

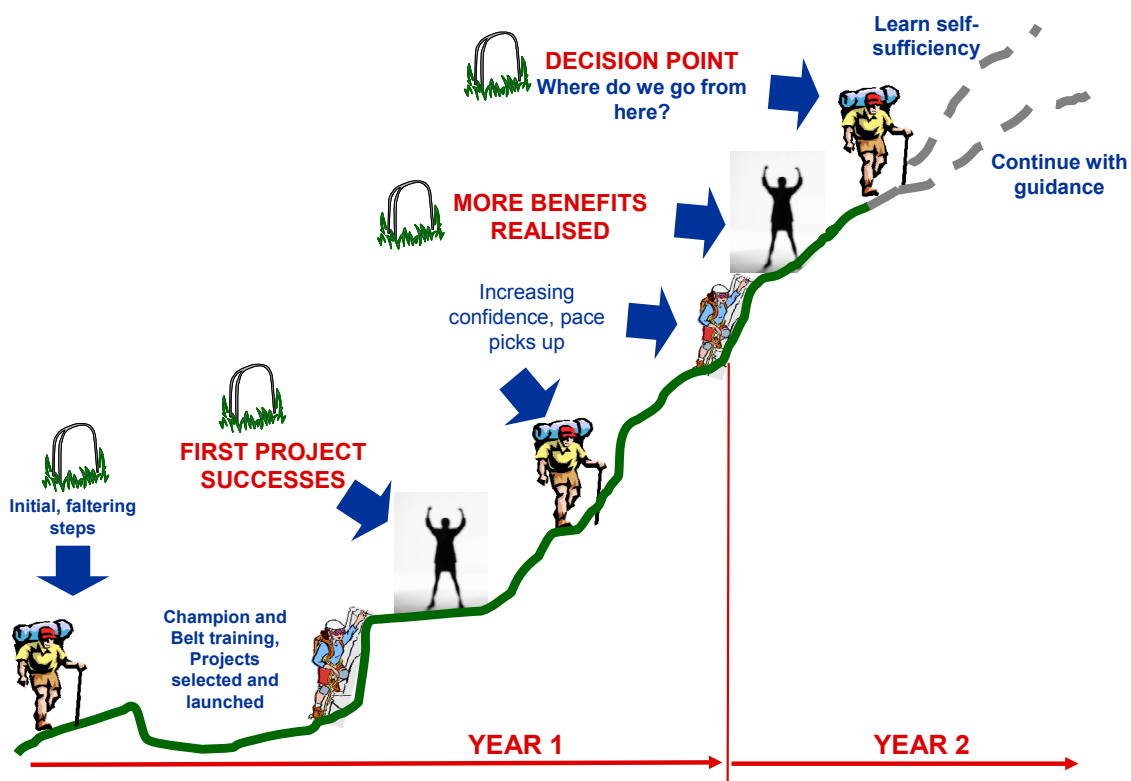
The Maturing Six Sigma Organisation : Train-the-Trainer

by Stephen Walsh, Six Sigma Group

Six Sigma process improvement is a journey with no end, so businesses undertaking Six Sigma to enhance their performance soon come to appreciate the need to develop an independence from external support – usually about eighteen months into the deployment, after the second or third waves of projects have been delivered.

At this juncture the organisation is witnessing how successfully Six Sigma delivers benefits through project work and so desires to continue identifying areas for improvement, training Belts and building Six Sigma methodology into “*the way we do things around here*”.

This is the point in the maturity when ‘Train-the-Trainer’ becomes a serious and relevant consideration: the business has acquired confidence in the DMAICT methodology, individuals are becoming practised in the use of the tools and the management is more than willing to extend the activity.

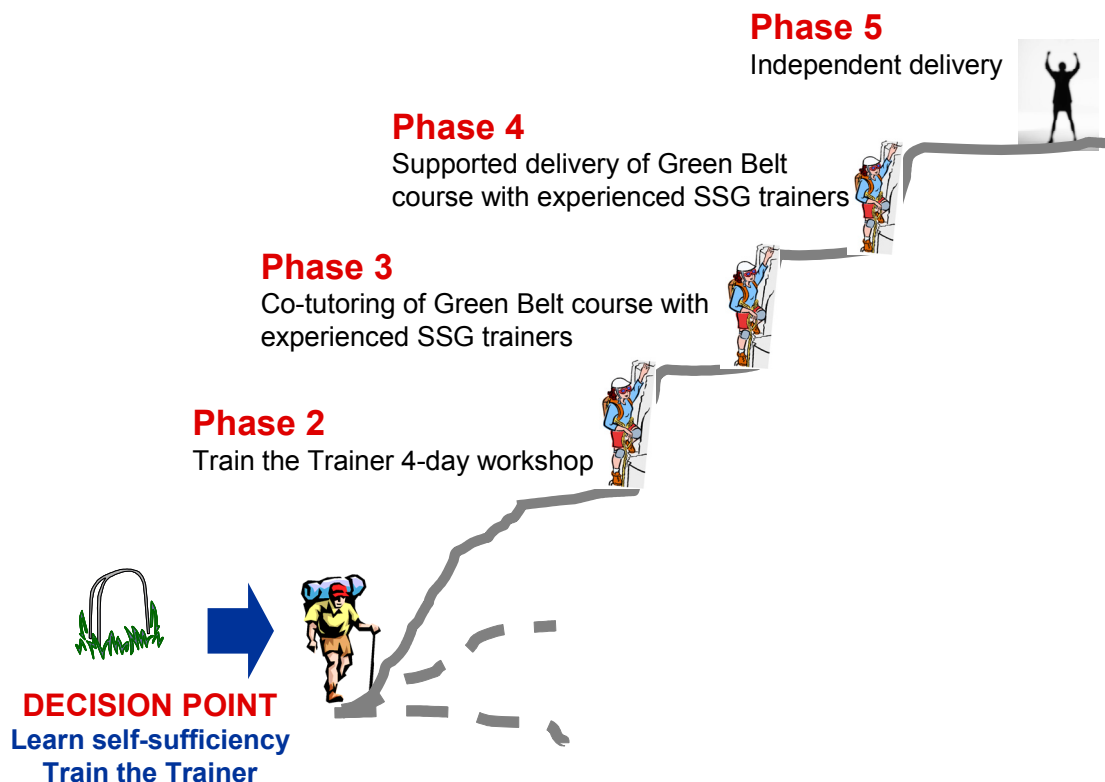


The hand over of expertise has to be carefully planned and the skill set required to deliver the complex Belt training should not be underestimated. It takes more than the passing over of materials along with a few ‘crowd control’ techniques to make a trainer out of a competent Black Belt.

The **Six Sigma Group** has created a thorough five-phase approach to enable in-house Black Belts to deliver training and mentor projects. The emphasis of the development programme is not on making trainers of Belts, but on generating more projects through in-house training of more Green Belts by in-house experts.

The business benefits from increasing returns from project work. As a bonus, it acquires independence from external support and equips certain key staff members (their best Black Belts) with highly developed communication and facilitation skills.

Phase 1 is complete once the organisation has Black Belts in place – whether they have been trained internally or recruited from outside the organisation. The subsequent phases are very hands-on: the Train-the-Trainer candidates develop their facilitation, presentation and teaching skills through the delivery of the Green Belt course (also yielding more Green Belts with company projects), coached and mentored by **Six Sigma Group** consultants.



The individuals selected for the programme benefit from improved understanding of Six Sigma tools, increased confidence and respect from peers and senior management. For some of them, Train-the-Trainer is the next and necessary step to becoming a Master Black Belt, the presence of which is ultimately a prerequisite for the mature Six Sigma organisation.