Master Black Belt Consortium 2016
Producing Best-in-Class Master Black Belts

AGSM Executive Education

A joint initiative of AGSM Executive Education and Commonwealth Bank
Producing Master Black Belts who will have the leadership, consultative and technical skills to transform business.
Welcome

Combining the rigour and academic excellence of Australia’s leading business school with business knowledge and expertise, the Master Black Belt Consortium provides a unique opportunity for future-minded organisations to be at the forefront of thought leadership and to drive a more productive Australia.

Setting a new global benchmark, the Master Black Belt Consortium represents an unprecedented strategic partnership between business and academia. Attracting a senior cohort of business leaders from leading organisations across Australia, the program offers an opportunity to accelerate productivity expertise from a multi-industry perspective.

This program is a game changer.

Brenton Harder
General Manager Group Productivity,
Commonwealth Bank

Our future leaders need to have a vision and be able to translate the vision into action that is measurable, value-adding, engaging, and customer centric. We look forward to welcoming our first cohort of next generation leaders of Master Black Belts.

AGSM is proud to partner with Commonwealth Bank to create the opportunity for qualified Black Belts to take their leadership to the next level and become Master Black Belts. For enterprises to progress and grow, leaders must be able to integrate a multitude of capabilities into seamlessly and elegantly executed leadership behaviours. A key stream for integration is understanding change management, process, product and innovation.

Frank Kennedy
Executive Director,
AGSM Executive Education
What is the Master Black Belt Consortium?

The Master Black Belt Consortium, a joint initiative of AGSM Executive Education and Commonwealth Bank, is the first partnership between a leading educational institution and business to offer the pre-eminent qualification in Lean Six Sigma in Australia.

The Master Black Belt Consortium brings together the strengths of these leading Australian institutions to both broaden and deepen process improvement and leadership skills of experienced Lean Six Sigma practitioners.

The Master Black Belt Consortium; a collaboration of astute organisations shaping and leading the future for a more productive Australia.
The Aim of the Master Black Belt Consortium

To equip Black Belts to take the next step:
From leading process improvement projects as their day job, to leading the business as their day job.

The Master Black Belt is the “Go To” person for:
- Strategic understanding of the business position
- Linking opportunities to the business strategy
- Advising the leadership team on how to build a culture of continuous improvement
- Overseeing a program of work or a large transformational project
- Facilitating workshops and training employees
- Coaching and mentoring Black Belts
- Drawing insights from data sets to improve customer centricity
- Presenting ideas from the floor to the Board

Producing Master Black Belts who will have the leadership, consultative and technical skills to transform business.
The value of a Master Black Belt?

Master Black Belts have the leadership, consultative and technical skills to transform your business and add significant value through:

- Driving a culture of continuous improvement to maximise the effectiveness and efficiency of your business
- Building internal capability to train, coach and mentor Black Belts
- Identifying improvement opportunities to support the business strategy to deliver sustainable business results.

Commonwealth Bank has an enviable record in the deployment of their productivity program and currently has 12 Master Black Belts*, 65 Black Belts and over 100 Black Belts on the journey to building capability and leadership for the challenging years ahead. (*as at June 2015)

Master Black Belts have played a key role in Commonwealth Bank to drive productivity results. With deep technical knowledge of Lean Six Sigma and broad leadership and management skills, our Master Black Belts have driven business results through leading portfolios of multi-million dollar projects. Over the last few years, our Master Black Belts have been growing our internal capability by training, coaching and mentoring teams of Productivity Practitioners to execute on strategic Lean Six Sigma projects and drive our productivity culture.

The productivity program in Commonwealth Bank has delivered demonstrable financial results. In the twelve months ending 30 June 2014, productivity efforts offered savings of $280 million dollars.

Dr Morgan Jones (MBB)
Head of Capability, Group Productivity,
Commonwealth Bank
An AGSM Certified Master Black Belt

A highly integrated, experiential journey of self-insight, stretch challenges and application of critical thinking taking Black Belts to the next level of leadership and expertise

Face-to-Face Modules

In-company Strategic Analysis Project

External Project

Portfolio of Work

Panel Presentation

12-18 Months

AGSM CERTIFIED MASTER BLACK BELT
Setting a New Benchmark for Master Black Belts
- Your Opportunity to Lead the Way

Participation in the Master Black Belt Consortium benefits both the host organisation and talented individuals who wish to reach the pinnacle in Lean Six Sigma qualifications.

**Value to the Individual**

- A globally recognised post-graduate university qualification in Lean Six Sigma
- Credit to the AGSM MBA (Executive) and the new online specialist MBA (Operational Excellence)*
- Integrated technical and business leadership with immediate application
- An accelerated journey through cross-industry exposure to build knowledge and expertise

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**Module One**

MBB as Enterprise Leader

5 day Residential

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**Module Two**

MBB as Technical Expert

3 day Non-residential

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**Module Three**

MBB as Trusted Advisor

3 Months
Value to Organisations

- Grow talented individuals to strengthen Lean Six Sigma capability and develop leadership skills to the next level
- Strengthen internal capability to train and mentor Lean Six Sigma professionals
- Improve the effectiveness of Lean Six Sigma deployments and business opportunity identification, to deliver significant improvements aligned to business strategy
- Network with other Consortium host organisation representatives, participants of the Consortium and expert faculty

AGSM Master Black Belt Certification

- panel presentation & oral defense
- must attend all modules and achieve 80% assessment mark
- submit a portfolio of work over the program journey that demonstrates core competencies

6–18 Months

Workplace Projects

MBB as Industry Leader
Internal and external projects

* Subject to University final approval
The Program Journey
From Black Belt to Master Black Belt in 12–18 Months

Module One: Enterprise Leader
18–22 July 2016 Sydney Conference Centre, Ingleside
(Residential – onsite accommodation and all catering included)

Overview
As a Master Black Belt working in an environment of uncertainty and focus on the triple bottom line, your success is contingent on successfully managing competing priorities and enacting change.

Through an intense and accelerated process, this module will further develop your skills in project leadership.

During this week, you will learn how to execute your plan for operational excellence and more effectively engage internal and external stakeholders.

Module Themes
1. Strategic Leadership
   - How to develop a strategy
   - Identifying the key drivers to successfully align core capabilities
   - Executing your plan for operational excellence

2. The 5 Engagement Pillars
   - Influencing, coaching and developing others
   - The claiming and granting of leadership identity

3. Change Leadership
   - How to plan for and enact a change journey
   - Monitoring progress, responding to feedback and adapting change strategies
   - Overcoming resistance to and building commitment for change

4. Project Selection
   - Meet your external host
   - Develop your project scope

All modules must be attended and a mark of 80% or more achieved on the technical assessments to qualify for Certification

Participants will be expected to do pre-module and between module work including reading, exercises, project planning and collaborative team work.
Module Two: Technical Expert
22–26 August 2016  UNSW Australia, Kensington Campus
(Residential – onsite accommodation and all catering included)

Overview
As a Master Black Belt, you must be an expert statistician able to analyse and organise data to drive business cases and strategic direction. A Master Black Belt needs to be able to translate complex sets of data into compelling, simple and meaningful stories to influence the organisation.

Providing a platform for the step-change to take your statistical capability to the next level, this module will expand your toolkit to include the more sophisticated, less utilised but highly effective statistical methods needed by a true Master Black Belt. This module also provides the opportunity to develop and practice the vital communication and presence required as a corporate leader, tailoring your message to your audience based on learnings from Module 1.

Module Themes
1. Understanding different evaluation frameworks for deployments
2. Sophisticated statistical methodology
3. Translating complex data into simple, compelling messages
4. Scoping projects and meeting sponsors

Module Three: Trusted Advisor
14–16 September 2016 UNSW CBD Campus (Day program)

Overview
Module 3 is designed to develop a Master Black Belt’s client engagement skills and build the capability to act as an effective consultant to the business. Participants will actively and critically learn to apply business strategy concepts to diagnose, identify and analyse challenges faced by organisations.

The module will also incorporate final preparation and planning for the internal and external projects.

Module Themes
1. Introduction to consulting tools and techniques used during the various stages of the consulting process
2. Customer-centric consulting and structured communication techniques
3. The central concepts in strategic management and consulting practice
4. Preparation of Project frameworks and tools
5. Project finalisation and approval
Participants must successfully complete 2 workplace projects – an internal workplace project and a cross-industry external project. The projects demonstrate the application of concepts learnt in the program, and include:

- Analysis of deployment strategies
- Analysis of alignment of deployment plans to business strategies
- Opportunity identification & prioritisation

Project 1: Internal Employer Sponsored Project

Working with your employer sponsor, participants are to develop a project that is directly related to key strategic business issues and challenges. Using tools and frameworks covered in the modules, the project brief includes:

**Part A: LSS Strategic analysis**
1. A strategic analysis of the industry, competitors and business challenges in the context of your current organisation
2. A diagnostic of the current state of your organisation’s Operational Excellence Strategy and a gap analysis with recommendations for improvement
3. Opportunity Identification and prioritisation with recommendations

**Part B: Leadership Capability**
4. Demonstration of Individual Leadership capability including overseeing multiple projects, actively training and coaching Black Belts and advising the business

**Project Deliverables**
- A comprehensive report detailing points 1 and 2 above
- Submission of a portfolio of work including direct feedback from the organisation sponsor for point 3

Estimated Time Investment for both projects
Approximately 7 weeks or 200–250 hours over 6–18 months
Up to 150 hours or 4 weeks over 6–18 months
Project 2: External
Cross-Industry Project

To demonstrate the ability to transfer skills to an unfamiliar context, participants are to work with an external, host organisation and complete a project that includes:

**Part A: LSS Strategic Analysis**
1. A strategic analysis of the industry, competitors and business challenges
2. A diagnostic of the current state of the host organisation’s Operational Excellence approach and the alignment to the business strategy

**Part B: Recommendation for Improvement**
3. Opportunity Identification and prioritisation with recommendations

**Project Deliverables**
- A comprehensive research report detailing points 1 and 2 and 3 above
- Strategic presentation to the host business and feedback report

Up to 100 hours (3 weeks) over 6–8 months

Alternative Project 2
Not-for-Profit Group Project

Participants may choose to do a project with a not-for-profit organisation rather than an external private organisation. Project requirements include:

**Part A: LSS Strategic analysis**
1. A strategic analysis of the industry, competitors and business challenges
2. A diagnostic of the current state of the host organisation’s Operational Excellence approach and the alignment to the business strategy

**Part B: Recommendation for Improvement**
3. Opportunity Identification and prioritisation with recommendations

**Project Deliverables**
- A comprehensive research report detailing points 1 and 2 and 3 above
- Strategic presentation to the host business and feedback report

Up to 100 hours (3 weeks) over a period of 6–8 months
Master Black Belt Consortium - Adding Value to your Organisation

Why Join the Master Black Belt Consortium

As one of the network of companies in the Consortium, organisations have the opportunity to lead the way in building Lean Six Sigma leaders, sharing learnings and challenges to accelerate success.

- Accelerate the development of future productivity leaders through building knowledge and cross-industry exposure
- Benefit from networking with other Consortium members and expert faculty of AGSM
- Take advantage of sponsoring an external candidate to provide fresh insight about your operational excellence approach and alignment to your business strategy

Consortium Member Roles

AGSM Executive Education

Commonwealth Bank (Lead Host)

Organisation Members

Member Hosts

Associate Member Hosts
AGSM Executive Education – Certifying Institution

AGSM Executive Education, part of UNSW Business School, is ranked one of the top 50 business schools globally and offers top-tier general management, executive and leadership development programs. AGSM Lean Six Sigma Centre of Excellence has worked with many of Asia-Pacific’s Fortune 500 companies, offering a suite of Lean Six Sigma programs, culminating in the pre-eminent Master Black Belt Certification.

The Master Black Belt certification represents 50% of the new on-line specialist MBA (Operational Excellence*) that is available from January 20, 2016.

Lead Host – Commonwealth Bank

For over 100 years Commonwealth Bank has been an essential part of the growth of Australia. Commonwealth Bank is proud of the role it has played to build a strong Australia and looks forward to playing a role in building strong productivity capability in Australia.

As Lead Host, Commonwealth Bank will provide a number of Black Belts to the Consortium program and will open its doors to other Consortium participants for their external strategic analysis projects. This provides your organisation with invaluable insight into one of Australia’s most successful and enduring Lean Six Sigma driven organisations.
Member Host Organisation - sponsoring Internal Participants

A Member Host Organisation supports a Master Black Belt participant to complete the Master Black Belt program and also hosts another participant from the Consortium to conduct their external strategic analysis project.

A Member Host Organisation is expected to:

■ Allocate an appropriate sponsor to mentor and monitor progress of the internal and external participants
■ Work with the internal and external participants to develop the context and scope of their projects
■ Attend Consortium functions to meet other hosts, sponsors and participants
■ Provide a company induction (for the external participant) and introduction to key stakeholders
■ Share information and make available the contacts and resources the participant may need to understand their business to complete the project
■ Oversee the progress of the project, provide feedback and review
■ Provide access to key staff for a final presentation of the project and results
■ Provide the appropriate legal framework for the external participant to spend time in your organisation i.e. provide a safe working environment, ensure HR processes are followed and the necessary arrangements with work cover and insurances are in place

A member host is not required to:

■ financially subsidise the external participant in any way

Associate Member Host - accepting participants for external projects

We invite organisations of any size, business sector and context to become an Associate Member Host.

As an Associate Member Host you accept a participant of the Consortium into your organisation to conduct a strategic analysis project. The project needs to be completed in a 6 – 12 month period and the results presented back to the host when completed.

An Associate Member Host is expected to:

■ Work with the participant to develop the context and scope of the project
■ Attend Consortium functions to meet other hosts, sponsors and participants
■ Provide a company induction and introduction to key stakeholders
Allocate an appropriate sponsor to mentor and monitor progress
Share information and make available the contacts and resources the participant may need to understand their business to complete the project
Oversee the progress of the project, provide feedback and review
Provide access to key staff for a final presentation of the project and results
Provide the appropriate legal framework for the participant to spend time in your organisation, i.e. provide a safe working environment, ensure HR processes are followed and the necessary work cover and insurances are in place

An Associate Member Host is not required to:
- be implementing Lean Six Sigma
- financially subsidise the participant in any way

**Company Sponsor - Overseeing Projects**

All Host Members have the opportunity to nominate a Sponsor from within the organisation. The company sponsor is a vital component of the workplace project. The role of the sponsor is to:
- Set parameters for the project
- Act as the “go-to” person for any issues and advice in regard to the project
- Introduce the participant to the key stakeholders
- Provide feedback to the participant as appropriate
- Coach and / or mentor the participant through the MBB journey
- Liaise with all stakeholders, both internal and external as appropriate

The AGSM Executive Education Program Director and Consortium team will be available for mentoring and guidance through the project journey as required. Participants and sponsors will be requested to provide periodic feedback to ensure participants stay on track to successfully complete their projects.

**Master Black Belt Participant**

Participants need to be Black-Belt qualified, have at least 5 years’ experience working as a Black Belt, and be prepared to complete the course and project work to become certified in a 12 – 18 month time-frame.
Program Directors

**Academic Director:** Dr Paul Walsh

**Module One: Enterprise Leader**

Denise Weinreis

Denise is a faculty member with the AGSM and is a specialist in developing leadership skills for managers and their teams to enhance organisational performance. Denise has worked with a number of diverse industries throughout Australia, including in the aviation, construction and engineering sector to integrate and link change leadership behaviours with Lean Six Sigma principles.

**Module Two: Technical Expert**

Dr Paul Walsh

Paul is the Program Director and lead faculty member of the AGSM Lean Six Sigma faculty. He has more than 20 years experience as an academic, facilitator and coach in Lean Six Sigma deployments & training.

He has published widely in practitioner and academic journals including a study of the process improvement practices of Australia’s top 1000 companies in the prestigious Journal of Management Studies and is lead author of the book The Measurement and Management of Strategic Change (Pearson Education, 2005).

**Module Three: Trusted Advisor**

Patrick Medley

Patrick is a leader in the consulting industry with a global career spanning 25 years. He brings a wealth of experience in leading strategy, marketing, process improvement and technology engagements at top global organisations, having worked with Coopers & Lybrand, PricewaterhouseCoopers and IBM in Sydney, London and Singapore.

He is also a recognised thought leader in consumer facing industries and in defining key future industry shifts. For the past two years, Patrick has been a member of the AGSM adjunct faculty where he has delivered Trusted Advisor and Future Marketer training, as well as coaching MBA consulting teams.
### Key Consortium Dates

Applications close April 2016

#### JUNE
- **23**
  - Host & Sponsor Breakfast – meet the team

#### JULY
- **18–22**
  - Module 1 commences
- **21**
  - Program dinner – Participants, Hosts & Sponsors

#### AUGUST
- **25 Jul–19 Aug**
  - Participant, Host & Sponsor planning discussions
- **22–26**
  - Module 2 commences
- **24**
  - Program dinner – Participants, Hosts & Sponsors

#### SEPTEMBER
- **29 Aug–13 Oct**
  - Participant, Host & Sponsor planning discussions
- **14–16**
  - Module 3 Commences
- **16**
  - Program dinner – Participants, Hosts & Sponsors

#### MODULES COMPLETE & PROJECT WORK COMMENCES
- **Oct 2016–Oct 2017**
  - Commence External & Internal Strategic Analysis Project  
  - 6–18 months
- **Oct 2017**
  - Project Presentation to Host  
  - Feedback of results to AGSM  
  - 6–18 months
- **April 2018**
  - Internal Project Presentation to Host  
  - Feedback to AGSM

November 2017 - First possible certification

#### APRIL 2018
- AGSM Graduation & Certification (assuming 18 month journey)
How to Apply

Places to the 2016 Master Black Belt Consortium are limited and we encourage potential candidates to contact our team as soon as possible to register your interest and commence the application process.

STEP 1  Complete the Register your Interest form
www.agsm.edu.au/MBB

Or
Contact our team to found out more about the program
Michael Hall  enquires@agsm.edu.au  +612 9385 0330

STEP 2  Our team will provide an Application Pack

The Application Pack requires you to provide:
■ a comprehensive resume detailing your work experience
■ the completion of the Project brief template detailing at least 3 projects
■ a statement of support from your sponsoring organisation
■ evidence of your Black Belt qualification and the certifying institution

STEP 3  Be interviewed with our Program Director, Dr Paul Walsh to determine your suitability for the program and answer any further questions

APPLICATIONS CLOSE 30 APRIL 2016
(unless filled prior)
Consortium Eligibility Requirements

**Eligibility Criteria: Individuals**

- All applicants must be Black-Belt qualified through a competency-based assessment process and be able to submit evidence of a portfolio of project work and experience
- All applicants must have a company sponsor at a senior level in the organisation
- Applicants must be able to attend all modules, complete the industry projects, present a portfolio of work and deliver a final presentation to gain Master Black Belt certification

**Eligibility Criteria: Sponsoring Organisation**

- The applicant’s Sponsoring Organisation must be a mid to large organisation where improving productivity is a strategic imperative
- The Sponsoring Organisation must be willing to accept interns from other non-competing, participant companies
- The Sponsoring Organisation must be prepared to commit to the 12–18 month certification journey

**Further Information and Assistance**

**AGSM Executive Education**  
Michael Hall  enquiries@agsm.edu.au  +612 9385 0330

**YOUR INVESTMENT**

$32,890 (inc. GST) per person

Membership fee includes:

- Application assessment
- Program modules
- Coaching and support
- Certification upon successful completion
AGSM’S NEXT GENERATION ONLINE MBA. THE MBAX IS HERE & NOW

If you’ve embraced the idea of a world that’s in constant change, the MBAX is your realtime ally. It will prepare you to seize the greatest opportunities in front of you, by inspiring your mastery of now.
Successful completion of the Master Black Belt Program provides articulation into the AGSM MBA & MBAX programs and subject credits to the MBA (Executive).

The MBAX is an online, specialised MBA and consists of 12 subjects:
- 6 Core subjects
- Six subjects in an area of specialisation

Participants who complete the MBB program are expected to be eligible for 6 courses credit towards the MBA (Operational Excellence) – subject to final approval by University Committee, for enrolments starting from 2016.