



# Certificate of Participation Flight Levels

A LEANability training.

## Xinming Zhao

...has successfully completed "Flight Levels" Training.

In this training, participants learn how to establish business agility across an entire organization without falling into the trap of locally suboptimizing teams. Beginning with the company strategy, the working methods needed by the organization are determined, along with how these methods will be connected over different Flight Levels and which agile interactions are required in order for the company to be agile in the market.

Bangkok, January 17, 2019

A handwritten signature in black ink, appearing to read "K. Leopold".

Dr. Klaus Leopold