

# Introduction to White Belt

## Basic Lean Tools

### Learning objectives:

1. Understand the basic concepts and principles of Lean Six Sigma.
2. Understand the responsibilities associated with White Belts.
3. Learn how teamwork affects the Lean Six Sigma philosophy.
4. Understand Time Management techniques.

### Content

- I. Background
- II. White Belt responsibilities
- III. Limitations to productivity
- IV. Teamwork
- V. Time management

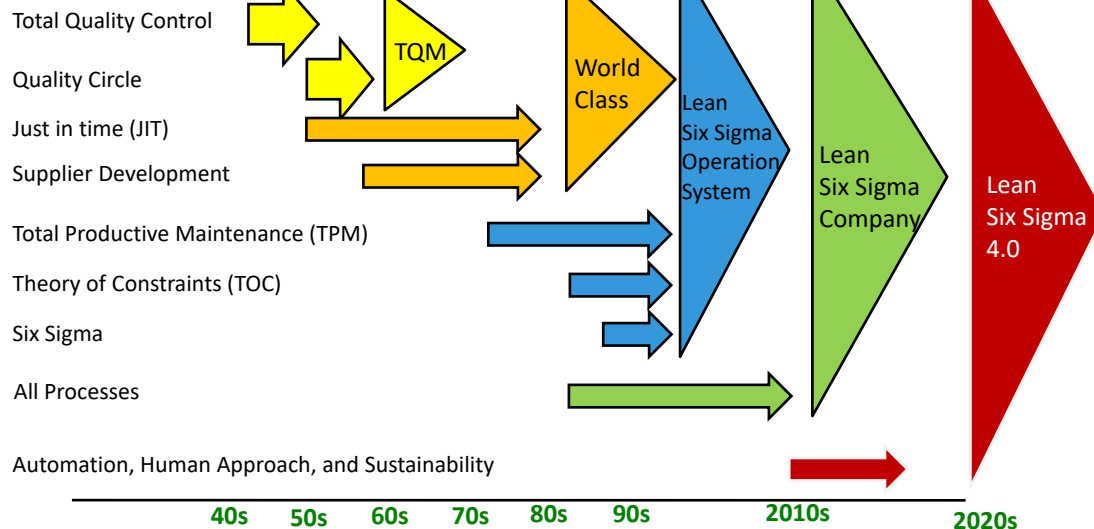


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## I. Background



### Evolution



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## What is Lean Six Sigma?

### Lean = Speed

- Eliminate Waste
- Continuous Improvement
- Teamwork
- Stable yet flexible processes
- Continuous Flow

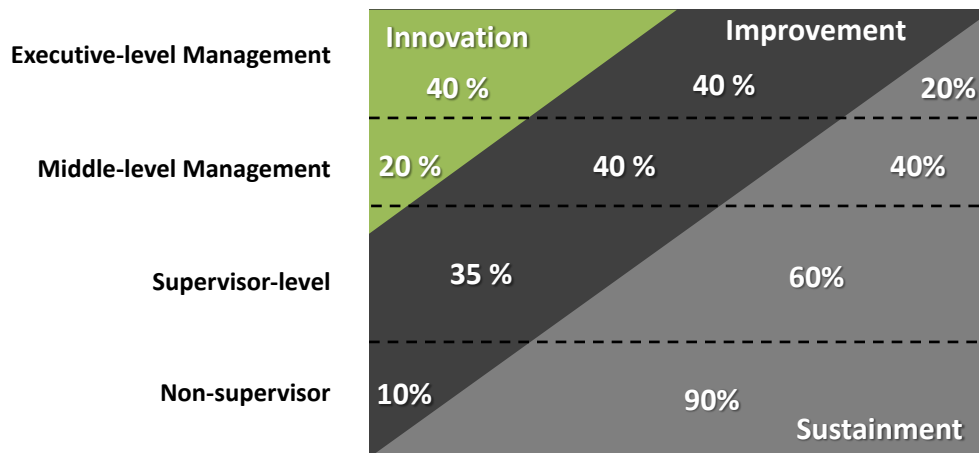
### Six Sigma = Quality

- Problem Solving methodology
- Process without variation
- Redesign and innovation

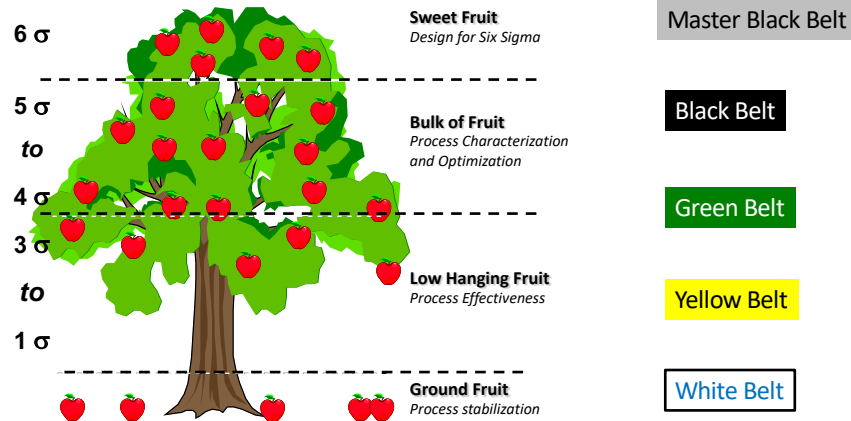


- Reduction in costs
- Reduction in lead time
- Improved quality
- Greater employee satisfaction

## Time commitment



## Lean Six Sigma tools



## II. White Belts Responsibilities



### Personally

- Keeps his/her area clean and tidy
- Manages his/her time correctly
- Work is high quality and on-time

### Teamwork

- Identifies opportunities for continuous improvement
- Participates in solving simple problems
- Frequently participates in improvement projects

### Knowledge

- Lean Six Sigma Philosophy
- Essential basic tools

### III. Limitations to productivity



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無駄

- Muri = Overburden
- Mura = Variability
- Muda = Waste

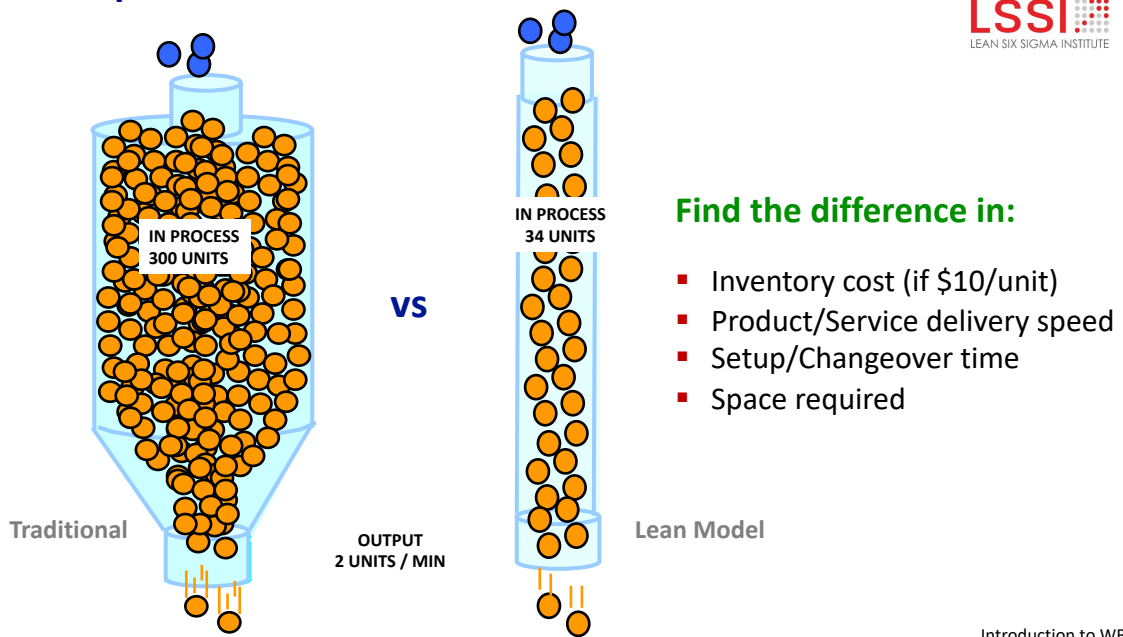
### Types of waste = Muda



## Excess inventory = waste



## Example of how to eliminate waste



## IV. Teamwork

### What is a team?

A team is a group of people who perform interdependent tasks while they work toward a common mission.

- **White Belts** are individuals that participate in teams and contribute ideas and actions to solve many problems with simple tools based on their individual job experience.



## Types of teams

- **Process improvement teams** are project teams that focus on improving or developing specific business processes.
- **Work groups**, sometimes called “natural teams”, are responsible for a particular process (e.g., a department, product line, service family, or a stage of a business process) and work together in a collaborative environment.
- **Self-managed teams** directly manage the day-to-day operation of their particular process, area or department

**White Belts** participate in every type of team and understand the team dynamics and the tools in order to maximize the results.

## Stages of team development

### Tuckman Model



• Lack of integration or group maturity

• Make an effort to be pleasant with team members (complacent)

• Make little work progress

• Roles and responsibilities are clarified and understood.

• "Honeymoon" phase

• Team members start to voice their opinions.

• The understanding of roles and responsibilities is questioned.

• Conflict arises due to different ideas and conclusions.

• Lack of agreement delays the team's work.

• Team members resolve their conflicts.

• The team reaches an understanding through mutually accepted ideas.

• Some work is completed (team progress).

• Team members start to work as a team.

• Trust is developed and more ideas are shared .

• Synergy is created.

• Interdependence is evident and accepted.

• Team-based problem-solving skills are developed.

• Agreements are achieved.

• Significant and noticeable work progress is made.

## V. Time Management

- One of the most important causes of poor team performance is a *lack of time management skills*.
- Time is one of the **most valuable resources**.
- By analyzing how we use our time, we will realize how we are wasting it and how we can find better ways to use it.

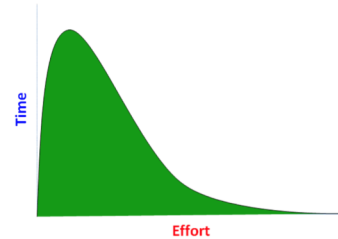


## Parkinson's Law

It was first articulated by Cyril Parkinson in 1957 as a result of his research in the British Civil Service.

### Examples:

- **Time:** work expands to fill the time available for its completion.
- **Income:** expenditures increase to meet income.
- **Space:** storage resources tend to increase (racks, drawers, etc.) to meet storage capacity.



**For many people, the more time they have to complete a task, the more their minds will wander, which can create problems.**

## Time management best practices

1. Plan your day
2. Use the Pomodoro Technique
3. Use and organize your email effectively
4. Conduct productive and effective meetings
5. Be productive when making phone calls

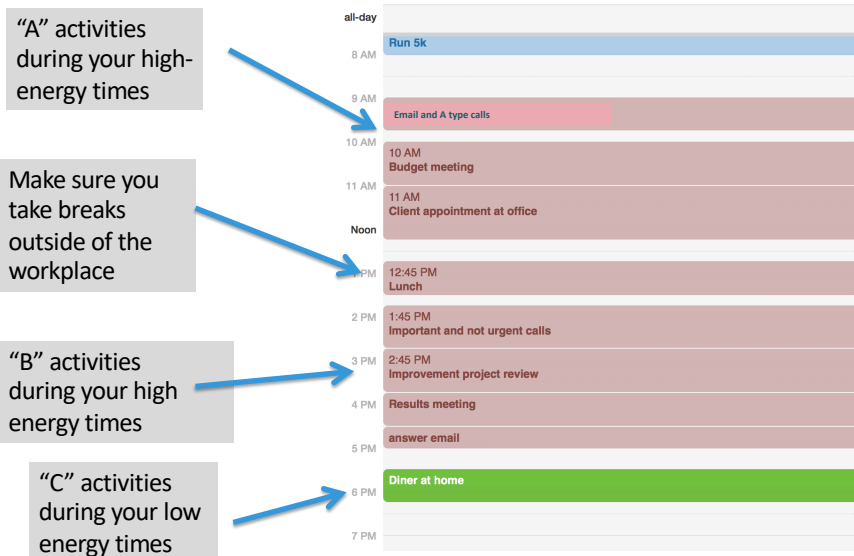




## 1. Plan your day

- Spend at least 15 minutes to plan your day.
- Schedule your activities in the medium to long-term.
- Plan your personal daily living activities (e.g., exercise, food, transportation).
- Classify activities as A, B or C.
  - **A:** Important and urgent
  - **B:** Important and not urgent
  - **C:** Less important and not urgent
- When taking notes, define your tasks and schedule.
- Before you start your day, picture what your day will look like.

## Daily planning example



## 2. Use the Pomodoro technique

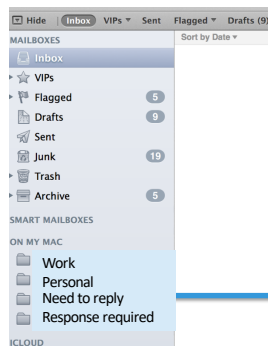
- The **Pomodoro Technique** is a time management method developed by Francesco Cirillo in the late 1980s.
- The technique uses a clock to divide the time spent on a job in 25-minute intervals - called "Pomodoros" - and separates them into short pauses.

A key objective of the technique is to eliminate [internal and external] interruptions.

1. Choose the task
2. Set the Pomodoro (watch or clock) to 25 minutes
3. Work on the task until the clock rings and record it with an X
4. Take a short break (5 minutes)
5. After 4 "Pomodoros", take a longer break (15-20 minutes)



## 3. Use and organize your email effectively



Organize your inbox with a number of emails you can actually see at a glance.

Organize your email in folders:

- Work
- Personal
- Response required

1. Answer only the emails you can complete in 2 minutes or less.
2. Eliminate the emails you don't need.
3. Archive the emails you need to keep.
4. Flag the emails you still need to reply to.

## 4. Conduct productive and effective meetings



1. Plan the meeting
2. Send invitations
3. Confirm the logistics
4. Use an attendance sheet
5. Explain the objective of the meeting
6. Assign specific times during the meeting and follow them
7. Take notes
8. Write down the tasks to be completed and the person responsible
9. Summarize the meeting. (confirm the objective)
10. Send a "meeting report" to all participants
11. Follow-up on the activities
12. Evaluate the meeting

Effective Meetings			
Date: <input type="text"/>	Start time: <input type="text"/>	End time: <input type="text"/>	Meeting # <input type="text"/>
Title <input type="text"/>		Actual Start Time <input type="text"/> Act. End Time <input type="text"/>	
Objective <input type="text"/>		Type of Meeting <input type="text"/>	
Location <input type="text"/>		Leader <input type="text"/>	
		Secretary <input type="text"/>	
		Meeting Cost <input type="text"/>	
Participants	Name	Role	Attended?
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Agenda	Sequence	Topic	Time Alloted
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Agreements	Agreements/Commitments	Person Responsible	Due Date
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## 5. Be productive when making phone calls



1. Prepare for the conversation as if it was a meeting
2. Group phone calls together so that you can continue with other calls if one number is busy
3. Prioritize your calls
4. Use the speakerphone or headset so you can continue with other activities (only type C calls)
5. Schedule your phone calls

