

THE LEVEL 3 PROGRAMME

AIMS & BENEFITS

The LCS LEVEL 3 qualification indicates that a manager has a mature understanding of lean thinking and is able to effectively apply lean thinking at a strategic level as a capable lean leader.

1 - Fundamental	Level 1a	Awareness
	Level 1b	Diagnosis & Analysis
	Level 1c	Improvement & Implementation
2 - Technical	Level 2a	Implementation & Design
	Level 2b	Implementation & Leadership
3 - Strategic	Level 3a	Strategic Enterprise
	Level 3b	Strategic Supply Chain

LCS Level 3 is intended for senior managers who have developed an extensive knowledge and mature appreciation of lean thinking over their careers and who have considerable experience in implementing lean and associated continuous improvement programmes in organisations.

Benefits of the LCS Level 3 qualification:

Individuals will:

- Develop critical reflection and analysis capabilities, considered fundamental for balanced decision making and effective problem solving.
- Develop a mature, well-rounded understanding of the lean philosophy and clarity on the imperatives for developing a lean implementation strategy.
- Gain independent endorsement of their strategic lean capabilities.
- Be better equipped to undertake a lean mentoring role - a key attribute of a lean leader.
- Gain enhanced internal credibility as a lean manager and leader.
- Gain access, through the LCS Practitioner Community, to a network of professionals for continuing development and peer-to-peer learning.
- Have greater confidence and self-assurance through holding a prestigious lean qualification.

Sponsoring organisations will:

- Employ a senior manager with a greater lean capability in terms of decision making and the ability to make an effective contribution at a strategic level.
- Gain reassurance of the individual's capability.
- Gain a collection of robust lean case studies that contribute to organisational learning and provide a resource for further learning and improvement activity.
- Develop insights for lean strategy development through the lessons and conclusions of the assignment and cases.
- Have an opportunity to stimulate debate among managers, particularly via the Panel presentation, that can help inform strategy development.
- Be able to demonstrate their commitment to managerial development and the enhancement of employee lean capabilities.

ROUTE TO LEVEL 3

A candidate provides a portfolio of evidence that demonstrates he or she has:

- Significant experience in designing, leading, implementing lean strategies and programmes.
- A progressive and mature understanding of lean thinking and related improvement philosophies and their associated tools and techniques.

PROCESS

The candidate enrolls on a Level 3 Programme managed by the LCS or an accredited organisation that provides mentoring and guidance in the production of an evidence portfolio.

Key components of the portfolio are three strategic lean case studies and a 4,000 word assignment on lean thinking evolution and development.

The process will usually take around six to nine months to complete and concludes with a presentation by the candidate to an LCS panel.

The programme can be undertaken on an individual or a group basis, the latter enabling opportunities to share experiences, networking and hold joint briefing sessions.

Support and guidance is provided by the LCS L3 advisors or L3 advisors in L3 accredited organisation throughout the programme.

SEE THE DETAILED PROCESS FLOW AT END OF THE DOCUMENT

Submission Components

The submission components are shown below, which are: an **application form**, implementation **case studies** (3), an **assignment** and a **presentation** to an assessment panel.

EXPERIENCE & KNOWLEDGE

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

CASE STUDIES

Three case studies demonstrating lean implementation at a strategic level, where the effective application of lean principles has produced an organisational benefit at an appropriate scale and level. The candidate's role should be of a high level of responsibility, in terms of leadership, planning, design and management.

ASSIGNMENT

A 4,000 word assignment on the development and evolution of lean thinking that formally assesses the depth and maturity of the candidate's lean knowledge and understanding, in which the candidate reviews lean literature and demonstrates independent thinking, critical analysis and evaluation.

PANEL PRESENTATION

The candidates deliver a presentation to an LCS panel on a topic that draws together the conclusions of the cases and assignment, focusing on the implications on lean leadership and their organisation's future lean approach.

SUPPORT & GUIDANCE

Key features include:

- Workshops introducing the different programme elements (physical or online).
- Webinars and on-line communications for time efficient communications
- One-to-one support when producing the elements of the portfolio.
- Access to secure LCS website pages with resources, discussion groups/forum etc.
- Full documentation provided (eg hand outs, guides, articles, papers etc.)
- Post programme networking opportunities.

CANDIDATE PROFILE & ELIGIBILITY

- Demonstrable success in applying lean thinking at various scales with appropriate organisational benefits. Likely to have been gained through several years' lean experience in management roles.
- Functional background likely to be production, operations, service delivery or planning.
- Experience in strategy development and deployment, lean or continuous improvement programme design and implementation.
- Demonstrable leadership capability and experience.
- Broad knowledge of lean thinking and complementary philosophies gained through practical application, training/ education, reading and research.

FEE

The base fee is £4,250 +VAT, payable at the start of the programme. Candidates may wish to discuss receiving additional support from their advisors if necessary.

MORE INFORMATION

Visit www.leancompetency.org

Click **Accreditation & Certification**, then **Level 3**

THE LCS LEADERSHIP COMPETENCIES

- The ability to think in terms of processes, value streams and systems.
- The ability to problem solve, understand variability and waste.
- Understanding how we learn, develop and improve.
- Understanding the behaviour of people.
- Giving vision, focus and direction to the organisation.



LEVEL 3 PROGRAMME PROCESS FLOW

