

DESCRIPTOR: LEVEL 3 – STRATEGIC

SUMMARY

Level 3 focuses on advanced lean knowledge and the strategic and leadership competencies required for lean leadership at a senior level.

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

At Level 3 the emphasis is on implementation experience at a strategic or transformational level. Note that the difference between 3a and 3b is to do with scale, level of responsibility and scope of experience.

A Level 3 practitioner should have:

- High-level knowledge and mature understanding of lean philosophy, techniques and approaches and associated schools of thought.
- Knowledge of the strategic and management dimensions of lean implementation.
- Ability to implement and manage a lean strategy at an organisation or extended enterprise level.
- Wide implementation experience in several organisational contexts over a period of at least 10 years.
- Advanced and widely practised leadership and change management competencies

LEVEL 3A & LEVEL 3B

There are two levels within LCS Strategic:

- **Level 3a: Strategic Enterprise**
- **Level 3b: Strategic Supply Chain**

ROUTES TO THE QUALIFICATION

Level 3 certification is gained via the **Approved Prior Learning & Experience (APLE)** route and not from undertaking a conventional training course with assessments (as with LCS Levels 1 and 2).

The APLE route for Level 3 certification is the [Level 3 Programme](#), through which candidates submit evidence of their capability, guided by a Level 3 Advisor. This evidence is gathered from a career resume, three case studies and an assignment. The process ends with a presentation to an LCS expert panel.

Candidates with a lean related master's degree are eligible for exemptions, depending on the precise course undertaken.

A Level 3 Programme can be completed directly with the LCS organisation or through a Level 3 accredited consultancy.

LEADERSHIP COMPETENCIES

The Level 3 focus is on being an effective lean leader and the overarching leadership competencies are as follows:

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.

PREREQUISITES FOR LEVEL 3

The following can be used as a guide when selecting participants for a Level 3 Programme:

Level 3a

- Qualifications/knowledge: Degree, LCS Level 2b or equivalent.
- Typical experience:
 - Approximately ten years improvement experience at a leadership level, involved in several strategically aligned projects.
 - Gained either through in house improvement or consultancy activity.
 - Undertaken roles with supervisory aspects.
 - Involvement as a senior manager in strategically aligned projects.

Level 3b

- Qualifications/knowledge: Degree, LCS Level 2b or equivalent.

- Typical experience:
 - At least ten years improvement experience at a leadership level, involved in multiple, diverse, strategically aligned projects.
 - Gained either through in house improvement or consultancy activity.
 - Has undertaken CI senior management roles in several organisations, divisions, or departments.
 - Has undertaken improvement activity encompassing cross-functional teams, supply chains or value streams.

LEVEL 3 KNOWLEDGE

The Level 3 practitioner shall know and understand:

- Strategy development and policy deployment techniques.
- Design and deployment of effective and relevant performance measures.
- Leadership skills for effective lean transformation (eg change management, communication, coaching, mentoring, motivating, etc).
- Supply chain management.
- Advanced lean systems knowledge and techniques.
- Sustainable change and continuous improvement.
- Project direction, implementation and control.
- Complementary philosophies, approaches and thinkers.

LEVEL 3 PRACTICE

The Level 3 practitioner shall be able to:

- Implement at significant scales and in a range of business environments.
- Lead a business unit/organisation's lean transformation.
- Coach and mentor colleagues and practitioners.
- Create sustainable lean strategies and implementation plans, aligned to organisational strategy.
- Apply lean in a range of core business processes (eg order fulfilment, new product development, sales acquisition, supply chain, etc).

LCS LEVEL 3 DESCRIPTOR

- Implement and deploy a lean strategy in an organisation to achieve quality/cost/delivery benefits.
- Devise and apply effective and relevant value stream and supply chain performance measures.