

Finding Project Management Software for Your Lean Six Sigma Projects

Brian McDaniel
Manager – TRACtion Development



MBB Webcast Series Sponsor: MoreSteam.com

- Founded in 2000
- Trained 435,000+ 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:



Today's Program



- Introduction of MBB Webcast Series
 - Ellen Milnes, MoreSteam.com
- Presentation:
 - Brian McDaniel, MoreSteam.com
- Open Discussion and Questions



Today's Presenter



Brian McDaniel

MoreSteam.com

Manager – TRACtion Development

- Leads development for MoreSteam's project management software
- Previous positions with City of Columbus, General Electric Healthcare, and Smith's Medical
- B.S. in Industrial and Systems Engineering from The Ohio State University and Lean Six Sigma Black Belt

Agenda

- TRENDS OVERVIEW
- Case for web-based project management
- Features Discussion

- CASE STUDY: What Does Using A Web Project Management System Look
- Download: WHAT QUESTIONS TO ASK.
- Download: COMPARISON MATRIX

A photograph of train tracks receding into the distance, with green trees on either side, all blurred to create a sense of rapid motion. The sky is a clear, bright blue.

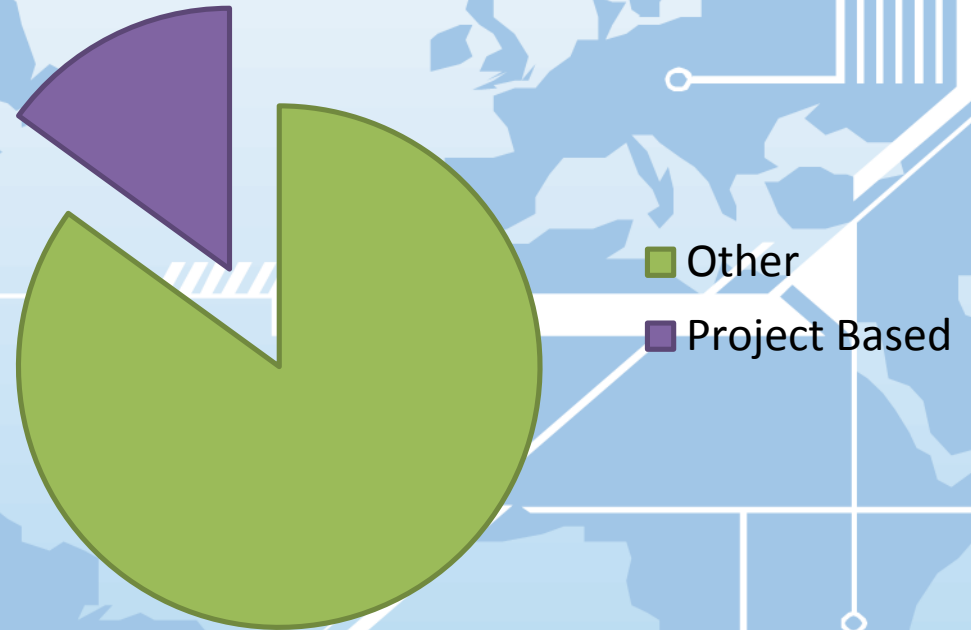
2015 TRENDS IN PROJECT MANAGEMENT

What Trends are Relevant in Project Management for Lean Six Sigma Deployments in 2015?

- **Shift to Project Based Economy**
- Globalization of Projects
- Many projects, smaller in size
- Portfolio management continues to grow
- Need for multiple project management tools to accomplish their tasks

Project Based Economy: “By 2015, this form of value-added cooperation will provide 15 percent of total Gross Domestic Product in Germany alone.”

Germany GDB in 2015



Look For: the ability to collaborate on projects with people outside of your organization.

What Trends are Relevant in Project Management for Lean Six Sigma Deployments in 2015?

- Shift to Project Based Economy
- **Globalization of Projects**
- Many projects, smaller in size
- Portfolio management continues to grow
- Need for multiple project management tools to accomplish their tasks

Globalization of Projects



Total employment for **project managers** will increase by almost **60% in India**, more than **33% in China** and by more than **40% in the United Arab Emirates**



Look For: currency conversion and project currency selection to keep it relevant

What Trends are Relevant in Project Management for Lean Six Sigma Deployments in 2015?

- Shift to Project Based Economy
- Globalization of Projects
- **Many projects, smaller in size**
- Portfolio management continues to grow
- Need for multiple project management tools to accomplish their tasks

Many Projects Smaller in Size



Look For: solutions that provide unlimited projects and don't charge for team members

What Trends are Relevant in Project Management for Lean Six Sigma Deployments in 2015?

- Shift to Project Based Economy
- Globalization of Projects
- Many projects, smaller in size
- **Portfolio management continues to grow**
- Need for multiple project management tools to accomplish their tasks

Rise of Portfolio Management



Portfolio

Program

Project

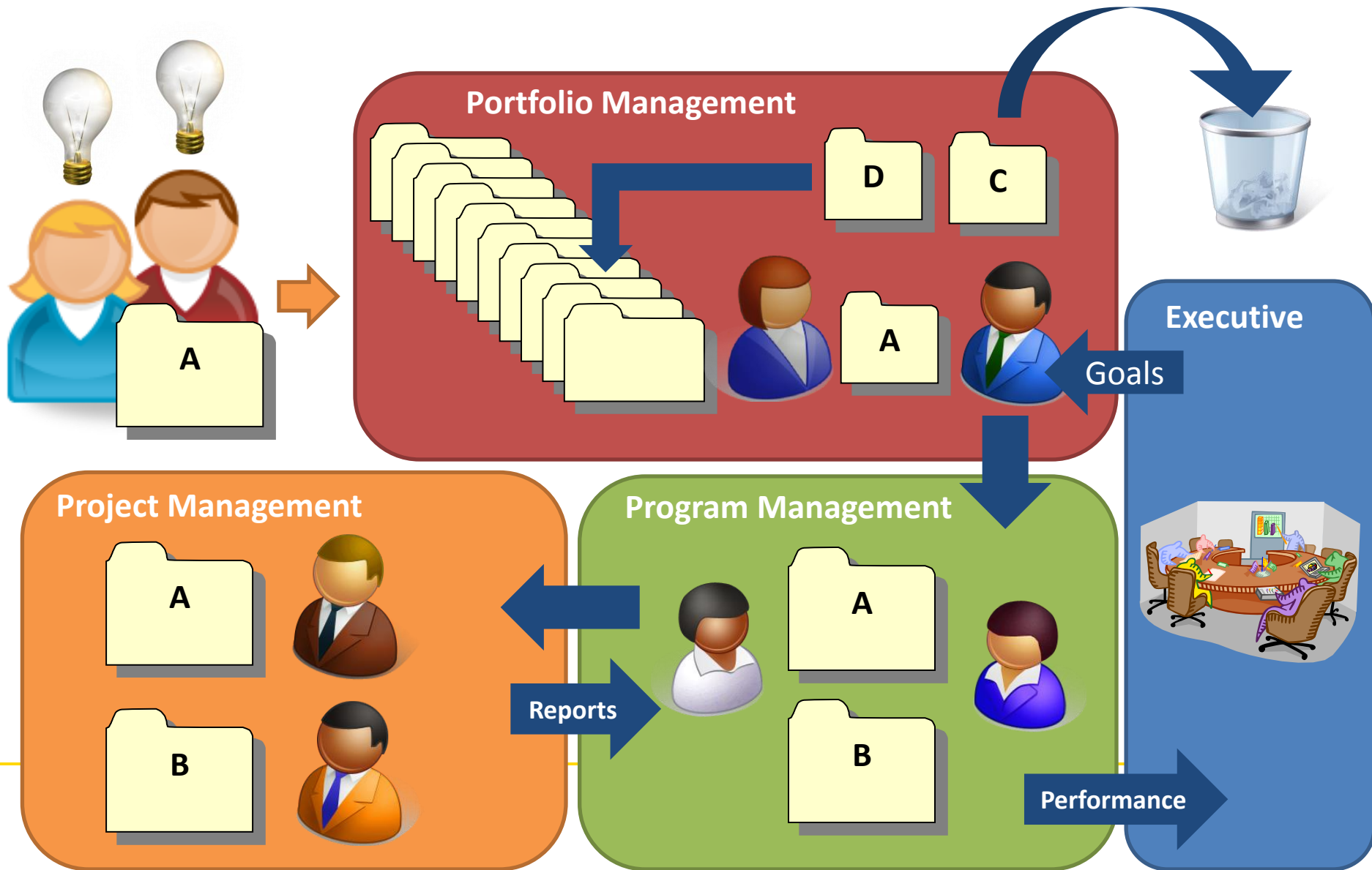
Project Management: Day to Day Activities



Program Management: The group of managers and leaders who coordinate the projects



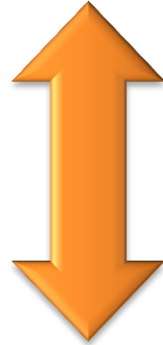
Portfolio Management: The next level of performance by making a process which aligns with business goals



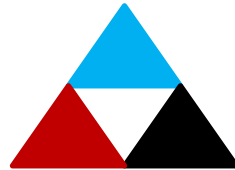
What Trends are Relevant in Project Management for Lean Six Sigma Deployments in 2015?

- Shift to Project Based Economy
- Globalization of Projects
- Many projects, smaller in size
- Portfolio management continues to grow
- **Need for multiple project management tools to accomplish their tasks**

Multiple Project Management Systems



Look For: software that is specialized to what your needs are



Triangle Products



Basecamp[®]



Check List: Recommendations Based on the Trends

- Ability to add team members from outside the organization
- Use foreign currencies in financials
- Create an unlimited amount of projects
- System to evaluate ideas for projects
- Find a tool that meets your Process Improvement Needs

Agenda

- Trends Overview
- **Case for web-based project management**
- Features Discussion

- CASE STUDY: What Does Using A Web Project Management System Look
- Download: WHAT QUESTIONS TO ASK.
- Download: COMPARISON MATRIX

http://

***THE WEB/ THE CLOUD IS WHERE IT
IS HAPPENING***

Our workforce is connected more to the web than to our company networks



the worldwide mobile worker population will represent

37.2%

of the total workforce by 2015*

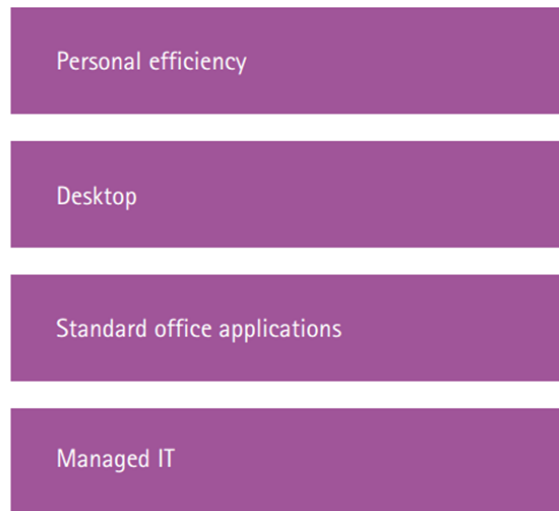


In 2018, **10 billion** mobile devices are expected with approximately **7.6 billion** people on earth that year

Why Web Based: There is strong evidence web based, cloud based, technology is the way to go.



Workplace today



Workplace tomorrow

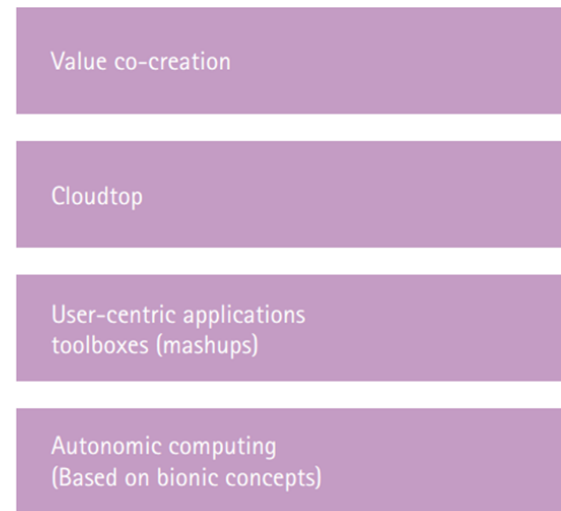
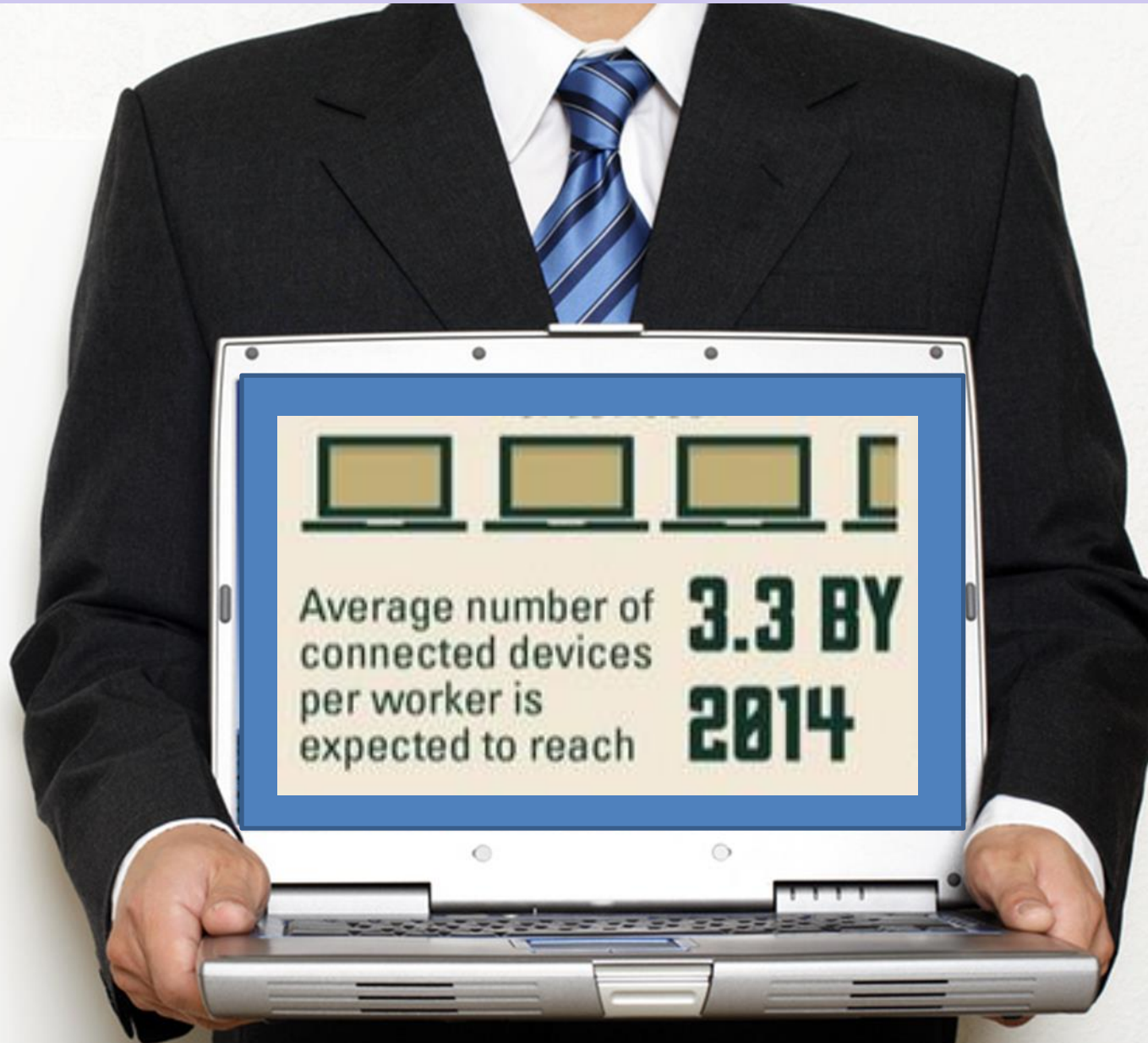
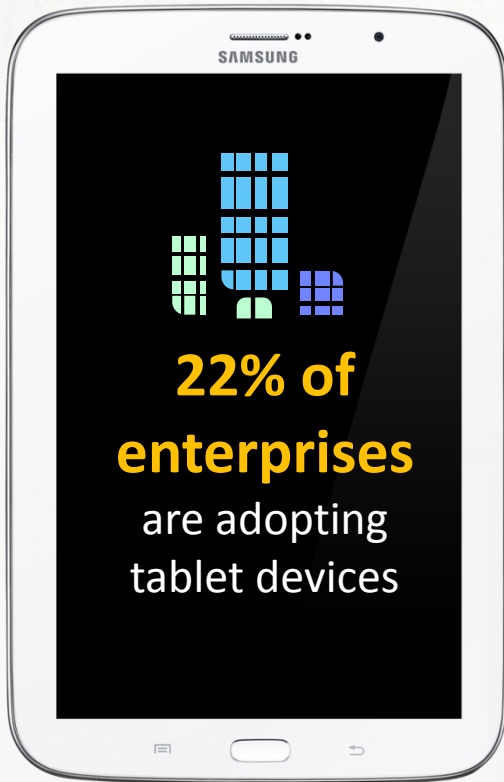


Figure 4. The workplace redefined

by 2015, it's expected that half of all devices on corporate networks will be mobile devices

The web is the easiest way to reach more devices outside of a traditional company computer.



There are a lot of products in the Web Project Management space that can meet the needs of any deployment.



by Disarea LLC



by Websystems Inc.



by AtTask Inc.



by 37signals



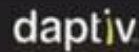
by Celoxis Technologies Pvt. Ltd.



by Central Desktop Inc.



by Clarizen Inc.



by Daptiv



by Synage Software Pvt. Ltd



by Doolphy



by Secure Data SRL



by Webbreakstuff, Lda.



by Harvest



by Ninian Solutions Ltd



by Intuit Inc.



by LiquidPlanner, Inc.



by Mavenlink, Inc.



by Podio ApS



by ProActive Software Ltd



by Visma Group



by Smartsheet.com



by Teambox



by Tenrox Project Management
Software & Workforce Management
Solutions



by Wrike, Inc.



by Zoho Corporation Pvt. Ltd.

Agenda

- Trends Overview
- Case for web-based project management
- **Features Discussion**
- CASE STUDY: What Does Using A Web Project Management System Look
- Download: WHAT QUESTIONS TO ASK.
- Download: COMPARISON MATRIX

***FEATURES TO LOOK FOR AND
UNDERSTAND***



Features Important for Lean Six Sigma


Process Improvement Specific

- Charters
- Roadmaps (Workflows)
- Task Tracking (Gantt Charts)
- Toll Gate Management
- Financials
- Reporting

Project Management Specific

- File Storage
- Discussion Boards
- Team Member Management
- Time Tracking

Charters


 **Project description** Code: 7SXC9T






Mash-up widgets integration

Project leader: Steve Wilson

Status: In progress
Health: Risky
Deadline: ■
Progress: 4%

Modified on: 11/09/2012 02:05 PM

need more time on this task
Tom Adams 11/8/2012 10:29 PM
 please approve Normal
Reply New discussion

General | Participants | Categorization | Critical success factors | Options | Details | Genius Live |     

1 **Description**

Objectives

2 **Plan**

| | Start date | End date | days |
|---------|------------|------------|------|
| Initial | | | |
| Planned | 08/31/2012 | 10/05/2012 | 36 |
| Actual | 08/31/2012 | | 0 |

Progress

| | |
|----------|---|
| Labor | 4% |
| Physical | 0% |

3 **Costs & Budget [\$]**

| | | | |
|---------------------------------|-----------|-------------------------------------|-----------|
| <input type="checkbox"/> Budget | 10,000.00 | <input type="checkbox"/> Planned | 22,360.00 |
| <input type="checkbox"/> Actual | 11,000.00 | <input type="checkbox"/> Remaining | 15,360.00 |
| <input type="checkbox"/> EAC | 26,360.00 | <input type="checkbox"/> Difference | 16,360.00 |

Charters: Can be more Lean When including the traditional elements we need for process improvement.

Team 1

Project: 77-20442 Product cross training optimization

- Charter
- Summary
- Storyboard
- Shared Files
- Linked Projects
- Shared Links
- Discuss
- Financial
- Event Log
- Export

Complete

Project Name: Product cross training optimization

Project Roadmap: DMAIC
Target Project Launch: 10/01/2011

Define Phase Target: 10/15/2011
Measure Phase Target: 10/29/2011
Analyze Phase Target: 11/01/2011
Improve Phase Target: 11/19/2011
Control Phase Target: 12/24/2011

Target Project Completion: 12/31/2011

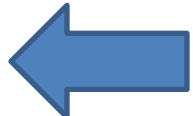
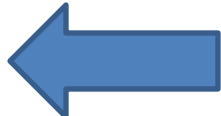
Manager:
Sponsor:
Champion: Bailey, Ashley (307789) C
Process Owner:
Coach:
Team Leader: Bailey, Ashley (307789) C

Location: Belgium
Sponsoring Function: Faster Time to Market
Cost Center: HR

Submitted By: Ashley Bailey
Business Unit: General Healthcare
Process Name: Operations
Primary Impact Area: Operations

Customer: Increase below 1%
Efficiency: Gain 1 or more hours per wk
Risk: Less than \$250K
People: Less than 5,000 ppl
Est. Project Cost \$: 50000
Planned: \$ 1251962
Actual: \$ 62123653
Restricted Project:

Stakeholders: Global business



Problem Statement: Need way of rolling our product cross training to global population
Business Case: Product rollout training plan
Scope (Inclusions): none

Possible Benefits to Customers:
Expected Business Outcome:
Scope (Exclusions):

Quicker ramp up for sales force
Increase sales
none

Risks Potentially Affected by this Project
Issues Potentially Leading to Delays in Project Completion

- Print
- Team Members
- Update Charter
- Delete Project
- Re-Open Project



Roadmaps or Workflows

Customize the newsletter to suite the campaign or company newsletter design

 Production

- Choose the email template
- Add logo and pick colors and fonts to match organization
- Personalize and target emails to each individuals preferences or location
- Insert links to all your social media pages in your email newsletter. Facebook, Twitter, Linkedin, Yelp, Youtube & Flickr

Get your email newsletter ready to go

 Production

- Write a subject line that entices readers to open it
- Set up a
- Write the newsletter content
- Check the content
- Select the email list for receiptants

Checklist before Scheduling the campaign

 Post-Production

- Check all newsletter links and fix any incorrect or broken links
- Check whether you have plain text version> Is it same as your HTML content
- Check the alt tags & links

Select this workflow

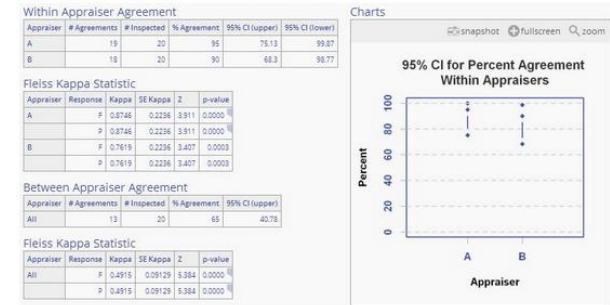
Close

Roadmaps in TRACtion: Critical Question Driven

Percent Complete

| Define | | Measure | | Analyze | | Improve | | Control | |
|---|------------|--|------------|---|------------|--|------------|--------------------------------------|------------|
| Start: | 09/29/11 | Start: | 09/29/11 | Start: | 09/29/11 | Start: | 09/29/11 | Start: | 09/29/11 |
| Target Completion: | 10/15/11 | Target Completion: | 10/29/11 | Target Completion: | 11/01/11 | Target Completion: | 11/19/11 | Target Completion: | 12/24/11 |
| Toll Gate Review: | 09/29/11 | Toll Gate Review: | 09/29/11 | Toll Gate Review: | 09/29/11 | Toll Gate Review: | 09/29/11 | Toll Gate Review: | 09/29/11 |
| Actual Completion: | 09/29/11 | Actual Completion: | 09/29/11 | Actual Completion: | 09/29/11 | Actual Completion: | 09/29/11 | Actual Completion: | 09/29/11 |
| Questions | Completed? | Questions | Completed? | Questions | Completed? | Questions | Completed? | Questions | Completed? |
| 1 How is the team staffed for cross-functional representation? | Yes | 1 What potentially significant inputs (X's) have been identified? | Yes | 1 How did you confirm the significant inputs? | Yes | 1 List of potential solutions generated? | Yes | 1 Has a Control Plan been developed? | Yes |
| 2 What is the process output (Y) of concern? | Yes | 2 What are the Operational Definitions for your Critical to Quality Characteristics? | Yes | 2 How have you validated measurement system capability? | Yes | 2 Did the team do an FMEA? | Yes | 2 Plan developed to hand-off to the | Yes |
| 3 What actions have you taken to understand (map) the process flow? | Yes | 3 How have you analyzed process variability over time? | Yes | | | | | | |
| 4 Who are the customers? | Yes | 4 How have you analyzed process variability over time? | Yes | | | | | | |
| 5 What are the Critical to Quality Characteristics? | Yes | 5 What are the baseline capability metrics? | Yes | | | | | | |

Question 3: How have you validated measurement system capability?



Remove Image

Include on Storyboard

Answer:

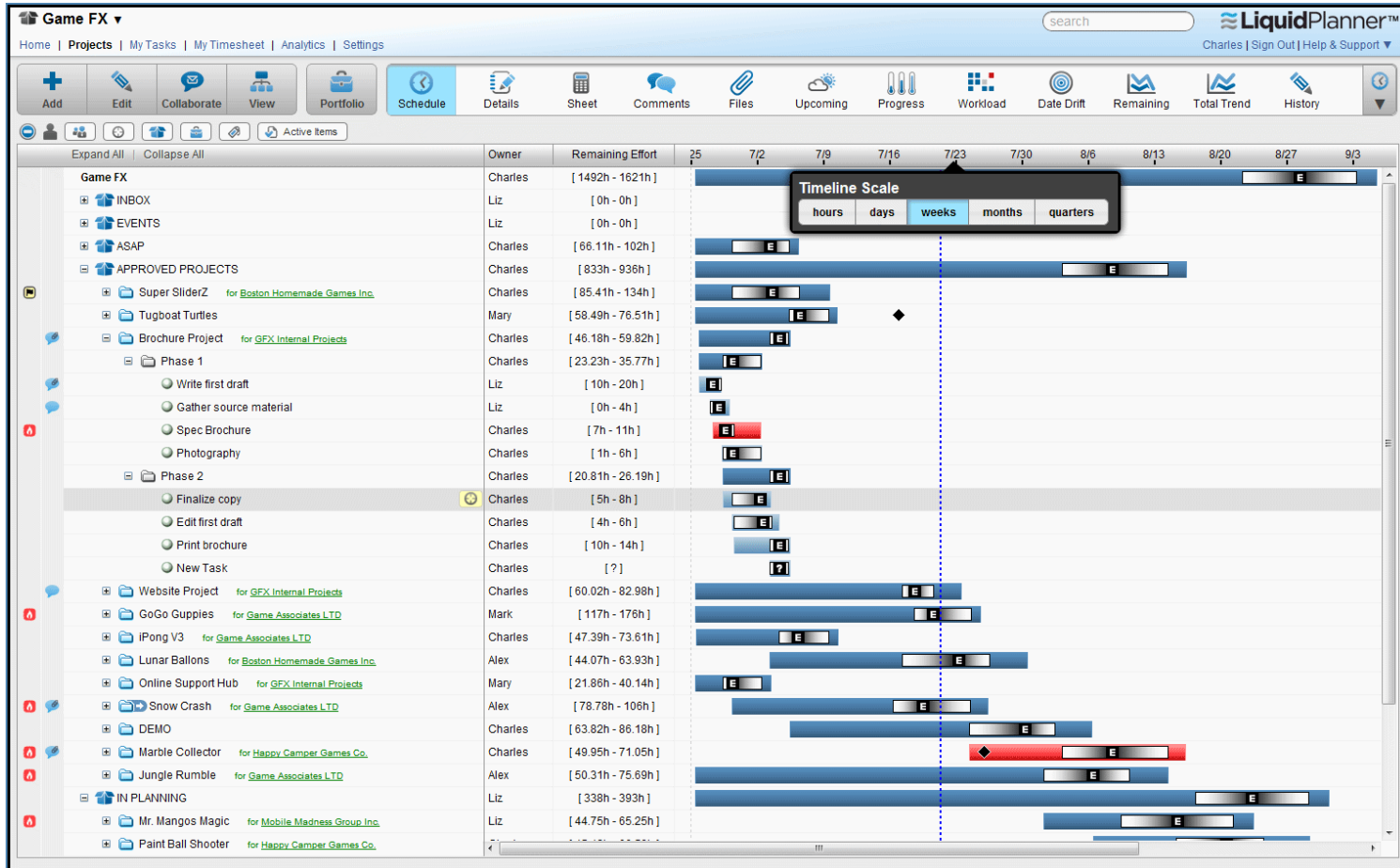
Yes we used an attribute MSA to validate our measurement system.

Quick Hit

Start: 01/11/13
 Target Completion: 11/14/12
 Toll Gate Review:
 Actual Completion:

| Questions | Completed? |
|---|------------|
| 1 Define: What is the problem? | Yes |
| 2 Measure: How bad is the problem? | Yes |
| 3 Analyze: What is the root cause of the problem? | Yes |
| 4 Improve: How did you fix the problem? | Yes |
| 5 Control: How are you going to prevent the problem from happening again? | Yes |

Task Tracking (Gantt Chart)



You can use a Gantt chart to standardize a DMAIC methodology however, it can limit the focus of project

DEMO^{CO} Brenda Smith

Start ▶ Shared Information ▶ All Templates ▶ Project Templates ▶ Six Sigma DMAIC Template Schedule

Template Definition | Template Charter | Template Journal | **Template Schedule** | Template Financials | Template Resources | Template Metrics | Template Risks | Template Documents

General | View | Reports & Outputs

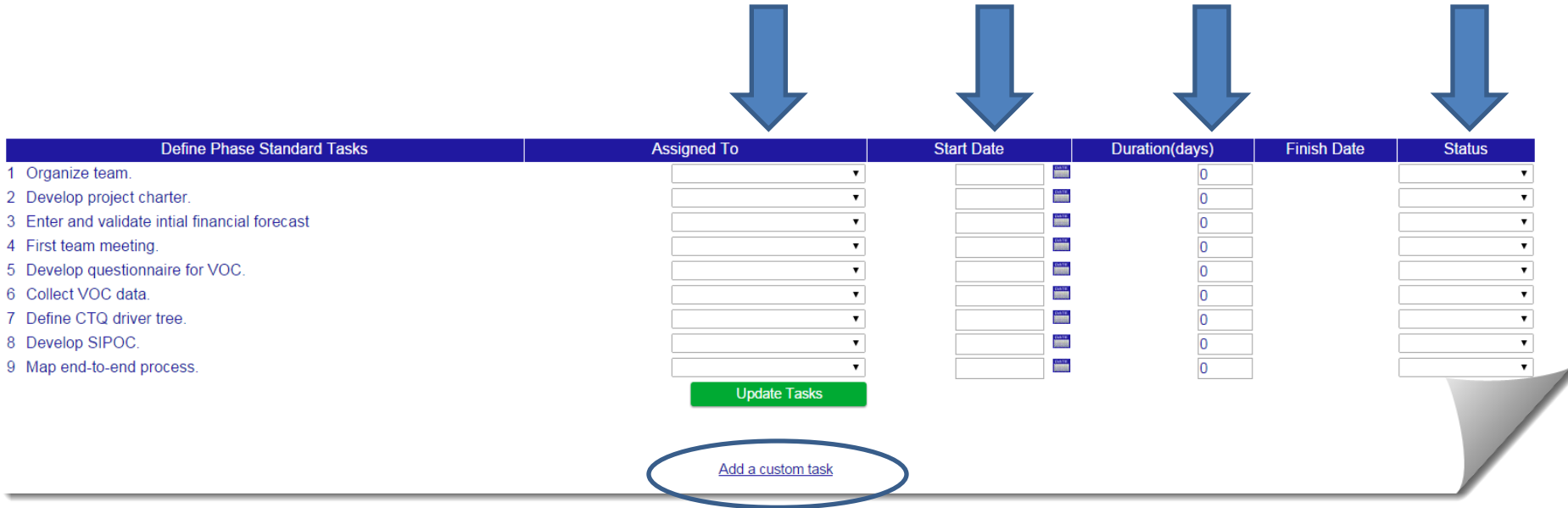
New | Delete | Insert | Edit | View | Move Up | Move Down | Indent | Outdent | New Document | Show Children | Show All Children | Hide Children | Hide All Children

| Indicators | Seq. | WBS Ref. | Name | Schedule ... | Duration | Start | Finish | Predecessors |
|--------------------------|--|----------|---|--------------|----------|----------------|----------------|--------------|
| | Quick Filter No filter applied - Showing 38 items | | | | | | | |
| <input type="checkbox"/> | 1 | | Six Sigma DMAIC | • | 29.2 w | 21/01/10 (UTC) | 12/08/10 (UTC) | |
| <input type="checkbox"/> | 2 | 1 | Define | • | 6.0 w | 21/01/10 (UTC) | 03/03/10 (UTC) | |
| <input type="checkbox"/> | 3 | 1.1 | Define problem, clarify symptoms and business impact. | • | 9.0 d | 21/01/10 (UTC) | 02/02/10 (UTC) | |
| <input type="checkbox"/> | 4 | 1.2 | Express business problem in process terms... | • | 5.0 d | 02/02/10 (UTC) | 09/02/10 (UTC) | 3 |
| <input type="checkbox"/> | 5 | 1.3 | Identify the specific process output which i... | • | 2.0 d | 09/02/10 (UTC) | 11/02/10 (UTC) | 4 |
| <input type="checkbox"/> | 6 | 1.4 | Establish what is critical to quality (CTQ) a... | • | 10.0 d | 11/02/10 (UTC) | 25/02/10 (UTC) | 5 |
| <input type="checkbox"/> | 7 | 1.5 | Establish a meaningful output (y) measure. | • | 2.0 d | 25/02/10 (UTC) | 01/03/10 (UTC) | 6 |
| <input type="checkbox"/> | 8 | 1.6 | Define defect by defining specification on ... | • | 2.0 d | 01/03/10 (UTC) | 03/03/10 (UTC) | 7 |
| <input type="checkbox"/> | 9 | 2 | Measure | • | 5.6 w | 03/03/10 (UTC) | 12/04/10 (UTC) | 2 |
| <input type="checkbox"/> | 17 | 3 | Analyse | • | 5.2 w | 12/04/10 (UTC) | 18/05/10 (UTC) | 9 |
| <input type="checkbox"/> | 20 | 4 | Improve | • | 8.4 w | 18/05/10 (UTC) | 15/07/10 (UTC) | 17 |
| <input type="checkbox"/> | 32 | 5 | Control | • | 4.0 w | 15/07/10 (UTC) | 12/08/10 (UTC) | 20 |

Q1 10 | Q2 10 | Q3 10
Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep

The Gantt chart on the right side of the interface displays a project schedule from January to September. It features a main bar for the entire project and several sub-bars for individual tasks. All task bars are currently at 0% completion, indicating that the project has not yet started or is in a very early phase. The tasks are color-coded in blue and black, corresponding to the hierarchy in the table.

Using Critical Questions inside of a system allows the important considerations to be analyzed and decisions made at each tollgate.



| Define Phase Standard Tasks | Assigned To | Start Date | Duration(days) | Finish Date | Status |
|---|----------------------|----------------------|--------------------------------|-------------|----------------------|
| 1 Organize team. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 2 Develop project charter. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 3 Enter and validate initial financial forecast | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 4 First team meeting. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 5 Develop questionnaire for VOC. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 6 Collect VOC data. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 7 Define CTQ driver tree. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 8 Develop SIPOC. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |
| 9 Map end-to-end process. | <input type="text"/> | <input type="text"/> | <input type="text" value="0"/> | | <input type="text"/> |

[Update Tasks](#)

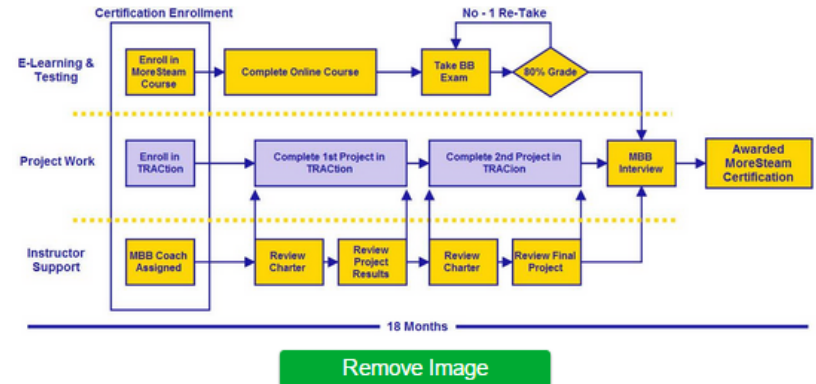
[Add a custom task](#)

Look For: ability for team members to add their own custom tasks, to make projects work for their use case

Critical Questions Lead to the Tasks and the Answers

Record the Work of the Tasks

Question 3: What actions have you taken to understand (map) the process flow?



Look For: ability to cultivate Key Lessons Learned. This is great value to your continuing process improvement efforts.

Answer:

Talked with everyone involved in this process and recorded their comments in notes. Then used the comments to create the map.

What actions did you take to answer this question?

Used a Flow Chart

Key Lessons Learned:

Understanding the different words people use to describe the same thing can be difficult. Used talk back technique to get clarifications when needed.

Update

Financials

upland PowerSteering MP-423 - Implement Customer DB : Metrics | Financials

Metric: **Financials (USD)** info Jay Hoskins Log out

Financial Repts:
 Updated: 08/20/2014 - There are no versions.
 Project Start - End: 10/01/2013 - 12/23/2014

Properties Edit Properties
 Financial Close (Ready for Reporting): No
 Controller Approved: No

Initial Estimate | **Approved Budget** | Prj Plan | Prj Act

From: 05/01/2012 To: 06/30/2013 Copy from view...

| Name | 2013 | | | | | | | | | | | | Project Total | |
|------------------------|------------|------------|---------------|-----------|-----------|-----------|-----------|-----------|----------|----------|----------|----------|---------------|--------------|
| | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | | Jun |
| COST | \$14,322 | \$17,996 | \$11,351.12 | \$2,680 | \$2,782 | \$2,748 | \$2,714 | \$2,782 | \$7,292 | \$11,884 | \$2,000 | \$2,000 | \$2,000 | \$82,959.12 |
| --- CAPITAL | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$12,000 |
| ---- Equipment | | | | | | | | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$12,000 |
| ---- Software | | | | | | | | | | | | | | \$0 |
| ---- Other Capital | | | | | | | | | | | | | | \$0 |
| --- Expense | \$14,322 | \$17,996 | \$11,351.12 | \$2,680 | \$2,782 | \$2,748 | \$2,714 | \$782 | \$5,292 | \$9,884 | \$0 | \$0 | \$0 | \$70,959.12 |
| --- Labor | \$14,322 | \$17,996 | \$9,351.12 | \$680 | \$782 | \$748 | \$714 | \$782 | \$5,292 | \$9,884 | | | | \$60,959.12 |
| --- Contract Labor | | | | | | | | | | | | | | \$0 |
| --- Supplies / Expense | | | | | | | | | | | | | | \$0 |
| --- No Cost Type | \$7,084 | | | \$9,072 | \$1,008 | | | | | | | | | \$17,164 |
| --- Other Expense | | | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | | | | | | | \$10,000 |
| BENEFIT | \$0 | \$0 | \$0 | \$500,000 | \$0 | \$0 | \$0 | \$0 | \$22,222 | \$30,000 | \$35,000 | \$40,000 | \$45,000 | \$672,222 |
| -- Cost Reduction | | | | \$500,000 | | | | | \$22,222 | \$30,000 | \$35,000 | \$40,000 | \$45,000 | \$672,222 |
| -- Cycle Time \$ | | | | | | | | | | | | | | \$0 |
| -- Incremental Revenue | | | | | | | | | | | | | | \$0 |
| NET BENEFIT | (\$14,322) | (\$17,996) | (\$11,351.12) | \$497,320 | (\$2,782) | (\$2,748) | (\$2,714) | (\$2,782) | \$14,930 | \$18,116 | \$33,000 | \$38,000 | \$43,000 | \$589,262.88 |

Comments

Export: PDF | Excel | CSV | Word

Configure Home Page
 Create a Project
 Submit a Request
 Run a Report

Financials

Soft Cost Savings for Fiscal Year 2014
\$

| Plan | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
|----------------|-----|-----|-----|-----|-----|-----|-----|-----|-------|-------|-----|-----|-------|
| EH&S | | | | | | | | | 0 | 0 | | | 0 |
| Compliance | | | | | | | | | 10000 | 10000 | | | 20000 |
| Cost Avoidance | | | | | | | | | 0 | 0 | | | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10000 | 10000 | 0 | 0 | 20000 |
| Actual | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
| EH&S | | | | | | | | | 0 | 0 | | | 0 |
| Compliance | | | | | | | | | 10000 | 10000 | | | 20000 |
| Cost Avoidance | | | | | | | | | 0 | 0 | | | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10000 | 10000 | 0 | 0 | 20000 |
| Audited | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | TOTAL |
| EH&S | | | | | | | | | 0 | 0 | | | 0 |
| Compliance | | | | | | | | | 9800 | 12000 | | | 21800 |
| Cost Avoidance | | | | | | | | | 0 | 0 | | | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 9800 | 12000 | 0 | 0 | 21800 |

Audit Complete

Look For: ability to customize default financial settings to your groups needs

Features Important for Lean Six Sigma

Process Improvement Specific

- **Charters**
- **Roadmaps (Workflows)**
- Task Tracking (Gantt Charts)
- Toll Gate Management
- Financials
- Reporting

Project Management Specific

- File Storage
- Discussion Boards
- Team Member Management
- Time Tracking

3 Things I want You to Do to Help you Find the best Solution for your needs

1. Don't focus on one feature. *Focus on the entire system.*
2. *Find a solution wanting a relationship* with you and your users.
3. *Involve your team in the process.*
Pilot when possible.

Downloadable Questions Coming Soon

Questions to Consider

- Planning: Why are we getting a project system?
- Planning: What features are important?
- Evaluation: Why was this project management system developed?
- Project Management Suites vs. Project Management Tools
- Web based vs. Desktop based
- Enterprise vs. Individual Retail Focused Products
- Answering this will help us decide what features we need.
- Understand our improvement efforts?
- Track the financial performance of our team?
- Was it designed for marketing team?
- Was it designed for IT teams?
- Was it designed for Product creation?
- Was it designed for Enterprises or Consultants?
- Evaluation: Who uses this product? Can I talk with them? Understand their experience?
- Evaluation: What sort of things can I customize to meet my deployment?

Questions



Brian McDaniel
MoreSteam.com

Would you give an example of

Have you ever encountered

Would you explain more how you've approached



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*



Thank you for joining us

Questions? Comments about today's program?

Brian McDaniel

bmcdaniel@moresteam.com

Ellen Milnes

emilnes@moresteam.com



Next Up: IBM Lean Six Sigma Training: Delivering Blended Learning Across a Global Enterprise

Archived presentations and other materials: <http://www.moresteam.com/presentations/>