

# XLSS: Master Black Belt

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Defines, designs and implements continuous improvement programs/projects to ensure efforts are integrated vertically and horizontally across organization. Defines improvement projects aligned with business strategies. Analyzes improvement programs and potential results. Facilitates and coaches improvement teams. Establishes and maintains performance metrics to measure program success. Installs process excellence supports for program governance, project reviews, communications, training, certifications and rewards. May have Six Sigma certification. Oversees and manages the operational aspects of ongoing projects and serves as liaison between project management and planning, project team, and line management. Reviews status of projects; manages schedules and prepares status reports. Assesses project issues and develops resolutions to meet productivity, quality, and client-satisfaction goals and objectives. Develops mechanisms for monitoring project progress and for intervention and problem solving with project managers, line managers, and clients.

## **Knowledge/Function/Scope**

Complete understanding and application of Six Sigma Statistical Problem Solving Techniques. Considered expert in field within the organization. Support Value Based Six Sigma (XLSS) implementation within the Division as an "in-house" expert for disseminating knowledge, project selection and training/coaching for all levels of the organization. Provides the continued training and mentoring of the Full Time and Functional Black Belts within the Division to ensure proper use of the XLSS tools and techniques to minimize variation and standardize processes across the organization. Above and beyond the Master Black Belt Training, continues to support the training and development of Black Belts across ES by directly or indirectly supporting the Curriculum Control Board (CCB). Develops a plan to energize the Division Black Belts and keep them current on the tools and techniques being employed to facilitate process improvement within ES as well as other industries as a benchmark. Project management and team leadership skills. Knowledge of other functions that provide inputs regularly, i.e. Product Development, Engineering, Quality, Purchasing, Manufacturing, Finance, Human Resources and Operations. Advanced knowledge of statistical analytical tools/methodology. Written and verbal communication skills. Knowledge of spreadsheet, presentation, project management, process mapping and word processing software. Ability to manage multiple projects simultaneously under frequently changing priorities. Knowledge of continuous improvement, quality and basic financial principles and the ability to apply them to analyze the planned activities. Ability to lead and direct an improvement team.

## **Work Performed/Problem Solving**

Technical Leadership. Provides consultation and direction as a subject matter expert on the application of Lean Six Sigma and the DMAIC problem solving approach to all levels of the organization. Participates in project reviews and consults on project implementations, managing changes within the larger XLSS organization. Improve Electronic Systems' ability to achieve superior customer satisfaction by promoting a Continuous Improvement Culture through the execution of projects, Kaizens and training events focused on reducing variation, eliminating waste, streamlining and standardizing processes, and adding value for our customers, shareholders and employees.

## **Discretion/Latitude**

Identifies opportunities, defines and justifies projects, negotiates resources, launches project teams, manages team activities, trains and coaches resources assigned to the team. Measures Results. Manages the development and maintenance of methods and systems for measuring the degree to which the project goals, objectives and metrics are being met. Provides the Division Champion with the results and take corrective project action as required to improve on results below target.

## **Impact**

Lead high impact variation reduction and process standardization projects across business areas and cross functional disciplines, effectively coordinate these projects with the Division Champion(s) and other improvement teams. Lead teams to execute projects with the problem solving methodology, track project status and results, anticipate and remove project barriers, and develop team members. It is also critical to identify integration issues with other projects/processes and coordinate the improvements with the appropriate project/process owners to accomplish the project goals.

Technical Leadership. Provide consultation and direction as a subject matter expert on the application of Lean Six Sigma and the DMAIC problem solving approach to all levels of the organization. Participate in project reviews and consult on project implementations, managing changes within the larger XLSS organization. Measure Results. Manage the development and maintenance of methods and systems for measuring the degree to which the project goals, objectives and metrics are being met. Provide the Division Champion with the results and take corrective project action as required to improve on results below target.

### **Liaison**

Ensures projects are integrated with other business activities, improvement projects, and business strategy. Works with the XLSS Champion and senior management to set annual targets for projected savings from Black Belt lead projects and Kaizen events. Communicates best practices. Documents and shares best practices developed within the Division with other Master Black Belts throughout ES. Looks to bring in new information, techniques and methodologies available in industry, to continually improve the level of expertise within the organization. Delivers Lean Six Sigma Training. Develops and delivers Lean Six Sigma awareness and training to the XLSS team and all levels of the organization, as appropriate.

### **Education and Experience**

Minimum of 5 years of professional level experience. Requires an XLSS Black Belt Certification along with a proven track record in the application of the DMAIC and Lean Six Sigma methodology to business improvement. Must have led 3 different Black Belt projects, Kaizen events and documented realization savings as a result of those projects, and co-taught as an instructor during a 5 week Black Belt training session.