



**Center for
Lean Excellence**
Singapore



ICEES

Authorized Training & Exam
Provider in Sri Lanka

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,

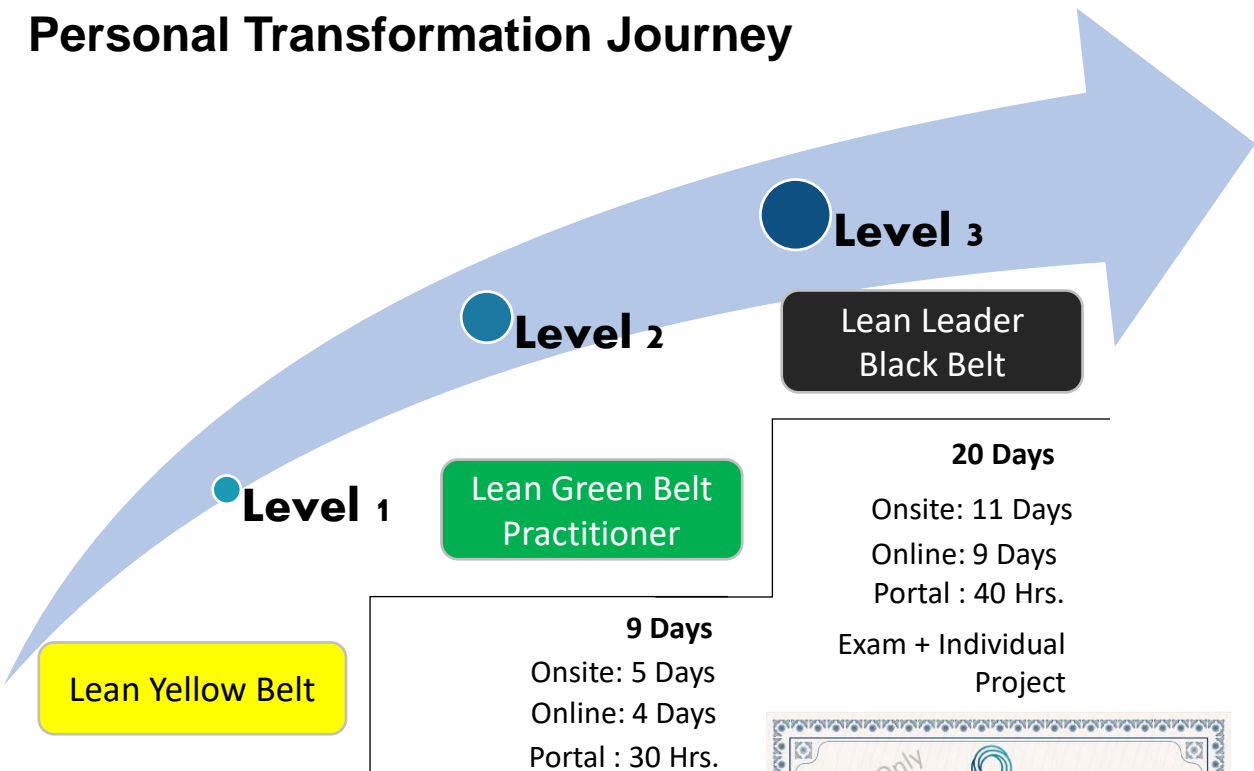
- Identify value stream level improvement opportunities and drive for excellence
- Develop continuous improvement behaviors and daily management routines
- Develop true north vision and groom next level leaders
- Solve problems systematically to improve capacity and maximize profitability
- Coach Lean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

Briefly

Level	C Suite, Director, Senior Manager
Price	LKR 280,000
Duration	May – Sep 2023
Institute	Center for Lean Excellence-Singapore
Certification	ISO 18404 approved certificate
Class Size	25 (Maximum)
Format	Live Online & Onsite Practical
Location	Sri Lanka
Evaluation	Exam, Individual & Group Assignment
Pre-Requisites	Lean Practitioner Green Belt

Productivity is a choice. Choose to improve it better.

Personal Transformation Journey



Lean Yellow Belt

3 Days
Onsite: 2 Days
Online: 1 Day
Exam



To create a personal transformation and taking actions towards creating value.
These improvements will reduce wastes and trigger systematic problem solving

Lean Green Belt Practitioner

9 Days
Onsite: 5 Days
Online: 4 Days
Portal : 30 Hrs.

Exam + Individual Project



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.

Lean Leader Black Belt

20 Days
Onsite: 11 Days
Online: 9 Days
Portal : 40 Hrs.
Exam + Individual Project



To drive improvements in the organization.
These improvement activities will often be within the Lean leader's usual field of employment and operation

Organizational Transformation Journey

Maximized Profits

Shortest Lead-times

Best Quality

Learning Culture








Optimum Value



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 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	Date	Type
01	Introduction to Lean, 8 Types of Wastes, Gemba Kaizen	28-May	Onsite 
02	Process Mapping, Lean Metrics	31-May	Online 
03	5S for Productivity,	4-Jun	Onsite 
04	Yellow Belt Examination	11-Jun	Online 
05	A3 Thinking, 8 Step problem Solving & Initiate Project 1	18-Jun	Onsite 
06	Safety & Ergonomics	21-Jun	Online 
07	Yamazumi and Layout Preparation, STW, JIT and Assembly-line Simulation (Session 6 Practical)	25-Jun	Onsite 
08	Value Stream Mapping & Current & Future (Intro Level),	28-Jun	Online 
09	Product Development Simulation & QCO (Session 8 Practical)	2-Jul	Onsite 
10	<i>Green Belt Examination</i>	9-Jul	Online 
11	<i>Green Belt Project Review</i>	16-Jul	Online 
12	Value Stream Mapping (Deep), Pull System Kanban, Hijunka, Inventory Management (Practical) -	23-Jul	Onsite 
13	Value Stream Map Practical Activity -	30-Jul	Onsite 
14	<i>A3 Thinking and Project Management -</i>	2-Aug	Online 
15	Hoshin Kanri & Human Value Stream	6-Jul	Onsite 
16	Lean Leadership, Kamishibi, Daily Management	9-Jul	Online 
17	<i>Built In Quality</i>	13-Jul	Onsite 
18	Supplier Integration	16-Jul	Online 
19	Total Productive Maintenance (TPM)	20-Jul	Onsite 
20	<i>Change Management, Automation, Digitization Industry 4.0</i>	23-Aug	Online 
21	Black Belt Examination	27-Aug	Online 
22	Final Project Review	3-Sep	Onsite 
23	Final Project Review - Resubmission	10-Sep	Online 



Instructor-led
Online



Onsite Practical
Session



Exam



Project
Review

Lean Leader Black Belt – Sri Lanka



Onsite Sessions are Conducted at Galadari - Colombo

Lean Implementation Practical Sessions are Conducted at Selected Factories



Hands-on Lean Practical Sessions are Conducted Using the Assembly Line Simulation Kit Imported from Toyota Engineering Corp Japan



Program Summary

- **Next Program Start Date:** 28th May 2023
- **Duration:** 28th May – 24th Sep 2023
- **Onsite Learning:** 11 Days (Hotel Galadari - Colombo) | Sundays 9 am to 5 pm
- **Online Instructor-Led Learning:** 9 Days (Zoom) | Wednesdays 6 pm to 9 pm
- **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 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



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Singapore

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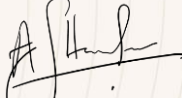
K.P. Geeth Upendra

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 2nd April 2023




Asanka Henegedara
Principal Instructor
South Asia
Center for Lean Excellence


Lapitha Gunasinghe
Principal Instructor
APAC
Center for Lean Excellence



Certificate ID: 2022831158

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

Lean Leader Black Belt Competencies

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Index	Competency	Performance Criteria	Suggested Evidence of Understanding the Competency
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.

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
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.



Center for Lean Excellence

As the pioneer of advanced lean management training and certification, Center for Lean Excellence has continued to serve the lean community by localizing the most up-to-date lean management knowledge. As an autonomous body affiliated to Innovation Center for Enterprise Excellence Solutions (ICEES) it is governed by a board of management consisting of ex Toyota consultants, experienced lean business leaders and research fellows. The quality and the practicability of certified professionals from Center for Excellence are governed by ISO 18404 international standards. Center for Lean Excellence's core programs attracts hundreds for lean professionals annually and provides the most challenging learning experience in the region.



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