

LEVEL 2 & LEVEL 3 COMPETENCY PROFILE GUIDANCE

This document provides guidance on the competency and personal profile expectations for LCS Levels 2 & 3. Note it is indicative guidance and an individual does not need to meet all criteria, since strengths in one area may compensate for a shortfall in another and there is a multiplicity of development and career routes that can be taken for an individual to develop appropriate experience and competency.

Furthermore, there can be a wide variance in the 'quality' of a particular year's experience, so care should be taken when assessing the value of the time spent in various roles.

L2 & L3 LEADERSHIP COMPETENCIES FRAMEWORK

The following five competencies¹ provide an overarching framework for LCS L2 and L3 competency; they are based on *systems thinking* ideas and concepts.

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

Competency has two dimensions – **knowledge** and **practice**. To possess a competency entails having the requisite knowledge relating to it and the ability to practice and apply the knowledge in the workplace or an organisational setting.

Competency is gained and developed from a combination of formal/informal education and experiential learning and practice (ie "learning through reflection on doing"). In general, the higher the LCS level, the greater the mastery of each competency.

CAREER PROFILE: ROLES, RESPONSIBILITIES

Aspect	Notes	2a	2b	3a	3b
Approximate minimum time undertaking lean management roles in employment	This can include consultancy roles	5 years	7 years	10 years	12 years
Number of different lean/CI related roles	This can include redefined roles as well as new jobs in the same or different organisations	2+	4+	6+	6+
Number of different organisations in which roles undertaken	'Different organisation' encompasses different divisions/groups, within large	2+	3+	4+	5+

¹ Adapted from the 'new leadership competencies', The Leader's Handbook, Peter R. Scholtes (1998)

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Aspect	Notes	2a	2b	3a	3b
	organisations, as well as separate organisations				
Functional background of roles	Production, operations, service delivery, planning, CI, business/operational excellence				
Scope of responsibility	Scope can be determined by the size of the organisation and will differ for consulting roles. Responsibility could be product/service delivery based or programme/project based	Encompassing departments, cross-functional teams, value streams		Encompassing supply chains, the extended enterprise	
Involvement in transformation projects	A transformation project is one that makes major changes in how business is conducted.	Contributing 2+	Contributing 4+	Leading 3+	Leading 5+
General qualifications, lean/CI knowledge,	L2/3 managers will often be educated to degree level, or have vocational, postgraduate or professional qualifications. Note that significant experience can compensate for a lack of formal qualifications.				

GENERAL MANAGEMENT COMPETENCIES & ATTRIBUTES

As part of the general Leadership Competencies Framework (above), Level 2 and 3 managers should be able to demonstrate the following:

- Change management; sustaining change
- Planning and control, design/use of performance measures
- Strategy development/formation, deployment; establishing focus/setting direction, visioning
- Designing lean programmes, projects
- Deploying programmes and communicating effectively
- Mentoring (guiding, supporting)
- Training, developing others
- Getting results – regarding effectiveness of programmes, projects, initiatives
- Critical thinking, critical analysis, problem solving
- Customer focus; value/needs understanding
- Innovation

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Aspect	Notes	2a	2b	3a	3b
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