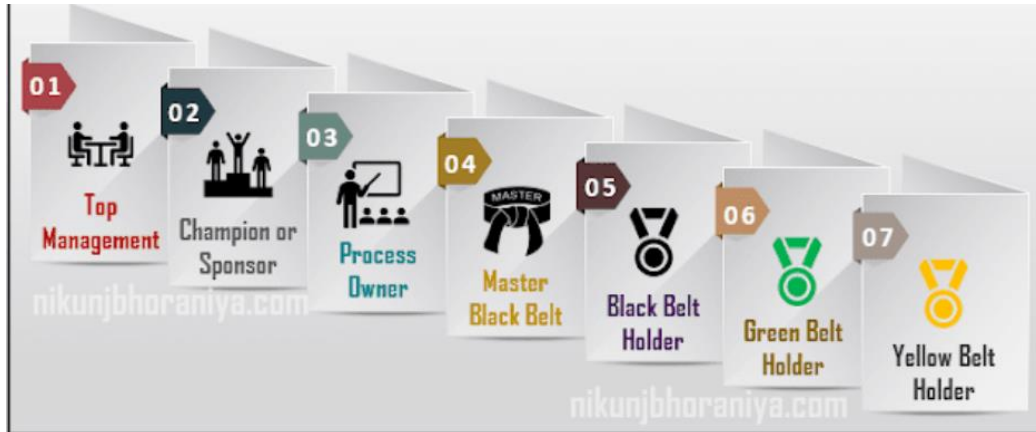


### **Six Sigma Roles and Responsibilities**



#### **Executive Leadership**

*Six Sigma is a Top driven initiative. Successful implementation of the Six sigma program within the organization lies in the hands of the Executive Leadership of the company. Executive leadership comprises of the members from the senior management. This team sets the direction and priorities for the process improvement initiative within the organization.*

*In fact the success of the Six sigma methodology in Motorola and General Electricals can be attributed to the fact that the chief executives Bob Gavin and Jack Welsch were able to convince the senior management team on the importance of Six sigma methodology as a tool to achieve business objectives and take them along in the journey towards excellence.*

*Arranging for corporation wide training in Six sigma concepts, Integrating Performance Management system of the organization with the Six sigma initiative and robust system for recognition and rewards were also the main contributing factors for the success*

#### **Champions/ Sponsors/ Process Owners**

*Six sigma champions are typically members from senior management who have the responsibility of identifying the projects for improvement and for aligning them to the strategic direction and the goals of the organization.*

*Champions are trained in the core concepts of six sigma and deployment strategies used by their organization. With this training, six sigma champions lead the implementation of the six sigma program in their own functional areas. They are responsible for the finalization of the project, project leader and the project team in consultation with the Master Black Belt.*



*Champions are also responsible for removing any bottlenecks in executing the projects, for providing resources and administrative support to the project. They also liaise with the cross functional departments for smooth running of the project. Champions are also called as Sponsors. In some organizations the champions are also the process owners who are responsible for the process improvements in their departments.*

### **Master Black Belts**

*Master Black Belts provide the technical leadership and guidance for the Six sigma initiative in an organization. If the organization does not have any internal talent, it can hire an external consultant to start with and then can groom an internal person for taking up this role. Usually the Head of Process Quality or Head of Continuous Improvement can be groomed for this role.*

*Master Black Belts help the Champions to select the right projects, project leaders and the team members by offering valuable tips from the Six sigma methodology point of view. They co-ordinate all the Six sigma projects taken up in the organization. They mentor and guide the project leaders and teams in the selection and application of the right Statistical and lean tools. They arrange for periodic review with the Executive Leadership to apprise them about the progress of the project*

## **Six Sigma -Belt Certification Levels**

### **Black Belts**

*Six sigma black belts are usually middle level managers who have good leadership skills. They are trained in the application of complex statistical tools and are hence equipped well to solve complex technical problems using Six sigma methodology. They also can take up projects needing co-ordination and support from inter departmental teams.*

*Black belts typically take up projects resulting in significant financial savings and customer satisfaction. Black belts are encouraged to mentor and co-ordinate multiple green belt and black belt projects. Black belts are coached by the master black belt to acquire this skill. Black belts will be very effective in full time role in Project guidance and mentoring. Usually 4-6 days of training is given to the Black Belts.*

### **Green Belts**



*Green belts are usually members of the lower management like senior engineers or Assistant managers. They have lesser work experience and have lesser exposure in statistical tools when compared to the Black belts. They can lead a small independent project in their own department or can assist a Black Belt by becoming a member of a Black belt project team. Their role is part time in a Six sigma project and usually spend around 30-40% of their time in Six sigma project activities. Usually 3-4 days of training is given to the Green belts.*

### **Yellow Belts**

*Yellow belts are usually the supervisors/senior workmen who are trained on the basic aspects of Lean Six sigma, especially on the Overview, Define, Measure and Control phase of Six sigma. They are normally the members of the Green / Black belt project teams and help in collecting accurate data from the process during the Measure phase and to closely monitor and control the critical inputs and the outputs in a Six sigma project, after the improvement is completed*