# *Flipping Your Lean Six Sigma Training: Getting the Blend Right*

**Moderated by:**
  **Larry Goldman, MoreSteam.com**

**Panelists:**
  **Andrea Church, Hertz and Bill Casey, Quest Diagnostics**

**May 30, 2013**

# *Agenda*

- ## Welcome and Introductions

  - Larry Goldman, MoreSteam.com

- ## Leaders in Blended Learning

  - Andrea Church, Hertz Corp.

  - Bill Casey, Quest Diagnostics

- ## Questions and Discussion

**MoreSteam**.com®

# *MoreSteam.com*

- Founded in 2000

- Trained 400,000 Lean Six Sigma professionals

- Served over 2,000 corporate customers (including 50+% of the F500)

- First firm to offer the complete Black Belt curriculum online

- Courses reviewed and approved by ASQ and PMI

- Academic Partnerships with Ohio State University, Cal Poly and George Washington University

**Select Customers:**

Quest Diagnostics®

IBM®

JABIL

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lenovo
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XEROX®

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ROLLS ROYCE

CardinalHealth

Nationwide®

MoreSteam.com®

# *Today's Panelists*

**Andrea Church**

*Sr. Director, Global Organization Excellence – Hertz Corporation*

**Bill Casey**

*National Director Six Sigma Training – Quest Diagnostics*

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# *The Current State*





- "… the factory model of education is the wrong model for the 21$^{st}$ century … do far more to personalize instruction and employ the smart use of technology"

*Arne Duncan, U.S. Secretary of Education*

# *Blended Learning Defined*

| Proportion of Content Delivered Online | Type of Course | Typical Description |
|---|---|---|
| 0% | Traditional | Course with no online technology used — content is delivered in writing or orally. |
| 1 to 29% | Web Facilitated | Course which uses web-based technology to facilitate what is essentially a face-to-face course. Uses a course management system (CMS) or web pages to post the syllabus and assignments, for example. |
| 30 to 79% | Blended/Hybrid | Course that blends online and face-to-face delivery. Substantial proportion of the content is delivered online, typically uses online discussions, and typically has some face-to-face meetings. |
| 80+% | Online | A course where most or all of the content is delivered online. Typically have no face-to-face meetings. |

Excerpted from *Blending In: The Extent and Promise of Blended Education in the United States by I. Elaine Allen, Jeff Seaman, and Richard Garrett* (March 2007)
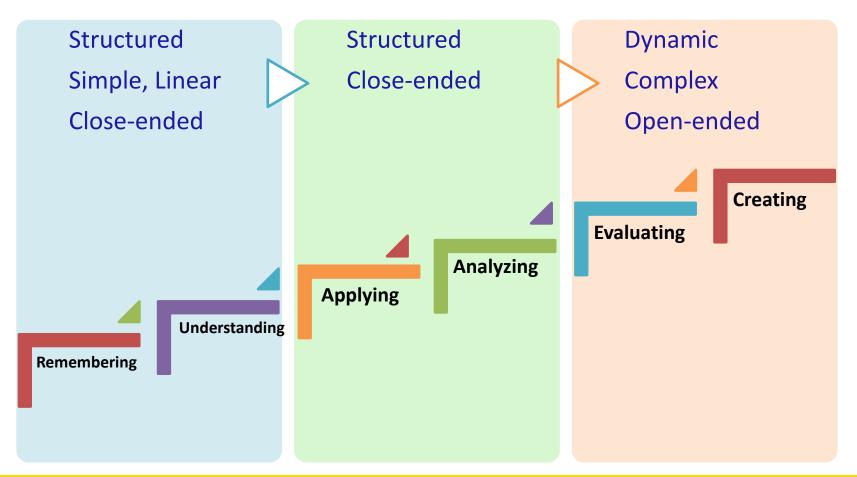
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# *What is your experience?*

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# Bloom's Revised Taxonomy

## Learning Activities

| Structured | Structured | Dynamic |
|---|---|---|
| Simple, Linear | Close-ended | Complex |
| Close-ended | | Open-ended |

Remembering

Understanding

Applying

Analyzing

Evaluating

Creating

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# Components of the Blended Model

# *Blended Learning Design*

More than just **INGREDIENTS**
- Requires a **RECIPE**



eLearning

Instructor-Led Workshop

One-On-One Coaching

Simulated Project

Study Halls

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# *Research Says ...*

- A study done by Research Institute of America found that 33 minutes after completion of a course, **students retain only 58%** of the material covered in the class.

- According to a Xerox study on skills training, **87% of the desired skills change is lost** without follow-up coaching.

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# *About Hertz Corporation*



- World's largest airport general use car rental brand. Combined with the Dollar and Thrifty brands, the company operates from approximately 10,400 locations in approximately 150 countries worldwide.

- Additional businesses include:
  - Hertz Equipment Rental Corp., one of the world's largest equipment rental businesses
  - Donlen Corp., a leader in providing fleet leasing and management services

**Hertz.**

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# *Deploying Blended Learning at Hertz*

- Began Lean Six Sigma in 2000

- Introduced Blended Learning in 2006

- Rationale for Blended Learning
  - Geographically dispersed student population
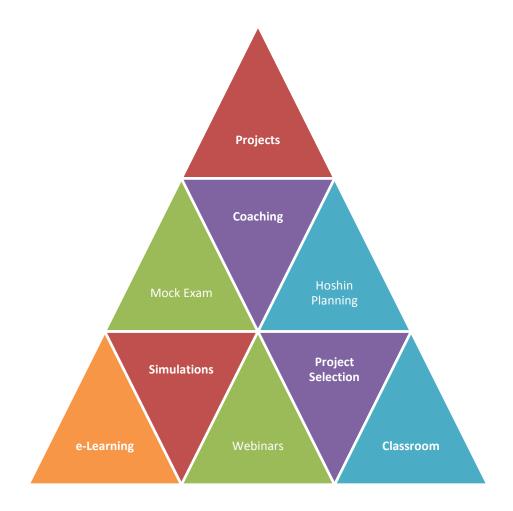  - Content consistent – builds from Yellow to Black Belt
  - Cost savings

- Four tier program including both Lean and Six Sigma tools and methodologies
  - Over 150 Green and Black Belts trained each year globally
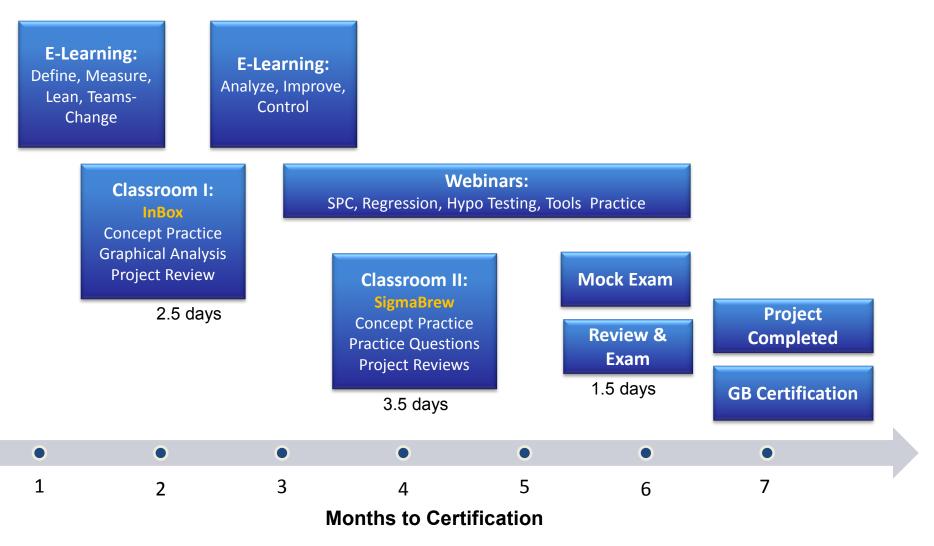  - Yellow Belts targeted to be 200+ in 2013

Hertz.

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# BL Components at Hertz

# Overview of Hertz BL Model

**E-Learning:**
Define, Measure, Lean, Teams-Change

**E-Learning:**
Analyze, Improve, Control

**Classroom I:**
**InBox**
Concept Practice
Graphical Analysis
Project Review

2.5 days

**Webinars:**
SPC, Regression, Hypo Testing, Tools  Practice

**Classroom II:**
**SigmaBrew**
Concept Practice
Practice Questions
Project Reviews

3.5 days

**Mock Exam**

**Review & Exam**

1.5 days

**Project Completed**

**GB Certification**

| 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**Months to Certification**

*Timeline shown above represents the Green Belt certification process*

# *Success Metrics at Hertz*

- Significant reduction in overall training costs

- Common language used throughout business

- Increased ability to identify and close gaps in operating performance through use of LSS tools

**Hertz.**

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# *About Quest Diagnostics*

- World's leading provider of diagnostic testing, information and services

- Pioneers in developing innovative diagnostic tests and advanced healthcare information technology solutions that help improve patient care

- We touch patients' lives approximately150 million times each year

- Serve half of the physicians and hospitals in the U.S.
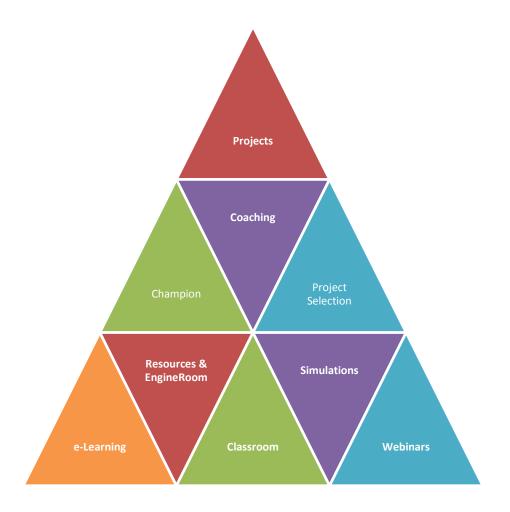
# *Deploying Blended Learning at Quest*

- Began Lean Six Sigma in 1999

- Introduced Blended Learning in 2005

- Rationale for Blended Learning
  - Cost savings
  - Flexibility
  - Higher retention

- Train hundreds each year
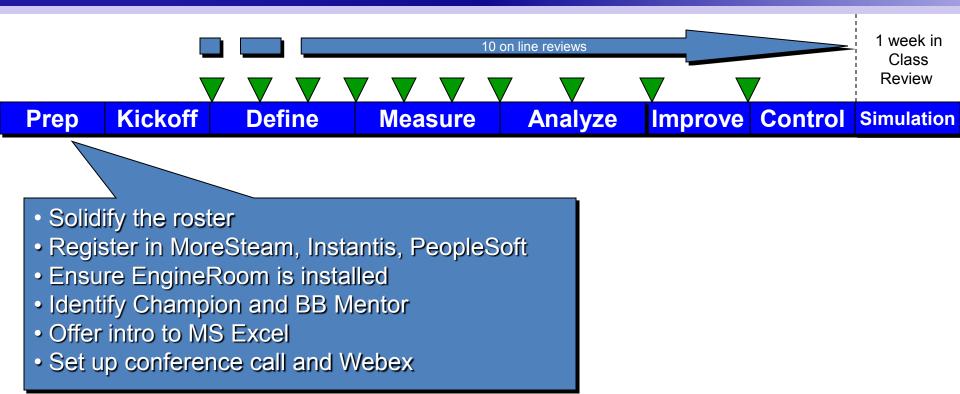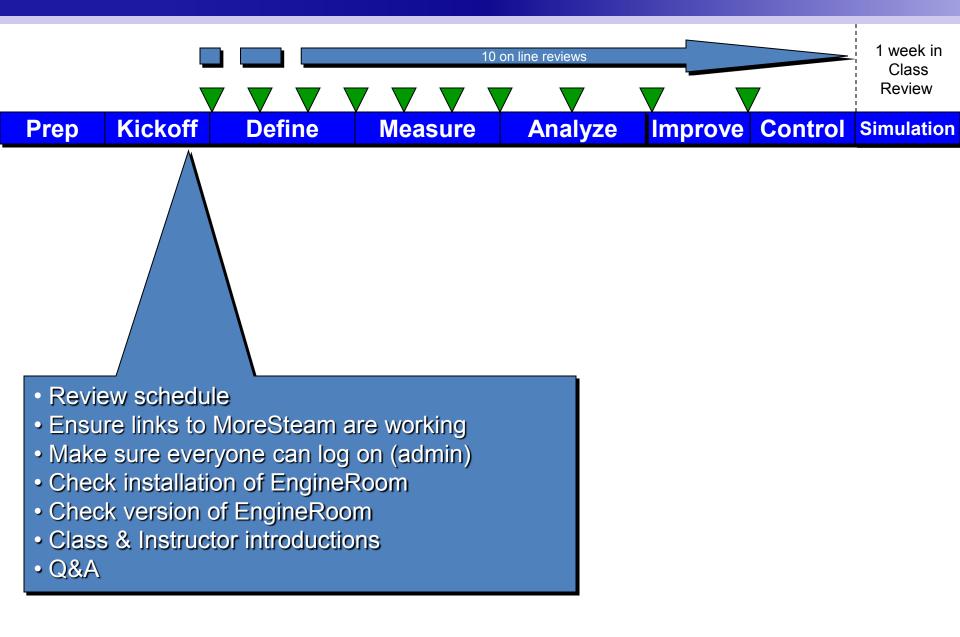  - Black Belts, Green Belts, Lean and DfSS

# BL Components at Quest

# *Overview of Quest BL Model*

10 on line reviews

1 week in Class Review

| Prep | Kickoff | Define | Measure | Analyze | Improve | Control | Simulation |
|------|---------|--------|---------|---------|---------|---------|------------|

- Solidify the roster
- Register in MoreSteam, Instantis, PeopleSoft
- Ensure EngineRoom is installed
- Identify Champion and BB Mentor
- Offer intro to MS Excel
- Set up conference call and Webex

# *Overview of Quest BL Model*

10 on line reviews

1 week in Class Review

| Prep | Kickoff | Define | Measure | Analyze | Improve | Control | Simulation |

- Review schedule
- Ensure links to MoreSteam are working
- Make sure everyone can log on (admin)
- Check installation of EngineRoom
- Check version of EngineRoom
- Class & Instructor introductions
- Q&A

# *Overview of Quest BL Model*

10 on line reviews

1 week in Class Review

| Prep | Kickoff | Define | Measure | Analyze | Improve | Control | Simulation |

- 3 calls each week
  - Morning check in for assignment
  - Afternoon check in for tools
  - Evening check in to review material
- Use additional ppt for emphasis
- Use additional data sets for exercises
- Refer to practice questions and exercises

# *Overview of Quest BL Model*

10 on line reviews

1 week in Class Review

| Prep | Kickoff | Define | Measure | Analyze | Improve | Control | Simulation |
|------|---------|--------|---------|---------|---------|---------|------------|

- Overall review of DMAIC
- SigmaBrew simulation
- Project reviews by students
- Typically ~4.5 days

# *Success Metrics at Quest*

- 50% reduction in travel expenses

- 22% increase in retention

# *Elements of Success*

- Classroom time should be for practice, not lecture.

- Programs should adopt a project-driven approach.

- Participants should have an assigned coach.

- Structure is necessary to support learning.

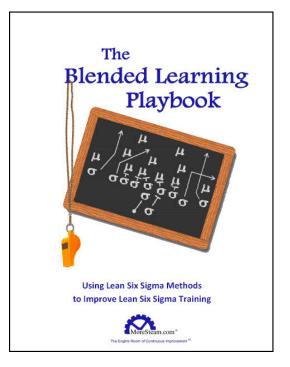- Proactive monitoring of progress keeps participants on track.

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# *A Guide to Get You Started*

## *The Blended Learning Playbook*

The first and only practical guide dealing with the design and implementation of a Blended Learning model for *Lean Six Sigma training*.

The chapters features:

- Case studies / success stories
- Clear definitions
- Winning strategies
- Warnings on potential pitfalls
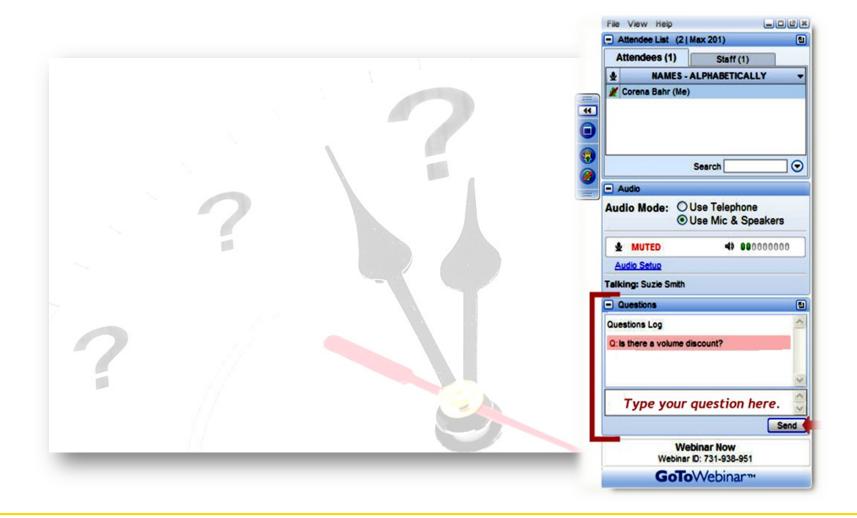- Design tools and exercises

Contact us at hello@moresteam.com to request your copy.

* Available on request

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# *Thank You for Joining Us*

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# *Master Black Belt Program*

- Offered in partnership with Fisher College of Business at The Ohio State University

- Employs a Blended Learning model with world-class instruction delivered in both the classroom and online

- Covers the MBB Body of Knowledge, topics ranging from advanced *DOE* to *Leading Change* to *Finance for MBBs*

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# Resource Links and Contacts

**Questions?  Comments?  We'd love to hear from you.**

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