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TRAINING MANUAL · FREE PREVIEW EDITION

Lean Six Sigma Black Belt

For contact centers and shared-services centers (HR, finance, procurement): strategy deployment, service design, advanced analytics and leading change, with worked cases, AI prompt tips, Minitab and Excel practice, and an internal certification path.

Free preview · September 2026

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Rights, disclosures and how to use this manual

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Disclosure on the use of AI

This manual was drafted with the help of an AI writing assistant. The structure, examples, data and wording were then reviewed, corrected and approved by the human author, who is responsible for its content. Every calculation in the worked examples was re-computed during that review.

About the cases and data

The cases come from real operating challenges in contact centers and shared-service centers. To honor confidentiality agreements, **client names, people and figures have been changed or anonymized**, and the data sets were rebuilt to illustrate the method without exposing any client. The organization names (*Cordavelle Contact Center*, *Tellurix Mobile*, *Brinmoor Business Services*, *Pellavix Software*, *Lumaquay Marketplace*) are placeholders that don't refer to any real organization.

Where external facts are used

Methods, formulas and thresholds that come from published sources (for example the analytic hierarchy process, Lenth's method, desirability functions, EWMA charts or Kotter's eight steps) are cited in Appendix G, with links where one is available.

Independence and trademarks

This is an independent training manual. It is not affiliated with, endorsed by, or derived from the proprietary materials of any certification body, standards organization or employer. Names such as Six Sigma, Minitab, Microsoft Excel and DISC belong to their owners and are mentioned only to describe methods and tools.

The internal certification

Completing this course, passing the written exam and having a real Black Belt project approved leads to the author's **internal Black Belt certification**. It certifies competence inside the sponsoring organization. It is **not** an accredited third-party certification.

Before you start

This course assumes the author's **Yellow Belt** and **Green Belt** content: DMAIC, SIPOC, value streams, Little's Law and Erlang C, sampling and MSA, capability, hypothesis tests, FMEA, 2³ experiments and control charts. Module 1 recaps both in one page.

How to read the boxes

Key idea	The concept to remember
Try it	A short exercise; answers in Appendix F
Watch out	A common mistake in service operations
Author's field note	A lesson from the author's own work
Mind maps	The course map on the next page is the table of contents; each part opens with its own map; each module starts with a small "where you are" map

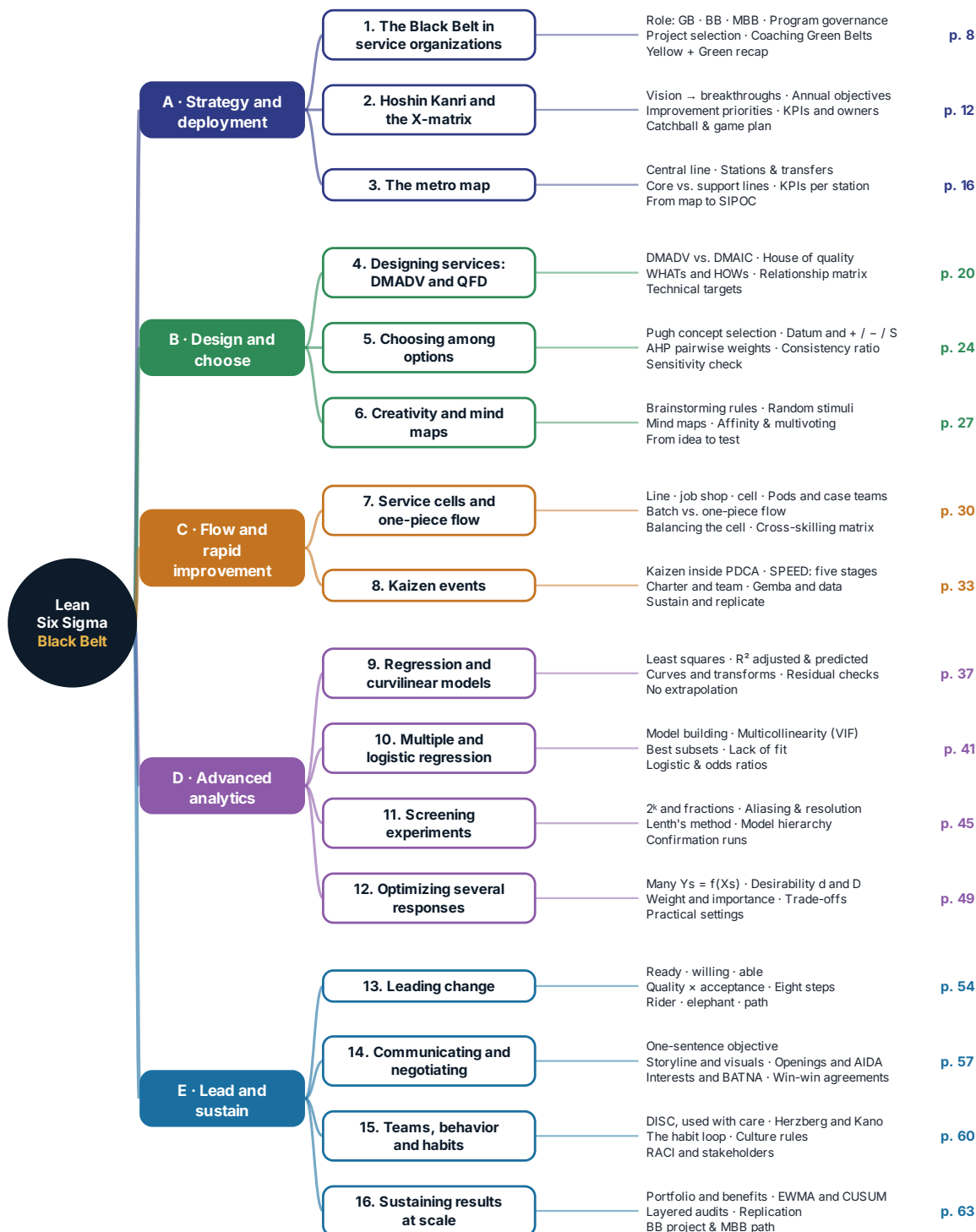
Also in every module: an *In plain words* summary, an *AI prompt tip* inside each exercise, *Technical corner boxes* for formulas and *Practice with software* boxes (Minitab, Excel, AI). See the AI study guide.



CONTENTS

Course mind map

Sixteen modules in five parts. Page numbers are on the right. Appendices A–G start on page 67.





BEFORE YOU START

Who this is for and how the course runs

Who this is for

Certified Green Belts, quality and process-excellence leads, operations and workforce managers, and consultants who will **lead cross-functional projects and programs** in contact centers and shared-service centers: whole client accounts, sites, regions, or service lines such as HR, finance, procurement and seller support.

What you will be able to do

1. Deploy strategy into a portfolio of projects with Hoshin Kanri and the X-matrix, and choose the right projects for each belt.
2. Draw the whole organization on one page with a metro map, and find where cost of poor quality hides.
3. Design new services and channels from the voice of the customer with DMADV and QFD.
4. Choose between options with Pugh concept selection and the analytic hierarchy process, without opinion bias.
5. Organize work in pods and one-piece flow, and run kaizen events that deliver results in a week.
6. Build and validate regression and logistic models, run screening experiments and optimize several responses at once.
7. Lead change, present and negotiate, and build teams and habits that keep improvements alive.
8. Sustain results across a portfolio with benefit tracking, EWMA charts, layered audits and replication.

Suggested format and certification path

Step	Content	Evidence
Week 1 (3 days)	Parts A–C · Modules 1–8	X-matrix draft for own area, metro map, project selection matrix, kaizen charter
Week 2 (3 days)	Parts D–E · Modules 9–16	One regression model and one designed experiment on own data; change plan
Written exam	75 questions, 4 hours, open formula sheet	Pass mark 80% (60 correct)
Project (4–9 months)	One cross-functional Black Belt project, plus coaching at least one Green Belt project	Scored with the Black Belt rubric; benefits signed by Finance
Certification	Exam passed + project approved + coaching evidence	Internal Black Belt certificate with a unique ID



THE ORGANIZATIONS USED IN THIS MANUAL

Cordavelle Contact Center	450-seat multichannel BPO serving Tellurix Mobile (telecom) and four other client accounts on billing, tech support, collections and sales lines. Continues from the Yellow and Green Belts.
Brinmoor Business Services	Finance shared-services center: invoice-to-pay, vendor master data and collections for several client companies.
Pellavix Software	A global software company. Its <i>People Services</i> hub is an HR shared-services center in tiers: self-service portal and chatbot (Tier 0), a multilingual HR contact center (Tier 1), specialists for payroll and benefits (Tier 2), and centers of expertise (Tier 3), plus a transactions team for hiring, onboarding, changes and exits.
Lumaquay Marketplace	A large e-commerce marketplace. Its seller-support center helps third-party sellers by email, chat and phone with listings, payouts, account health and disputes.

The tiered HR model above is the common "HR operating model" used by many large employers; it is described generically and does not represent any specific company.

Where this course sits in the belt path

Belt	Role	In plain words: what they typically lead
Yellow Belt	Reads and presents data correctly, spots real problems, joins improvement teams	Improvements inside one small-to-medium team : a queue, a shift or a team of 10–25 people
Green Belt	Leads DMAIC projects in their own area with statistical and Lean tools	A larger team, a whole department or a client program , e.g. a 150-seat line of business or an AP team
Black Belt CURRENT COURSE	Leads complex cross-area projects, coaches Green Belts, links projects to strategy	Full accounts, sites, regions or the organization's project portfolio
Master Black Belt	Designs and runs the improvement program; trains and certifies Black Belts; sets method and standards	The improvement system across several business units, countries or organizations , including building the program itself

ABOUT THE AUTHOR

Juan Carlos Munguia Salcido is a continuous-improvement consultant and **Lean Six Sigma Master Black Belt** specializing in customer experience, voice-of-the-customer strategy and service excellence in contact-center and shared-service operations. He has led quality, service-excellence and process-improvement teams for global BPO, technology and ride-hailing operations in Mexico and Latin America, designs and coaches improvement programs, and has a degree in Business Psychology (Universidad TecMilenio). He writes the LinkedIn newsletter *CX Hub Excellence Insights*.



BEFORE YOU START · AI STUDY GUIDE

Learning with your own AI study project

Today most of the arithmetic in this manual can be done in seconds by an AI assistant, a spreadsheet or Minitab. What still needs a trained person is **knowing what to ask, choosing the right tool, checking the answer and deciding what to do**. This guide sets up an AI "study coach" that knows this course, and the rest of the manual gives you a ready-made prompt for every exercise.

HOW THIS MANUAL HELPS YOU USE AI

- **In plain words** boxes open every module.
- Every **Try it** exercise has an **AI prompt tip** you can paste and adapt.
- **Technical corner** boxes hold the formulas: read them to understand, and let the tools calculate.
- **Practice with software** boxes give Minitab, Excel and AI routes with a dataset to check your results.

BEFORE YOU UPLOAD ANYTHING

- Upload only the **study companion** (JC_Munguia_LSS_Black_Belt_AI_Study_Companion_EN.txt), not this manual or client files.
- Never paste client names, customer or employee personal data. Anonymize, as this manual does.
- Check the training setting: Claude "Help Improve our AI models"; ChatGPT "Improve the model for everyone"; Gemini "Keep Activity".
- Follow your organization's AI policy. AI can be wrong: verify every number.

1. Create the study project

	Claude · Projects	ChatGPT · Projects	Gemini · Gems
Who can use it	All users; free accounts up to five projects	Signed-in users; files per project: 5 (Free), 25 (Go, Plus), 40 (Pro, Business, Enterprise, Edu)	Google accounts; create and edit Gems in the Gemini web app
Create	Sidebar > <i>Projects</i> (or <i>claude.ai/projects</i>) > + <i>New Project</i> > name it	Sidebar > <i>New project</i> > name, icon and color	Sidebar > <i>Explore Gems</i> > <i>New Gem</i> > name it
Add the companion	+ in project knowledge > upload the .txt file	Add files to the project (or paste text)	<i>Knowledge</i> > upload the file, or <i>Add from Drive</i>
Add instructions	<i>Set project instructions</i> > paste > <i>Save instructions</i>	... > <i>Project settings</i> > paste the instructions	Paste into <i>Instructions</i> > test in the preview > <i>Save</i>
Also possible	—	Custom GPTs, only in Business, Enterprise or Edu workspaces	Gemini Notebook (formerly NotebookLM) for answers grounded in your sources

Menus as described in each vendor's help center in September 2026; labels change often. Save the companion as **.txt**: all three tools accept it. Links in the sources appendix.



2. Paste these project instructions

You are my Lean Six Sigma Black Belt study coach for customer-service and shared-services operations (contact centers, and HR, finance and procurement services).

Use the attached study companion as your main source. If something isn't in it, say so and label it as general knowledge.

When I work on an exercise: (1) ask for my own answer or data first; (2) guide me step by step instead of giving the answer straight away; (3) show every calculation so I can check it, and tell me how to do it in Excel or Google Sheets, or Minitab; (4) never invent company data: use placeholders like [monthly volume]; (5) flag any number I should double-check.

Keep answers short and practical, use tables to compare options, and reply in the language I write in.

Remind me not to paste confidential client or personal data. If my data looks sensitive, ask me to anonymize it first.

3. Prompt like a professional

Two formulas cover most needs. **RTF** is quick; **CREATE** is for bigger tasks. Both appear in the prompt tips of this manual.

Formula	Parts	Example
RTF	Role: who the AI should be · Task: exactly what to do · Format: how the answer should look	"You are a workforce analyst. Calculate how many agents we need for 1,800 emails a day at 9 minutes each. Show the steps in a table."
CREATE	Character · Request · Examples · Adjustments and constraints · Types of output · Evaluation (how to judge a good answer)	Used for charters, FMEAs, X-matrices and change plans, where context and quality criteria matter.

Patterns worth knowing

- **Flipped interaction:** "Ask me questions one at a time until you have enough to...". Best when you don't know all the steps.
- **Iterative refinement:** start broad, then add context and constraints in the next prompts.
- **Prompt chaining:** break a big task into a sequence of small prompts.
- **Check the math:** "Show every step and the spreadsheet formula so I can verify it."

When the answer is weak

- Add detail and context; remove anything irrelevant.
- Use a formula (RTF or CREATE) and ask for one thing at a time.
- Remove conflicting requests.
- Ask it to cite the module of the study companion it used.
- If it refuses or goes off track, ask it to explain why and suggest an alternative.

The RTF and CREATE formulas and the patterns above follow PMI's "Talking to AI: Prompt Engineering for Project Managers" (2024), adapted here to Lean Six Sigma in service operations. See the sources appendix.

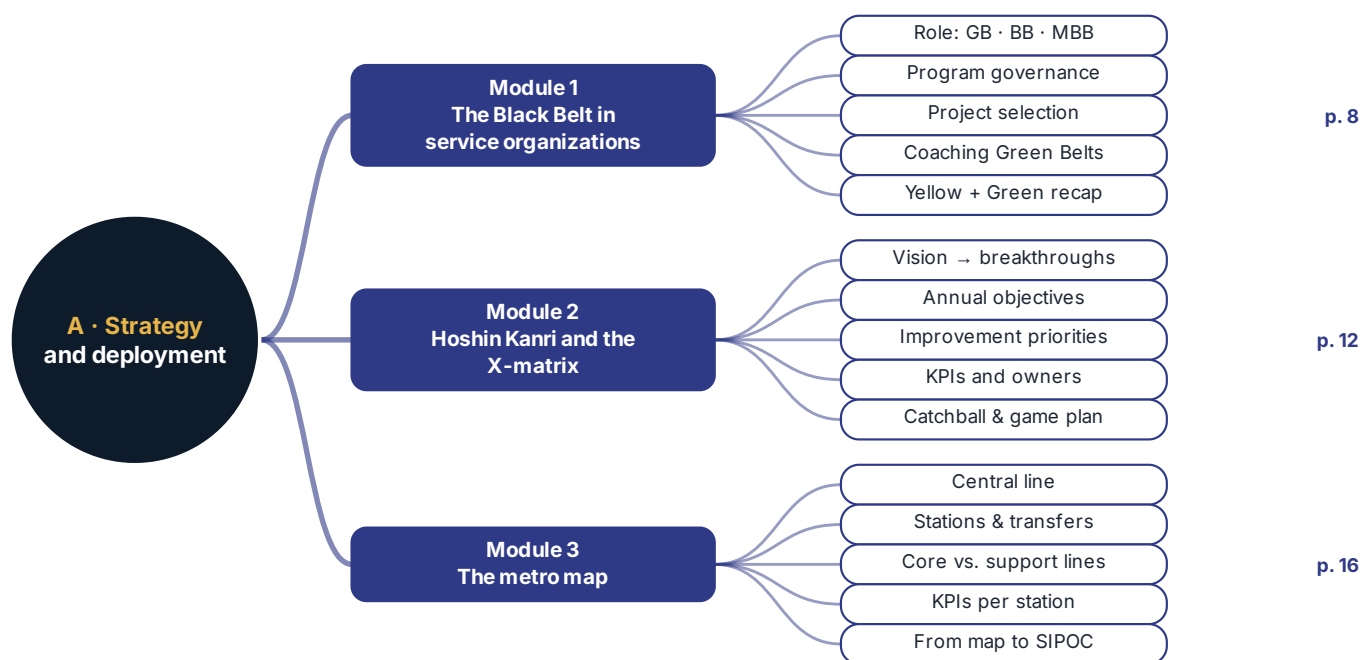


PART A

Strategy and deployment

How a Black Belt connects improvement to strategy: the role, the X-matrix that turns a vision into funded projects, and the metro map that shows the whole organization on one page.

PART A · MODULES 1-3



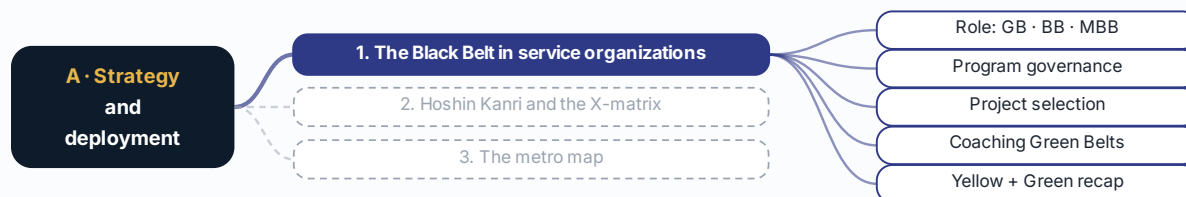


PART A · MODULE 1

The Black Belt in service organizations

From leading one project to leading improvement across an account, a region or a service line.

WHERE YOU ARE · PART A



IN PLAIN WORDS

A Black Belt leads change across accounts, sites or a whole service line, and coaches Green Belts. This module covers the role, the program's governance and choosing the right projects.

1.1 The belts, in plain words

The belt path table on page 4 shows what each belt leads. In short: Yellow Belts improve a team, Green Belts lead projects for a department or program, Black Belts lead change across accounts, sites or the organization, and Master Black Belts build improvement programs across organizations.

1.2 What changes at Black Belt level

From project to portfolio

A Green Belt asks "how do I fix this process?". A Black Belt also asks "which processes should we fix, in what order, and who should fix them?". The Black Belt connects strategy (Module 2), the enterprise view (Module 3) and a portfolio of Green and Yellow Belt projects (Module 16).

From tools to models

Green Belts prove that a cause matters. Black Belts build models that say *how much* each cause matters and what the best settings are (Modules 9–12).

From team to organization

Black Belt projects cross boundaries: operations, workforce management, IT, HR, Finance and the client. Most of the difficulty is in people and politics, which is why Part E is about leading change.

From doing to coaching

Every Black Belt coaches Green Belts. The coaching is the way the organization's capability grows beyond the Black Belt's own projects.



1.3 Program governance

Role	What they do in the improvement program
Executive sponsor / deployment champion	Owens the program, links it to strategy, removes barriers, chairs the steering committee
Steering committee	Selects and prioritizes projects, reviews the portfolio monthly, approves resources
Project sponsor (champion)	Senior manager who owns the problem and the result; signs the charter and closes the project
Process owner	Runs the process day to day; receives the control plan and keeps the gain
Master Black Belt	Designs the program, trains and certifies belts, coaches Black Belts, reviews the most complex analyses
Black Belt	Leads cross-functional projects; coaches Green Belts; teaches Yellow Belts
Finance partner	Validates baselines and benefits before and after each project

1.4 Selecting projects

Good projects come from strategy (the X-matrix), from the voice of the customer and the employee, and from the cost of poor quality. Score every candidate with the same weighted criteria, then match it to the right approach.

CASE · CORDAVELLE AND ITS SHARED-SERVICES CLIENTS: PROJECT SELECTION MATRIX

Candidate project	Strategic fit (30%)	Benefit (30%)	Customer impact (20%)	Feasibility (20%)	Score	Approach
Tellurix billing repeat contacts	5	4	5	4	4.5	Green Belt (DMAIC, one line)
Brinmoor duplicate payments	3	5	2	5	3.8	Kaizen event (Module 8) + mistake-proofing
Attrition in the first 90 days, all accounts	5	4	3	2	3.7	Black Belt (cross-functional: HR, training, WFM, ops)
Lumaquay payout disputes	4	4	4	2	3.6	Black Belt (client, finance and IT involved)
Pellavix day-1 readiness	4	3	4	3	3.5	DMADV redesign (Module 4)

Score = $0.3 \times \text{fit} + 0.3 \times \text{benefit} + 0.2 \times \text{customer} + 0.2 \times \text{feasibility}$, each scored 1–5. Example: $0.3 \times 5 + 0.3 \times 4 + 0.2 \times 5 + 0.2 \times 4 = 4.5$.



If...	Use
Cause and solution are known	"Just do it": an action with an owner and a date
The problem is contained in one area and can be fixed in days	Kaizen event
Cause unknown, one process, 3–6 months	Green Belt DMAIC project
Cause unknown, several functions or sites, high value	Black Belt DMAIC project
The process doesn't exist yet, or is at its limit and must be redesigned	DMADV (design for Six Sigma)

1.5 Coaching Green Belts: tollgate reviews

At the end of each DMAIC phase the Green Belt presents to the sponsor and the Black Belt coach. The Black Belt checks the evidence, not the effort.

Tollgate	Questions the coach asks
Define	Is the problem quantified without cause or solution? Is the scope achievable? Has Finance seen the baseline?
Measure	Was the measurement system tested? Is the baseline stable? Is the data stratified?
Analyze	Which causes were <i>proven</i> with data, and which are still opinions? Is the effect big enough to matter?
Improve	Does each solution address a proven cause? Was it piloted? What could fail (FMEA)?
Control	Who owns the control plan? What happens when a signal appears? Has Finance signed?

1.6 Yellow and Green Belt recap

You should be fluent with: the four voices and Kano; SIPOC, swim lanes and value streams (PCE, Little's Law, Erlang C); sampling and MSA ($\kappa \geq 0.75$, Gage R&R < 10%); capability (Cpk vs. Ppk, non-normal data, DPMO); hypothesis tests (Welch t, ANOVA, chi-square, proportions, power); FMEA with severity first; mistake-proofing; control charts and control plans. Revisit the Green Belt appendices for formulas.

TRY IT · 1.1

Score this candidate with the matrix above: "Reduce Brinmoor invoice-exception rework across three client companies." Fit 4, benefit 5, customer impact 3, feasibility 3. What score does it get, and which approach would you choose?

AI PROMPT TIP · RTF + CHECK THE MATH

Role: You are a deployment champion reviewing project candidates.

Task: Score "Reduce Brinmoor invoice-exception rework across three client companies" with weights fit 30%, benefit 30%, customer 20%, feasibility 20% and scores 4, 5, 3, 3. Recommend just-do-it, kaizen, Green Belt, Black Belt or DMADV.

Format: the calculation, the score, and a two-sentence recommendation.



MODULE 1 TAKEAWAYS

- Black Belts lead cross-functional change and coach Green Belts; Master Black Belts design programs.
- Governance: sponsor, steering committee, process owner, Finance partner.
- Select projects with weighted criteria, then match each to just-do-it, kaizen, DMAIC or DMADV.
- Coach through tollgates: check evidence, not effort.

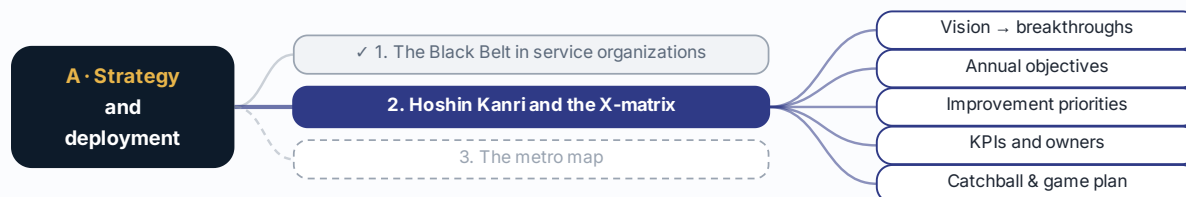


PART A · MODULE 2

Hoshin Kanri and the X-matrix

Turning a vision into a few breakthroughs, and those into funded projects with owners and measures.

WHERE YOU ARE · PART A



IN PLAIN WORDS

Hoshin Kanri links the company's few big goals to this year's projects, owners and KPIs, all on one page: the X-matrix.

2.1 What Hoshin Kanri is

Hoshin Kanri (roughly "compass management") is a planning method that aligns the whole organization with a small number of breakthrough objectives, and links strategic management with daily operations. Its main tool is the **X-matrix**, a one-page view of objectives, priorities, measures and owners, and how they relate.

Element	Question it answers	Cordavelle example
Vision and mission	Where are we going? Why do we exist?	"The contact partner telecom brands trust with their customers"
3–5 year breakthroughs	What must be true to reach the vision?	Cut cost-to-serve 20% on the top 5 accounts
Annual objectives	What must we achieve this year? (SMART)	Repeat contacts from 18% to 13.5%
Improvement priorities	Which projects and initiatives will get us there?	Redesign the knowledge base
KPIs and targets	How will we know it's working, month by month?	Repeat contact $\leq$ 13.5%
Owners	Who leads and who supports each priority?	Quality manager leads; digital lead supports



1

Directors and managers set the breakthroughs

2

Managers and team leads set objectives and priorities

3

Team leads and front line define activities and owners

Open with the director sharing the vision and what the year must achieve. Base each session on facts: a SWOT per key operating area, the cost of poor quality, the voice of the client and the employee.

2.4 Following up: the bowling chart

Each KPI in the X-matrix gets a monthly **bowling chart**: target and actual side by side, green when on track, red when not. Every red month triggers a short countermeasure (an A3 or a Green Belt project), not a debate about the number.

CASE · KPI K1, REPEAT CONTACT RATE (TARGET FALLS TO 13.5% BY DECEMBER)

Month	Jan	Feb	Mar	Apr	May	Jun
Target	17.6%	17.3%	16.9%	16.5%	16.1%	15.8%
Actual	17.4%	17.1%	17.3%	16.9%	16.0%	15.5%

The target steps down about 0.375 points a month (from 18% to 13.5% over 12 months). March and April were red: a new Tellurix price plan raised "bill higher than expected" contacts. The countermeasure (a proactive SMS before the first bill) brought May back to green.

WATCH OUT

Don't let the X-matrix become a poster. If it isn't reviewed monthly, with owners reporting red KPIs and countermeasures, it isn't Hoshin Kanri.

TRY IT · 2.1

For Brinmoor Business Services, write one 3–5 year breakthrough, two annual objectives that support it, two improvement priorities, and a KPI with a target for each priority.

AI PROMPT TIP · CREATE

Character: a Hoshin Kanri facilitator for finance shared services.

Request: draft an X-matrix for Brinmoor Business Services.

Examples: follow the structure of Figure 2.1 in my study companion.

Adjustments: 1 breakthrough, 2 annual objectives, 2 improvement priorities written as actions, one KPI with a target per priority, one lead owner each.

Types of output: tables for each side of the matrix and the relationships (strong / support).

Evaluation: flag any empty row, overloaded owner or priority that is really a target.



MODULE 2 TAKEAWAYS

- Hoshin Kanri links a few breakthroughs to annual objectives, priorities, KPIs and owners.
- The X-matrix shows every link on one page; empty rows and overloaded owners are warnings.
- Catchball makes the plan a negotiation between levels, not an order.
- Review monthly with bowling charts and countermeasures.

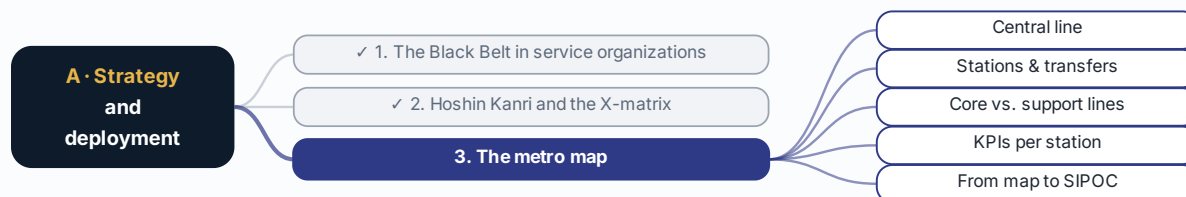


PART A · MODULE 3

The metro map: the organization on one page

An enterprise view of how value flows to the customer, and where cost of poor quality hides.

WHERE YOU ARE · PART A



IN PLAIN WORDS

The metro map shows the whole organization on one page, like a subway map, so you can see where handoffs and waste hide.

3.1 Why a metro map

A city metro map leaves out distances and streets and shows only what a traveler needs: lines, stations and where to change. A process **metro map** does the same for an organization. It shows the core value stream as a central line, with support processes as colored lines that feed it. It is the level-0 map in the hierarchy you met in the Green Belt (enterprise → SIPOC → swim lane → value stream → task).

Element	Meaning
Central line	The core value stream the customer pays for (for Pellavix People Services: hire-to-retire)
Main stations	Macro processes on the central line
Secondary lines and stations	Support processes by area, each with its own color
Transfer stations	Where one area hands responsibility to another; the places where delays and errors cluster
Numbered inputs and outputs	An output must appear somewhere as an input, with the same number
KPIs	One or two per main station and per critical secondary station

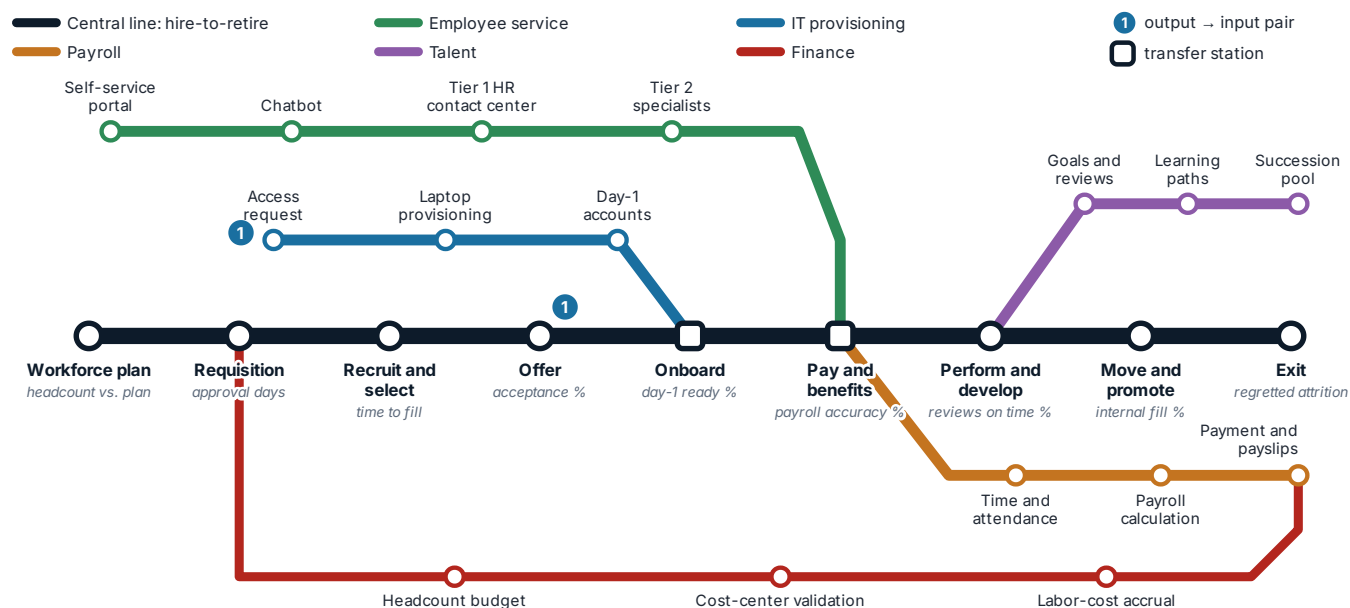


Figure 3.1. Metro map of Pellavix People Services. The central line runs from workforce planning to exit. Employee service, IT provisioning, payroll, talent and finance lines feed it. Output ① (signed offer) is the input that starts the IT access request. Onboard and Pay and benefits are the busiest transfer stations: that's where the Black Belt looks first.

3.2 Seven steps to draw it

1. **Set the central station:** the service the organization exists to deliver.
2. **Draw the central line** with its main stations, from the customer's need to the customer's result.
3. **Add secondary stations** branching from each main station.
4. **Add transfer stations** where one area hands work to another.
5. **Draw each area's line** in its own color, flowing toward the central line.
6. **Number inputs and outputs** so every output has a matching input.
7. **Write the KPIs** for main and critical secondary stations.



3.3 Reading the map for improvement

QUESTIONS TO ASK

- Which stations don't connect to the central line? Anything that doesn't feed the customer's result is potential cost of poor quality: question why it exists.
- Which transfer stations carry the most volume or the most rework?
- Which outputs have no matching input (reports nobody uses)?
- Which stations have no KPI, or a KPI nobody owns?

WHAT PELLAVIX FOUND

Three lines crossed at Onboard (HR transactions, IT and payroll setup), but no KPI measured the new hire's day 1. The team added "day-1 ready %" (laptop, accounts and payroll record complete on day 1). Its baseline was 61%, and it became a Black Belt project (Modules 4 and 5).

3.4 From the metro map to SIPOCs and projects

Each main station becomes a SIPOC; each critical transfer becomes a candidate for a swim-lane map or a value stream map; and each gap between a station's KPI and its target becomes a candidate project in the selection matrix of Module 1. In a contact center, the central line is usually *contact* → *identify* → *understand* → *resolve* → *confirm* → *learn*, with WFM, quality, training, IT and client-reporting lines feeding it.

WATCH OUT

Draw the map with the people who run each line, and check it against real cases. A metro map drawn from the org chart shows how the company is organized, not how the work flows.

TRY IT · 3.1

Sketch the central line and three secondary lines for Brinmoor's invoice-to-pay service. Mark two transfer stations and one KPI for each main station.

AI PROMPT TIP · FLIPPED INTERACTION

Act as a process architect. Ask me questions one at a time about Brinmoor's invoice-to-pay service until you can draw its metro map. Then give me the central line, three secondary lines, two transfer stations and one KPI per main station, as a list and as a Mermaid diagram I can paste into a diagram tool.

MODULE 3 TAKEAWAYS

- The metro map is a level-0 view: one central line, colored support lines, transfer stations, KPIs.
- Stations not linked to the central line are candidates for elimination.
- Transfer stations are where delays and errors cluster.
- Each station leads to a SIPOC; each KPI gap to a candidate project.

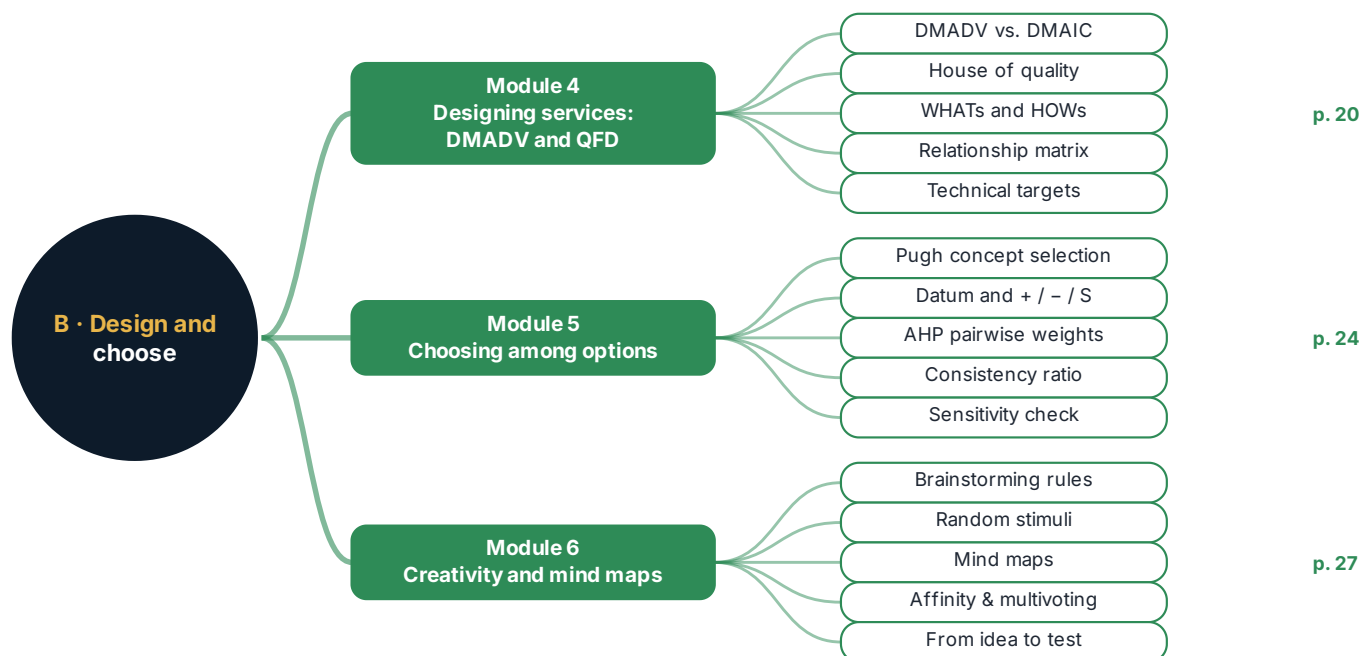


PART B

Design and choose

Designing new services from the voice of the customer, choosing between options without opinion bias, and generating ideas worth testing.

PART B · MODULES 4-6





FULL EDITION ONLY

This section is part of the complete manual

Book a free 30-minute assessment of your operation or case,
and ask how to get the full, unabridged edition.

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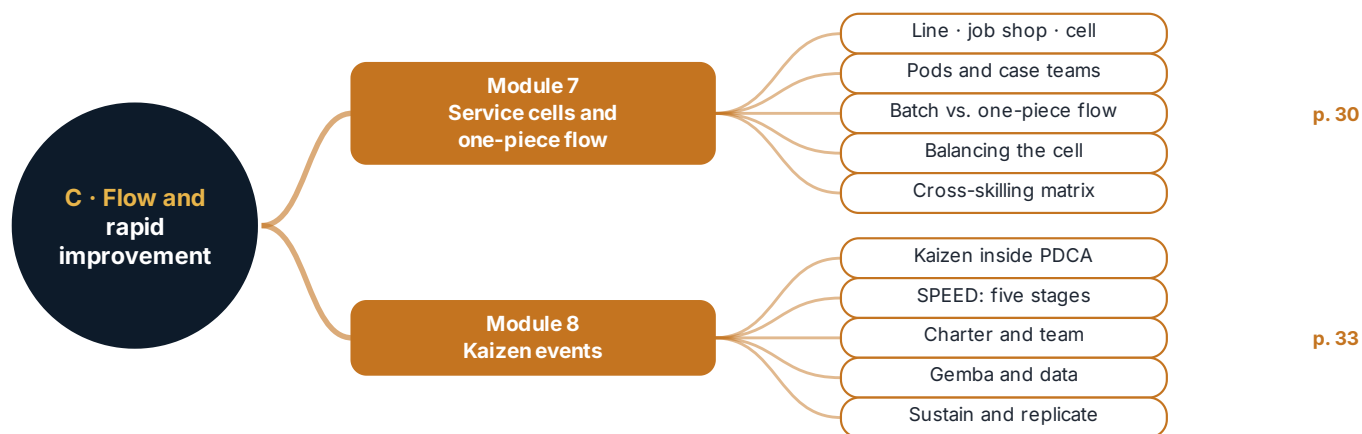


PART C

Flow and rapid improvement

Organizing people and work so requests flow one at a time, and running focused kaizen events that deliver results in days.

PART C · MODULES 7-8





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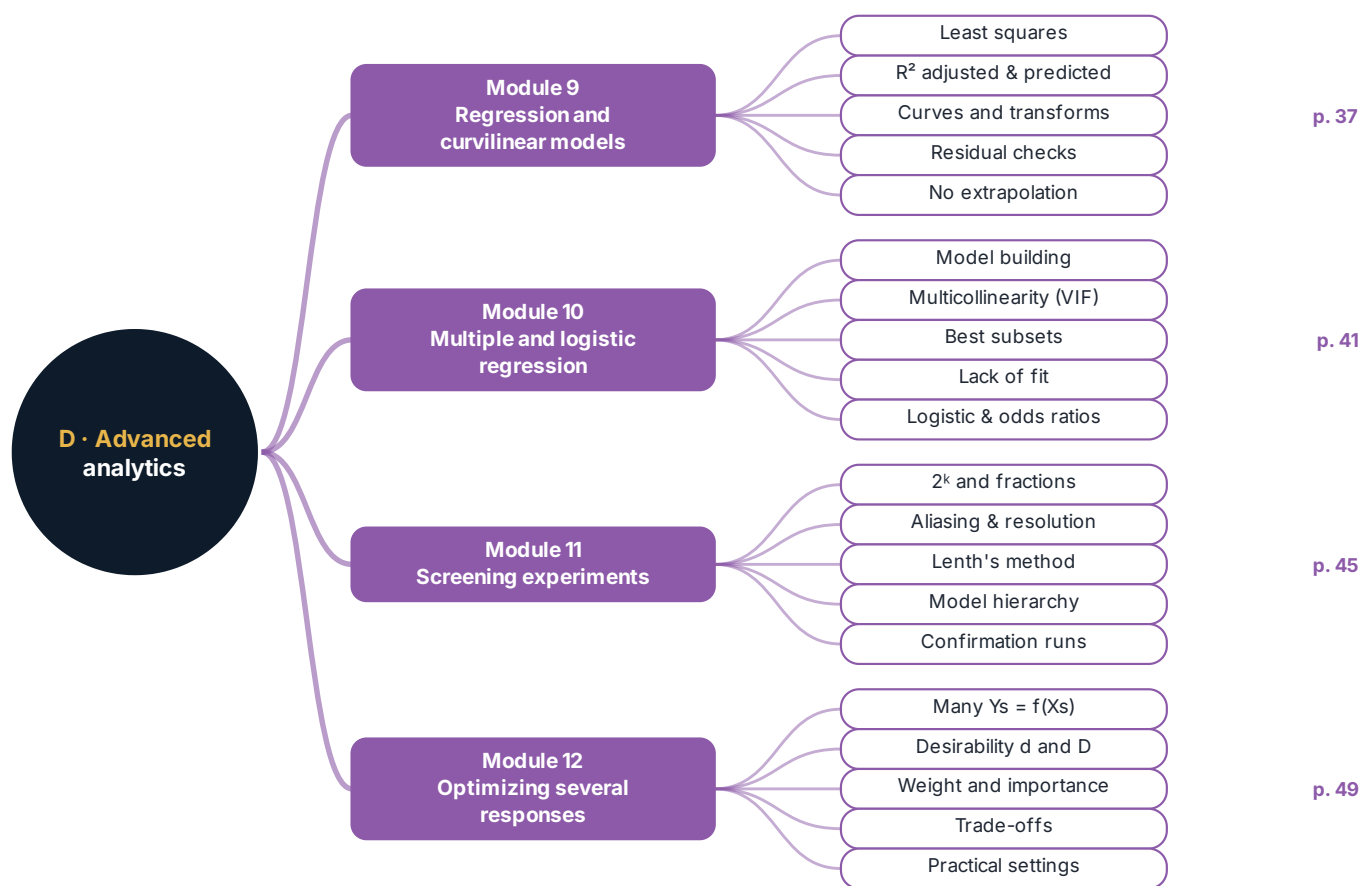


PART D

Advanced analytics

Building and testing models of how the process works: regression, logistic models, screening experiments and multi-response optimization.

PART D · MODULES 9–12





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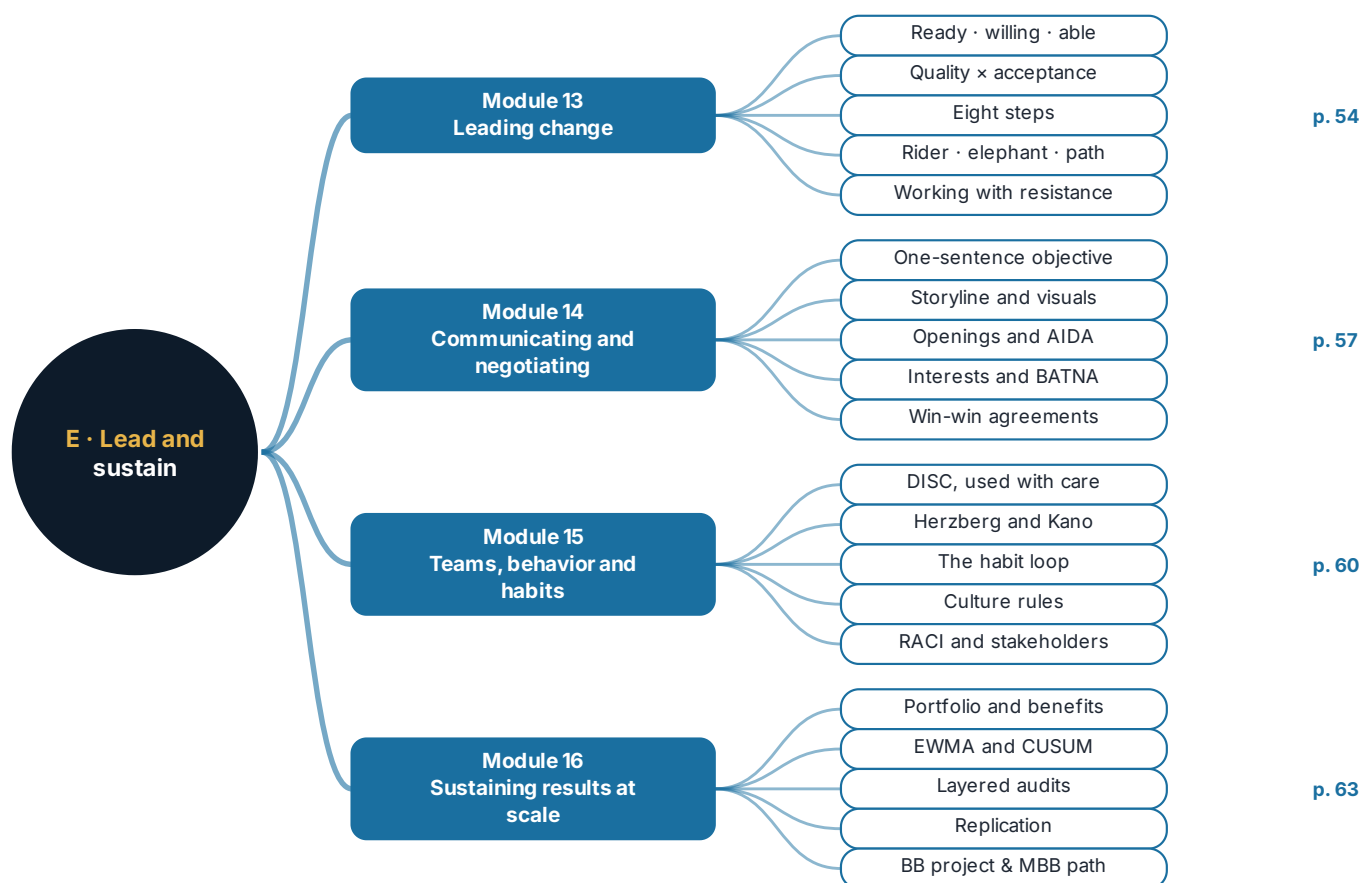


PART E

Lead and sustain

Leading people through change, communicating and negotiating, building teams and habits, and keeping results alive across a portfolio.

PART E · MODULES 13–16





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NEXT STEP

Turn these tools into results in your operation

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