Catalyst's British Quality Foundation accredited

NEW Business Black Belt Programme

A Black Belt level programme particularly focused on the needs of organisations in the new age of digitalisation

This programme provides an alternative route to Certified Black Belt status alongside our traditional Lean Six Sigma Black Belt programme. It recognises that the challenges of solving difficult operational problems and driving through strategy at the pace needed today in many business environments requires experts with a wide range of skills.

The course is fully accredited by the British Quality Foundation. As with any rigorous Black Belt programme, our experience is that this will be a career enhancing qualification with long term value for both you and your organisation.

A Business Black Belt is a highly skilled, data driven problem solver as well as an expert facilitator and change leader. They have broad capabilities in lean process thinking, business transformation, process automation, agile project management, design thinking and business agility. Being able to use data correctly and with confidence is vital – but the depth of statistical analysis needed is not as deep as the traditional Black Belt.

In the **Run and Improve** side of the business, the Business Black Belt is a go-to problem solver who is equipped to tackle major performance challenges. Another aspect here is that of a role-model and coach in the organisation's journey to everyday operational excellence, implementing Lean Management Systems and nurturing the right leadership behaviours.

In the **Transform** side of the business, the Business Black Belt's role is to work with senior leaders to deploy strategic objectives through value stream transformation programmes using a mix of approaches and tools to drive through strategy at pace. In this capacity, you will be a rounded facilitator of change, a conduit within the organisation to firstly understand your organisation and customers' requirements and then to deploy an appropriate mix of value stream analysis, Lean thinking, digital transformation, design thinking, agile project management, robotic process automation, process simulation and process mining.

The programme retains the core elements of the BQF traditional Lean Six Sigma Black Belt curriculum aimed at maximising efficiency and customer satisfaction. These core process skills are also vital enablers of digital transformation, process automation and service redesign.

We have developed this programme based on feedback from our client forum and day to day customer interactions. Catalyst's participation in the latest CQI Quality Futures report 'The Future of Work' has also helped us recognise that the challenges of today and tomorrow require a broader spectrum of skills.

This is an exciting programme that will inspire you and give you confidence to facilitate change in today's new world of work.

Programme Overview

The programme comprises seven modules totalling twenty days of training.

Module	Key Learning Outcomes
Lean Six Sigma Green Belt 6 days	• The core DMAIC based problem solving approach and tools • Six Sigma and Lean Principles and Lean Solutions • Learn to map and measure the process, using process data and understanding variation • Root cause analysis, solution generation and control plans
Facilitating and Leading Change 3 days	• Understand how change happens in organisations, the culture of your organisation and how to manage change within this context • Clarify your role as a change agent, able to use appropriate interpersonal skills to engage with, influence and help others to accept change • Facilitating productive sessions (meetings, workshops, etc) – increasing engagement, gaining consensus and buy-in
Data Driven Insights and Decisions 4 days	• Apply the correct techniques to measure, interpret and communicate process performance. • Develop a working knowledge of key data techniques and be able to apply them using Minitab software • Learn how statistical tools and the robust approach required to apply them enhances your thinking and promotes process learning • Process Simulation software – its uses and how it integrates with process improvement techniques
Strategic and Operational Improvement 2 days	• Understand what Value Stream Mapping is, how it fits within Continuous Improvement and Lean Thinking as a strategic and transformational methodology and is used to engage leadership in transformational change • Be able to apply VSM to understand end-to-end work systems and design and implement a future state that enables excellent performance • Gain a broader understanding of CI deployment and CI Maturity • Understand the role and responsibilities of a leader with regards to CI and consider which behaviours support this to help create the right environment • Drive stronger alignment of strategic priorities across your organisation and use this to selection improvement projects and activities • Improve the use of visual management and other management systems to engage everybody in daily management and continuous improvement
Agility, Innovation and Design 3 days	• How to blend Agile, Lean Startup and Design Thinking with Lean and Six Sigma thinking to drive innovation • How to engender business agility by applying experimental thinking across a business model • Apply Value-Driven thinking to prioritisation and sequence your project/changes pragmatically from the perspective of the customer • How to accelerate DMAIC projects using Agile project management
Agile Change Delivery 1 day	• How to build self-organising teams • Effectively lead and manage high performing agile teams • Learn to prioritise projects and manage transformation programmes • Learn how to pivot effectively
Continuous Improvement for Process Automation 1 day	• Digitisation and its fit with Lean and Lean Change Management • Implementing Robotic Process Automation (RPA) from a value stream thinking perspective, benefits and pitfalls of RPA • The role of Process Mining software and how it connects to the above

The programme leads to Business Black Belt independent certification through the British Quality Foundation (BQF)