**Some Questions for Black Belt candidates**

1. A Black Belt project presentation included a slide with a Pareto Chart. The chart indicated that 80% of the errors in the process were in the NE region. The next slide in the presentation showed a Pareto chart indicating that the top two reasons in the U.S. for errors were employee experience and sales volume. What is wrong with this part of the presentation?
2. A Black Belt presentation used a regression analysis and determined that employee experience, sales volume, and number of claims reps were all significant in estimating the number of errors. The primary recommendation in the Improve Phase of the presentation was to automate the sales prospecting process. What is wrong with the presentation?
3. A Black Belt project presentation focused on streamlining the financial approval process with the objective of reducing the time needed to deliver goods to the customer. The recommendation made by the Black Belt candidate was to consolidate the approvals so that the President makes all approvals. Your reaction?
4. The time required for a bottleneck step in a process was improved significantly by a Black Belt project. However, no improvement was evident in the overall process. How could this happen?
5. Why are suppliers also customers? How should this affect the way we treat suppliers?
6. Should we re-bid our procurement contracts every year and always solicit bids from at least three suppliers?
7. When should data from a control chart cause us to take action?
8. What is good about red/green/yellow charts? How are the levels determined and by whom?
9. How should we measure the overall success of a lean Six Sigma initiative? Who should be responsible?
10. How do we transition from problem-solving to process improvement? What is appreciative inquiry, and how does it differ from problem-solving? Where does benchmarking fit into the picture?
11. Should a forecaster/analyst be blamed when their analysis is incorrect?
12. How could you use lean and Six Sigma principles and tools to reduce wasted food at home (e.g., spoiled food from refrigerator, uneaten food on dinner plates, etc.).  Create a charter, SIPOC and identify the processes that could be improved.  What data would you collect?