

LCS levels 3a & b

5-10-2022 | Jan Heijnevan MSc.





Jan Heijne

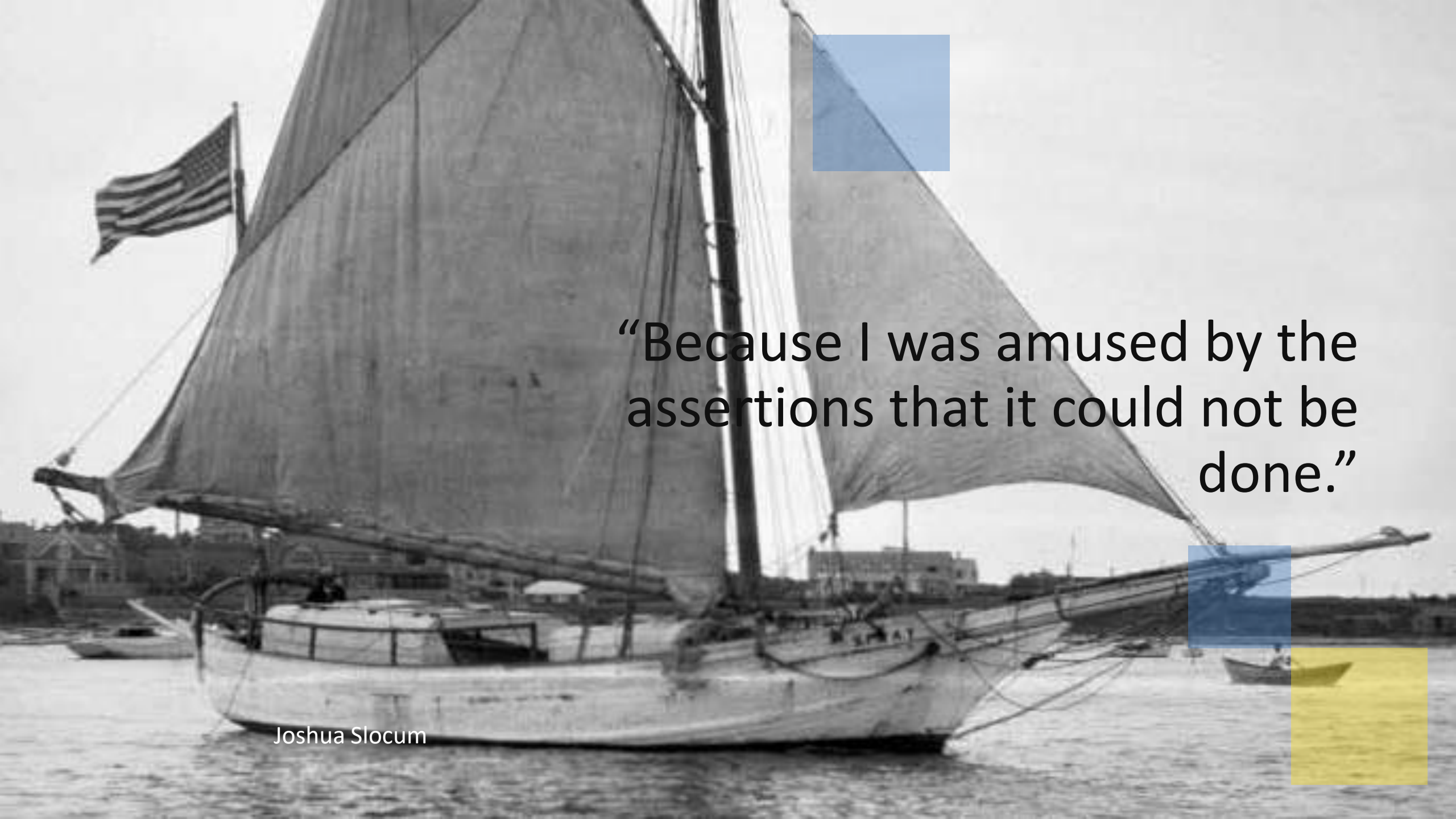
MSc. Lean Enterprise



Join the Spark*



Join the Spark*



“Because I was amused by the assertions that it could not be done.”

Joshua Slocum


The strategic LCS focus areas are insufficiently present within organisations

Level 3) Strategic Enterprise

The LCS levels cover a broad range of competency, from awareness of core principles of lean, right up to **strategic lean leadership**.

This level focuses on **advanced lean knowledge** and the **strategic and leadership competencies** required for lean leadership at a senior level.

Those with LCS 3a should be able to **design lean strategies** for an organisation (or a significant business unit) and **demonstrate** appropriate **lean leadership qualities** and **practices**.



Management is about telling people what to do, and leadership is about allowing people to do what they're capable of doing.

- Bob Chapman

upd

Strategic Enterprise

Strategic Leadership is about applying the Lean principles at work every day.

It links Lean principles and tools directly to leadership beliefs, behaviors, and competencies in new and innovative ways that connect to workplace and marketplace realities.

It goes far beyond the common understanding of leadership and the training methods used for leadership development.

Lacking curriculum for achieving LCS strategic competency levels

We also teach people to gain **knowledge** in Lean and Lean Six Sigma.

Yellow and Orange level (LCS 1a, 1b, 1c) so that people know that the tools and techniques exist.

Green belt level (LCS 2a) to teach people how to **apply** it and learn more advanced techniques.

Black Belt level (LCS 2b) to teach them to **guide a strategy** and in their role as program manager, coach, advisor and trainer, but not as a leader.

Only about 15% of our participants are directors or managers. And they have other needs than the employees who join our courses.

LEVEL 3 STRATEGIC ENTERPRISE SUMMARY

This level focuses on **advanced lean knowledge** and the **strategic** and **leadership competencies** required for **lean leadership at a senior level**.

Those with LCS 3 should be **able to design lean strategies for an organization (or a significant business unit)** and demonstrate appropriate lean leadership qualities **and practices**.

Our vision on the strategic role

It promotes a holistic, systems approach to continuous improvement, acknowledging that lean is much more than simply improving processes through the application of tools and prescriptive principles.



How we combine the context, challenges and our vision into a roadmap.

- 1) Collaboration with
 - 1) LCS (Simon and Joep)
 - 2) Our potential attendees
 - 3) Partners like Hoge school Arnhem Nijmegen
 - 4) Companies that are open to let others learn in practice





Finding the right balance

“Just tell”

**Finding the right
balance**

'Show only'

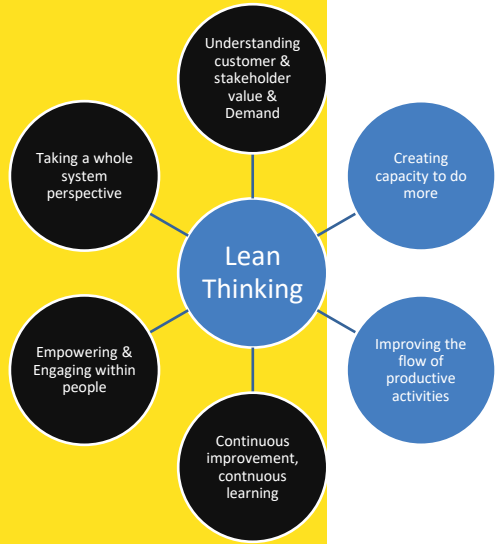




Finding the right balance

**“Application
in practice”**

How we combine the context, challenges and our vision into a roadmap.



Topic	How to cover (based on literature)	Learning outcomes
Strategy development and policy deployment techniques	Deming (relation with systems thinking) Akao, Hosin Kanri T. Jackson, Hoshin Kanri for the Lean Enterprise P. Denis, Getting the right things done W. Dettmer, Strategic Navigation (Systems approach to CI) J. Seddon, Freedom for Command and Control etc. S.Keller & C. Price, Beyond Performance, J. Hope and R. Fraser, Beyond Budgeting Also related to Systemic measures Also related to behaviour of leaders Also related to A3-thinking	Knowledge and application of a Policy Deployment process including to be able to: <ul style="list-style-type: none"> - Apply a Lean Assessment to understand the current situation of the company - Apply an Assessment to understand the current processes and the performance (in numbers and behaviour) - Apply the X-matrix as a tool for the PD-process and to facilitate a session to create one - Apply A3-thinking to execute the initiatives - Guide people while they execute the strategics initiatives - Facilitate the Monthly business review - Facilitate the yearly evaluation

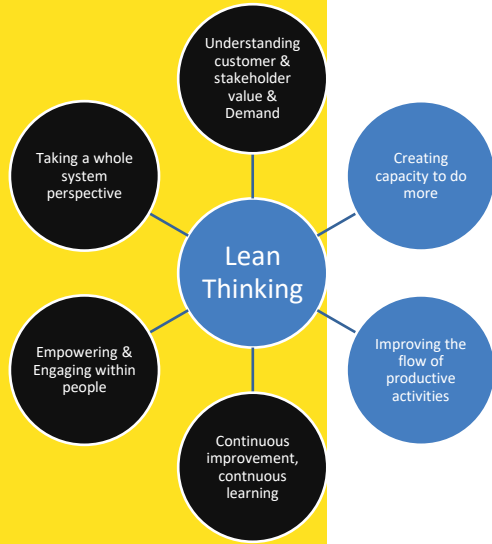
Design and deployment of effective and relevant performance measures

Deming (relation with systems thinking)
Goldrath, TOC measures
N. Katko, & B. Maskell Accounting for Lean
J. Hope and R. Fraser, Beyond Budgeting
T. Johnson, A. Broms – Profit beyond measures
B. Joiner – The fourth generation of management

Knowledge and application of ‘good’ management accounting measures in order to:

- Analyse the current measures and the performance in relation with the behaviour of employees, leadership behaviour and causal loops.
- Create new measures (management by means) in relation to the strategic initiatives.
- Be able to use value stream accounting in production and service
- Be able to use the VSM as a leadership tool

How we combine the context, challenges and our vision into a roadmap.



Topic	How to cover (based on literature)	Learning outcomes
Leadership skills for effective lean transformation (eg change management, communication, coaching, mentoring, motivating, etc)	Deming, Out of the crisis M. Imai, Kaizen Kouzes and Posner, The leadership challenge The Toyota way (Leadership, Culture, Talent) Ohno, Management lessons J. Liker, Developing Lean Leaders B. Emiliani, Practical Lean Leadership (and his other work on this topic) K. Blanchard and R. Broadwell, Servant Leadership in Action P. Senge, The fifth discipline C. Argyis, Learning in organisations P. Scholtes, The leadership Handbook M. Rother, Kata coaching and improving P. Lencioni. The five dysfunctions of a team OCI Circumplex from Robert A. Cooke and J. Clayton Lafferty, Organizational Culture Inventory Sir John Whitmore – Coaching for Performance (1992)	Knowledge and application of a Policy Deployment process including to be able to: <ul style="list-style-type: none"> - Leading an organisation to achieve the strategic initiatives - Develop and implement a change management plan - Guide and mentor employees within their jobs - Guide and mentor leaders in developing a 'learning organisation' - Develop and implement tool and techniques that enables employees to contribute to the change - Apply to create teamwork and prevent the pitfalls of teamwork. (Know and able to apply to increase Trust, handle Conflicts, increase Commitment and Accountability and get Results) - Transitioning Culture through Leadership



upd



Join the Spark*



upd



Thank you for listening!

Jan Heijneman MSc. J.Heijneman@UPD.NL +31 (0)6 315 657 631

