



Center for  
Lean Excellence

## Certified Lean Leader Black Belt (CLLBB)

The Certified Lean Leader Black Belt is the change agent that transforms an organization in achieving and sustaining operational excellence throughout the value stream to the grass-root levels. These efforts will ensure maximum customer value creation while reducing nonvalue adding activities, involving every layer of the organization. A CLLBB will,

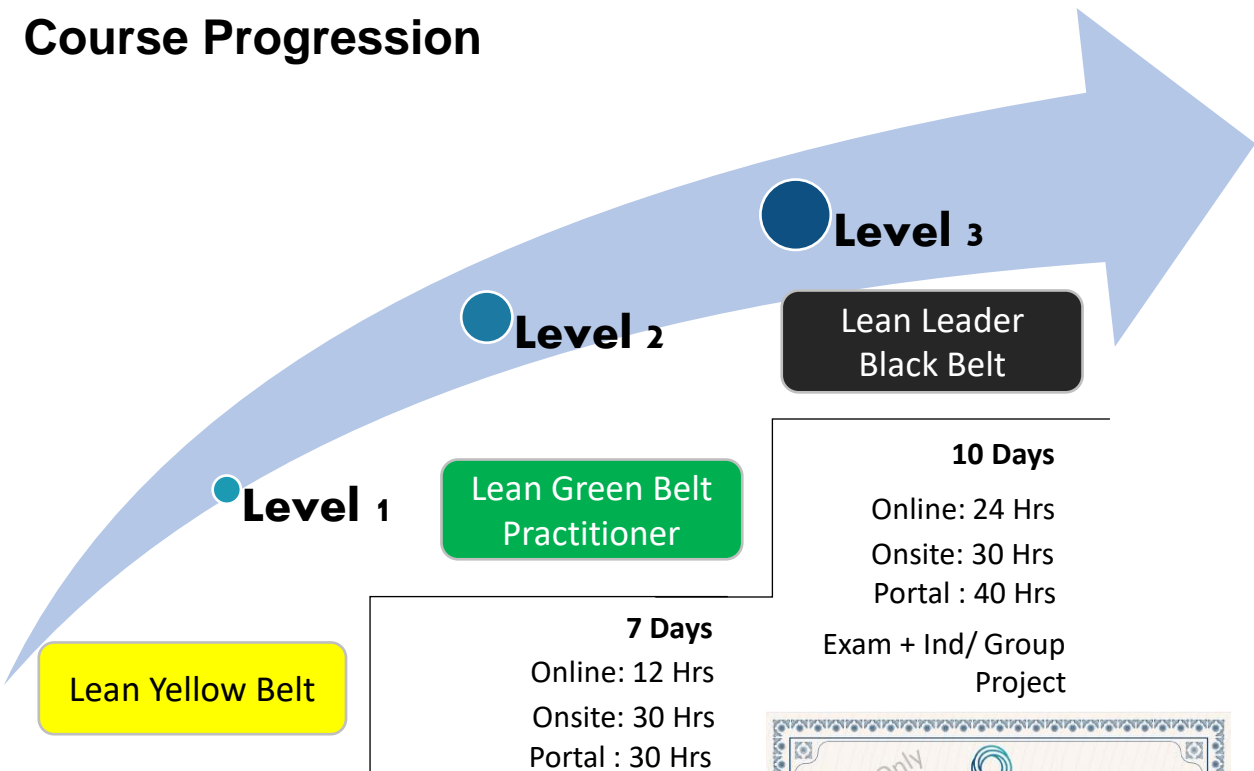
- Identify value stream level improvement opportunities and drive for excellence
- Develop continuous improvement behaviors and daily management routines
- Develop true north vision and groom next level leaders
- Solve problems systematically to improve capacity and maximize profitability
- Coach Lean practitioners on process improvement methods and activities, and
- Conduct training on Lean methodologies

### Briefly

|                       |                                      |
|-----------------------|--------------------------------------|
| <b>Level</b>          | C Suite, Director, Senior Manager    |
| <b>Price</b>          | LKR 280,000                          |
| <b>Duration</b>       | 140 Hours                            |
| <b>Institute</b>      | Center for Lean Excellence-Singapore |
| <b>Certification</b>  | ISO 18404 approved certificate       |
| <b>Class Size</b>     | 25 (Maximum)                         |
| <b>Format</b>         | Live Online & Onsite Practical       |
| <b>Location</b>       | Sri Lanka                            |
| <b>Evaluation</b>     | Exam, Individual & Group Assignment  |
| <b>Pre-Requisites</b> | Lean Practitioner Green Belt         |

**Productivity is a choice. Choose to improve it better.**

# Course Progression



**Lean Yellow Belt**

**Level 1**

**Level 2**

**Lean Green Belt Practitioner**

**Level 3**

**Lean Leader Black Belt**

**4 Days**

Online: 18 Hrs  
Exam

**7 Days**

Online: 12 Hrs  
Onsite: 30 Hrs  
Portal : 30 Hrs

Exam + Individual Project

**10 Days**

Online: 24 Hrs  
Onsite: 30 Hrs  
Portal : 40 Hrs

Exam + Ind/ Group Project



To create a personal transformation and taking actions towards creating value.

These improvements will reduce wastes and trigger systematic problem solving

To participate in Lean improvements in the organization.

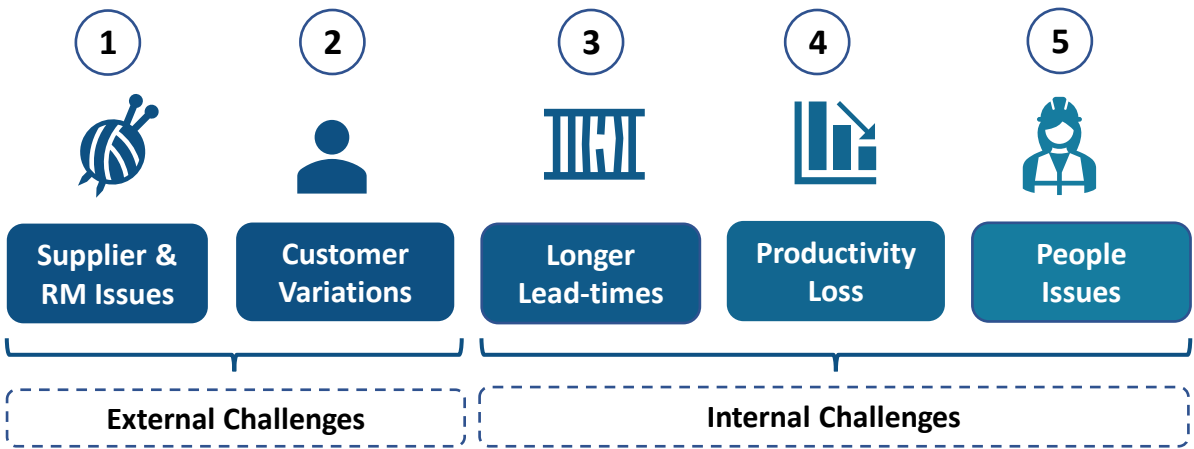
These improvement activities will usually be within the Lean practitioner's usual field of employment and operation.

To drive improvements in the organization.

These improvement activities will often be within the Lean leader's usual field of employment and operation























## Key Challenges Addressed



## Why Choose CLE's Lean Leader Black Belt Program

- Live interaction with instructors through online and offline sessions
- Hands-on practical exercises, group discussions, individual and group projects to ensure maximum engagement
- 3 hours one on one powerful Individual coaching sessions
- Instructors with 150+ collective experience in the apparel industry lean implementation
- UpToDate curriculum aligned to ISO 18404 global standards
- ROI based project implementation and evaluation
- Phase-wise guidance on organization lean transformation

# Lean Leader Black Belt Curriculum

| Session | Topics   | Type  |
|---------|--|---|
| 01      | Introduction to Lean, 8 Types of Wastes, 5S for Productivity, Gemba Kaizen   |    |
| 02      | Process Mapping, Lean Metrics, Lean Problem-solving Techniques (Basic Tools)   |    |
| 03      | Role of the TM and Supervisor, Lean Change Management, Visual Management (Visual Pyramid), Meeting Facilitation, Quality Circles & presentation skills |    |
| 04      | <i>Examination 01</i>  |    |
| 05      | A3 Thinking, 8 Step problem Solving & Initiate Project 1   |    |
| 06      | Yamazumi and Layout Preparation, STW, JIT, Multiskilling & Training School, Safety & Ergonomics, AM & PM (Part 1), 5 Day Kaizen Activity               |    |
| 07      | Assembly-line Simulation (Session 6 Practical)   |    |
| 08      | Value Stream Mapping & Current & Future (Intro Level), Lean New Product Development, QCO, Chassis model and PCU  |    |
| 09      | Product Development Simulation (Session 8 Practical)   |    |
| 10      | <i>Examination 02 &amp; Project 1 Review</i>   |   |
| 11      | Value Stream Mapping (Deep), Pull System Kanban, Production planning and control, Hijunka, Inventory Management  |    |
| 12      | Value Stream Map Simulation (Session 11 Practical)   |    |
| 13      | BIQ and M&I flow mapping, Quality Support Metrix, Error proofing & Self Ownership, Human Value Stream  |    |
| 14      | Built In Quality Simulation (Session 13 Practical)   |    |
| 15      | Hoshin Kanri   |    |
| 16      | Lean Leadership, Daily management & Kamishibi, Jishuken, Supplier Integration, Chassis model and PCU, AM & PM (Advanced)                               |    |
| 17      | Change Management, Automation, Digitization Industry 4.0   |    |
| 18      | Final Examination & Project 2 Review   |   |



Instructor-led  
Online



Onsite Practical  
Session



Exam



Project  
Review

## Program Summary

- **Next Program Start Date:** 21<sup>st</sup> Aug 2022
- **Time:** 9.00 am to 4.00 pm
- **Duration:** 5 Months
- **Onsite Learning:** 8 Days (Hotel Galadari - Colombo)
- **Online Instructor Led Learning:** 9 Days (Zoom)
- **Examinations:** Online based MCQ Type
- **Projects:** One operational level and one strategic level project
- **Coaching:** Individual coaching time slots to be allocated

## Evaluation Criteria

- All students must complete the respective exams in the given window. All the exams will be held on [learn.centerforlean.com](https://learn.centerforlean.com) learning portal
- Maximum 1 attempt is allowed for each quiz (In an event where the student is unable to score more than 70% for a quiz, then the student will have to subscribe again to the course by paying the due amount)
- One 8 Step Problem Solving and Value Stream Improvement Project must be completed based on the given guidelines.
- Projects are reviewed by Lean Experts at Center for Lean Excellence and marks will be awarded based on a set criteria.
- 50% marks are allocated for the exams and 50% marks are allocated for the project works. Minimum 70% is required for the certification.

# Certified Lean Leader Black Belt



## Center for Lean Excellence

Here by certify that

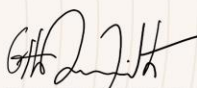
*Your Name Goes Here*

Has satisfactorily completed the requirements prescribed by the Center for Lean Excellence for the title of

# Certified Lean Leader Black Belt

On the date of 31 December 2022



  
Lapitha Gunasinghe  
Director | ICEES

  
Asanka Henegedara  
Director | ICEES



Powered by Innovation Center for  
Enterprise Excellence Solutions

Certificate ID: CYLB20200101

## Certification

- All the students who meet the pass criteria of minimum 70% for all the exams and project evaluations
- The students will receive the digital certification upon the successful completion of the course
- Printed dual certificates will be sent to the passed students via postal services by Center for Lean Excellence

# Lean Leader Black Belt Competencies

Below competencies prescribed by ISO 18404 will be achieved during the Lean Leader Black Belt Program

| Index | Competency                           | Performance Criteria  | Suggested Evidence of Understanding the Competency  |
|-------|--------------------------------------|---|---|
| 1     | Benefits of Lean                     | Understand expected lean benefits to the company  | Can explain the benefits of Lean to a process, including such ideas as reduced lead time, cycle time, operating expense. Increased capacity, productivity, quality. |
| 2     | Identify Wastes in the process       | Understand the difference between “Value” & “Waste”   | Can identify and describe value- added (VA) and non-value-added (NVA) activities, e.g. using an acronym such as TIM WOOD,   |
|       |                                      | Distinguish waste in a continuous process   | Can conduct waste walk, process mapping activities and list down wasteful processes   |
| 3     | Implement new standards              | Understand the areas for new standards  | Can conduct “Seiri” activities in respective areas and capable of establishing 5S and process standards   |
| 4     | Execute Gemba Kaizen                 | Can conduct Gemba Kaizen to an identified improvement opportunity                                 | Have developed a waste walk plan along with implemented gemba kaizen log.   |
| 5     | Systematically solve problems        | Can state problems accurately and use systematic lean problem solving techniques                  | Use lean problem-solving methodology and root cause analysis techniques in daily problem solving  |
| 6     | Team based process improvement       | Can lead a Quality Circle Initiative in the company   | Can scope a quality circle project and drive for results with A3 thinking   |
| 7     | Stakeholder Management               | To have knowledge of stakeholder management techniques in pursuit of Operational goals.           | Describes types of stakeholder and appropriate techniques for stakeholder management.   |
| 8     | Understand the flow and value stream | Can identify the high-level value stream of the organization                                      | Can identify value stream symbols and sketch the lean value stream map for the organization   |
| 9     | Project Management                   | Can organize Quality circle level projects  | Facilitate meetings, reviews and report progress on the projects  |
| 10    | Implementing Lean Management         | Actively support Certified Lean Practitioners (CLPs) on sectional lean implementation initiatives | Update company wide A3 visual boards, active participation in process waste reduction   |

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|-------|------------------------------------|--|--|
| 11    | Change effects on individuals      | Can describe change curve.   | Can explain change curve thinking and its effect on any change including Lean implementation.                              |
| 12    | Change at organizational level     | Importance of cultural change.   | Can explain the importance of cultural change in Lean implementations, rather than individual change or process change.    |
| 13    | Measurement of process performance | Selecting and collecting data for process improvement.   | Can describe the factors which are important in data collection, for example, sample size, sample timing, sampling method. |
| 14    | Creativity thinking.               | Understands the need to apply creative thinking approaches to pursue Lean objectives.                        | Describes the different thinking modes (e.g. creative and analytical).   |
| 15    | Visual management and control.     | To be able to use appropriate visual management techniques to improve processes and communicate information. | Can describe what is meant by visual management and what effects can be expected.  |
| 16    | Workplace optimization             | To be able to optimize the content and physical layout of a workspace for a process.                         | Can describe the effect on efficiency of physical layout of a process.   |
| 17    | Team based problem solving.        | Maximizing the use of team skills in process improvement.  | Can describe the importance of teams and team-based problem-solving in Lean approaches.                                    |
| 18    | Implementing Lean approaches.      | Ensures strategic alignment of activity.   | Can describe a method to align activity with strategy, e.g. Hoshin Kanri (policy deployment matrix).                       |
| 19    | Analysis of data.                  | To be able to select and apply the correct tools for analysis.   | Can describe the different tools and when they are used (for example, Ishikawa's seven quality tools).                     |
| 20    | Risk analysis.                     | To understand the concept of risk in a Lean activity.  | Describes what is meant by risk and how it applies to Lean implementations.  |



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|-------|-----------------------------------|--|--|
| 21    | Sustainment                       | Sustaining improvement in processes.   | Can describe an appropriate review method, such as daily workplace audits, weekly team reviews.  |
| 22    | Motivating others.                | Understand how to motivate individuals and teams to progress towards objectives.   | Describes possible approaches such as identifying individual drivers, creating shared vision, shared goals, understanding appropriate incentives and consequences. |
| 23    | Managing productive time.         | Appropriate use of techniques such as OEE and SMED to optimize useful time.  | Can describe the use of techniques such as SMED and OEE to maximize useful time in processes   |
| 24    | Self-review and self-development. | To be able to understand own strengths and areas requiring development.  | To describe own strengths and plans for self-development.  |
| 25    | Lean techniques.                  | Understands and actively supports Lean implementations with appropriate techniques   | Can describe appropriate use of Lean tools, such as current state VSM, future state VSM, 5S, visual management, standard work, etc.                                |
| 26    | Presentation and reporting skills | The importance of communicating effectively to stakeholders through presentations and reports in order to drive the achievement of project objectives. | Describes effective ways to structure presentations and reports to meet required purposes with the expected audience.  |

