

# **Lean Six Sigma Black Belt Designation**

Lean Production  
Fundamentals that Drive  
Performance Improvement

Identifying, Isolating  
and Purging Waste

Essential Statistical  
Process Controls  
and Analytics

Lean Six Sigma Design  
for World Class  
Service Delivery

Accelerating Work  
Velocity and Process  
Cycle Efficiencies

Lean Six Sigma  
Customer Experience  
Design, Deployment and  
Advocacy

Engineering Costs Out  
of Insurance Products  
and Processes

Lean Start Up  
Organizational  
Approaches and  
Minimum Viable Product  
Constructs

Staging Lean  
Transformations and  
Kaizen Continuous  
Improvement Best  
Practices & Disciplines



# **Designing & Building the Lean Insurance Organization**

**Mastering and Applying  
Lean Six Sigma Best Practices  
to achieve  
Breakthrough Performance**



**Earn your Lean Six Sigma Black Belt Certification  
through a highly robust development program  
specifically designed to the unique requirements of  
insurance leaders and professionals**

**A high impact conference focused on achieving  
rapid and extraordinary results through the  
masterful application of contemporary Lean Six  
Sigma techniques**

**May 8-10, 2024  
Virtual Distance Learning**

# The Compelling Need to Go Lean

## The Message is Clear and Growing Ever Louder

Be passionate. Be Bold.  
Always keep learning. If  
you are not learning new  
things, you stop doing  
great and useful things.

- Satya Nadella



Listen. Just Listen. To every business news cast. With every passing day. With every quarterly earnings report. Listen to every customer. To every current customer. To every targeted customer. To every lost customer. The message is growing louder. It is becoming ever increasingly defiant. Get ready to get much better. Better than before. Better than now. Better than the best competition. Get better faster. There is no slack time. There is no room for waste. Every step in every process. Every position in every function. Every piece of work. Every input and every output. Every product. Every decision. Must add unquestionable value. Rapidly. With unrelenting quality. And in just the right quantity. Without delay. With less resources. Achieving far greater returns on investments. Returns that were previously unimaginable. While consistently delivering a thoroughly delightful customer experience. Enabled through powerful tools and techniques. And enacted by highly skilled, flexible, motivated individuals. Focused individuals. Individuals with a passion for the business. Individuals with a sense of urgency. With far broader and deeper skills than before. People dedicated to constantly learning and relentlessly seeking new and better ways of working. Of achieving. Of innovating. People working collaboratively within accountable teams. Teams that are tenaciously executing and continually self improving. Teams seamlessly linked and integrated through robust and resilient value creating processes. All evidenced through powerful analytics.

**"You don't  
discover new  
continents  
without the  
courage to  
lose sight of  
old coasts."**

- Andre Gide



The 2024 Lean Six Sigma Black Belt certification class will be conducted through the CIOP Institute's Virtual Distance Learning Platform from 9:am–5:15pm Wednesday May 8<sup>th</sup> and Thursday May 9<sup>th</sup>. The Friday May 10<sup>th</sup> session will be conducted from 9:am to 2:00pm.

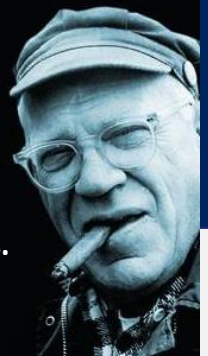
# The Emergence and Application of Lean Six Sigma within the Insurance Industry

## Innovate, Disrupt, Reinvent, Transform – the Stakes Could Not Be Higher

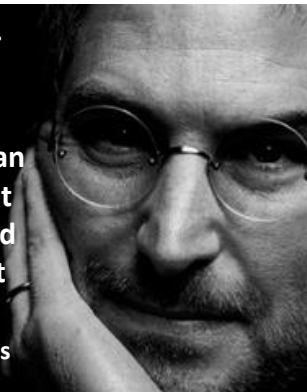
It is no wonder that against the backdrop of a business and economic environment that is now and will be forever demanding that organizations produce far more with far less - while finding new avenues of innovation - that insurance organizations are increasingly reaching for and applying Lean Six Sigma. Lean Six Sigma is a management framework that combines the power of lean manufacturing disciplines, the process precision and quality of six sigma and the business goal and outcome orientation afforded by the theory of constraints. It blends and leverages the three methodologies into one integrated approach that optimizes the quality and speed of doing business while removing costs from the business. The immediate benefits of Lean Six Sigma are dramatic. Waste in all its forms is identified and purged from the enterprise, core processes and business practices. Lead times are compressed. Productivity increases in a quantum fashion. Cash flow is accelerated. Wait times are mitigated as process cycle velocities accelerate and flow time efficiencies rapidly increase. Defects and rework are prevented. Customer satisfaction and profitability improve as the business expands. Perhaps most importantly, Lean Six Sigma frees insurance knowledge workers, such as underwriters, developers and claims adjusters, to focus on the work that creates the greatest value – they contribute far more by doing far more of what they were hired to do.

In times of change,  
learners inherit the earth,  
while the learned find  
themselves beautifully  
equipped to deal with a  
world that no longer exists.

- Eric Hoffer



Simple can be harder  
than complex. You  
have to work hard to  
get your thinking clean  
to make it simple. But  
it's worth it in the end  
because once you get  
there you can move  
mountains. – Steve Jobs



**Companies must keep  
innovating. Companies are  
like sharks. If they stop  
moving, they die. – Mark Benioff**





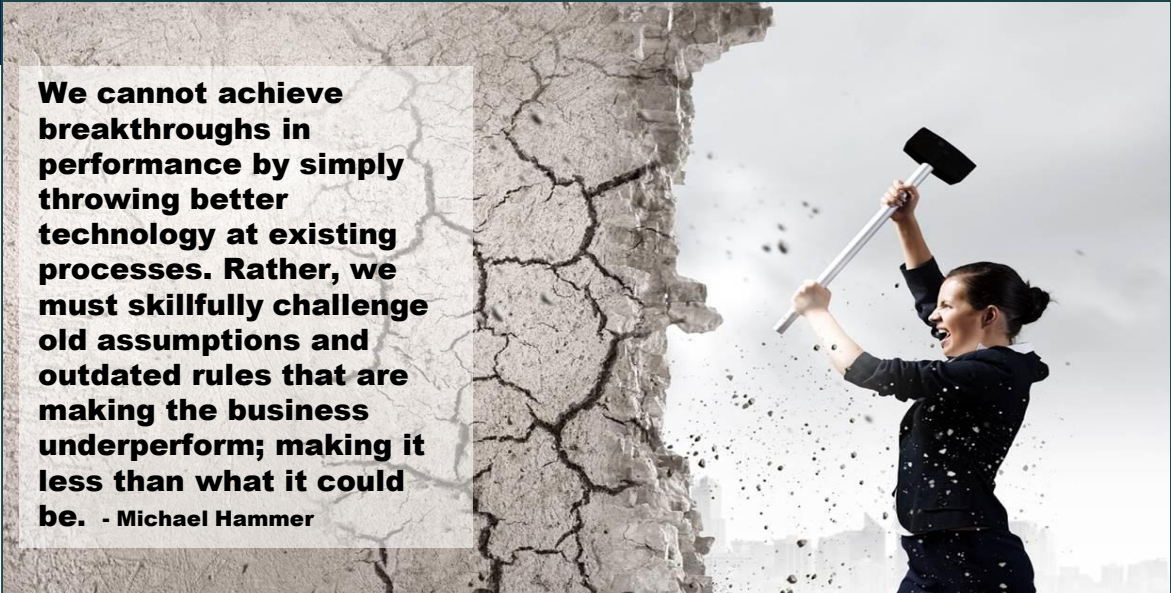
# Closing the Lean Six Sigma Insurance Talent Gap

## The Critical Need for Experienced Insurance Professionals and Leaders Who Have Attained Their Lean Six Sigma Black Belt Level of Mastery

Its benefits may be prodigious, but Lean Six Sigma also presents a particular challenge to the insurance industry. The demand for experienced insurance professionals and leaders who are recognized Lean Six Sigma practitioners is far outstripping the supply of qualified talent. The Lean Six Sigma Black Belt Designation Class; Designing and Building the Lean Insurance Organization – is based on the overwhelming demand for a Lean Six Sigma development and certification program that is both rigorous in content as well as practical in its focus on insurance. Organized around the constructs and phases of a Lean Six Sigma insurance initiative, this seminar is designed to provide attendees the knowledge, skills, insights and a comprehensive toolkit that can be immediately applied to the significant benefit of their firms. The CIOP Institute's Lean Six Sigma Black Belt Designation Program is quite unique in that it provides participants a powerful professional development experience and the opportunity to secure the Lean Six Sigma Black Belt designation in an effective and efficient fashion.

### Who Should Attend?


The forces of change that are sweeping across the insurance industry are challenging all insurance organizations to reinvent their business models and practices to focus on speed, agility, resilience and innovation. The Lean Six Sigma Black Belt program is a highly interactive, intense talent development experience like no other. It is for all insurance professionals and leaders who are striving to take their organization, those around them, and themselves to a higher level of capability and performance. It is for those who seek a uniquely rewarding development experience that makes them better in their current position while preparing them for the higher levels they aspire to.




**We cannot achieve breakthroughs in performance by simply throwing better technology at existing processes. Rather, we must skillfully challenge old assumptions and outdated rules that are making the business underperform; making it less than what it could be. - Michael Hammer**

# The Lean Six Sigma Black Belt Certification Process; The Journey to Professional Excellence & Recognition


Today's insurance context is like no other before. Disruption and innovation are replacing the tried and true. Traditions, while honored, are no longer constraining what is possible. What is needed. What is needed of every insurance organization. Every insurance professional and leader. Carriers that adapt and succeed in this era of discontinuity will discover new ways of operating. New ways of coming to market. With far greater precision, agility and speed. These are the carriers that will adopt, adapt and build upon lean six sigma concepts, tools and techniques to purge waste in all its forms while concurrently designing and delivering a superior insurance customer experience. Standards of performance will be aggressively raised and met. And be raised and met again and again. Lean based performance initiatives will advance in a far more integrated fashion. With certainty of impact. Excesses will give way to the essentials. This more holistic approach to designing new ways of working requires broader and deeper knowledge. Today's IT specialist cannot rely simply on a grasp of technology and digital – just as functional subject matter experts cannot rely on automating their way to achieve better results. Lean innovation and compelling creativity is the new paradigm. The Lean Six Sigma Black Belt (LSSBB) program generates this knowledge and capability through a concise five step process:




**APPLY:** Each candidate completes and submits a LSSBB Application and Registration form as contained in this brochure – or the applicant contacts the CIOP Institute directly at 866.930.CIOP to register by phone




**PREP:** 30 - 45 days prior to the LSSBB Designation Class candidates are provided a preparation package containing relevant thought leadership articles and other reference material to begin conditioning new thinking, new learning and new possibilities. Textbooks are mailed to attendees two weeks prior to the program.



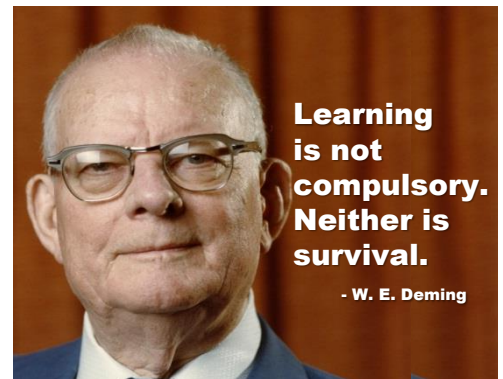
**ENGAGE:** Candidates participate in the two and a half day LSSBB conference that presents the key bodies of knowledge, underlying concepts, tools, and techniques for mastering and applying lean six sigma to achieve break through performance at the enterprise, functional, team and individual levels



**CAPSTONE PROJECT:** Recognizing adults learn by doing, participants are provided a take-away assignment that helps them review and reinforce the key concepts covered in the LSSBB Conference. This capstone project is intended to be completed with approximately 30 hours of additional effort spread over 180 days; which enables candidates to complete the assignment while complementing their current daily job responsibilities and providing immediate beneficial application to their sponsoring organizations. Completion of the post conference capstone project results in awarding the Lean Six Sigma Black Belt Designation



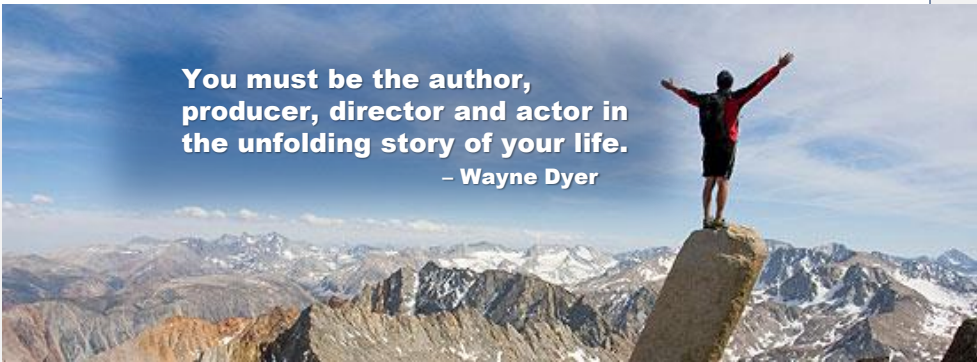
**CONFERMENT:** The senior leadership of each candidate's sponsoring firm are advised of the candidate's success in attaining their Lean Six Sigma Black Belt level of mastery. An all-points insurance industry press release is distributed announcing the professional achievement of the new LSSBB Designees. The graduates receive their Lean Six Sigma Black Belt certificates and diplomas



# Robust Content for High Performance

**The Lean Six Sigma Black Belt Conference is an intense and high impact professional development experience;** An impact of immediate and significant business benefit; An impact that will last a lifetime. The teaching approach is highly interactive. Deep knowledge and content is conveyed quickly and reinforced by “how-to-apply” actual insurance case studies – delivered engagingly by insurance industry Lean Six Sigma Master Black Belt instructors and practitioners who excel at simplifying complex concepts. A high-level list of some of the topics covered include:

- Fundamentals of Lean, historical roots and foundation of Lean based performance improvement, underlying and guiding concepts, standardization of processes, practices and products, the emergence and progression of the Toyota Production System and its translation to the insurance service industry, Lean optimization and integration of process, people, and technology
- Transforming every employee into a source of continuous performance improvement, increasing employee mindfulness, the concept of jidoka, the power of employee self reflection and hansei, the continuous and skillful Lean journey to perfection, the power of habit – improvement and coaching katas, Lean leadership, elevating the performance of every employee and work process
- Identifying and eliminating waste, purging the operation of nonvalue adding work, customer centric Lean design, the ten forms of waste and how to eliminate them, transforming from a push to a pull production system, addressing unnecessary work, unevenness, and overburden in the process flow
- The power and discipline of Lean metrics, takt time, lead time, target cycle time, flow time efficiency, isolating and eliminating unwanted variance against Lean standards of high performance, visual management of Lean measurements and kanban, statistical process control, causation vs. correlation and root cause analysis; conducting skillful and accurate Lean operational diagnostics
- The art and science of conducting gemba walks; going to the source of value creation and making it better, CT(X) trees, roll through yield, measurement and improvement techniques, design for six sigma, PDCA on steroids and the design of experiments and innovations, the concept and measurement of the vital few, pareto analysis and Ishikawa root cause mapping, a complete review and understanding of the entire toolkit of lean black belt techniques and applications
- Six Sigma and Deming's 14 principles updated for today's insurance business context, advancing the sigma performance of insurance operations and processes while improving the customer experience, measures of central tendency versus variance, identifying and solving unwanted variance against proper standards, value stream and customer journey Lean mapping
- The Lean Start-Up organization principles and practices applied to traditional insurance carriers, staging Lean disruption and innovation practices in insurance, minimum viable products and services, Lean planning and hoshin kanri, catch ball, the Lean X-Matrix, planning for Lean success
- Conducting kaizen, agile and scrum kaizen, attaining rapid improvements through kaizen, designing and sustaining higher performance, theory of constraints principles and applications, identifying and addressing bottlenecks and performance constraints, managing the loss function and mitigating risk, Kano design, improving the user experience, Lean and digital integration and resonance, the five prevailing laws of Lean and improving process capacity and performance; tollgate decision events, graphical business case and high impact presentations, operational modeling and business architecture within a Lean context – creating new possibilities and higher performance with less



**You must be the author,  
producer, director and actor in  
the unfolding story of your life.**

– Wayne Dyer



# LEAN SIX SIGMA BLACK BELT (LSSBB) DESIGNATION CLASS

**May 8-10, 2024**  
**Virtual Distance Learning**

## HOW TO REGISTER



Phone: 866.930.CIOP



Fax: 866.308.9686



Mail: CIOP Institute  
2051 Craigmere Dr.  
Suite 200  
Charlotte, NC 28226



## VIRTUAL DISTANCE LEARNING

The 2024 LSSBB designation session will be conducted through the CIOP Institute's virtual learning platform. Participants will experience the renowned CIOP Institute's Lean Six Sigma Black Belt certification program in a real time remote highly interactive learning environment. No additional costs on your part as distance learning participants are provided easy to follow instructions and links to the CIOP Institute's secure virtual learning platform – along with immediate real time access to our staff and host for any assistance in preparing for, and throughout, the class. All session materials including program textbooks are mailed to distance learning attendees two weeks prior to class.



## REGISTER EARLY!

Attendance is intentionally limited to support the highest degree of interactive learning. Please register early to avoid being wait-listed

## APPLICATION & REGISTRATION FORM

NAME

TITLE & DEPARTMENT

COMPANY NAME

PHYSICAL MAILING STREET ADDRESS

CITY, STATE, ZIP/POSTAL CODE

TELEPHONE

E-MAIL

**TUITION:** \$2,975 before April 15<sup>th</sup> – \$3,250 after April 15<sup>th</sup>

**TEAM DISCOUNTS:** 10% for 3+, 20% for 5+, 30% for 10+

**PAYMENT METHOD:** CREDIT CARD PAYMENT FOR \$ \_\_\_\_\_

Credit Card Number (VISA, MC, AMEX only)      Expiration Date

## TERMS & CONDITIONS

Cancellations and transfers can be accommodated up to April 1<sup>st</sup>. An administrative charge of \$500 will be assessed cancellations and transfers



## **FIRST CLASS**



## **Virtual Distance Learning**

Utilizing the CIOP Institute's virtual learning platform you can now experience our renowned professional and leadership development programs in a real time remote highly interactive learning environment. No additional costs on your part as distance learning participants are provided easy to follow instructions and links to the CIOP Institute's secure virtual learning platform – along with immediate real time access to our staff and host for any assistance. All session materials including program textbooks are mailed to distance learning attendees two weeks prior to class.

Our virtual remote learning approach is exactly the same as our on-company-site and centrally conducted programs; High impact content delivered through engaging instruction that enables participants to excel in their current position while preparing them for the higher responsibilities they aspire to.

