



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.
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.
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.
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.
1.3 Cultural Enabler Techniques and Practices	
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.
29	Actively support, promote, communicate or provide resources for employees to participate in the lean journey.
32	Grow personal lean learning and actively seek out knowledge, skills and mentors.
33	Ensure that people using lean tools understand the principles of lean.
34	Identify customers both inside and outside the organization.
35	Identify ergonomic, safety or employee satisfaction issues that may slow or jeopardize improvement efforts.

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EBW ID	Task Statement
36	Identify improvements as a normal component of daily work.
37	Identify waste and its impact on people who do the work.
38	Plan, develop and conduct lean training sessions.
39	Promote ideas and idea/suggestion systems.
40	Seek and provide frequent, if not constant, feedback.
41	Set up a team-based project, select team members and manage an improvement team.
42	Share ideas, information and feedback, and encourage others to do the same.
43	Identify the eight wastes in a process.
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.
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.
51	Establish processes and flows to takt time.
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.
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, interrelated improvement projects within a value stream, including iterations of improvement within a single area or portion of a value stream.
59	Plan and/or conduct improvement activities using best practices and reliable methods.
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.
63	Stabilize and standardize process inputs, activities and outputs by using best practices.
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.

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2.2 Continuous Process Improvement Systems	
68	Build a file/database of improvement results that can be shared with others.
69	Conduct root cause problem-solving activities.
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.
77	Establish work standards and integrate the standards across value streams.
78	Identify, customize and evaluate tools and techniques.
79	Help ensure the use of visual systems and methods.
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.
88	Engage in problem-solving, root cause analysis, and scientific thinking (PDCA, DMAIC).
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.
94	Use 5S and visual systems tools to assist in conducting projects.
95	Use A3 to conduct projects.
96	Use problem-solving tools such as fishbone diagrams and pareto charts to assist in understanding a problem.
97	Use benchmarking to assist in understanding how you can revise a given approach.
98	Use of a cellular layout to aid in flow.
99	Use DFMA, QFD and FMEA to conduct projects.
100	Use heijunka (levelized scheduling) to conduct projects.
101	Use hoshin planning to conduct projects.
102	Use jidoka (autonomation) to conduct projects.
103	Use kanban/pull systems to assist in conducting 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.
106	Use poka-yoke (mistake proofing) to assist in conducting projects.
107	Use process mapping to assist in conducting projects.
108	Use production to takt time to assist in conducting projects.
109	Use single minutes exchange of die (SMED) to assist in conducting projects.

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EBW ID	Task Statement
110	Use spaghetti diagrams to assist in conducting projects.
111	Use standardized work for management to assist in conducting projects.
112	Use standardized work to assist in conducting projects.
113	Use standardized work tools for leadership and non-production areas.
115	Use tools to drive operational availability and create capacity that enables growth opportunities.
116	Use TPM systems to conduct projects.
117	Use value stream mapping for the extended value stream to assist in conducting projects.
118	Use value stream mapping to conduct projects.
3.1 Principles of Consistent Lean Enterprise Culture	
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.
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.
130	Identify how non-production areas affect the value equation.
132	Lead problem-solving projects.
134	Measure improvement efforts – before and after – and communicate results and opportunities.
136	Standardize standard work, visual management and other protocols, processes and procedures.
138	Promote and encourage leaders to visit the gemba and ask specific questions to evaluate flow.
139	Facilitate kaizen events.
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.
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.
149	Train and deploy effective standard work techniques, and implement measures that comply with policy deployment.
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.

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3.3 Consistent Enterprise Culture Techniques and Practices	
152	Check and verify that necessary resources for improvement are available and being properly utilized.
154	Document and analyze the process flow.
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.
160	Verify that progress is checked against goals frequently.
4.1 Principles of Business Results	
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.
164	Identify the current state and the desired future state for the value stream.
165	Practice “creativity before capital” for improvement efforts.
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 counter-productive 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	
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.
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.
185	Facilitate the deployment of lean tools and processes as countermeasures to solve specific problems.
186	Facilitate workshops and/or other forums to focus improvement, transfer knowledge, and engage team members and leaders in activities supporting the lean transformation.
188	Provide guidance to leadership in the anticipation, recognition, definition, and resolution of problems/opportunities associated with the lean transformation.