

PRACTICE EXAM 12: LEAN SIX SIGMA GREEN BELT

(100 QUESTIONS)

This 100-question practice exam is designed for Lean Six Sigma Green Belt study. Choose the best answer for each question. A suggested completion time is 180 minutes. This is an independent study resource; certification requirements vary by provider.

1. Which DMAIC phase confirms that the project is worth pursuing?

- A. Define, by establishing the problem, business case, scope, and goal.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

2. What is the principal objective of the Measure phase?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Establish a reliable baseline of current process performance.
- D. A customer preference that cannot be measured or defined.

3. What is the primary purpose of the Analyze phase?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Verify the vital causes that drive the performance gap.

4. What is the primary purpose of the Improve phase?

- A. A financial forecast prepared after the project has ended.
- B. Develop and test solutions that address verified causes.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

5. What is the primary purpose of the Control phase?

- A. A financial forecast prepared after the project has ended.
- B. Sustain improved performance through monitoring, ownership, and response plans.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

6. What does a project charter formally authorize?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A defined team to work on an approved problem within stated boundaries.

7. Which item belongs in a strong problem statement?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The current measurable performance gap and where it occurs.
- D. A customer preference that cannot be measured or defined.

8. What is a critical-to-quality characteristic?

- A. A measurable requirement that strongly affects customer satisfaction.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

9. What is the purpose of a SIPOC?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. To provide a high-level view of suppliers, inputs, process, outputs, and customers.

10. What does a process map reveal especially well?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The sequence, decisions, handoffs, and rework loops in a process.
- D. A customer preference that cannot be measured or defined.

11. What is an operational definition?

- A. An unambiguous rule for measuring or classifying data.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

12. What does a measurement system analysis evaluate?

- A. A financial forecast prepared after the project has ended.
- B. Whether the measurement process is adequate for decision making.
- C. A tool used only to assign individual blame for errors.

D. A customer preference that cannot be measured or defined.

13. What does repeatability assess?

- A. A financial forecast prepared after the project has ended.
- B. Consistency of repeated measurements by the same appraiser.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

14. What does reproducibility assess?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Consistency of measurements across different appraisers.
- D. A customer preference that cannot be measured or defined.

15. What is accuracy in measurement?

- A. Closeness of a measured value to the accepted true value.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

16. What is precision in measurement?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Closeness of repeated measurements to one another.

17. What is a continuous data type?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Measurements that can take any value within an interval.

18. What is an attribute data type?

- A. Counts or classifications such as pass-fail or defect-no defect.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

19. Why use a sampling plan?

- A. A financial forecast prepared after the project has ended.
- B. To collect representative evidence efficiently from a larger population.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

20. What is a sampling frame?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The list or source from which a sample is drawn.
- D. A customer preference that cannot be measured or defined.

21. What does random sampling reduce?

- A. Selection bias in the choice of observations.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

22. What does stratification do?

- A. A financial forecast prepared after the project has ended.
- B. Separates data into meaningful subgroups for comparison.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

23. What does a histogram display?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The distribution, center, spread, and shape of numerical data.
- D. A customer preference that cannot be measured or defined.

24. What does a box plot help identify?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Center, spread, skew, and potential outliers across data sets.

25. What does a Pareto chart help a team do?

- A. A financial forecast prepared after the project has ended.
- B. Prioritize categories contributing the greatest frequency or impact.
- C. A tool used only to assign individual blame for errors.

D. A customer preference that cannot be measured or defined.

26. What does a scatter plot explore?

- A. The relationship between two numerical variables.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

27. What does correlation alone establish?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Association, but not proof that one variable causes the other.
- D. A customer preference that cannot be measured or defined.

28. What does a run chart show?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Data plotted in time order without calculated control limits.

29. What is the mean?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. The arithmetic average of a set of observations.

30. What is the median?

- A. The middle observation after values are ordered.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

31. What is standard deviation?

- A. A financial forecast prepared after the project has ended.
- B. A measure of typical spread around the mean.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

32. What does a data outlier require first?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Investigation to determine whether it is error, special cause, or a valid rare event.
- D. A customer preference that cannot be measured or defined.

33. What is a control chart designed to distinguish?

- A. Common-cause variation from special-cause signals over time.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

34. What is common-cause variation?

- A. A financial forecast prepared after the project has ended.
- B. Routine variation inherent in a stable process system.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

35. What is special-cause variation?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Variation from an unusual, identifiable event outside the routine system.
- D. A customer preference that cannot be measured or defined.

36. What are control limits based on?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. The observed variation of a process over time.

37. What are specification limits based on?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Customer, design, contractual, or regulatory requirements.

38. What does C_p compare?

- A. The process spread with the width of the specification limits.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.

D. A customer preference that cannot be measured or defined.

39. What does Cpk additionally consider?

- A. A financial forecast prepared after the project has ended.
- B. How centered the process mean is within the specification limits.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

40. When is capability analysis meaningful?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. After the process is demonstrated to be statistically stable.
- D. A customer preference that cannot be measured or defined.

41. What is a value stream map?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A map of material and information flow from request to delivery.

42. What does takt time express?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The required production pace to meet customer demand.
- D. A customer preference that cannot be measured or defined.

43. What is a bottleneck?

- A. A financial forecast prepared after the project has ended.
- B. The resource or step that limits total system throughput.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

44. What is Little's Law used to relate?

- A. Work in process, throughput, and lead time in a stable system.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

45. What is a pull system?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A system that releases work in response to downstream demand.

46. What is a Kanban?

- A. A financial forecast prepared after the project has ended.
- B. A visual authorization to replenish or move work.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

47. What is 5S intended to create?

- A. A workplace that is organized, visual, safe, and sustainable.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

48. What is standard work?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The currently best known method for performing a task consistently.
- D. A customer preference that cannot be measured or defined.

49. What is a poka-yoke?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A device or method that prevents errors or makes them immediately detectable.

50. What is a cause-and-effect diagram used for?

- A. Organizing potential causes of a defined effect.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

51. What is the 5 Whys technique intended to support?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Progressive questioning from a symptom toward an underlying causal mechanism.

D. A customer preference that cannot be measured or defined.

52. What is root cause verification?

- A. A financial forecast prepared after the project has ended.
- B. Testing whether a suspected cause actually drives the observed problem.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

53. What is a hypothesis test used for?

- A. A financial forecast prepared after the project has ended.
- B. Assessing whether observed evidence is consistent with a stated statistical claim.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

54. What is the null hypothesis?

- A. The default statement of no difference or no effect.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

55. What is a p-value?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. The probability of data at least this extreme if the null hypothesis were true.

56. What is alpha in hypothesis testing?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The preselected risk of a Type I error.
- D. A customer preference that cannot be measured or defined.

57. What is a Type I error?

- A. A financial forecast prepared after the project has ended.
- B. Rejecting a true null hypothesis.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

58. What is a Type II error?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Failing to reject a false null hypothesis.
- D. A customer preference that cannot be measured or defined.

59. What is statistical power?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. The probability of detecting a real effect when one exists.

60. What is a confidence interval?

- A. A range of plausible values for an estimated population parameter.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

61. What does a two-sample t test commonly compare?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. The means of two independent groups.

62. What does a paired t test use?

- A. A financial forecast prepared after the project has ended.
- B. Matched observations measured in pairs, such as before and after results.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

63. What does ANOVA test?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Whether at least one mean differs among three or more groups.
- D. A customer preference that cannot be measured or defined.

64. What does a chi-square test commonly analyze?

- A. Association or differences involving categorical count data.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.

D. A customer preference that cannot be measured or defined.

65. What is a regression model used for?

- A. Modeling and predicting a response using one or more predictors.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

66. What does R-squared summarize?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The proportion of response variation explained by the fitted model.
- D. A customer preference that cannot be measured or defined.

67. What are residuals in regression?

- A. A financial forecast prepared after the project has ended.
- B. The differences between observed responses and model predictions.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

68. What is design of experiments?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A planned method for changing inputs to learn their effects on outputs.

69. What is a factor in DOE?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. An input variable deliberately changed or studied for its effect.

70. What is a level in DOE?

- A. A specific setting of a factor used in an experiment.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

71. What is an interaction in DOE?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A condition where the effect of one factor depends on another factor's setting.
- D. A customer preference that cannot be measured or defined.

72. Why use randomization in an experiment?

- A. A financial forecast prepared after the project has ended.
- B. To protect conclusions from time-related and nuisance-variable bias.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

73. Why use replication in an experiment?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. To estimate experimental error and improve confidence in effects.

74. What is blocking in DOE?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Grouping similar experimental units to reduce known nuisance variation.
- D. A customer preference that cannot be measured or defined.

75. What is FMEA used for?

- A. A financial forecast prepared after the project has ended.
- B. Anticipating failure modes and prioritizing actions to reduce risk.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

76. What does severity rate in FMEA?

- A. The seriousness of the effect if a failure occurs.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

77. What does occurrence rate in FMEA?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.

D. The likelihood that a failure cause will occur.

78. What does detection rate in FMEA?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. The likelihood that existing controls will detect the problem before impact.
- D. A customer preference that cannot be measured or defined.

79. What is a control plan?

- A. A financial forecast prepared after the project has ended.
- B. A documented method for monitoring critical measures and responding to signals.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

80. What is a reaction plan?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Predefined action when a monitored measure indicates an unacceptable condition.

81. What is a pilot implementation?

- A. A limited deployment used to evaluate a solution before broad rollout.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

82. What is a process owner accountable for?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. Maintaining the process and its ongoing performance after project closure.
- D. A customer preference that cannot be measured or defined.

83. What is a project sponsor responsible for?

- A. A financial forecast prepared after the project has ended.
- B. Providing organizational support, resources, and barrier removal.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

84. What is a Green Belt expected to do?

- A. Lead or support data-driven improvement projects using DMAIC tools.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

85. What is change management in improvement work?

- A. Preparing people to adopt, use, and sustain a new way of working.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

86. What is stakeholder analysis used for?

- A. A financial forecast prepared after the project has ended.
- B. Understanding affected parties, their needs, influence, and communication requirements.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

87. What is a communication plan?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A plan for what information is shared, with whom, when, and how.

88. What is a RACI matrix?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A role chart identifying who is responsible, accountable, consulted, and informed.
- D. A customer preference that cannot be measured or defined.

89. What is a balanced scorecard approach?

- A. A financial forecast prepared after the project has ended.
- B. Using several aligned measures to avoid optimizing one result at another's expense.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

90. What is a leading indicator?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A measure that signals conditions likely to influence future results.

D. A customer preference that cannot be measured or defined.

91. What is a lagging indicator?

- A. A measure that reports outcomes after they occur.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

92. What is a Kaizen event?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A focused, short-term cross-functional effort to improve a defined process.

93. What is a visual management system?

- A. Visible cues that communicate standards, status, and abnormalities at a glance.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

94. What is a dashboard?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A concise visual display of selected performance measures for decision making.
- D. A customer preference that cannot be measured or defined.

95. What is a business case?

- A. A financial forecast prepared after the project has ended.
- B. The rationale explaining why a project matters to the organization.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

96. What is a project tollgate?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. A formal review point for confirming progress and readiness to continue.

97. What is a lessons-learned review?

- A. A financial forecast prepared after the project has ended.
- B. A structured capture of useful knowledge for future work.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

98. What is benchmarking?

- A. Comparing performance or practices with a relevant reference point.
- B. A financial forecast prepared after the project has ended.
- C. A tool used only to assign individual blame for errors.
- D. A customer preference that cannot be measured or defined.

99. What is a service blueprint?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A map linking customer touchpoints with frontstage and backstage process work.
- D. A customer preference that cannot be measured or defined.

100. What is a constraint?

- A. A financial forecast prepared after the project has ended.
- B. A tool used only to assign individual blame for errors.
- C. A customer preference that cannot be measured or defined.
- D. Anything that limits a system from achieving more of its goal.

Practice Exam 12: Answer Key and Explanations

- 1. A** — Define, by establishing the problem, business case, scope, and goal. Define aligns the work with a real business need before the team commits resources. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the
- 2. C** — Establish a reliable baseline of current process performance. Measure creates credible evidence about the current state and the quality of the data. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect
- 3. D** — Verify the vital causes that drive the performance gap. Analyze distinguishes plausible causes from causes supported by process and data evidence. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the
- 4. B** — Develop and test solutions that address verified causes. Improve changes the process only after the team understands what is actually causing the gap. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

5. B — Sustain improved performance through monitoring, ownership, and response plans. Control embeds the new method into routine work and prevents performance from drifting back. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

6. D — A defined team to work on an approved problem within stated boundaries. The charter gives the team direction, scope, sponsorship, and a basis for accountability. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

7. C — The current measurable performance gap and where it occurs. A good problem statement describes the existing condition without assuming the solution or root cause. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

8. A — A measurable requirement that strongly affects customer satisfaction. CTQs turn customer needs into measurable process or output requirements for the project. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

9. D — To provide a high-level view of suppliers, inputs, process, outputs, and customers. SIPOC helps a team agree on process boundaries and the key relationships before detailed mapping. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

10. C — The sequence, decisions, handoffs, and rework loops in a process. A detailed map exposes how work actually moves, including delays and hidden decision points. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

11. A — An unambiguous rule for measuring or classifying data. Operational definitions improve consistency so multiple people collect and interpret data the same way. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

12. B — Whether the measurement process is adequate for decision making. MSA evaluates the reliability of the data source before the team bases conclusions on it. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with

operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

13. B — Consistency of repeated measurements by the same appraiser. Repeatability focuses on variation produced when one person measures the same item repeatedly. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

14. C — Consistency of measurements across different appraisers. Reproducibility addresses whether different people obtain similar results using the same method. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the customer, and sustain

15. A — Closeness of a measured value to the accepted true value. Accuracy concerns bias from the true value, whereas precision concerns repeated consistency. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

16. D — Closeness of repeated measurements to one another. Precision reflects the amount of spread among repeated observations, whether or not they are accurate. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

17. D — Measurements that can take any value within an interval. Continuous data include values such as time, weight, distance, and temperature measured on a scale. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

18. A — Counts or classifications such as pass-fail or defect-no defect. Attribute data sort observations into categories or count occurrences rather than measuring a continuum. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

19. B — To collect representative evidence efficiently from a larger population. A sampling plan states how items will be selected so conclusions are not driven by convenience or bias. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

20. C — The list or source from which a sample is drawn. The frame defines the accessible population and must be appropriate to avoid coverage bias. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

21. A — Selection bias in the choice of observations. Random selection gives eligible population members a fair chance of inclusion and improves representativeness. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

22. B — Separates data into meaningful subgroups for comparison. Stratifying by shift, product, supplier, or location can reveal patterns concealed in aggregated data. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

23. C — The distribution, center, spread, and shape of numerical data. Histograms group numerical values to make variation and unusual distribution features visible to the team. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

24. D — Center, spread, skew, and potential outliers across data sets. Box plots summarize distributions compactly and are useful for comparing groups on the same scale. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

25. B — Prioritize categories contributing the greatest frequency or impact. Pareto analysis focuses attention on the few categories that account for much of the observed problem. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

26. A — The relationship between two numerical variables. Scatter plots display paired data and can show association, clusters, nonlinear patterns, or no relationship. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

27. C — Association, but not proof that one variable causes the other. Correlation can guide investigation, but confounding and coincidence must be ruled out before causal claims. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should

apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

28. D — Data plotted in time order without calculated control limits. Run charts help detect trends, shifts, or cycles and often precede more formal control-chart analysis. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

29. D — The arithmetic average of a set of observations. The mean uses every value and is useful for center, but it can be sensitive to extreme observations. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

30. A — The middle observation after values are ordered. The median is a resistant measure of center that is less affected by extreme values than the mean. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

31. B — A measure of typical spread around the mean. Standard deviation summarizes dispersion and is essential for understanding process variation and capability. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

32. C — Investigation to determine whether it is error, special cause, or a valid rare event. Outliers should not be discarded automatically because they can contain valuable information about the process. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team

33. A — Common-cause variation from special-cause signals over time. Control charts combine time order and statistical limits to assess whether a process is stable. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

34. B — Routine variation inherent in a stable process system. Common causes arise from the usual process design and require system-level improvement rather than point reactions. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

35. C — Variation from an unusual, identifiable event outside the routine system. Special causes signal that something different occurred and should be investigated before broad process adjustment. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

36. D — The observed variation of a process over time. Control limits describe expected process behavior and are not customer requirements or specification limits. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

37. D — Customer, design, contractual, or regulatory requirements. Specifications define acceptable output; they are distinct from limits calculated from process behavior. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the customer, and

38. A — The process spread with the width of the specification limits. C_p is a potential capability measure and does not account for whether the process is centered. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

39. B — How centered the process mean is within the specification limits. C_{pk} reflects both process spread and centering, making it a more realistic capability indicator. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

40. C — After the process is demonstrated to be statistically stable. Capability indices can mislead when special causes are present because the process behavior is not predictable. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

41. D — A map of material and information flow from request to delivery. Value stream mapping exposes lead time, process time, inventories, and information signals across the entire value stream. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make

42. C — The required production pace to meet customer demand. Takt links available work time to demand and helps teams identify mismatch between capacity and need. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with

operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

43. B — The resource or step that limits total system throughput. Improving the bottleneck can improve system performance, while improving nonconstraints may not increase output. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

44. A — Work in process, throughput, and lead time in a stable system. Little's Law highlights why excess work in process generally increases lead time when throughput is unchanged. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

45. D — A system that releases work in response to downstream demand. Pull avoids premature production and controls work in process through visible demand signals. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

46. B — A visual authorization to replenish or move work. Kanban is a practical pull-system mechanism that limits inventory and makes replenishment needs visible. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

47. A — A workplace that is organized, visual, safe, and sustainable. 5S reduces searching and ambiguity while making abnormal conditions easier to notice and correct. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

48. C — The currently best known method for performing a task consistently. Standard work provides a stable baseline for training, auditing, improvement, and reliable execution. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

49. D — A device or method that prevents errors or makes them immediately detectable. Mistake-proofing changes the work so common errors are difficult to make or cannot pass unnoticed. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

50. A — Organizing potential causes of a defined effect. The fishbone diagram broadens team thinking and organizes causes for later data-based verification. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the customer,

51. C — Progressive questioning from a symptom toward an underlying causal mechanism. Five Whys is useful when supported by evidence; it should not substitute for testing assumptions. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

52. B — Testing whether a suspected cause actually drives the observed problem. Verification separates plausible explanations from causes that demonstrably influence the response or defect. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

53. B — Assessing whether observed evidence is consistent with a stated statistical claim. Hypothesis testing quantifies whether an observed difference is unlikely to be explained by sampling variation alone. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

54. A — The default statement of no difference or no effect. The null is the claim tested against the data and is rejected only when evidence is sufficiently strong. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

55. D — The probability of data at least this extreme if the null hypothesis were true. A p-value measures compatibility with the null; it is not the probability that the null is true. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps

56. C — The preselected risk of a Type I error. Alpha sets the decision threshold for rejecting a true null hypothesis, commonly before data analysis begins. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

57. B — Rejecting a true null hypothesis. Type I error is a false positive decision and its probability is controlled by the chosen alpha level. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions,

appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

58. C — Failing to reject a false null hypothesis. Type II error is a false negative decision and is related to statistical power and sample size. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

59. D — The probability of detecting a real effect when one exists. Power increases when effect size grows, variation decreases, alpha increases, or sample size increases. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

60. A — A range of plausible values for an estimated population parameter. Confidence intervals communicate estimate uncertainty and are generally more informative than a significance decision alone. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

61. D — The means of two independent groups. A two-sample t test evaluates whether the difference between two group means is larger than expected from variation. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

62. B — Matched observations measured in pairs, such as before and after results. Pairing removes between-subject differences by analyzing the change within each matched pair. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

63. C — Whether at least one mean differs among three or more groups. ANOVA compares group variation with within-group variation; follow-up analysis identifies which groups differ. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

64. A — Association or differences involving categorical count data. Chi-square methods compare observed category counts with expected counts under a stated assumption. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the customer,

65. A — Modeling and predicting a response using one or more predictors. Regression estimates how the response changes with predictors while quantifying uncertainty and residual variation. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

66. C — The proportion of response variation explained by the fitted model. R-squared is descriptive and should be considered with residual checks, prediction needs, and practical significance. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

67. B — The differences between observed responses and model predictions. Residual analysis checks whether model assumptions are reasonable and whether important patterns remain unexplained. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

68. D — A planned method for changing inputs to learn their effects on outputs. DOE enables efficient, causal learning about factors and interactions rather than changing one factor at a time. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team

69. D — An input variable deliberately changed or studied for its effect. Factors are controllable or observed inputs that may influence the process response. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect

70. A — A specific setting of a factor used in an experiment. Levels define the planned conditions, such as low and high settings, for each studied factor. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

71. C — A condition where the effect of one factor depends on another factor's setting. Interactions matter because one-factor conclusions can be misleading when factors work together. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

72. B — To protect conclusions from time-related and nuisance-variable bias. Randomization spreads unknown influences across treatments and strengthens the causal interpretation of results. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should

apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

73. D — To estimate experimental error and improve confidence in effects. Replication provides repeated evidence and helps distinguish real factor effects from ordinary variation. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

74. C — Grouping similar experimental units to reduce known nuisance variation. Blocking isolates predictable sources of variation so treatment comparisons become more precise. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

75. B — Anticipating failure modes and prioritizing actions to reduce risk. FMEA examines potential failures, their effects, causes, and controls before customers experience the problem. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

76. A — The seriousness of the effect if a failure occurs. Severity measures impact, separate from how often the failure happens or whether controls detect it. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

77. D — The likelihood that a failure cause will occur. Occurrence estimates the frequency or probability of a cause under current process conditions. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

78. C — The likelihood that existing controls will detect the problem before impact. Detection evaluates control effectiveness in finding a failure before it reaches the next customer. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

79. B — A documented method for monitoring critical measures and responding to signals. Control plans specify measures, methods, frequency, owners, and reaction plans to sustain the improved process. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

80. D — Predefined action when a monitored measure indicates an unacceptable condition. Reaction plans turn signals into prompt, consistent action and prevent uncertainty about who responds. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

81. A — A limited deployment used to evaluate a solution before broad rollout. Pilots reduce implementation risk and reveal unintended consequences while changes are still easy to adjust. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

82. C — Maintaining the process and its ongoing performance after project closure. The process owner accepts the improved process, monitors results, and leads response when performance changes. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

83. B — Providing organizational support, resources, and barrier removal. Sponsors align projects with strategy and help resolve issues beyond the improvement team's authority. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system, protect the

84. A — Lead or support data-driven improvement projects using DMAIC tools. Green Belts apply structured problem solving, analysis, and change leadership while collaborating with process experts and sponsors. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

85. A — Preparing people to adopt, use, and sustain a new way of working. Technical solutions must be understood, accepted, trained, and reinforced to produce lasting results. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

86. B — Understanding affected parties, their needs, influence, and communication requirements. Stakeholder analysis helps a project team build support and anticipate resistance early in the work. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

87. D — A plan for what information is shared, with whom, when, and how. Communication plans keep stakeholders informed and align expectations through the project lifecycle. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this

idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

88. C — A role chart identifying who is responsible, accountable, consulted, and informed. RACI clarifies decision and work roles, reducing duplicate effort and missed ownership across the team. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

89. B — Using several aligned measures to avoid optimizing one result at another's expense. Balanced measures consider multiple dimensions, such as quality, delivery, cost, and people, when evaluating change. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

90. C — A measure that signals conditions likely to influence future results. Leading indicators give teams early warning and time to take preventive action before outcomes deteriorate. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address

91. A — A measure that reports outcomes after they occur. Lagging indicators report results such as defects, cost, or customer complaints after performance is already realized. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

92. D — A focused, short-term cross-functional effort to improve a defined process. Kaizen events combine observation, rapid experimentation, and implementation to create concentrated improvement momentum. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

93. A — Visible cues that communicate standards, status, and abnormalities at a glance. Visual management reduces information delays and helps people recognize and respond to changing conditions quickly. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

94. C — A concise visual display of selected performance measures for decision making. A dashboard should present relevant measures, targets, trends, and signals without overwhelming users with unnecessary data. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

95. B — The rationale explaining why a project matters to the organization. The business case links the problem to strategic, financial, customer, safety, or operational consequences. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the

96. D — A formal review point for confirming progress and readiness to continue. Tollgates allow sponsors and teams to assess evidence, decisions, risks, and resource needs at DMAIC transitions. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

97. B — A structured capture of useful knowledge for future work. Lessons learned document successes, failures, and recommendations so the organization can reuse improvement knowledge. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address the system,

98. A — Comparing performance or practices with a relevant reference point. Benchmarking can identify gaps and ideas, but teams must adapt insights to their own customers and process conditions. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions

99. C — A map linking customer touchpoints with frontstage and backstage process work. Service blueprints make support processes and handoffs visible, helping teams improve the complete customer experience. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that

100. D — Anything that limits a system from achieving more of its goal. Constraints may involve capacity, policy, information, skills, or equipment and warrant focused improvement attention. The remaining options describe unrelated practices or misuse a quality-improvement concept. A Green Belt should apply this idea with operational definitions, appropriate data, and process knowledge. Doing so helps the team make decisions that address