

JURAN'S SOLUTIONS FOR THE DEFENSE INDUSTRY AND GOVERNMENT AGENCIES

Enabling Organizations to Achieve Sustainable Breakthrough Results

Juran's Breakthrough Services

Your organization can acquire world-class expert *guidance, analysis, training, and on-going* support from the global resources of Juran Institute in the following areas:

- Enterprise Assurance
- Business Process Improvement
- Innovative Design for World Class Services
- Lean Six Sigma Integration
- Rapid Improvement (Blitz Teams)
- Six Sigma® Breakthrough for Improvement (Transactional Processes)
- Six Sigma® for Health Care
- Reducing the Costs of Poorly Performing Processes
- Strategic Deployment
- Quality Improvement for Health Care™

About Juran Institute

There are many ways to describe breakthroughs in organizational performance. Our clients regularly achieve results like these:

- A 5-percent gain in market share
- A 25-percent decrease in operating costs
- A 15-percent increase in profits
- A 50-percent cycle time improvement

If your organization has similar goals, Juran Institute can help. A pioneer and world leader in managing for quality, we are known world-wide for research, consulting, and training that enables organizations to



break-through ('brAk-'thru):

1. An act of overcoming or penetrating an obstacle or restriction.
2. A dynamic, decisive movement to a new higher level of performance

increase product and service quality, streamline business processes, reduce costs, and heighten their competitive edge.

Our Professional Staff

Juran Institute is a group of experienced consultants and instructors with diverse backgrounds. The consulting staff includes specialists in particular industries or certain types of consulting activity. They consult and train in several languages including English, French, Mandarin and Spanish. They are supported in their work by a wide array of instructional materials—some of which are works by quality pioneer, Dr. Joseph M. Juran (*Juran's Quality Handbook, Juran on Leadership for Quality, Managerial Breakthrough, Designs for World-Class Quality, etc.*).

SOME OF OUR SERVICE CLIENTS HAVE INCLUDED:

Atomic Energy Canada	NOKIA Mobile Phones
Anthem Blue Cross Blue Shield	Sentara Health
AT&T	Sisters of Providence Health System
Bayer Health Care	Southwestern Vermont Healthcare
CNA Risk Management	Sutter Health
CSC	Time, Inc.
Deutsche Bahn	Telus Communication
GE Capital	University of Connecticut
JD Irving	Unilever Best Foods
Los Alamos National Labs	Unisys
Methodist Hospital	US Customs Service

Juran Training and Consulting Solutions

Juran Institute has been recognized for over 25 years as a leader in the implementation of Breakthrough Improvement Initiatives. Our clients are from a wide range of industries and vary in size from mid-size organizations to some of the largest organizations in the world; from those who want to gain market share through performance excellence, to those who want to maintain market share through continuous improvement.

Juran Institute offers customized, flexible solutions by staying focused on our client's

“All improvement takes place project by project ... and in no other way.”
Dr. Joseph M. Juran

needs. Our ability to assist our clients in achieving sustainable breakthrough results within their organization is fundamental to our philosophy.

If your organization is contemplating the implementation of Breakthrough Initiatives, if you have attempted to implement unsuccessfully, or if you have failed to see the results that others may have promised, please contact us. We will be happy to help you understand what it takes to reap the benefits of performance improvement and to achieve sustainable breakthrough results.

Knowledge Transfer

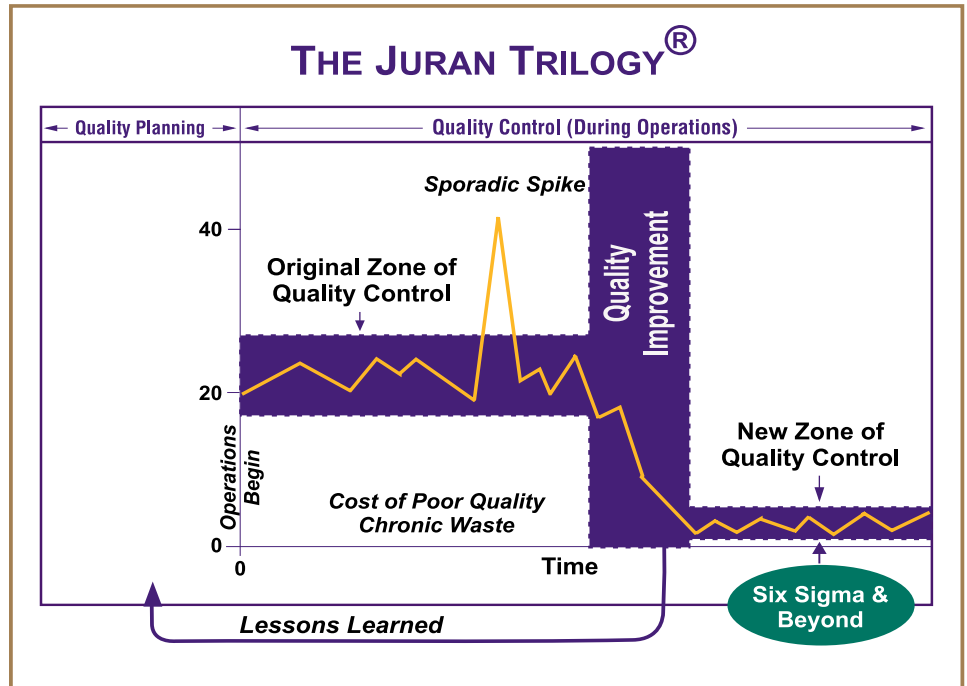
Planning for your self-sufficiency is part of every Juran engagement. The process improvement and problem-solving steps we use are clear, transferable, and applicable to the wide-ranging issues organizations face.

The essential end product of our analysis, our training and our consulting is that, as each new consulting engagement draws to a close, your people are fully prepared to move forward using our methods, practices, and tools in your business.

Our training is tailored as needed to mesh with your organization’s culture, training objectives, and overall strategy. We teach your people how to teach. They benefit from the knowledge and know-how of our quality practitioners. All of our consultants are practicing professionals who help your trainers become mentors to others.

Coaching, Certification and Consulting Services

Organizations that have made performance excellence central to how they do business invariably ask themselves, “What’s next?”



The question is deceptive in its simplicity, but we stand prepared to help clients answer it by providing on-site or virtual support with process and system assessments, consulting and implementation services that are at the cutting edge:

- Certification of Leaders, Green Belts and Black Belts
- Root cause analysis of tough, hard-to-solve problems
- Improvement system design and implementation
- Training and coaching to improve product design
- Best Practice Benchmarking

Training Solutions

Our professional training materials have superior academic and professional credentials in addition to extensive industry experience. They deliver quantifiable value to organizations by enabling clients to learn

the techniques to measure the financial results of their customer-focused initiatives. Through licensing, we can provide our leading-edge materials at a cost effective option, giving your trainers materials on demand. Call our Product Specialists for more information.

“...Serious and widespread quality problems exist throughout American medicine. These problems...occur in small and large communities alike, in all parts of the country, and with approximately equal frequency in managed care and fee-for-service systems of care...Very large numbers of Americans are harmed as a result...”

IOM Roundtable

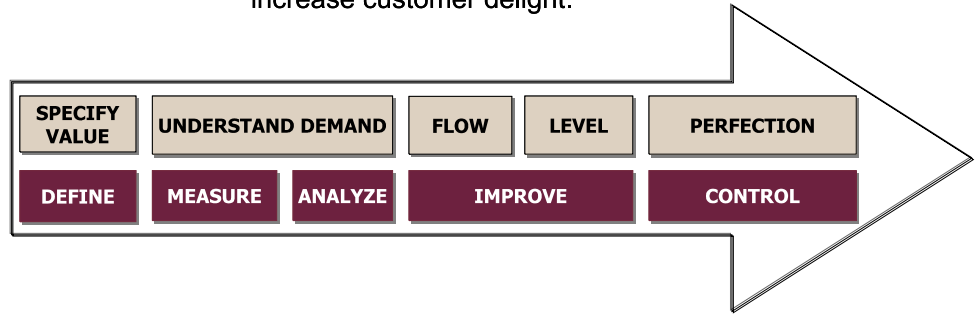
Six Sigma® Breakthrough Improvement

DMAIC (Define, Measure, Analyze, Improve, and Control) Manufacturing Six Sigma Breakthrough Improvement is for those who work in production processes which directly transform raw materials or semi-finished goods into a final physical product (goods). Examples of these processes include chemical processes (distilling, reducing, etc.), forming, molding, heat treatment, melting, casting, surface treatment, finishing, assembly, testing, etc.

DMAIC (Define, Measure, Analyze, Improve and Control) Transactional Processes is for those who work in processes which transform the state or condition of information-related things (inventories, data, and information) into another state or condition. Examples of these processes include transporting, installing, repairing, selling, purchasing, subcontracting, warehousing, invoicing, billing, human resources, banking, insurance, transportation, health care, hospital-ity, government, etc. These processes are information-driven, not always repeatable, and highly adaptable.



Lean Six Sigma: An approach to integrating the power of Six Sigma Tools and Lean Enterprise Tools which can be applied within an organization to create the fastest rate of improvement, maximize shareholder value and increase customer delight.



Innovative Designs For Six Sigma®

Organizations around the globe are moving quickly past a corrective operational mindset to a preventive one. Now they must also move from being preventive to becoming *innovative* in their product development in order to aggressively grow revenue, while continuing to minimize costs. In addition, as product lifecycles decrease, the need to reduce time to market becomes a competitive necessity. Innovative Design for Six Sigma (I-DFSS) enables your organization to achieve all of these.

Products can no longer be designed without understanding the drivers of product acceptance and the value the customer perceives. Product cost overruns, delayed product launches, missed market opportunities, and impractical designs carry greater penalties than ever before. It is becoming increasingly vital to “design it right the first time” in a timely, cost-effective manner.

More and more organizations are turning to Juran Institute for I-DFSS. This is not only because Design for Six Sigma is a proven methodology, but also primarily because it is rooted in Juran’s fundamental methodologies perfected over many years. Many leading practitioners acknowledge Juran Institute’s “*Designs for World-Class Quality®*” as the foundation for developing their innovation and creative design initiatives.

Lean Six Sigma Integration

Becoming Lean means eliminating waste in material flow and information while effectively managing variation of all processes. Deployment is highly successful by using proven tools, properly applying technology, getting things done systematically and quickly, and creating a high performance work environment.

Our Mission Is to Enable Our Clients to Attain Quality Leadership by Achieving Sustainable Breakthrough Results™

It will enable an organization to establish a Lean operating vision and support Lean objectives, link and rationalize existing initiatives as contributing to Lean, develop a deployment strategy for creating a Lean enterprise, make decisions that support

business processes to determine which ones need to be streamlined to focus on opportunities for rapid cost reductions. We use Six Sigma methodologies and tools to enhance the process performance and reduce process costs rapidly. We chal-

expedite, scrap, rework, proofread, check, etc. These costs typically amount to 20% to 30% of revenue and can be a source of great annoyance and difficulties to customers. Furthermore, they are often not revealed by traditional cost-accounting methods!

Our Cost of Poorly Performing Process Analysis presents senior management with a seldom-seen snapshot of their organization—what it costs when things go wrong, and what it costs to make things go right.

Strategic Deployment

The deployment of strategic goals is the conversion of goals into operational plans. This conversion requires careful attention to details: what actions need to be taken to meet these goals, who is to take these actions, what resources are needed, what is the planned timetable, and what are the milestones.

Deployment means subdividing the goals and allocating the sub-goals to lower levels in the organization and to cross-functional processes and project teams. The subdivision continues until it identifies who will take what specific actions and initiatives, and who will undertake what specific projects.

Once goals and operational plans to reach those goals are integrated and implemented, a “management instrument panel” or “balanced scorecard” is employed to measure performance against goals. These measurements provide information which enable management to decide which activity to reward, which to strengthen, which to adjust, and so on—in short, they enable management to manage.

We can help you deploy your strategy (even improve on it), and help create the scorecard and assure all elements of your strategy are linked together.



Lean from their functional role, organize teams to implement Lean principles, know the tools that Kaizen teams should learn, and champion a Lean effort.

Rapid Improvement (Blitz Teams)

Rapid Improvement Teams (RIT's) examine an organization's business processes to find opportunities that can occur rapidly for cost reduction, quality improvements, and customer satisfaction. By examining and redesigning business processes, waste, non-value-added activities, rework, and redundancies can be eliminated—quickly. Our Rapid Improvement methodology enables your organization to analyze

lunge existing procedures and practices in business processes to achieve significant improvements. The benefits include: cutting costs, fast; accelerating improvement; and transferring knowledge.

Reducing The Cost of Poorly Performing Processes

The Cost of Poorly Performing Process analysis identifies, with some precision, the often hidden, unnecessary costs of poor quality (cost of non-value added activities) in your organization.

The analysis reveals the sources of these hidden costs—costs to redo, repair,

Juran Institute’s Training Workshops

Breakthrough for Executives

Six Sigma Breakthrough for Executives is a one-day executive briefing on Six Sigma. It provides participants with the knowledge to create a more profitable, cost efficient, and performance-oriented organization based on the necessary tools and techniques presented by the practitioners who wrote the book on managing quality.

Six Sigma Breakthrough for Executives will guide you step-by-step through a series of management concepts and practices to achieve near perfection in all your processes.

In addition to exploring the leadership roles necessary to build and manage a successful initiative, this workshop offers a coherent, easy-to-implement framework for managing and strengthening your organization's competitive advantages.

Workshop Objectives

- Apply Six Sigma to increase shareholder value
- Understand how to strategically deploy Black Belts throughout your organization to lead the effort
- Integrate Six Sigma goals and projects into your current business plans
- Develop a deployment plan for your organization
- Understand the differences between Six Sigma Design (D-M-A-D-V) and Six Sigma Improvement (D-M-A-I-C)
- Select effective Champions and Black Belts

Session Topics

- How to Think About Six Sigma
- Executive’s Roles in Six Sigma
- Reducing the Costs of Poor Performance



- Six Sigma Improvement
- Design for Six Sigma
- Transactional Business Processes and Six Sigma
- Strategic Deployment of Six Sigma
- Training for Success
- Using Digital Tools to Drive Improvement

Who Should Attend

This workshop is ideal for executives with a desire to improve or accelerate their organization’s results.

Champion Training

A Six Sigma Champion manages, supports, defends, protects, endorses, maintains, and deploys an organization’s Six Sigma effort.

Six Sigma Champion is a two-day course which prepares an organization’s managers—at all levels—to deal with the

practical day-to-day human, structural, and technological issues which arise when initiating and maintaining a Six Sigma effort.

Participants will be able to understand the DMAIC cycle and tools. They will be able to organize projects and project teams and provide leadership and expertise.

Workshop Objectives

- Become familiar with Six Sigma
- Understand how it can be used to drive costs down, improve time-to-market, improve quality, and increase sales
- Realize what savings or benefits can be expected from Six Sigma and at what cost
- Play an active role in ensuring Six Sigma success
- Understand how to organize for successful implementation and motivate teams for Six Sigma

Our Techniques and Tools are Based on Over 60 Years of Research and Experience Helping Organizations Improve Their Performance Through Quality Leadership

Session Topics

- Introduction to Six Sigma as a Management System
- Six Sigma Breakthrough Methodology and Tools
- Strategic Deployment: Scorecard, Corrective Action
- Launching Six Sigma: Steering Committee, Creating Infrastructure, Communications—Internal Announcements, Selecting Projects, Champions, Green Belts, and Project Members
- Managing Six Sigma: Roles of Executives, Champions, Black Belts, and Green Belts
- Relationships of Champions and Executives; Black Belts and Middle and First-Line Supervision
- Lessons Learned: Pitfalls and How to Avoid Them or Recover from Them
- Human Resource Issues and Reward and Recognition

Who Should Attend

Anyone designated to select, lead, and take responsibility for improvement projects.

Black Belt Training

Black Belts are technical specialists selected to become on-site implementation experts of Six Sigma projects. Juran Institute's Six Sigma Black Belt Training consists of four, four-day training sessions. These training sessions span approximately 12 weeks.

Each participant is expected to identify and bring a project to work on during the course of the Black Belt Training. The participant's senior management must approve the project. This is a prerequisite for certification.

Workshop Objectives

- Implement the Six Sigma Breakthrough methodology
- Lead Six Sigma projects
- Use diagnostic tools and techniques in Six Sigma projects
- Support management in deploying Six Sigma
- Achieve significant results that impact the bottom-line
- Understand and focus on customer needs

Session Topics (Partial Listing)

- Juran Institute's Six Sigma Breakthrough methodology
- Measurement and Analysis tools
- Introduction to MINITAB
- Measuring Process Capability
- Measurement System Analysis
- Process Mapping
- Failure Mode, Effect and Criticality Analysis (FMECA)
- Testing for Attribute Data and Variable Data
- Mistake Proofing
- Self Control Plans

Who Should Attend

Anyone designated to select, lead, and take responsibility for improvement projects.

Green Belt Training

Green Belt training serves two purposes. First, it trains team members to function as part of an effective Six Sigma team; and second, it prepares them to lead projects and eventually become future Black Belts.

In this workshop, participants will learn when and how to use the Six Sigma tools. A statistical package will be used to help Green Belts carry out projects. This

unique eight-day Green Belt training program develops Green Belt or "Black Belt Lite" Six Sigma practitioners.

Deploy Six Sigma Green Belt projects to improve the overall productivity and profitability of your organization by identifying and resolving chronic problems and avoiding costly deficiencies.

Workshop Objectives

- Lead a Six Sigma project
- Conduct or participate in Six Sigma projects
- Apply Six Sigma tools in a real project using a statistical software package

Session Topics

- How to Think About Six Sigma
- Six Sigma Improvement Methodology (Define-Measure-Analyze-Improve-Control)
- Introduction to Probability and Statistics
- Calculating Six Sigma Metrics
- Project Selection and Project Charters
- Planning for Data Collection
- Measuring Project Y in $Y = f(x)$
- Pareto Charts and Stratification
- Process Mapping
- Determining Project X's in $Y = f(x)$
- Basic Statistics
- Improvement Tools and Techniques
- Designing Controls to Hold the Gains

Who Should Attend

Employees who have been selected to work on and lead Six Sigma projects. If desired, upon further training, these Green Belts may eventually become Black Belts.

Champions who wish to achieve competency in applying Six Sigma concepts and tools.

Wide Range of Training and Consulting Services Designed to Improve Overall Business Performance

Yellow Belt Training

Yellow Belts receive training that enables them to be good team members and support Green Belt and Black Belt projects. Yellow Belts will gather data, participate in problem solving and process mapping/management, and sustain the gains resulting from Six Sigma Projects.

Workshop Objectives

- Understand Six Sigma methodology
- Understand the roles of Six Sigma
- Learn the steps of DMAIC
- Lead Process Mapping and Analysis
- Apply your learning in a Case Study
- Learn significant team interpersonal skills
- Immediately apply DMAIC to job assignments

Session Topics

- What is Six Sigma?
- Roles of Champions, Black Belts, Green Belts, Yellow Belts, and team members?
- Learn the Phases and Steps of D-M-A-I-C
- Apply DMAIC to a Case Study
- Voice of the Customer and CTQ/CTP Identification
- Chartering
- SIPOC
- Identify and Define Ys and Xs
- Plan for Data Collection
- Process Mapping
- Cause and Effect
- Brainstorming
- Baseline Performance Characterization
- Introduction to Graphical Description and Analysis of Data
- Improvement Implementation Plans
- Feedback Loop
- Basic Control Charts (Attribute Data)

Who Should Attend

Employees who have been selected to work on Six Sigma projects and serve as team members. Employees who will be solving problems using process analysis techniques.

Design for Six Sigma Overview

Juran Institute's Innovative Design for Six Sigma (I-DFSS) is a proven, systematic methodology to design new products and services that meet customer expectations at a Six Sigma level.

Workshop Objectives

- Apply Six Sigma Design to increase shareholder value
- Understand how to strategically deploy Black Belts throughout your organization to lead the effort
- Integrate Six Sigma goals and projects into your current business plans
- Develop a deployment plan for your organization
- Select effective Champions and Black Belts

Upon completion of the Design for Six Sigma Black Belt workshop, participants will be able to:

- Implement DFSS methodology
- Use appropriate tools and techniques to design and produce a product at or near Six Sigma quality levels
- Support management in deploying DFSS
- Significantly reduce new product development cycle time and costs, while enhancing initial quality and customer satisfaction levels

Session Topics

- Design for Six Sigma methodology and introduction to design tools including design scorecards
- Financial impact of innovation
- Understanding, defining and quantifying customer needs

Who Should Attend

Managers and DFSS Black Belt candidates responsible for leading product development and innovation initiatives.

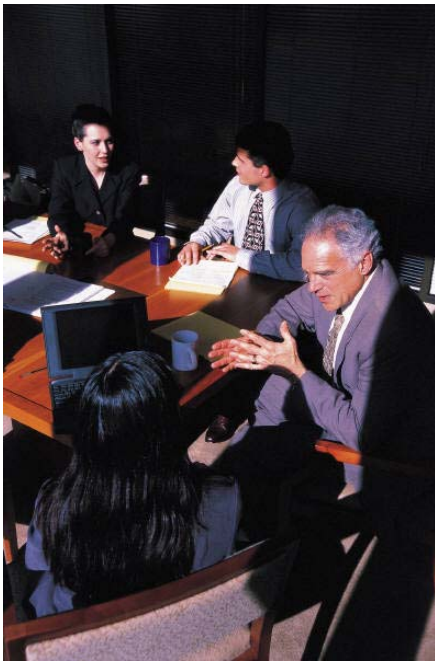
Executives and managers who are tasked with improving customer delight, satisfaction, and loyalty will also benefit from this workshop.

DFSS Black Belt

DFSS Black Belts are technical specialists selected to be experts in design projects. Training consists of four, four-day training sessions spanning up to 12 weeks.



Recognized Leader in the Deployment of Best Practices and the Effective Transfer of Knowledge to Our Clients



Workshop Objectives

- Implement the Design for Six Sigma methodology
- Lead Six Sigma design projects
- Use diagnostic tools and techniques
- Understand and focus on customer needs
- Achieve significant results that increase market share and bottom-line

Session Topics

- Business Challenges
- New Product Introduction (NPI) Definition
- NPI Core and Support Processes
- DFSS Definition
- DFSS and NPI Integration
- DMADV Training and Project Implementation

Who Should Attend

Managers or technical specialists assigned to lead product development and innovation initiatives.

Lean Master Training

Juran Lean Masters are specialists in Value Stream Management techniques who are selected to become on-site implementation experts of Lean Improvement projects. Juran Institute's Value Stream Management (VSM) Training consists of one, four-day training session, one successful, five-day Rapid Improvement Event (RIE) and co-facilitation of a second training and RIE set.

Each participant is expected to identify and bring a project to work on during the course of the VSM Training. This is a prerequisite for certification.

On completion of training, participants will be able to implement the Value Stream Management methodology, lead and use the Lean tools and techniques in Lean Improvement Projects, and support management in deploying Value Stream Management.

Workshop Objectives

- Learn how to implement the Lean Improvement methodology
- Lead Lean Improvement projects
- Learn the tools and techniques used in Lean Improvement projects
- Gain the knowledge to support management in deploying Value Stream Management
- Achieve significant results that impact the bottom-line

Session Topics

- Lean Introduction
- 5 S
- Lean Roadmap
- Lean Tools—Mistake Proofing
- Lean Tools—Quick Changeovers
- Lean Tools—Total Productive Maintenance
- Lean Current State—Value Stream Attribute Mapping (a Juran Exclusive)
- Lean Conducting Rapid Improvement Events
- Facilitating Lean Events

Quality Improvement Tools Training

The key to organizational effectiveness—even survival—is full-scale breakthrough improvement. What many have failed to understand is that the long-term success of their efforts requires more than supplying their project teams with a cursory knowledge of the quality improvement process.

Workshop Objectives

In this three-day workshop, participants will:

- Recognize when and how to use each tool in their improvement efforts
- Ensure that teams achieve rapid, effective diagnoses and remedies of problems
- Gain extensive knowledge of the most useful problem-solving tools
- Have all the tools they need to solve chronic problems quickly and completely
- Ensure organization not only increases customer satisfaction and revenues, but also reduces the cost of poor quality

Our Route to Quality is Shaped By Two Guiding Principles—Innovation and Excellence.

Session Topics

The introductory unit on problem-solving summarizes the framework within which the tools are used most effectively and offers participants a glossary of terms they will encounter during the training. Participants review:

- The definition of problem solving and the important distinction between control and improvement
- Three key elements of effective problem solving
- How to organize for process improvement
- The six major steps of effective breakthrough improvement
- Problem-solving pitfalls—How to steer clear of them

Ten Quality Improvement Tools

- Flow Diagrams—graphic representations of the sequence of steps needed to produce some output
- Brainstorming—a procedure for getting constructive and creative ideas from all members of a team
- Cause-Effect Diagrams—a way to organize theories about the causes of a problem
- Data Collection—means to gather the data needed for other tools
- Graphs and Charts—a broad class of tools used to summarize data
- Stratification—an analysis technique that helps pinpoint the location or source of a quality problem
- Pareto Analysis—a tool that helps a quality improvement team establish priorities
- Histograms—pictures of the distribution of a set of measurements
- Scatter Diagrams—charts that help us see the relationship between two variables



- Box Plots—data-summary tools that are especially useful when working with a small sample of data or when comparing many different distributions

Benefits to the Participants

- Acquire the advanced problem solving tools essential to achieving significant and ongoing organizational quality improvement
- Gain the skills required to provide the training necessary to address more challenging quality problems
- Have full command of the tools critical to building and sustaining customer satisfaction
- Contribute to their organization's long term profitability and success

Benefits to the Organization

- Supply teams with the tools critical to the continued success of their quality improvement effort
- Build a cadre of team leaders, facilitators, trainers, and team members equipped with the knowledge of when and how to use the 10 problem solving tools in the quality improvement process

- Improve overall productivity and profitability by identifying—and resolving—chronic quality problems and avoiding costly deficiencies
- Enhance customer relationships by demonstrating their commitment to meeting—and exceeding—customer needs

Benefits to the Customers

- Products and services that not only satisfy their needs, but exceed their expectations
- Improved cycle times and on time delivery
- More efficient communications and problem resolution

Who Should Attend

Facilitators, quality leaders, project team leaders and project team members. Participants begin this three-day workshop with an overview of the problem solving improvement process. They then spend the balance of the workshop examining each of the quality improvement tools. To ensure participants fully grasp what they have learned, they demonstrate their mastery of the tools in a series of exercises.

Teaching Quality Improvement Tools

Teaching Quality Improvement Tools takes project team leaders and facilitators beyond the fundamentals of quality improvement, training them to implement and teach members to use 10 problem-solving tools essential to ongoing quality improvement.

In this four-day workshop, participants will begin with a review of problem solving and the quality improvement process. They will then spend the balance of the workshop examining each of the quality improvement tools, which are described in ten distinct units for easy reference back on the job. Using examples, exercises and a thorough Case Study, participants gain a working knowledge of the most popular graphic tools.



Workshop Objectives

- Recognize when and how to use each tool in your quality improvement efforts
- Help teams to become self-sufficient in using the tools
- Ensure that teams achieve rapid, effective results

Session Topics

- Flow Diagrams
- Brainstorming
- Cause-Effect Diagrams
- Data Collection
- Graphs and Charts
- Stratification
- Pareto Analysis
- Histograms
- Scatter Diagrams
- Box Plots

Who Should Attend

Facilitators, team leaders, trainers, and other individuals who have been selected by their organizations to facilitate, lead, or teach a quality improvement project team. Participants should have a solid understanding of the six-step quality improvement process or Six Sigma DMAIC. Six Sigma Master Black Belts, Black Belts, Green Belts, and Team Leaders will also benefit.

Facilitating and Leading Quality Improvement Teams

Facilitating and Leading Quality Improvement Teams offers participants a practical framework for guiding a team's problem-solving efforts—from start to finish to achieve breakthrough improvements.

The workshop ensures that participants are actively involved in the learning process. Through a true-to-life project team case study and a series of interactive group exercises and role plays, participants will gain the hands-on experience essential for managing the challenges of leading, facilitating, and training a breakthrough improvement team.

Workshop Objectives

- By the end of this four-day workshop, participants will be well equipped to direct any breakthrough improvement project—from taking a team through diagnosing and solving a problem to ensuring that the organization accepts and implements the chosen remedy
- In addition, participants will become better facilitators and leaders of teams

Session Topics

- Essential process improvement concepts and principles
- The definition and impact of quality and process improvement
- Internal and external customers' quality expectations
- The sources—and consequences—of the costs of poor quality
- Basic process improvement tools
- The Juran Breakthrough Improvement Process
- The roles and responsibilities of the key players in an improvement effort
- How to organize and run effective breakthrough teams
- How to avoid or resolve conflict and resistance

Who Should Attend

Individuals who have been selected to facilitate an organization wide effort or lead a breakthrough improvement project team. Participants should have basic presentation, training, and coaching skills and feel at ease with structured, data-based approaches to problem solving.

Advanced Facilitation Skills (For Black Belts, Facilitators and Champions)

Successful organizations continuously reinvest in their employees to develop new, critical competencies that are required for business improvement initiatives. The need for, and use of, Black Belts, Facilitators, and Champions is quickly becoming a standard operating norm.

The skills attained by these highly-trained individuals have produced such an impressive return on investment that many organizations recognize the need to continuously develop and build on their competencies.

This three-day workshop focuses on building and advancing facilitation skills relative to those “softer,” interpersonal aspects of managing projects. These skills will help to impact performance and achieve intended objectives.

Workshop Objectives

- Improve your facilitation skills
- Heighten your awareness of potential problems
- Sharpen your diagnostic skills
- Develop win-win strategies
- Practice dealing with real-life team nightmares
- Share ideas with other seasoned practitioners

Session Topics

The topics covered in this interactive workshop are:

- Core competencies required for effective facilitation
- “Technical skills” required to facilitate different types of meetings



- Decision-making models and their effect on group dynamics
- Various roles in facilitation
- Importance of integrating attention to goal attainment and interpersonal relationships
- Personal styles and their impact on group performance
- Potential challenges of the different group compositions
- What drives behavior in groups
- Understanding the different types of intervention and their applications
- Recognizing the different types of groups and their different characteristics
- Strategies to positively confront sensitive issues
- Strategies to address positive and negative behaviors
- Strategies to effectively manage conflict

Who Should Attend

Recommended for Master Black Belts, Black Belts, Champions, experienced facilitators, managers, supervisors, and those responsible for working with teams or work groups. Participants are not required to have prior facilitation experience.

Root Cause Corrective Action

Root Cause Corrective Action is a workshop designed to provide the fundamentals for effectively diagnosing and remedying the problem using basic improvement tools. It will provide participants with a structured approach and methodology to conduct Root Cause Analysis.

Workshop Objectives

- Rapid, effective diagnoses and remedies of problems
- Increased customer satisfaction through the quick resolution of chronic problems
- Reduced cost of poor quality

Session Topics

- Project Selection
- The Diagnostic Journey— a Search for Root Causes
- Understand the Process—Flow Diagrams
- Collect the Facts—Data Collection
- Interpret the Facts—Stratification
- Pareto Analysis
- Graphs and Charts
- Theorize as to Root Causes—Brainstorming; Cause-Effect Analysis, 5 Whys
- Test theories—Self-Control Analysis’ Scatter Diagrams; Histograms, Box Plots
- The Remedial Journey
- Choosing Alternative Remedies
- Preventing/Overcoming Resistance
- The Control Plan
- Exercise: Project Simulation

Enabling Organizations to Achieve Sustainable Breakthrough Results



Who Should Attend

Anyone involved in root cause corrective action efforts, team leaders, department managers, and team members.

Q101: The Basics of Planning, Controlling and Improving Processes

This one-day workshop focuses on the basics behind attaining leadership in quality. It is fundamental to all other improvement programs.

Workshop Objectives

- Understand the relationship between key quality management concepts and techniques required for root cause analysis
- Understand the difference between Quality Planning, Root Cause Analysis and daily Process Control

- Understand the importance of Critical to Quality concepts by identifying key product and process variables that must be controlled to meet customer requirements
- Be able to develop and implement a Control Plan to begin to “measure what matters”

Session Topics

- What is Quality and How Should We Manage It
- What is different about Product, Services and Processes
- How to think about your customers
- Understanding the two types of quality: Features versus Deficiencies
- Understanding The Triple Role of Processes
- Supplier
- Processor
- Customer

- The Three Managerial Processes to Attain Quality
- Planning
- Control
- Improvement
- Calculating the Cost of Poorly Performing Processes
- Creating a process control Feedback Loop
- Defining critical to quality characteristics
- Developing process Control Plans
- Moving from process control to employee Control
- Three Requirements of Employee Control
- Understanding Error Proofing
- Improvement
- The Nature of Breakthrough
- Control versus Breakthrough
- Quality and the Bottom Line

Who Should Attend

This interactive workshop will instill an understanding in anyone new to quality management, six sigma, or anyone wanting to brush up on the basics.

For More Information

Juran Institute, Inc.
555 Heritage Road, Suite 100
Southbury, CT 06488
Tel: (800) 338-7726
Fax: (203) 267-3446
Web Address: www.juran.com