

Business Excellence MBB

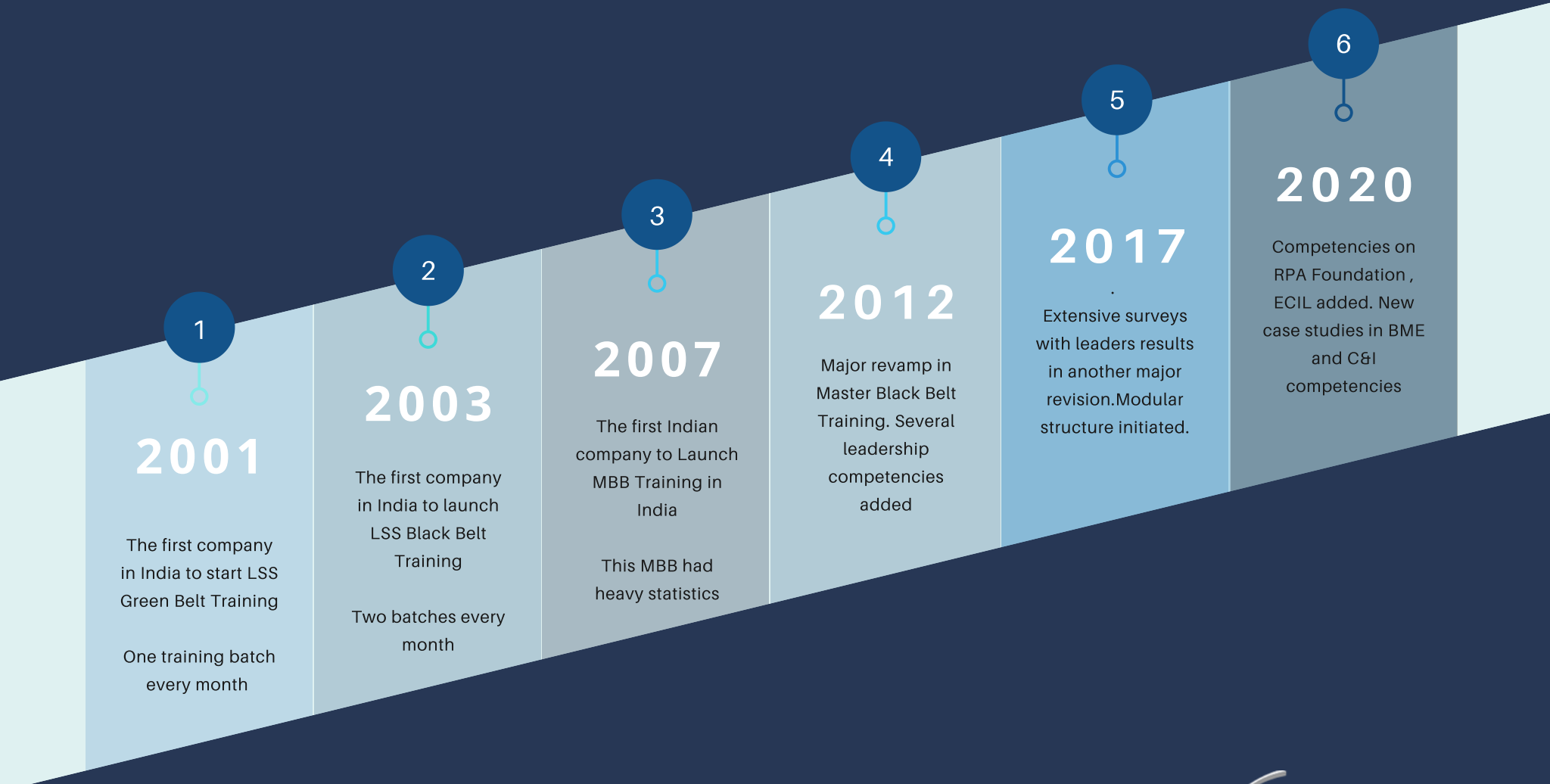
The ongoing result of Experience, Research and Interactions since 2003



benchmark *6*ix sigma
Inspiring Minds, Facilitating Excellence

Business Excellence MBB Brochure

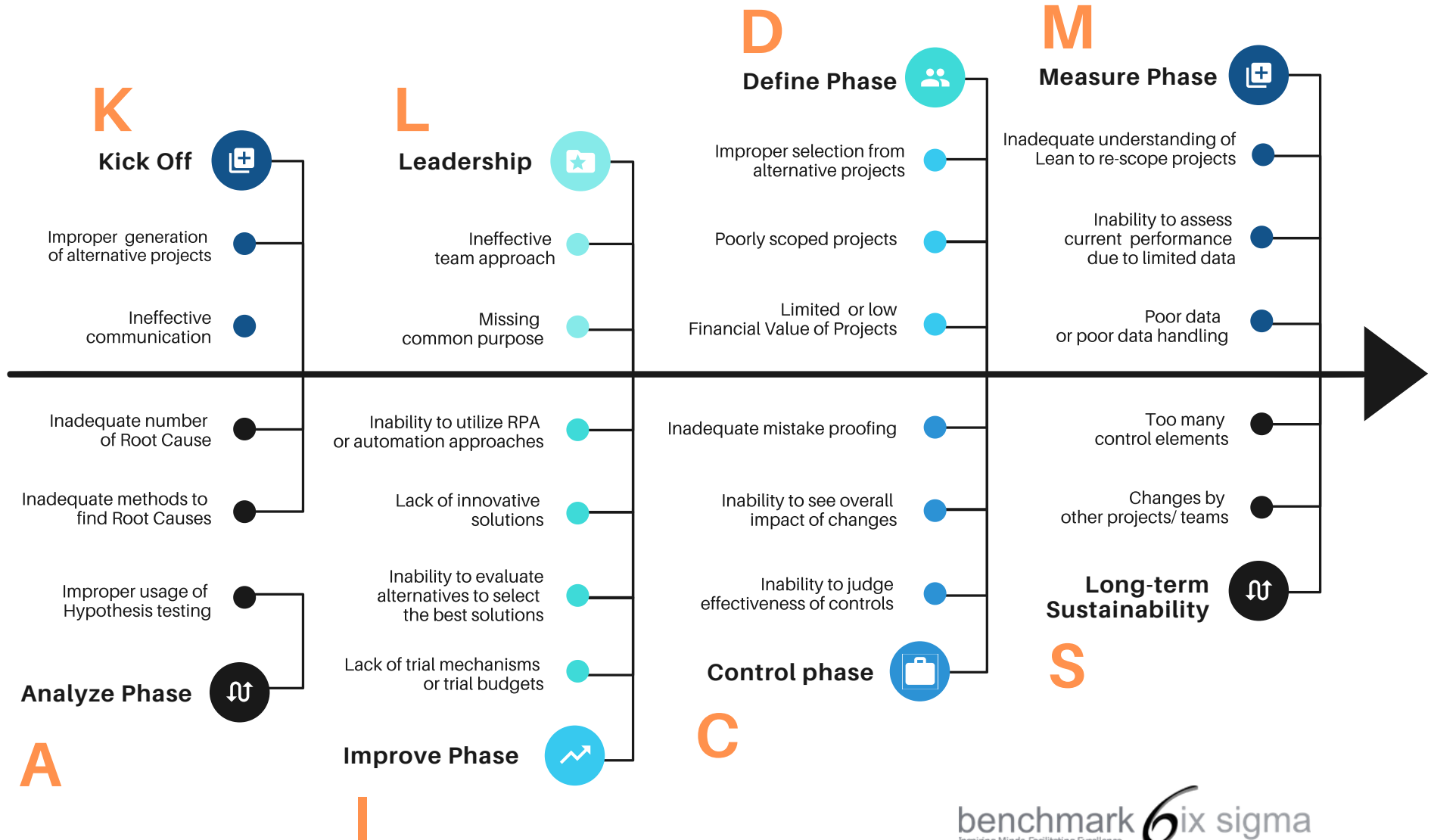
A brief history of Benchmark Six Sigma and Master Black Belt program evolution



Weaknesses in DMAIC that can be fixed by Business Excellence MBB competencies

3

BENCHMARK RESEARCH



BVA

Business Value Analyst Competency

Best - In - Class approaches to Project Identification. Can improve results by 10X

BME

Business Modelling Expert Competency

The best list of projects can be generated using BME competency

ECIL

Excellence in CI Leadership

ECIL provides the effective team leadership capabilities that are needed for Change Management

K

Kick Off

Improper generation of alternative projects

Ineffective communication

Master Black Belt Competencies help you with a far better Kick Off for DMAIC as well as non-DMAIC projects

BVA

Business Value Analyst Competency

Linking CTQs with Business Results can take you ahead in Leadership Communication with BVA

ECIL

Excellence in CI Leadership

The best-in-class team approaches are covered in the Agile Leadership program.

ECIL

Excellence in CI Leadership

An overarching objective and shared mental models are the keys to collaborative success.

L

Leadership

Ineffective Team Approach

Missing Common Purpose

MBB Competencies help you connect with Corporate Leaders better.

D

Define Phase

BME

Business Modelling Expert Competency

Modelling methods allow you to compare projects considering variability while keeping the end in mind.

Improper selection from alternative projects

LPLG

Lean Practitioner and Lean Guide

Lean concepts and mapping systems help you scope projects better.

Poorly scoped projects

BVA

Business Value Analyst

When the SMART goal with "from" and "to" numbers is available, it is prudent to verify the projected benefit in Define Phase itself.

Limited or low financial value of projects

Well defined is half done! MBB competencies can ensure that projects are defined well.

M

Measure Phase

BA

Business Analytics Foundation

Dealing with small datasets

BME

Business Modelling Expert Competency

Modelling methods allow you to use assumptions based on recent and relevant experiences

LPLG

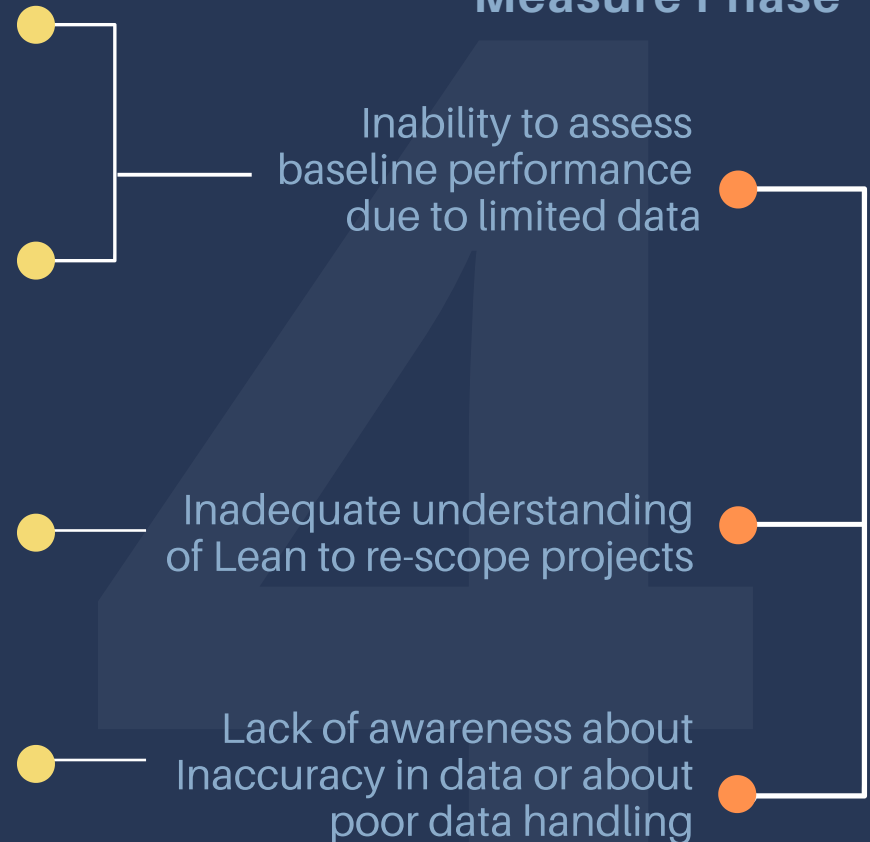
Lean Practitioner and Lean Guide

Lean concepts and mapping systems help you re-scope projects early if needed.

ECIL

Excellence in CI Leadership

Engagement and teamwork is key when cross-functional teams need to work with data



Poor baseline assessments are a big reason for project failures

A

Analyze Phase

BVA

Business Value Analyst

BVA provides new methods and focusing approaches for RCA

BME

Business Modelling Expert Competency

Modelling methods allow you to figure out which root cause will have the highest impact on the outcome

C&I

Creativity and Innovation Practitioner

Creativity techniques provide you new outlook for cause identification leading to a new set of causes

LPLG

Lean Practitioner and Lean Guide

Lean concepts and mapping systems can help you find appropriate causes

ECIL

Excellence in CI Leadership

Increasing scope by re-engaging leadership and cross functional teams made possible with AL competency.

SRPA & BAF

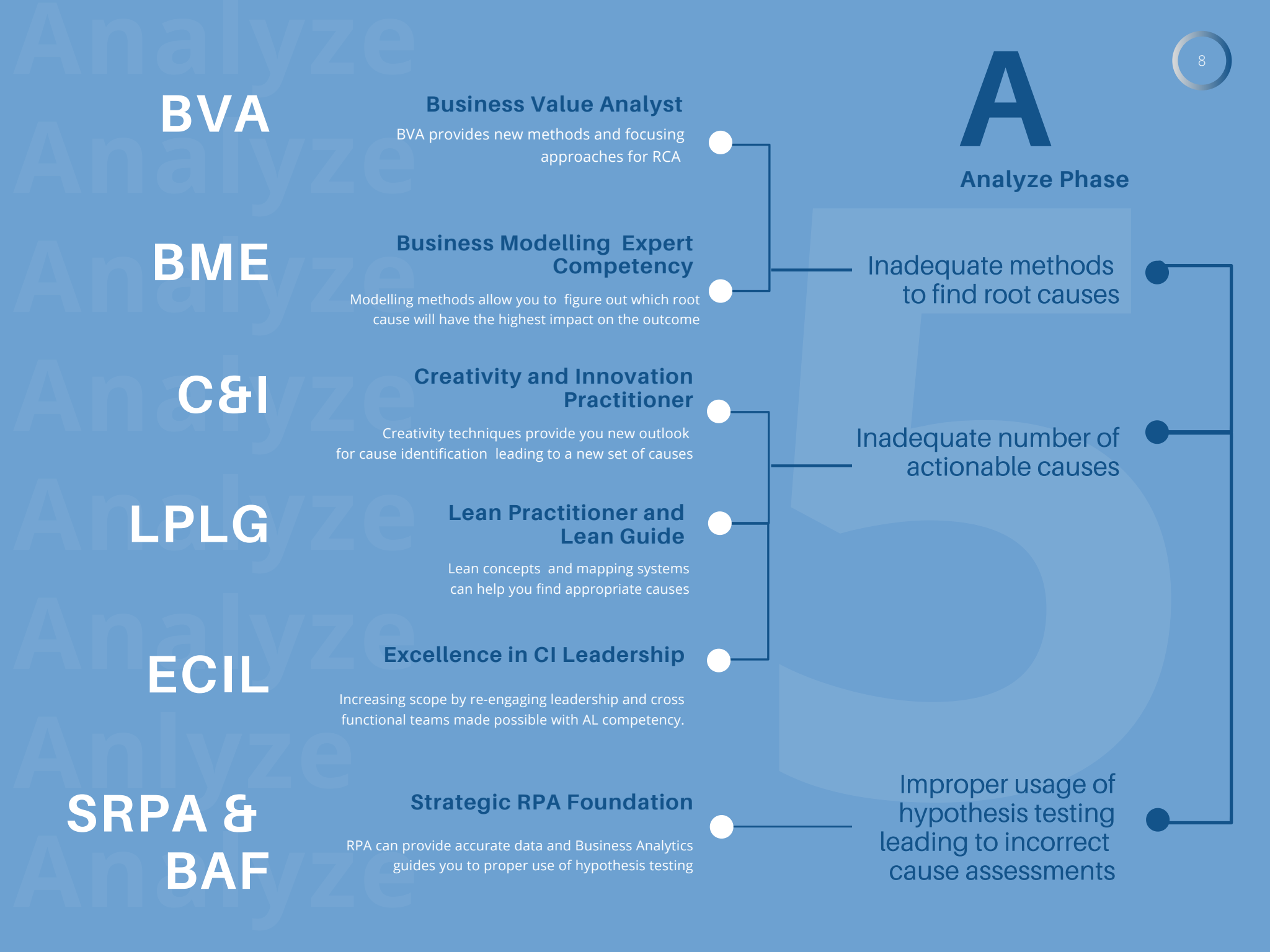
Strategic RPA Foundation

RPA can provide accurate data and Business Analytics guides you to proper use of hypothesis testing

Inadequate methods to find root causes

Inadequate number of actionable causes

Improper usage of hypothesis testing leading to incorrect cause assessments



Improve Phase

BME

Business Modelling Expert Competency

Modelling methods allow you to carry out simulations without investing on trials

C&I

Creativity and Innovation Practitioner

Solutions tend to create new problems. The goal of C&I Practitioner is to find better solutions.

SRPA

Strategic RPA Foundation

Key decisions for RPA and Automation can be guided by the MBB using this competency

Inability to evaluate alternatives to select the best solution

Lack of trial mechanisms or trial budgets

Lack of innovative solutions

Inability to contribute to RPA or other automation approaches

DMAIC has limited tools for finding solutions in Lean Six Sigma programs



Control Phase

ECIL

Excellence in CI Leadership

Members who see gaps and risks need to be willing to contribute to the team's efforts

BME

Business Modelling Expert Competency

Modelling methods allow you to evaluate influence of changes and build continuity plans

LPLG

Lean Practitioner and Lean Guide

Lean concepts for control mechanisms are very effective and need better usage

C&I

Creativity and Innovation Practitioner

Innovative mechanisms can help resolve mistake proofing challenges.

Inability to see overall impact of changes.

Inability to judge effectiveness of controls

Inadequate mistake proofing

Many processes just need robust control mechanisms. Such mechanisms need to be developed well

BME

Business Modelling Expert Competency

There are only few parameters that need strict control and monitoring. Modelling can help you find those.

ECIL

Excellence in CI Leadership

At many places, control mechanisms are created in a hurry and forgotten when new crises emerge. Agile leadership can help stop this.

ECIL

Excellence in CI Leadership

Mechanisms need to be created to manage key control elements. This is easier said than done.

S

Sustainability

Too many control elements

Changes by other projects/ teams

If improvements are not sustainable, the Excellence program loses trust.

List of MBB competencies

• BVA

Business Value Analyst

As a Business Value Analyst, linking CTQs with Business Results can take you ahead in Leadership Communication with BVA

Creativity and Innovation provides you great alternatives at times when you are struggling with conflicting requirements.

CI •

Creativity and Innovation Practitioner

• ECIL

CI Leadership

The best-in-class management approaches are covered in the Excellence in CI Leadership program.

Lean Practitioner is an essential in the Master Black Belt's competencies.

LP •

Lean Practitioner and Lean Guide

• BME

Business Modelling Expert

Business Modelling has a variety of applications ranging from identifying projects to analyzing root causes to predicting outcomes.

AHP provides the art and science of comparing between strategic alternatives

AHP •

AHP Practitioner

• SRP

Strategic RPA Practitioner

Robotic Process Automation needs to be in the arsenal of every MBB, specially due to the ever increasing applications that it offers now a days

Business Analytics Foundation provides an overview of Business Analytics and how it connects with the LSS world.

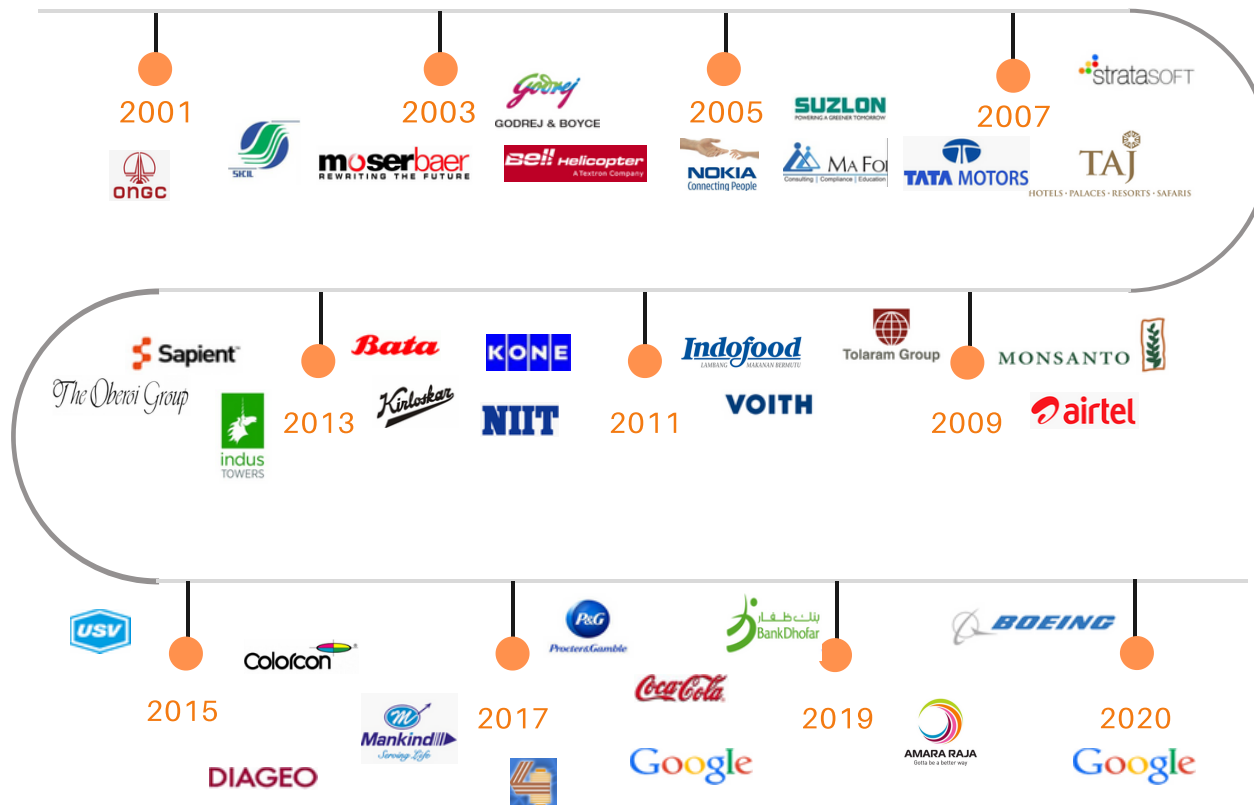
BAF •

Business Analytics Foundation

In addition to completing the competencies, one needs to participate with 10 interactions in the Business Excellence Forum to get the "MBB Trained" certificate. To get "MBB Certified", one needs to showcase 5 completed Continuous Improvement Projects or 2 Black Belt projects

Vishwadeep Khatri

Facilitator of 52 Benchmark Six Sigma MBB programs since 2007. Excellence coach since 2001



Facilitator of MBB Program

- 100+ Client Engagements
- More than 10,000 professionals trained
- Consulting/ coaching in 20 plus industry sectors
- Administrator of 54000 + members Lean Six Sigma Forum
- Customised program developer and facilitator for organizations like Boeing, JLL and Google at multiple locations
- VK's Excellence Consulting experiences in Pharma, Aerospace, Shoes, Telecom, E-commerce, Web search, CRM, Liquor, Fintech, Mapping, Agri, Software Development, Textile, Specialty Chemicals, Hospitality, Precision Engineering, BPO/ KPO, FMCG, Banking.
- Expertise in new product development, DFSS
- VK is an Action Learning Workshop facilitator for leadership teams

VK is the founder CEO of Benchmark Six Sigma and has personally coached all client organizations mentioned above.

MBB competencies and their duration

13

BVA

Business Value Analyst

4 Sessions over a weekend

4 Sessions over a weekend

CI

Creativity and Innovation Practitioner

ECIL

CI Leadership

2 Sessions over a weekend

6 Sessions over a weekend

LP

Lean Practitioner and Lean Guide

BME

Business Modelling Expert

8 Sessions over 2 weekends

4 Sessions over a weekend

AHP

AHP Practitioner

SRP

Strategic RPA Practitioner

SRP+BA 6 Sessions over a weekend

BA

Business Analytics Foundation

In addition to completing the competencies, one needs to participate with 10 interactions in the Business Excellence Forum to get the "MBB Trained" certificate. To get "MBB Certified", one needs to showcase 5 completed Continuous Improvement Projects or 2 Black Belt projects

Characteristics of the future-oriented Master Black Belt

Methodology

The future-oriented MBB does not insist on the use of any one methodology but understands the strengths and weaknesses of each prevalent approach. (S)He knows how to engage leadership teams to create a program that can be supported in the organization.

Automation

(S)He is aware of the upcoming technology capabilities and is keen to embrace change through automation. (S)He is keen to facilitate all those changes that enhance the profitability of the organization.

Broad outlook

(S)He likes to understand and contribute to solutions for challenges faced by Finance, Marketing, R&D, Supply Chain and Technology teams. (S)He knows that collaboration is the key to success and strives to excel in leading the Continuous Improvement program

Analytics

(S)He is not likely to be a coder or programmer but understands broadly how solutions are built and where things usually go wrong. (S)He is a keen modeller and provides predictive as well as prescriptive outputs.

Inputs for strategic decisions

(S)He knows that strategic decision making by leadership does not follow DMAIC but the biggest application of the Excellence concepts and tools lies in guiding strategic decisions and in the modification of policies.

Creativity

(S)He knows that there is no limit to creativity in the way solutions are generated and also in the way an Excellence program is created. The MBB of the future knows that roadmap needs to be designed for a given situation and tools need to be customised to deliver what is to be delivered.

Interfacing role

His/Her strength lies in being the bridge between business teams on one hand and the emerging technologists on the other. (S)He is very keen to ensure that solutions are first time right and sustainable.

"The pessimist complains about the wind.
The optimist expects it to change. The
leader adjusts the sails."

- JOHN
MAXWELL

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