

# The Six Sigma Black Belt Handbook (Six SIGMA Operational Methods)

By Thomas McCarty, Lorraine Daniels, Michael Bremer, Praveen Gupta



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## **EXTREME SIX SIGMA:**

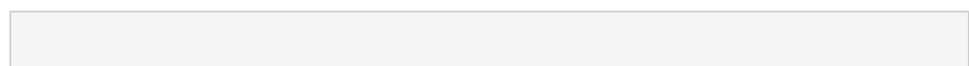
**A new series that takes Six Sigma to the next level**

The *Six Sigma Operational Methods Series* goes beyond simply explaining Six Sigma basics to interested managers--these are hard-core working tools of statistical methods, quantitative and intense, aimed at mathematically sophisticated Six Sigma practitioners unwilling to settle for anything less than peak performance in manufacturing and services.

Written by four instructors from the world-renowned Motorola University, this handbook provides the tools Six Sigma Black Belts and Master Black Belts need to deal with the most intractable business problems. The authors show how to integrate research and development, manufacturing, human resources, finance, marketing, quality, and customer service with corporate vision, mission, and key strategies.

- \* Tools for estimating quality project cost on a project by project basis
- \* A complete guide to understanding and writing financial reports
- \* Methodologies for leading multiple projects
- \* Problem-solving tools like Design for Six Sigma and TRIZ

**Contents:** Strategy: Planning for Six Sigma \* Project Management \* Performance Reporting \* Leadership for Six Sigma: Organizing for Six Sigma \* Team Leader's Tools \* Team Measurement Concepts \* Corporate Initiatives: Six Sigma \* Lean Thinking \* Human Resources Management: Organizational Alignment \* Compensation and Recognition \* Methodology Tools: Define \* Measure \* Analyze \* Improve \* Triz \* Control \* Design for Six Sigma \* Financial Measurements: Financial \* Operational \* Reporting \* By Industry: Service \* Transaction \* Manufacturing \* Healthcare \* Human Resources Management



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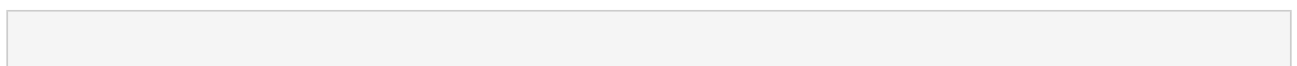
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**The Six Sigma Black Belt Handbook (Six SIGMA Operational Methods)** By Thomas McCarty, Lorraine Daniels, Michael Bremer, Praveen Gupta Bibliography

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## **Editorial Review**

From the Author

Tom McCarty is the Director of Consulting Services for Motorola University. Tom and the Consulting Services team are dedicated to improving the business performance of Motorola's suppliers, channel partners, customers and business alliances through the full implementation of Six Sigma Business Improvement Campaigns. For the past five years, Tom has worked with numerous executive teams to help them formulate strategic plans, Balanced Scorecards, and focused Six Sigma implementation plans. Tom is trained as a Six Sigma Black Belt, has 26 years of Motorola management experience, and has successfully led Six Sigma implementations for a variety of clients, across a variety of industries. Tom is a contributing author to The Corporate University Handbook and a Co-author of The New Six Sigma.

Lorraine Daniels is a Master Black Belt working as a Six Sigma Senior Consultant and Master Instructor worldwide for Motorola University. She is a doctoral candidate in Industrial Engineering at Arizona State University. She lives in Tempe, Arizona.

Michael Bremer is the President of the Cumberland Group, a consulting firm that specializes in process and business performance improvement. A certified Six Sigma Black Belt from Motorola, he lives in Hinsdale, Illinois.

Praveen Gupta is a PE, Master Black Belt, and ASQ Fellow. Praveen, who was there at time and place of the birth of Six Sigma, has taught Six Sigma at Motorola University for over ten years. His first Six Sigma project was completed in 1988. He lives in Schaumburg, Illinois.

From the Back Cover

### **EXTREME SIX SIGMA!**

**TAKE SIX SIGMA TO THE NEXT LEVEL WITH THESE RIGOROUS BEYOND-THE-BASICS TECHNIQUES**

When you're ready to tackle your business's most intractable problems, you're ready for *The Six Sigma Black Belt Handbook*. Going far beyond simplified or hypothetical explanations of Six Sigma aimed at novices, this Handbook delivers practical, working tools to sophisticated Six Sigma practitioners. You get details on advanced methods, quantitative and intense, aimed only at those Six Sigma practitioners who are unwilling to settle for anything less than the best possible performance in manufacturing and services.

Written by four top Six Sigma coaches from the world-renowned Motorola University, this second volume in the much-anticipated *Six Sigma Operational Methods Series* shows Six Sigma Black Belts, Master Black Belts, Champions, and Sponsors how to help their companies move measurably closer to sustainable, world-class business results. Delving into the most complex difficulties that businesses face, the Handbook provides methods and models that work throughout the enterprise, integrating and aligning disparate functions -- such as R&D, manufacturing, human resources, finance, marketing, quality, and customer service -- into a forward-moving, ever-improving whole that is in line with corporate vision, mission, and key strategies. For the first time, the Six Sigma Management System is detailed to show how project level methods and team approaches are integrated with leadership practices and tools to achieve long-term sustainable improvements.

## Look inside for the potent analytical and strategic tools you need to:

- Lead multiple initiatives without conflict
- Estimate quality project cost on a project-by-project basis
- Solve complicated problems with resourceful tools that drive creativity and innovation
- Understand and write logical Six Sigma financial reports
- Mentor business skills and team/leadership skills throughout the enterprise
- Drive engaged leadership teams through implementation of the Six Sigma Management System for sustainable, integrated improvement efforts

If you're ready for serious combat with tough-as-nails business problems, *The Six Sigma Black Belt Handbook* is the book for you.

This results-driven manual shows Black Belts, Master Black Belts, Champions, Sponsors and other trained Six Sigma practitioners how to get down and dirty with erratic, error-prone processes and slow cycle times everywhere in the enterprise. More than that, the *Handbook* trains you in across-the-enterprise process improvement, showing you how to use a sophisticated Six Sigma Management System to resolve stubborn, resistant problems in communication, performance, and managing change.

Loaded with advanced, yet practical approaches, leadership pearls, and analytical solutions that break intractable business logjams, *The Six Sigma Black Belt Handbook* helps you:

- Manage an integrated organization-wide, improvement effort
- Steer large-scale projects
- Guide several projects at the same time
- Produce sustainable Six Sigma results in areas such as human resources and marketing
- Optimize transactional processes such as billing and customer support
- Use Six Sigma weaponry to move the entire enterprise measurably closer to mission accomplished

Success stories from enthusiastic Six Sigma companies such as Motorola, General Electric, Allied Signal, and Citibank will keep you reading. Innovative methods in team leadership, aligning the organization, analysis, financial measurement, and problem-solving will have you eager to put them to work.

If you're an accomplished Six Sigma warrior, whether your organization is small or large, *The Six Sigma Black Belt Handbook* is the tactical weapon you need to measurably take your business to the next level of accomplishment, improvement, and coherence.

### About the Author

**Tom McCarty** is the Director of Consulting Services for Motorola University. Tom and the Consulting Services team are dedicated to improving the business performance of Motorola's suppliers, channel partners, customers and business alliances through the full implementation of Six Sigma Business Improvement Campaigns. For the past five years, Tom has worked with numerous executive teams to help them formulate strategic plans, Balanced Scorecards, and focused Six Sigma implementation plans. Tom is trained as a Six Sigma Black Belt, has 26 years of Motorola management experience, and has successfully led Six Sigma implementations for a variety of clients, across a variety of industries. Tom is a contributing author to *The Corporate University Handbook* and a Co-author of *The New Six Sigma*.

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## **Users Review**

### **From reader reviews:**

#### **Ricky Hayes:**

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#### **Salvador Swain:**

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**Brenda Lewis:**

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