

LESAT Facilitator's Workshop

Lean Aerospace Initiative



Introduction
March 28, 2002

Presented By:
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Research Sponsored By LAI

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|---|--|
| 7:30 Continental Breakfast | 12:15 Lunch |
| 8:00 Welcome | 1:15 Cases |
| 8:15 Introduction | 1:30 Breakouts |
| 8:45 Transition-to-Lean
Roadmap Overview | 2:15 Break |
| 9:30 LESAT Overview | 2:30 Group Reports |
| 10:15 Break | 3:00 Interpreting
LESAT Results |
| 10:45 LESAT Facilitation | 4:00 Workshop
Evaluation |
| 11:45 LESAT Calculator | 4:15 Adjourn |
| 12:15 Lunch | |
| 1:15 Cases | |

Broad Objectives

- Assist in “Growing the Lean Community”
- Understanding of how to analyze & interpret LESAT results; how to provide guidance to Enterprise Executives
- Facilitate networking among “Lean Champions”
- Common understanding & use of LESAT

What You Should Be Able to Do

- **Organize & facilitate a LESAT implementation and continued utilization**
- **Coach others in LESAT utilization**
- **Prepare your Enterprise Leadership Team**
 - **Present overview of TTL Roadmap**
 - **Present overview of LESAT & its utilization**
 - **Provide lean literature and training**
- **Obtain Enterprise Leader's commitment to personally sponsor & participate**

(Continued)

- **Prepare materials needed for assessment**
- **Conduct LESAT Kickoff Meeting**
- **Provide advice to groups during assessment**
- **Collect & summarize assessment results; prepare presentation for LESAT Follow-up Meeting**
- **Conduct Follow-up Meeting; facilitate discussion re interpretation of results**

(Continued)

- **Obtain agreement and understanding of next steps**
- **Conduct post-meeting analysis; work with Executive Team to update Lean Transformation Plan & other affected initiatives**
- **Conduct 2nd Follow-up Meeting, if needed**
- **Prepare for subsequent LESAT executions**

**LEM
Principles & Practices**

**TTL
Roadmaps**

**LESAT
Self Assessment**



Lean Enterprise Model

Practices and Benchmark Data

Meta-Principles/Enterprise Principles

<http://lean.mit.edu>

Enterprise Level Metrics

Overarching Practices

Identify & Optimize
Enterprise Flow

Assure Seamless
Information Flow

Optimize Capability &
Utilization of People

Make Decisions at
Lowest Possible Level

Implement Integrated
Product & Process
Development

Develop Relationships
Based on Mutual Trust &
Commitment

Continuously Focus on
the Customer

Promote Lean Leadership
at all Levels

Maintain Challenge of
Existing Processes

Nurture a Learning
Environment

Ensure Process
Capability and Maturation

Maximize Stability in a
Changing Environment

Metrics - Barriers - Interactions

Data
Sheets
(~225)

Enabling Practices (~ 60)

Metrics -Data - Barriers - Interactions

Supporting Practices (~300)

Internet
Links
(~600)

**LEM
Principles & Practices**

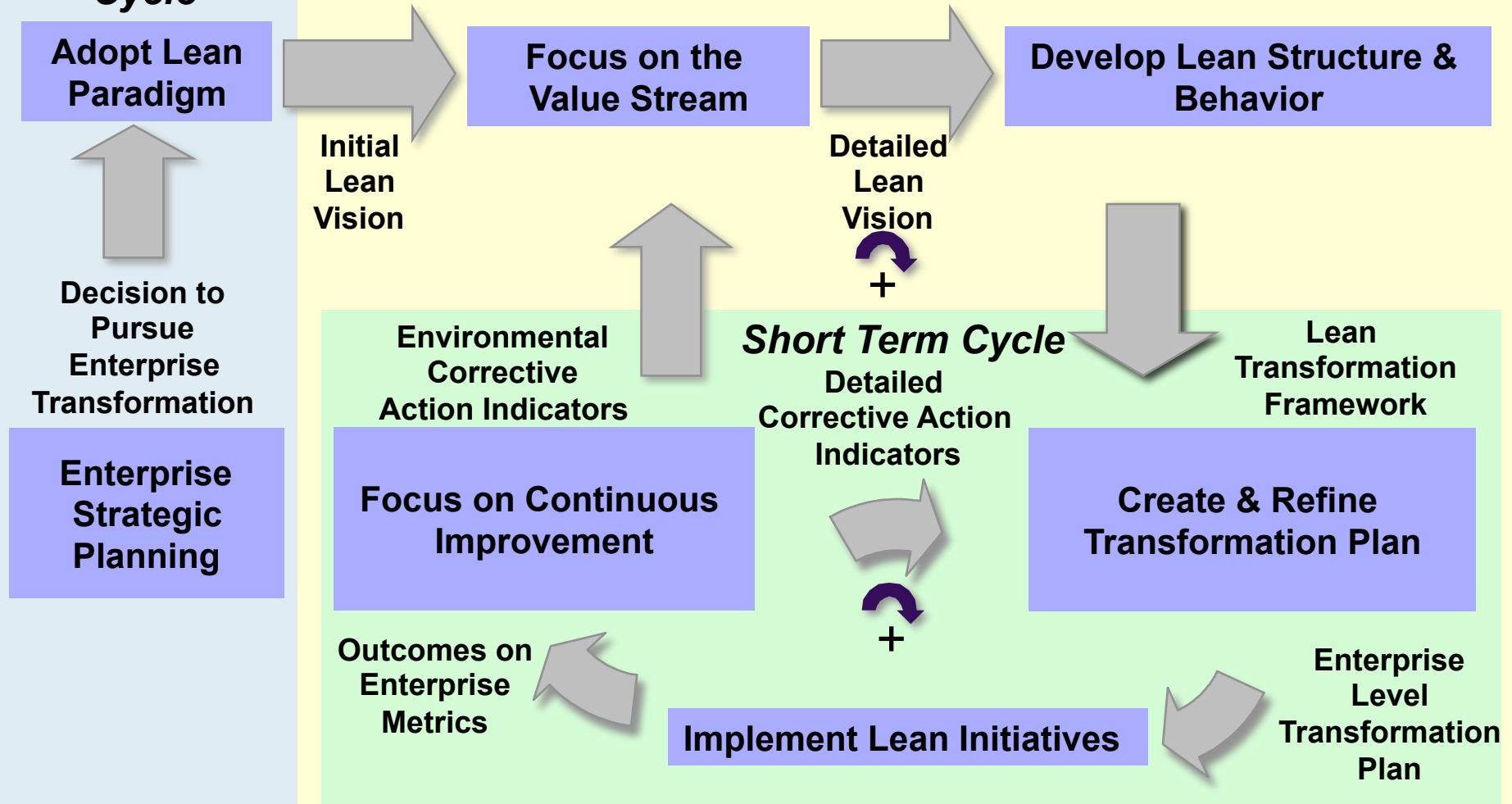
**TTL
Roadmaps**

**LESAT
Self Assessment**

Enterprise Transition To Lean (TTL) Roadmap

Entry/Re-entry Cycle

Long Term Cycle



Enterprise Level Roadmap

Entry/Re-entry Cycle

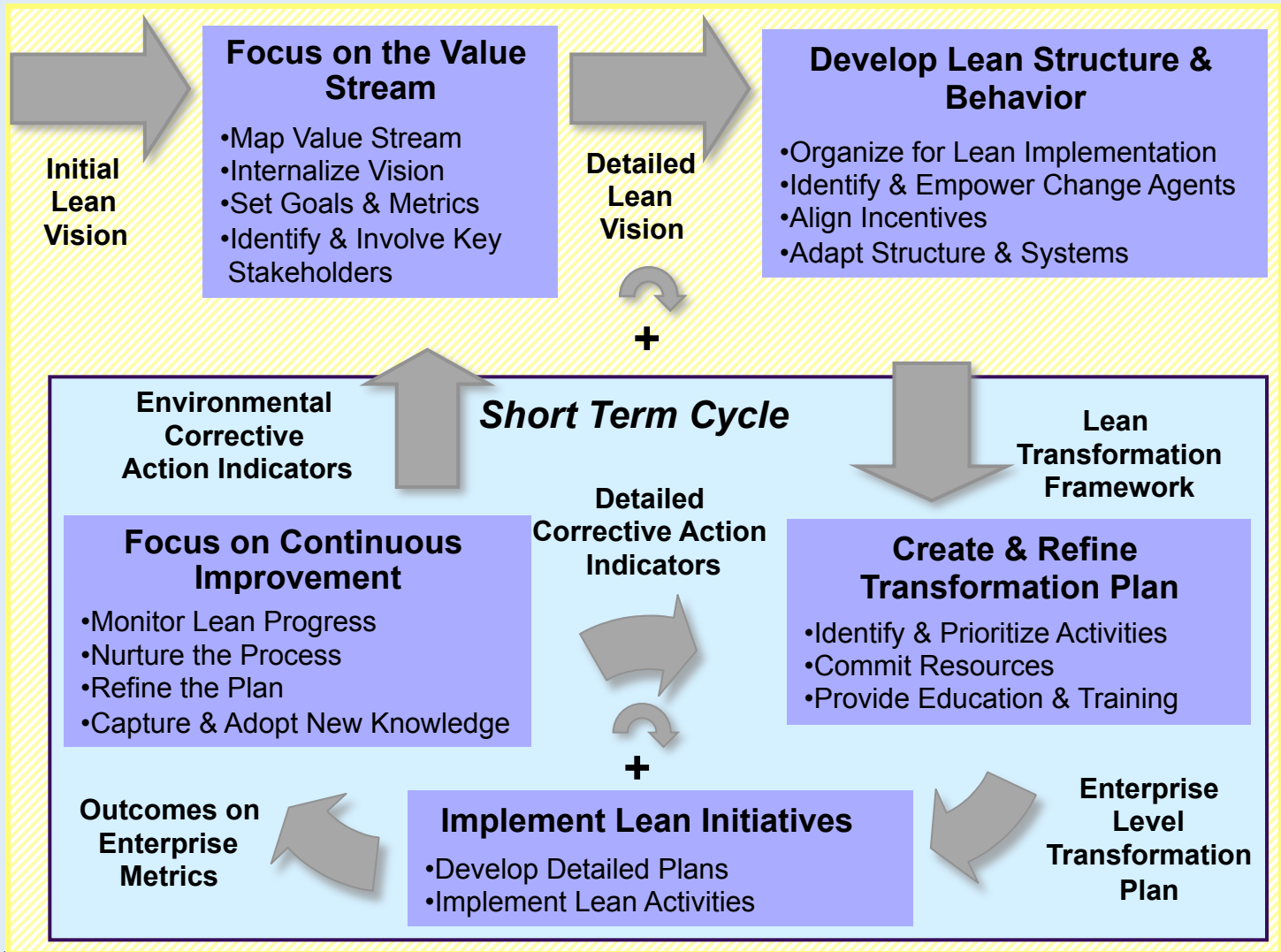
Adopt Lean Paradigm

- Build Vision
- Convey Urgency
- Foster Lean Learning
- Make the Commitment
- Obtain Senior Mgmt. Buy-in

Decision to Pursue Enterprise Transformation

Enterprise Strategic Planning

Long Term Cycle



**LEM
Principles & Practices**

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**LESAT
Self Assessment**

Figure 12

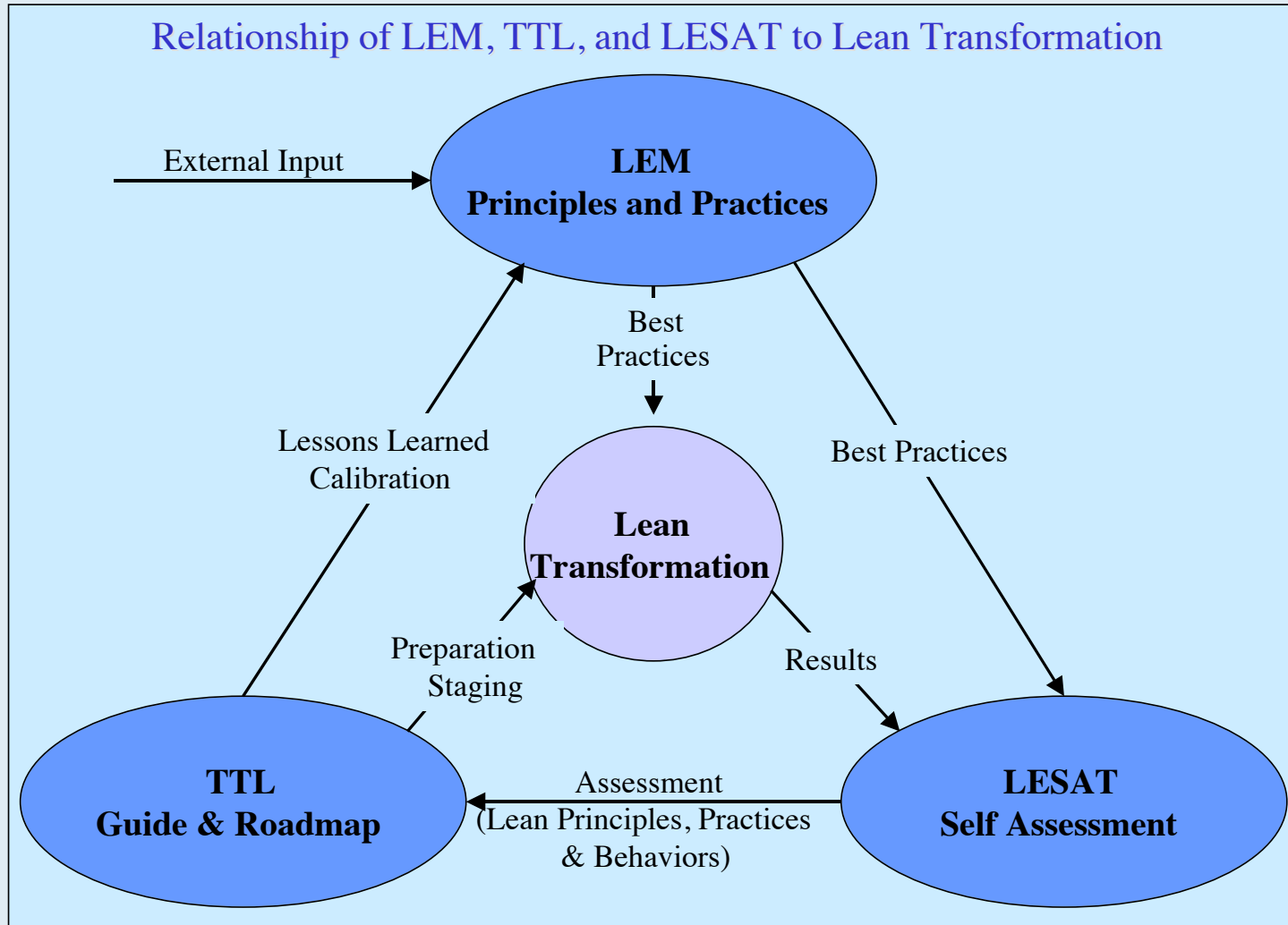


Figure 11
Continuous Improvement/Assessment Cycle

