

# THE LEVEL 3 PROGRAMME

## OVERVIEW

The LCS LEVEL 3 qualification indicates that an individual has a broad, mature understanding of lean thinking and is able to effectively apply lean thinking at a strategic or transformational level as a capable lean leader.

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

## SUITABILITY & BENEFITS

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 transformational lean programmes.

### Individuals will:

- Develop critical reflection and analysis capabilities - fundamental for balanced decision making and effective problem solving.
- Develop a mature, well-rounded understanding of the lean philosophy.
- 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 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 external endorsement of their credentials.

### Sponsoring organisations will:

- Employ a senior manager with a proven lean capability.
- 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 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 that can help inform strategy development.
- Be able to demonstrate their commitment to personal development and recognition of individuals' capabilities.

## ROUTE TO LEVEL 3

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

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

### PROCESS

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

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

SEE THE DETAILED PROCESS FLOW AT END OF THIS DOCUMENT

## SUBMISSION COMPONENTS

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The submission components are shown below, which are: an **application form**, implementation **case studies** (x3), 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, significant 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 or transformational level. The candidate's role should have had a high level of responsibility, with strong leadership, planning, and design aspects. Critical evaluation of the each, along with key personal learnings are a feature of the cases.

### ASSIGNMENT

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

### PANEL PRESENTATION

The candidate delivers a presentation to an LCS panel of experts on a topic that draws together the conclusions of the cases and assignment, focusing on the implications on lean leadership and his or her future lean focus and approach.

## SUPPORT & GUIDANCE

Key features:

- Briefings introducing the different programme elements (physical or online).
- Web based 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.
- Cloud based document repository
- Full documentation provided (eg templates, guides, articles, reports etc.)
- Virtual collaboration and 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.

## MORE INFORMATION

Fee guide: **£4,250** (+VAT)

Visit [www.leancompetency.org](http://www.leancompetency.org)

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



## 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



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