



**EXIN Lean IT**

**LEADERSHIP**

Certified by



**Preparation Guide**

Edition 202111

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# 1. Overview

EXIN Lean IT Leadership (LEANITL.EN)

## Scope

The EXIN Lean IT Leadership certification validates a candidate's knowledge on:

- Introduction of Kaizen
- Organizing Kaizen
- A3 Method
- Define
- Measure
- Analyze
- Improve
- Control

## Summary

EXIN Lean IT Leadership focuses 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.

EXN Lean IT Leadership 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 candidate gains a detailed view of their personal Lean IT Leadership development after successfully completing the exam.

## Context

The EXIN Lean IT Leadership certification is part of the EXIN Lean IT qualification program.



## Target Group

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.

## Requirements for Certification

- Successful completion of the EXIN Lean IT Leadership exam.
- Accredited EXIN Lean IT Leadership training.

## Examination Details

Examination type:	Multiple-choice Questions
Number of questions:	60
Pass mark:	65% (39/60 questions)
Open book:	The exam literature may be consulted throughout the exam. It is provided as an appendix to the digital exam. Candidates are required to bring their own copy for paper-based exams.
Notes:	No
Electronic equipment/aides permitted:	No
Exam duration:	120 minutes

The Rules and Regulations for EXIN's examinations apply to this exam.



## Bloom Level

The EXIN Lean IT Leadership certification tests candidates at Bloom Level 3 and 4 according to Bloom's Revised Taxonomy:

- Bloom Level 3: Application – shows that candidates have the ability to make use of information in a context different from the one in which it was learned. This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. These questions usually contains a short scenario.
- Bloom Level 4: Analysis – shows that candidates have the ability to break learned information into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

## Training

### Contact Hours

The recommended number of contact hours for this training course is 24. This includes group assignments, exam preparation and short breaks. This number of hours does not include lunch breaks, homework and the exam.

### Indication Study Effort

112 hours (4 ECTS), depending on existing knowledge.

### Training Organization

You can find a list of our Accredited Training Organizations at [www.exin.com](http://www.exin.com).

## 2. Exam Requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications).

Exam Requirements	Exam Specifications	Weight
<b>1. Lean Leadership</b>		<b>9.9%</b>
	1.1 Know the Key Components of Lean Leadership	3.3%
	1.2 Understand the Following Aspects of Lean Leadership	3.3%
	1.3 Apply the Following Aspects Related to Lean Leadership	3.3%
<b>2. Commit to Self-Development</b>		<b>20%</b>
	2.1 Know the Key Aspects of Commit to Self-Development	5%
	2.2 Understand the Following Aspects of Commit to Self-Development	5%
	2.3 Apply the Following Aspects of Commit to Self-Development	10%
<b>3. Helping Others to Develop</b>		<b>16.7%</b>
	3.1 Know the Key Aspects of Helping Others to Develop	3.3%
	3.2 Understand of the Following Aspects of Helping Others to Develop	5%
	3.3 Apply the Following Aspects of Helping Others to Develop	8.3%
<b>4. Continuous Improvement</b>		<b>15%</b>
	4.1 Know the Key Aspects of Continuous Improvement	3.3%
	4.2 Understand of the Following Aspects of Continuous Improvement	5%
	4.3 Apply the Following Aspects of Continuous Improvement	6.7%
<b>5. Vision, Goals and Communication</b>		<b>16.7%</b>
	5.1 Know the Key Aspects of Vision, Goals and Communication	5%
	5.2 Understand the Following Aspects of Vision, Goals and Communication	3.3%
	5.3 Applying the Following Aspects of Vision, Goals and Communication	8.3%
<b>6. Lean IT Transformation</b>		<b>15%</b>
	6.1 Know the Key Aspects of Lean IT Transformation	3.3%
	6.2 Understand the Following Aspects of Lean IT Transformation	5%
	6.3 Apply the Following Aspects of Lean IT Transformation	6.7%
<b>7. A3 Method</b>		<b>6.7%</b>
	7.1 List the Key Components of the A3 Method	1.7%
	7.2 Apply the A3 Method	5%
	<b>Total</b>	<b>100%</b>

## Exam Specifications

### 1. Lean Leadership

- 1.1 Know the Key Components of Lean Leadership
  - 1.1.1 Shingo Model: four key Guiding principles – Respect every individual, Lead with humility, Create constancy of purpose, Think systemically
  - 1.1.2 Key components of systemic thinking: Holistic thinking, Dynamic thinking and Closed-loop thinking
  - 1.1.3 The definition of a True North value
  - 1.1.4 Lean style of Leadership
  - 1.1.5 Four aspects of the Lean Leadership Development Model
  - 1.1.6 Five flows of IT value as defined by Bell
- 1.2 Understand the Following Aspects of Lean Leadership
  - 1.2.1 Shingo Model Guiding and Supporting principles that directly impact on Lean Leadership
  - 1.2.2 True North Values
  - 1.2.3 Organizational context of the IT Leader
  - 1.2.4 Leadership aspects applied to the IT organizational context
- 1.3 Apply the Following Aspects Related to Lean Leadership
  - 1.3.1 Use the comparison between Lean Leadership and Level 5 leadership (Collins) to identify differences
  - 1.3.2 Use the comparison between traditional western leadership and Lean Leadership to identify the differences
  - 1.3.3 Identify the Five flows of IT value

### 2. Commit to Self-Development

- 2.1 Know the Key Aspects of Commit to Self-Development
  - 2.1.1 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
  - 2.1.2 Leader Standard Work
  - 2.1.3 Resource efficiency v. Flow efficiency
  - 2.1.4 Kaizen mindset: always seek improvement
  - 2.1.5 Accountability: role of taking responsibility in a Lean IT setting, getting people to take responsibility
  - 2.1.6 Kata of Leadership – creating habits
  - 2.1.7 PDCA cycle for practicing Lean Leadership
- 2.2 Understand the Following Aspects of Commit to Self-Development
  - 2.2.1 Forms of standards in both IT work and IT leader work
  - 2.2.2 Establish accountability: how to identify whether people take responsibility and how to encourage it (Connors, Pink)
  - 2.2.3 Requirements for self-development
  - 2.2.4 Three tools for structuring the Kata of Leadership
  - 2.2.5 Examples of Leader Standard Work in IT
- 2.3 Apply the Following Aspects of Commit to Self-Development
  - 2.3.1 Apply Shu-Ha-Ri to own situation
  - 2.3.2 Create Leader Standard Work overview for own situation (Exercise)
  - 2.3.3 Use the capabilities obtained through Self-development
  - 2.3.4 Standardize meetings
  - 2.3.5 Identify how and ensure that people take responsibility
  - 2.3.6 Do a Gemba walk within an IT organization – leveraging an IT reference model (investigation models for kata of a Gemba walk)
  - 2.3.7 Identify what to look for during a Gemba walk (Exercise)

### 3. Helping Others to Develop

- 3.1 Know the Key Aspects of Helping Others to Develop
  - 3.1.1 Definition of Genchi Genbutsu
  - 3.1.2 Definition of Nemawashi
  - 3.1.3 Explanation of T-type leadership
  - 3.1.4 5 Why: method for finding root cause
  - 3.1.5 Questioning techniques
- 3.2 Understand of the Following Aspects of Helping Others to Develop
  - 3.2.1 Importance of Lean IT Leadership in eliminating Mura and Muri
  - 3.2.2 Go to the Gemba and Genchi Genbutsu,
  - 3.2.3 Key goals of a Gemba walk: support, teach, promote; contrasted with a gallery walk
  - 3.2.4 Relationship between Jidoka and Gemba walk
  - 3.2.5 Role of T-type leadership
- 3.3 Apply the Following Aspects of Helping Others to Develop
  - 3.3.1 Use the 5 Why method (Exercise) - balancing Ask Why with Show Respect
  - 3.3.2 Apply the views to take when doing a Gemba walk
  - 3.3.3 Describe the IT Gemba: development, IT operations, Service desk, Supporting staff
  - 3.3.4 Carry out a skills and knowledge analysis
  - 3.3.5 Interpret Skills and knowledge data

### 4. Continuous Improvement

- 4.1 Know the Key Aspects of Continuous Improvement
  - 4.1.1 Definition of continuous improvement
  - 4.1.2 Daily Kaizen: focus on smaller, daily improvement steps
  - 4.1.3 Kaizen Event: focus on solving larger problems
  - 4.1.4 Definition of a team (Katzenbach & Smith)
  - 4.1.5 The core elements of the Kaizen mindset
- 4.2 Understand of the Following Aspects of Continuous Improvement
  - 4.2.1 Difference between daily Kaizen and Kaizen event
  - 4.2.2 Importance of standards or reference models as the basis for improvement
  - 4.2.3 Importance of Lean IT Leadership in eliminating Mura and Muri
  - 4.2.4 Key characteristics of a team, in comparison with a group
  - 4.2.5 The five levels of team development (Lencioni)
  - 4.2.6 Characteristics of IT teams – technically-oriented, project-based, customer-oriented
- 4.3 Apply the Following Aspects of Continuous Improvement
  - 4.3.1 Describe the role of Continuous improvement within Lean IT
  - 4.3.2 Apply the 5S technique in an IT context
  - 4.3.3 Identify when to use Improvement Kaizen and Daily Kaizen in IT
  - 4.3.4 Use the team development model to determine whether an IT team functions as a team

### 5. Vision, Goals and Communication

- 5.1 Know the Key Aspects of Vision, Goals and Communication
  - 5.1.1 Performance dialogue: Leading meetings and Listening skills
  - 5.1.2 Nemawashi for ensuring adoption strategy and policy, and execution of projects
  - 5.1.3 Definition of Hoshin Kanri: method for translating strategy to operations
  - 5.1.4 The key aspects of a Performance Dialogue
  - 5.1.5 Visual Management – for development, IT operations, service desk
  - 5.1.6 Cascade and Catchball mechanism
  - 5.1.7 The aim of the Pyramid principle
  - 5.1.8 Definition of MECE and its use
  - 5.1.9 The goal of a change story

- 5.2 Understand the Following Aspects of Vision, Goals and Communication
  - 5.2.1 Key characteristics of Hoshin Kanri
  - 5.2.2 The goals of catch-ball communication
  - 5.2.3 When a performance dialogue is carried out
  - 5.2.4 Key components of the Pyramid Principle in structuring communication
- 5.3 Applying the Following Aspects of Vision, Goals and Communication
  - 5.3.1 Create a vision for an IT organization
  - 5.3.2 Explain how the cascade mechanism works
  - 5.3.3 Carry out a Performance dialogue: Leading meetings and Listening skills (Exercise)
  - 5.3.4 Design cascade and catch-ball mechanism for own IT organization (Exercise)
  - 5.3.5 Define Visual Management for software development, IT operations, service desk

## 6. Lean IT Transformation

- 6.1 Know the Key Aspects of Lean IT Transformation
  - 6.1.1 Basic components of the business case for a Lean IT transformation – Customer satisfaction, strategic advantages, cost advantages
  - 6.1.2 Eight mistakes when carrying out a transformation, and their mitigation (Kotter)
  - 6.1.3 Key phases in accepting change (Lewis and Parker)
  - 6.1.4 The importance of a Change Story
- 6.2 Understand the Following Aspects of Lean IT Transformation
  - 6.2.1 5 Lean IT Dimensions for structuring Lean IT Transformation
  - 6.2.2 7 phases of the transition curve (Lewis & Parker)
  - 6.2.3 3 key phases of the Organizational Level of a Lean IT transformation
  - 6.2.4 Role of Lean IT Leader in relation to the Lean IT Coach
  - 6.2.5 The top-down and bottom-up aspects of a Lean IT transformation
- 6.3 Apply the Following Aspects of Lean IT Transformation
  - 6.3.1 Plan and structure a Lean IT Transformation, using the 5 Lean IT Dimensions
  - 6.3.2 Define plan for transformation of own IT organization (Exercise)
  - 6.3.3 Make Change Story for own situation (Exercise)
  - 6.3.4 Complete A3 proposal for the execution of a Lean IT transformation
  - 6.3.5 Which Lean tools and methods must be applied at what moment in a Lean IT transformation
  - 6.3.6 Reasons for lack of success during transformation

## 7. A3 Method

- 7.1 List the Key Components of the A3 Method
  - 7.1.1 Goals of the A3 Method
  - 7.1.2 Sections of A3 Report
  - 7.1.3 Advance-Prepare-Do-Check cycle
- 7.2 Apply the A3 Method
  - 7.2.1 Organize information into the A3 format
  - 7.2.2 Communicate the key message and create involvement
  - 7.2.3 Define personal Lean IT Leadership goals in relation to reference model

### 3. List of Basic Concepts

This chapter contains the terms and abbreviations with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples.

5S	IT Operations
A3	Jidoka
A3 Problem-solving Report	Kaizen
A3 Proposal	Kaizen Board
A3 Status Report	Kaizen Mindset
Accountability	Kanban
Analysis	Kanban Board
Andon	Kata
Application Development	Leader Standard Work (LSW)
Baseline	MECE
Cascade	Muda
Catch-Ball Communication	Mura
Change Story	Muri
Closed Loop Thinking	Nemawashi
Configuration Management Database (CMDB)	PDCA Cycle
Constancy Of Purpose	Performance Dialog
Continuous Improvement	Performance Indicator
Cross-Functional Alignment	Plan-Build-Run
Customer	Principle
Customer Value	Pyramid Principle
Daily Kaizen	Resource Efficiency
Day Board	Ri
Definition Of Done	Sensei
DevOps	Service Desk
DMAIC	Service Manager
Dynamic Thinking	Shu
External IT Organization	Shu-Ha-Ri
Five "Whys"	SIPOC
Flow	Skills & Knowledge Analysis
Flow Efficiency	Solution Matrix
Gemba	Standard Work
Genchi Genbutsu	Systemic Thinking
Ha	T-type Leader
Habit	Team
Holistic Thinking	Transformation
Horizontal Alignment	True North
Hoshin Kanri	Value Stream Map (VSM)
Humility	Vertical Alignment
Improvement Board	Visual Management
Improvement Kaizen	Voice Of The Customer
Incident	VSM
Internal IT Organization	Wave
Ishikawa Diagram	Week board

## 4. Literature

### Exam Literature

The knowledge required for the exam is covered in the following literature:

- A. EXIN Handbook Lean IT Leadership  
**Niels Loader**  
EXIN (2021)  
ISBN: 978-9076531120  
Freely available from [www.exin.com](http://www.exin.com). Click on 'Certifications' to find the exam. The download can be found under 'Required reading'.
  
- B. EXIN Handbook Lean IT Foundation  
**Niels Loader & Jeroen Janssen**  
EXIN (2021)  
ISBN: 978-9076531106  
Freely available from [www.exin.com](http://www.exin.com). Click on 'Certifications' to find the EXIN Lean IT Foundation exam. The download can be found under 'Required reading'.
  
- C. EXIN Handbook Lean IT Kaizen  
**Niels Loader**  
EXIN (2021)  
ISBN: 978-9076531113  
Freely available from [www.exin.com](http://www.exin.com). Click on 'Certifications' to find the EXIN Lean IT Kaizen exam. The download can be found under 'Required reading'.

### Additional Literature

- D. Lean Leaders at all Levels: A Practical Guide  
**Jeffrey K. Liker & George Trachilis**  
Lean Leadership Institute Publications (2014)  
ISBN: 978-0991493203
  
- E. The Toyota Way to Lean Leadership  
**Jeffrey K. Liker & Gary L. Convis**  
McGraw-Hill (2011)  
ISBN: 978-0071780780 (hardcopy)  
ISBN: 978-0071780797 (eBook)
  
- F. Run, Grow, Transform: Integrating Business and Lean IT  
**Steve Bell**  
Productivity Press (2012)  
ISBN: 978-1138440340

### Comment

Additional literature is for reference and depth of knowledge only.

## Literature Matrix

Exam Requirements	Exam Specifications	Reference
<b>1. Lean Leadership</b>		
	1.1 Know the Key Components of Lean Leadership	A: Chapters 1.1-1.5, 1.8
	1.2 Understand the Following Aspects of Lean Leadership	A: Chapters 1.2, 1.4, 1.5, 1.7, 1.8, 2, 3.1, 6.1
	1.3 Apply the Following Aspects Related to Lean Leadership	A: Chapters 1.3, 1.4, 1.9, 5.6, 6.4
<b>2. Commit to Self-Development</b>		
	2.1 Know the Key Aspects of Commit to Self-Development	A: Chapters 3.3, 3.4, 3.6-3.11, 5.3-5.6
	2.2 Understand the Following Aspects of Commit to Self-Development	A: Chapters 3.1-3.3, 3.5-3.11, 5.3
	2.3 Apply the Following Aspects of Commit to Self-Development	A: Chapters 3.3-3.5, 3.7-3.9, 3.11, 4.1, 4.2, 4.5, 5.3
<b>3. Helping Others to Develop</b>		
	3.1 Know the Key Aspects of Helping Others to Develop	A: Chapters 4.2-4.4, 4.7
	3.2 Understand of the Following Aspects of Helping Others to Develop	A: Chapters 4.1, 4.2, 4.5, 4.7
	3.3 Apply the Following Aspects of Helping Others to Develop	A: Chapters 4.1-4.6
<b>4. Continuous Improvement</b>		
	4.1 Know the Key Aspects of Continuous Improvement	A: Chapters 5.1, 5.4, 5.5, Appendix C
	4.2 Understand of the Following Aspects of Continuous Improvement	A: Chapters 4.2, 4.6, 4.7, 5.1-5.3, 5.5, 5.6
	4.3 Apply the Following Aspects of Continuous Improvement	A: Chapter 5
<b>5. Vision, Goals and Communication</b>		
	5.1 Know the Key Aspects of Vision, Goals and Communication	A: Chapters 3.9, 4.4, 4.7, 6, 7.1
	5.2 Understand the Following Aspects of Vision, Goals and Communication	A: Chapters 6.2, 6.3
	5.3 Applying the Following Aspects of Vision, Goals and Communication	A: Chapters 3.9, 4.7, 6
<b>6. Lean IT Transformation</b>		
	6.1 Know the Key Aspects of Lean IT Transformation	A: Chapters 6.4, 7.1, 7.3-7.5
	6.2 Understand the Following Aspects of Lean IT Transformation	A: Chapters 7.2, 7.4-7.8 B: Chapter 5
	6.3 Apply the Following Aspects of Lean IT Transformation	A: Chapters 7.2-7.8, Appendix A C: Chapters 4-7
<b>7. A3 Method</b>		
	7.1 List the Key Components of the A3 Method	A: Chapters 3.2, 4.7, Appendix A C: Chapter 3
	7.2 Apply the A3 Method	A: Chapters 1.5, 4.7, 5.3, 6, 7.1, 7.3, 7.4, 7.6, Appendix A C: Chapter 4.7, 5.5, 6.5, 7.5, 8.5



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