Government LESAT as a Transformation Tool

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What Is the Lean Enterprise Self-Assessment Tool (LESAT)?

- A tool for self-assessing the present state of “leaness” of an enterprise and its readiness to change
- Comprised of capability maturity model for assessing
  - (1) Enterprise leadership
  - (2) Life cycle and enabling processes
  - (3) Enabling infrastructure
- LESAT supports both
  - “As-Is” Analysis
  - “To-Be” Vision

Targeted at Enterprise Leadership Team (enterprise leader and direct reports)

Source: Lean Aerospace Initiative, MIT © 2001
Government Lean Enterprise Self-Assessment Tool

- **Background:**
  - Review of LESAT relative to SPO operation indicated 60-70% of LESAT usable in government context
  - Developed with small team

- **Primary focus for use is:**
  - SPOs
  - Government organizations with multiple functions needed to fulfill mission

Source: Lean Aerospace Initiative, MIT © 2001 as modified by MIT on 5/15/05

Successfully tested with Global Hawk & C-17 SPOs
Most LAI members have launched “lean change initiatives”

Many have used LAI’s Transition to Lean (TTL) Roadmap

Experience with TTL led early adopters to ask:

• How lean are we?
• How do we know how much progress we have made?
• Where should we focus next?

LESAT is intended to address these questions
LESAT Section I Links Directly with Enterprise TTL

Section I: Lean Transformation/Leadership

• Practices directly linked to enterprise Transition to Lean Model (TTL)

• Assesses the following elements:
  • Strategic integration
  • Leadership and commitment
  • Value stream analysis and balancing
  • Change management
  • Structure and systems
  • Lean transformation planning, execution and monitoring
**Enterprise Level Roadmap**

**Entry/Re-entry Cycle**

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

I.A
Enterprise Strategic Planning

I.B
Decision to Pursue Enterprise Transformation

**Long Term Cycle**

I.C
Focus on the Value Stream
- Map Value Stream
- Internalize Vision
- Set Goals & Metrics
- Identify & Involve Key Stakeholders

I.D
Develop Lean Structure & Behavior
- Organize for Lean Implementation
- Identify & Empower Change Agents
- Align Incentives
- Adapt Structure & Systems

I.E
Create & Refine Transformation Plan
- Identify & Prioritize Activities
- Commit Resources
- Provide Education & Training

**Short Term Cycle**

I.G
Focus on Continuous Improvement
- Monitor Lean Progress
- Nurture the Process
- Refine the Plan
- Capture & Adopt New Knowledge

I.F
Implement Lean Initiatives
- Develop Detailed Plans
- Implement Lean Activities

**Environmental Corrective Action Indicators**

**Detailed Corrective Action Indicators**

**Outcomes on Enterprise Metrics**
LAI Process Architecture View of the Lean Enterprise

- Life Cycle Processes
- Enabling Infrastructure Processes
- Enterprise Leadership Processes

Source: Lean Aerospace Initiative, MIT © 2001
LESAT is Consistent with a Process Architecture View of the Lean Enterprise

- **Life Cycle Processes**
  *(Source of Value)*

- **Enabling Infrastructure Processes**
  *(Supporting Role)*

- **Enterprise Leadership Processes**
  *(Transformation Enabler)*

Source: Lean Aerospace Initiative, MIT © 2001
Research Supported Causal Relations in Lean Enterprise Transformation

- Life Cycle Processes (LESAT Sec II)
- Enabling Infrastructure Processes (LESAT Sec III)
- Enterprise Leadership Processes (LESAT Section I)
Life Cycle Processes

The focus is on lean practices and processes that are developed and maintained at the top level of the enterprise to guide its lean activities.

Lifecyle Processes

These processes result in value delivery to the customer and stakeholders over the life of the product or service.

Enabling Infrastructure

These enabling processes provide supporting services to other organizational units whom they serve as internal customers.

Source: Lean Aerospace Initiative, MIT © 2001
What can LESAT Do?

- Simple, easy to use by enterprise leadership
- Focuses on lean attributes and interactions
- Tests alignment with enterprise planning
- Provides guidance for “next steps”
  - Gap analysis capability
  - Easy way to capture change opportunities
- Ability to accommodate both single and aligned organizations (gov’t-contractor, gov’t-gov’t)
- Can be integrated with an enterprise change initiative (Enterprise Transition to Lean Roadmap)
- Directly supports your strategic planning
- Can be repeated to measure progress
Suggested Process

Enterprise leaders and staff conduct LESAT assessment (three sessions). Enterprise leader champions each session. Facilitator answers questions

Facilitators compile data and analyze results

Enterprise leader and direct reports discuss results, understand present maturity level and determine desired maturity level

Leadership develops action plan to address gaps and prioritize resources

Conduct another LESAT exercise in about a year