



The Essential Body of Work (EBW) describes the tasks conducted by lean professionals and thus lays the groundwork for understanding and evaluating the Lean Certification requirements. The tasks are listed according to categories in the current Body of Knowledge. The EBW will help potential candidates to better envision their roles, encourage participation by individuals in those roles, and assist candidates in evaluating their readiness for certification.

ESSENTIAL BODY OF WORK

EBW ID	Task Statement
1.1 Principles for Cultural Enablers	
1	Break down barriers that prevent progress and encourage the participation and involvement of all stakeholders.
2	Demonstrate humility, understanding that those who do the work are best suited to improve the work, and recognize that one's lean learning is never complete.
3	Eliminate barriers by establishing and enabling effective communication across suppliers, customers, and stakeholders, as appropriate.
4	Create a process that will continue to thrive despite changes in leadership.
5	Establish and enable proper training and human development to develop new "scientists" in the organization, providing opportunities for continuous growth and learning.
6	Recognize and reward appropriate efforts and behaviors.
1.2 Processes for Cultural Enablers	
7	Actively participate on and/or lead teams.
8	Create learning environments by developing others through delegation and "letting go" in order to stretch and grow protégés.
9	Create systems to align with goals, objectives, mission and vision.
10	Develop a closed-loop system for driving improvement, and ensure alignment and synchronization of business plans that support the mission/vision/purpose of the organization.
11	Develop and lead lean transformation efforts.
12	Drive a sense of urgency throughout the organization around the need for "continuous improvement".
13	Embrace, support and promote effective environmental and safety systems.
14	Emphasize safety, and possess a higher understanding of safety and environmental impact from a strategic, community and individual perspective (e.g., stakeholders).
15	Actively support, promote, communicate or provide resources for mentoring/coaching throughout the organization.
16	Establish contingency and crisis plans.
17	Establish organizational structures and policies where teams can thrive, and customer-supplier relationships continue to strengthen over time through joint efforts and strong and frequent communication.
18	Facilitate and develop plans that drive from current state to future state.
19	Identify and recommend changes to organizational structure, policies, governance, etc., to promote continuous improvement and human development.
20	Identify barriers and determine ways to remove obstacles that prevent continuous improvement and compromise goals/objectives.
21	Provide and receive 360-degree feedback.
22	Respect decision-making processes, and understand the importance of driving consensus.
23	Set lean vision and strategy.

Continued...



ESSENTIAL BODY OF WORK

EBW ID	Task Statement
1.3 Cultural Enabler Techniques and Practices	
24	Assess organizational design and policies/procedures to ensure they promote human development and the flow of value.
25	Coach and mentor new lean leaders.
26	Communicate with suppliers, stakeholders and customers.
27	Design and implement appropriate idea and recognition systems to promote and increase employee involvement and empowerment.
28	Drive information sharing both internally and with external key stakeholders.
29	Actively support, promote, communicate or provide resources for employees to participate in the lean journey.
30	Establish and drive programs and processes for people development and leader development.
31	Establish idea systems, engagement programs, reward and recognition programs, etc.
32	Grow personal lean learning and actively seek out knowledge, skills and mentors.
34	Identify customers both inside and outside the organization.
38	Plan, develop and conduct lean training sessions.
39	Promote ideas and idea/suggestion systems.
40	Seek and provide frequent, if not constant, feedback.
42	Share ideas, information and feedback, and encourage others to do the same.
2.1 Principles of Continuous Process Improvement	
44	Advise others on how to deploy continuous process improvement techniques, and lean tools/techniques.
45	Apply appropriate tools simultaneously for process improvement.
46	Assume the role of change agent.
47	Communicate the ideal state, making it apparent to others, and protect the drive toward the achievement of the ideal state.
48	Create flow across an extended enterprise (from suppliers through customers).
49	Ensure that correct tools are selected and utilized to solve the most important problems affecting customer satisfaction — quality, cost and delivery.
50	Establish and implement iterative cycles of improvement using appropriate principles and tools.
52	Gather, analyze and use data and information to assist in problem-solving.
53	Identify and develop measures that will assist in identifying problems or evaluating success.
54	Identify customer expectations.
55	Identify opportunities for improvement throughout the extended value stream, from supplier to customer (design-supply-delivery).
56	Influence improvements in areas outside their core responsibility that are needed to effect change within their own value stream (e.g., support areas such as finance, sales, service, etc.).
57	Link improvement activities to customer satisfaction — quality, cost and/or delivery.
58	Plan and lead multiple, inter-related improvement projects within a value stream, including iterations of improvement within a single area or portion of a value stream.
60	Promote process improvement as a means to an end, not an end in itself.
61	Request and review fact-based process knowledge from others.
62	Scan the local environment to expose problems and barriers to flow.
64	Teach and develop scientific thinking in others through experiential and experimental learning.
65	Use tools to drive alignment to company vision and corporate strategies (true north).
66	Use tools to link and align value streams, and to integrate tactical projects for value stream improvement.
67	Link continuous improvement activities to business goals.

Continued...



ESSENTIAL BODY OF WORK

EBW ID	Task Statement
2.2 Continuous Process Improvement Systems	
69	Conduct root cause problem-solving activities.
70	Create and set improvement strategies and priorities.
71	Define stability and standardization expectations.
73	Determine when “lack of stability” and standardization problems occur.
74	Encourage and share best practices.
75	Ensure people have the training and motivation to determine the root cause of problems/abnormalities.
76	Establish a culture of daily continuous improvement within all areas of an organization.
77	Establish work standards and integrate the standard across value streams.
78	Identify, customize and evaluate tools and techniques.
79	Help ensure the use of visual systems and methods.
80	Use planning tools to set strategy and direction.
81	Use reflection to capture lessons learned and make the next round of improvement efforts better.
82	Utilize scientific thinking (PDCA, DMAIC) as the underlying principle for all tool selection and application.
2.3 Continuous Process Improvement Techniques and Practices	
83	Apply one or more lean tools on project-driven improvement efforts.
84	Choose appropriate tools for localized problems.
85	Describe the impact that others have on process improvement.
86	Develop and foster the use of standard tools and methods across the organization.
87	Develop lean models for selling and supplier development.
88	Engage in problem-solving, root cause analysis and scientific thinking (PDCA, DMAIC).
89	Extend, stabilize and standardize tools and principles throughout the extended enterprise.
90	Facilitate and enable the extension of tools to all areas and all processes within an enterprise.
91	Provide coaching/teaching on the tools and principles of lean.
92	Set standards for how the tools work with the entire company/enterprise.
93	Use 3P to assist in conducting projects.
97	Use benchmarking to assist in understanding how you can revise a given approach.
99	Use DFMA, QFD and FMEA to conduct projects.
100	Use heijunka (levelized scheduling) to conduct projects.
101	Use hoshin planning to conduct projects.
104	Use lean product design to assist in conducting projects.
105	Use methods such as hoshin planning and tools such as x-matrix and A3 to ensure alignment and measure progress regularly.
107	Use process mapping to assist in conducting projects.
113	Use standardized work tools for leadership and non-production areas.
114	Use tools and techniques to build relationships in the extended value stream (e.g., joint projects with suppliers and/or customers using specific tools/methods).
115	Use tools to drive operational availability and create capacity that enables growth opportunities.
117	Use value stream mapping for the extended value stream to assist in conducting projects.
118	Use value stream mapping to conduct projects.

Continued...



ESSENTIAL BODY OF WORK

EBW ID	Task Statement
3.1 Principles of Consistent Lean Enterprise Culture	
119	Align plans, goals and objectives to organizational purpose.
120	Apply basic lean tools such as 5S and kanban in a non-production environment.
121	Build a culture that is value stream-focused and based in systemic thinking.
122	Determine how customers and suppliers in a value stream affect one another, and how connection points in a value stream affect inventory levels, lead time, cost and quality.
123	Develop and drive policy deployment.
124	Develop and enable the implementation of common management and reporting systems across the enterprise.
125	Develop and implement appropriate companywide measurement systems that drive correct behaviors and support attaining business goals.
126	Actively support, promote, communicate or provide support for collaboration up and down through the value stream.
127	Explain the relationship of “parts to the whole.”
128	Gather and analyze data gathered at the gemba (actual place or where the work is done).
129	Identify and develop measures to drive improvement and signal problems.
133	Map the extended value stream for an organization and determine when it makes sense to engage external customers or suppliers in improvement efforts.
134	Measure improvement efforts – before and after – and communicate results and opportunities.
135	Set goals for lean improvement efforts across value streams.
136	Standardize standard work, visual management and other protocols, processes and procedures.
137	Ensure the links in the policy deployment chain are maintained and correctly structured.
138	Promote and encourage leaders to visit the gemba and ask specific questions to evaluate flow.
3.2 Processes for Developing a Consistent Lean Enterprise Culture	
140	Assess the long-term results of an improvement.
141	When possible and applicable, determine ROI from improvement activities.
142	Develop and implement appropriate management and reporting systems through collaboration with peers and executive leadership.
143	Link rewards and recognition to desired results and set expectations that progress will be checked frequently.
144	Manage change and ensure all affected by change are aligned with the organization’s purpose, mission, vision, goals and objectives.
145	Promote the concept that there are supporting processes behind value-creating processes.
146	Set direction for development of standard work for management.
147	Set direction for measurement and reporting systems that align with lean strategies.
148	Set expectations that human development is an integral part of all employee-related practices and programs.
150	Promote and encourage leader involvement in lean-related activities to foster a culture of continuous improvement.
151	Assess the long-term results of an improvement.

Continued...



ESSENTIAL BODY OF WORK

EBW ID	Task Statement
3.3 Consistent Enterprise Culture Techniques and Practices	
152	Check and verify that necessary resources for improvement are available and being properly utilized.
153	Deploy and redeploy resources as needed to meet objectives and support suppliers and customers.
154	Document and analyze the process flow.
155	Train others to use the catchball process to assist with planning.
156	Encourage and support attainment of stretch goals that focus on increasing customer value.
157	Ensure that feedback mechanisms are working and that measurement systems are appropriately linked to achieving business goals.
158	Standardize the A3 process and teach A3 to others.
159	Use A3 thinking and the A3 development process for management-level activities.
160	Verify that progress is checked against goals frequently.
4.1 Principles of Business Results	
161	Build a sustainable business through long term planning, establishing metrics appropriate to effectively measure performance over time.
162	Communicate how specific improvement efforts are affecting larger business results.
163	Explain to others how metrics and lean tools assist in attaining company goals/objectives.
165	Practice “creativity before capital” for improvement efforts.
166	Promote and communicate the need for the organization to reduce and/or eliminate traditional business metrics that promote non-lean behaviors and outcomes.
167	Share results and metrics with a wide group of employees and practice open-book management as much as possible.
169	Use the “total cost” concept to determine costs.
4.2 Measurement Systems	
170	Anticipate how various factors can move measurements positively or negatively.
171	Develop and manage toward SMART goals.
172	Develop SMART goals and track progress according to those goals.
173	Eliminate metrics that drive inappropriate and counterproductive behaviors and decisions (when empowered to do so).
174	Ensure measurement systems include metrics for employee involvement, people development, and safety and environmental impacts, and use those measurements to drive improvements.
175	Use and refine lean accounting practices to drive results.
4.3 Key Lean-Related Measures	
176	Benchmark the measures of world-class companies outside their own industry to ensure they are striving for the highest levels of excellence in the long run.
177	Calculate takt time, cycle time and other key measurements.
178	Gather and analyze metrics to make problems visible, and to identify and develop opportunities to create capacity for growth.
179	Identify and communicate the benefits of real-time, visual metrics.
180	Identify processes to drive cost out of the business and maintain a broad view of cost drivers.
181	Use a P&L and balance sheet and/or basic financial measurements to measure progress.

Continued...



ESSENTIAL BODY OF WORK

EBW ID	Task Statement
General, Cross-Category	
182	Act as an internal cross-functional expert providing guidance and consultation supporting the lean transformation.
183	Define tactics and methods to foster employee engagement, successful change management and acceptance.
184	Design, improve and integrate internal process plans for heavily regulated environments.
186	Facilitate workshops and/or other forums to focus on improvement, transfer knowledge, and engage team members and leaders in activities supporting the lean transformation.
187	Introduce and sustain change across multiple cultures.
188	Provide guidance to leadership in the anticipation, recognition, definition, and resolution of problems/opportunities associated with the lean transformation.