

ISSSP Profiler Report

[Date]

Prepared for:

[Applicant Name]

ISSSP Member ID: xxxxxxxxx





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INTRODUCTION

Congratulations on completing the ISSSP Profiler. Only a distinguished group of professionals have benefited from this comprehensive career development tool. The enclosed results contain a thorough analysis of your professional strengths and gaps relative to two standards: 1) the population of individuals profiled, and 2) independent ISSSP criteria. These detailed evaluations measure your level of training, knowledge, and experience in the most important competencies desired of tenured Lean Six Sigma practitioners. The enclosed pages provide real data to facilitate future LSS professional growth strategies. While completing the ISSSP Profiler is a commendable achievement in of itself, the greatest rewards are yet to come.

No.	Competency	Abbreviation	Weight	Possible Points
1	Coach and Mentor	CM	13.6%	136
2	Methodology Expert	ME	12.3%	123
3	Change Agent	CA	12.0%	120
4	Instructor	IN	11.9%	119
5	Project Manager	PM	11.2%	112
6	Leader	LD	10.6%	106
7	Financial Skills	FN	7.5%	75
8	Lean Skills	LN	7.1%	71
9	DFSS Skills	DF	7.0%	70
10	Deployment Skills	DP	6.8%	68
			100%	1000

The ISSSP Profiler designation and certification criteria are summarized in the table below.

Certification	Belt Designation	Points
Level 1	Bronze GB	0-100
Level 2	Silver GB	100-175
Level 3	Gold GB	175-250
Level 4	Bronze BB	250-325
Level 5	Silver BB	325-400
Level 6	Gold BB	400-475
Level 7	Bronze MBB	475-550
Level 8	Silver MBB	550-650
Level 9	Gold MBB	650-850
Level 10	Platinum MBB	850-1000

NOTE:

Certification levels, Belt designations, and point ranges were formed based on a beta pilot of 22 participants. We expect to revisit these definitions once a larger sample of practitioners has been profiled.

LEVEL 1 – LEVEL 3 CERTIFICATIONS (POINTS EARNED BELOW 250)

This certification is for individuals that still require additional training, knowledge and/or experience across a combination of competencies to be designated by ISSSP at the BB level or higher.

LEVEL 4 – LEVEL 6 CERTIFICATIONS (POINTS EARNED BETWEEN 250 AND 475)

This certification recognizes individuals who have begun to invest time and effort in obtaining appropriate training, knowledge, and experience in the fundamental LSS competencies. Although this practitioner is capable of working in entry level, typical, or tenured Black Belt positions, he/she might consider relatively significant investments in upgrading skills to the MBB level.

LEVEL 7 – LEVEL 9 CERTIFICATIONS (POINTS EARNED BETWEEN 475 AND 850)

These practitioners could markedly improve proficiency by addressing specific areas. For those striving to reach the next level, we recommend filling identified gaps in competencies or sections where performance is in the bottom quartile. Recertification is also recommended.

LEVEL 10 CERTIFICATION: (POINTS EARNED ABOVE 850)

This platinum-level designation signifies profound mastery, in most core and supplemental Lean Six Sigma competencies. The training, knowledge, and experience levels of these individuals are superior. Likely, there are a few target areas that could be considered in order to continue development or to hone specific skills.



SUMMARY OF INDIVIDUAL RESULTS

NAME (BETA CODE): NAME (CODE)
REPORT DATE: DATE
RANK: 17TH OF 22
CERTIFICATION: LEVEL 6
BELT DESIGNATION: GOLD LEVEL BLACK BELT
PROFILER SCORECARD:

	Name										
	Coach and Mentor (CM)	Methodology Expert (ME)	Change Agent (CA)	Instructor (IN)	Project Manager (PM)	Leader (LD)	Financial Skills (FN)	Lean Skills (LN)	DFSS Skills (DF)	Deployment Skills (DP)	Overall Totals
*Population size=22											
Rank	17	3	20	17	19	19	16	17	5	18	17
% Earned	70.0%	67.5%	24.7%	46.0%	25.9%	49.5%	27.2%	32.8%	37.8%	28.4%	43.4%
Total Gap Points	40.9	39.9	90.4	64.3	83.0	53.5	54.6	47.7	43.5	48.7	566.4
Points Possible	136	123	120	119	112	106	75	71	70	68	1000
Points Earned	95.1	83.1	29.7	54.8	29.0	52.5	20.4	23.3	26.5	19.3	433.6
Population Mean	100.5	56.0	54.9	61.5	51.2	62.4	27.5	29.3	22.1	25.9	491.1
Population StDev	12.5	19.8	15.1	13.4	21.1	11.5	8.4	11.7	10.5	8.1	78.2
Sigma Level	-0.43	1.36	-1.67	-0.50	-1.05	-0.86	-0.84	-0.51	0.42	-0.81	-0.73
Competency Level	L9	L9	L3	L6	L4	L7	L4	L5	L5	L4	L6

Section: Training										Total	
% Earned	42.9%	88.5%	8.3%	54.5%	23.4%	37.5%	0.0%	71.4%	64.3%	0.0%	41.2%
Gap Points	8.0	3.0	11.0	5.0	12.3	10.0	17.0	2.0	5.0	12.0	85.3
Points Possible	14	26	12	11	16	16	17	7	14	12	145
Points Earned	6.0	23.0	1.0	6.0	3.8	6.0	0.0	5.0	9.0	0.0	59.8
Population Mu	7.9	13.1	3.2	4.2	3.3	10.1	2.1	3.0	4.5	3.2	54.6
Population StDev	2.1	6.4	3.5	2.9	3.7	4.9	2.2	2.1	3.3	3.5	18.1
Sigma Level	-0.92	1.55	-0.64	0.61	0.13	-0.85	-0.96	0.97	1.36	-0.90	0.29

Section: Knowledge										Total	
% Earned	93.3%	49.2%	35.5%	49.1%	52.6%	66.7%	56.7%	29.0%	41.0%	64.4%	55.3%
Gap Points	4.0	26.9	34.9	28.0	22.7	15.0	12.6	22.7	16.5	10.7	194.0
Points Possible	60	53	54	55	48	45	29	32	28	30	434
Points Earned	56.0	26.1	19.2	27.0	25.3	30.0	16.4	9.3	11.5	19.3	240.0
Population Mean	51.7	18.3	21.5	23.8	26.3	24.8	18.7	14.1	12.5	15.9	227.7
Population StDev	4.5	6.7	6.3	3.6	7.5	3.9	4.1	3.1	2.4	2.3	21.9
Sigma Level	0.95	1.16	-0.37	0.90	-0.13	1.33	-0.55	-1.54	-0.44	1.47	0.56

Section: Experience										Total	
% Earned	53.5%	77.3%	17.6%	41.0%	0.0%	36.7%	13.8%	28.1%	21.4%	0.0%	31.8%
Gap Points	28.9	10.0	44.5	31.3	48.0	28.5	25.0	23.0	22.0	26.0	287.1
Points Possible	62	44	54	53	48	45	29	32	28	26	421
Points Earned	33.1	34.0	9.5	21.8	0.0	16.5	4.0	9.0	6.0	0.0	133.9
Population Mean	40.9	24.6	30.1	33.5	21.7	27.4	6.6	12.1	5.1	6.8	208.8
Population StDev	12.4	11.4	13.5	11.5	15.9	9.3	5.1	8.8	7.2	5.4	58.7
Sigma Level	-0.62	0.82	-1.53	-1.02	-1.36	-1.18	-0.52	-0.36	0.13	-1.27	-1.28

 Red sigma levels indicate lowest quartile and suggest gap areas relative to the population.
 Green sigma levels indicate highest quartile, suggesting strength areas relative to the population.



OVERALL PERFORMANCE:

- Your overall Profiler **Level 6** (rank 17 of 22) certification is consistent with a cumulative sigma level of -0.73, approximating bottom quartile performance in points earned (433.6 or 43.4%).
- You show significant strength relative to your peer group in the ME competency. You also demonstrated above average performance within the DF skill area.
- Overall, there are five competencies which stand out as major gaps: CA, PM, LD, FN, and DP. You also showed below average performance in these three areas: CM, IN, and LN.

TRAINING SECTIONS:

- On the whole you have above average levels of training (sigma level = +0.29).
- You exhibited top quartile levels of training in: ME, LN, and DF.
- Four areas place you in the bottom quartile for training activity: CM, LD, FN, and DP.

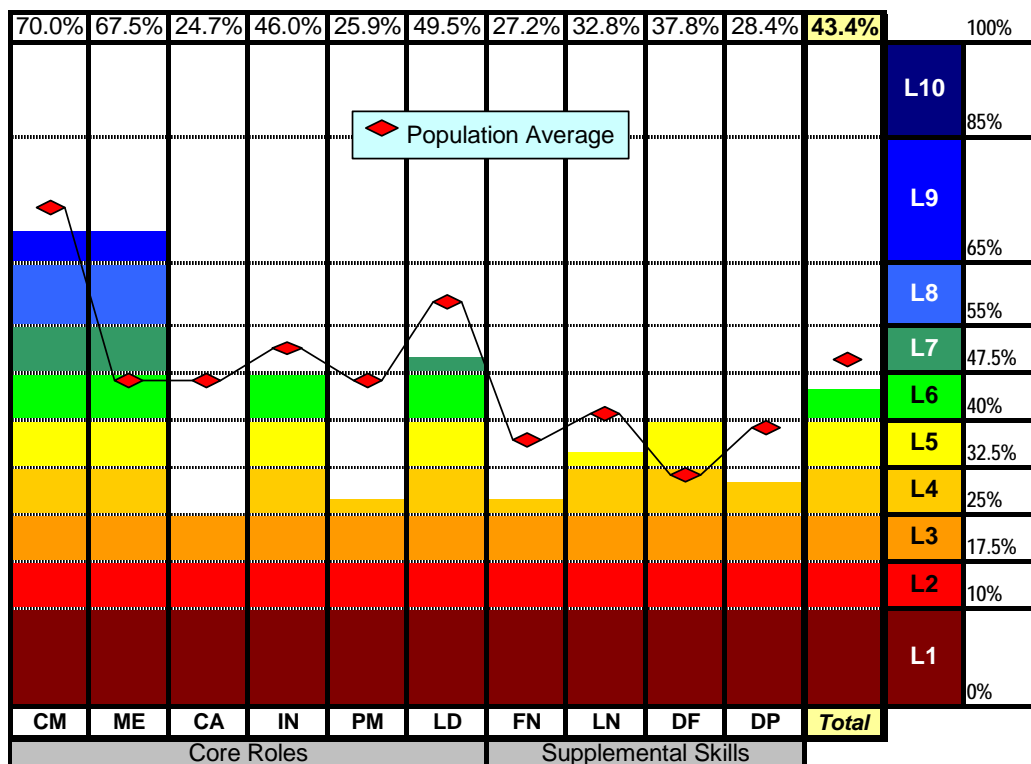
KNOWLEDGE SECTIONS:

- On average, your knowledge levels are near top quartile relative to your peers (sigma level = +0.56).
- You have an overall knowledge gap of 194 points.
- Top quartile levels of knowledge exist within these five competencies: CM, ME, IN, LD, and DP.
- Clear improvement opportunity stand out within your knowledge base in the LN skill area. Four other areas show below average knowledge levels: CA, PM, FN, and DF.

EXPERIENCE SECTIONS:

- On the whole, your hands-on experience level approximates bottom 10th percentile (sigma level = -1.28).
- The experience you have in one competency (ME) has placed you into the top quartile. Additionally your DF experience is slightly above average.
- Your hands-on experience is particularly weak within the following five competencies: CA, IN, FM, LD, and DP. You also demonstrated below average performance in three additional areas: CM, FN, and LN.

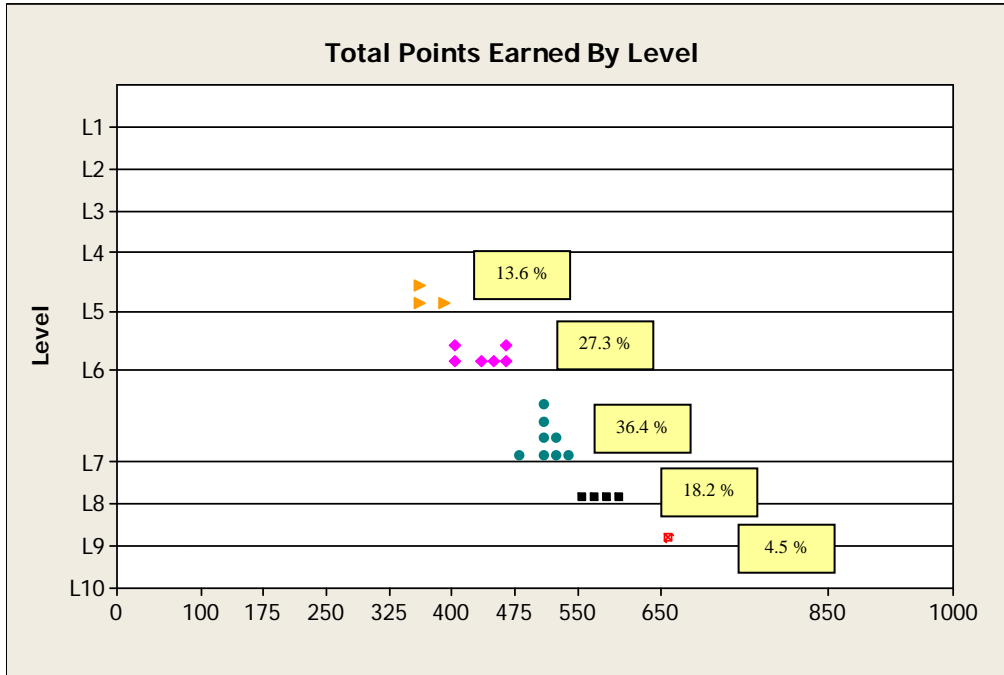
YOUR ISSSP PROFILE IS:



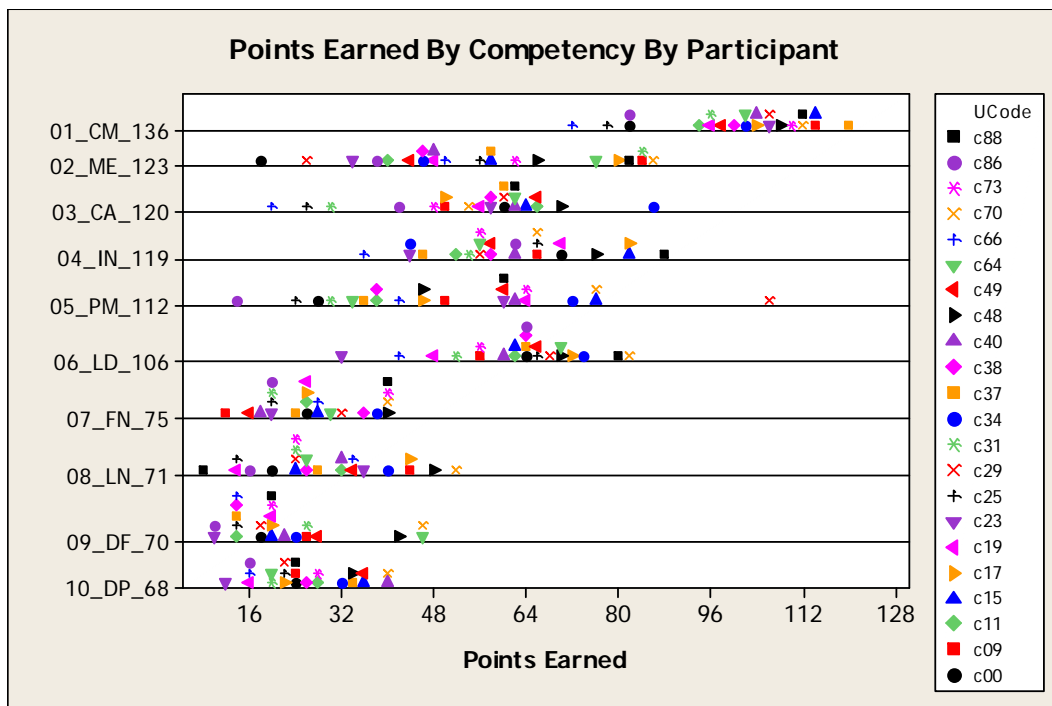


SUMMARY OF POPULATION RESULTS

Currently the ISSSP Profiler population stands at 22 individuals. Only individuals that have completed all online questions for all competencies have been included. Total points earned for the population by varying certification level is shown. No participants to date have received certifications between **Levels 1-4**. Three individuals (13.6%) obtained **Level 5** certifications. Six participants (27.3%) reached **Level 6**. Eight (36.4%) qualified at **Level 7**. Four individuals earned a **Level 8** certification. One individual (4.5%) placed at **Level 9**. No individuals were successful in acquiring the **Level 10** certification.



Each member's performance by competency is shown next. As expected, most individuals have strengths in some areas and significant gaps in others. The following pages present graphical and numerical results for each competency. Commentary regarding population and individual performance is included.

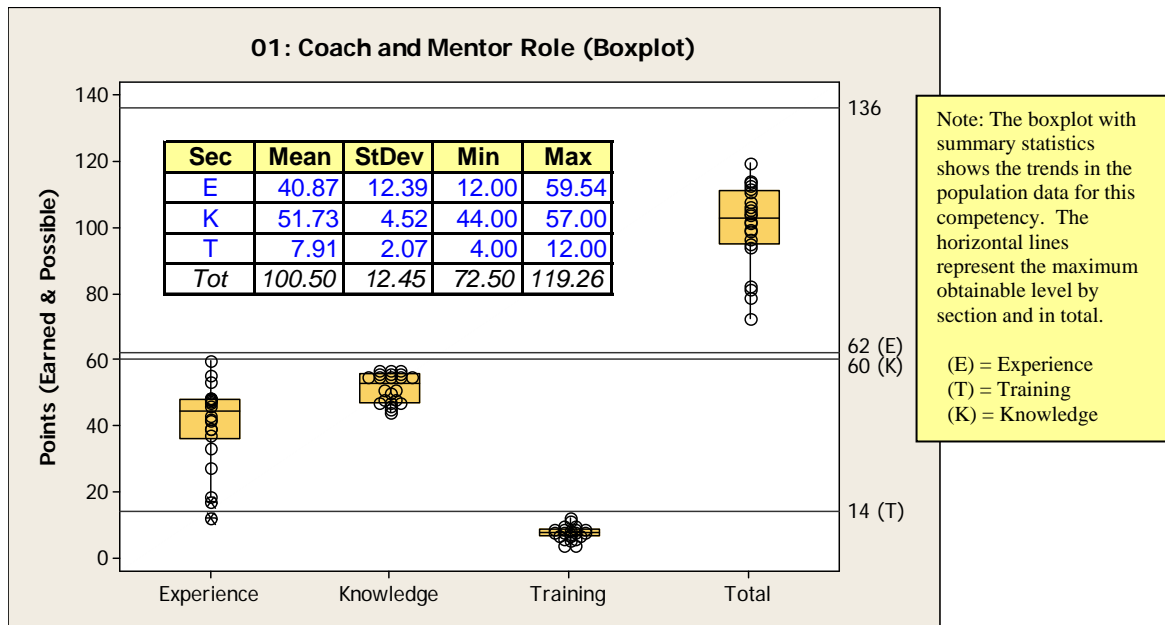


COACH AND MENTOR

The ability of industry practitioners to serve as a Lean Six Sigma Coach and Mentors is their single most important role. To qualify as a capable Coach and Mentor, one must demonstrate the ability to properly care and guide individuals under their direction.

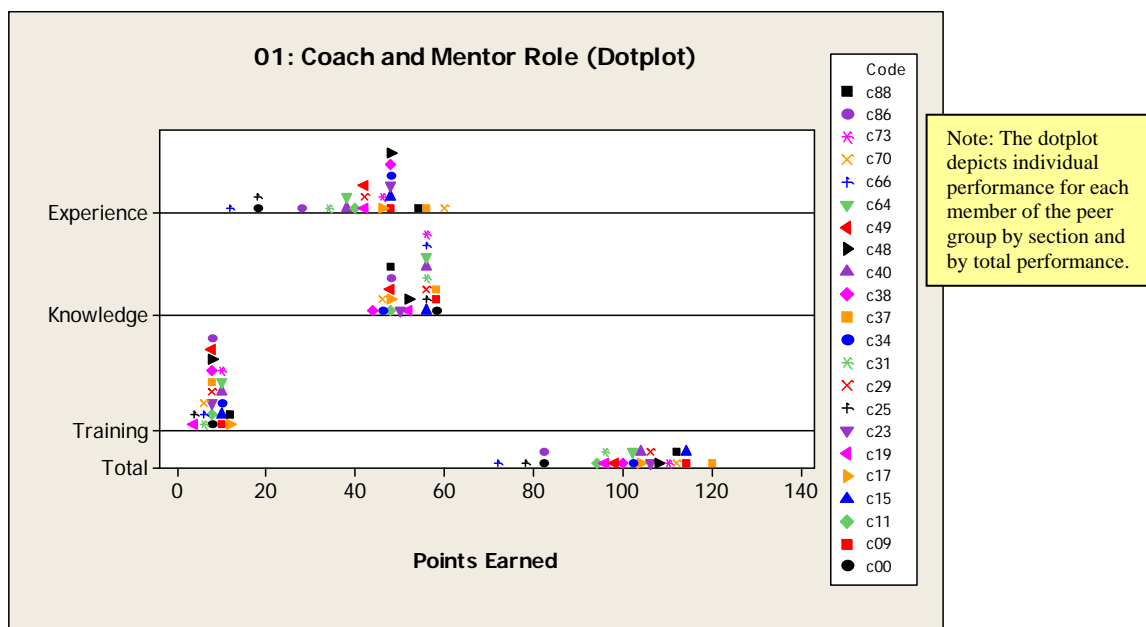
POPULATION PERFORMANCE:

The variability in the applicants' experience levels (see standard deviation) is among the highest for this competency. Therefore the amount of coaching and mentoring experience tends to drive individual rank and performance. This knowledge section produced amongst the highest population average, which suggests a fairly easy/straight forward quiz.



INDIVIDUAL PERFORMANCE:

As a **Level 9** (rank 17 of 22) Coach and Mentor, you are qualified in your levels of knowledge (gap of only 4 points). The score you earned within the training section (gap of 8 points) is bottom quartile. Additional room for growth exists within your below average levels of experience (gap of 29 points). Five of six 3rd party 360 evaluators responded positively on your behalf. One did not, costing you up to four experiential points. Should you desire to improve your competency score, the most impact could come through gaining more experience both in the number of individuals you serve and their levels within the organization. Earning an additional 21 points would qualify you at a Level 10.

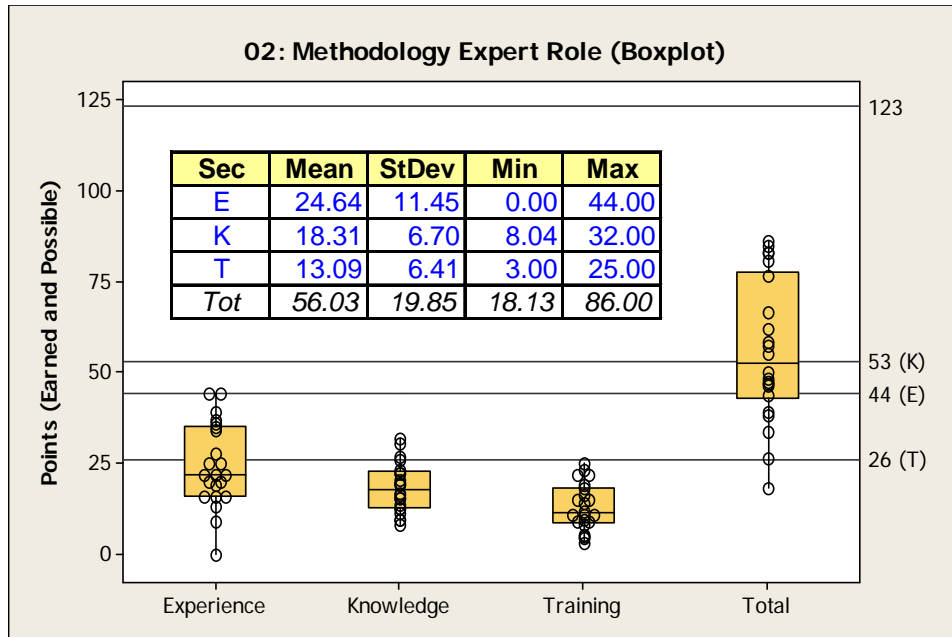


METHODOLOGY EXPERT

To qualify as a Six Sigma Methodology Expert, one must demonstrate an ability to understand and utilize DMAIC tools in the execution of results-driven LSS projects. Serving as a Methodology Expert is the second most important LSS role.

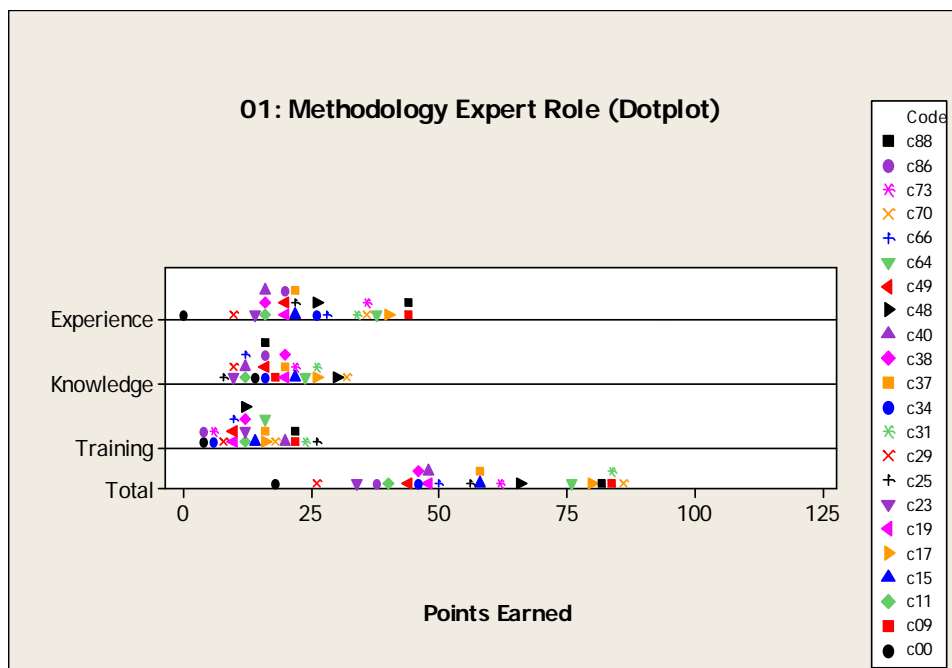
POPULATION PERFORMANCE:

Significant variation exists among all three sections of this competency. Surprisingly, the knowledge section mean was only 34% of possible points earned with the best score achieved only 60%. This suggests a tough/tricky quiz. The strongest ranks came from individuals with the most experience.



INDIVIDUAL PERFORMANCE:

As a **Level 9** (rank 3 of 22) Methodology Expert, you are highly proficient. You demonstrated top quartile performance relative to your peers in all three sections. The greatest room for improvement exists within your knowledge base (gap of 27 points). Should you ever elect to recertify, consider reviewing the body of knowledge reading reference in Appendix A. You would need to earn an additional 22 points in order to become a Level 10 Methodology Expert.

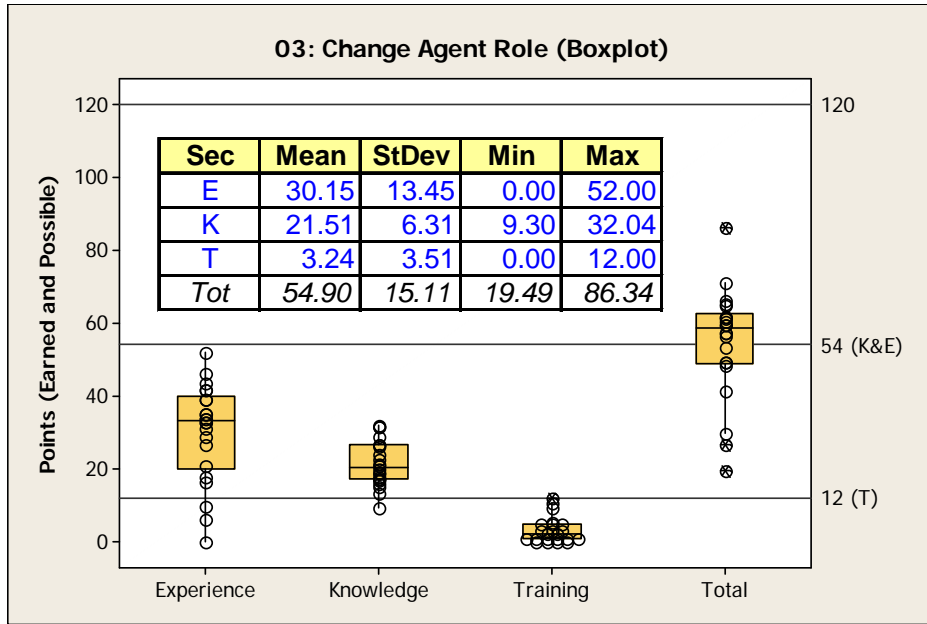


CHANGE AGENT

To qualify as a capable Change Agent, one must have the ability to work with other in order to: 1) form positive mindsets, 2) mobilize necessary resources, 3) minimize organizational resistance, and 4) maximize buy-in.

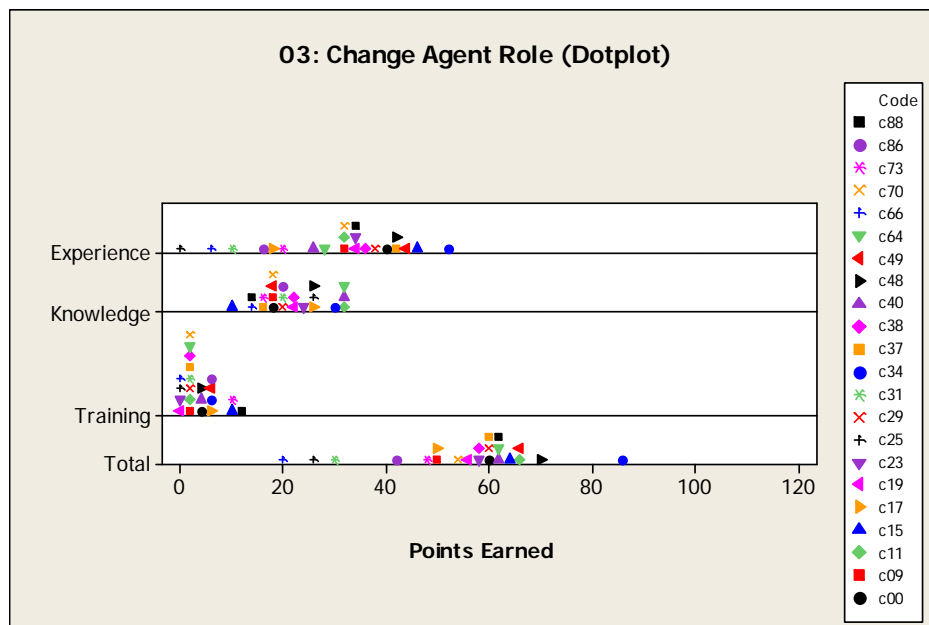
POPULATION PERFORMANCE:

In general, few members of the population have had significant change agent training related activities with many individuals clustered near zero. Additionally, this competency yields the second highest variation in experience levels which tend to drive individual rank and performance. Lastly, the group average in knowledge points earned was less than 40% of the possible suggesting a tough/tricky quiz.



INDIVIDUAL PERFORMANCE:

As **Level 3** (rank 20 of 22) LSS Change Agent, you have substantial room for growth. This was your worst performing competency (sigma level = -1.67). All three sections have ample point gap opportunities with the largest coming from experience (gap of 44.5 points). None of your 360 evaluators responded even after numerous requests to do so costing you up to 30 experiential points. You can certainly upgrade your knowledge levels (gap of 35 points) by reviewing relevant references listed in Appendix A. You also only earned 1 of 12 possible training section points. You have a sizeable amount of work should you elect to obtain the 28 points necessary to reach MBB levels of designation in this competency.

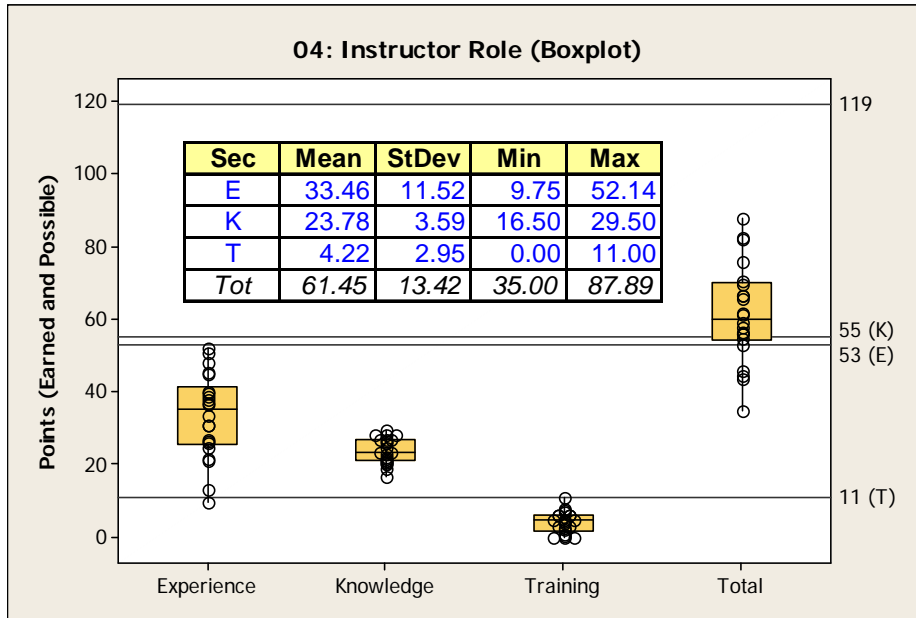


INSTRUCTOR

To qualify as a capable LSS Instructor, one must demonstrate, in a classroom setting, the ability to effectively transfer LSS knowledge and sensitively motivate and guide students. This is the fourth most important role expected of a LSS practitioner.

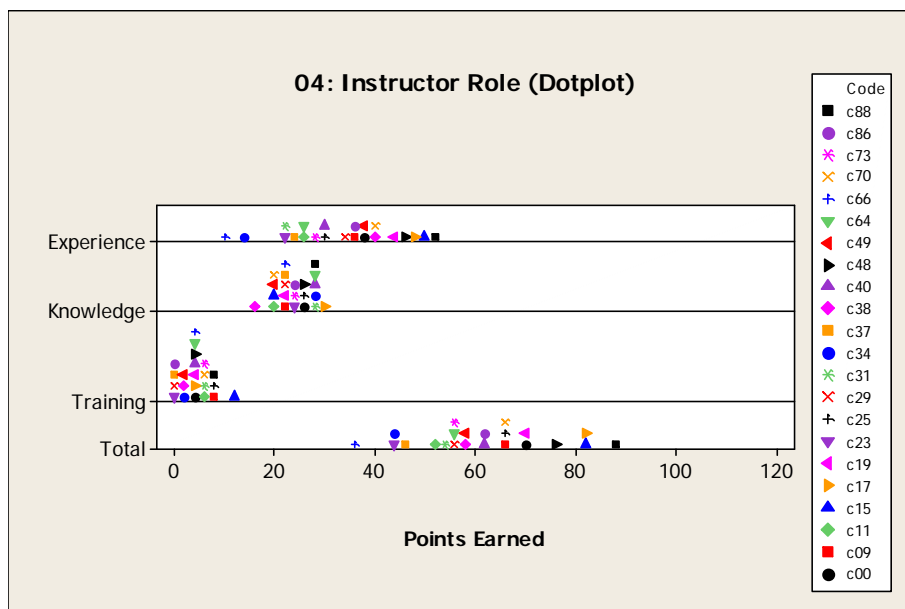
POPULATION PERFORMANCE:

Both the knowledge and training sections of this competency contributed little to discerning great instructors from the rest. The variation in experience drove individual rank. The population mean only earned about 44% of the possible knowledge section points suggesting a tough/tricky quiz.



INDIVIDUAL PERFORMANCE:

As a **Level 6** (rank 17 of 22) LSS Instructor, you have below average proficiency. You demonstrated top quartile performance in your knowledge of tried and tested classroom techniques (gap of 28 points). You also have above average levels of train-the-trainer activity (training gap of 5 points). These were offset by bottom quartile levels of hands-on experience (gap of 31.3 points). Once again, none of your 360 evaluators responded on your behalf costing you up to 30 experiential points. A quick opportunity exists to upgrade your skills by identifying three reliable evaluators and/or reviewing the body of knowledge reading reference in Appendix A. Only two points are needed to reach Level 7 in this competency.

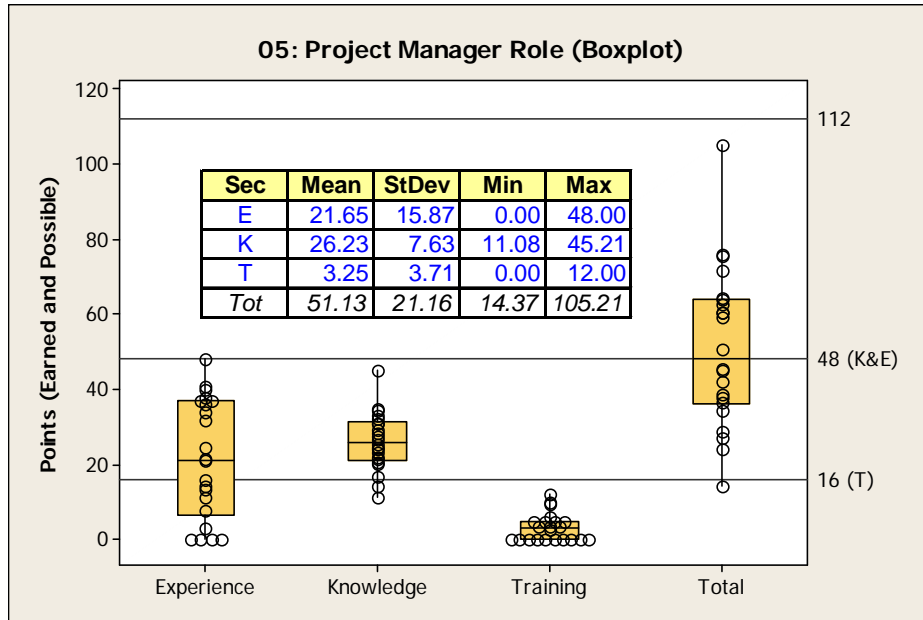


PROJECT MANAGER

To qualify as a capable Project Manager, one must demonstrate the ability to utilize a structured approach in order to plan, organize, and manage resources such that they deliver all the work required within a defined scope, time, cost, and quality level.

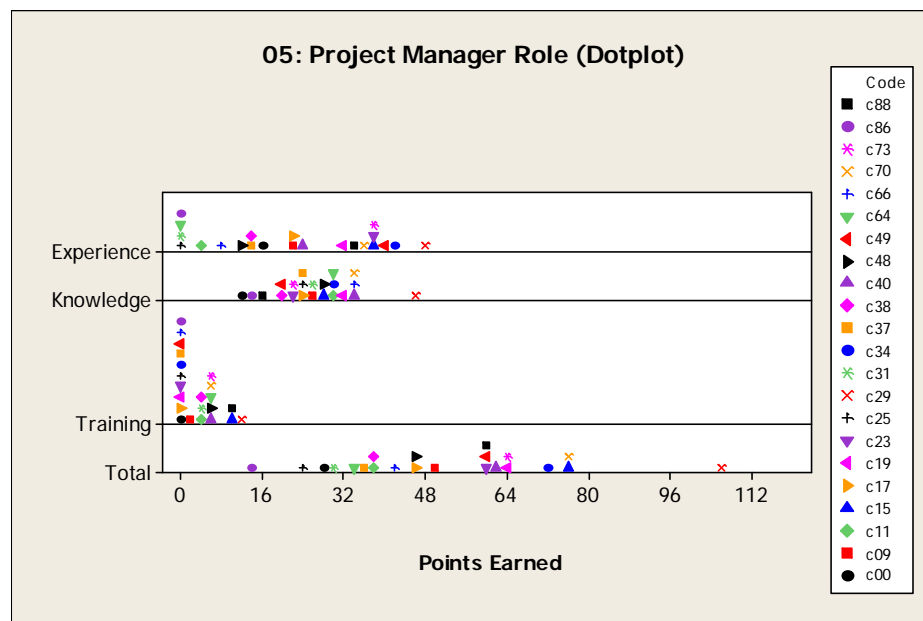
POPULATION PERFORMANCE:

The distribution of points earned in the experience and training sections of this competency were highly skewed. Most individuals had no relevant PM training. Similarly, many had little relevant hands-on experience. This competency also earned the greatest standard deviations in both experience and knowledge scores which drove individual performance.



INDIVIDUAL PERFORMANCE:

As a **Level 4** (rank 19 of 22) Project Manager, your performance was bottom quartile (sigma level = -1.05). You show significant room for improvement in all three sections with the most coming from your non-LSS project management experience (0% earned). It would take a sizeable effort to obtain 25 additional points in order to reach MBB levels of ranks. To accomplish this you may consider addressing your PM related training/certifications (gap of 12.3 points), your knowledge base (gap of 22.7 points – see Appendix A), and/or your experience (gap of 48 points).

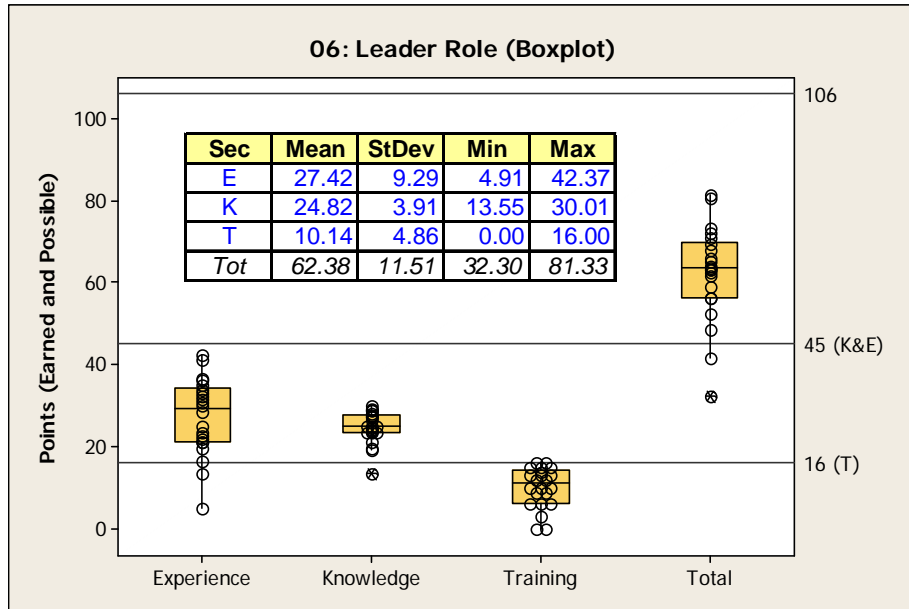


LEADER

To qualify as a capable Leader, one must demonstrate an aptitude to inspire and enable others to achieve personal and organizational success.

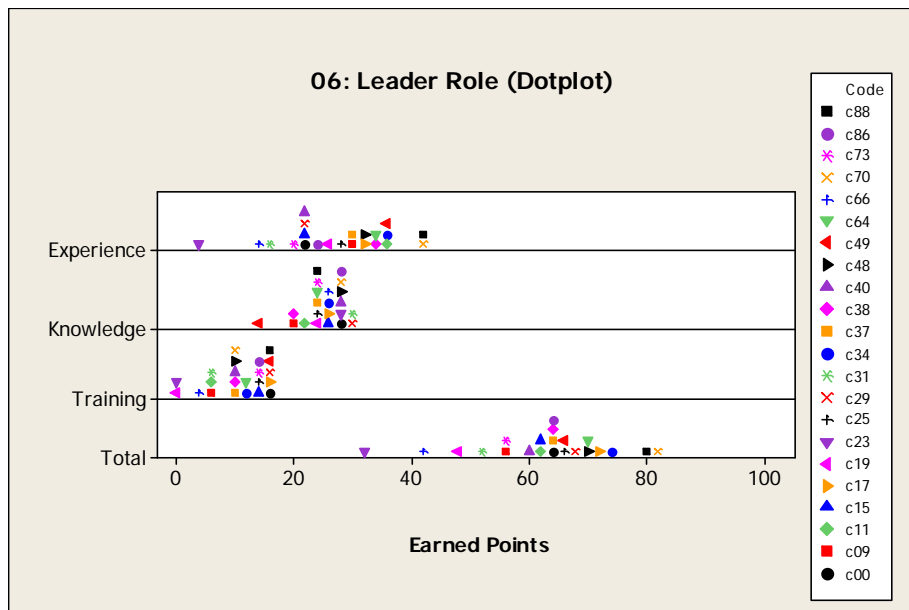
POPULATION PERFORMANCE:

This competency's training section yielded the greatest variation in points earned. Individual overall rank was driven by all three sections. The knowledge quiz may have been somewhat tough/tricky as the average percentage points earned was 46% of the possible.



INDIVIDUAL PERFORMANCE:

As a **Level 7** (rank 19 of 22) Leader, you are fairly proficient even though your score was bottom quartile. You have above average levels of knowledge (gap of 15 points) which was offset by bottom quartile showings in both training (gap of 10 points) and experience (gap of 28.5 points). Once again, none of your 360 evaluators responded costing you up to 24 points. Only six additional points would allow you to reach Level 8 in this competency. The greatest opportunity lies in obtaining reliable 3rd party evaluators. Additional gains can come from attending and/or delivering leadership training as well as brushing up on key leadership knowledge (see Appendix A).

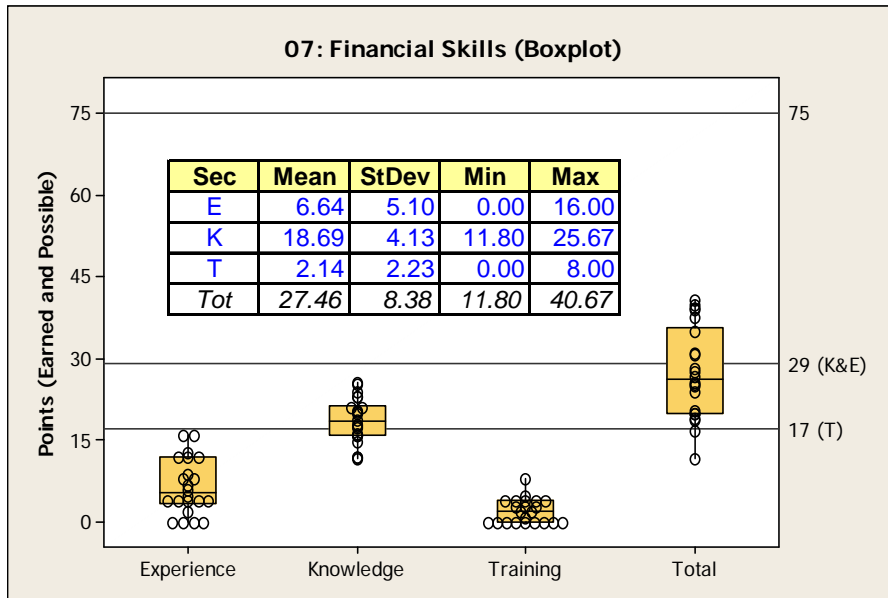


FINANCIAL SKILLS

To qualify as a LSS practitioner with Financial Skills, one must demonstrate an ability to utilize basic finance related concepts in the management of a LSS deployment and its corresponding projects.

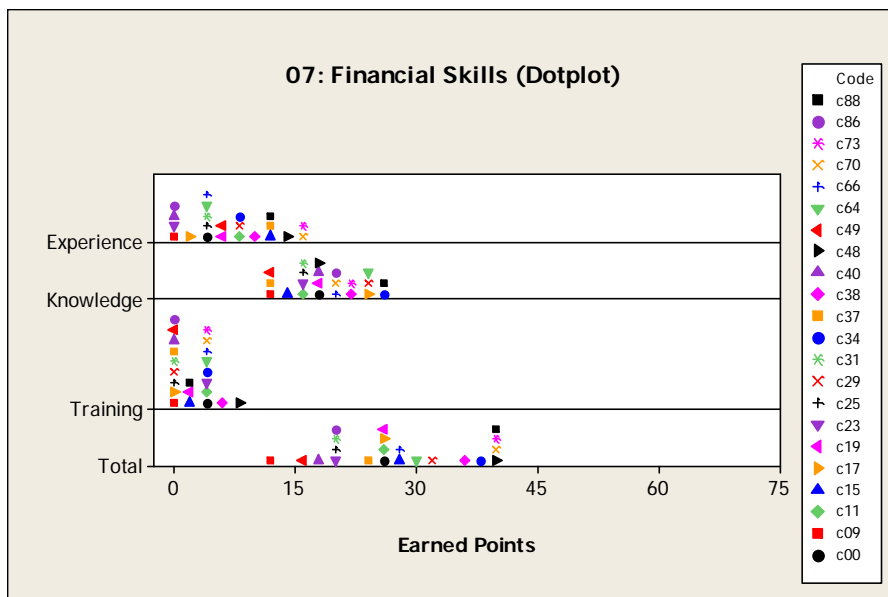
POPULATION PERFORMANCE:

The lowest mean levels of training and corresponding experience occurred in these competency sections in general suggesting LSS practitioners are lacking. Regardless many have managed to obtain financial skills knowledge as this competency's average percentage quiz scores ranked amongst the top three. Individual performance was driven most by levels of knowledge and experience.



INDIVIDUAL PERFORMANCE:

As a **Level 4** (rank 16 of 22) performer in Financial Skills, you have room to grow. Your overall competency performance is within the bottom quartile. You earned no points in finance related training activities (gap of 17 points). Additionally you have a 25-point gap in your experience. Your knowledge is below average (gap of 12.6 points). The quickest way to make up ground is to attend a couple finance-for-managers courses. This activity is also likely to have positive impact on your knowledge score when/if you elect to recertify. Unfortunately upgrading your experience in this competency may be difficult as it would require a role change. To reach MBB levels of designation in this competency, you need to earn an additional 16 points.

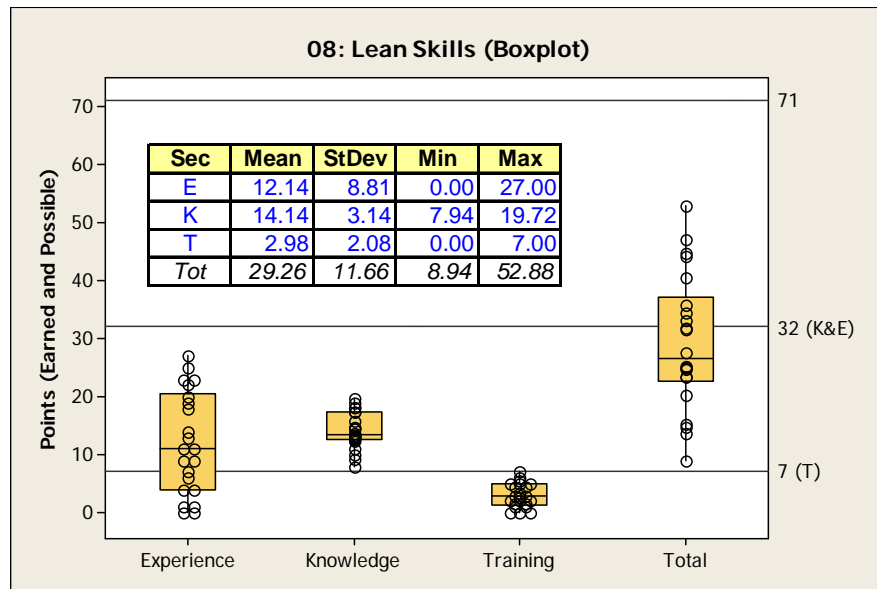


LEAN SKILLS

To qualify as a LSS practitioner with competency in Lean, one must demonstrate an ability to properly apply the Lean methodology in driving business results. This includes driving waste identification and elimination at the work station, process, department, facility, and the supply chain levels of the organization.

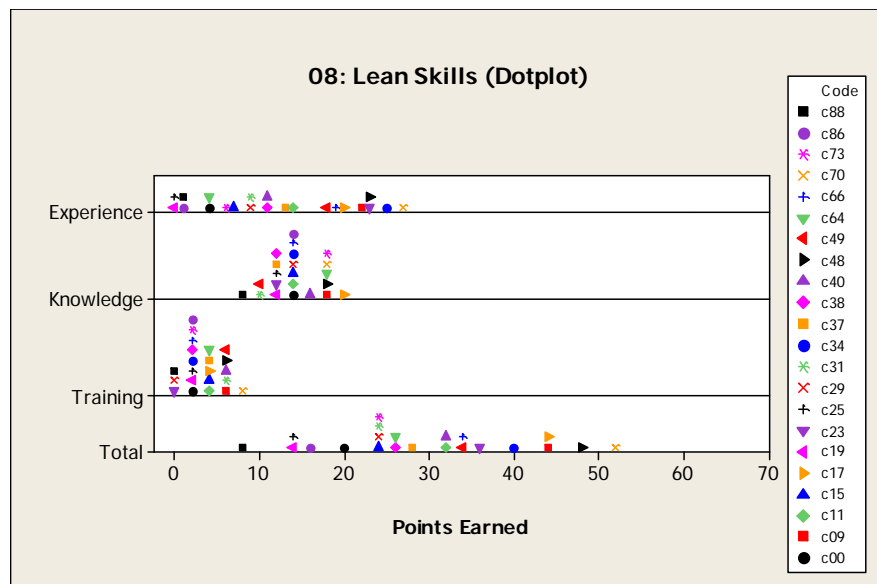
POPULATION PERFORMANCE:

Of the four supplemental skill sets, Lean yielded the greatest average (and standard deviation) in hands-on experience levels nearly double any of the remaining three supplemental skills areas. Many have had only introductory levels of Lean training. Even individuals with the most training were unable to produce high knowledge scores suggesting no real Lean experts exist amongst the population. Individual performance was driven most by one's level of experience.



INDIVIDUAL PERFORMANCE:

As a **Level 5** (rank 17 of 22) Lean practitioner you are somewhat proficient. Your top quartile level of Lean training (gap of 2 points) was offset by below average performance in both experience (gap of 23 points) and bottom quartile levels of knowledge (gap of 22.7 points). You can remedy this by 1) actively leading and participating in additional lean projects and 2) reviewing the body of knowledge reading references in Appendix A before recertifying. A manageable amount of work is necessary to earn an additional 11 points should you want to boost yourself into MBB level ranks.

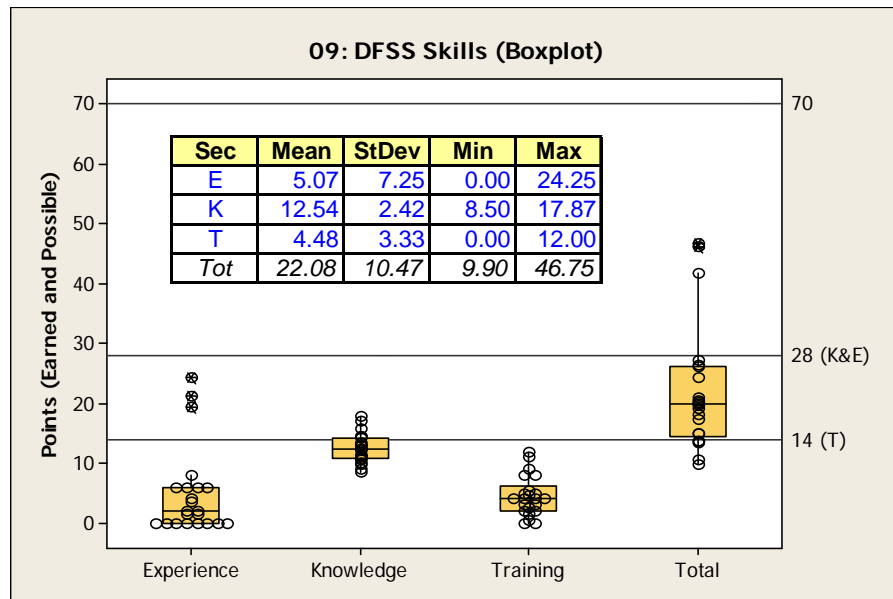


DFSS SKILLS

To qualify as an industry practitioner with competency in Design for Six Sigma, one must demonstrate an ability to apply an appropriate DFSS methodology. The intent is to drive business results through the design and redesign of products, processes, and services.

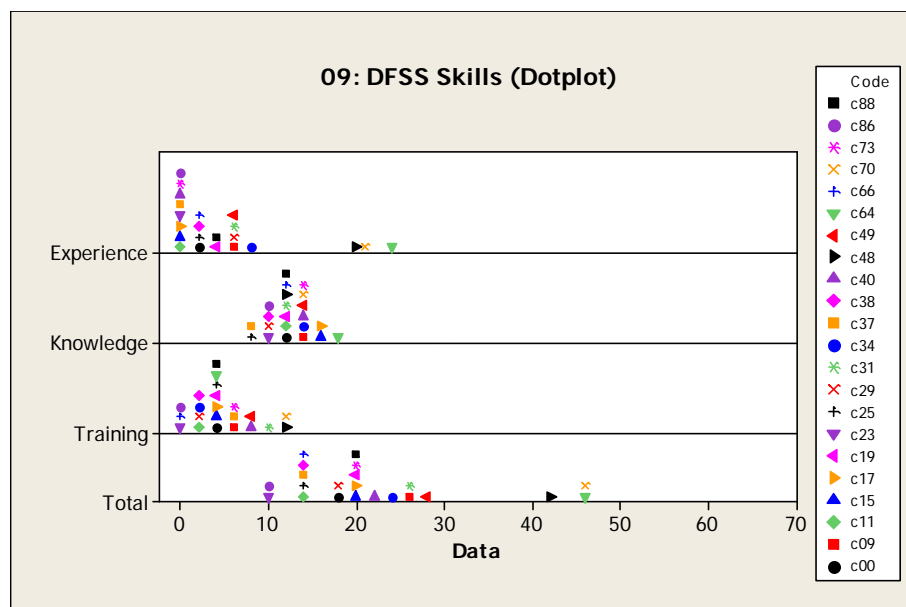
POPULATION PERFORMANCE:

A significant portion of the population has little to no real hands-on DFSS experience; of all ten competencies, the average level of experience here is the lowest. Conversely the level of training is relatively high. As a population, LSS practitioners are generally versed in basic DFSS knowledge with few expert in the group. This version of the quiz was skewed to the DMADV approach. The top quartile is driven by three outliers with significantly more experience than everyone else.



INDIVIDUAL PERFORMANCE:

You scored above average earning you a **Level 5** (rank 5 of 22). You have top 10th percentile DFSS training levels (gap of 5 points) and above average levels of experience (gap of 22 points). These were offset by below average knowledge (gap of 16.5 points). You can upgrade your knowledge by referring to Appendix A. Substantial gains can also be made if you can lead several DFSS projects and mentor others through the process as well. You would need an additional seven points to reach MBB level ranks.

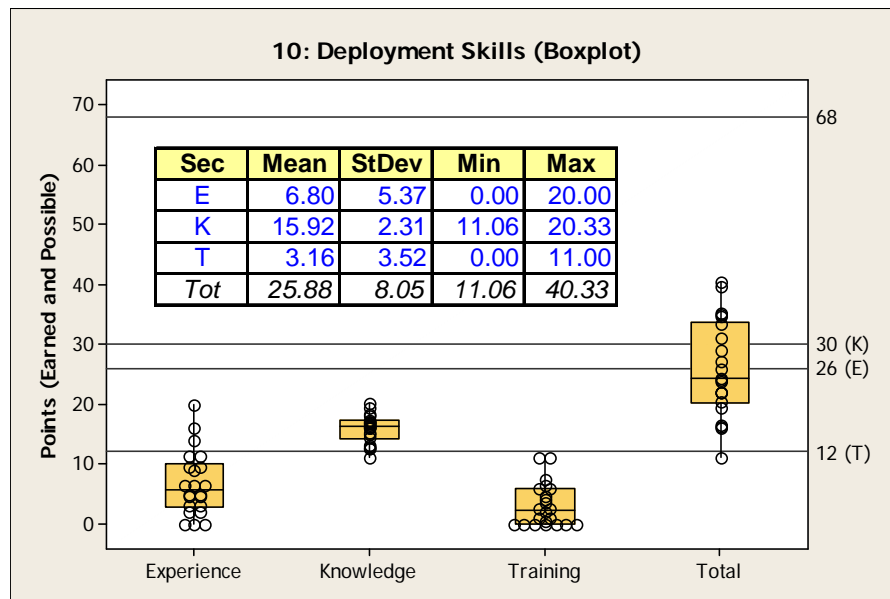


DEPLOYMENT SKILLS

To qualify as a LSS practitioner with competency in Deployment Skills, one must demonstrate an ability in implementing the various elements, processes, definitions, and guideline necessary to allow for predictable and consistent operation of a LSS initiative.

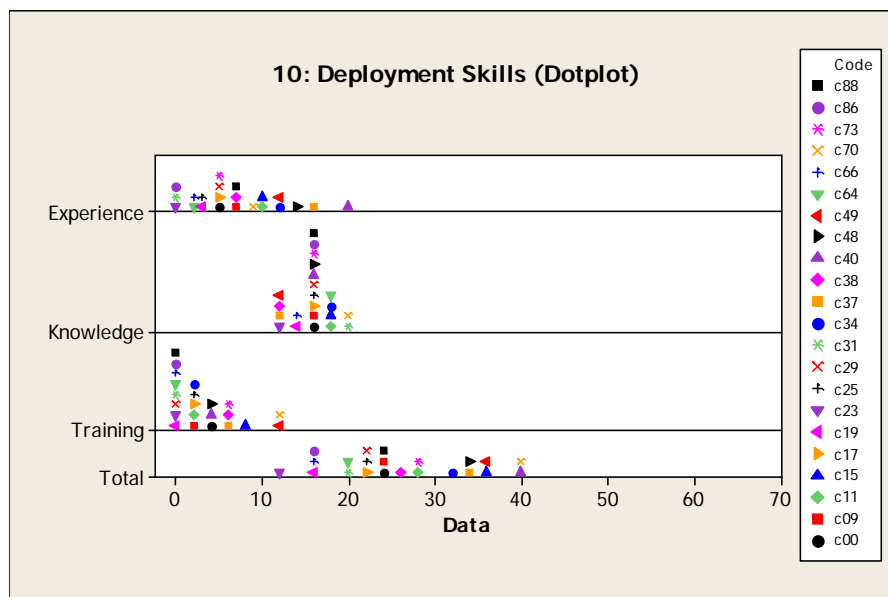
POPULATION PERFORMANCE:

Many individuals in the population have been through no formal deployment skills training. Additionally most have quite low levels of relevant experience. This is not surprising as few formal training courses exist and many organizations approach this competency in an ad hoc manner. Additionally deployment leaders and not BBs or MBBs have historically been given responsibility for leading LSS initiatives. Individual performance was driven first by level of experience and second by level of training. Most participants have acquired a reasonable knowledge base in this competency.



INDIVIDUAL PERFORMANCE:

Your **Level 4** (rank 18 of 22) performance in this area is within the bottom quartile. You showed top quartile standing in your level of knowledge (gap of 10.7 points) and bottom quartile levels of training (0% earned) and experience (0% earned). Unfortunately gaining deployment training and experience in leading organization-wide LSS and non-LSS initiatives is not traditionally easily obtainable without changing roles. An additional 13 points would allow you to reach Level 7.





CLOSING THOUGHTS

In closing, we take this opportunity to congratulate you for completing the ISSSP Profiler. Secondly, we want to especially thank you for your patience through the beta pilot. You have taken the initiative to become part of a small movement to create a meaningful and objective way to assess and certify LSS professionals.

If or when you should elect to upgrade your skills further, consider the following:


- You would need only an additional 41 points to reach Level 7 certification (Bronze Master Black Belt)
- You would need an additional 116 points to reach Level 8 certification (Silver Master Black Belt)
- You would need an additional 216 points to reach Level 9 (Gold Master Black Belt)
- You would need an additional 416 points to reach Level 10 (Platinum Master Black Belt)

We expect this report delivered valuable insights that can be used when you elect to upgrade your skills in any chosen career path. Should you have any additional concerns, thoughts, feedback or questions, please do not hesitate to contact us.

Best regards for future success,

The ISSSP Profiler Team

COPY OF CERTIFICATE OF RECOGNITION





CERTIFICATE


OF *Recognition*

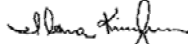
PRESENTED TO:	<i>[NAME]</i>
UPON COMPLETION OF:	<i>The ISSSP PROFILER</i>
ON:	<i>AUGUST 2, 2009</i>
CERTIFICATION:	<i>LEVEL 6</i>
BELT DESIGNATION:	<i>GOLD LEVEL BLACK BELT</i>
POINTS EARNED:	<i>434 OF 1000 POSSIBLE</i>

LEVEL 1: BRONZE GREEN BELT
 LEVEL 2: SILVER GREEN BELT
 LEVEL 3: GOLD GREEN BELT
 LEVEL 4: BRONZE BLACK BELT
 LEVEL 5: SILVER BLACK BELT
 LEVEL 6: GOLD BLACK BELT
 LEVEL 7: BRONZE MASTER BLACK BELT
 LEVEL 8: SILVER MASTER BLACK BELT
 LEVEL 9: GOLD MASTER BLACK BELT
 LEVEL 10: PLATINUM MASTER BLACK BELT




ROXANNE BRITLAND, PRESIDENT


YOUR PERFORMANCE BOOSTER


ILONA KIRZHNER, ASSESSOR



APPENDIX A: BODY OF KNOWLEDGE READING REFERENCE

Competency	Reference Title	Reference Author(s)
1) Coach and Mentor	<ul style="list-style-type: none"> • <i>Co-Active Coaching, 2nd Edition: New Skills for Coaching People Toward Success in Work and Life</i> • <i>Change Your Questions Change Your Life</i> 	<p>By Laura Whitworth, Karen Kimsey-House, Henry Kimsey-House, and Phillip Sandahl</p> <p>By Marilee G. Adams and Marshall Goldsmith</p>
2) Methodology Expert	<ul style="list-style-type: none"> • <i>Juran's Quality Handbook</i> • <i>Statistics for Six Sigma Made Easy</i> • <i>The Six Sigma Performance Handbook (Six Sigma Operational Methods)</i> 	<p>By Joseph M. Juran and A. Blanton Godfrey</p> <p>By Warren Brussee</p> <p>By Praveen Gupta</p>
3) Change Agent	<ul style="list-style-type: none"> • <i>Leading Change</i> • <i>The Heart of Change: Real-Life Stories of How People Change Their Organizations</i> 	<p>By John P. Kotter</p> <p>By John P. Kotter and Dan S. Cohen</p>
4) Instructor	<ul style="list-style-type: none"> • <i>Instructor Excellence: Mastering the Delivery of Training</i> • <i>Active Training: A Handbook of Techniques, Designs, Case Examples, and Tips</i> 	<p>By Bob Powers and William J. Rothwell</p> <p>By Mel Silberman</p>
5) Project Manager	<ul style="list-style-type: none"> • <i>Project Management: Ninth Edition</i> 	By Dennis Lock
6) Leader	<ul style="list-style-type: none"> • <i>The Transformational Leader: The Key to Global Competitiveness</i> • <i>Good to Great: Why Some Companies Make the Leap... and Others Don't</i> 	<p>By Noel M. Tichy and Mary Anne Devanna</p> <p>By Jim Collins</p>
7) Financial Skills	[Any basic text on business finance concepts for managers should suffice.]	
8) Lean Skills	<ul style="list-style-type: none"> • <i>The Hitchhiker's Guide to Lean: Lessons from the Road</i> • <i>Lean Production Simplified</i> 	<p>By Jamie Flinchbaugh and Andy Carlino</p> <p>By Pascal Dennis</p>
9) DFSS Skills	<ul style="list-style-type: none"> • <i>The Design for Six Sigma Memory Jogger Desktop Guide: Desktop Guide of Tools and Methods for Robust Processes and Products</i> • <i>Design for Six Sigma: A Roadmap for Product Development</i> 	<p>By Dana Ginn and Evelyn Varner</p> <p>By Kai Yang and Basem S. El-Haik</p>
10) Deployment Skills	<ul style="list-style-type: none"> • <i>Strategic Six Sigma: Best Practices from the Executive Suite</i> • <i>The Six Sigma Fieldbook: How DuPont Successfully Implemented the Six Sigma Breakthrough Management Strategy</i> 	<p>By Dick Smith and Jerry Blakeslee</p> <p>Dr. Mikel Harry and Don R. Linsenmann</p>