

# XLSS: Lean 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**

Supports 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. Takes a leadership role in large, more complex Lean manufacturing initiatives or projects focused on reducing process cycle time and increasing inventory turns. Above and beyond the Lean Master Training, develops a plan to energize the Division around lean manufacturing, develops a plan to reduce cycle time and inventory for the Division, successfully leads Kaizen Events and works to improve overall Division productivity and process performance.

## **Work Performed/Problem Solving**

Improves Electronic Systems Division's ability to achieve superior customer satisfaction by expanding the Lean Culture through the execution of projects, Kaizens and training events focused on eliminating waste, streamlining processes, and adding value for our customers, shareholders and employees.

## **Discretion/Latitude**

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 takes corrective project action as required to improve on results below target. Lean Advancement. Documents and shares best practices developed within the Division with other Lean Masters throughout ES. Looks to bring in new Lean techniques and methodologies to continually improve the level of expertise within the organization. Delivers Lean Training. Develops and delivers Lean awareness and Kaizen team training to all levels of the organization, as appropriate.

## **Impact**

Lean Enterprise Leadership. Lead high impact cycle time and inventory turns improvement projects within a Division, across Divisions or across management companies and effectively coordinate these projects with the Division Champion(s) and other improvement teams. Work with the XLSS Champion and Senior Management to set annual targets for projected savings from lean projects. Identify opportunities, define and justify projects, negotiate resources, launch project teams, manage team activities, train and coach resources assigned to the team, 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 Manufacturing Methods to all levels of the organization. Participate in project reviews and consult on Lean project implementations and managing changes within the larger XLSS organization.

## **Liaison**

Lean Advancement. Documents and shares best practices developed within the Division with other Lean Masters throughout ES. Looks to bring in new Lean techniques and methodologies to continually improve the level of expertise

within the organization. Delivers Lean Training. Develops and delivers Lean awareness and Kaizen team training to 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 Lean methodology to business improvement. Must have led 3 different Kaizen events, reduced cycle time in 2 key processes, and co-taught at least 1 week of Lean training.