



LESAT Maturity Calculator: Consolidating and Manipulating your LESAT Data

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Presentation Overview

- What is the LESAT Maturity Calculator?
- Why is it needed?
- Electronic workbook and data formats
- Ability to re-order and analyze data
- Walk-through example
- Questions



The LESAT Calculator

- Excel Workbook
- Programmed for some automated tasks
- Enter LESAT data (current and desired states)
- Review results and manipulate for analysis
- Available from CD or on the LAI web site
 - <http://web.mit.edu/lean>
 - Products
 - LESAT



Need for the LESAT Calculator

- Duplication of data collection and analysis efforts in industry = wasted time (MUDA)
- Automate tasks that add no value (creating and programming the data analysis tool)
- Allow more time for discussion and review of the analysis results
- Permit real-time LESAT data collection and review
- Ability for companies to tailor personal analysis representation



Workbook and Data Formats

- Workbook (7 sections currently)
 - Data entry sheet
 - Calculator sheet
 - Current State summary
 - Desired State Summary
 - Gap Summary
 - Section X.X Averages
 - Graphs



Data Entry Sheet

- This is the only worksheet that requires input
- Enter data from each assessor
 - Current State
 - Desired state (if assessed)

| SECTION 1 - LEAN TRANSFORMATION/LEADERSHIP | | | | | | | | | | | | | | | | | | | | | |
|--|--|---------|-------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|
| TTL LINK | Lean Practice | | RESPONDENT/GROUP NUMBER | | | | | | | | | | | | | | | | | | |
| | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| I.A Enterprise strategic planning | I.A.1. Integration of lean in strategic planning process | Current | | | | | | | | | | | | | | | | | | | |
| | | Desired | | | | | | | | | | | | | | | | | | | |
| | I.A.2. Focus on customer value | Current | | | | | | | | | | | | | | | | | | | |
| | | Desired | | | | | | | | | | | | | | | | | | | |
| | I.A.3. Leveraging the extended enterprise | Current | | | | | | | | | | | | | | | | | | | |
| | | Desired | | | | | | | | | | | | | | | | | | | |
| I.B Adopt Lean Paradigm | I.B.1. Learning and education in 'lean' for enterprise leaders | Current | | | | | | | | | | | | | | | | | | | |
| | | Desired | | | | | | | | | | | | | | | | | | | |
| | I.B.2. Senior management commitment | Current | | | | | | | | | | | | | | | | | | | |
| | | Desired | | | | | | | | | | | | | | | | | | | |



Calculator Sheet

- The calculator sheet generates the
 - Average, Variance, Range, Tally
 - Gap
- Do not modify this worksheet as it is the source of data for all of the summary worksheets

| SECTION 1 - LEAN TRANSFORMATION/LEADERSHIP | | | | | | | | | | |
|--|--|---------|------|----------|-------|---------|---------|---------|---------|---------|
| | | | | | | TALLYS | | | | |
| TTL LINK | Lean Practice | State | Mean | Variance | Range | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| I.A Enterprise strategic planning | I.A.1. Integration of lean in strategic planning process | Current | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | Desired | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | Gap | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | I.A.2. Focus on customer value | Current | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | Desired | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | Gap | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | I.A.3. Leveraging the extended enterprise | Current | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | Desired | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |
| | | Gap | 0.0 | 0.0 | 0.0 | 0 | 0 | 0 | 0 | 0 |



Current State Summary

| Current State - Overall LESAT Score | | | | | | | | | | | |
|-------------------------------------|------|----------|-------|--|--|--|--|--|--|--|--|
| | Mean | Variance | Range | | | | | | | | |
| Current | 0.0 | 0.0 | 0.0 | | | | | | | | |

| CURRENT STATE - LESAT Section Scores | | | | | | | | | | | |
|--------------------------------------|------|----------|-------|-----------------------------------|------|----------|-------|------------------------|------|----------|-------|
| Section I - Lean | | | | Section II - Life Cycle Processes | | | | Section III - Enabling | | | |
| | Mean | Variance | Range | | Mean | Variance | Range | | Mean | Variance | Range |
| Current | 0.0 | 0.0 | 0.0 | Current | 0.0 | 0.0 | 0.0 | Current | 0.0 | 0.0 | 0.0 |

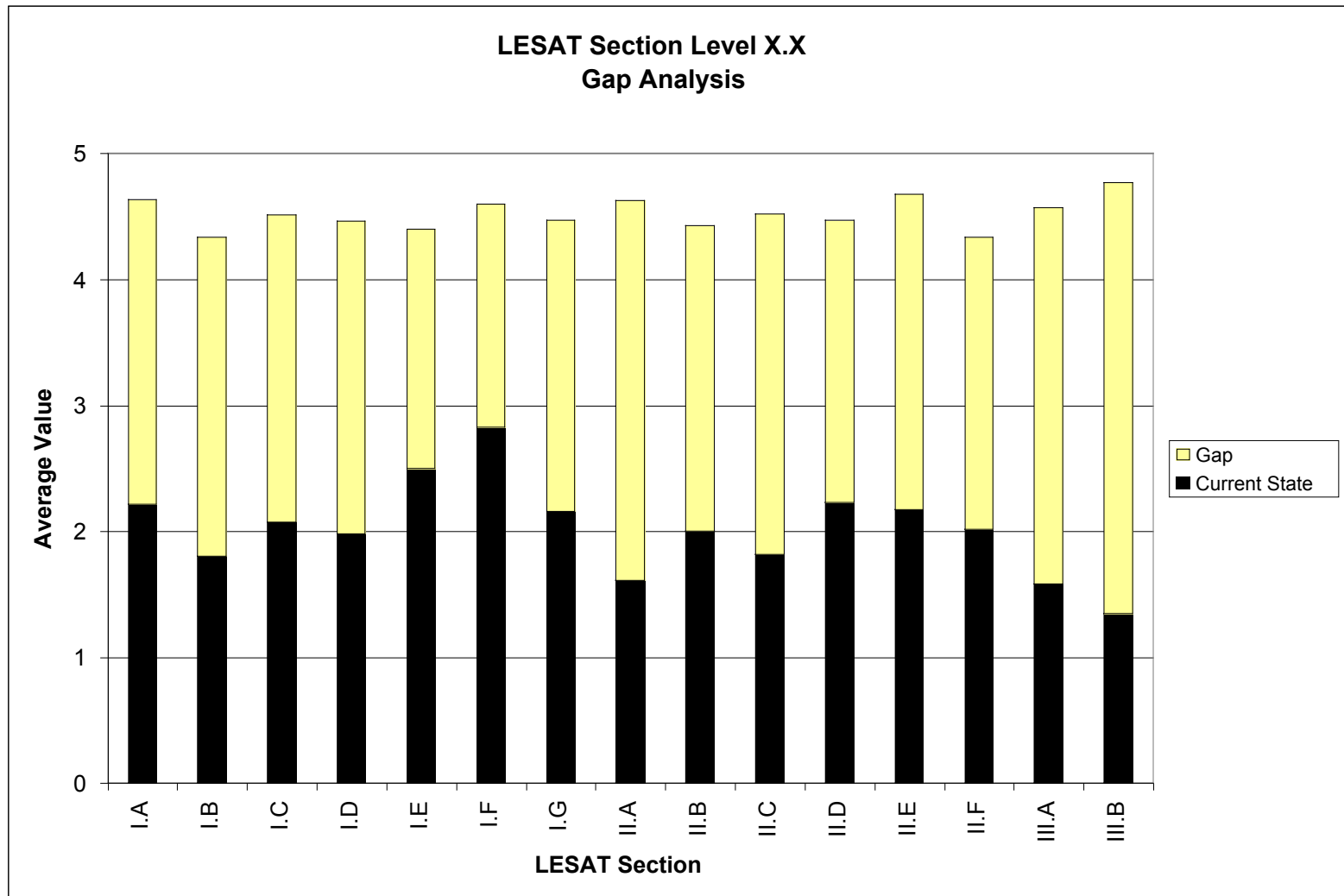
| SECTION 1 - LEAN TRANSFORMATION/LEADERSHIP | | | | | | | | | | |
|--|--|---------|------|----------|-------|---------|---------|---------|---------|---------|
| | | | | | | | | | | TALLYS |
| TTL LINK | Lean Practice | State | Mean | Variance | Range | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 |
| I.A Enterprise strategic planning | I.A.1. Integration of lean in strategic planning process | Current | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | I.A.2. Focus on customer value | Current | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | I.A.3. Leveraging the extended enterprise | Current | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| I.B Adopt Lean Paradigm | I.B.1. Learning and education in 'lean' for enterprise leaders | Current | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | I.B.2. Senior management commitment | Current | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0 | Current | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | I.B.4. A sense of urgency | Current | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

- The Tally is an automatic form of histogram showing the distribution in the results
- Same format for the Desired State and Gap summary worksheets

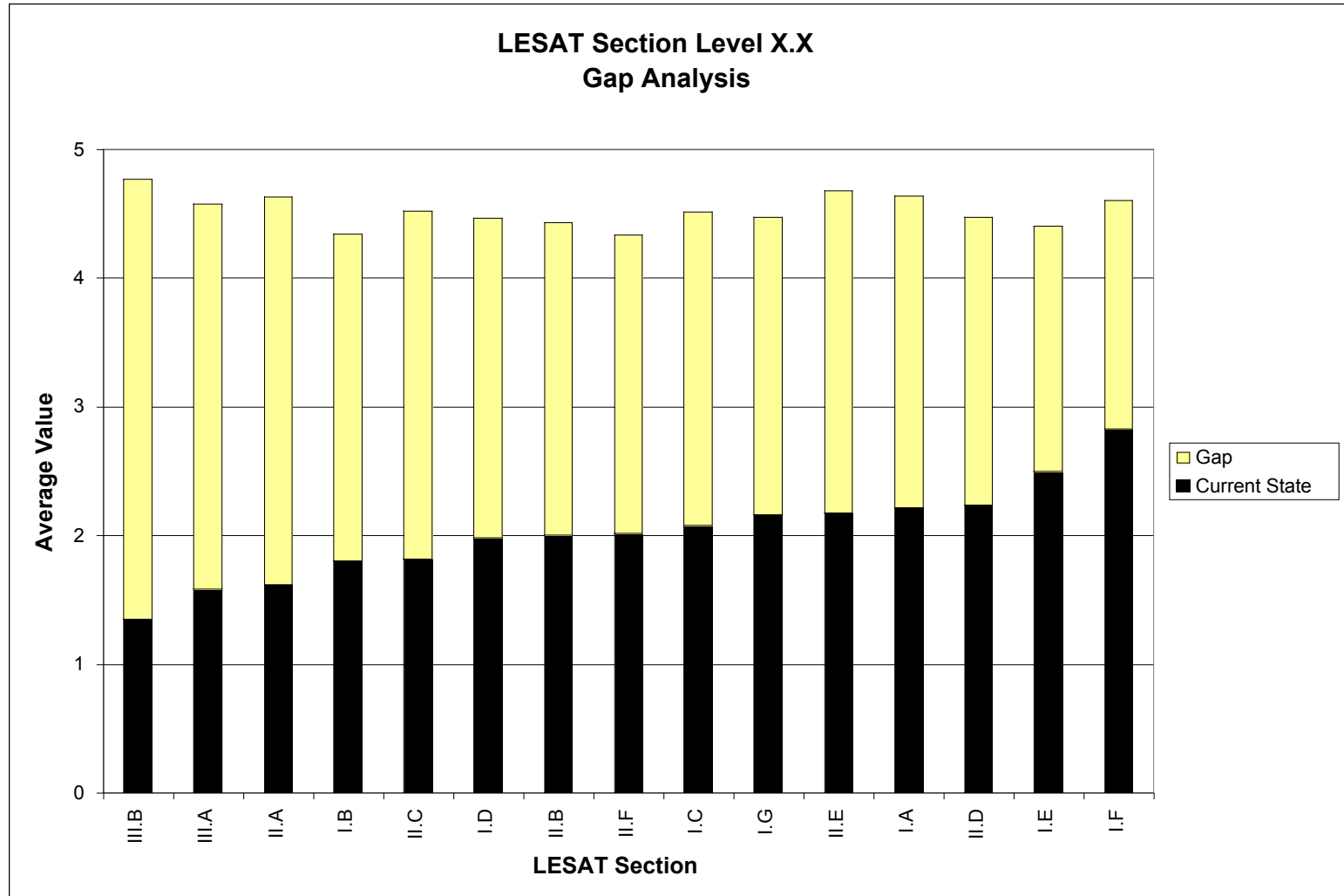


Section X.X Averages

| SECTION 1 - LEAN TRANSFORMATION/LEADERSHIP | | | | | | | |
|---|-----------------------------|----------------|------------|--|--------------------------------------|----------------|------------|
| TTL LINK | Section X.X Averages | | | | Section X.X Average Variances | | |
| | Current | Desired | Gap | | Current | Desired | Gap |
| I.A Enterprise strategic planning | 0 | 0 | 0 | | 0 | 0 | 0 |
| I.B Adopt Lean Paradigm | 0 | 0 | 0 | | 0 | 0 | 0 |
| I.C Focus on the Value Stream | 0 | 0 | 0 | | 0 | 0 | 0 |
| I.D Develop lean Structure and Behavior | 0 | 0 | 0 | | 0 | 0 | 0 |
| I.E Create and Refine Implementation Plan | 0 | 0 | 0 | | 0 | 0 | 0 |
| I.F Implement Lean Initiatives | 0 | 0 | 0 | | 0 | 0 | 0 |
| I.G Focus on Continuous Improvement | 0 | 0 | 0 | | 0 | 0 | 0 |



Ability to Order and Analyze Data





Walk-Through Example

(Facilitator's Guide Appendix E.3 Data, pp.136)

- Switch to Excel spreadsheet...as used in Appendix E of the facilitator's guide



Conclusions

- LESAT Maturity Calculator
 - Tool for accelerating assessment data collection and analysis
- Available on CD and LAI web site
- Suggestions for improving the tool are welcome