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# Master Black Belt Masterclass



**Organizational development and continuous improvement have become crucial functions in modern companies. Companies initiate improvement programs such as Six Sigma, Lean and Design for Reliability, but it is challenging to deploy such programs successfully. Master Black Belts (MBBs) and program managers play key roles in turning improvement programs into a success.**

**From project leader, to driver of organizational development and expert in operations improvement!**

**Register: [www.holland-innovative.nl](http://www.holland-innovative.nl)**

## **Solution-rich program built around three themes**

The MBB Masterclass is a training in practical competencies in three areas: the design of an improvement program, managing the improvement effort, and theoretical understanding of product and process improvement.

The Masterclass aims to develop skills, and topics are offered in the form of interactive workshops based on video material and role play. Theory is brought to life by case-based teaching methods.

**Course duration and number of participants** 3 modules of 2 days each. Maximum group size: 12 participants.

**Instructors** Prof. dr. Jeroen de Mast (main instructor), Ir. Roel Wessels

**Location and investment** Holland Innovative, High Tech Campus 29, Eindhoven. The investment is € 4.650,- (ex. VAT) per participant, including course materials, lunch and refreshments.

**Certification** For candidates who fulfill the certification requirements, certification to MBB is included in the price.

**Dates, registration and more information** See [www.holland-innovative.nl](http://www.holland-innovative.nl) under Academy.

**Contact** HI Team Academy, tel. +31 40 85 14 610, [academy@holland-innovative.nl](mailto:academy@holland-innovative.nl)

## **Target group**

The Masterclass aims at experienced Black Belts and project managers who want to grow further into a role as MBB or program manager. Experience in a role as Black Belt or similar position is a prerequisite.

## **Instructors**

Jeroen de Mast is Professor at the University of Waterloo (Canada) as well as a very experienced consultant. Since 1997 he has trained hundreds of Green Belts, Black Belts and Master Black Belts in Lean Six Sigma in a wide variety of organizations. Roel Wessels has a proven track-record as a physicist and project manager in high-tech product development and building result-oriented organizations. Roel has trained over 400 professionals in project management in his Project-Management Masterclass. In 2016, he published the book 'De complete projectmanager' (Dutch) about the essence and application of project management and Agile leadership. In 2019 the translated version became available, 'The Complete Project Manager'.

## **Certification as MBB**

Holland Innovative offers the possibility to acquire a HI-MBB certification. For more information on the criteria related to the HI-MBB certification, please contact the HI Academy or check our website.

*"Leading an improvement program is an adventure. But it comes easier to professionals with the right theoretical know-how and abundant practice."*



**Prof. dr. Jeroen de Mast**  
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**Focus on complex business processes**

# How to organize *operations improvement*?

## Strategic management

### Supportive infrastructure for improvement initiatives

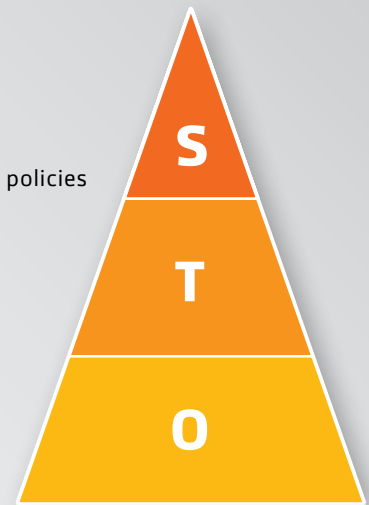
- Goal setting and strategic focus ("What are the Big Fish?")
- Create infrastructure for improvement: HRM, ICT, project-management, structures, effective policies
- Deal with organizational barriers: values & beliefs, management style, paradoxes, sensitive/unpopular changes, ...

## Tactical management

- Breakthrough projects aimed at the "Big Fish"
- Courses, workshops, ...

## Operational (line) management

- Mobilize the shopfloor to engage in improvement initiatives
- Change of attitude: "Eye for improvement"
- Short-cycle improvement: kaizen, PDCA



## Designing an improvement program:

- Organizational development: understanding the dynamics of deployment processes.
- Strategic position: ensuring that lean, six sigma and reliability have a viable place in the organization.
- Program design: how to organize and structure the lean, six sigma or reliability program?

## Managing the improvement effort:

- Coaching skills and power dynamics in project reviews.
- Factor 10 behavior: proactive leadership and being the one who sets things in motion.

- Organization politics: operating strategically in a political forcefield.

## Product and process improvement:

- Strategic focus: where do you need to excel, and where can you compromise in order to excel where it counts?
- The science of flow: how do jobs flow through a process with limited capacity? ("factory physics").
- From quality to speed and flexibility: time-based competition, quickresponse manufacturing and agility.
- Project management: the theory behind the V-model, agile project management, heartbeat and proactive control.



The **Holland Innovative House**: ■ ■ ■ core ■ results ■ enablers

## Holland Innovative BV:

- For solutions in project management, product & process development and improvement, and reliability
- 40 professionals with an experience level of more than 20 years
- Market areas: HighTech, Automotive, Solar & Energy, MedTech, Agro & Food

