

HELMA 2024

National Highways

April 2024

Topic 1: Integration of Lean and Business Strategy

Lean Excellence in terms of Integration of Lean and Business Strategy refers to the seamless alignment and synergy between Lean and the overall strategic goals of the business. It involves the effective incorporation of Lean principles into the organisation's strategy to achieve operational excellence, continuous improvement, and enhanced value for customers. It involves creating a holistic approach where Lean principles become an integral part of the organisation's DNA, contributing directly to the realisation of strategic objectives and long-term success.

Lvl	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> Although there may be some isolated lean activity, such as improvement projects or team visual management, this is limited and is focused on individual short-term or one-off issues rather than longer term improvements. Any Lean activity tends to be driven by the Client or other external Stakeholders There is no lean strategy in place 		
1	<ul style="list-style-type: none"> There is a draft Lean strategy or delivery plan starting to take shape. This is likely to be tactical, focusing on a limited set of activities and driven by the Client or other external Stakeholder Some teams or projects have limited Lean goals in place. These goals are set according to the team's or project's own priorities. 	<p>Draft lean strategy document</p> <p>Some element of lean objectives at project level</p> <p>Testimony from Project & other Team members</p>	
2	<ul style="list-style-type: none"> There is a Lean strategy, although this is not strongly aligned to the wider business strategy and is not or only briefly referenced in wider business strategies or delivery plans. Lean goals are starting to be set at a higher level, e.g., within some business units. We are starting to see some alignment between team/project goals and their business unit objectives. The Lean strategy and activity is predominately client driven and focused on Operational/Delivery areas, e.g., focused on National Highways schemes. 	<p>Approved Lean strategy document</p> <p>Lean goals – An example could be: 50% of projects operating visual management, collaborative planning etc.</p> <p>Multiple goals evidenced across multiple projects or teams (not necessarily consistently)</p> <p>Range of Lean activity on NH projects focused on scheme development & delivery Measures as well as Contractual Commitments</p> <p>Range of Lean projects on NH Lean/Efficiency Register – expect multiple entries from a range of Projects</p>	

Topic 1: Integration of Lean and Business Strategy

Lean Excellence in terms of Integration of Lean and Business Strategy refers to the seamless alignment and synergy between Lean and the overall strategic goals of the business. It involves the effective incorporation of Lean principles into the organisation's strategy to achieve operational excellence, continuous improvement, and enhanced value for customers. It involves creating a holistic approach where Lean principles become an integral part of the organisation's DNA, contributing directly to the realisation of strategic objectives and long-term success.

Lvl	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> A high-quality Lean Strategy exists that is clearly aligned to the overall business strategy - there is a clear line of sight between Lean goals at all levels and the business strategy and delivery plans. Policy Deployment/Hoshin Kanri principles are evident in the way this is achieved The business has at least one organisation-level Lean objective clearly linked to a wider strategic KPI or Objective. Lean is being applied across the wider business, not just for a single client and increasingly throughout Support Processes/Functions (e.g., Finance, Commercial, HR, IT etc.). 	<p>Lean objectives & tactics within the business strategy</p> <p>Evidence of Lean being used to support the delivery of business strategy KPIs</p> <p>Lean activity evident outside of National Highways projects and across the businesses support functions.</p> <p>Measure – no of lean projects across business</p> <p>Measure – project financial savings from lean</p>	
4	<ul style="list-style-type: none"> The business is successfully aligning Lean principles and practices with the overarching strategic goals and objectives of the organisation. It involves the effective incorporation of Lean principles into the organisation's strategy to achieve operational excellence, continuous improvement, and enhanced value for customers. Strategic alignment is achieved following Hoshin Kanri principles Lean thinking is fundamental to the success of the business strategy Tangible outcomes are measured to illustrate this The business can demonstrate high levels of intrinsic motivation to operate in a Lean way 	<p>There is no longer a separate Lean Strategy Document. Lean is fully embedded within the Business wide strategy and acknowledged and evidenced as an enabler</p> <p>Business strategic objectives delivered using lean methods & thinking</p> <p>The Business Strategy is clearly cascaded following Policy Deployment principles (e.g., Hoshin Kanri)</p> <p>Project level strategies or objectives in place which demonstrate direct contribution to wider business strategic objectives.</p> <p>Measures in place against business strategic objectives – with evidence of achievement</p> <p>Evidence that Lean is the way we work rather than an 'initiative'</p> <p>Business financial savings from lean activities can be clearly identified and are substantial (meaning they are having a material effect on wider business performance)</p> <p>Strong & consistent Testimony from across the business (Executive, Senior Manager, Manager/Team Leader, Team Members (Operations & Support) that demonstrates how Lean is embedded and part of BAU</p>	

Topic 2: Lean Leadership and Engagement

Lean Excellence in terms of Leadership and Engagement involves fostering a leadership approach that actively supports and promotes Lean principles while ensuring high levels of engagement from employees throughout the organisation. It requires a combination of effective leadership behaviours, a commitment to continuous improvement, and the active involvement of all team members. It is not just about implementing Lean tools but creating a cultural shift where Lean thinking becomes ingrained in the organisation's DNA. Leaders play a crucial role in driving this cultural transformation and ensuring that every team member is actively engaged in the pursuit of continuous improvement.

Lvl	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> Limited or no awareness or understanding of Lean Principles across Leadership Any justification to adopt Lean driven by customer/client Any residual or pre-existing knowledge of Lean across the Leadership group is based on past experience outside the current business 		
1	<ul style="list-style-type: none"> Some leaders have received training in Lean Lean is communicated by some leaders though there is not yet one consistent message. There are some examples of engagement in Lean and especially CI from across the business (likely to be mostly in Client facing areas) Leaders are involved in developing a Lean deployment plan and have some ownership of the outcomes. There is a plan in place or being developed to upskill Leaders Some Lean Champions/Sponsors have been identified but training has not yet taken place. Leaders have not yet led strategic Lean improvement projects. Lean / CI is not on the leadership teams' agendas 	<ul style="list-style-type: none"> Testimony from those Leaders with some involvement in Lean Examples of Lean communications & plans Any Lean deployment & training plans Evidence of training received by Leaders (including Curriculum) 	
2	<ul style="list-style-type: none"> Most leaders, including business leaders have received extensive Lean training & Lean leadership training Lean is being communicated from the top with a good level of consistency Lean deployment is understood by all leaders, and some are actively involved in projects. Some Leaders are starting to model Lean behaviors and practices. They actively participate in Lean initiatives, demonstrating a commitment to continuous improvement Lean expertise is mixed at Leadership level though some senior Leaders have good levels of knowledge and are building their experience. There are pockets of good to high levels of engagement in Lean and especially CI across the business (likely to be mostly in Client facing areas) There are plans to upskill leaders to increase their technical knowledge of Lean Some Leaders have led strategic improvement projects filling the role of Lean Champion/Sponsor Lean / CI is on the leadership agenda 	<ul style="list-style-type: none"> Testimony from those Leaders involved in Lean Examples of Lean communications & plans Evidence of training received by Leaders (including Curriculum) & plans to build competence Examples of Project Championed/Sponsored by Leaders Demonstration of team level engagement along with an overview of levels of engagement across the business to enable understanding of the degree to which Lean is becoming embedded Examples of discussions held at Senior Leadership level supported by evidence of standard agenda items Some Leaders (more than 1) can evidence Lean activities including: Gemba Walks, Sponsorship of Lean Interventions, Coaching & mentoring of employees 	

Topic 2: Lean Leadership and Engagement

Lean Excellence in terms of Leadership and Engagement involves fostering a leadership approach that actively supports and promotes Lean principles while ensuring high levels of engagement from employees throughout the organisation. It requires a combination of effective leadership behaviours, a commitment to continuous improvement, and the active involvement of all team members. It is not just about implementing Lean tools but creating a cultural shift where Lean thinking becomes ingrained in the organisation's DNA. Leaders play a crucial role in driving this cultural transformation and ensuring that every team member is actively engaged in the pursuit of continuous improvement.

Lvl	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> All leaders have been trained in Lean leadership and understand and communicate what lean means within their organisation. Leadership communications are consistent throughout the organisation Most Leaders model Lean behaviors and practices. They actively participate in Lean initiatives, demonstrating a commitment to continuous improvement There are good to high levels of engagement in Lean and especially CI from across the business in multiple Client facing areas as well as supporting functions. The majority of teams are able to demonstrate good levels of engagement in CI Lean Champions/Sponsors have been identified for priority projects. Lean is the method most used to solve strategic business problems Lean / CI is on the leadership agenda and there is evidence of where data and reporting have led to business improvements 	<ul style="list-style-type: none"> Training records/demonstration of Lean knowledge with associated curriculum for Lean Leadership training Examples of Communications Testimony from across the business (Executive, Senior Manager, Manager/Team Leader, Team Members (Operations & Support) that demonstrates how Leaders are setting and Leading the Lean Agenda Lean Project Examples presented by Leaders who have filled the role of Champion/Sponsor Examples of discussions held at Senior Leadership level supported by evidence of standard agenda items & KPIs related to Lean Most Leaders can evidence frequent and regular Lean activities including: Gemba Walks, Sponsorship of Lean Interventions, Coaching & mentoring of employees 	<p>If the Lean leadership behaviours are good, the training records and pathway becomes less important.</p>
4	<ul style="list-style-type: none"> Leaders have created a culture of continuous improvement, teamwork, and employee empowerment to drive organisational success. Leaders have established a clear vision and direction for the organisation. Leaders communicate goals, values, and expectations associated with Lean principles. Leaders model Lean behaviors and practices. They actively participate in Lean initiatives, demonstrating a commitment to continuous improvement Leaders focus on coaching and developing their teams. They provide guidance, support, and training to help employees understand Lean concepts, problem-solving techniques, and tools. Leaders regularly engage in Gemba walks. This hands-on approach is promoting direct engagement with employees and is fostering a culture of collaboration and improvement. Overall, Leaders focus on creating a CI culture providing direction, support, and continuous development while engaging employees in the improvement process. They emphasise empowerment, collaboration, and a relentless pursuit of excellence to achieve organisational goals and sustain a competitive advantage. 	<ul style="list-style-type: none"> Strong & consistent Testimony from across the business (Executive, Senior Manager, Manager/Team Leader, Team Members (Operations & Support) that demonstrates how Leaders are setting and Leading the Lean Agenda Clear evidence of Leadership behaviours supporting a CI culture All areas of the business are able to demonstrate good to high levels of engagement in Lean and especially CI. There are no teams that do not have embedded CI activities live and functioning All Senior Leaders can demonstrate high levels of Lean knowledge & experience (Interviews with a selection of Leaders can be used to validate this) Interviews can be used to demonstrate consistency of understanding, Vision, Strategy & behaviours across the Leadership team All Leaders can evidence frequent and regular Lean activities including: Gemba Walks, Sponsorship of Lean Interventions, Coaching & mentoring of employees 	

Topic 3: Deployment Management and Lean Infrastructure

Deployment Management and Lean Infrastructure refers to the mechanisms and structures being used to support the deployment of Lean across the business. From a Management perspective this means the Lean deployment is adequately resourced, has clear senior leadership accountability and has a robust and effective governance process in place. From an infrastructure perspective, appropriate processes, procedures, structures, tools and techniques are in place to ensure all employees can easily engage and participate in Lean.

Lvl	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> • There is no vision for how the organisation would like Lean to look, operate and feel like • No plan for an organisation-wide Lean Deployment • Very limited and isolated Management Support for Lean, accountability for Lean at senior level is unclear or non-existent • No Infrastructure in place to provide governance, review and steering for Lean. • There is no standardized approach to problem solving or process/performance improvement 		
1	<ul style="list-style-type: none"> • Some Lean activity is taking place in pockets of the organisation but there is no formal plan for wider deployment, or if there is, it is only starting to be developed. • People have undertaken some Lean projects to solve problems, However, there is not yet a standardised and consistent approach for these • Improvement projects are seen as an expendable activity and will always lose out when prioritisation of day-to-day activity is required. • The business have appointed a (Lean) Deployment Champion or Manager, or similar. If they have, the individual has very limited influence or authority and has little or no budget or additional resource • Lean activity is typically driven by Client demand rather than an internal drive for improvement 	<ul style="list-style-type: none"> • Examples & case studies of Lean projects delivered or in progress. • Testimony from Deployment Champion and/or whoever is driving use of Lean at a Senior Level • Lean focussed Contractual Commitments along with progress updates 	Could be part time role
2	<ul style="list-style-type: none"> • A Lean deployment plan has been created and it is being rolled-out • The business has appointed an experienced (Lean) Deployment Champion (s) or Manager, or similar, who is attempting to put in place the strategy, approach, methodologies and tools to support Lean and to manage the deployment plan. The Deployment Champion is gaining influence and has a reporting line into the Senior Leadership team • Governance for the deployment plan is owned at a senior level. • Lean capability is growing linked to the deployment . • Benefits are measured and starting to be linked to business priorities • There are examples of Lean infrastructure starting to be adopted in pockets across the business though usually in Client facing activities. These could include: 5S, Visual Management, Kaizen activity, Collaborative Planning amongst others 	<ul style="list-style-type: none"> • Lean deployment plan (roadmap to demonstrate journey towards goals/targets) that is clearly being implemented • Lean/improvement organisation Structure and Role descriptions • Reports showing progress of plan • Measures including benefits linked to business priorities • Lean Training Plan & capability matrix • Clear performance KPI's identified measured & monitored • Testimony from Senior Leaders and Deployment Champion • Testimony from representatives of areas undertaking Lean activity (not just Projects) • A standardised Lean toolbox exists and is starting to be used 	Full time role for Lean

Topic 3: Deployment Management and Lean Infrastructure

Deployment Management and Lean Infrastructure refers to the mechanisms and structures being used to support the deployment of Lean across the business. From a Management perspective this means the Lean deployment is adequately resourced, has clear senior leadership accountability and has a robust and effective governance process in place. From an infrastructure perspective, appropriate processes, procedures, structures, tools and techniques are in place to ensure all employees can easily engage and participate in Lean.

Lvl	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> The business has developed a systematic and structured approach to the implementation of Lean principles and practices. There are many examples from across the business where the approach is becoming embedded Many Lean methods are becoming standardized and are used as a matter of course. While this is extensive, it is not yet universal A strong governance and Programme Management approach is still needed to drive the Lean programme and maintain momentum Lean and Continuous Improvement is included in all Role Descriptions and Personal Development Plans (PDPs). All employees have Lean & CI objectives that are measured and reviewed and are clearly linked to the deployment plan. 	<ul style="list-style-type: none"> Evidence of a Lean Infrastructure that is becoming embedded and is enabling parts of the business to operate in a Lean way with standardised processes, methods, tools, templates and training Evidence from representatives from across the business demonstrating the extent to which Lean is both embedded and following a standard approach Evidence to demonstrate how the governance and Lean Programme Management approach is working. This is likely to include standard reports, KPIs and verbal feedback Demonstration of the use of a wide range of standardised Lean frameworks & processes. It must be clear these are becoming increasingly embedded within BAU Examples of Role Descriptions & PDPs 	
4	<ul style="list-style-type: none"> The business has a systematic and structured approach to the implementation of Lean principles and practices throughout the organisation. The necessary infrastructure, frameworks, and processes support the deployment of Lean methodologies effectively. The sort of Lean infrastructure, frameworks, and processes expected <i>throughout</i> the business include (but are not restricted to): Training Pathways open to all; Visual Management & Visual Controls; Kaizen activities; 5S; Kanban systems; Gemba walks; Standard Operating Procedures The business now operates with a minimal governance and deployment structure as ownership of the Lean programme has been successfully delegated into the business and is now part of BAU. 	<ul style="list-style-type: none"> Evidence of a Lean Infrastructure running through the business that is fully embedded and enables all parts of the business to operate in a Lean way with standardised processes, methods, tools, templates and training. Evidence that all follow the processes and methods in a standardised way. Testimony from representatives from across the business demonstrating that Lean is both embedded and following a standard approach throughout Evidence that central Lean governance and Programme Management is focussed on maintenance of standards and provision of specialist support where required (e.g. Six Sigma capabilities) Demonstration of the use of a wide range of standardised Lean frameworks & processes. It must be clear these are embedded within BAU 	

Topic 4: Voice of the Customer

Voice of the Customer involves listening to and understanding Customer needs in order to deliver superior value to customers (internal and external). It involves the systematic application of Lean principles and practices to enhance customer satisfaction, meeting needs efficiently and effectively, and exceeding expectations.

Level	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> • There is limited understanding of customer need beyond what the customer communicates via specifications and contractual requirements • The concept of Voice of the Customer (VoC) is not used or understood • There is no customer segmentation beyond the Divisional or Business Unit Structure of the Business (e.g. Highways Division, Rail Division etc.) • Customer engagement is wholly driven by the Customer/Client • There is no real Customer Service ethos present 		
1	<ul style="list-style-type: none"> • The Organisation does seek Customer feedback though it tends to be via formal processes & means (e.g. Surveys, CPF, meetings, questionnaires etc.). • The concept of VoC is used but still not understood • The Organisation is starting to understand the need for Customer segmentation within Value Streams and Processes with multiple Customers • The Organisation is starting to pro-actively engage with Customers though usually via formal and defined channels (e.g. Supplier Forums and Knowledge sharing groups). • The Organisation is starting to recognise the importance of Customer Service though there is no clear organisational accountability. 	<ul style="list-style-type: none"> • Examples of Customer feedback methods and information collected • Demonstration of any examples of Customer Segmentation • Example of participation in Customer/Client engagement paths (Forums etc.) • Description of Customer Service processes & tools with examples of their use • Evidence from any Customer Service specialist 	
2	<ul style="list-style-type: none"> • Customer feedback and insight is starting to be sought at more touch points though not necessarily as a matter of course. There is a lack of coordination and consolidation of the information obtained. • The concept of VoC is starting to be understood and there are some examples of Customer Care-about (CCAs) and Critical to Quality (CTQ) issues being identified. Some measurement of these can be demonstrated though the concept and approach has not become standardised • Greater understanding of the different needs of Customers is leading to more segmentation at a process level with unique Customer needs being reflected in process design • Engagement with the Customer continues via formal channels though The Organisation is starting to take leading roles in groups and forums. Engagement via informal channels and touch points is happening though happens 'under the wire' with little coordination. There are some examples of Lean improvement activity being instigated by customer feedback and engagement though they are limited in number. • The importance of Customer Service is increasingly recognised and can be reflected in the organisation structure with clear subject accountability (e.g. A Customer Service Manager, Director or Team exists). Accountability rests with the central Team or Manager and is not dispersed to all with a Customer interface. 	<ul style="list-style-type: none"> • Multiple examples of Customer feedback collected from a wide range of sources • Examples of where VoC is used and check clarity of understanding of the concept • Demonstration of any examples of Customer Segmentation that have impacted on Process design • Example of participation in Customer/Client engagement paths that are less formal, and Customer driven • Organisation Structure highlighting Customer Service roles • Evidence from manager with Customer Service accountability • Evidence that VOC feedback has been used to measure value in processes. Could be use of SIPOCs or process improvements. 	

Topic 4: Voice of the Customer

Voice of the Customer involves listening to and understanding Customer needs in order to deliver superior value to customers (internal and external). It involves the systematic application of Lean principles and practices to enhance customer satisfaction, meeting needs efficiently and effectively, and exceeding expectations.

Level	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> • Understanding of Customer needs is being gathered across multiple formal & informal touch points. Feedback & information is starting to be coordinated & consolidated providing a more detailed understanding . However, the information is not always shared across the organisation • The VoC concept is more widely understood and being used. Increasingly CCAs and CTQs are identified at the majority of Customer interactions (both internally & externally). They are not, however, always turned into KPIs at team level. Information generated is demonstrably being used to drive Lean activity but not all the time. • Representatives of the Customer/Client are starting to become involved in Lean initiatives and process design and improvement activities. Though this isn't done as a matter of course, there are multiple examples that can measurably demonstrate the benefit of this level of Customer engagement. • Strong customer relationships are starting to develop at multiple touch points. This is reflected in strong & positive customer feedback. Increasingly, Lean improvement activities are being instigated by this contact and information it provides • Customer Service competences and capabilities are starting to be identified and embedded more widely across the business. The organisation is starting to gain a strong reputation for good Customer Service 	<ul style="list-style-type: none"> • Examples of where Customer feedback is being consolidated from a wide range of sources and how information and insight sharing is carried out • Examples of where VoC is used with associated development of CCAs and CTQs (both internally and externally) • Examples where VoC is being used to drive Lean activity • Demonstration of where the Customer/Client is starting to become involved in Lean initiatives and process design and improvement activities with examples of impact • Testimony from key Stakeholders including Client representatives as well as representatives from across the business • Information gathered from across your client base, including NH that provides testimony regarding feedback and perception of the Organisation and its level of Customer Service • Defined Customer Service Competences and Capabilities along with associated Training curriculum • VOC feedback is routinely used to measure value in processes. Could be use of SIPOCs or process improvements. 	

Topic 4: Voice of the Customer

Voice of the Customer involves listening to and understanding Customer needs in order to deliver superior value to customers (internal and external). It involves the systematic application of Lean principles and practices to enhance customer satisfaction, meeting needs efficiently and effectively, and exceeding expectations.

Level	Definition Statements	Examples of Evidence	Comments
4	<p>Customer Focus:</p> <ul style="list-style-type: none"> The business can demonstrate a deep understanding of customer needs, preferences, and expectations through the gathering of customer feedback, conducting market research, and engaging in direct interactions at all customer touch points to gain insights into requirements and pain points. The business captures and incorporates the "voice of the customer" in decision-making processes. It actively seeks customer feedback at all customer touch points, listening to their concerns, and using that information to drive improvements and shape the way the business works The business recognises that different customer segments may have unique needs and preferences. Customers are segmented based on their characteristics and Lean initiatives are tailored to address specific requirements. <p>Customer Engagement and Relationships:</p> <ul style="list-style-type: none"> The business promotes collaboration and co-creation with customers. Customers are actively involved in the design, development, and improvement of products or services. Customers are engaged throughout the value stream providing valuable insights, building strong relationships, and enhancing customer loyalty. The business can demonstrate proactive communication with customers to keep them informed about changes, updates, and improvements. Timely and transparent information is provided, customer input is sought, and any concerns or issues that arise are actively addressed The business can demonstrate that they provide exceptional customer service. This is based on having a customer-centric culture, training employees in customer service skills, and continuously monitoring and improving service levels. 	<ul style="list-style-type: none"> Demonstration of the complete end to end Value Stream showing all Customer touch points and how information & feedback is collected and used Demonstration of how the VoC ethos is used at all significant internal and external Customer interfaces Examples where VoC is being used to drive Lean activity Demonstration of how the Customer/Client becomes involved in Lean initiatives and process design and improvement activities as a matter of course with examples of impact Information gathered and actions implemented from across NH that provides testimony regarding feedback and perception of the Organisation and its level of Customer Service Testimony from key Stakeholders including Client representatives as well as representatives from across the business that demonstrates the breadth and depth of an embedded Customer Service ethos VOC feedback is always used to measure value in processes. Could be use of SIPOCs or process improvements. 	

Topic 5: Value Streams and Processes

Lean Excellence, in terms of Value Streams and Processes, focuses on optimising the flow of value to customers by applying Lean principles and methodologies. It involves identifying and analysing Value Streams, streamlining processes, eliminating waste, and continuously improving efficiency and effectiveness.

Level	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> No understanding /standardisation of process Nothing documented or no evidence of key processes 		
1	<ul style="list-style-type: none"> There is no clarity on what constitutes a Value Stream in the business Some efforts are being made to map and document processes, potentially via some form of Business Management System There is some Process Mapping capability & capacity within the business though it is very limited The focus is on documenting & recording rather than improvement or waste removal There are very few process based KPIs Improvement actions are focused on Problem resolution rather than CI Processes follow a 'Push' philosophy 	<ul style="list-style-type: none"> Demonstration of Business Management System (or similar) Process mapping examples and case studies Process follow a 'push' philosophy Processes and SOPs are audited in a traditional manner but are not routinely challenged for improvement opportunities 	
2	<ul style="list-style-type: none"> The business is starting to understand the difference between Value Streams and Supporting/Enabling processes Initial efforts are being made to map Value Streams though as yet, no standardised VSM approach is in place There is increasing capability & capacity in Process & Value Stream Mapping though this is typically restricted to 'specialists' VSM activities are having more of an improvement & waste removal focus Process performance data is being captured and used though not necessarily translated into ongoing KPIs Some data is being shared via Visual Management Displays though this is not universal Processes start to follow a 'Pull' philosophy There is very limited alignment between business Organisation Structure and Value Streams 	<ul style="list-style-type: none"> Examples of VSM exercises Training records & competency matrices Examples of process data being used Demonstration of Visual Displays being deployed Evidence that process follow a 'pull' philosophy Processes and SOPs are audited in a traditional manner but are not routinely challenged for improvement opportunities 	

Topic 5: Value Streams and Processes

Lean Excellence, in terms of Value Streams and Processes, focuses on optimising the flow of value to customers by applying Lean principles and methodologies. It involves identifying and analysing Value Streams, streamlining processes, eliminating waste, and continuously improving efficiency and effectiveness.

Level	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> The business clearly understands the difference between Value Streams and Supporting/Enabling Processes All major Value Streams have been mapped using a standardised approach Training in Process and Value Stream mapping is mandated for all Managers & Supervisors and hence Capabilities & capacity is widespread There is an increasing focus on Continuous Improvement & waste eradication especially through Value Streams Process performance KPIs are more established and are being used to monitor process capability. KPIs are visible to all teams via Visual Management Displays Examples of 'Pull' philosophy are starting to appear Process discipline is improving with Team Leaders and other first line managers/supervisors recognising their role in driving process discipline Value Streams are starting to be reflected in Organisation Structure with increasing clarity of accountability for Value Streams 	<ul style="list-style-type: none"> Examples of VSM exercises Training records & competency matrices Discussions with selection of first line managers & Team Leaders Examples of process data & KPIs and how they are being used SOP examples & governance approach Demonstration of Visual Displays being deployed Assumption is that process follow a 'push' philosophy does not exist unless evidence is presented to the contrary 	
4	<ul style="list-style-type: none"> All Value Streams are mapped, and the business has a deep understanding of how it creates Value and the waste that impedes flow The business can demonstrate a relentless and continuous attack on waste both within Value Streams and throughout support processes All processes within Value Streams and throughout support processes are documented via some form of Standard Operating Procedure (SOP). The SOP represents the current best known and 'Leanest' approach. The governance process for managing SOPs provides an effective balance between control and ability to change the standard based on on-going CI activity The business can demonstrate the adoption of Pull systems where feasible to enable Just In Time operation as well as a philosophy of continuous flow KPIs are in place that measure the performance of Value Streams and support processes. There is a clear link between KPIs and Customer Value. Continuous Improvement efforts are instigated by data, KPIs, employee, supply chain and customer feedback Value Streams and support process performance is visually displayed so that all employees understand up to date performance, improvement opportunities and targets as well as the status of on-going problem solving and improvement activities There is a strong alignment between Organisation Structure and Value Streams. There is clear accountability and ownership of the end-to-end Value Stream 	<ul style="list-style-type: none"> Evidence that Value stream mapping is integrated into the overall business strategy All employees trained in value stream mapping techniques Value stream mapping used at both operational and strategic levels The evidence for achieving these maturity levels can include: <ul style="list-style-type: none"> Documentation of value stream mapping exercises and outcomes Standardised templates and guidelines for value stream mapping KPIs & Visual Management Systems Training records and employee certifications in value stream mapping Measurement and tracking of improvement initiatives resulting from value stream mapping - Integration of value stream mapping into strategic planning and decision-making processes Demonstrated improvements in process efficiency, cycle time, lead time, quality, or customer satisfaction as a result of value stream mapping Organisation Structure 	

Topic 6: Methodologies and Tools

Lean Excellence, in terms of methodologies and tools, is the systematic application of Lean principles, specific methodologies and tools to drive process improvement, waste reduction, and increased efficiency and effectiveness. Lean methodologies provide the strategic framework and guiding principles for Lean transformation, while Lean tools are specific techniques used to support the implementation of those methodologies and achieve process improvement objectives.

Lvl	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> Little or no understanding or use - At this level, organisations may have just a basic understanding of methodologies and tools and their purpose. Although there may be some examples of the application of tools it is without a deeper understanding of how and when best to use the various tools to maximise the benefit for both the business and their customer base. There may be some Lean type tools used, not from a Lean context. No structured approach to the use of Problem Solving, workplace organisation or collaborative planning tools There are some Tools often associated with Lean used in the business. However, they are not used within a Lean Context. 	<ul style="list-style-type: none"> Senior Leadership communicate targets mainly based around cost measures without giving context to the business in how those targets are to be delivered in a sustainable manner. Some examples of the use of basic tools for example 5'S or 8 waste. 	
1	<ul style="list-style-type: none"> At this level, organisations have a basic understanding of methodologies that underpin the value and principles of lean. In addition, they have an understanding of the various tools and techniques without necessarily an understanding of how the tools fit within a holistic system and their use is not supporting their strategy Some evidence exists of Root Cause Analysis and practical problem solving is being performed by Lean experts and mainly within a specialist team. A wider range of Lean tools are being used by Lean experts only. Initial steps have been taken to consider a more structured use of some Lean tools within the organisation Workplace organisation tools such as 5S are being used with some examples evident in the workplace Collaborative planning / last planner system is used but not fully understood by all involved. Most relevant people attend including some relevant supply chain/external parties and actions are developed from regular meetings. No assessment is used to understand the maturity of the approach 	<ul style="list-style-type: none"> Workplace organisation using tools such as 5S and the use of the 8-waste concept is evident Evidence that basic tools such as 3C & 5S are used and have yielded some positive results. Collaborative planning – Some examples of attending Collaborative Planning events, although level of understand and/or application is inconsistent and not to a standard. 	

Topic 6: Methodologies and Tools

Lean Excellence, in terms of methodologies and tools, is the systematic application of Lean principles, specific methodologies and tools to drive process improvement, waste reduction, and increased efficiency and effectiveness. Lean methodologies provide the strategic framework and guiding principles for Lean transformation, while Lean tools are specific techniques used to support the implementation of those methodologies and achieve process improvement objectives.

Lvl	Definition Statements	Examples of Evidence	Comments
2	<ul style="list-style-type: none"> • Lean thinking principles & mindset: Some elements of Lean thinking principles and mindset are being applied but not consistently across the business. It is expected that there is evidence of Collaborative working and some examples of team based continuous improvement taking place. • Lean Methodologies: Some of the business can demonstrate use of some Lean methodologies although there isn't a consistent approach to how they are applied and the quality of how they are used varies across the business. Workplace organisation is expected to be evidenced in some areas of the business and can demonstrate tangible benefits. Collaborative Planning is also expected to be used where relevant although the quality of this varies. There still isn't a process for identifying which methodology type is used depending on the complexity of the problem to be solved. • Lean Tools: Parts of the business are using some of the <i>types</i> of tools listed below, but not always in a consistent way. Some of the more complex tools are used but are led by the Lean experts in the business. <p>Process Analysis and Improvement Tools (e.g., Value Stream Mapping; Process Flow Analysis; Spaghetti Diagrams; Standard Work; Time/Work Study; Takt Time Analysis; Cycle Time Analysis; Quick Changeover (SMED) etc.)</p> <p>Waste Identification and Elimination Tools (e.g., Seven (or Eight) Wastes Analysis; Poka-Yoke (Error-proofing), Error-proofing Devices and Mistake-proofing Techniques; Visual Management; Jidoka & Andon Systems etc.)</p> <p>Problem-Solving and Root Cause Analysis Tools (e.g., 5 Whys; Cause and Effect (Fishbone) Diagrams; Pareto Analysis; Failure Mode and Effects Analysis (FMEA); Control Charts; Histograms and Scatter Diagrams etc.)</p> <p>Pull Systems and Inventory Management Tools (e.g., Kanban Systems; Just-in-Time (JIT) Production; Heijunka (Production Levelling) & Takt time etc.)</p> <p>Continuous Improvement and Employee Engagement Tools (e.g., Gemba Walks; Team Huddles & Daily Stand-up Meetings; Visual Displays; 3C & Concern Boards etc.)</p>	<ul style="list-style-type: none"> • Lean thinking principles and mindset: There is evidence that some of the Lean thinking principles and mindset examples are used across some of the business. There is variation as to the extent to how some of the principles are applied • Lean Methodologies: The business can demonstrate use of some of the methodologies although not all of them are used yet. Workplace organisation, is expected to be evidenced as a Lean methodology that is used with evidence of the benefits provided. • Lean tools: The business uses some of the Lean tools outlined although there is not in a consistent or standardised way. A significant number of employees understand and can use the basic tools although for more of the complex tools this is led by the Lean experts in the business. 	<p>Some independent use of tools.</p> <p>Do we know if the tools are being used effectively and the right version.</p>

Topic 6: Methodologies and Tools

Lean Excellence, in terms of methodologies and tools, is the systematic application of Lean principles, specific methodologies and tools to drive process improvement, waste reduction, and increased efficiency and effectiveness. Lean methodologies provide the strategic framework and guiding principles for Lean transformation, while Lean tools are specific techniques used to support the implementation of those methodologies and achieve process improvement objectives.

Lvl	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> Lean thinking principles & mindset: All elements listed below are being applied but not always consistently or to the same level of quality across the whole business. The majority of the business can demonstrate application of the sort of Lean thinking principles and mindset as outlined below: <ul style="list-style-type: none"> Ethos of Error prevention & no errors forward CI based on standardised ways of working Team based Continuous Improvement Collaborative working throughout Lean Methodologies: Most of the business can demonstrate maturity in the application of a range of methodologies and resultant positive outcomes for Customers, the Business itself, employees and supply chain although and to a consistent way of use across the business and to the same level of quality. <ul style="list-style-type: none"> Continuous small-scale improvement including objective, small scale Problem Solving (e.g., Kaizen, 3C etc.) Improvement methodologies appropriate for larger and more complex problems and improvement opportunities (e.g., DMAICT, 8D etc.) Workplace organisation (e.g., 5S, 6S, 5C, CANDO etc.) Collaborative Planning (e.g., Last Planner[®], Agile etc.) Lean Tools: Most of the business has a standardised, well-established and utilised set of Lean tools that are used and understood and deliver positive outcomes in the majority of cases. All of the categories below can be evidenced although not consistently across all of the business and to the same level of quality. <ul style="list-style-type: none"> Process Analysis and Improvement Tools (e.g., Value Stream Mapping; Process Flow Analysis; Spaghetti Diagrams; Standard Work; Time/Work Study; Takt Time Analysis; Cycle Time Analysis; Quick Changeover (SMED) etc.) Waste Identification and Elimination Tools (e.g., Seven (or Eight) Wastes Analysis; Poka-Yoke (Error-proofing), Error-proofing Devices and Mistake-proofing Techniques: Visual Management; Jidoka & Andon Systems etc.) Problem-Solving and Root Cause Analysis Tools (e.g., 5 Whys; Cause and Effect (Fishbone) Diagrams; Pareto Analysis; Failure Mode and Effects Analysis (FMEA); Control Charts; Histograms and Scatter Diagrams etc.) Pull Systems and Inventory Management Tools (e.g., Kanban Systems; Just-in-Time (JIT) Production; Heijunka (Production Levelling) & Takt time etc.) Continuous Improvement and Employee Engagement Tools (e.g., Gemba Walks; Team Huddles & Daily Stand-up Meetings; Visual Displays; 3C & Concern Boards etc.) 	<ul style="list-style-type: none"> Lean thinking principles and mindset: There is evidence that the Lean thinking principles and mindset examples are used across most of the business. Lean Methodologies: The business can demonstrate use of Continuous small-scale improvements, use of improvement methodologies relevant for larger and more complex problems and improvement opportunities, workplace organisation and Collaborative Planning to a high standard across most of the organisation. Lean tools: The business has a standardised, well-established and utilised set of Lean tools that are widely used and mostly understood and deliver mostly positive outcomes. The categories and examples listed are typical of what should be utilised and can be evidenced across most of the organisation and used in a consistent way in the majority of examples. 	<p>Independent use of the tools expected at 3.</p> <p>How the tools are used and the outputs from the tools is known, measured and improvements made as a result.</p>

Topic 6: Methodologies and Tools

Lean Excellence, in terms of methodologies and tools, is the systematic application of Lean principles, specific methodologies and tools to drive process improvement, waste reduction, and increased efficiency and effectiveness. Lean methodologies provide the strategic framework and guiding principles for Lean transformation, while Lean tools are specific techniques used to support the implementation of those methodologies and achieve process improvement objectives.

Lvl	Definition Statements	Examples of Evidence	Comments
4	<ul style="list-style-type: none"> Lean thinking principles & mindset: Ethos of Error prevention & no errors forward CI based on standardised ways of working Culture of team based Continuous Improvement Collaborative working throughout Lean Methodologies: The business can demonstrate maturity in and widespread use of a range of methodologies and resultant positive outcomes for Customers, the Business itself, employees and supply chain: Continuous small-scale improvement including objective, small scale Problem Solving (e.g., Kaizen, 3C etc.) Improvement methodologies appropriate for larger and more complex problems and improvement opportunities (e.g., DMAICT, 8D etc.) Workplace organisation (e.g., 5S, 6S, 5C, CANDO etc.) Collaborative Planning (e.g., Last Planner®, Agile etc.) Lean Tools: The business has a standardised, well-established and utilised set of Lean tools that are widely used and well understood throughout and deliver positive outcomes. The following categories and examples are typical of what should be utilised: <i>Process Analysis and Improvement Tools</i> (e.g., Value Stream Mapping; Process Flow Analysis; Spaghetti Diagrams; Standard Work; Time/Work Study; Takt Time Analysis; Cycle Time Analysis; Quick Changeover (SMED) etc.) <i>Waste Identification and Elimination Tools</i> (e.g., Seven (or Eight) Wastes Analysis; Poka-Yoke (Error-proofing), Error-proofing Devices and Mistake-proofing Techniques: Visual Management; Jidoka & Andon Systems etc.) <i>Problem-Solving and Root Cause Analysis Tools</i> (e.g., 5 Whys; Cause and Effect (Fishbone) Diagrams; Pareto Analysis; Failure Mode and Effects Analysis (FMEA); Control Charts; Histograms and Scatter Diagrams etc.) <i>Pull Systems and Inventory Management Tools</i> (e.g., Kanban Systems; Just-in-Time (JIT) Production; Heijunka (Production Levelling) & Takt time etc.) <i>Continuous Improvement and Employee Engagement Tools</i> (e.g., Gemba Walks; Team Huddles & Daily Stand-up Meetings; Visual Displays; 3C & Concern Boards etc.) 	<ul style="list-style-type: none"> Lean thinking principles and mindset: There is evidence that all the Lean thinking principles and mindset examples are used across all of the business. Lean Methodologies: The business can demonstrate use of Continuous small-scale improvements, use of improvement methodologies relevant for larger and more complex problems and improvement opportunities, workplace organisation and Collaborative Planning used to a high standard across all of the organisation. Lean tools: The categories and examples listed are typical of what should be utilised and should be evidenced across all of the organisation and used in a consistent way 	

Topic 7: Competences and Capabilities across the Organisation

Lean Excellence, in terms of competences and capabilities, refers to the development and integration of specific skills, knowledge, and organisational capabilities to effectively implement Lean principles and practices. It involves enabling a culture of continuous improvement, developing employee competences, and building organisational capabilities to achieve excellence. Lean is a fundamental part of workforce planning.

Lvl	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> No training or minimal training in Lean being undertaken. Lean skills and knowledge rest with individuals who have gained them from other organisations 		
1	<ul style="list-style-type: none"> Some Lean training has commenced at either employee (principals/tools/skills) or organisation level (leadership/setup/culture) An awareness of Lean principles is starting to appear amongst the employees, organisation and within the leadership driven by basic Lean Awareness training Training is likely to be generic and not part of a developed competency plan or strategy There is limited evidence that training is being translated into real & tangible improvement and adoption of Lean skills More advanced Levels of Lean Capability & competence is present in a small number of individuals. This could be due to targeted training or recruitment 	<ul style="list-style-type: none"> Lean training records for some individuals Lean training materials Some staff demonstrate awareness of lean Limited use of lean principles / activities Testimony from people with higher levels of Lean expertise 	
2	<ul style="list-style-type: none"> The business has a greater understanding of the Competences and Capabilities it will require to satisfy its Lean aspirations The business has defined the different capability levels required, the different Lean roles the business will deploy and has defined the training pathways to deliver them and has demonstrated consistent progress against this plan. Lean principles are being used for activities such as problem solving, Value Stream Mapping and visual management, though activity is in pockets around the business. Leadership is starting to get visibly involved in Lean through activities such as, initiating or sponsoring Lean projects, undertaking Gemba walks, using and supporting visual management or Value Stream Mapping. However, this is driven by individual Leaders rather than by the Leadership Team as a whole 	<ul style="list-style-type: none"> Defined lean roles, levels & training plan to deliver required competencies Training curriculum to show what Competences & Capabilities are being targeted Evidence of Leadership playing an active role in Lean Evidence of targeted Lean leadership training being delivered Measures: No of trained people. Range of Lean principals being used. Extent of Gemba walks & other Leadership lean activities. 	

Topic 7: Competences and Capabilities across the Organisation

Lean Excellence, in terms of competences and capabilities, refers to the development and integration of specific skills, knowledge, and organisational capabilities to effectively implement Lean principles and practices. It involves enabling a culture of continuous improvement, developing employee competences, and building organisational capabilities to achieve excellence. Lean is a fundamental part of workforce planning.

Lvl	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> The Business has a defined set of employee competences required to embed and drive Lean thinking, ways of working and culture and has been implemented across the whole organisation These will include (but may not necessarily be limited to): <ul style="list-style-type: none"> Lean Principles Problem-Solving skills Data Analysis The business has Lean competences across the workforce and has clarity of actual Lean competency across the whole business. Based on the defined Competences & Capabilities, the business has developed and/or adopted a set of training standards and associated learning pathway. These have been adopted across the whole organisation. The majority of the organisation is self-sustaining in its application of Lean with limited support from central experts. 	<ul style="list-style-type: none"> Documented Lean competences and associated training methods Training & Development Plans with associated data & measures showing progress Existing competence assessments & matrices Documented & defined Organisational capabilities Training standards and learning pathways Clarity of alignment of Competences & Capabilities with Lean Vision & business strategy Examples of Lean competence: These will include (but may not necessarily be limited to): <ul style="list-style-type: none"> Lean Leadership Gemba Management Lean Collaboration & Communications Visual Management Lean & CI Culture 	

Topic 7: Competences and Capabilities across the Organisation

Lean Excellence, in terms of competences and capabilities, refers to the development and integration of specific skills, knowledge, and organisational capabilities to effectively implement Lean principles and practices. It involves enabling a culture of continuous improvement, developing employee competences, and building organisational capabilities to achieve excellence. Lean is a fundamental part of workforce planning.

Lvl	Definition Statements	Examples of Evidence	Comments
4	<ul style="list-style-type: none"> • Employee Competences: <ul style="list-style-type: none"> ○ <i>Lean Principles:</i> All employees have a deep understanding of Lean principles, such as customer value, flow, waste elimination, continuous improvement, standardisation and respect for people. This knowledge serves as the foundation for Lean thinking and problem-solving. ○ <i>Problem-Solving Skills:</i> A significant number of employees have strong problem-solving skills to define problems, identify root causes of issues, propose effective countermeasures, and implement sustainable improvements. Lean methodologies, such as 3C, PDCA and DMAICT are examples of methodologies that can be used to support problem-solving efforts. ○ <i>Data Analysis:</i> A significant proportion of employees and all leaders and managers have the ability to collect, analyse, and interpret data to make data-driven decisions, monitor performance, and measure the impact of Lean initiatives. ○ <i>Continuous Learning:</i> There is clear evidence of a culture of continuous learning. Employees are motivated to seek opportunities for skill development, attend training, and participate in Lean-related workshops to continually maintain and enhance their competences. • Organisational Capabilities: <ul style="list-style-type: none"> ○ <i>Lean Leadership:</i> Leaders embrace Lean principles and lead by example. Lean leaders support and drive Lean initiatives, provide coaching, and promote a culture of continuous improvement. ○ <i>Gemba Management:</i> Leaders and managers regularly visit the workplace to understand processes, engage with employees, and identify improvement opportunities. ○ <i>Lean Collaboration and Communication:</i> There is clear evidence of a collaborative work environment, that emphasises teamwork and effective communication. Employees collaboratively work across functions, sharing knowledge, and jointly drive improvement efforts on multi-functional processes and Value Streams ○ <i>Visual Management:</i> There is use of visual management techniques throughout the organisation, such as visual boards, performance dashboards, and displays that support Collaborative Planning approaches. There is evidence of wide-spread competence in Visual Management techniques ○ <i>Lean & CI Culture:</i> The organisation can demonstrate that a Lean/CI culture has become embedded to the extent that it can be seen as part of the DNA of the organisation. • Delivery: <ul style="list-style-type: none"> ○ The organisation has a well-established set of training standards and accompanying pathway that defines the progressive acquisition of skills and competences ○ The organisation regularly reviews competence & capability needs for Lean and CI requirements in line with the Business Strategy ○ All employees are somewhere on this pathway ○ The organisation is self-sufficient in all Lean/CI competences and capabilities 	<p>Employee Competences:</p> <ul style="list-style-type: none"> • Lean Principles: Broad roll out of basic lean (awareness) training • Problem-Solving Skills: Problems solving skills being actively used (eg: fish bone, 3C's, 5 whys, PDCA, DMAICT etc.....) in line with business strategy needs. • Data Analysis: Evidence of data being use in improvement activities • Continuous Learning: How many employees have lean improvement opportunities in development plan. No's of courses being delivered. <p>Organisational Capabilities:</p> <ul style="list-style-type: none"> • Lean Leadership: evidence of Leaders active involvement • Gemba Management: Evidence of a plan for / regular occurrences of management going to see works activity and wastes being identified during this. • Lean Collaboration and Communication: Evidence of improvement sessions & projects covering cross section of individuals and activities • Visual Management: Visual management boards, quality boards, collaborative planning boards in place and actively being used. • Lean Culture: comes through from discussions during assessment <p>Delivery:</p> <ul style="list-style-type: none"> • Training standards and accompanying pathway. Evidence – training materials used for educating teams, progression routes to demonstrate how Lean training is gained i.e. awareness / practitioner / expert etc • The organisation regularly reviews competence & capability. Evidence – Performance review process and specific reference to Lean / Continual Improvement within the performance review framework. • All employees are somewhere on this pathway. Evidence – demonstration of staff have completed or scheduled to complete a series of relevant Lean/CI related activities i.e. formal training / experience / shadowing / webinars etc • The organisation is self-sufficient. Evidence – Internal resources are used to deliver all Lean and CI activities. No consultants are used. 	

Topic 8: Performance Improvement and Delivery of Outcomes

Lean Excellence, in terms of Performance Improvement and Delivery of Outcomes refers to the realisation of tangible improvement in performance throughout the organisation through the systematic adoption of Lean thinking, methodologies, tools and ways of working.

Level	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> Lean activity focused on solving problems or responding to a Client demand No concerted attempt to capture and report benefits 		
1	<ul style="list-style-type: none"> Lean activities undertaken and usually deliver positive outcomes. However, there is not always a baseline of current performance and benefits are not always captured. Lean activities are not always fully implemented Benefits are sometimes captured for each individual Lean intervention and there is no standardised approach to capture, consolidate and report benefits for Lean as a whole Improvement activity is sporadic and usually driven by the Client 	<ul style="list-style-type: none"> A3 reports and case studies or similar Ad-hoc evidence from individual with first-hand experience of realising benefits. 	
2	<ul style="list-style-type: none"> The business is starting to realise tangible benefits and positive outcomes as a result of Lean activities. Lean improvement interventions and projects are identifying the most significant levels of benefit. Those interventions focused on Construction schemes are likely to be delivering Client orientated benefits (e.g. Capital Efficiencies). There may be isolated examples of 'bottom-up' CI activity that are delivering local benefits to individual Teams though this is far from universal Governance and reporting is focussed on intervention projects and Client driven measures and mechanisms (e.g. Lean Tracker, Efficiency Registers etc.) 	<ul style="list-style-type: none"> The specific activities related to this topic will already have been demonstrated in relation to other topic areas. Evidence for this topic should focus on outcomes and benefits realised from use of the identified tools, techniques and methodologies. This can be evidenced by things such as: <ul style="list-style-type: none"> Fully populated benefits databases/registers, A3 reports and case studies. Calculation for benefit is clearly demonstrated and validated Evidence that benefits are shared as appropriate The benefits are feeding back into standard business processes. Anticipated benefits are mostly verified once operated as BAU. 	<p>Include wider benefits such as carbon, quality, environment for example.</p> <p>how is this linked to the outcome of topic 1 - are you doing what you planned to do?</p>

Topic 8: Performance Improvement and Delivery of Outcomes

Lean Excellence, in terms of Performance Improvement and Delivery of Outcomes refers to the realisation of tangible improvement in performance throughout the organisation through the systematic adoption of Lean thinking, methodologies, tools and ways of working.

Level	Definition Statements	Examples of Evidence	Comments
3	<p>For this level of maturity, Performance Improvement, benefits and positive outcomes realised from the adoption of Lean thinking and methods will come from the following sources. However, approaches may not be fully embedded and there may well be a reliance on Lean Expertise from a central team to provide the necessary competence, experience and drive:</p> <ul style="list-style-type: none"> • Bottom-up Continuous Improvement (Kaizen): The organisation can demonstrate and evidence the realisation of ongoing, incremental improvements to standard at team level throughout. This is likely to be a significant number. • Lean improvement interventions & transformation: The organisation can demonstrate, and evidence measured benefits of more significant (and complex) top-down Lean performance improvement activities. This is likely to include: End to end Value Stream and process improvement activities; Work Study activities; Improvement interventions that involve stakeholders from across the organisation and beyond (Customers and Supply Chain) as examples. There is still likely to be some reliance on centralised Lean expertise to support these intervention. These sorts of activities are proactive and part of the planned ongoing activity for all core Value Streams and processes. • Integration of Lean into business activities: The organisation can demonstrate the benefits from embedding Lean into core business activities such as: <ul style="list-style-type: none"> • Planning activities (using methodologies such as Collaborative Planning, Agile, Takt time etc) • Working in Integrated Project Teams (for example taking advantage of Early Contractor Involvement & realising Value Engineering benefits) <p>At this stage, Integrated activities are happening though the full benefits may not yet be being realised</p> • Engagement and Culture: The organisation can demonstrate and evidence widespread improvements in employee engagement and culture as a result of Lean. Given the 'lagging' nature of this sort of outcome, some areas of lower engagement are still likely. • Governance & Reporting: The organisation's benefit tracking approach has a strong focus on financial and efficiency improvements. 	<ul style="list-style-type: none"> • There is evidence that improvements are sustainable. • The specific activities related to this topic will already have been demonstrated in relation to other topic areas. Evidence for this topic should focus on outcomes and benefits realised from use of the identified tools, techniques and methodologies. • This will be evidenced by things such as: <ul style="list-style-type: none"> • Benefits databases/registers • A3 reports and case studies • Employee engagement surveys • Management reports and Lean focused KPIs • Reporting into senior leaders • Reporting into client as requested • Benefits are shared widely • Clear process in place which is followed where anticipated benefits are always verified once operated as BAU. 	<p>Show the outcomes from topic 1. We set our stall out in topic 1, these are the outcomes that we see. And are evidenced.</p>

Topic 8: Performance Improvement and Delivery of Outcomes

Lean Excellence, in terms of Performance Improvement and Delivery of Outcomes refers to the realisation of tangible improvement in performance throughout the organisation through the systematic adoption of Lean thinking, methodologies, tools and ways of working.

Level	Definition Statements	Examples of Evidence	Comments
4	<p>To achieve the highest level of maturity, Performance Improvement, benefits and positive outcomes realised from the adoption of Lean thinking and methods will significantly and consistently come from the following sources:</p> <ul style="list-style-type: none"> • Bottom-up Continuous Improvement (Kaizen): The organisation can demonstrate and evidence the realisation of ongoing, incremental improvements to standard at team level throughout. • Lean improvement interventions & transformation: The organisation can demonstrate and evidence the positive impact of more significant (and complex) top-down Lean performance improvement activities. This is likely to include: End to end Value Stream and process improvement activities; Work Study activities; Improvement interventions that involve stakeholders from across the organisation and beyond (Customers and Supply Chain) as examples. • Integration of Lean into business activities: The organisation can demonstrate the benefits from embedding Lean into core business activities such as: <ul style="list-style-type: none"> • Planning activities (using methodologies such as Collaborative Planning, Agile, Takt time etc) • Working in Integrated Project Teams (for example taking advantage of Early Contractor Involvement & realising Value Engineering benefits) • Engagement and Culture: The organisation can demonstrate and evidence widespread improvements in employee engagement and culture as a result of Lean • Governance & Reporting: The organisation has a robust benefit tracking approach that ensures that it can measure and track the full range of benefits of the Lean approach (e.g., Cost, Time, Quality, Safety, Environmental, Cultural etc.). The approach is also capable of demonstrating the specific benefits relating to key stakeholders (e.g., Customer, Business, Employee, Supply Chain etc.) via a robust knowledge sharing approach 	<ul style="list-style-type: none"> • The specific activities related to this topic will already have been demonstrated in relation to other topic areas. Evidence for this topic should focus on outcomes and benefits realised from use of the identified tools, techniques and methodologies. • This can be evidenced by things such as: <ul style="list-style-type: none"> • Benefits databases/registers • A3 reports and case studies • Employee engagement surveys • Management reports and Lean focused KPIs • Testimony from individuals with first-hand experience of realising benefits • Evidence specific benefits to customer 	

Topic 9: Continuous Improvement Culture

Lean Excellence, in terms of a Continuous Improvement Culture refers to the establishment of a mindset and organisational environment where continuous improvement becomes ingrained in the DNA of the organisation. It involves fostering a culture that values and embraces change, encourages employee engagement, and drives incremental and transformative improvements across all levels of the organisation. (Leaders in this context refers to leaders at all levels of the organisation)

Level	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> At this level, organisations have no formalised approach to continual improvement with no evidence of a Culture of Continuous Improvement (CI). Problems and issues are being dealt with at team level though without following a standardised approach. Root Cause is not objectively sought, and problems can persist and repeat. People are not empowered or encouraged to raise concerns and suggest and implement improvements. Improvement efforts are sporadic and driven by individual initiatives or crises. There is no systematic tracking or measurement of improvement activities. 		
1	<ul style="list-style-type: none"> The need for continual improvement is recognised and there is evidence that teams have started implementing some improvement initiatives. However, these efforts are often isolated. Improvement activities are typically reactive and may not be aligned with strategic goals. There is limited measurement and tracking of results. There are some examples of improvement ideas raised by employees although the approach to raise improvements is unstructured and uncoordinated and are not always followed up. One or two examples of cross functional collaboration for improvement across teams or supply chain although not always done for improvement and more to fix an immediate issue. Improvement and problem solving often as a response to a specific issue that needs fixing. 	Examples of small step improvements, Improvement projects and/or pockets of CI activity.	
2	<ul style="list-style-type: none"> There is an increasing culture of Continuous Improvement in the business. Isolated use of Visual performance management and there are examples where team meetings include a focus on performance improvement and can demonstrate use of CI activity. There are examples where employees have identified improvement opportunities, and these have been raised and responded to and there is a defined process for this to ensure effectiveness, although this process is still being embedded in the business. There is a culture of CI and initiatives are in place to encourage improvements and this reflects the wider business. There are some examples where cross functional collaboration has taken place across teams or supply chain. There are examples where some leaders a starting to develop a culture of Continuous Improvements by sponsoring improvement activity for specific projects and driving team-based problem solving. 	<ul style="list-style-type: none"> Improvement hopper may be developed but not available to all staff and take up relatively low Training register available but may not be easily accessible and only shows basic information. Knowledge and best practice is not always shared across teams and supplier partners, unless requested. <p>CI Process Training materials, templates, Training records, Case studies, Knowledge Transfer Packs, standardisation</p>	

Topic 9: Continuous Improvement Culture

Lean Excellence, in terms of a Continuous Improvement Culture refers to the establishment of a mindset and organisational environment where continuous improvement becomes ingrained in the DNA of the organisation. It involves fostering a culture that values and embraces change, encourages employee engagement, and drives incremental and transformative improvements across all levels of the organisation. (Leaders in this context refers to leaders at all levels of the organisation)

Level	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> • Lean thinking mindset: <ul style="list-style-type: none"> ○ The business has established a culture of Continuous Improvement (CI) in all areas ○ Most work teams operate within a Continuous Improvement Cycle characterised by: Visual displays highlighting team performance and CI activity; regular team meetings focussed on performance, priorities (both local & broader business) and CI activity; CI activity following an objective problem solving/improvement approach (e.g., 3C, PDCA etc) ○ Most employees are empowered to identify and respond to opportunities for improvement. ○ The culture of CI is founded on the principle of respect for people where their contribution is valued and celebrated. In the majority of the business there is a collaborative and supportive work environment where employees are empowered to participate, share insights and ideas and take ownership of the improvement process, and this is utilised in most cases ○ There are examples showing what people learn is applied & often sustained throughout • Significant examples of High levels of Collaboration: <ul style="list-style-type: none"> ○ With customers to understand value and to improve delivery processes. This can be seen in most cases. This may not be fully embedded across all the business. ○ With many other functional teams across the organisation to improve cross functional Value Streams and processes ○ With the Supply Chain to develop capability and integrate specialist knowledge and experience into process improvement outcomes from the earliest opportunity • Majority of Leaders that thrive leading in a Lean environment: <ul style="list-style-type: none"> ○ Most leaders recognising the importance of and ensuring compliance to Standards & SOPs ○ There are a number of examples of leaders regularly facilitating & guiding CI activity ○ Leaders regularly enable and encourage people to allocate time to focus on improvement activities. ○ Most leaders coach and mentor their team members in the Lean philosophy ○ Remove fear – Leaders are beginning to create an environment where people and teams are comfortable sharing 'bad news'. ○ Leaders are clearly engaged and visible as part of CI activity 	<ul style="list-style-type: none"> • Improvement hopper accessible by all staff and can show increasing use. • Training register and easily accessible and up to date • People are comfortable and confident to use data to measure performance and benefits and to set targets • Knowledge standardised and transferred • Lean culture is measured consistently and is improving year on year with actions identified and mostly followed up. • You expect that the statements that are described in the descriptors are seen in the majority of the business, although you may find that some of these are not as well established and there may be some areas of weaknesses and improvements that can be identified. Whereas level 4 we see full embedment. 	

Topic 9: Continuous Improvement Culture

Lean Excellence, in terms of a Continuous Improvement Culture refers to the establishment of a mindset and organisational environment where continuous improvement becomes ingrained in the DNA of the organisation. It involves fostering a culture that values and embraces change, encourages employee engagement, and drives incremental and transformative improvements across all levels of the organisation. (Leaders in this context refers to leaders at all levels of the organisation)

Level	Definition Statements	Examples of Evidence	Comments
4	<ul style="list-style-type: none"> • Lean thinking mindset: <ul style="list-style-type: none"> ○ The business has a well-established culture of Continuous Improvement (CI) throughout ○ All work teams operate within a Continuous Improvement Cycle characterised by: Visual displays highlighting team performance and CI activity; regular team meetings focussed on performance, priorities (both local & broader business) and CI activity; CI activity following an objective problem solving/improvement approach (e.g., 3C, PDCA etc) ○ All employees are empowered to identify and respond to opportunities for improvement ○ The culture of CI is founded on the principle of respect for people where their contribution is valued and celebrated. There is a collaborative and supportive work environment where employees are empowered to participate, share insights and ideas and take ownership of the improvement process ○ There is clear evidence that what people learn is consistently being applied & sustained throughout • High levels of Collaboration: <ul style="list-style-type: none"> ○ With customers to understand value and to improve delivery processes ○ With other functional teams across the organisation to improve cross functional Value Streams and processes ○ With the Supply Chain to develop capability and integrate specialist knowledge and experience into process improvement outcomes from the earliest opportunity • Leaders that thrive leading in a Lean environment: <ul style="list-style-type: none"> ○ Ensuring compliance to Standards ○ Facilitating & guiding CI activity ○ Coach and mentor their team members in the Lean philosophy ○ Remove fear – creating an environment where people and teams are comfortable sharing 'bad news' 	<ul style="list-style-type: none"> • CI embedded in corporate strategy • CI recognised and driven top-down • CI bottom-up improvement expected and supported • CI aligned to Strategic performance indicators • People working in cross functional group solving problem (or evidence of), • Leaders get involved at the lowest levels with improvements (in their Gemba walks for example) • Lean culture is measured and consistently scores high and all actions are followed up. • Testimony from Senior Leaders, Managers, Team Leaders and Team members 	

Topic 10: Supplier Engagement

Lean Excellence in terms of Supplier Engagement refers to the systematic integration of Lean principles and practices across the entire supplier network to optimise value delivery, reduce waste, and enhance collaboration among supplier networks and partners. It involves fostering a culture of continuous improvement, building strong relationships, and aligning supplier activities with customer needs.

Lvl	Definition Statements	Examples of Evidence	Comments
0	<ul style="list-style-type: none"> No evidence of Early Contractor Involvement (ECI) in operation No evidence of data sharing with an across the Supply Chain No evidence of sharing knowledge or actively seeking better ways of doing things 		
1	<ul style="list-style-type: none"> ECI is acknowledged and talked about but little to no evidence of it in operation, and often too late in the process Some sharing of data and best practice but still limited and isolated examples Problem solving improvements may be undertaken but not always communicated or shared with supplier network There may be examples of developing supplier network capability in Lean though are in the early stages and are often isolated examples. Plans for a stakeholder engagement plan to be launched 	<ul style="list-style-type: none"> Can show evidence of sharing data and best practice although not in a consistent or standardised way Testimony from Leaders and representatives of the Supply Chain 	
2	<ul style="list-style-type: none"> Problem solving improvements are becoming more widely shared with supplier network although not always consistently. There are several examples of sharing best practices between project partners and stakeholders The business is beginning to define some expectation of Lean skills and competence from supplier networks. There is a stakeholder engagement plan in place although may still be in its early stages. Some examples of improving Supply Chain Lean competence are happening. ECI has been used, and has delivered some benefit, although is not yet adopted as a standard approach and there are limited examples Reciprocal supplier visits are being undertaken and plans are in place to undertake further twinning visits to and between suppliers 	<ul style="list-style-type: none"> Basic Lean credentials of supply chain considered as appropriate, part of procurement selection process Examples & Case Studies highlighting improvement from improved Supplier Engagement Can evidence some proactive use of ECI although may not have tangible benefits to share. Stakeholder engagement Plan Evidence that a reciprocal visit has been undertaken with another supplier/partner and plans in place for further visit for Lean learning. Could include CP observation, Lean training observation or contribution etc. 	

Topic 10: Supplier Engagement

Lean Excellence in terms of Supplier Engagement refers to the systematic integration of Lean principles and practices across the entire supplier network to optimise value delivery, reduce waste, and enhance collaboration among supplier networks and partners. It involves fostering a culture of continuous improvement, building strong relationships, and aligning supplier activities with customer needs.

Level	Definition Statements	Examples of Evidence	Comments
3	<ul style="list-style-type: none"> • Collaboration: The organisation is driving an ethos to drive out waste, although an end-to-end approach may not yet be evident. Representatives from across a selection of the supplier network, and partners, and some other functions from across the organisation have undertaken performance improvement activities. • Integration: More ECI opportunities are starting to be identified & actualised in a timely manner so they can affect longer term scheme outcomes • Sharing of Knowledge & Information: There is an understanding of the importance of a free flow of data, information and knowledge throughout the Value Stream, Organisation & Supply partners. However, this is yet to be achieved beyond some specific examples. • Supplier Development & Capability Building: The Organisation is pursuing a policy of supporting suppliers and Partners in the development of Lean Capabilities and Competences. The organisation is starting to drive a standardised approach to Lean to ensure alignment of methodologies and tools throughout. This is in progress though only in place for a number of key supply chain partners • Sector Development: The organisation can demonstrate some examples of support and development for the wider sector they operate within sharing learning and gaining knowledge as well as driving standardised ways of working. 	<ul style="list-style-type: none"> • Lean capabilities are required as part of the selection process, as appropriate to size of organisation. • Some evidence of benefits from ECI involvement • Most, but not all, projects have KTPs developed and stored systematically • Consistently sharing best practice and learning with partners, peers and client. A standardised approach in place for this is evidenced. • Some evidence of twinning visits with peer organisations. Outline benefits identified with plans in place for other visits. • Level 3 evidence here, compared to level 4 is that the approach and activities undertaken are not as effective or embedded across all areas and the quality of the approach may vary too from area to area. • Evidence of improving Lean capability of supply partners 	

Topic 10: Supplier Engagement

Lean Excellence in terms of Supplier Engagement refers to the systematic integration of Lean principles and practices across the entire supplier network to optimise value delivery, reduce waste, and enhance collaboration among supplier networks and partners. It involves fostering a culture of continuous improvement, building strong relationships, and aligning supplier activities with customer needs.

Level	Definition Statements	Examples of Evidence	Comments
4	<ul style="list-style-type: none"> • Collaboration: The organisation is actively driving an ethos of collaboration throughout the end-to-end Value Stream to enhance value delivery and drive out waste. Representatives from across the supplier network, different functions from across the organisation and representatives from Customers regularly undertake performance improvement activities together • Integration: The principal of Early Contractor Involvement is being actively spread down through the supplier network, including partners, to ensure appropriate intelligence is applied in pre-construction phases • Sharing of Knowledge & Information: There is a free flow of data, information and knowledge throughout the Value Stream and between Customers, Organisation & Supply partners. The Organisation is pursuing a philosophy of 'one version of the truth' with respect to core data • Supplier Development & Capability Building: The Organisation is demonstrably pursuing a policy of proactively supporting suppliers and Partners in the development of Lean Capabilities and Competences. The organisation is driving a standardised approach to Lean to ensure alignment of methodologies and tools throughout • Sector Development: The organisation can demonstrate support and development for the wider sector they operate within sharing learning and gaining knowledge as well as driving standardised ways of working 	<ul style="list-style-type: none"> • Supplier capability and knowledge implemented appropriate to value. • All projects have KTPs developed and stored systematically • Evidence of benefits created by other as a result of sharing KTP. Could be reapplication of improvement by others. • Organisations Supplier Strategy / Plan • ECI Case Studies (with Benefits) • Case Studies of sharing across organisations (with Benefits) • Twinning visits with peer organisations with evidence of benefits realised and a clear plan for other visits as part of a programme of learning visits and hosting Lean learning events too • Many examples of improving Lean capability of supply partners through specific Lean training modules. 	