THE CERTIFIED SIX SIGMA YELLOW BELT HANDBOOK

Govind Ramu

ASQ Quality Press
Milwaukee, Wisconsin
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of Figures and Tables</td>
<td>xi</td>
</tr>
<tr>
<td>CD-ROM Contents</td>
<td>xv</td>
</tr>
<tr>
<td>Preface</td>
<td>xvii</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>xix</td>
</tr>
<tr>
<td>Introduction: The ASQ Certification Process</td>
<td>xxi</td>
</tr>
<tr>
<td><strong>Part I Six Sigma Fundamentals</strong></td>
<td>1</td>
</tr>
<tr>
<td>Chapter 1 A. Six Sigma Foundations and Principles</td>
<td>2</td>
</tr>
<tr>
<td>1. Purpose of Six Sigma: Reducing Variation</td>
<td>2</td>
</tr>
<tr>
<td>2. Methodology (DMAIC)</td>
<td>4</td>
</tr>
<tr>
<td>3. Evolution of Six Sigma from Quality</td>
<td>7</td>
</tr>
<tr>
<td>4. Value of Six Sigma to the Organization as a Whole</td>
<td>9</td>
</tr>
<tr>
<td>Chapter 2 B. Lean Foundations and Principles</td>
<td>13</td>
</tr>
<tr>
<td>1. Purpose of Lean</td>
<td>13</td>
</tr>
<tr>
<td>2. Lean Methodologies</td>
<td>17</td>
</tr>
<tr>
<td>3. Value of Lean to the Organization</td>
<td>23</td>
</tr>
<tr>
<td>Chapter 3 C. Six Sigma Roles and Responsibilities</td>
<td>28</td>
</tr>
<tr>
<td>Chapter 4 D. Team Basics</td>
<td>33</td>
</tr>
<tr>
<td>1. Types of Teams</td>
<td>33</td>
</tr>
<tr>
<td>2. Stages of Development</td>
<td>35</td>
</tr>
<tr>
<td>3. Decision-Making Tools</td>
<td>42</td>
</tr>
<tr>
<td>4. Communication Methods</td>
<td>49</td>
</tr>
<tr>
<td>Chapter 5 E. Quality Tools and Six Sigma Metrics</td>
<td>52</td>
</tr>
<tr>
<td>1. Quality Tools</td>
<td>52</td>
</tr>
<tr>
<td>2. Six Sigma Metrics</td>
<td>62</td>
</tr>
<tr>
<td><strong>Part II Define Phase</strong></td>
<td>67</td>
</tr>
<tr>
<td>Chapter 6 A. Project Identification</td>
<td>68</td>
</tr>
<tr>
<td>1. Voice of the Customer</td>
<td>68</td>
</tr>
<tr>
<td>2. Project Selection</td>
<td>70</td>
</tr>
<tr>
<td>3. Stakeholder Analysis</td>
<td>72</td>
</tr>
<tr>
<td>4. Process Inputs and Outputs</td>
<td>75</td>
</tr>
</tbody>
</table>
## Table of Contents

### Chapter 7  B. Project Management (PM) Basics .......................... 79
1. Project Charter ......................................................... 79
2. Communication Plan .................................................. 81
3. Project Planning ....................................................... 82
4. Project Management Tools .......................................... 83
5. Phase Reviews ......................................................... 88

### Part III Measure Phase ...................................................... 91

#### Chapter 8  A. Basic Statistics ........................................... 92

#### Chapter 9  B. Data Collection ........................................... 97
1. Data Collection Plans ................................................ 97
2. Qualitative and Quantitative Data .................................. 99
3. Data Collection Techniques ......................................... 100

#### Chapter 10  C. Measurement System Analysis (MSA) ............... 104
1. MSA Terms ............................................................ 104
2. Gauge Repeatability & Reproducibility (GR&R) .................. 105

### Part IV Analyze Phase ...................................................... 111

#### Chapter 11  A. Process Analysis Tools ................................. 112
1. Lean Tools ............................................................ 112
2. Failure Mode and Effects Analysis (FMEA) ...................... 113

#### Chapter 12  B. Root Cause Analysis .................................... 121
5 Whys or Why-Why Analysis ......................................... 122
Process Mapping .......................................................... 123
Force Field Analysis ..................................................... 128
Matrix Charts ............................................................. 129

#### Chapter 13  C. Data Analysis ............................................ 131
1. Basic Distribution Types ............................................. 131
2. Common and Special Cause Variation .............................. 139

#### Chapter 14  D. Correlation and Regression ............................ 143
1. Correlation ............................................................ 143
2. Regression .............................................................. 146

#### Chapter 15  E. Hypothesis Testing ....................................... 150

### Part V Improve and Control Phases ..................................... 157

#### Chapter 16  A. Improvement Techniques ............................... 158
1. Kaizen and Kaizen Blitz ............................................. 158
2. Plan-Do-Check-Act (PDCA) Cycle .................................. 160
3. Cost-Benefit Analysis ................................................ 163

#### Chapter 17  B. Control Tools and Documentation ..................... 168
1. Control Plan ........................................................... 168
2. Control Charts ........................................................ 173
3. Document Control ..................................................... 178
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Part VI</th>
<th>Appendices</th>
<th>183</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A</td>
<td>ASQ Code of Ethics</td>
<td>184</td>
</tr>
<tr>
<td>Appendix B</td>
<td>ASQ Certified Six Sigma Yellow Belt (CSSYB) <em>Body of Knowledge</em> (2014)</td>
<td>186</td>
</tr>
<tr>
<td>Appendix C</td>
<td>ASQ BoK Comparison</td>
<td>191</td>
</tr>
<tr>
<td>Appendix D</td>
<td>Control Limit Formulas</td>
<td>195</td>
</tr>
<tr>
<td>Appendix E</td>
<td>Constants for Control Charts</td>
<td>196</td>
</tr>
<tr>
<td>Appendix F</td>
<td>Areas under Standard Normal Curve</td>
<td>197</td>
</tr>
<tr>
<td>Appendix G</td>
<td>Binomial Distribution</td>
<td>201</td>
</tr>
<tr>
<td>Appendix H</td>
<td>Values of the ( t )-Distribution</td>
<td>203</td>
</tr>
<tr>
<td>Appendix I</td>
<td>Acronym List</td>
<td>205</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Glossary</em></td>
<td>235</td>
</tr>
<tr>
<td><em>Notes</em></td>
<td>263</td>
</tr>
<tr>
<td><em>Bibliography</em></td>
<td>267</td>
</tr>
<tr>
<td><em>Index</em></td>
<td>269</td>
</tr>
</tbody>
</table>