

VISUAL WORKING GUIDE

Compare the work behind the service label

Original editorial comparison. Methods can overlap. These working distinctions do not establish regulated definitions, provider quality, suitability or services included in a Lean Leaders Plus engagement.

Method or purchase	Useful starting question	What to inspect
Coaching	Which leadership decision or practice does the learner need to examine within actual authority?	Participant work, review, sponsor responsibilities and information-sharing arrangements.
Training	Which defined knowledge or skill must people learn and practise?	Starting capability, demonstrations, attempts, feedback and workplace support.
Consulting	Which recurring problem needs investigation and an agreed approach?	Evidence method, reviewable outputs, internal contribution and decisions retained by the client.
Executive education	Which wider learning purpose and participant profile fits the offering?	Actual curriculum, delivery work, time commitment, fees and applicability.
Fractional leadership	Does the organization need someone to perform a defined leadership role?	Assigned responsibilities, actual decision authority, availability and reporting arrangements.
Peer advisory / mentoring	What exchange, reflection or learning relationship is being purchased?	Who participates, facilitation or matching, confidentiality, time and any added individual coaching.

First separate an assessment

If a proposal includes assessment, identify its intended question, evidence, interpretation and reporting. A questionnaire, 360, assessment center and collaboration map are not interchangeable evidence. Choosing a service label does not validate an instrument or authorize an employment decision.

Use one ordinary work example

Ask how the proposed work would begin, what your people would do, what support is required and what would be reviewed. A combination may fit; ask the supplier to separate its components and limits.

Read alongside: Coaching, consulting and training comparison.