

APPROVED PRIOR LEARNING & EXPERIENCE (APLE) L3

WHO SHOULD APPLY?

The Level 3 Programme is suitable for senior managers that have a significant track record of managing lean transformations and a deep knowledge and understanding of lean thinking principles and techniques, gained through several managerial roles in employment.

Applicants may already have a range of academic or technical qualifications or have no formal high level lean qualifications or recognition of their credentials.

LCS Level 3 lean certification is also the natural progression for experienced LCS Level 2 managers, who have developed strong leadership capabilities and strategic implementation experience.

CANDIDATE PROFILE

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



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

L3 PROGRAMME BENEFITS

Individuals

Managers completing the Level 3 Programme will:

- Improve critical reflection and analysis capabilities.
- Be able to use the third case to address a strategic imperative of their employer.
- Receive independent endorsement of their strategic capabilities.
- Become more confident and self-assured.
- Enhance their understanding of lean thinking.
- Develop a clear appreciation of lean leadership attributes.

- Strengthen their credibility as a senior lean thinker.
- Gain access to a network of professionals for continuing development and peer-to-peer learning.

Sponsoring organisations

Organisations sponsoring a manager through the Programme will:

- Receive a payback through the third case study, which can focus on a current issue, development or strategic imperative.
- Gain a more confident and informed senior lean leader, with an enhanced ability to contribute at a strategic level.
- Develop insights for lean strategy development through the lessons learned and conclusions of the assignment and cases.
- Be able to demonstrate commitment to the personal development of managers and the importance of lean competency recognition.
- Have an opportunity to stimulate debate among managers, particularly through the Panel presentation.

PROGRAMME CONTENT

“I have found [LCS lean certification] 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 Programme candidate, 2015

Programme Components

The evidence of capability is provided by four components:

- Application Form
- Case Studies
- Assignment
- Panel Presentation

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

These demonstrate lean implementation at a strategic or transformational level, where the effective application of lean principles have produced an organisational benefit at an

appropriate scale and level. The candidate's role should have high levels of responsibility in terms of leadership, planning, design and management.

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

Assignment

A 4,000 word assignment on the development of lean thinking and highlighting specific issues or future challenges; this formally assesses the depth and maturity of the candidate's lean knowledge and understanding, in which the candidate researches and reviews lean literature and demonstrates independent thinking, critical analysis and evaluation

Panel Presentation

The candidate delivers a presentation to an LCS panel on a topic that draws together the conclusions of the cases and assignment, focusing on the implications for lean leadership and lean thinking in general. Colleagues from the candidate's organisation may be present at the session.

Support

Level 3 advisors support the candidate in producing the case studies and assignment over a period of nine to twelve months. Key support elements:

- Workshops introducing the different programme elements (physical or online).
- Peer review of the candidate's output (in group situations).
- One-to-one support when developing the cases and the assignment.
- Access to a cloud based personal resource area, plus discussion groups/forums.
- Post programme networking opportunities.
- Comprehensive documentation and reference material provided (eg hand outs, guides, templates, articles, papers etc.).

Timing

The L3 Programme must be completed within 12 months of the initial kick off meeting.

BECOME LEVEL 3 CERTIFIED

Introduction

Level 3 is the highest LCS qualification and indicates that the holder has a progressive, mature and broad understanding of lean thinking, is a capable lean leader and is able to effectively design and implement lean programmes at a strategic or transformational level.

LCS Level 3 lean certification is gained by completing a **Level 3 Programme**, which entails developing and submitting a portfolio of evidence that demonstrates the Level 3 capabilities. The Level 3 programme is part of the LCS's Approved Prior Learning and Experience (APLE) route to personal certification.

The Programme is completed virtually. it does not include formal teaching and generates significant learning from critical reflection, research, reading and analysis.



Approved Prior Learning & Experience

Certification through Approved Prior Learning & Experience involves an applicant demonstrating they have Level 2 related competence gained from their career. Evidence is provided by an application form which details achievements, knowledge and experience gained through CI roles lists CI related qualifications, plus two case studies that providing evidence of strategic and leadership capability.

An applicant may have gained knowledge from:

- Formal learning – gained from training by an educational institution or training company, which may have been assessed or certified.
- Experiential learning – gained through other activities, including casual courses, self-directed on-the-job study, implementations or through other pursuits. start-up training company that has not yet established itself.

An applicant may have gained practical capability from:

- Work undertaken while employed in a CI related role in an organisation.
 - Projects undertaken for clients as a CI consultant.
 - Ad hoc CI related projects or initiatives while employed in a general management role in an organisation.
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