

# The Level 3 Programme



# Overview

## The Level 3 Programme

The Level 3 Programme leads to LCS Level 3 certification via the Approved Prior Learning & Experience route, which involves candidates submitting evidence that demonstrates their strategic level lean competency.

It is intended for senior managers who have developed an extensive knowledge and appreciation of lean thinking from their careers and who have considerable experience in implementing lean programmes and initiatives at a strategic and transformational level.

The Programme can be completed virtually, though some support activity with the L3 Advisor can be face to face. It does not include formal teaching and offers candidates an enriching learning experience and personal development through critical reflection, research and analysis.

"I have found [the L3 Programme] to be a hugely worthwhile and interesting process. It's been a real learning experience for me...and has certainly developed my own thinking".

-----  
*Successful L3 candidate*



## The Level 3 Qualification

-----

The LEVEL 3 qualification signals that the holder is a capable lean leader with a broad, mature understanding of lean thinking, which he or she can apply effectively at a strategic or transformational level.

### Level 1 - Fundamental

Level 1A      Awareness

-----

Level 1B      Diagnosis & Analysis

-----

Level 1C      Improvement & Implementation

### Level 2 - Technical

Level 2A      Implementation & Design

-----

Level 2B      Implementation & Leadership

### Level 3 - Strategic

Level 3A      Strategic Enterprise

-----

Level 3B      Strategic Supply Chain

## Benefits of the Level 3 Programme

Candidates will:

- ✔ Be able to use the third case to address a strategic imperative of their employer
- ✔ Improve critical reflection and analysis capabilities.
- ✔ Enhance their understanding of lean thinking.
- ✔ Develop a clear appreciation of lean leadership attributes.
- ✔ Strengthen their credibility as a senior lean thinker.
- ✔ Receive independent endorsement of their strategic capabilities.
- ✔ Become more confident and self-assured.
- ✔ Gain access to a network of professionals for continuing development and peer-to-peer learning.

## Candidate Profile & Eligibility

Candidates should have:

- ✔ Been successful in applying lean thinking in varied environments over at least ten years' in management roles.
- ✔ Demonstrable leadership capability and experience.
- ✔ Experience in strategy development and deployment and lean/CI programme design and implementation.
- ✔ A broad knowledge of lean thinking gained through application, training, education or research.



## Routes to Level 3

A candidate has two options:

- 1 Enrol on a programme managed centrally by the LCS
- 2 Enrol on a programme managed by an LCS Level 3 accredited consultancy

## Process

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

The components of the portfolio are three transformational lean case studies and a 4,000 word assignment on lean thinking, covering its evolution and highlighting specific themes or challenges.

At least two cases should be drawn from the candidate's past experience, while there is an option for the third to be a new project linked to the candidate's current role. This is an opportunity for the candidate to address an initiative of strategic importance for his or her organisation that produces a clear benefit or return and also demonstrates his or her strategic capabilities.

The programme must be completed within 12 months of the kick-off meeting. It 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 process overview at the end of this document](#)

# Submission Components

The submission components are an application form, three implementation case studies, an assignment and a presentation to an assessment panel.

## Experience & Knowledge

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

## Panel Presentation

The candidate delivers a presentation to an LCS panel of experts that draws together the conclusions of the cases and assignment, focusing on the implications for lean leadership and strategy development, as well as highlighting issues impacting the future of lean thinking.

## Assignment

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

## Case Studies

Three case studies demonstrating lean implementation at a strategic level. The candidate's role should have had strong leadership, planning and design aspects. Critical reflection, along with key personal learnings, are a feature of the case approach. There is an option for the third case to be a new project linked to the candidate's current role and thus an opportunity to address an initiative of strategic importance for the organisation that produces a clear benefit or return.

# Support & Guidance

Key features of the support provided by the LCS and L3 Advisor:

- ✓ Briefings introducing the different programme elements.
- ✓ One-to-one support when producing the elements of the submission.
- ✓ Full documentation provided (eg templates, guides, articles, reports etc.).
- ✓ Peer review of the candidate's output (in group situations).
- ✓ Access to a cloud based personal resource and collaboration area, plus discussion groups/forums.
- ✓ Virtual collaboration and networking opportunities with the LCS community.

## Fee & More Information

Fee guide: from **£4,250 (+VAT)**.

Note that the fee depends on the level of support agreed with the L3 Advisor when undertaken through a consultancy.

10% discount for applicants from accredited organisations. Assignment exemption available for those with a relevant Masters degree.



Visit the L3 Programme web page - [www.leancompetency.org](http://www.leancompetency.org)

Click on *LCS Certification* and then on *Level 3 Programme*.

# 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

Adapted from The Leader's Handbook, Scholtes (1998)

The LCS takes a systems approach to lean thinking and lean leadership and has suggested **Five Personal Lean Competencies** that represent the observable and measurable knowledge, skills, abilities and personal attributes that contribute to being an effective lean leader and necessary for enhanced performance and organisational success.

The Level 3 Programme is an opportunity for candidates to demonstrate they possess and are developing these competencies.



## Certificate of Lean Competency

This is to certify that

**Joe Bloggs**

Has Demonstrated Competence in Lean  
Thinking Knowledge & Practice

**LCS Level 3a**

Authorised

**Simon Elias**

Director  
Lean Competency System

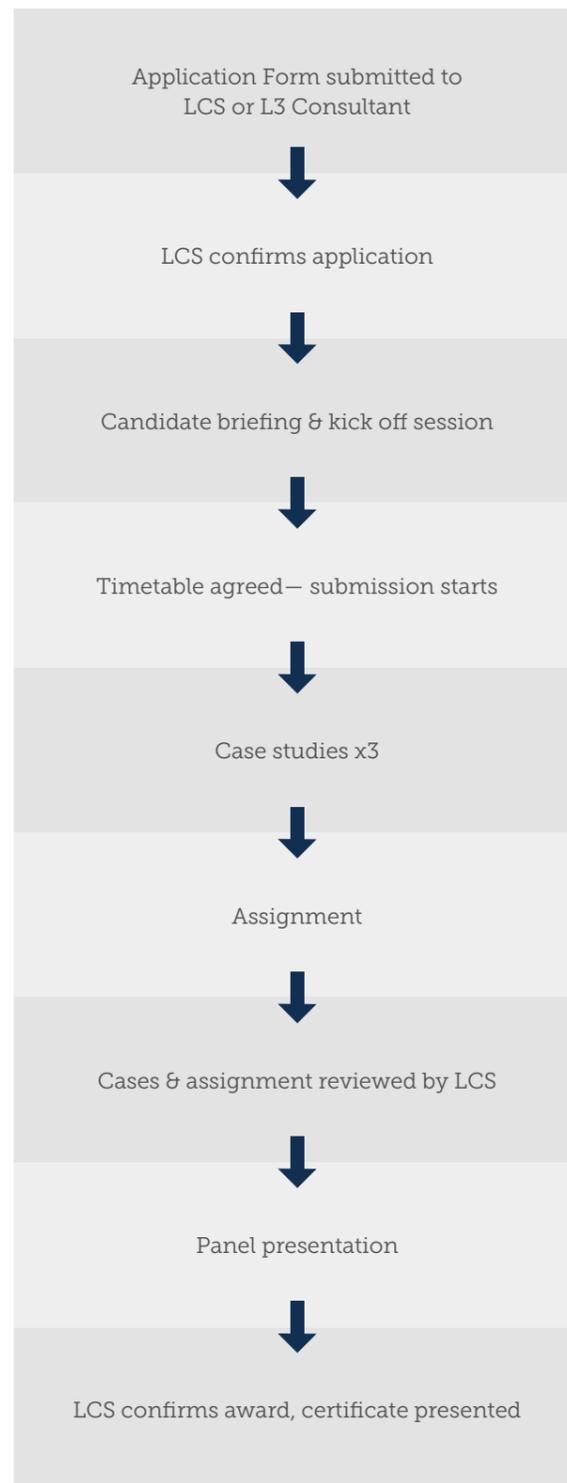
Date: March 2019  
Ref: LC SL1903JB

A handwritten signature in black ink, appearing to read 'Simon Elias', written over a horizontal dashed line.

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



# Level 3 Programme Overview



## Created by LERC and licenced by Cardiff University

The LCS was created in 2005 by the Lean Enterprise Research Centre, Cardiff Business School, as a mechanism to promote and develop lean understanding and application in organisations. Lean Competency Services Ltd, formed in 2014, holds the Cardiff University licence to manage, develop and promote the LCS.



The Lean Competency System is a licenced service of Cardiff University. The Cardiff University logo is a registered trademark of Cardiff University, all rights reserved. Lean Competency Services Limited uses this logo under licence, is not controlled by or an agent of Cardiff University and is not authorised to make or enter into any commitments for or on behalf of Cardiff University.

## Contact us

---

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

E: [enquiries@leancompetency.org](mailto:enquiries@leancompetency.org)

| **Simon Elias - Director**

E: [elias@leancompetency.org](mailto:elias@leancompetency.org)

T: +44 (0) 7767 371 012

