

Business Black Belt Training Programme



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Overview

In today's rapidly changing business world, multi-skilled practitioner-leaders are needed to constantly transform the business and drive operational excellence. Drawing on the combined expertise of our highly experienced consultancy team with guidance from our client forum, this new Business Black Belt programme equips dynamic individuals with the latest techniques and approaches to thrive in the most demanding environments.

Equal in extent and rigour to our traditional BQF Black Belt programme, the programme is fully accredited by BQF and leads to BQF Black Belt level certification status. All course modules are available virtually through open enrolment training or as a bespoke in-company programme. 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.

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, 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.

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

Audience

No matter what your business sector, if you work in an operational, improvement or transformation role, this programme will be directly relevant and will supercharge your skillset and enhance your career prospects.

We have positive feedback from delegates in service industries, transactional functions, logistics and manufacturing as well as many different areas of the public sector.

Delegates who have already attended Green Belt training and who aspire to further their knowledge and skills but who don't feel comfortable with the advanced statistics covered in our Lean Six Sigma Black Belt course may find the balance of skills covered in the Business Black Belt more suited to their personal development needs. The Business Black Belt certification is on an equal footing in rigour and status to our Lean Six Sigma Black Belt certification.

We offer conversion programmes for delegates who have attended Lean Practitioner or Advanced Lean Practitioner certification either from the BQF or LCS or similar high-quality Lean accreditation organisations as well as other Continuous Improvement programmes.

We've also had delegates with traditional Lean Six Sigma Black Belt qualifications who wish to benefit from upgrading 'horizontally' by attending selected modules (Entry Point 4) of the Business Black Belt programme.



For Practitioners

- Become quick to adapt and show the ability to evolve – no matter the circumstances
- Give you a cutting edge in a contemporary and broad range continuous process improvement skills
- Identify, charter and align change opportunities
- Run, lead and facilitate improvement projects that deliver meaningful business outcomes
- Engage, energise, align and coach people
- Build your problem-solving skills and leadership capabilities
- ... and drastically improve your employment opportunities

For Programme Leaders

- Prioritise and align change initiatives
- Think systemically and communicate across the value chain
- Deliver successful projects and programmes, and create high performing proactive teams
- Increase your influence as a leader and learn persuasive skills
- Understand the digital conversation, how and when to apply RPA and automation

For Business Leaders

- Transform the culture of your organisation
- Accelerate the delivery of meaningful change in a volatile and uncertain world
- Become a proactive enabler of change, building connections with the 'big Why'
- Use Systems Thinking to fully understand and develop your company architecture
- Build capability in your people to autonomously make change happen in accordance with your vision and purpose

Modular And Flexible

Our Business Black Belt programme consists of eight modules, apart from Green Belt which must be taken first, the modules can be taken in any order.

Module	Key Learning Outcomes
Lean Six Sigma Green Belt 6 days	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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
ICAgile Business Agility Foundations 2 days	<ul style="list-style-type: none"> Set the scene for Business Agility Gain an understanding of the mindset encouraged for Business Agility to flourish Learn to define your customers and how to add value to them Be able to embrace the unknown and treat everything as an experiment Lean practical Business Agility Tools and Techniques such as Kanban values and lean thinking to eliminate waste and create space for innovation
Innovation and Design 1 day	<ul style="list-style-type: none"> Empower yourself to be more effective in creating the future of your organisation Learn tools and techniques to support Business Agility thinking Understand the DMADV and Design Thinking approaches, and the tools you can apply to your projects Providing design methodologies that integrates customer focus and structured tools with a systematic design process Design and tollgate reviews and how these reviews help in managing and assuring appropriate governance of innovation development work
ICAgile Agile Fundamentals 2 days	<ul style="list-style-type: none"> Understand what we mean for teams and organisations to ‘be agile’ as a foundation for success Enhance team collaboration by applying the Agile techniques Learn about Adaptive Planning and Value Driven development Understand what we mean by Incremental Development Be able to apply Agile to product adaptation
Continuous Improvement for Process Automation 1 day	<ul style="list-style-type: none"> 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

Entry Points: Leverage Existing Training

Our unique system of entry points permits you to study only the modules you need. Depending on your existing level of training you can join the programme at different entry points:

1	<p>Begin with Green Belt</p> <ul style="list-style-type: none"> Join at Entry Point 1 if you have not previously undertaken training in any of the modules
2	<p>Begin with Facilitating and Leading Change</p> <ul style="list-style-type: none"> Join at Entry Point 2 if you are already Green Belt trained
3	<p>Begin with Data Driven Insights and Decisions</p> <ul style="list-style-type: none"> Join at Entry Point 3 if you are already Green Belt trained and have also completed training in Change Management
4	<p>Begin with Strategic Operations and Improvement</p> <ul style="list-style-type: none"> Join at Entry Point 4 if you are already an LSS Black Belt and wish to “upgrade” to Business Black Belt

“This is an operations-focussed toolset. You don’t need a degree in Applied Maths, Engineering or Science to understand the content. It’s Lean Six Sigma essentials mixed with Agile thinking. It’s not dry, it’s exciting. It’s fast to learn and fast to apply. It makes sense. You can relate to it.”



Sophie Breslin, **Athenis**

Learning Outcomes

Outcomes for your business

- This programme will develop new skills in your people to continuously improve, adapt, shift and evolve in ways that will take your competitors by surprise.
- It will enable your leaders to proactively respond to change, understand how to align programmes and people with the company's direction and equip people to use real time data to guide the organisation forward.
- Your business will gain rounded, versatile consultants who can drive and nurture continuous improvement and transformation initiatives and
- Build capability in your people to autonomously make change happen in accordance with your vision and purpose.

Outcomes for your personal development

- You will learn a comprehensive set of contemporary tools and approaches with strong foundations in Lean, Six Sigma, Change Management and Agile
- You will be equipped to deploy the latest best practice in building a culture of continuous improvement in your organisation
- You will be equipped with a business transformation toolbox enabling you to think and act strategically across business functions
- You will dramatically improve your employment opportunities

Follow on Options

- As a fully qualified Business Black Belt you are welcome to join our Business Black Belt alumni forum where experienced practitioners exchange knowledge, skills and techniques.

Delivery Options

Virtual Open Classroom

The modules of our Business Black Belt programme are delivered live over Zoom by our experienced Master Black Belt instructors. We use a wide variety of techniques to create an engaging, participative and fun experience for the learners including breakout room exercises, polls/quizzes, online collaboration tools, hands-on exercises (where you have to stand up and move!) as well as live discussions.

Our Master Black Belt trainers:

- Plan the learning to provide a 'mix' of talking, doing, watching etc.
- Build in opportunities for discussion and activity – people learn best when they're discussing and doing rather than listening to the trainer
- Build in plenty of short breaks
- Give clear concise instructions for tasks and exercises
- Ask for feedback frequently to make sure the 'learning from home' experience is working for everyone

All virtual classroom delegates receive

- Hard-copy and pdf of all slide materials
- Downloadable tools and templates
- 12 months access to our [e-learning zone – THE BIZ](#)

“Just completed my Business Black Belt programme with the team which was a superb wide-ranging course. There are several subjects covered to a detailed level including Business agility, Change Management, Value stream mapping as well as the essential Data Driven insights (bulk of the Black Belt Process Management). The breadth of this course makes it so useful, understanding the process properly then tools to lead change effectively amongst many items covered. The pacing has been great and dealt with really well by Moore and the wider team via team video sessions. I will also add the support materials sent to us were invaluable. Overall an excellent learning experience which I will take into my operational process workplace”.



Rob Harley, Barclays Bank PLC

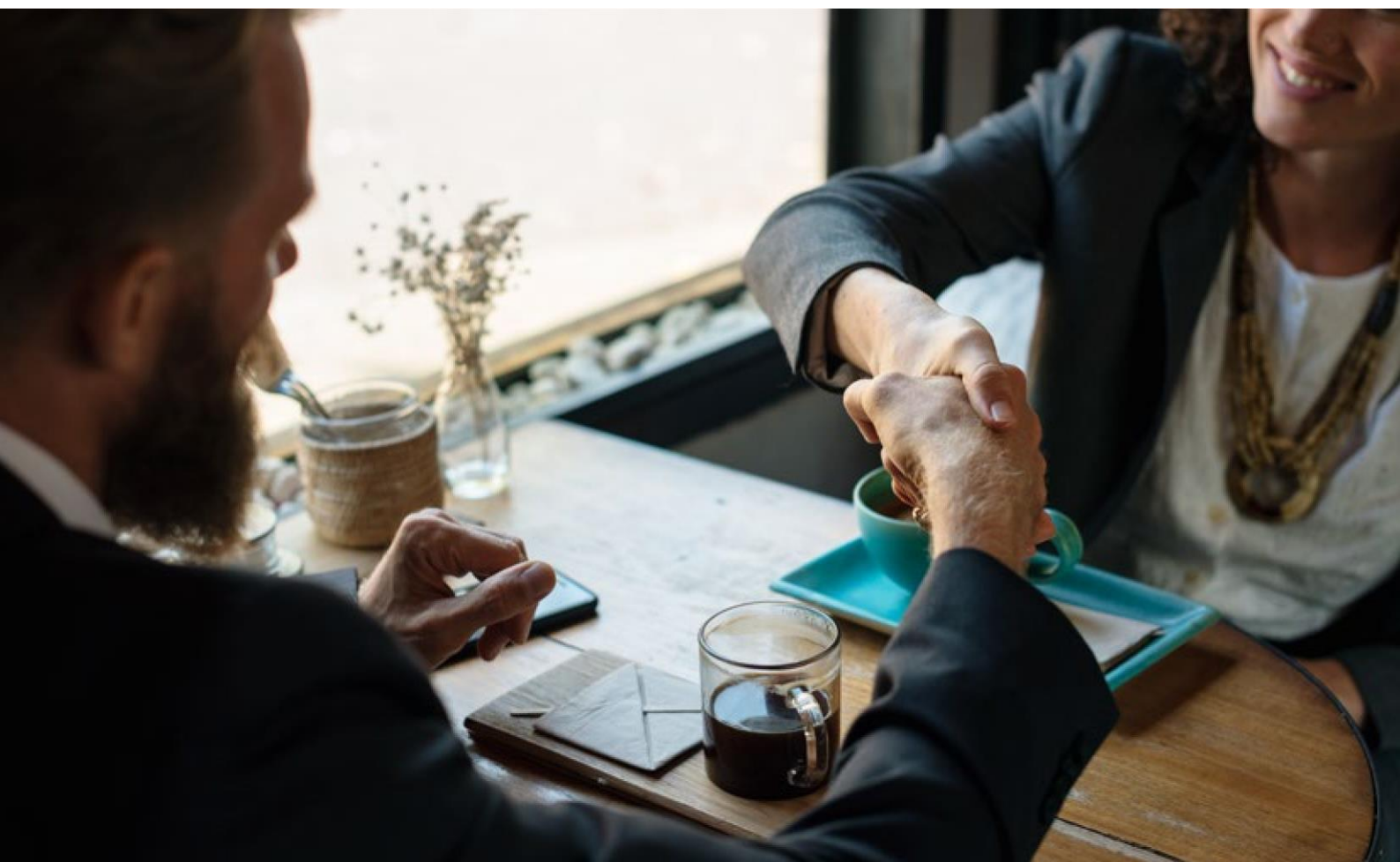
In-Company Training

The Business Black Belt programme can be delivered in-company, either on-site or virtually. For four or more delegates attending the same programme this is the most cost-effective option.

The sessions will be bespoke, lively and interactive delivering a memorable learning experience for the delegates. We will discuss your objectives prior to the delivery, and help you to plan the most effective delivery and support to your team of delegates.

We can deliver individual modules or a bespoke version of the full programme to suit the delegates. In-company Business Black Belt programmes can range in duration from 15 days to 20 days depending on the requirement.

The dates for modular delivery will be mutually agreed and the timings of the days (or half-days) planned up front. For international programmes we can start at any time of the day.



Course Contents

Module 1: Lean Six Sigma Green Belt [6 days]



Our Lean Six Sigma Green Belt course teaches you how to lead process improvement projects using Lean Six Sigma principles, methods and tools under the DMAIC (Define Measure Analyse Improve Control) framework. It focuses on how to collaborate to identify waste, solve problems, manage change and implement significant and sustainable performance improvements.

The programme will introduce you to:

- Key principles and foundations of Lean and Six Sigma
- Waste and Flow
- Variation and Sigma values
- Roles and Responsibilities
- Project Selection
- Introduction to Change Management

The programme then follows the DMAIC (Define, Measure, Analyse, Improve, Control) phases, covering relevant tools and techniques.

For complete details of our Green Belt course visit
<https://lean-six-sigma.training/lean-six-sigma-green-belt>

Module 2: Facilitating and Leading Change [3 days]



When change management is done well, people feel engaged in the change process and work collectively towards a common objective, delivering results and realising benefits. This course will help enable you to be an effective facilitator and leader of change so that you achieve the full potential of the projects and programmes you lead. Learn to effectively influence the development of the continuous improvement culture and associated behaviours.

This course provides you with a unique combination of change tools and skills targeted at Lean Six Sigma practitioners. The course teaches you to:

- Understand how change happens in organisations.
- Understand the culture of your organisation and how you need to manage change within this context.
- Understand your role as a change agent.
- Understand your preferred styles and be able to use appropriate interpersonal skills to engage with, influence and help others to accept change.
- Practice how to overcome resistance to change from others in a safe environment.
- Lead change, facilitating and maximising the effectiveness of your project team.
- Deploy a comprehensive Change Management toolkit which enables you to win commitment to your project in a format that seamlessly integrates with the Lean Six Sigma DMAIC approach

For complete details of Facilitating and Leading Change visit
<https://lean-six-sigma.training/change-management>

Module 3: Data Driven Insights and Decisions [4 days]



The ability to use data correctly and confidently to gain business insights, influence stakeholders and drive sound decision making is an essential skill in today's organisations. This programme provides a comprehensive set of tools to enable these requirements.

This is a hands-on course and you will need a copy of Minitab software. Data sets relevant to multiple environments are provided for the training.



In this course you will discover how to:

- Select and operationally define the right measures
- Validate and improve the measuring process so the data can be trusted
- Plan the data collection using the appropriate sampling approach
- Turn the data into information using statistics and graphs
- Use control charts to visualise and understand process behaviour
- Analyse data using graphical and statistical analysis – hypothesis testing and regression analysis

For complete details of Data Driven Insights and Decisions visit:
<https://lean-six-sigma.training/data-driven-insights-and-decisions>

Module 4: Strategic and Operational Improvements [2 days]



The Strategic and Operational Improvement programme is a core element of the Business Black Belt certification programme. It equips the Business Black Belt to influence the way Continuous Improvement is deployed and embedded across the organisation.

The two-day programme comprises two sub-modules:

Day 1: Value Stream Mapping

The objective of the one-day Value Stream Mapping Programme is to enable Business Black Belt delegates to understand what Value Stream Mapping (VSM) is, why it's such an important enabler for organisational transformation, and how to apply it along with other aspects of Lean Thinking to identify and eliminate waste across the end-to-end process in order to improve flow and reduce cycle times.

Day 2: Leading Continuous Improvement

The objective of this one-day programme is to introduce the wider aspects of leading and establishing a continuous improvement culture in an organisation. It builds on an understanding of Lean Six Sigma principles to cover how leaders create the right working environment, how to encourage a focus on doing the right work (including strategic alignment), and the leader's role in improving how the work gets done. In particular, it takes a look at Lean Management Systems and how to conduct a CI Maturity Assessment

For complete details of Strategic and Operational Improvements visit: <https://lean-six-sigma.training/strategic-and-operational-improvement>

Module 5: ICAgile - Business Agility Foundations [2 days]



This practical Business Agility accelerator workshop is designed to help you to speed up your business, to focus on what's important, reduce waste and red tape, and most importantly, deliver value to your business and your customers.

Our unique program offers leaders at all levels, an intense, strategic appreciation of Business Agility and the ingredients to create an agile organisation that is responsive to value creation in a disruptive environment.

Created and delivered by world-class facilitators, our immersive remote training experience will take you and fellow delegates on a journey through grasping the need for Business Agility, creating purpose-driven organisations, developing new ways of thinking and behaviours, and exploit the latest frameworks, tools, and techniques to get you there. You will leave the course fired up and ready to help your organisation to transform. Essential for leaders of today and tomorrow to jump start learning how to thrive in uncertainty and create organisational success.

On completion of this course you should be able to demonstrate:

- Setting the scene for Business Agility
- The pervasive mindset and culture that Business Agility needs to flourish
- How to define your customer(s) and how you add value to them
- How to embrace the unknown and treat everything as an experiment
- How to use value stream maps, Kanban values, principles and practices, lean thinking to eliminate waste and create space for innovation

For complete details of ICAgile – Agility Foundations
visit: [https://lean-six-sigma.training/ic-agile-business-agility-
foundations](https://lean-six-sigma.training/ic-agile-business-agility-foundations)

Module 6: Introduction to Innovation and Design [1 day]



As business change practitioners, we often find that improving existing products, processes and services is not sufficient to meet our business or customer performance goals. Instead, we need to innovate and create something for the first time - designing and doing so quickly and without using lots of resource.

This 1-day programme introduces you to a range of core concepts and tools that are frequently used in the design space, either as part of a Lean Six Sigma approach or during a Design Thinking based project. The programme familiarises you with an additional and complementary set of tools and techniques that support highly effective and rapid innovation.

This course includes:

- Customer segmentation
- Analytical Hierarchy Process
- Personas, Empathy maps & Customer Journeys
- Iterative development & prototyping
- Connecting to Lean Six Sigma
- DMADV and other methodologies [IDOV, DfSS, CDOV, etc]
- Pugh Matrix
- Net Promoter Score

For complete details of Introduction to Innovation and Design visit: <https://lean-six-sigma.training/innovation-and-design>

Module 7: ICAgile – Agile Fundamentals [2 days]



Agile Fundamentals (ICP) is an industry-recognized credential that demonstrates an understanding of the Agile mindset, values, principles, and foundational concepts. Professionals are grounded in what it means to “be agile while doing agile” and achieve organizational agility without specific focus on any single agile methodology or framework (i.e. Scrum, Kanban, XP, DSDM, SAFe, etc.).

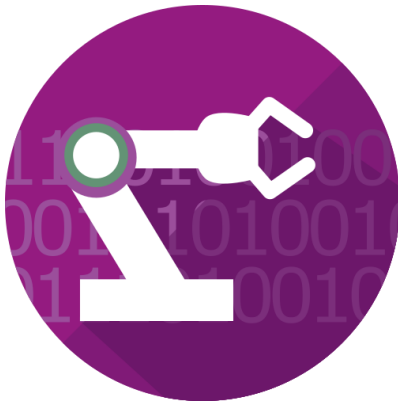
To succeed with Agile approaches, teams and organizations should focus first on “being agile” as a foundation for success in “doing agile.” ICAgile’s fundamentals learning outcomes delve into key concepts such as adaptive planning, value-driven development, team collaboration and frequent feedback for continuous improvement. They also cover the history of the agile movement, the Agile Manifesto, the Agile Principles, and some widely applied frameworks and practices. Course participants come away with a solid understanding of core concepts as they prepare to embark on their Agile journey.

Featured outcomes include:

- Origins of Agile
- Establishing the Agile Mindset
- Creating Shared Understanding
- Incremental Development
- Customer and User Involvement
- Product Adaptation

For complete details of ICAgile - Agile Fundamentals visit: <https://lean-six-sigma.training/ic-agile-agile-fundamentals>

Module 8: Continuous Improvement for Process Automation [1 day]



This one-day programme shows, through practical application, how state-of-the-art techniques in business process automation using Robotic Process Automation (“RPA”) can be applied.

This is a fast-moving field which has exploded in the last few years and is peppered with expensive and sometimes painful learning experiences for organisations carrying it out. This programme

distils this experience into a digestible form and provides key learning to grasp the potential of these systems and how to apply them.

In typical Catalyst style, this practical course will enable delegates to consider how, when and where the application of RPA would be most relevant in their organisations. The course draws on several real-world case studies.

The course demonstrates how the application of CI tools is highly relevant in a robotic process environment.

In this course you will discover:

- A vital grounding in the principles and practice of RPA and how it can help your organisation become more efficient and effective.
- How to separate the reality from the hype by understanding where to apply this approach so that it makes sense and provides benefit, rather than making a process worse through unintended or unforeseen outcomes.
- How to mitigate against some of the more common and expensive issues that can compromise your RPA programme.
- The connections between RPA and Continuous Improvement so efforts in both are aligned and mutually supported, delivering value that benefits the organisation and its customers.

For complete details of Continuous Improvement for Process Automation, visit:

<https://lean-six-sigma.training/continuous-improvement-for-process-automation>

Why Choose Catalyst?

About Catalyst

Catalyst focuses on Lean Six Sigma, Lean Thinking, Process Management, Agile, Culture Change and Business Transformation, offering a wide range of products and services which can be tailored to your requirements. We always seek to work in partnership with our customers with an overriding aim of transferring skills and expertise. At Catalyst, we have a unique approach to working with our clients in helping them achieve business excellence. We believe in:

- **Customer Focus** – we always aim to transfer skills and enable results for our customers
- **Integrity, Honesty and Trust** – we are open, transparent and honest in all business transactions
- **Our training delivery** – we make our training engaging, relevant and fun to achieve the outcomes our clients need
- **Teamwork** – we focus on engaging people to work together, something that is strongly rooted in all of the Catalyst team

Our Team

We at Catalyst are a group of highly experienced consultants and trainers who share a common set of values that guide our thinking and the way we engage with our customers. At the heart of our service is a strong capable and talented team of people with practical, real-life experience. [\[Read more...\]](#)

Our Clients' View

In 2020 we celebrated our 25th anniversary, our success is built on our reputation.



Catalyst Consulting

Reviews 120 • Excellent



4.8 ⓘ

✓ VERIFIED COMPANY

<https://uk.trustpilot.com/review/catalystconsulting.co.uk>

How to Book

Dates & Prices for Open Classroom Courses

For up-to-the-minute details of our Business Black Belt Programme, including forthcoming course dates, prices, study options and pathways simply visit our website and try our interactive booking tool. Just choose your preferred start date and entry point and we'll create a course schedule tailored to suit your needs.



Group Discounts for In-Company Training

For groups of four or more delegates, we are delighted to offer our Business Black Belt as an in-company training programme. We will work together with you and your team to find the best combination of dates, modules and delivery modalities for your specific requirements.

Our team is waiting to help you discover how Catalyst can assist your business, so just get in touch. We can be contacted via our [online course enquiry form](#) or using the details below:



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