

The Level 3 Programme



Overview

The Level 3 Programme

The Level 3 Programme leads to LCS Level 3 certification via the Approved Prior Learning & Experience route, which involves candidates submitting evidence that demonstrates their strategic level lean competency.

It is intended for senior managers who have developed an extensive knowledge and appreciation of lean thinking over their careers and who have considerable experience in implementing lean programmes and initiatives.

"I have found [the L3 Programme] to be a hugely worthwhile and interesting process. It's been a real learning experience for me...and has certainly developed my own thinking".

Successful L3 candidate



The Level 3 Qualification

The LEVEL 3 qualification signals that the holder is a capable lean leader with a broad, mature understanding of lean thinking, which he or she can apply effectively at a strategic or transformational level.

Level 1 - Fundamental

Level 1A Awareness

Level 1B Diagnosis & Analysis

Level 1C Improvement & Implementation

Level 2 - Technical

Level 2A Implementation & Design

Level 2B Implementation & Leadership

Level 3 - Strategic

Level 3A Strategic Enterprise

Level 3B Strategic Supply Chain

Benefits of the Level 3 Programme

Candidates will:

- ✔ Improve critical reflection and analysis capabilities.
- ✔ Enhance their understanding of lean thinking.
- ✔ Develop a clear appreciation of lean leadership attributes.
- ✔ Strengthen their credibility as a senior lean thinker.
- ✔ Receive independent endorsement of their strategic capabilities.
- ✔ Become more confident and self-assured.
- ✔ Gain access to a network of professionals for continuing development and peer-to-peer learning.

Candidate Profile & Eligibility

Candidates should have:

- ✔ Been successful in applying lean thinking in varied environments over at least ten years' in management roles.
- ✔ Demonstrable leadership capability and experience.
- ✔ Experience in strategy development and deployment and lean/CI programme design and implementation.
- ✔ A broad knowledge of lean thinking gained through application, training, education or research.



Routes to Level 3

A candidate has two options for the Level 3 programme:

- 1 Enrol on a programme managed centrally by the LCS
- 2 Enrol on a programme managed by an LCS Level 3 accredited consultancy

Process

The candidate submits an application form to the LCS centrally or to a Level 3 accredited consultancy. Once accepted, the LCS or the consultancy allocates a Level 3 Advisor to support the candidate in the production of his or her evidence portfolio.

The components of the portfolio are three transformational lean case studies and a 4,000 word assignment on lean thinking, covering its development, its current priorities and highlighting specific trends, opportunities or issues.

The programme must be completed within 12 months of the kick-off meeting. It concludes with a presentation by the candidate to an LCS panel.

The programme is usually undertaken on an individual basis, though can involve a group of candidates if circumstances allow.

[See the process overview at the end of this document](#)

Submission Components

The submission components are an application form, three implementation case studies, an assignment and a presentation to an assessment panel.

Experience & Knowledge

An application form captures employment history, including the nature of roles held, key responsibilities and achievements, significant lean projects completed, scope of lean related experience, qualifications (academic/professional), education and training undertaken.

Panel Presentation

The candidate delivers a presentation to an LCS panel of experts that draws together the conclusions of the cases and assignment, focusing on the implications for lean leadership and strategy development, as well as highlighting issues impacting the future of lean thinking.

Assignment

A 4,000 word assignment on the development of lean thinking, covering current priorities and specific issues or opportunities, that demonstrates the depth and maturity of the candidate's lean knowledge and understanding. This involves a review of literature and features independent thinking and critical analysis.

Case Studies

Three case studies demonstrating lean implementation at a strategic or transformational level. The candidate's role should have had a high level of responsibility, with strong leadership, planning, and design aspects. Critical reflection of the each, along with key personal learnings are a feature of the case approach.

Support & Guidance

Key features of the support provided by the LCS and L3 Advisor:

- ✓ Briefings introducing the different programme elements .
- ✓ One-to-one support when producing the elements of the submission.
- ✓ Full documentation provided (eg templates, guides, articles, reports etc.).
- ✓ Peer review of the candidate's output (in group situations).
- ✓ Access to a cloud based personal resource and collaboration area, plus discussion groups/forums.
- ✓ Virtual collaboration and networking opportunities with other L3 candidates.

Fee & More Information

Fee guide: from **£4,250 (+VAT)**.

Note that the fee depends on the level of support agreed with the L3 Advisor when undertaken through a consultancy.



Visit the L3 Programme web page - www.leancompetency.org

Click on LCS Certification and then on Level 3 Programme.



The LCS Leadership Competencies

- 1 The ability to think in terms of processes, value streams and systems; knowing how to lead systems
- 2 The ability to problem solve, understand variability and waste.
- 3 Understanding how we learn, develop and improve; leading learning & improvement.
- 4 Understanding the behaviour of people.
- 5 Giving vision, focus and direction to the organisation

Adapted from The Leader's Handbook, Scholtes (1998)

The LCS takes a systems approach to lean thinking and lean leadership and has suggested **Five Personal Lean Competencies** that represent the observable and measurable knowledge, skills, abilities and personal attributes that contribute to being an effective lean leader and necessary for enhanced performance and organisational success.

The Level 3 Programme is an opportunity for candidates to demonstrate they possess and are developing these competencies.



Certificate of Lean Competency

This is to certify that

Joe Bloggs

Has Demonstrated Competence in Lean
Thinking Knowledge & Practice

LCS Level 3a

Authorised

Simon Elias

Director
Lean Competency System

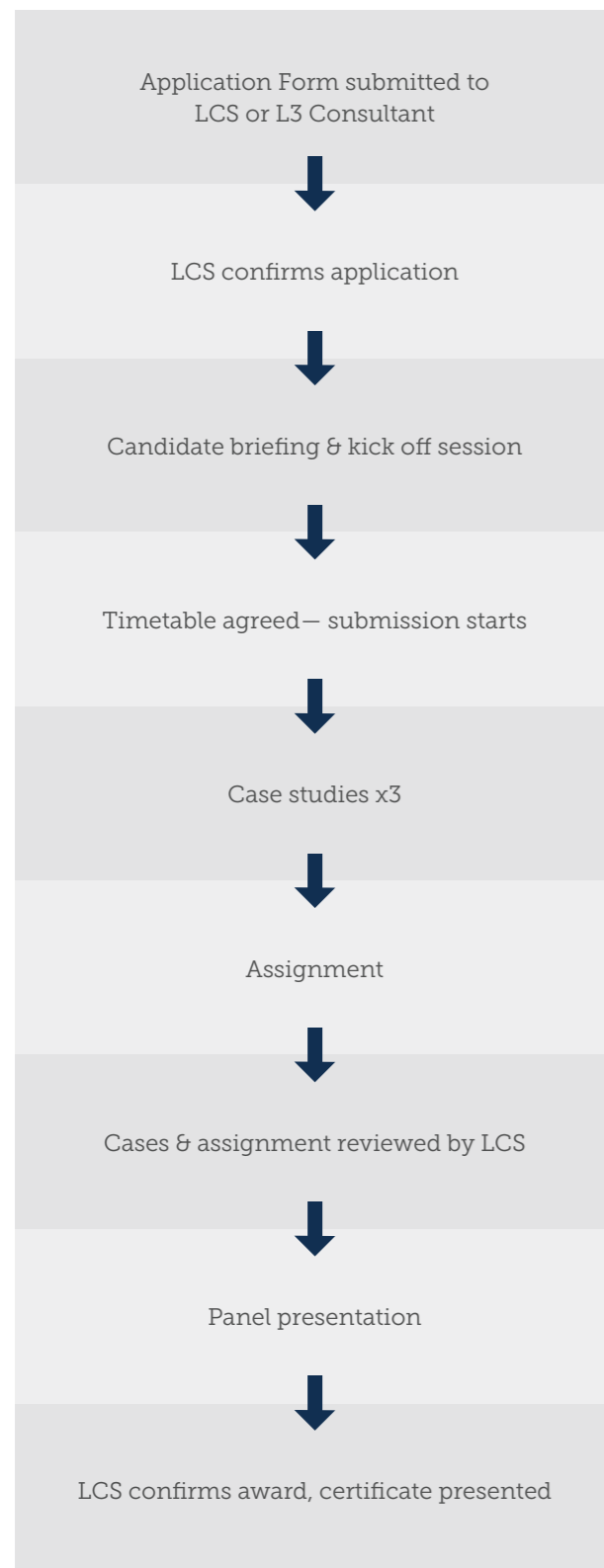
Date: March 2019
Ref: LC SL1903JB

A handwritten signature in black ink, appearing to read 'Simon Elias'.

www.leancompetency.org



Level 3 Programme Overview



Created by LERC and licenced by Cardiff University

The LCS was created in 2005 by the Lean Enterprise Research Centre, Cardiff Business School, as a mechanism to promote and develop lean understanding and application in organisations. In 2014 a new company was launched to hold the Cardiff University LCS licence, with a remit to develop and promote the LCS.



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Contact us

W: www.leancompetency.org

E: enquiries@leancompetency.org

| **Simon Elias - Director**

E: elias@leancompetency.org

T: +44 (0) 7767 371 012

