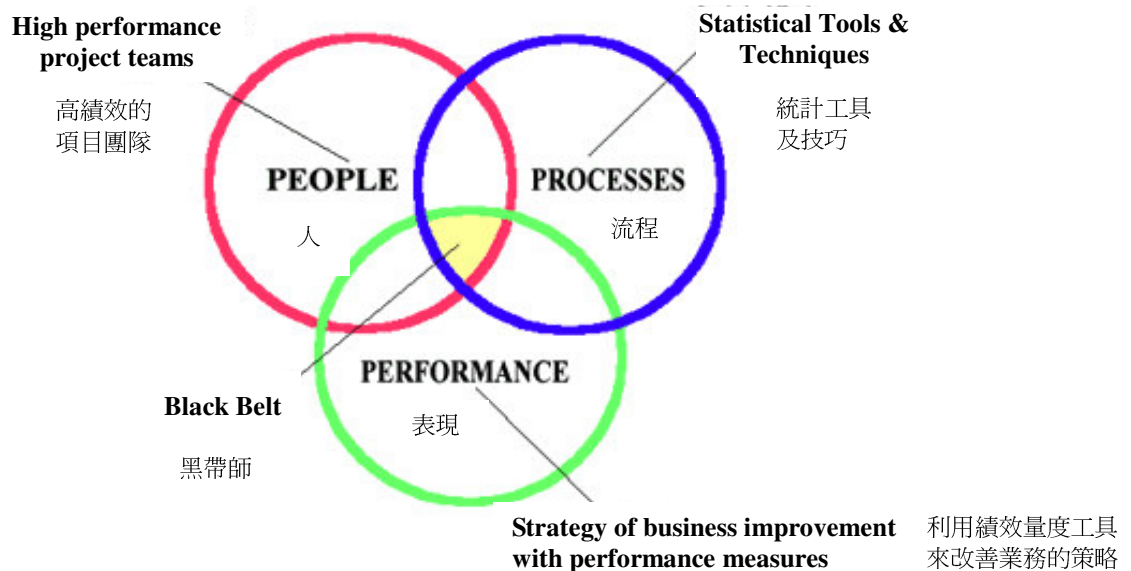


Certified Six Sigma Black Belt Workshop – 8th & 9th Intakes

認可六西格瑪黑帶工作坊



GE's 4,000 Black Belts completed nearly 37,000 quality-improvement projects. The company announced that the effort added more than 2 billion to the company's bottom line".

「通用電氣 4,000 名黑帶師完成差不多 37,000 項品質改善項目。該公司指出，員工所付出的努力，為公司額外帶來 20 億美元的純利。」

"More than \$800 million in savings from its Black Belt efforts has been recorded. Companies like Sony, Shimano, Nokia, Toshiba and American Express make similar claims".

「由於黑帶師的努力，令公司節省逾 800 萬美元。此外，其他公司如 Sony、Shimano、Nokia、Toshiba 及 American Express 亦作出類似的聲明。」

"A Black Belt can save up to \$400,000 per project and return that to the company. They can save the company up to \$1.5 million per Black Belt".

「一名黑帶師能為每項計劃節省多達 40 萬美元，並將之回饋給公司。因此，每位黑帶師能為公司節省高達 150 萬美元。」

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香港六西格瑪學會
Six Sigma Society of Hong Kong

香港工業工程師學會
INSTITUTE OF INDUSTRIAL ENGINEERS
(HONG KONG)

Hong Kong Productivity Council
香港生產力促進局



Certified Six Sigma Black Belt Workshop – 8th & 9th Intakes

認可六西格瑪黑帶工作坊

~~~ Opportunity for achieving cost saving of at least \$750,000 ~~~

~~~ 至少可節省 75 萬元成本 ~~~

Background 背景

Originated at Motorola in the early 1990s, “**Black Belt**” signifies individuals possessing special expertise in statistics and product/process improvement. Motorola uses the term “**Black Belt**” to describe “an individual who has developed a synergistic proficiency between his or her technical discipline and the **Six Sigma** strategies, tactics and tools”.

六西格瑪由摩托羅拉公司於 1990 年代初提出，而「黑帶師」更突顯其個人在統計學及產品／流程改善方面具備特別的專長。摩托羅拉公司利用「黑帶」這個詞彙來描述那些「具備能夠將自己的技術領域與六西格瑪策略、方法和工具取得協同效果的人士」

“**Black Belts**” are at the core of every **Six Sigma** implementation. Success and failure of the **Six Sigma** project implementation depend highly on the competency of a “**Black Belt**”.

「黑帶師」是推行六西格瑪的核心關鍵。「黑帶師」的能力，足以影響六西格瑪項目的成敗。

Objectives 目標

To develop candidates into competent Black Belts.

令學員成為幹練的黑帶師。

To equip candidates with the necessary management skills to lead and coach Six Sigma teams on improvement projects.

讓學員裝備所需的管理技巧，使其能利用「教練」(coach)技巧，領導六西格瑪團隊執行改善項目。

To develop candidates into internal “*change management*” consultants.

令學員成為企業內部的「變革管理」顧問。

About Your Expert Facilitator 有關專業促導員

Dr. John Man is a well-known Certified Management Consultant and a Master Black Belt trainer. Since 1999, Dr. John Man has facilitated the deployment of Six Sigma and facilitated teams that were instrumental in achieving more than \$75 million dollars in 5 different organisations. Dr. Man has conducted a series of Six Sigma training in Hong Kong, including Awareness (4 rounds), Green Belt (10 rounds), Black Belt (8 rounds) and Six Sigma Deployment (12 rounds). Overall over 1000 people have been trained by Dr. John Man.

Dr. John Man 是一位知名的認可管理顧問，並且是黑帶大師的培訓師。自 1999 年起，Dr. John Man 一直致力推動應用六西格瑪，並帶領團隊替五家不同機構節省逾 7,500 萬美元。Dr. Man 曾在香港舉辦一系列的六西格瑪培訓課程，包括認知課程（4 次）、綠帶課程（10 次）、黑帶課程（8 次）及六西格瑪執行課程（12 次），至今曾參與 Dr. John Man 培訓課程的人士逾 1,000 人。

Target Audience 目標對象

Managers, Senior Executives and those who wish to become Six Sigma Black Belts.

管理人員、高級行政人員及有意成為六西格瑪黑帶師的人士。

Venue and Schedule

(1) 8th Intake – Hong Kong (1/F., HKPC Building, 78 Tat Chee Avenue, Kowloon Tong, HK 九龍塘達之路 78號生產力大樓一樓)

Wednesday to Saturday: 14:30 – 17:30 (Wednesday): 09:30 – 17:00 (Thursday to Saturday)

Thursday to Sunday: 14:30 – 17:30 (Thursday): 09:30 – 17:00 (Friday to Sunday)

| | | | |
|----------------------|-----------------------|---------------------|--------------------|
| Module One: | 16 – 19 November 2005 | Module Four: | 15 – 18 March 2006 |
| Module Two: | 14 – 17 December 2005 | Module Five: | 10 – 13 May 2006 |
| Module Three: | 12 – 15 January 2006 | | |

(2) 9th Intake – Dongguan (Dongguan Productivity Center, 4/F., Jinao Garden Hotel, 33 Dongcheng Road, Dongguan City, Guangdong Province, PRC 廣東省東莞市附城東城大道金澳花園酒店四樓)

Wednesday to Friday: 10:00 – 17:30 & Saturday; 10:00 – 13:00

| | | | |
|----------------------|----------------------|---------------------|---------------------|
| Module One: | 18 – 21 January 2006 | Module Four: | 5 – 8 July 2006 |
| Module Two: | 8 – 11 March 2006 | Module Five: | 23 – 26 August 2006 |
| Module Three: | 24 – 27 May 2006 | | |

Workshop Content 工作坊內容

Module One – Six Sigma Infrastructure and Logistics 第一單元：六西格瑪基礎設施及後勤支持

This module addresses the fundamentals of the Six Sigma methodology. The aim of this module is to enable the participants to accept the need for making improvements to strategic level processes and assess the need for embarking on significant projects for improving organisation competitiveness.

- ▣ Fundamentals of Six Sigma Quality Improvements.
- ▣ Effective Leadership of projects.
- ▣ The need for measurements.
- ▣ Understanding the Voice of Customer.
- ▣ Financial Planning.

Module Two – Define and Measure 第二單元：確定及測量

This module aims to commence the diagnostic journey for making improvements. The participants will learn how to measure the current process capabilities and validate measurements in order to accurately define the problem or opportunity for making improvements.

- ▣ Process characteristics and definition.
- ▣ “Baselines” and first-level metrics.
- ▣ First-level cause analysis and impact assessment.
- ▣ Timelines and urgency management.
- ▣ Process mapping and “bottleneck” analysis.
- ▣ Input, process and output measurements.
- ▣ Gauge R & R analysis.
- ▣ Analysis of Variance (ANOVA).
- ▣ Stratification and first-level vital cause analysis.
- ▣ Project targets and containment actions.

Module Three – Analyse, Experimentation and Testing 第三單元：分析、實驗及測試

This module aims to commence the remedial journey of the Six Sigma improvement project. The participants will learn the methods for confirming the critical ‘root’ causes, develop innovative solutions and develop implementation plans for testing the statistical solutions.

- ▣ Fundamentals of Cause and Effect analysis.
- ▣ Correlation techniques for “root” cause confirmation.
- ▣ Hypothesis testing and validation of “root” causes.
- ▣ Fundamentals of experimentation.
- ▣ Creative solution development - “I AM WISE principle”.
- ▣ The search for solutions and evaluation.
- ▣ Contingency planning for solutions with FMEA and PDPC.
- ▣ Design of Experiments – Taguchi methods.
- ▣ Level 2 and Level 3 factorial designs.
- ▣ “Implementation plan” and effect confirmation.

Module Four – Improve 第四單元：改善

This module aims to consolidate the impact of the tested statistical solutions. The participants will learn how to record the comparisons and assess the impact of the project. The confirmed solutions are checked and validated for practical implementation.

- ▣ Assessment of implemented solutions and comparisons.
- ▣ Overcoming “resistance to change” and measuring benefits.
- ▣ “Roll-Out” solution plan to manage change.
- ▣ Making solutions “stick” and mistakes proofing.

Module Five – Control 第五單元：控制

This module aims to provide the methods and approaches to enable the participants to wrap up the project and review the performance of the team. The participants will learn how to make convincing presentations and make the final submission of projects. The lessons learned are used to develop a new plan for the next project.

- ▣ Opportunities of replication and standardisation.
- ▣ Review and modifications of a “pilot” run.
- ▣ Team performance appraisal and evaluation.
- ▣ Review of “Storyboard” projects.

Workshop's Information

| | |
|-------------------------------|---|
| Mode of Teaching | Lecturing, group discussion, games, examination & project assignment.
(Please be reminded to bring a notebook computer for the Workshop - specification: CD ROM/USB Port enabled/Word & PowerPoint applications . Preferably Windows 2000 or above). |
| Language | The workshop will be conducted in English. |
| Certification Criteria | <ul style="list-style-type: none">■ Successfully complete the Black Belt Workshop (all modules).■ Successfully complete the implementation of at least 1 Black Belt project.■ Achieve over 60% or over in the examination.■ The completed Black Belt project should enable the organisation to achieve between 3 – 4.5 sigma in a critical process that impacts on the organisation's business objective and / or achieve audited cost savings of at least HK\$750,000.■ Reduce the Defects Per Million Opportunities (DPMO) in a critical process by at least 50%. |
| Certification Body | International Academy for Quality Certification (IAQC). Members of the Board of Councillors in the IAQC include Dr. John Man (SPI), David Hutchins (DHI), Donald Dewar (QCI) and Dr. Dallas Blankenship (WCTQ). |
| Project Assessment | Candidates are required to complete a Six Sigma project within their respective organisations under the guidance of a Master Black Belt, Dr. John Man during the workshop. The project should be ready and presented to the management at the end of the workshop. |
| Fee | HK\$34,500/RMB36,600 (including Black Belt Certification, lunch and CD ROM). |
| Application Deadline | 9 November 2005 - Hong Kong / 11 January 2006 - Dongguan |
| Enquiries | Mr. Alan Kam (Tel: 27886215 Fax: 27885011 Email: alankam@hkpc.org)
Mr. Ricky Cheng (Tel: 27885017 Fax: 27885011 Email: rickyche@hkpc.org)
Ms. Juliet Zhu (Tel: 769 2021913 Fax: 769 2021911 Email: julietz@dg.hkpcprd.com) |



Hong Kong
Productivity Council
香港生產力促進局

Enrolment Form

(*Please delete whichever inappropriate)

1. Course / Seminar Certified Six Sigma Black Belt Workshop

Course Code (1) Hong Kong (40032649) Fee (1) HK\$34,500 Duration (1) 16.11.2005 – 13.05.2006
 (2) Dongguan Fee (2) HK\$34,500 / RMB36,600 Duration (2) 18.01.2006 – 26.08.2006

2. Name (English) (Mr/Mrs/Ms*) 姓名 (中文) (先生/女士/小姐*)

Mobile/Pager _____ E-mail Address _____

3. Organisation _____

Position _____

Mailing Address _____

Tel. (Day) _____ (Night) _____ Fax _____

4. Payment Method
Enclosed is my cheque of HK\$_____. Cheque No._____. (The cheque has to be crossed and made payable to the "Hong Kong Productivity Council.")

Signature: _____ Date: _____

**** For cheque payment, please send the cheque for the appropriate fee with this completed form to Productivity Training Institute, 3/F., Hong Kong Productivity Council, HKPC Building, 78 Tat Chee Avenue, Kowloon Tong, HK. (Attn: Ms. Shirley Chan)**

**** For reservation (if applicable), please fax the completed form to (852) 2788 5011.**

IMPORTANT NOTE:

Ref: 9.9.05

1. Course fee must accompany this form (or its photocopy), otherwise enrolment may be rejected.
2. HKPC has adopted a Personal Data (Privacy) Policy. Information about the policy is available at HKPC enrolment counters for collection. You may also contact our Personal Data Controlling Officer for further details.
3. Applicants are encouraged to pay by credit cards, EPS or cheques, if possible. Amount received will be imprinted. Cheques are subject to bank clearance.
4. Enrolment fee is **not refundable** unless HKPC is notified in writing of your withdrawal **at least 5 working days** before the course commences. A handling charge of HK\$200 will also be levied.
5. An applicant may, subject to approval from HKPC, nominate a person to attend the course on his/her behalf.
6. HKPC reserves the right to reject any application in any circumstances and for whatever reasons. Payment of fees should only be construed as conditional acceptance of application.
7. HKPC reserves the right to change the contents, venue and / or time as necessary.
8. Classes in the morning, afternoon or evening will be cancelled if typhoon signal No. 8 or above OR black rainstorm warning is still hoisted after (or is announced by the Hong Kong Observatory to be hoisted at/after) 6:00 a.m., 11:00 a.m. and 4:00 p.m. respectively. Participants will be notified when the class will be made up as soon as possible.