



POSTER DESCRIPTION SHEET

Title: *US Air Force Air Logistics Centers:
Lean Enterprise Transformation and Associated Capabilities*

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Summary

Description: There is currently a unique, real world experiment underway at the three Air Force Air Logistics Centers. During 2004, LAI engaged with two of the ALCs (Ogden and Oklahoma City) to go through the EVSMA process. This high-level analytical tool was designed to help the executive team begin the process of top-down transformation to a lean enterprise. (Though the primary focus is the prioritization of new projects through which the entire enterprise will be affected, emphasis is also placed on developing an understanding of the current state of the organization.) Concurrently, Warner Robins has developed its own sense of and strategy regarding lean enterprise transformation. I would like to leverage the confluence of these activities, as well as my observations of the progress made and challenges confronted, into a thesis for the TPP Masters degree. I am looking to understand the enterprise transformation efforts at each ALC in order to identify best practices that can be generalized for other Air Force locations. Qualitative analysis of data (e.g., timeline development, coding materials, sorting and organizing observations into themes and writing) will be conducted. Transformation efforts observed will be studied through a theoretical lens of change literature, and suggestions for additions to LAI's TTL and EVSMA process will be made.

Key

Questions:

- 1) How have the capabilities, resources, and conceptual models embraced by the ALC leadership teams affected their lean enterprise transformation process?
- 2) What change tools and capabilities could be incorporated into the EVSMA process and the LAI Transition to Lean Roadmap, in order to improve the lean enterprise transformation results?
- 3) What are the policy implications for large, government enterprises in undertaking lean improvement and transformation efforts?



Linkage with

Research: Conducted as part of the Enterprise Change research group.