**Black Belt** - Leaders of teams responsible for measuring, analyzing, improving and controlling key processes that influence customer satisfaction and/or productivity growth. Black Belts are full-time positions.

**Control** - The state of stability, normal variation and predictability. Process of regulating and guiding operations and processes using quantitative data.

**Control Chart** - Monitors variance in a process over time and alerts the business to unexpected variance which may cause defects.

**CTQ: Critical to Quality (Critical "Y")** - Element of a process or practice which has a direct impact on its perceived quality.

**Customer Needs, Expectations** - Needs, as defined by customers, which meet their basic requirements and standards.

**Defect Measurement** - Accounting for the number or frequency of defects that cause lapses in product or service quality.

**Defects** - Sources of customer irritation. Defects are costly to both customers and to manufacturers or service providers. Eliminating defects provides cost benefits.

**Design for Lean Six Sigma:** An emerging framework used with specialized tools for customer-driven design of new technology and services.

**DFSS** (Design for Six Sigma) - A systematic methodology utilizing tools, training and measurements to enable us to design products and processes that meet customer expectations and can be produced at Six Sigma Quality levels.

**DMAIC** (Define, Measure, Analyze, Improve and Control) - A process for continued improvement. It is systematic, scientific and fact based. This closed-loop process eliminates unproductive steps, often focuses on new measurements, and applies technology for improvement.

**DMEDI:** A framework used to create and optimize processes where none previously existed. Steps are define, measure, explore, develop and implement.

**Green Belt** - Similar to Black Belt but not a full-time position. Team members trained in basic Six Sigma techniques who support black belt projects or run their own.

**Lean manufacturing:** A framework for reducing waste in manufactured products.

**Master Black Belt** - First and foremost teachers. They also review and mentor Black Belts. Selection criteria for Master Black Belts are quantitative skills and the ability to teach and mentor. Master Black Belts are full-time positions.

**Pareto Diagram** - Focuses on efforts or the problems that have the greatest potential for improvement by showing relative frequency and/or size in a descending bar graph. Based on the proven Pareto principle: 20% of the sources cause 80% of any problems.

**Process Mapping** - Illustrated description of how things get done, which enables participants to visualize an entire process and identify areas of strength and weaknesses. It helps reduce cycle time and defects while recognizing the value of individual contributions.

**Root Cause Analysis** - Study of original reason for nonconformance with a process. When the root cause is removed or corrected, the nonconformance will be eliminated.

**Six Sigma** - A vision of quality, which equates with only 3.4 defects per million opportunities for each product or service transaction. Strives for perfection. A means of progressively improving operational performance through process and design optimization. The term specifically refers to a quality standard equivalent to 3.4 defects per million opportunities.

**Statistical Process Control** - The application of statistical methods to analyze data, study and monitor process capability and performance.

**Tollgate:** A step within the DMAIC process that must be successfully completed before the team moves on to the next step.

**Tree Diagram** - Graphically shows any broad goal broken into different levels of detailed actions. It encourages team members to expand their thinking when creating solutions.

**Variance** - A change in a process or business practice that may alter its expected outcome.

**Yellow belts:** Team members with basic Six Sigma training who support projects led by green or black belts.