

*WHITEPAPER:
LEAN LEADERSHIP
GRADUATE
PROGRAMS AT
OAKLAND
UNIVERSITY*

- Lean Leadership Graduate Certificate (approved)
- Lean Leadership Cognate for the Ed.D in Leadership (pending approval)

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Lean Leadership Graduate Program Overview

Oakland University is offering two exciting Lean Leadership Graduate program options for Fall 2018:

- a) Graduate Certificate in Lean Leadership, including Lean Leadership certificates and other certificate options
- b) Lean Leadership Cognate in the Ed.D in Leadership, including Lean Leadership certificates and other certificate options (pending approval)

An overview of these programs is provided below.

Program Descriptions			
Fall: Semester I	Winter: Semester II	Summer I: Semester III	Summer II: Semester IV
Lean Leadership Graduate Certificate Options			
Lean Leadership Certificate I	Lean Leadership Certificate II	Lean Leadership Certificate III	
	Optional Lean Belt or Lean Certificate	Optional Lean Belt or Lean Certificate	
Watson Badge (Pending)	Watson Badge (Pending)	Watson Badge (Pending)	
Graduate Certificate Courses-16 credits			
Intro Lean Leadership I 4 credits	Intro Lean Leadership II 4 credits <i>Pre-Req: Semester I</i>	Methods Lean Leadership I 4 credits <i>Pre-Req: Semester I, II</i>	
Internship I 2 credits	Internship II 2 credits <i>Pre-Req: Semester I</i>		
Lean Leadership Ed.D. Cognate Certificate Options			
Lean Leadership Certificate I	Lean Leadership Certificate II	Lean Leadership Certificate III	Lean Leadership Certificate IV
	Optional Lean Belt or Lean Certificate	Optional Lean Belt or Lean Certificate	Optional Lean Belt or Lean Certificate
Watson Badge (Pending)	Watson Badge (Pending)	Watson Badge (Pending)	Watson Badge (Pending)
Lean Leadership Ed.D. Cognate Courses-20 credits			
Intro Lean Leadership I 4 credits	Intro Lean Leadership II 4 credits <i>Pre-Req: Semester I</i>	Methods Lean Leadership I 4 credits <i>Pre-Req: Semester I, II</i>	Methods Lean Leadership II 4 credits <i>Pre-Req: Semester I, II, III</i>
Internship I-2 credits	Internship II 2 credits <i>Pre-Req: Semester I</i>		
Lean Leadership Graduate Certificate, Ed.D. Cognate Program Attributes			
Flipped, Hybrid, Experiential Learning			
Lean Leadership Knowledge and Competency-Based Mastery			
Weekend Intensive (3X per semester)			
Team Taught			

Admission requirements for the Lean Leadership Graduate Certificate include an undergraduate degree from an accredited university, plus all Graduate Office admission requirements.

Admission requirements for the Lean Leadership Cognate for the Ed.D. in Leadership include a master's degree from an accredited university and admission into the Ed.D. in Leadership, plus all Graduate Office admission requirements.

Why Enroll In a Lean Leadership Graduate Program at Oakland University?

Lean leadership is a rapidly developing body of knowledge and practice with a broad and deep literature base. Lean leadership was initially influenced with work methods and production paradigms from the eras of Craft Production and the Industrial Revolution. Lean leadership has been distinctly informed since the 1950's, with the introduction of the Toyota Production System, to the present, with the transdisciplinary applications of lean leadership since the mid 1990's. It can be said that lean leadership, therefore, is represented by an extant body of literature of scholarly and practitioner journals and publications. Oakland University is launching two-tiered Lean Leadership Graduate program in Fall 2018. The Lean Leadership Graduate Certificate (approved) and the Lean Leadership Cognate for the Ed.D. in Leadership (pending approval). These programs are summarized below. But first, an explanation of Lean Leadership and how the program was designed and developed is provided next.

What is Lean Leadership?

Lean leadership is conceptual model of leadership work that combines most effort on improving thinking and then working on organizational cultural and/or

behavioral changes, with effort placed on the application of lean tools or techniques that are used to continuously improve processes and paradigms. Lean leadership is principled and disciplined practice, requiring the use of respect for people in all leadership work through change agency, communication and critical thinking to impact organizational citizenship behaviors through the tools and tenets of the Lean Performance Management System.

In this way, lean leadership is like specializations or disciplines in other leadership fields of study, such as in business, K-12 education, engineering, or healthcare leadership, and so on, in that specific domain expertise is required. However, lean leadership is different from sector-specific leadership in that it is a type of leadership practice and body of knowledge that is applied in a transdisciplinary way—driven by with specified principles, tenets, tools and strategies. In other words, business, K-12 education, engineering and healthcare leadership are examples of fields of leadership, which require domain expertise, but these are also areas where lean leadership has been applied to enhance leadership practice and organizational outcomes.

Lean leaders cast vision, plan strategically, create cultural enablers and incentivize changes to thinking and behaviors

based on lean principles, such as knowing your customer and creating value accordingly without waste. Lean leadership is conducted with heightened employee involvement through participative structures and feedback loops using the Lean Performance Management System of over 50 tools and strategies. Lean leadership is the critical link to successful organizational lean implementation. This is done by creating organizational focus and dynamics that embraces the journey of organizational learning needed for lean, driven by getting to perfection based on customer/stakeholder perspectives, valuing real problems where real work occurs, and observing, listening and leading as a servant would, by example.

Therefore, lean leadership is often needed in organizations using the Lean Performance Management System to establish an environment free of fear, where resources are allocated to tackle problems and enact improvements. It is also needed where empowerment, collaboration and engagement are expectations of employee behavior as lean tools and techniques are used. Lean leadership, therefore, requires specific expertise and commitments. The expertise needed is a deep knowledge of lean principles and procedures. The commitment needed is based on the ability to know, appreciate and carry out stakeholder-centric leadership that encompasses the lean body of

knowledge and practice.

How Were the Lean Leadership Graduate Programs at Oakland University Developed?

Lean leadership is a rapidly developing and substantive body of knowledge and practice and there is a need for lean leadership education for practitioners in the field. The specific requirements of lean leadership constitute the need for students to have the options of a Lean Leadership Graduate Certificate and Lean Leadership Cognate for the Ed.D. in Leadership at Oakland University.

The needs analysis for the Lean Leadership Graduate Certificate program and Ed.D. Cognate were based on workplace demand. There is a substantial interest for employees to have the knowledge and ability to work as lean leaders in organizations. From a needs analysis perspective, this demand is heightened by the ability to educate students for transdisciplinary applications of lean leadership all in sectors. The Lean Leadership Graduate Certificate program will be delivered in a transdisciplinary manner.

There is an interest in the use of lean leadership content and competency mastery in the workplace. A scholarly empirical study of a variety of 22 regionally-located North American employers was conducted in Fall 2015 and it

was found that there is both an interest in lean leadership graduate programming and a need for it to be offered (Flumerfelt, Alves, Pinto-Leao & Wade, 2016). The respondents in the study highlighted an interest in lean leadership programming, specified content interests, and various learner outcomes as well as desired methods of delivery. This study, designed as a pre-survey for program and course design, was culled from the extant literature on lean leadership. It was sent via email and returned to the researchers. The pre-survey consisted of five detailed questions assessing syllabi, methods of delivery, learner outcome alignment and the need for an internship element for a designated lean leadership graduate program. The pre-survey targeted middle to upper managers who have decision-making authority for the development and/or participation of their employees' lean leadership journeys offered externally. The pre-survey also contained an open-ended section where suggestions and feedback for the program were provided. Using a mixed methods approach, both qualitative and quantitative information was collected and analyzed.

The pre-survey indicated that respondents agreed that the graduate program design and syllabi of the Lean Leadership Graduate Certificate program were of high quality. They also agreed that organizational

leaders will be pleased when their employees participate in the Lean Leadership Graduate Certificate program. The preferred methods of delivery as a partially online, intensive class time and work-based program were agreed to be appropriate for employees. In addition, respondents indicated wanted learner outcomes to be work-embedded and aligned with the organization's desired outcomes for participants in the program. In short, this pre-survey indicated that the Lean Leadership Graduate Certificate curriculum designed around lean leadership content and competency mastery was of value to organizational leaders.

In addition, after debriefing from this pre-survey and re-designing the Lean Leadership Graduate Certificate, a follow-up survey was sent to the same organizations. Post-survey results highlighted the positive aspects of the proposed program and allowed for open-ended feedback on the curriculum to eliminate non-value added content. From the pre-and post-surveys' feedback, there are regional findings to support workplace need. Further program detail, such as design, scope, sequence and aspects, content and competency outcome rubrics, assessment methods, and method of delivery, were driven by workplace need as expressed in the surveys.

Another factor to consider in the development of the proposed Lean

Leadership Graduate Certificate program is the strong infrastructure and support the program has through the presence of the Pawley Lean Institute. Through the Pawley Lean Institute, Oakland University has both a strong history of successful lean programming and the means to conduct the proposed Lean Leadership Graduate Certificate program. The Pawley Lean Institute at Oakland University, was founded in 2002. The Pawley Lean Institute is run by a Director and Advisory Board, made up of representatives from various organization types, manufacturing, service, and non-profit. It has identified as one of its strategic pillars, the development of lean programming and curriculum for Oakland University students. This means that there is strategic importance for lean curriculum development and delivery. The Pawley Lean Institute supports students with scholarships and faculty with fellowships. For the development of these graduate programs, several Lean Fellowship faculty from the School of Education and Human Services, School of Business, and School of Engineering and Computer Science provided leadership and inputs. And, students in

these graduate programs may apply for Pawley Lean Institute Scholarship opportunities.

Questions?

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