The Essential Body of Work (EBW) describes the tasks conducted by lean professionals and thus lays the groundwork for understanding and evaluating the Lean Certification requirements. The tasks are listed according to categories in the current Body of Knowledge. The EBW will help potential candidates to better envision their roles, encourage participation by individuals in those roles, and assist candidates in evaluating their readiness for certification.

ESSENTIAL BODY OF WORK

EBW ID	TASK STATEMENT
1.1 Principles for Cultural Enablers	
2	Demonstrate humility, understanding that those who do the work are best suited to improve the work, and recognize that one's lean learning is never complete.
1.2 Process for Cultural Enablers	
7	Actively participate on and/or lead teams.
18	Facilitate and develop plans that drive from current state to future state.
22	Respect decision-making processes, and understand the importance of driving consensus.
1.3 Cultural Enabler Techniques & Practices	
32	Grow personal lean learning and actively seek out knowledge, skills and mentors.
33	Ensure that people using lean tools understand the principles of lean.
36	Identify improvements as a normal component of daily work.
37	Identify waste and its impact on people who do the work.
39	Promote ideas and idea/suggestion systems.
40	Seek and provide frequent, if not constant feedback.
42	Share ideas, information, and feedback, and encourage others to do the same.
43	Identify the Eight Wastes in a process.
2.1 Principles of Continuous Process Improvement	
45	Apply appropriate tools simultaneously for process improvement.
52	Gather, analyze and use data and information to assist in problem-solving.
53	Identify and develop measures that will assist in identifying problems or evaluating success.
59	Plan and/or conduct improvement activities using best practices and reliable methods.
61	Request and review fact-based process knowledge from others.
62	Scan the local environment to expose problems and barriers to flow.
63	Stabilize and standardize process inputs, activities and outputs by using best practices.
2.2 Continuous Process Improvement Systems	
69	Conduct root cause problem-solving activities.
72	Design visual systems and visual management methods throughout processes.
73	Determine when "lack of stability" and standardization problems occur.
74	Encourage and share best practices.
78	Identify, customize, and evaluate tools and techniques.
79	Help ensure the use of visual systems and methods.
81	Use reflection to capture lessons learned and make the next round of improvement efforts better.
2.3 Continuous Process Improvement Techniques & Practices	
83	Apply one or more lean tools on project-driven improvement efforts.
84	Choose appropriate tools for localized problems.

ESSENTIAL BODY OF WORK

EBW ID	TASK STATEMENT
85	Describe the impact that others have on process improvement.
88	Engage in problem-solving, root cause analysis, and scientific thinking (PDCA, DMAIC).
94	Use 5S and Visual Systems tools to assist in conducting projects.
95	Use A3 to conduct projects.
96	Use problem solving tools such as fishbone diagrams and pareto charts to assist in understanding a problem.
98	Use of a celluar layout to aid in flow.
100	Use Heijunka (levelized scheduling) to conduct projects.
103	Use Kanban/Pull systems to assist in conducting projects.
106	Use Poka-yoke (mistake proofing) to assist in conducting projects.
107	Use Process Mapping to assist in conducting projects.
108	Use Production to Takt time to assist in conducting projects.
109	Use Single Minutes Exchange of Die (SMED) to assist in conducting projects.
110	Use Spaghetti diagrams to assist in conducting projects.
112	Use Standardized Work to assist in conducting projects.
116	Use TPM systems to conduct projects.
118	Use Value Stream Mapping to conduct projects.
3.1 Principles of Consistent Lean Enterprise Culture	
120	Apply basic lean tools such as 5S and kanban in a non-production environment.
128	Gather and analyze data gathered at the Gemba (actual place or where the work is done).
132	Lead problem solving projects.
136	Standardize standard work, visual management and other protocols, processes and procedures.
139	Facilitate Kaizen events.
3.2 Processes for Developing a Consistent Lean Enterprise Culture	
141	When possible and applicable, determine ROI from improvement activities.
3.3 Consistent Enterprise Culture Techniques & Practices	
154	Document and analyze the process flow.
160	Verify that progress is checked against goals frequently.
4.1 Principles of Business Results	
164	Identify the current state and the desired future state for the value stream.
165	Practice "creativity before capital" for improvement efforts.
4.2 Measurement Systems	
171	Develop and manage toward SMART goals.
172	Develop SMART goals and track progress according to those goals.
4.3 Key Lean-related Measures	
177	Calculate takt time, cycle time, and other key measurements.
179	Identify and communicate the benefits of real time, visual metrics.
General, Cross-Category	
185	Facilitate the deployment of lean tools and processes as countermeasures to solve specific problems.