

LEAN COMPLIANCE



THE ORGANIZATIONAL COMPLIANCE COURSE

Elevate organizational compliance.

The principles and practices of compliance as part of the organization — not alongside it.

NEXT COHORT

Begins Tuesday, July 7, 2026

Eight weekly sessions • 10:00–11:30 AM Eastern

Live online • Limited to 15 seats

Investment: \$1,200 CAD

Raimund Laqua, P.Eng., PMP

FOUNDER, LEAN COMPLIANCE

leancompliance.ca

THE ROAD TO EFFECTIVE COMPLIANCE

Most organizations treat compliance as something to be managed alongside the business — programs, frameworks, audits, reports. Each compliance domain — safety, quality, security, ethics, environmental, regulatory — has its own structure, staff, and tools. Each runs parallel to the work the organization actually does.

For decades, the conversation has been: *how does compliance integrate better into the organization?* Better partnerships. Better tooling. Better culture. The compliance function trying to earn its place inside the business.

That conversation has the burden the wrong way around.

The organization is the one with obligations. Mandatory ones. Voluntary commitments to stakeholders. Promises made and yet to be kept. The question isn't whether compliance fits in. The question is whether the organization treats its obligations as part of its mission, its goals, its objectives, and its operational capacity — or as separate work to be managed alongside.

Owning obligations isn't a slogan. It requires the requisite authority and accountability — at every level — to make and keep promises. Accountability for obligations lives at the top. Responsibility for them runs through every level. The operating model itself carries them.

This is the shift organizational compliance describes. Not compliance trying harder to fit in. The organization owning what it has committed to — and keeping its promises — as part of who it is. This course teaches the principles and practices that make this shift possible.

WHAT YOU'LL LEAVE WITH

- **The principles and practices of organizational compliance** — the body of knowledge that makes compliance operational in the Intelligence Age. The lineage of compliance, the regulator pattern, the Organizational Compliance Framework (OCF), Total Compliance Management, the Golden Thread of Assurance, and the foundations that support compliance across human, system, and AI agents.
- **A certificate of completion** — your Certificate in Organizational Compliance, signed by Raimund Laqua, P.Eng.
- **A cohort of peers** — compliance leaders and practitioners across industries and obligation domains, learning together and bringing real problems to the table.

WHO IT'S FOR

Compliance leaders, program owners, and senior practitioners responsible for compliance programs across safety, security, sustainability, quality, ethics, legal compliance, ESG, GRC, and AI governance — anyone whose job is to ensure their program actually delivers on its obligations.

THE CURRICULUM

Eight modules covering the principles and practices of organizational compliance. One module per week, delivered in a 90-minute live session with pre-reading and reflection between sessions.

Week 1	Compliance Purpose	Reconnect compliance to mission, value, and the trust that earns your organization its license to operate. The telos of compliance. Mission success through Total Value. Mandatory obligations and voluntary commitments. Legal license and social license. The lineage of the current compliance architecture — internal controls, audit, documentation — and why it handles some obligations well but not others.
Week 2	Uncertainty and Risk	See compliance through the lens of uncertainty. Compliance isn't a list of rules — it's a discipline for navigating a world that won't stand still. Understand what uncertainty is and how it gives rise to risk. Distinguish ensurance from assurance and insurance. Recognize the drift away from identity that pulls organizations off course over time.
Week 3	Obligation Management	Know what your organization has actually committed to — and put named owners on every obligation. The full spectrum: mandatory and voluntary, legal license and social license, regulatory and stakeholder. Obligation owners, obligation debt, and obligation mapping. Managing obligations, not just compliance activities.
Week 4	Promise Fulfillment	Turn obligations into operational promises kept by people, systems, and AI agents. Promise Theory as the foundation for accountability. Translating obligations into operational promises. Promise Agents — human, system, and AI — and how autonomous agents in the Intelligence Age fit into a compliance program.
Week 5	Value Chain Integration	Stop running compliance parallel to operations — integrate it through the value chain where the work actually happens. Total Value Chain Analysis. Compliance streams and stream mapping. Two types of compliance waste. Operational Compliance as the alternative to parallel compliance.
Week 6	Organizational Alignment	Build the requisite authority and accountability that close the gap between what's accountable at the top and what's responsible at the front line. The Organizational Compliance Framework (OCF) — the four-level hierarchy of Governance, Programs, Systems, and Processes. Policy Deployment with catch-ball for cascading obligations. Bounded and centred-based compliance cultures.
Week 7	Operability and Assurance	Move from audit to assurance — forward-looking confidence that promises will continue to be kept. Operability as a design characteristic. The cybernetic regulator pattern. Internal versus system control frameworks. Full-stack metrics. The Golden Thread of Assurance as the integrating architecture.
Week 8	Compliance Implementation	Choose the right implementation path for your context and build the roadmap that takes you there. Four implementation methodologies matched to regulatory designs. ISO 37301 and ISO 42001 as certifiable management system standards. Minimal Viable Compliance. Validated learning. Bringing the eight modules together into a coherent approach for your own organization.

LEADING AND FOUNDATIONAL THINKING AND PRACTICES

Organizational compliance is built on decades of established and leading work across multiple fields. The course teaches that lineage and applies it to the compliance challenges of today.

Promise Theory — Mark Burgess — the foundation for understanding how agents declare and keep commitments, applied to obligations and the agents (human, system, and AI) that fulfill them.

Cybernetics — Norbert Wiener, W. Ross Ashby, Stafford Beer — the science of regulation and control in complex systems. The cybernetic regulator pattern, the Law of Requisite Variety, and the Viable System Model inform how compliance functions as a regulatory discipline rather than a procedural one.

Risk and Uncertainty — Frank Knight's foundational distinction between risk (measurable) and uncertainty (unmeasurable), refined through ISO 31000 and the COSO ERM Framework. The course extends this lineage by applying it specifically to compliance obligations and the assurance they require.

Lean Management and Lean Manufacturing — The Toyota Production System lineage that produced Policy Deployment (Hoshin Kanri), value stream analysis, and the principles of continuous improvement that ground Operational Compliance.

Total Quality Management (TQM) — Deming, Juran, and the quality revolution that demonstrated what happens when a discipline moves from external monitoring to organizational ownership. The same arc that compliance is now traversing.

Requisite Organization — Elliott Jaques — the framework of accountability, authority, and managerial work that informs requisite accountability and the OCF's four-level hierarchy.

ISO Management System Standards — Particularly ISO 37301 (compliance), ISO 42001 (AI), and the Annex SL framework family. The course teaches how these certifiable standards fit within organizational compliance as a discipline.

Systems Thinking — Russell Ackoff and the tradition of treating organizations as integrated wholes rather than collections of components.

Together, these inform the Lean Compliance methodology — and the discipline of organizational compliance the course teaches.

PROGRAM DETAILS

Format	Live online cohort course. Recordings available to enrolled participants.
Duration	8 weeks — Tuesday, July 7 through Tuesday, August 25, 2026
Sessions	Tuesdays, 10:00–11:30 AM Eastern (3:00 PM UK · 4:00 PM CET) — one 90-minute live session per week
Commitment	90 minutes live + 30–60 minutes pre-reading and reflection each week
Credential	Certificate in Organizational Compliance, signed by Raimund Laqua, P.Eng.
Cohort size	Limited to 15 participants
Investment	\$1,200 CAD (this cohort; future cohorts priced higher)
Enrollment closes	Friday, June 26, 2026

INSTRUCTOR

Raimund Laqua, P.Eng., PMP — Founder, Lean Compliance Consulting

Raimund has 30+ years of experience designing and implementing compliance programs across highly regulated industries — oil and gas, pharmaceuticals, medical devices, chemical processing, financial services, government, and high-tech operations. He developed the Lean Compliance methodology, integrating lean management, cybernetic regulation, and Promise Theory. He serves on ISO TC 309's ESG Working Group and OSPE's AI in Engineering Committee, and chairs the AI Committee for Engineers for the Profession (E4P).

ENROLL

Visit leancompliance.ca/organizational-compliance-course to enroll. The cohort is limited to 15 seats; enrollment closes Friday, June 26, 2026. Many organizations reimburse professional development — a request template is available on the course page.