (Covey), 6  
 “elevator speeches,” 47, 250-252  
 emotional content of message in communications matrix, 236-238  
 employee empowerment (deployment architecture stage), 50  
 employees  
     extending Six Sigma participation, 349  
     versus independent contractors, differentiating Six Sigma providers, 65  
 enterprise management software solutions, 287-290  
     packages for, 297-298  
     requirements, 290-297  
 entitlement, 30-32  
     defined, 161  
     establishing, 310  
 evaluations of training plans, 230-234  
 Excel (spreadsheet software), 299  
 executing software solutions, 300-301  
 executive interviews, 199-204  
 Executive Team, as part of infrastructure, 120-123  
 Executive Team Workshop, 186-190  
     customizing, 199-204  
 expanding software solutions, 301-302  
 expectations. *See also* financial targets  
     bottom-line expectations, 91-99  
     importance of defining, 90  
     participation expectations, 100-101  
     top-line expectations, 99-100

external realities  
     assessing, 18-19  
     crisis identification, 42  
     linking internal activities with, 151, 159-160, 309-310  
     reinvigorating change initiatives, 330  
     strategic planning and, 69-85

## F

failure modes  
     in Kotter’s philosophical deployment architecture, 352-354  
     management support, 338  
     process improvement plans, 337  
     project selection, 335  
     sustaining performance, 339-340  
     training plans, 336  
 filters. *See* project filters  
 financial function  
     extending Six Sigma to, 346  
     importance of, 343  
 financial impact, tracking, 322  
 financial metrics. *See* financial targets  
 financial support, as part of infrastructure, 139-141  
 financial targets. *See also* expectations; money  
     bottom-line expectations and, 91-92  
     metrics and, 87-90  
     reinvigorating change initiatives, 330  
     setting, 19, 88-90  
     Six Sigma processes and, 19-22, 73-75  
     strategic planning and, 69-85  
 financial tracking programs, 294  
 Financial Workshop, 206  
 Fisher, George, 101  
 flexibility of software solutions, 296-297  
 Friel, Joyce, 236  
 full deployment, pilot deployment versus, 108-109  
 full time Belts, part time versus, 260-262, 316

**INDEX****G**

gain-sharing agreements, 67  
 Galvin, Bob, 122-123, 245  
 gap analysis, 79  
 GBs. *See* Green Belts  
 GE (General Electric), 26  
 global deployment, domestic deployment versus, 110-111  
 global presence, differentiating Six Sigma providers, 66  
 goals, entitlement and, 30-32. *See also* financial targets  
*Good to Great* (Collins), 7, 42  
 Great Groups, 138  
 Green Belts (GBs), 8, 259  
     certification requirements, 144-146, 272-274  
     defined, 11  
     financial expectations, 36  
     full time versus part time, 260-262, 316  
     hiring, 259-260  
     number to train, 228-230, 262-263  
     as part of infrastructure, 135-137  
     percentage to be trained, 36  
     position profile example, 268-270  
     responsibilities of, 10-11  
     retention and career planning, 279-281  
     talent selection, 259-268  
     time dedicated to projects, 230  
     training programs, 225  
     guiding coalition (deployment architecture stage), 45-47

**H**

Hammer, Michael, 57  
 handbook example, 325-326  
 Harry, Mikel, 267  
 head count reductions, 92  
 Hill, Bill, 11  
 hiring Belts, 259-260  
 history of Six Sigma, 25-26  
 Horizon 1 (strategic planning), 72-73

Horizon 2 (strategic planning), 72  
 Horizon 3 (strategic planning), 72  
 Human Resources (HR)  
     extending Six Sigma to, 347  
     role in Six Sigma deployment, 255-259, 281-284  
     Belt retention and career planning, 279-281  
     position profile example, 268-274  
     recognition and rewards program, 274-279  
     talent selection, 259-268  
 support, as part of infrastructure, 141-142  
 Human Resources Workshop, 207

**I**

i-solutions (enterprise management software), 298  
 iGrafx (desktop management software), 300  
 independent contractors versus employees, differentiating Six Sigma providers, 65  
 industry experience, differentiating Six Sigma providers, 64  
 infrastructure, 117-119, 146-147, 257  
 Black Belts (BBs), 133-135, 258  
 CEO and Executive Team, 120-123  
     certification requirements, 144-146  
 Deployment Champions, 126-128  
     financial support, 139-141  
     Green Belts (GBs), 135-137, 259  
     Human Resources support, 141-142  
     Initiative Champions, 123-126  
     Master Black Belts (MBBs), 130-133, 258  
     Project Champions, 128, 130  
     project team members, 138-139  
     project tracking system, 142  
     steering teams, 142-143  
 Initiative Champions  
     defined, 11  
     as part of infrastructure, 123-126  
     selecting, 45-46  
 initiatives. *See* change initiatives

**INDEX**

inputs  
 financial metrics and, 19-22  
 strategic planning and, 73-75

Instantis (enterprise management software), 297

integration  
 Six Sigma and Lean Enterprise, 111-112  
 Six Sigma programs, 112-113

intellectual property (IP), 58  
 differentiating Six Sigma providers, 65

internal activities  
 linking, 22-23  
 with external realities, 151, 159-160, 309-310  
 reinvigorating change initiatives, 330

internalization of training, 226-227

interviews, executive interviews, 199-204

IT department, extending Six Sigma to, 348

**J-K**

JMP (statistical analysis software), 299

Johnson, Lyndon B., 355

K-Sigma Black Belt training program, 220-225

Kearney, A.T., 56

knowledge management, 296

Kotter's philosophical deployment  
 architecture, 41, 352-354  
 anchoring change initiatives, 52-53, 304-305  
 communication change vision, 48-49, 240-241  
 consolidating gains, 51-52, 303-304  
 employee empowerment, 50  
 guiding coalition, 45-47  
 sense of urgency, 42-45  
 short-term gains, 51  
 stages of, 41  
 vision and strategy, 47-48

Kotter, John, 6, 41

Kouzes, James, 8

Krugman, Herb, 247

**L**

labor savings, reducing head count, 92

Labovitz, George, 70, 309

leadership, principles of, 120  
*The Leadership Challenge* (Kouzes and Posner), 8, 120

leadership development, Six Sigma as, 8-9

leadership roadmap, 303  
 management support, 319, 321-323, 337-338  
 process improvement roadmaps, 318-319, 336-337  
 project selection, 151-157, 307-311, 334-335  
 steps in, 150, 306-307  
 sustaining performance, 323-325, 339-340  
 training plans, 312-317, 335-336

leadership workshops. *See* workshops

*Leading Change* (Kotter), 6, 41

Lean Enterprise  
 integration with Six Sigma, 213-215  
 K-Sigma Black Belt training program, 220-225  
 Six Sigma integration with, 111-112  
 training portfolios, 211-213

Lean Sigma, 39  
 training portfolios, 211-213

legal department, extending Six Sigma to, 348

linking internal activities, 22-23  
 with external realities, 151, 159-160, 309-310

Linsenmann, Don, 124

Little, Arthur D., 56

Lucas, Wes, 6

**M**

MAIC (Measure, Analyze, Improve, Control) roadmap, 113

management support  
 failure modes, 338  
 importance of, 319, 321-323, 337-338

Mankins, Michael, 69

**INDEX**

- manufacturing processes  
 K-Sigma Black Belt training program, 220-225  
 Operational Black Belt training program, 218-220  
 marketing department, extending Six Sigma to, 348  
 Master Black Belts (MBBs), 8, 258  
 certification requirements, 144, 272-274  
 defined, 11  
 financial expectations, 36  
 full time versus part time, 260-262, 316  
 hiring, 259-260  
 number to train, 228-230, 262-263  
 as part of infrastructure, 130-133  
 percentage to be trained, 36  
 responsibilities of, 10-11  
 retention and career planning, 279-281  
 talent selection, 259-268  
 time dedicated to projects, 230  
 training programs, 225-227  
 materials review process, 204  
 MBBs. *See* Master Black Belts  
 McDonald, Frank, 46, 126  
 McNerney, Jim, 6, 9, 18, 43, 46, 108-109, 122, 126, 206, 285  
 measurable goals. *See* financial targets  
 media for communication plans, 244-245  
 message complexity, in communications matrix, 236-238  
 message emotional content, in communications matrix, 236-238  
 message presentation, in communication plans, 241-244  
 methodology of Six Sigma, 10-12  
 metrics  
 bottom-line expectations and, 91-92  
 defects per unit, 93-97  
 financial targets and, 87-90  
 participation expectations and, 100-101  
 rework, 99  
 scrap, 97-98
- software for tracking. *See* software (for tracking metrics)  
 top-line expectations and, 99-100  
 Microsoft Office suite (desktop management software), 299  
 milestones  
 list of, 105-106  
 project selection, 158  
 scheduling Six Sigma deployment events, 113-114  
 Minitab (statistical analysis software), 299  
 money  
 delivering, 24-25, 35-36  
 finding, 24, 28-34  
 focusing on, 24-28  
 Motorola, 25, 149-150
- N-O**
- Nordelli, Bob, 6  
 Norris, Paul, 6, 48, 101, 159, 309  
 operating activities, 22  
 Operational Black Belt training program, 218-220  
 operational metrics, prioritizing project clusters, 152-157  
 Operational Six Sigma, 39, 112-113  
 operations roadmap. *See* DMAIC roadmap  
 opportunity for success, identifying, 42  
 organizational culture  
 readiness for change, 341  
 Six Sigma and, 37  
 organizational priorities, polls about, 7  
*Organizing Genius* (Bennis), 138  
 outputs  
 financial metrics and, 19-22  
 strategic planning and, 73-75
- P**
- part-time Belts, full-time versus, 260-262, 316  
 participation expectations, 100-101  
 partnership with Six Sigma providers, 59-60

## INDEX

---

- PDBBs (Product Development Black Belts),  
talent selection, 266-268
- performance
  - expectations, 297
  - sustaining, 323-325, 339
  - failure modes, 339-340
- pilot deployment, full deployment versus,  
108-109
- planning software solutions, 300
- polls, organizational priorities, 7
- Poses, Fred, 6, 31, 42-47, 49, 58, 101, 120-122
- position profile example, 268-274
- Posner, Barry, 8
- The Power of Alignment* (Labovitz and Rosansky), 70, 149, 309
- PowerPoint (presentation software), 299
- PowerSteering Software (enterprise management software), 298
- prioritizing
  - project clusters with operational metrics, 152-157
  - projects, 149-150, 165-175, 310
    - Bottom-Up matrix, 170-171
    - Motorola example, 149-150
    - project filters, 172-175
    - Top-Down matrix, 166-170
- problem-solving ability with Six Sigma, 12
- process baseline
  - defined, 161
  - establishing, 310
- process entitlement
  - defined, 161
  - establishing, 310
- process improvement in Six Sigma, 19-23, 73-75
- process improvement roadmaps, 318-319, 336-337
- processes
  - entitlement, 30-32
  - importance of, 309
- money generation. *See* money
- Six Sigma forms, 39
- value mapping, 28-30
- procrastination costs, 44
- Product Development Black Belts (PDBBs),  
talent selection, 266-268
- productivity. *See* bottom-line expectations
- profit margins, analyzing, 32-34
- program assessments. *See also* change initiatives, reinvigorating  
with Kotter's philosophical deployment architecture, 352-354  
of Six Sigma deployment, 331-333
- program reviews, 59
- program tracking. *See* software (for tracking metrics)
- Project (process management software), 299
- Project Champion Workshop, 195-199  
customizing, 199-204
- Project Champions
  - defined, 11
  - as part of infrastructure, 128, 130
- project clusters, prioritizing with operational metrics, 152-157
- project drivers for Black Belts (BBs), 249
- project filters, 172-175
- project prioritization and selection roadmap, 157-160
- project results. *See* results
- project team members, as part of infrastructure, 138-139
- project tracking system, as part of infrastructure, 142
- projects
  - accountability for, 179, 311
  - advantages of, 182
  - Bottom-Up projects, 161, 163-165
  - chartering, 176-182, 310
  - continuous identification of, 324
  - financial impact of, 24

**INDEX**

- idea development and selection, 292  
 managing, 292-295  
 performance expectations, 297  
 prioritizing, 149-150, 165-175, 310  
   Bottom-Up matrix, 170-171  
   Motorola example, 149-150  
   project filters, 172-175  
   Top-Down matrix, 166-170  
 for profit margin improvements, 32-34  
 reasons for lack of success, 182-183  
 results tracking, 295-296  
 reviewing, 179-182, 321-322  
 selecting, 10, 151-157, 307-311, 334-335  
   failure modes, 335  
   project prioritization and selection  
     roadmap, 157-160  
     trends in, 164-165  
   strategic alignment, 342  
   time dedicated to, 230  
 Top-Down projects, 161-165  
 tracking. *See* software (for tracking metrics)  
 providers  
   accountability of, 58  
   contracts with, 67-68  
   differentiating, 63-66  
   identifying, 60-61  
   importance of, 55-56  
   partnership with, 59-60  
   questions to ask, 66-67  
   ROI (return on investment) of, 57, 59  
   selecting, 61-63
- Q-R**
- QI Macros (desktop management software), 300  
 quality dimensions, reinvigorating Six Sigma, 333-334  
 quantifiable results of Six Sigma, 12  
 Ramelli, Donnee, 44, 110  
 recognition and reward programs, 274-279, 323  
 reducing head count, 92  
 reengineering, Six Sigma versus, 57  
*The Reengineering Revolution* (Hammer), 57  
*Reengineering the Corporation* (Hammer), 57  
 references, differentiating Six Sigma providers, 64  
 Request for Proposal. *See* RFP  
 requirements for enterprise management  
   software solutions, 290-297  
 resource management, 294, 317, 321. *See also* infrastructure  
 results  
   quantifiable results of Six Sigma, 12  
   tracking, 295-296  
 retention of Belts, 279-281  
 return on investment. *See* ROI  
 reviewing  
   projects, 179-182, 321-322  
   Six Sigma assessment example, 326-328  
 reward and recognition programs, 274-279, 323  
 rework (metric), 99  
 RFP (Request for Proposal)  
   evaluating providers, 60  
   sample of, 357-365  
 RFP decision matrix, selecting providers, 61-63  
 roadmaps  
   delivering money, 35-36  
   leadership roadmap, 150, 303  
   management support, 319, 321-323, 337-338  
   process improvement roadmaps, 318-319, 336-337  
   project selection, 151-157, 307-311, 334-335  
   steps in, 306-307  
   sustaining performance, 323-325, 339-340  
   training plans, 312-317, 335-336  
 project prioritization and selection  
   roadmap, 157-160

## INDEX

---

ROI (return on investment)

- factors affecting, 75-80

- of Six Sigma providers, 57, 59

Rosansky, Victor, 70, 309

RTY (rolled throughput yield), 87, 93

### **S**

sales department, extending Six Sigma to, 348

Sauer, Brad, 46, 126

scheduling Six Sigma deployment events,  
  113-114

Schroeder, Richard, 26, 45, 118, 126

scope of deployment, 105-106

- business unit versus division deployment,  
    109-110

- connecting Six Sigma with other initiatives,  
    106-108

- domestic versus global deployment, 110-111

- integration of Six Sigma programs, 112-113

- integration with Lean Enterprise, 111-112

- pilot versus full deployment, 108-109

- scheduling events, 113-114

scrap (metric), 97-98

selecting

- Initiative Champions, 45-46

- projects, 10, 151-157, 307-311, 334-335

  - failure modes, 335

  - project prioritization and selection  
    roadmap, 157-160

  - trends in, 164-165

providers

  - differentiating providers, 63-66

  - questions to ask, 66-67

  - RFP decision matrix, 61-63

sense of urgency (deployment architecture  
  stage), 42-45

*Seven Habits of Highly Effective People*  
(Covey), 56

short-term gains (deployment architecture  
  stage), 51

Sierk, Jim, 6, 45, 126

SigmaFlow (desktop management

- software), 300

simulation applications, 299

Six Sigma

- for alignment, 6-7

- assessment example, 326-328

- as change initiative, 6

- connecting with other initiatives, 106-108

- deployment. *See* deployment

- for discipline, 7-8

- forms of, 39

- handbook example, 325-326

- history of, 25-26

- infrastructure. *See* infrastructure

- integration of programs, 112-113

- integration with Lean Enterprise, 213-215

- as leadership development, 8-9

- leadership roadmap. *See* leadership

  - roadmap

- methodology of, 10-12

- organizational culture and, 37

- process improvement in, 19-23, 73-75

- providers. *See* providers

- reengineering versus, 57

- reinvigorating, 329-331

  - deployment efficiency, 340-341

  - extending Six Sigma, 346-352

  - leadership roadmap, 334-340

  - program assessment, 331-333

  - quality dimensions, 333-334

  - strategic alignment, 341-346

TQM (Total Quality Management) versus,  
  26-27, 56-57

training portfolios, 211-213

Six Sigma for Operations, 112-113

software (for tracking metrics), 285-287

desktop management solutions, 298-300

enterprise management solutions, 287-290

- packages for, 297-298

- requirements, 290-297

- executing, 300-301

**INDEX**

- importance of, 344-346  
 planning for, 300  
 tuning and expanding, 301-302
- Solso, Tim, 46, 126
- sponsors. *See* Initiative Champions
- statistical analysis software, 299
- Steele, Richard, 69
- steering teams, 46-47, 59, 142-143
- strategic alignment, reinvigorating Six Sigma deployment, 341-346
- strategic objectives, alignment to, 291
- strategic planning, 69-85
- strategy and vision (deployment architecture stage), 47-48
- student evaluations of training plans, 230-234
- success factors, Six Sigma deployment, 351
- succession planning, 271-272
- supply chain, extending Six Sigma to, 350-351
- survey for Six Sigma assessment, 332-333
- T**
- team members. *See* project team members
- teams, resource management, 294
- timing for deployment, 40-41
- Top-Down prioritization matrix, 166-170
- top-down projects, 10, 161-165
- top-line expectations, 99-100
- TQL (Total Quality Leadership), 107
- TQM (Total Quality Management), Six Sigma versus, 26-27, 56-57
- TQS (Total Quality for Speed), 107
- tracking. *See* project tracking system
- training. *See also* workshops
- Black Belts (BBs), 133, 135, 225, 262-263
  - Business Team Workshop, 190-195
  - certification requirements, 144-146
  - Champion Workshops, 195-199
  - customizing workshops, 199-204
  - Deployment Champions, 127
  - Design for Six Sigma training programs, 215-218
  - Executive Team, 123
- Executive Team Workshop, 186-190
- Financial Workshop, 206
- Green Belts (GBs), 136-137, 225, 262-263
- Human Resources personnel, 141
- Human Resources Workshop, 207
- importance of, 119, 209-210
- Initiative Champions, 125-126
- integration of Six Sigma and Lean Enterprise, 213-215
- K-Sigma Black Belt training program, 220-225
- Master Black Belts (MBBs), 130, 132-133, 225-227, 262-263
- materials review process, 204
- Operational Black Belt training program, 218-220
- portfolios for, 211-213
- Project Champions, 129
- project team members, 138
- for sustaining performance, 324
- training materials, 58
- training plans, 312-317, 335-336
- extending Six Sigma with, 350
  - failure modes, 336
  - management of, 227-228
  - number of Belts to train, 228-230
  - student evaluations, 230-234
  - time dedicated to, 230
- training steering team, 130
- Transactional Six Sigma, 39, 113
- transfer of technology, 59
- tuning software solutions, 301-302
- "Turning Great Strategy into Great Performance" (Mankins and Steele), 69
- U-V**
- validation of financials, 294
- value mapping, 28-30
- Visio (process map software), 299
- vision and strategy (deployment architecture stage), 47-48
- vision communication (deployment architecture stage), 48-49, 240-241

---

**INDEX****W-Z**

- waves of training, 262  
Weidman, David, 6, 46, 122, 126  
Welch, Jack, 26, 53, 57, 108-109, 122, 136, 173,  
    228, 245, 272, 285  
*Winning* (Welch), 57  
Winning Together program example  
    (communications plans), 238-240  
workshops. *See also* training  
    Belt retention, 281  
    Belt selection process, 266  
    Business Team Workshop, 190-195  
    Champion Workshops, 195-199  
    customizing, 199-204  
    Executive Team Workshop, 186-190  
    Financial Workshop, 206  
    Human Resources Workshop, 207  
    materials review process, 204  
    for Six Sigma/Lean Enterprise integration,  
        214-215  
    tips for success, 205-206

