



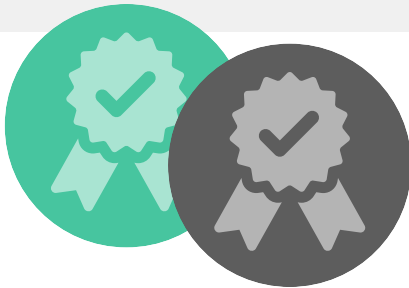
Lean Green and Black Belt Certification 2025 Highlights





Building Capability: Lean Green and Black Belt Training

Building internal capability is one of the most effective ways organizations sustain continuous improvement. Our Lean Green and Black Belt certification programs are designed to build practical skills, confidence and leadership capability through structured training and hands-on application. Over the past year, 332 professionals completed Lean Green and Black Belt certification through Leading Edge Associates (previously operating as Leading Edge Group). At both levels, participants are supported to apply Lean principles to real service and operational challenges by leading structured improvement projects within their organizations.



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Lean Green and Black Belts

Understanding Green and Black Belt Project Scope

For those considering certification, Green Belt projects are intentionally well defined and scoped, allowing participants to lead improvement work within their area of responsibility while balancing day-to-day roles. Projects focus on improving flow, reducing waste and strengthening standard work, with structured mentoring provided throughout the project lifecycle. Black Belt projects address more complex, cross-functional challenges and place greater emphasis on coaching, governance and sustained organizational impact.

Sample Green Belt Projects



Improving Flow and Documentation in an Outpatient Clinic

This project optimized clinic operations to meet peak season and support future growth. The clinic faced rising volumes with no added resources. Challenges included frequent late arrivals, time spent searching for discharged patient charts, lack of a standardized booking process, lengthy nursing documentation, extra EMR review time and long wait times. The team used Lean value stream mapping and Gemba (place where work is carried out) observations to assess scheduling, registration, and documentation and identify delays and rework. Using 5 Whys root cause analysis, targeted changes were implemented to standardize booking and registration and reduce documentation effort. After implementation, volume increased from 226 to 290 visits, total nursing charting and documentation time dropped 56% overall, including a 41% reduction in pre-visit documentation time per visit, late arrivals were nearly eliminated and total visit length decreased.



Warehouse 5S Workplace Organization and Receiving Process Improvement

Implemented 5S workplace organization in a manufacturing warehouse to relieve space constraints and improve the receiving process. The area was targeted due to frequent missing materials that caused wasted search time, receiving errors and downstream rework. The current state was assessed through a Gemba walk, stakeholder input, process mapping (flow charts and spaghetti diagrams) and 5 Whys root cause analysis. A pilot 5S and visual management rollout was tested in one section before expanding. Results included a 40% reduction in rack space usage, elimination of receiving errors in an audited sample and reduced search time from 5 minutes to 3 minutes.



Budget Reporting Process Modernization

Improved a time-consuming, error-prone manual budget reporting process that caused delays in decision-making. Previously, staff spent ~20 hours per reporting cycle manually extracting and consolidating data and reports averaged 15 errors due to manual handling. Using Lean tools (SIPOC, Gemba walk, Voice of the Customer and kanban), the team streamlined the process by centralizing data in a data mart and developing an interactive Power BI dashboard for reporting and visualization. Results included \$270K in cost savings and a 50% reduction in manual reporting effort.

Sample Black Belt Projects



Optimizing Pre-Anaesthesia Clinic Flow and Capacity

Improved capacity in a hospital pre-anesthesia clinic where rising demand outpaced the existing workflow and limited anesthesiologist availability. Using Gemba observation, value stream mapping, root cause analysis, and PDCA/PDSA (Plan-Do-Check/Study-Act) testing, the team redesigned workflows, introduced new appointment types and screening pathways and standardized scheduling to better match patients to the right provider and visit length. Results included a 38% increase in weekly capacity (91 to 126 slots), 100% of elective surgical patients receiving a pre-anaesthesia assessment (up from ~45%), a 10% improvement in on-time starts, a 20% reduction in anesthesiologist clinic time and a 38% year-over-year revenue increase (+\$22,700).



Streamlining Child Care Billing Cycle

Improved a municipal child care subsidy billing cycle that caused major delays, rework and overpayments. Using value stream mapping, root cause analysis and Kaizen improvements (standardized notice of assessment (NOA) deadlines, mandatory three-month virtual reviews, stronger termination practices when debt was owed and streamlined stat/monthly billing), the team reduced overall billing lead time by 63% and three-month review lead time by 62%. Incorrect NOA submissions dropped 88%, overpayments fell from \$7,000+ in 2024 to \$0 in 2025 and savings totaled \$512,000+ in annual time-value plus \$68,000+ in hard cost savings.



Work Order Management System Modernization (Horticulture Operations)

This project modernized how horticulture work orders and time were reported, replacing paper logs and manual payroll processing that caused delays, rework and transcription errors. Using value stream mapping, standard work, mistake proofing and PDCA/PDSA cycles, the team implemented a digital system in Microsoft Dynamics 365 Field Service, integrated with GIS mapping for location-based work orders and automated payroll export. Results included reducing payroll batch processing from 60+ minutes to under 2 minutes, lowering transcription errors from ~30% to <5%, cutting reactive case cycle time from ~120 to ~60 minutes and recovering 690+ administrative hours annually (~0.5 FTE) supported by 80%+ mobile adoption across field staff.



What the Projects Demonstrate

Across these projects, the common thread is not the tools used, but the discipline behind Lean: clearly defining the problem, understanding the current state and making changes that remove waste while protecting quality and customer experience. Whether applied in healthcare, public services, warehousing, or finance, Lean enables teams to convert everyday frustrations into measurable improvements. The most sustainable results come when organizations build internal capability, embedding standard work, visual management and continuous improvement habits that allow gains to hold over time and scale to other areas.

Explore how a capability and operations review can help identify opportunities to strengthen performance, execution and internal capability.

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