



# Lean IT Leadership

## *Syllabus*

2017-06



# Introduction

- 3-day course
- Lean IT Foundation certification is a prerequisite
- The course learning objectives are focused on building on the learning objectives from the Lean IT Foundation to provide a specific Lean leadership development training for IT professionals in a leadership role, both formal (i.e. managerial) and informal.
- The course will make use of the Lean A3 tool as the basis for progressively investigating all aspects of Lean IT Leadership. The aim is to ensure that each participant gains a detailed view of their personal Lean IT Leadership development by the end of the course.
- Application of learning outcomes will be demonstrated by each student through the completion of an A3. Validate the creation of the A3 as part of the class outcomes.
- The Lean IT Leader is someone who is committed to ensuring that the IT organization embraces Lean principles and operational excellence as its way of operating, and can be at any level of the organization in any 'department'.

# Syllabus

**Note:** Primary References can be found in chapter 7 of this document

In the following tables, the key aspects of the Lean IT Leadership Syllabus are described.

LITA Lean IT Leadership Exam Details	
Number of questions	60
Type of questions	30 Multiple Choice, 30 Scenario based Multiple Choice
Pass mark	65% (39 of 60)
Pass mark Accredited Trainer	75% (45 of 60)
Exam duration in minutes	120
Open book	Yes

Syllabus Area Code LL		Syllabus Area : Lean Leadership (LL)	Primary References
Level	Topic	Goal: Understand the basics of Lean Leadership	
Know the key components of Lean Leadership			
Specifically to recall:			
01	01	Shingo Model: four key Guiding principles – Respect every individual, Lead with humility, Create constancy of purpose, Think systemically	1.2, 1.3
01	02	Key components of systemic thinking: Holistic thinking, Dynamic thinking and Closed-loop thinking	1.2
01	03	The definition of a True North value	1.2, 1.5
01	04	Lean style of Leadership	1.1, 1.4
01	05	Four aspects of the Lean Leadership Development Model	1.5
01	06	Five flows of IT value as defined by Bell	1.8
Understand the following aspects of Lean Leadership			
Specifically to explain:			
02	01	Shingo Model Guiding and Supporting principles that directly impact on Lean Leadership	1.2
02	02	True North Values	1.2, 1.4, 1.5, 3.1, 6.1
02	03	Organizational context of the IT Leader	1.7, 1.8, 2
02	04	Leadership aspects applied to the IT organizational context	1.7, 1.8
Apply the following aspects related to Lean Leadership			
Specifically able to:			
03	01	Use the comparison between Lean Leadership and Level 5 leadership (Collins) to identify differences	1.3
03	02	Use the comparison between traditional western leadership and Lean Leadership to identify the differences	1.4
03	03	Identify the Five flows of IT value	1.9, 5.6, 6.4

Syllabus Area Code CS		Syllabus Area : Commit to Self-development (CS)	Primary References
Level	Topic	Goal: Understand the importance of self-development and seeing what is actually happening both to self and within the organization	
		Know the key aspects of Commit to Self-development	
		Specifically to recall:	
01	01	Self-development principles: Shu-Ha-Ri  - Shu: execute + learn exactly  - Ha: standard with some improvisation  - Ri: mastery of standard; focus on deepening skill and understanding	3.4
01	02	Leader Standard Work	3.6, 3.7, 3.8, 3.9, 3.10
01	03	Resource efficiency v. Flow efficiency	5.6
01	04	Kaizen mindset: always seek improvement	5.4, 5.5
01	05	Accountability: role of taking responsibility in a Lean IT setting, getting people to take responsibility	3.11, 5.3
01	06	Kata of Leadership – creating habits	3.4, 3.6, 3.9, 5.6
01	07	PDCA cycle for practicing Lean Leadership	3.3
		Understand the following aspects of Commit to Self-development	
		Specifically to explain:	
02	01	Forms of standards in both IT work and IT leader work	3.6, 3.7, 3.8, 3.9, 3.10
02	02	Establish accountability: how to identify whether people take responsibility and how to encourage it (Connors, Pink)	3.11, 5.3
02	03	Requirements for self-development	3.1, 3.2, 3.3

02	04	Three tools for structuring the Kata of Leadership	3.5
02	05	Examples of Leader Standard Work in IT	3.7, 3.8, 3.9, 3.10
Apply the following aspects of Commit to Self-development			
Specifically able to:			
03	01	Apply Shu-Ha-Ri to own situation	3.4
03	02	Create Leader Standard Work overview for own situation (Exercise)	3.7, 3.8, 3.9
03	03	Use the capabilities obtained through Self-development	3.3, 3.4, 3.5
03	04	Standardize meetings	3.9
03	05	Identify how and ensure that people take responsibility	3.5, 3.11, 5.3
03	06	Do a Gemba walk within an IT organization – leveraging an IT reference model (investigation models for kata of a Gemba walk)	4.1, 4.2, 4.5
03	07	Identify what to look for during a Gemba walk (Exercise)	4.1, 4.2, 4.5

Syllabus Area Code HO		Syllabus Area : Helping Others to Develop	Primary References
Level	Topic	Goal: Understand the importance of developing others as an integral part of Lean IT Leadership	
Know the key aspects of Helping Others to Develop			
Specifically to recall:			
01	01	Definition of Genchi Genbutsu	4.2
01	02	Definition of Nemawashi	4.4
01	03	Explanation of T-type leadership	4.7
01	04	5 Why: method for finding root cause	4.3
01	05	Questioning techniques	4.3, 4.4
Understand of the following aspects of Helping Others to Develop			
Specifically to explain:			
02	01	Importance of Lean IT Leadership in eliminating Mura and Muri	4.2
02	02	Go to the Gemba and Genchi Genbutsu,	4.1, 4.2
02	03	Key goals of a Gemba walk: support, teach, promote; contrasted with a gallery walk	4.1, 4.5
02	04	Relationship between Jidoka and Gemba walk	4.2
02	05	Role of T-type leadership	4.7
Apply the following aspects of Helping Others to Develop			
Specifically able to:			
03	01	Use the 5 Why method (Exercise) - balancing Ask Why with Show Respect	4.3, 4.4
03	02	Apply the views to take when doing a Gemba walk	4.2
03	03	Describe the IT Gemba: development, IT operations, Service desk, Supporting staff	4.1, 4.2, 4.5
03	04	Carry out a skills and knowledge analysis	4.6
03	05	Interpret Skills and knowledge data	4.6

Syllabus Area Code CI		Syllabus Area : Continuous Improvement	Primary References
Level	Topic	Goal: Understand the importance of practicing Continuous Improvement as an integral part of Lean IT Leadership	
Know the key aspects of Continuous Improvement			
Specifically to recall:			
01	01	Definition of continuous improvement	5, Appendix C
01	02	Daily Kaizen: focus on smaller, daily improvement steps,	5.5
01	03	Kaizen Event: focus on solving larger problems	5.5
01	04	Definition of a team (Katzenbach & Smith)	5.1
01	05	The core elements of the Kaizen mindset	5.4
Understand of the following aspects of Continuous Improvement			
Specifically to explain:			
02	01	Difference between daily Kaizen and Kaizen event	5.5
02	02	Importance of standards or reference models as the basis for improvement	5.5, 5.6
02	03	Importance of Lean IT Leadership in eliminating Mura and Muri	4.2, 4.6, 4.7, 5.6
02	04	Key characteristics of a team, in comparison with a group	5.1
02	05	The five levels of team development (Lencioni)	5.3
02	06	Characteristics of IT teams – technically-oriented, project-based, customer-oriented	5.2
Apply the following aspects of Continuous Improvement			
Specifically able to:			
03	01	Describe the role of Continuous improvement within Lean IT	5.4, 5.5, 5.6
03	02	Apply the 5S technique in an IT context	5.6
03	03	Identify when to use Improvement Kaizen and Daily Kaizen in IT	5.5
03	04	Use the team development model to determine whether an IT team functions as a team	5.1, 5.2, 5.3



Syllabus Area Code VG		Syllabus Area : Vision, Goals and Communication	Primary References
Level	Topic	Goal: Lean IT Leadership and its role in creating vision and aligning goals	
Know the key aspects of Vision, Goals and Communication			
Specifically to recall:			
01	01	Performance dialogue: Leading meetings and Listening skills	3.9, 4.7, 6
01	02	Nemawashi for ensuring adoption strategy and policy, and execution of projects	4.4, 6.2
01	03	Definition of Hoshin Kanri: method for translating strategy to operations	6.1, 6.2, 7.1
01	04	The key aspects of a Performance Dialogue	6.3
01	05	Visual Management – for development, IT operations, service desk	6.3, 6.4
01	06	Cascade and Catchball mechanism	6.2, 6.3
01	07	The aim of the Pyramid principle	6.3
01	08	Definition of MECE and its use	6.3
01	09	The goal of a change story	6.3
Understand the following aspects of Vision, Goals and Communication			
Specifically to explain:			
02	01	Key characteristics of Hoshin Kanri	6.2
02	02	The goals of catch-ball communication	6.2
02	03	When a performance dialogue is carried out	6.2
02	04	Key components of the Pyramid Principle in structuring communication	6.3
Applying the following aspects of Vision, Goals and Communication			
Specifically able to:			

03	01	Create a vision for an IT organization	6.1
03	02	Explain how the cascade mechanism works	6.2, 6.3
03	03	Carry out a Performance dialogue: Leading meetings and Listening skills (Exercise)	3.9, 4.7, 6
03	04	Design cascade and catch-ball mechanism for own IT organization (Exercise)	6.2, 6.3
03	05	Define Visual Management for software development, IT operations, service desk	6.3, 6.4

Syllabus Area Code TR		Syllabus Area : Lean IT Transformation (TR)	Primary References
Level	Topic	Goal: organize strategy to operations implementation and how to execute a Lean IT Transformation	
Know the key aspects of Lean IT Transformation			
Specifically to recall:			
01	01	Basic components of the business case for a Lean IT transformation – Customer satisfaction, strategic advantages, cost advantages	7.1
01	02	Eight mistakes when carrying out a transformation, and their mitigation (Kotter)	7.3
01	03	Key phases in accepting change (Lewis and Parker)	7.4
01	04	The importance of a Change Story	6.4, 7.5
Understand the following aspects of Lean IT Transformation			
Specifically to explain:			
02	01	5 Lean IT Dimensions for structuring Lean IT Transformation	7.6, Foundation publication
02	02	7 phases of the transition curve (Lewis & Parker)	7.4
02	03	3 key phases of the Organizational Level of a Lean IT transformation	7.2
02	04	Role of Lean IT Leader in relation to the Lean IT Coach	7.5
02	05	The top-down and bottom up aspects of a Lean IT transformation	7.7
Apply the following aspects of Lean IT Transformation			
Specifically able to:			
03	01	Plan and structure a Lean IT Transformation, using the 5 Lean IT Dimensions	7.2
03	02	Define plan for transformation of own IT organization (Exercise)	7.5

03	03	Make Change Story for own situation (Exercise)	7.3
03	04	Complete A3 proposal for the execution of a Lean IT transformation	Appendix A, Kaizen publication
03	05	Which Lean tools and methods must be applied at what moment in a Lean IT transformation	7.5, 7.6, 7.7
03	06	Reasons for lack of success during transformation	7.3, 7.4, 7.5, 7.6, 7.7

Syllabus Area Code A3		Syllabus Area : A3 Method (A3)	Primary References
Level	Topic	Goal: Lean Leadership and Communication	
List the key components of the A3 Method			
Specifically to recall:			
01	01	Goals of the A3 Method	4.7, Appendix A, Kaizen publication
01	02	Sections of A3 Report	Appendix A, Kaizen publication
01	03	Advance-Prepare-Do-Check cycle	3.2, Appendix A
Apply the A3 Method			
Specifically able to:			
03	01	Organize information into the A3 format	Appendix A, Kaizen Publication
03	02	Communicate the key message and create involvement	5.3, 6, 7.1, 7.3, 7.4, 7.6, Appendix A
03	03	Define personal Lean IT Leadership goals in relation to reference model	1.5, 4.7, 6

# Lean IT Leadership Guide References

Below are the references that support the Lean IT Leadership Training.

## Reference A

---

Lean IT Leadership Supporting Publication and Glossary

## Reference B

---

Lean IT Kaizen Supporting Publication and Glossary

Optional reading for participants or trainers who would like to build more understanding, the following references are recommended:

## Reference C

---

Developing Lean Leaders at all levels: A Practical Guide

Authors: Jeffrey K. Liker, George Trachilis

ISBN number 978-0-9914932-0-03

Publisher: Lean Leadership Institute Publications

## Reference D

---

The Toyota Way to Lean Leadership

Author: Jeffrey K. Liker, Gary L. Convis

ISBN: 978-0-07-178078-0

Publisher: McGraw-Hill

## Reference E

---

Run, Grow, Transform: Integrating Business and Lean IT

Author: Steve Bell

ISBN: 978-1466504493

Publisher: CRC Press, Taylor & Francis Group

Copyright © 2016 Lean IT Association.

For all your inquiries, please contact [info@leanitassociation.com](mailto:info@leanitassociation.com)

or visit us at [www.leanitassociation.com](http://www.leanitassociation.com)