

COMPLETED BUSINESS CASE

Request a bounded decision before a larger purchase

Original fictional service-team example. All quantities and the fee placeholder are invented for illustration, not market rates, a Lean Leaders Plus quote or a forecast return.

Decision requested

Approve a limited design-and-practice exercise for 12 supervisors who already have defined delegation authority. The immediate purpose is to examine whether they can explain the approved boundary and agree an appropriate escalation. Approval would cover the work below. It would not authorize organization-wide rollout, new operating policy or employee-selection decisions.

Starting evidence and uncertainty

In eight fictional permission-cleared handoff examples from one work type, three receiving roles could not restate the decision boundary. The sample does not establish a general rate or isolate a training need. The sponsor must first check whether the boundary itself is settled. If it is not, resolve that operating question before purchasing practice.

Alternative	Internal requirement	Reason to consider or defer
Continue current arrangement while checking the boundary	Sponsor reviews the disputed examples with the authorized process owners.	Suitable if the question is still one of authority. Do not presume training is needed.
Internal practice and review	An appropriate internal facilitator, protected supervisor time and reviewers who understand the work.	Consider if those people have capability and time. Their existing jobs do not make the effort free.
Bounded external design and facilitation	Same settled boundary, internal access and sponsor support, plus a defined supplier scope.	Consider only if the internal option lacks a required capability or challenge. A supplier does not replace operating authority.

Resource request for the illustrated external option

Fictional provider fee placeholder: USD 2,400 for the defined work, subject to an actual scope-matched quotation and normal approval. Internal time: 12 supervisors x 2 hours = 24 hours; manager review 6 hours; coordination 4 hours; sponsor review 2 hours. Total internal planning demand = 36 hours. Staff-time valuation, expenses and any taxes remain unpriced. Those gaps must be resolved before an actual purchase.

Read alongside: [Business-case decision brief](#).

APPROVAL CONDITIONS AND REVIEW

Define what the first approval leaves open

The approval route and commercial terms belong to the organization. This example is a decision illustration, not an approved budget or contract.

Condition	Accountable internal role	What the reviewer examines
Boundary confirmed before practice	Authorized process owner	One current explanation of delegated choices and escalation conditions; unresolved differences remain visible.
Time and coverage available	Operations sponsor	Protected participant and reviewer hours in the same period; competing work explicitly moved or reduced.
Appropriate examples available	Internal coordinator	Approved non-sensitive examples and permitted reviewers; no private record export.
Exercise designed for the starting capability	Program owner with provider	One participant path and feedback method, including what happens if a prerequisite is missing.
Review decision after the bounded work	Sponsor	Compare suitable attempts against the agreed expectation. Record operating changes and limits before considering expansion.

Continue, adapt or stop

Continue only within the approved scope if participants can use the boundary and the required support exists. Adapt if the task or feedback does not expose the intended practice. Defer or stop if the authority question remains unresolved or time cannot be protected. Favorable reactions and attendance do not establish financial return. Do not extrapolate eight examples into organization-wide savings.

Actual decision, authorized approver and conditions

Missing cost or resource assumption that must be resolved

Next review, evidence required and expansion decision still open

COMPLETED RFP EXAMPLE

Ask suppliers to respond to the same bounded work

Fictional buyer request built from the case above. Use the actual procurement process. It is not an invitation issued by Lean Leaders Plus or a binding agreement.

Buyer requirement	Example request to each supplier
Operating situation	Twelve supervisors need to explain an already-approved delegation boundary. Show how you would check readiness before recommending practice. Do not assume that our sample proves a skill deficit.
Included work	Propose preparation, one connected practice-and-feedback sequence, review of suitable workplace attempts and a handover note. State each output and what is excluded.
Internal contribution	Identify the sponsor, process-owner, participant and reviewer time needed. State the consequence if an input or practice opportunity is unavailable.
Delivery staffing	Name who prepares, facilitates and reviews the work. Distinguish confirmed availability from provisional assignments and explain substitution handling.
Evidence and information	Use approved, non-sensitive examples. Explain what evidence the activity produces and its interpretation limits. Ask before any broader information access.
Price response	Separate provider fee, expenses, optional work, internal time assumptions and any continuing access charge. Identify conditions that change the quoted scope.
Review and handover	Provide an output-review method, required internal owner, reusable materials and support boundaries. No automatic extension or guaranteed business result.

Read alongside: RFP and clarification guidance.

FICTIONAL RESPONSE COMPARISON

Keep missing answers out of apparent equivalence

Responses A and B are invented to illustrate clarification. No real supplier is assessed or ranked.

Requirement	Response A	Response B / clarification
Practice and feedback	12 sequential individual reviews at 15 minutes each with one facilitator.	Peer practice in parallel, with facilitator feedback to four participants. Ask what feedback each person actually receives.
Available shared session	90 minutes, including a 20-minute introduction.	90 minutes, with activities running in parallel. The arrangements are different purchases.
Capacity question	12 x 15 = 180 minutes of individual review alone. The stated sequential promise does not fit.	Request the sequence and staffing. A timetable fit would not establish learning quality.
Workplace follow-up	One review of an approved example per participant, with reviewer time identified.	Not addressed. Clarify inclusion, reviewer, time and price. Do not record it as zero cost or included.
Handover	Reusable guidance and an internal-owner review proposed; permissions still need agreement.	Provider-hosted materials. Clarify internal retention, usable format, access period and any later fee.

Selection record

The buyer asks A to resolve the capacity mismatch and B to clarify individual feedback, follow-up and continued access. Neither response is ready for a scope-equivalent fee comparison. Record the actual revised answer and who may decide, rather than manufacturing a winner from incomplete responses.

SAMPLE PROGRAM ARCHITECTURE

Connect preparation, practice and workplace review

This is a fictional sequence for the specified delegation task. It is not a validated curriculum, universal timetable or Lean Leaders Plus package.

Stage and prerequisite	Participant work	Output used next
Preparation: boundary already confirmed	Examine one approved example and explain which choice is delegated and what requires escalation.	An initial explanation and any unresolved question for the authorized owner.
Practice: prerequisite explanation reviewed	Rehearse agreeing the result, decision space and escalation conditions. Receive feedback from someone who understands the work.	A revised explanation and one suitable authorized work assignment.
Workplace attempt: role and opportunity available	Agree the boundary with the receiving person in normal approved work. Keep an appropriate account of what was understood.	Permitted evidence of the attempt and questions for review.
Review: relevant attempt or explicit missing opportunity	Compare the account with the intended practice. Distinguish an unclear explanation, unresolved authority and no opportunity to attempt it.	Continue, revise, obtain an operating decision or defer. Completion of a session is not automatic readiness.
Handover: internal support available	Internal owner leads the next appropriate review with the agreed materials and support.	Named continuing owner, usable records and remaining questions.

Adaptation question

What must this participant be able to do before the next stage becomes useful? If the answer is missing, change the sequence rather than add another topic. Use the existing program sequence planner to record a design that fits your work.

Read alongside: [Program design and existing sequence planner](#).