

THE LEVEL 3 PROGRAMME

AIMS & BENEFITS

<p>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.</p>	FUNDAMENTAL	<p>1a—Awareness 1b—Diagnosis & Analysis 1c—Improvement & Implementation</p>
	TECHNICAL	<p>2a—Implementation & Design 2b—Implementation & Leadership</p>
	STRATEGIC	<p>3a—Strategic Enterprise 3b—Strategic Supply Chain</p>

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 programmes in organisations, but have no formal recognition of their lean credentials.

Benefits of the LCS Level 3 qualification:

<p>For Individuals, they will:</p> <ul style="list-style-type: none"> • 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. 	<p>For sponsoring organisations, they will:</p> <ul style="list-style-type: none"> • 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.
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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, which on completion are passed to the LCS organisation for final verification and confirmation.

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 or accredited organisation over the programme.

SEE DETAILED PROCESS FLOW AT END OF DOCUMENT

Submission Components

There are three elements to the programme, which are: implementation **case studies** (3), an **assignment** and a **presentation** to an assessment panel. Candidates complete an application form to be considered for entry, which should demonstrate they have the appropriate background.

APPLICATION FORM

As well as being the application form, this contains employment history - nature of roles held, key responsibilities and achievements, 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 have 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:

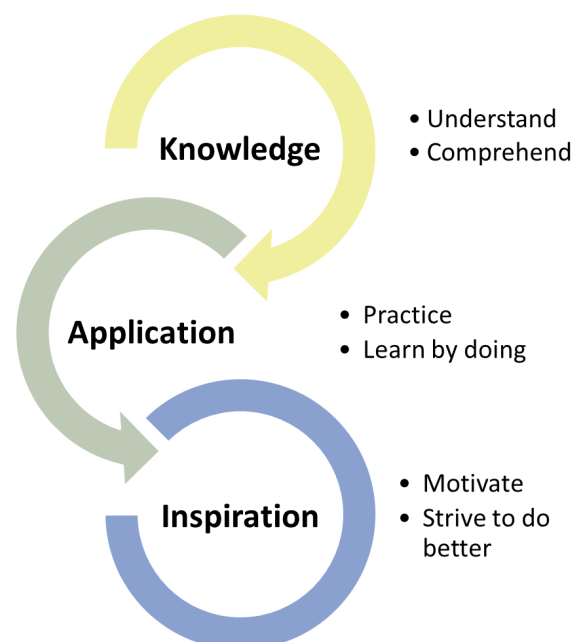
- Workshops introducing the different programme elements (physical or online).
- Peer review of the candidate's portfolio components.
- Use of webinars and on-line communications for time efficient input.
- One-to-one support when producing the elements of the portfolio.
- Access to secure LCS website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

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 generation and deployment, lean or continuous improvement programme design with 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.



LEVEL 3 PROGRAMME PROCESS FLOW

