

CI Mastermind



Purpose: The purpose of CI Mastermind is to provide a space for development of change management skills, knowledge sharing, and opportunities to discuss challenges related to organizational continuous improvement.

Participant Profile: High potential professionals with an interest or formal role in continuous improvement. Line managers that are expected to preform improvements practices in their daily work. People that are developing in their continuous improvement skillset and not yet experts (not certified Black Belts).

Method: Small group setting (4 to 7) group members. Facilitated by an experienced (15+ years) Master Black Belt or Black Belt. Two 2-hour sessions held every month with a standard agenda. Each session will provide skill development from assigned study topics and a round table discussion covering current challenges. Participants gain insights and solutions from the group discussion, skill development is secondary to practical application and impact to the organization.

The MBB/BB will bring relevant recent examples and training materials to teach and deepen the group's knowledge of change management. The MBB/BB is available by appointment during the month outside of regularly scheduled meetings.

Benefit to the Company:

Participants are expected to complete an improvement of \$50k in annualized value every 6 months. Participation in these sessions provides a development opportunity for high potential employees. Gaining change leadership skills creates a long-term value to the company and improves retainment of highly valuable individuals.

Timing & Location: Sessions will be held via Zoom during normal business hours, central standard time.

Skill Mastery:

Participants will be assigned work and are expected to perform self-study. It is expected that each participant will have different levels of knowledge on a broad range of topics. This will aid in the exchange of knowledge and deepen the learning for all participants. Self-study allows participants to study areas of change management where they are particularly weak and learn at their own pace. Group sessions will be used to hold members accountable to self-study and reinforce concepts through group discussion, practice, and sharing experiences.

White Belt – Participants will develop basic problem-solving skills, perform waste walks, write meaningful problem statements and perform root cause analysis. White Belt will be achieved by completing a full Plan, Do, Check, Act (PDCA) cycle that has meaningful impact to the organization. (Typically, 6 months to complete)

Yellow Belt – Participants will learn how to develop standard work within teams, hold teams accountable to standards, perform daily improvement, and become a role model for continuous improvement. Yellow Belt will be achieved by implementing multiple forms of standard work, auditing standard work, and establishing Managing for Daily Improvement (MDI) within a team. (Typically, 6 months to complete)

CI Mastermind



Behavioral Psychology – Threaded throughout the group work, participants will learn behavioral practices that address common areas of friction in the workplace. This includes techniques to improve listening, inquiring with curiosity and respect (rather than blame), developing positive work habits, and maintaining persistence while experiencing the friction that comes with change.

Ongoing PDCA – For participants that do not require greater process improvement skillsets (this is often true of supervisors and line managers), the CI Mastermind program provides skill enrichment and accountability groups. The group structure is the same as the rest of the program with less structured skill development at a reduced frequency.

Green Belt - Participants build on problem solving and standardization skills with process analysis and operational principles. Participants will take a specific operational system in their organization and apply Theory of Constraints through the development of a Value Stream Map and other process maps. Participants will develop a measurement system and perform statistical analysis to uncover opportunities for improvement. Participants will learn how to apply operational principles and use data visualization to expose improvement opportunities and execute on process changes. Green Belt will be achieved by completing a full Define, Measure, Analyze, Improve, and Control (DMAIC) cycle on an operational system. (6 to 12 months to complete)

Black Belt - Participants advance their Green Belt skills through application of lean operations techniques (line balancing, level loading, pull systems, rapid change over) through application of statistical methods (ANOVA, Regression, Designed Experiments, Statistical Process Control (SPC)) and through deepening facilitation skills (Failure Modes and Effects Analysis (FMEA), Critical to Quality (CTQ) Trees, Kaizen Events). Black Belt will be achieved by completing a second full Define, Measure, Analyze, Improve, and Control (DMAIC) cycle and applying advanced skillsets. (6 to 12 months to complete)