



LESAT in Use

Tom Shields

March 27, 2003



Perceived Cost/Benefit of LESAT in Industry

Benefits

- Assessment process as valuable as results
- Increased executive communication
- Creation of common vocabulary
- Identify and support those who need education in lean
- Open identification of enterprise-level issues
- Clear picture of current maturity of enterprise
- Next level of maturity well defined by the LESAT



Perceived Cost/Benefit of LESAT

Costs

- Minimum 4-6 hours are required for the introduction session, maturity assessment, and report-out
- There is a need to commit a resource to conducting the assessment and dealing with logistics and data analysis
- A certain level of lean understanding is needed to be able to interpret and act on the LESAT results
- The starting point for improvement efforts is not always clear (lowest maturity, highest variability, etc.)
- The set of improvement actions necessary to reach the next maturity level is unclear, and the timescale is often unknown
- Coordinating executives' schedules is difficult



Bottom Line

- The LESAT is a valuable tool for understanding lean enterprise maturity and deciding where to focus resources for lean transformation
- The LAI Tool Triad of the LEM, TTL, and LESAT are a good foundation for anyone attempting lean enterprise transformation
- Lean enterprise transformation needs to be coordinated with all other enterprise improvement efforts in view of achieving enterprise strategic goals in the shortest amount of time with the most effective allocation of resources



Questions...

Cory R. A. Hallam
coryh@mit.edu

Tom Shields
shields@mit.edu