SKIL GLOBAL
Business Consulting and IT Services

CERTIFIED LEAN SIX SIGMA GREEN BELT



"Accelerate your career path with Lean Six Sigma Green Belt Certification"



LEAN SIX SIGMA GREEN BELT TRAINING

DELIVERED IN THREE MODES - CLASS ROOM / LIVE WEB / SELF PACED



Class room

Most suitable for corporate learning and development programs.

- Expert instructors.
- Face to face interaction.
- Ask and resolve your queries on the spot.
- Experience L&D exercises physically on the spot.



Live - web based instruction

Most suitable for both corporate and self sponsored professionals.

- Expert instructors.
- Face to face interaction.
- Resolve your queries on the spot.
- Experience L&D exercises virtually.



Access recorded videos and learn at own pace

Most suitable for self sponsored professionals who have a hectic work schedule.

- Access learning videos by expert instructors and Learn at your pace.
- Resolve your queries offsite - e-mail, web meeting.

KEY BENEFITS

Achieve Noticeable Performance Improvements



Lean Six Sigma Green Belt projects often help organizations save ₹8 lakhs to ₹20 lakhs per initiative. You'll learn to drive such impactful projects — improving KPIs like cost, quality, compliance, on-time delivery, efficiency, and productivity.

Gain Practical, Proven Problem-Solving Skills



According to ASQ, a large majority of Six Sigma professionals apply their skills regularly to improve processes. As a Green Belt, you'll develop the ability to tackle real problems using data, rather than firefighting symptoms — a skill that's valued in every industry.

Boost Your Career Opportunities



Industry surveys show that certified Green Belts often enjoy faster career progression and higher pay compared to their peers. Employers across pharma, healthcare, manufacturing, and IT actively seek Green Belt–certified professionals to lead and support process excellence.

Build Influence Across Functions



You'll be recognized as a go-to problem solver — able to work effectively with Quality, Production, Supply Chain, Regulatory Affairs, and other teams to achieve common goals.

Increase Your Chances of Promotion



Green Belt–certified professionals stand out for their strategic thinking, analytical approach, and measurable impact on business performance — qualities that managers look for when filling leadership positions.

Enhance Your Appraisal Ratings



By leading or contributing to Lean Six Sigma projects, you'll deliver direct cost savings, efficiency improvements, and compliance wins — outcomes that translate into stronger performance reviews.

Work Across Industries and Borders



Lean Six Sigma Green Belt is a globally recognized certification. Whether you work in engineering, pharmaceuticals, FMCG, IT, or services, these skills remain relevant and in demand worldwide.

"From Green Belt to Global Success"
Sharath's Inspiring Journey with SKIL Global's Lean Six Sigma Black Belt Program

Sharath's Lean Six Sigma journey began at Amazon, where he was selected for a Green Belt training program conducted by SKIL for high-potential employees. Eager to learn more, Sharath chose to go further — enrolling independently in SKIL's Black Belt program.

He spent his weekends attending sessions and devoted his weekdays to applying the concepts in real-time at work. The results were soon visible. His peers began to notice a remarkable transformation in his ability to analyze data and generate insights. Working from India, Sharath was supporting his U.S.-based colleagues with Business Intelligence reports. One of the colleagues he supported — impressed by his clarity, dedication, and analytical skills — recommended him as her replacement when she was moving on from her role. What followed was a life-changing moment: Sharath received an offer letter from Amazon USA to join as a Business Intelligence Engineer.

In 2016, he moved to the United States — and continues to thrive and grow in his career there. Sharath later visited our office to personally share his story, expressing gratitude and pride in the journey he had taken. At SKIL, we salute individuals like Sharath, who invest in themselves, take charge of their future, and strive to make a meaningful difference in the workplace.

We are honored to be part of such journeys and remain committed to empowering professionals who are determined to create their own success stories.



Our greatest joy comes from seeing you succeed and turn your dreams into reality.
At SKIL, the training or certification is not the end goal — you are. It's about who you become through the journey, how you grow, and the impact you go on to create.
For us, the training program is just the beginning. Our relationship with you is for a lifetime. We're here to support, celebrate, and stand by you — long after the certificate is awarded.

KEY FEATURES

Why should you consider doing this course with us?
Here are just a few compelling reasons—beyond our commitment to our mission: to make you the most sought-after Lean Six Sigma professional in your chosen domain. We will guide and support you every step of the way—until you cross the finish line.

GLOBALLY RECOGIZED CERTIFICATION

The certificate is accredited by CSSC, USA

EXPERT DESIGN

The course is designed by Master Black Belts

HANDS ON LEARNING

Course is loaded with application exercises and case studies to enable hand's on learning.

FREE TEMPLATES

MS Excel, Word templates, power point templates, infographics and more.

IN THIS PROGRAM YOU WILL LEARN HOW TO

1. Drive quality improvement
2. Enhance efficiency and reduce time wastage
3. Boost productivity
4. Manage teams effectively
5. Strengthen presentation and communication skills
6. Analyze data using qualitative and quantitative methods
7. Lead change management initiatives
8. Apply project management principles
9. Solve problems using both basic and advanced techniques



PRE QUALIFICATION

There are two primary per-qualifications to attend this program.

WORK EXPERIENCE

You should have at least 1 year of work experience in the industry in any domain.



PASSION TO PERFORM

No learning is useful without passion to perform. If you are passionate to achieve breakthrough improvements in your job role, this program is for you.

POSSIBLE CAREER PATH OPTIONS

Operational Excellence & Process Improvement
- Operational Excellence Manager
- Continuous Improvement Manager
- Lean Six Sigma Consultant
- Business Process Improvement (BPI) Lead
- Operational Transformation Leader

Quality Management
- Quality Manager / Director
- Quality Assurance Lead
- Compliance & Regulatory Affairs Manager (especially in pharma, healthcare, manufacturing)

Project & Program Management
- Project Manager (with focus on process improvement projects)
- Program Manager – Process Excellence
- Strategic PMO Lead (Project Management Office)

Data & Analytics
- Business Analyst / Senior Business Analyst
- Process Analyst with specialization in statistical tools like SigmaXL, Minitab, etc.

Supply Chain & Operations
- Supply Chain Optimization Lead
- Operations Manager / Director
- Manufacturing Excellence Leader

Leadership & Strategy Roles
- Head of Process Excellence
- Director of Strategy Execution
- VP / SVP – Operations or Transformation

Entrepreneurship & Consulting
- Independent Lean Six Sigma Consultant
- Corporate Trainer / Coach for Lean Six Sigma Programs

Voice of Customer

PUBLIC PROGRAM

If you have passion towards quality and problem solving, SKIL is the place. I enjoyed the sessions, especially, instructor's capability to easily connect to my work area. I have attended many other training programs from other places, but its mostly theory. What's unique at SKIL is the real time consulting experience shared by the instructor"

Satheesh Balakrishnan, Black Belt

CORPORATE PROGRAM

"The program conducted by SKIL for the "Certified Six Sigma Black Belt" course has changed my life! I have seen dime-a-dozen Six Sigma courses but this one stands out from the rest in methodology, Quality, Delivery and Hands on learning."

Amit Shetty, Director

CORPORATE PROGRAM

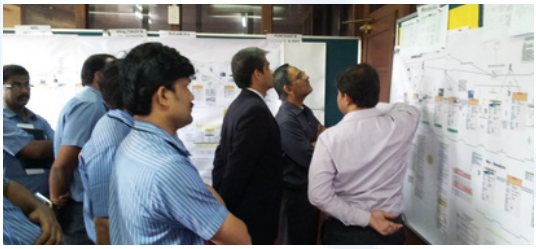
When ACUSIS wants to do significant things fundamentally right, we dial into SKIL.

Ananda Sanjeev, COO

CORPORATE PROGRAM

"SKIL delivers high quality services on Six Sigma, Lean and Project Management methodologies to create a culture of continuous improvement"

Rakesh Agarwal, Managing Director











ABOUT SKILGLOBAL

HOURS OF CONSULTING

+25,000

INDUSTRY SEGMENTS

+25

INDIVIDUALS TRAINED

+12,000

AWARDS

+2

We are one of the world's leading consulting and training firms in the field of Operational Excellence. Our expertise is recognized globally—we have authored books on Lean Six Sigma published by McGraw Hill and have facilitated operational problem-solving projects across the USA, the Middle East, and Asia. Headquartered in the IT capital of India, Bengaluru, we have been delivering lasting value to our clients worldwide since 2003.
With experience facilitating problem-solving across diverse industry sectors, we speak the language of data and process fluently. For over 16 years, we have enabled data-driven decision-making, turning process inputs and outputs into meaningful insights. Visualizing data isn't just our profession—it's our passion.

Many of those we've trained have gone on to become industry leaders. We are deeply committed to supporting ambitious professionals on their career journeys, and it brings us immense joy to see our students reach new heights every day.

Training Provider of the Year, 2016 by **Higher Education Review.**

"Outstanding achievement Award For Consulting for Business Excellence, 2025" award from **All India Achievers Foundation.**



LEAN SIX SIGMA GREEN BELT SYLLABUS

REVISION 2025

SECTION 1 – LEAN SIX SIGMA AND ALIGNMENT WITH BUSINESS OBJECTIVES

1. **Importance of six sigma**. *Understand*
   - Explain why organizations adopt Six Sigma, how its principles and objectives are applied in practice, and trace its development through contributions from notable quality pioneers such as Juran, Deming, Shewhart, and Ishikawa.
2. **Linking Six Sigma Projects to Business Goals** *Understand*
   - Describe how a Six Sigma initiative should be connected to an organization's strategic objectives, including the use of SMART goals. Discuss how process inputs, outputs, and feedback mechanisms at various levels influence overall business performance.
3. **Key Organizational Drivers and Measures.** *Understand*
   - Identify the major drivers of organizational success — such as profitability, market share, customer satisfaction, operational efficiency, and product differentiation. Explain how KPIs and performance scorecards are created and how they guide decisions across the business.
4. **Lean principles in Business context** - **Core Lean Concepts**. *Apply*
   - Lean Principles, define essential Lean ideas such as the Theory of Constraints, value creation, process flow, takt time, Just-In-Time (JIT) production, Gemba walks, spaghetti diagrams, and the pursuit of continuous perfection.
5. **Value Stream Mapping**. *Understand*
   - Demonstrate how VSM can be used to pinpoint value-adding activities and highlight sources of waste — including overproduction, excess inventory, unnecessary movement, redundant inspection, rework, transportation, and storage.
6. **Differentiate between DAMIC and DMADV process.** *Understand*

SECTION 2 – DEFINE

1. **Selecting the right project**. *Understand*
   - Explain the steps in selecting a project and the factors to consider when deciding whether to apply the DMAIC approach or another problem-solving framework.
2. **Understanding Process Components** *Analyze*
   - Define what makes up a process and set its boundaries. Recognize that processes often span multiple functions and identify the challenges this creates for improvement initiatives.
3. **Inputs and Outputs of a Process.** *Analyze*
   - Identify the variables that go into and come out of a process, and assess their relationships using the SIPOC model (Suppliers, Inputs, Process, Outputs, Customers).
4. **Identifying Owners and Stakeholders**. *Apply*
   - Determine who owns the process and which stakeholders are impacted or involved in the project.
5. **Recognizing the customer** *Apply*
   - Identify both internal and external customers and assess how the project outcomes will affect them.
6. **Gathering customer feedback** *Apply*
   - Collect customer insights through surveys, focus groups, interviews, and observation. Ensure that questions are clear, unbiased, and free from ambiguity to improve data quality.

LEAN SIX SIGMA GREEN BELT SYLLABUS

REVISION 2025

SECTION 2 – DEFINE CONTINUED..

7. **Project charter.** *Apply*
   - Create a charter that clearly states the problem, includes baseline performance data, and outlines improvement goals.
8. **Defining project scope** *Apply*
   - Use tools like process maps, Pareto charts, and other quality methods to set the project's boundaries.
9. **Project Measures** *Apply*
   - Assist in defining key performance indicators (e.g., reducing defect rates by a specified target) along with secondary measures that track any unintended consequences resulting from the changes.
10. **Project Planning Techniques** *Apply*
    - Apply structured planning and tracking methods such as work breakdown structures (WBS), Gantt charts, milestone/tollgate reviews to organize projects and oversee their progress.
11. **Project Records & Reporting** *Apply*
    - Explain the types of data and inputs required for comprehensive project documentation. Develop suitable communication tools (e.g., visual storyboards, consolidated spreadsheets, or result summaries) to support phase reviews and updates to stakeholders or leadership.
12. **Project Closure** *Apply*
    - Conduct a final review with the team and sponsors to confirm that project outcomes align with the original charter. Ensure all documentation is completed and archived properly. Capture lessons learned and share insights across the organization to highlight further opportunities for improvement.
13. **Process Performance** *Analyze*
    - Measure and interpret process performance indicators such as defects per unit (DPU), rolled throughput yield (RTY), cost of poor quality (CoPQ), defects per million opportunities (DPMO), sigma level, and capability indices. Use these measures to guide project-related decisions.
14. **Communication** *Apply*
    - Explain and apply different communication approaches used in organizations, including top-down, bottom-up, and cross-functional (horizontal) methods. (Apply)
15. **Team Dynamics and Performance** *Understand*
    - Stages of Team Development - Describe the phases of team growth—forming, storming, norming, performing, and adjourning/recognition. Recognize and address negative group behaviors such as dominance, reluctance to participate, blind agreement, groupthink, conflicts, lack of focus, rushing through tasks, blame-shifting, dismissals, digressions, and off-topic discussions.
16. **Team Roles and Responsibilities** *Apply*
    - Use responsibility-assignment tools (e.g., RACI) to clarify the roles of Six Sigma and project team participants, including Green Belts, Black Belts, Master Black Belts, Champions, Executives, Coaches, Facilitators, Sponsors, Team Members, and Process Owners.
17. **Team Tools and Decision-Making Techniques** *Apply*
    - Apply structured group methods such as brainstorming, nominal group technique, and multivoting to support effective decision-making.

LEAN SIX SIGMA GREEN BELT SYLLABUS

REVISION 2025

SECTION 3 – MEASURE

1. **Process Analysis and Documentation** *Create*
   - Create and review process maps, written procedures, work instructions, and flowcharts to uncover gaps or inconsistencies within a process.
2. **Probability and Statistics** *Understand*
   - Core Probability Principles - Explain and interpret key probability concepts such as independent and mutually exclusive events, multiplication rules, permutations, and combinations.
3. **Statistical distributions** *Understand*
   - Explain and interpret common probability and process control distributions - normal, binomial, Poisson and their applications in statistical analysis.
4. **Types of data** *Analyze*
   - Differentiate between continuous (variable) data and discrete (attribute) data.
5. **Sampling and data collection** *Apply*
   - Explain and use different sampling approaches such as random and stratified sampling. Apply data collection techniques including check sheets and coding. Develop data collection plans that specify how information will be gathered and validated, incorporating checks for minimum/maximum ranges, missing entries, errors, and null values.
6. **Descriptive statistics** *Evaluate*
   - Define, compute, and interpret key measures of central tendency and variability. Create and analyze frequency tables as well as cumulative distributions to summarize data effectively.
7. **Graphical analysis** *Create*
   - Design and interpret visual representations to communicate statistical findings clearly. Tools may include trend charts, scatter plots, histograms, stem-and-leaf displays, and box-and-whisker plots.
8. **Process Performance vs. Specifications** *Evaluate*
   - Differentiate between natural process variation limits and customer/engineering specification limits. Calculate performance measures to assess how well a process aligns with requirements.
9. **Process capability studies** *Evaluate*
   - Explain and perform capability studies by identifying key process characteristics, specification ranges, and tolerances. Assess process stability and confirm normality as part of the evaluation.
10. **Process capability analysis** *Evaluate*
    - Describe and compare process capability indices (Cp, Cpk) and process performance indices (Pp, Ppk). Select and calculate the appropriate index for a given situation, explain the use of Cpm, and determine the sigma level of a process.

SECTION 4 – ANALYZE

1. **Scatter plot, correlation and regression analysis** *Evaluate*
   - Differentiate between correlation and causation. Compute correlation coefficients and develop linear regression models. Interpret outcomes in terms of statistical significance (p-values) and use regression models for prediction and estimation.

LEAN SIX SIGMA GREEN BELT SYLLABUS

REVISION 2025

SECTION 4 – ANALYZE CONTINUED..

2. **Hypothesis testing** *Analyze*
   - Distinguish between statistical significance and practical significance. Understand risk, null and alternate hypothesis statements. Conduct hypothesis tests for comparing means, variances, and proportions using techniques such as paired t-tests, F-tests, ANOVA, and chi-square tests. Interpret the findings for decision-making.
3. **Gap analysis** *Analyze*
   - ***Gap analysis*** - Evaluate processes to identify performance gaps and compare the current state with the desired future state using defined metrics.
   - ***Root* cause analysis** - Apply structured problem-solving tools such as cause-and-effect diagrams, relational matrices, 5 Whys, and fault tree analysis to determine the underlying causes of problems.
   - ***Lean tools*** - Analyze cycle time vs. TAKT time and identify the bottleneck, identify non value added activities using 8 types of wastes in Lean - DOWNTIME. Determine the process time or VA % in overall lead time.

SECTION 5 – IMPROVE

1. **Design of experiments - Key concepts** *Understand*
   - Explain and define essential DoE terminology, including independent and dependent variables, factors and levels, responses, treatments, error, repetition, blocking, randomization, effects, and replication.
   - Interpret main effects and interaction plots to analyze experimental results. *Analyze*
2. **Implementation planning** *Apply*
   - Use approaches such as proof of concept studies, try-storming, simulations, and pilot runs to support effective implementation planning.
3. **Waste Elimination** *Apply*
   - Apply lean practices and tools for reducing or preventing waste, such as pull systems, kanban, 5S, standard work, and mistake-proofing (poka-yoke).
4. **Cycle-Time Reduction** *Analyze*
   - Use methods such as continuous flow, setup reduction, and single-minute exchange of dies (SMED) to shorten cycle times.
5. **Kaizen and Kaizen Blitz** *Apply*
   - Differentiate between ongoing kaizen activities and focused kaizen blitz events, and apply them appropriately to drive improvements.

SECTION 6 – CONTROL

1. **SPC concepts and goals** *Analyze*
   - Explain the purpose and principles of Statistical Process Control (SPC), focusing on how it helps measure and track process performance for both variable (continuous) and attribute (discrete) data. Differentiate between common-cause and special-cause variation, and interpret how these patterns are identified using control charts.

LEAN SIX SIGMA BLACK BELT SYLLABUS

REVISION 2025

SECTION 6 – CONTROL CONTINUED..

2. **Rational subgrouping** *Understand*
   - Explain the idea of rational subgrouping and how it is applied to organize data logically for effective analysis
3. **Control charts** *Apply*
   - Recognize, choose, design, and apply different types of control charts such as X-bar and R, X-bar and s, individuals and moving range, median, p, np, c, and u charts.
4. **Control Plans** *Apply*
   - Contribute to the creation and execution of control plans that outline methods to track and stabilize processes over time.
5. **Document Control** *Understand*
   - Explain the importance of document control systems and their function in ensuring improvements are standardized and maintained. (Understand)
6. **Training and Development** *Apply*
   - Create training programs that enable teams to adopt, implement, and sustain process improvements.
7. **Auditing** *Remember*
   - Describe the purpose and differences among first-party, second-party, and third-party audits.
8. **PDCA Cycle** *Apply*
   - Apply the steps of the Plan–Do–Check–Act cycle and differentiate their roles in continuous improvement. (Apply)
9. **Lean Tools for Process Control** *Understand*
   - **Total Productive Maintenance (TPM)** - Explain the key elements of TPM, including predictive maintenance practices, and show how they contribute to stabilizing and controlling enhanced processes.
   - **Visual Management** - Describe the main elements of a visual workplace (e.g., Andon systems, Jidoka) and explain how they support process control and transparency.



GREEN BELT CERTIFICATION CRITERIA

CANDIDATE MUST SUBMIT AT LEAST ONE PROJECT COMPLETION AFFIDAVIT

- **Candidate Name:** _____
- **Project Title:** _____
- **Organization Name:** _____
- **Project Start Date:** _____ **End Date:** _____
- **Project Description:** Provide a brief overview of the Six Sigma project, including problem statement, methodology used (DMAIC), and the measurable outcomes achieved.
  - **Project Objective:**
  - **Business Impact:** (E.g., cost savings, quality improvements, defect reduction, etc.)
  - **Methodology Used:** E.g., DMAIC, DMADV, VSM, Kaizen etc.
- **Tools Used:** (E.g., Pareto chart, control chart, hypothesis testing, regression, FMEA, etc.)
- **Sponsor/Reviewer Verification:**
  - I hereby certify that the above-named candidate has successfully completed the above-mentioned Six Sigma project. I personally reviewed and/or supervised the candidate's involvement and can verify their participation and the project's outcomes.
    - **Sponsor/Reviewer Name:** _____
    - **Title:** _____
    - **Organization:** _____
    - **Email:** _____
    - **Phone:** _____
    - **Signature:** _____
    - **Date:** _____
- **Candidate Declaration:**
  - I declare that the information provided above is true and accurate to the best of my knowledge. I understand that Skil Global may contact the project sponsor for verification purposes.
    - **Candidate Signature:** _____
    - **Date:** _____
  - **Notes:**
    - Black Belt Certification requires at least one project and three years of full-time Six Sigma experience for CSSBB eligibility.
    - Ensure your project includes measurable results and covers the full DMAIC cycle.
    - The sponsor should be someone in a leadership role (e.g., project sponsor, process owner, manager) familiar with the project.

CANDIDATE MUST PASS THE FINAL CERTIFYING EXAM WITH 70% MARKS

100 MULTIPLE CHOICE QUESTIONS, 4 HOURS, OPEN BOOK, WEB BASED EXAMINATION

CERTIFICATE VALIDITY

PERPETUAL

CERTIFYING BODY

CSSC (COUNCIL FOR SIX SIGMA CERTIFICATION, USA) ACCREDITED LSSGB CERTIFICATE

WE ARE HAPPY TO TALK TO YOU



+ 91 99011 37036 INFO@SKILGLOBAL.COM WWW.SKILGLOBAL.COM

> IN GOD WE TRUST, ALL OTHERS BRING DATA.
>
> *W Edwards Deming*