Government
Lean Enterprise Self Assessment Tool

May 2005
What Is the Lean Enterprise Self-Assessment Tool (LESAT)?

- A tool for self-assessing the present state of “leanness” 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

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
Lean Transformation Requires an Enterprise Approach

**Core Enterprise**
- Direct Customers
- Direct Suppliers
- Partners
- Employees
- Shareholders
- Unions
- Corporate Functions
- Corporate Processes

**Extended Enterprise**
- Downstream Customers
- End-Use Customers
- Lifecycle Service and Support
- Society
- Academia

**Upstream Supply Chain**
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.A  Enterprise Strategic Planning

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

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

**Long Term Cycle**

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

**Short Term Cycle**

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

I.F  Implement Lean Initiatives
- Outcomes on Enterprise Metrics
- Implement Lean Activities
  - Develop Detailed Plans

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

Decision to Pursue Enterprise Transformation

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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)
LESAT Structure is Consistent with Enterprise Architecture

Section I
Transformation / Leadership
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.

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

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

Source: Lean Aerospace Initiative, MIT © 2001
Lean Enterprise Practices

- There are 55 lean enterprise practices in the assessment, divided amongst the three major sections
  - Section 1 Leadership/Transformation (28 practices)
  - Section 2 Lifecycle Processes (19 Practices)
  - Section 3 Enabling Infrastructure (8 Practices)
- Each practice is assessed on a capability maturity scale of 1 to 5
- There is a practice maturity definition for every maturity level in every practice, provided on a maturity matrix assessment sheet
Maturity Level Definitions

Lean Maturation

Least Capable → Traditional

→ Adopter

Level 2 → Performer

Level 3 → Reformer

Level 4 → Transformer

Level 5

Recognized Best Practice

Continuous Improvement

Systematic Approach

General Awareness

Minimal Awareness

World Class

Level 1

Level 2

Level 3

Level 4

Level 5
Generic Capability Maturity Levels
(Facilitator’s Guide, pp.13)

**Level 5**
Exceptional, well-defined, innovative approach is fully deployed across the extended enterprise (across internal and external value streams); recognized as best practice.

**Level 4**
On-going refinement and continuous improvement across the enterprise; improvement gains are sustained.

**Level 3**
A systematic approach/methodology deployed in varying stages across most areas; facilitated with metrics; good sustainment.

**Level 2**
General awareness; informal approach deployed in a few areas with varying degrees of effectiveness and sustainment.

**Level 1**
Some awareness of this practice; sporadic improvement activities may be underway in a few areas.

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
Methodology for Employing LESAT
(Description - Facilitator’s Guide pp.21)

Step 1: Facilitate a meeting to introduce the tool. Identify and hear from the enterprise leader and lean champions

Step 2: Enterprise leaders and staff conduct LESAT assessment. Facilitator answers questions and compiles data for leadership review

Step 3: Leadership reconvenes to jointly review results of present maturity level

Step 4: Leadership identifies and agrees on actionable items

Step 5: Team is formed to develop action plans and prioritize resources for lean enterprise improvement
# Generic LESAT Maturity Matrix Template

(Blue text changes for each practice, green text entered by assessor for each practice)

<table>
<thead>
<tr>
<th>Diagnostic Questions</th>
<th>Capability Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LP#</strong></td>
<td><strong>Lean Practices</strong></td>
</tr>
<tr>
<td>A specific lean practice associated with this Group</td>
<td>Statement describing little awareness of this lean practice (blue)</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Lean Indicators</td>
<td>Outcomes and lean behaviors that an enterprise will exhibit as it proceeds on its Lean transformation (blue)</td>
</tr>
<tr>
<td></td>
<td>C</td>
</tr>
<tr>
<td>Evidence</td>
<td>Supporting data utilized in assessing the current capability level of the Enterprise on this lean practice (green)</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Inputs to plans of action to leverage opportunities or to move to the desired level of capability (green)</td>
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</tbody>
</table>
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.

- I.A Enterprise Strategic Planning
- I.B Adopt the Lean Paradigm
- I.C Focus on the Value Stream
- I.D Develop Lean Structure and Behavior
- I.E Create and Refine Transformation Plan
- I.F Implement Lean Initiatives
- I.G Focus on Continuous Improvement
I.A. Enterprise Strategic Planning
   I.A.1 Integration of Lean in strategic planning process
   I.A.2 Focus on customer value
   I.A.3 Leveraging the extended enterprise

I.B. Adopt Lean Paradigm
   I.B.1 Learning and education in “Lean” for enterprise leaders
   I.B.2 Senior management commitment
   I.B.3 Lean enterprise vision
   I.B.4 A sense of urgency

I.C. Focus on the Value Stream
   I.C.1 Understanding current value stream
   I.C.2 Enterprise flow
   I.C.3 Designing future value stream
   I.C.4 Performance measures

I.D. Develop Lean Structure and Behavior
   I.D.1 Enterprise organizational orientation
   I.D.2 Relationships based on mutual trust
   I.D.3 Open and timely communications
   I.D.4 Employee empowerment
   I.D.5 Incentive alignment
   I.D.6 Innovation encouragement
   I.D.7 Lean change agents

I.E. Create & Refine Transformation Plan
   I.E.1 Enterprise-level Lean transformation plan
   I.E.2 Commit resources for Lean improvements
   I.E.3 Provide education and training

I.F. Implement Lean Initiatives
   I.F.1 Development of detailed plans based on enterprise plan
   I.F.2 Tracking detailed implementation

I.G. Focus on Continuous Improvement
   I.G.1 Structured continuous improvement processes
   I.G.2 Monitoring lean progress
   I.G.3 Nurturing the process
   I.G.4 Capturing lessons learned
   I.G.5 Impacting enterprise strategic planning
Example LESAT Practice  
- I.B Adopt Lean Paradigm -

I.B. Adopt Lean Paradigm - Transitioning to lean requires a significant modification to the business model of the enterprise. It is imperative that the enterprise leadership understands and buys into the lean paradigm since they will be required to create a vision for doing business, behaving and seeing value in fundamentally different ways.

### Diagnostic Questions

- Do enterprise leaders and senior managers understand the lean paradigm at the enterprise level?
- Do all senior leaders and management enthusiastically support a transformation to lean?
- Has a common vision of lean been communicated throughout the enterprise and within the extended enterprise?
- Has a compelling case been developed for the Lean transformation?

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New mental model of the enterprise | Senior leaders have varying vision of lean, from none to well-defined. | Senior leaders adopt common vision of lean. | Lean vision has been communicated and is understood by most employees. | Common vision of lean is shared by the extended enterprise. | Stakeholders have internalized the lean vision and are an active part of achieving it. |

### Lean Indicators

- The role that lean plays in achieving the vision is clearly defined
- The vision has been communicated to all levels and has extensive buy-in by most employees.
- The vision incorporates a new mental model of how the company would act and behave according to lean principles and practices

### Evidence


### Opportunities


## Diagnostic Questions for I.B - Adopt the Lean Paradigm

**I.B. Adopt Lean Paradigm** - Transitioning to lean requires a significant modification to the business model of the enterprise. It is imperative that the enterprise leadership understands and buys into the lean paradigm since they will be required to create a vision for doing business, behaving and seeing value in fundamentally different ways.

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- Do enterprise leaders and senior managers understand the lean paradigm at the enterprise level?
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### Evidence

- 

### Opportunities

- 

Diagnostic Questions for I.B - Adopt the Lean Paradigm

• Do enterprise leader and senior managers understand the lean paradigm at the enterprise level?
• Have all senior managers made a commitment to enthusiastically support a transformation to lean?
• Has a common vision of lean been communicated throughout the enterprise and within the extended enterprise?
• Has a compelling case been developed for the lean transformation?
### Maturity Definitions for Practice

**I.B.3 - Lean Enterprise Vision**

#### I.B. Adopt Lean Paradigm

Transitioning to lean requires a significant modification to the business model of the enterprise. It is imperative that the enterprise leadership understands and buys into the lean paradigm since they will be required to create a vision for doing business, behaving and seeing value in fundamentally different ways.

#### Diagnostic Questions
- Do enterprise leaders and senior managers understand the lean paradigm at the enterprise level?
- Do all senior leaders and management enthusiastically support a transformation to lean?
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I.B.3 Lean Enterprise Vision - new mental model of the enterprise

Level 1
Senior leaders have varying visions of lean, from none to well-defined

Level 2
Senior leaders adopt common vision of lean

Level 3
Lean vision has been communicated and is understood by most employees

Level 4
Common vision of lean is shared by the extended enterprise

Level 5
Stakeholders have internalized the lean vision & are an active part of achieving it

Lean Indicators for Practice
I.B.3 - Lean Enterprise Vision

I.B. Adopt Lean Paradigm - Transitioning to lean requires a significant modification to the business model of the enterprise. It is imperative that the enterprise leadership understands and buys into the lean paradigm since they will be required to create a vision for doing business, behaving and seeing value in fundamentally different ways.

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### Level 2
- Evidence

### Level 3
- Opportunities
Lean Indicators for Practice
I.B.3 - Lean Enterprise Vision

• The role that lean plays in achieving the vision is clearly defined
• The vision has been communicated to all levels and has extensive buy-in by most employees
• The vision incorporates a new mental model of how the company would act and behave according to lean principles and practices
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.

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

- II.A Set-up the Enterprise
- II.B Build Relationships
- II.C Develop the Plan
- II.D. Implement the Plan
- II.E Learn, Improve and Sustain
Section II: Life Cycle Processes

Assess:

- Enterprise level core processes
  - Capability to use resources
  - Program Management
  - Relationship Development
  - Requirements Definition
  - Lean Behavior throughout the Value Stream
  - Alignment of Expectations
  - Service, Support and Sustainability
- Key integrative practices
LESAT Section II - 19 Lean Practices

II.A. Set-up the Enterprise
- II.A.1 Leverage Lean capability for new opportunities
- II.A.2 Optimize the capability and utilization of assets
- II.A.3 Provide capability to manage risk, cost, schedule and performance
- II.A.4 Allocate resources for program/project development efforts

II.B. Build Relationships
- II.B.1 Define and develop relationships with stakeholders
  - Optimize the relationship
  - Foster innovation and knowledge-sharing

II.C. Develop the Plan
- II.CB.1 Establish a requirements definition process to optimize lifecycle value
- II.C.2 Capture data from the extended enterprise to optimize future requirements definitions
- II.C.3 Incorporate stakeholder value into design of products and processes
- II.C.4 Incorporate downstream stakeholder values into products and processes
- II.C.5 Create a multidisciplinary approach

II.D. Implement the Plan
- II.D.1 Utilize knowledge and capability in decision making
- II.D.2 Foster lean behavior throughout the value stream
- II.D.3 Align customer requirements and expectations with the extended enterprise capabilities
- II.D.4 Transition product/service to the customer in a lean fashion

II.E. Learn, Improve and Sustain
- II.E.1 Enhance value of delivered products and services to customers and the enterprise
- II.E.2 Provide post delivery service, support and sustainability
- II.E.3 Maintain challenge of existing processes
## II. D. Implement the Plan

The plan must be designed and managed according to the principles and practices of the lean paradigm.

### Diagnostic Questions

- Is lean knowledge and capability regarded as a strategic capability?
- Has enterprise strategy been aligned to capitalize on lean capability?
- Are products pulled in accordance with customer demand in real-time?
- Are production schedules and capacity considered prior to making a contract commitment?
- Have the enterprise processes been ordered and adapted for flow?
- Is the customer ready to effectively use and deploy the product/service when it is received?
- Is there a process to identify and eliminate bottlenecks in the work flow?

### Capability Levels

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<td>II.D.2</td>
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<td>Processes and relationships based on past/historical norms.</td>
<td>There are pockets within the value stream where the objectives of the task, program or mission influence creation of new processes to maximize value.</td>
<td>All members of the value stream have established processes that foster open sharing of information with “no spin” assessments</td>
<td>Senior leadership involvement allows stakeholders to develop innovative approaches that are flexible to changing conditions.</td>
<td>Stakeholders along the value stream are empowered to develop flexible and innovative processes based on value delivered to the extended enterprise.</td>
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### Lean Indicators (Examples)

- Conversion to lean has freed up resources for re-deployment.
- Bottlenecks have been identified and eliminated to allow processes to flow seamlessly.
- Work is performed only when “pulled” from subsequent “customers” in the value chain.

### Evidence

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### Opportunities
### Diagnostic Questions for Implement the Plan

#### II.D Implement the Plan - The plan must be designed and managed according to the principles and practices of the lean paradigm

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#### Lean Indicators (Examples)
- Conversion to lean has freed up resources for re-deployment.
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#### Evidence

#### Opportunities

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*Source: U.S. and U.K. Lean Aerospace Initiative, © 2001*
Diagnostic Questions for II.D - Implement the Plan

• Is lean knowledge and capability regarded as a strategic capability?
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• Is the customer ready to effectively use and deploy the product/service when it is received?
• Is there a process to identify and eliminate bottlenecks in the work flow?
### Maturity Definitions for Practice II.D.2 - Foster Lean Behavior throughout the Value Stream

#### II. D. Implement the Plan - The plan must be designed and managed according to the principles and practices of the lean paradigm

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Level 5: Stakeholders along the value stream are empowered to develop flexible and innovative processes based on value delivered to the extended enterprise.                                                                                                                                                                                                                                             |

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Bottlenecks have been identified and eliminated to allow processes to flow seamlessly.  
Work is performed only when “pulled” from subsequent “customers” in the value chain. |                                                                 |                                                                 |                                                                 |                                                                 |

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II.D.2 Foster Lean Behavior throughout the Value Stream - *Promoting stakeholder innovation and flexibility*

**Level 5**
Stakeholders along the value stream are empowered to develop flexible and innovative processes based on value delivered to the extended enterprise.

**Level 4**
Senior leadership involvement allows stakeholders to develop innovative approaches that are flexible to changing conditions.

**Level 3**
All members of the value stream have established processes that foster open sharing of information with “no spin” assessments.

**Level 2**
There are pockets within the value stream where the objective of the task, program, or mission influence creation of new processes to maximize value.

**Level 1**
Processes and relationships are established based on past/historical norms.
II. D. Implement the Plan - The plan must be designed and managed according to the principles and practices of the lean paradigm

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<td>task, program or mission influence creation of new processes to maximize value.</td>
</tr>
<tr>
<td>• Are production schedules and capacity considered prior to making a contract</td>
<td>Level 3: All members of the value stream have established processes that foster</td>
</tr>
<tr>
<td>commitment?</td>
<td>open sharing of information with “no spin” assessments.</td>
</tr>
<tr>
<td>• Have the enterprise processes been ordered and adapted for flow?</td>
<td>Level 4: Senior leadership involvement allows stakeholders to develop innovative</td>
</tr>
<tr>
<td>• Is the customer ready to effectively use and deploy the product/service when it is</td>
<td>approaches that are flexible to changing conditions.</td>
</tr>
<tr>
<td>received?</td>
<td>Level 5: Stakeholders along the value stream are empowered to develop flexible and</td>
</tr>
<tr>
<td>• Is there a process to identify and eliminate bottlenecks in the work flow?</td>
<td>innovative processes based on value delivered to the extended enterprise.</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
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<td>II.D.2</td>
<td><strong>Foster Lean Behavior Throughout the Value Stream</strong></td>
<td>Level 1: Processes and relationships based on past/historical norms.</td>
</tr>
<tr>
<td></td>
<td><strong>Promoting stakeholder innovation and flexibility</strong></td>
<td>Level 2: There are pockets within the value stream where the objectives of the task, program or mission influence creation of new processes to maximize value.</td>
</tr>
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<tr>
<th>Lean Indicators (Examples)</th>
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<tbody>
<tr>
<td>• Conversion to lean has freed up resources for re-deployment.</td>
<td></td>
</tr>
<tr>
<td>• Bottlenecks have been identified and eliminated to allow processes to flow seamlessly.</td>
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<tr>
<td>• Work is performed only when “pulled” from subsequent “customers” in the value chain.</td>
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<table>
<thead>
<tr>
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<table>
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Lean Indicators for Practice II.D.2 - Foster Lean Behavior throughout the Value Stream

• Conversion to lean has freed up resources for re-deployment
• Bottlenecks have been identified and eliminated to allow processes to flow seamlessly
• Work is performed only when “pulled” from subsequent “customers” in the value chain
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. These processes result in value delivery to the customer and stakeholders over the life of the product or service. These enabling processes provide supporting services to other organizational units whom they serve as internal customers.
LESAT Section III

Section III: Enabling Infrastructure

Assess critical supporting processes

- Finance
- Information Technology
- Learning
- Human Resources
- Environmental Health & Safety
III.A. Lean Organizational Enablers
   III.A.1 Financial system supports Lean transformation
   III.A.2 Enterprise stakeholders pull required financial information
   III.A.3 Promulgate the Learning Organization
   III.A.4 Enable the Lean enterprise with information systems and tools
   III.A.5 Integration of environmental protection, health and safety into the business

III.B. Lean Process Enablers
   III.B.1 Process standardization
   III.B.2 Common tools and systems
   III.B.3 Variation reduction
### Example LESAT Practice

#### III.A - Lean Organizational Enablers

**III.A. Lean Organization Enablers** - The support units of an enterprise infrastructure must support the implementation of lean principles, practices and behavior.

<table>
<thead>
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<td>Do the finance and accounting measures support the implementation of lean?</td>
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| III.A.1 | Financial System Supports Lean Transformation  
**Lean requires appropriate financial data** | **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** |
| | Finance system provides basic budget and cost accounting data; there is little awareness and exploration of broader support roles for finance. | C | D | C | D | C | D | C | D |
| | Initial efforts are underway to adapt or modify systems to compensate for the inadequacies of the formal financial system. | C | D |
| | Finance system is overhauled to provide data and financial information to support and enable a lean transformation at any level. | C | D | C | D |
| | Financial system scope is expanded to integrate with non-traditional measures of value creation (e.g., intellectual capital, balanced scorecard, etc.). | C | D |
| | Financial systems provide seamless information exchange across the extended enterprise, with emphasis on value creation for all stakeholders. | C | D |

#### Lean Indicators

- Financial measures that conflict with lean activity are no longer used to measure progress and performance.
- The financial system handles a balanced set of financial and non-financial measures to assist decision-making.
- The financial system has been overhauled to ensure fast and efficient processing of information as required.

### Evidence

______________________________

### Opportunities

______________________________

**Source:** U.S. and U.K. Lean Aerospace Initiative, © 2001
### III.A - Lean Organization Enablers

The support units of an enterprise infrastructure must support the implementation of lean principles, practices and behavior.

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**Lean Indicators**
- Financial measures that conflict with lean activity are no longer used to measure progress and performance.
- The financial system handles a balanced set of financial and non-financial measures to assist decision-making.
- The financial system has been overhauled to ensure fast and efficient processing of information as required.

**Evidence**

**Opportunities**

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Diagnostic Questions for III.A - Lean Organizational Enablers

- Do the finance and accounting measures support the implementation of lean?
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Maturity Definitions for Practice  
III.A - Lean Organizational Enablers

### III.A. Lean Organization Enablers

The support units of an enterprise infrastructure must support the implementation of lean principles, practices and behavior.

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**Lean Indicators**
- Financial measures that conflict with lean activity are no longer used to measure progress and performance.
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**Evidence**

**Opportunities**

*Source: U.S. and U.K. Lean Aerospace Initiative, © 2001*
Financial system supports lean transformation - *Lean requires accurate assessment of value stream activities*

**Level 5**
Financial systems provide seamless information exchange across the extended enterprise, with emphasis on value creation for all stakeholders.

**Level 4**
Financial system scope is expanded to integrate with non-traditional measures of value creation (e.g., intellectual capital, balanced scorecard, etc.).

**Level 3**
Finance system is overhauled to provide data and financial information to support and enable a lean transformation at any level.

**Level 2**
Initial efforts are underway to adapt or modify systems to compensate for the inadequacies of the formal financial system.

**Level 1**
Finance system provides basic budget and cost accounting data; there is little awareness and exploration of broader support roles for finance.
## Lean Indicators for Practice

### III.A - Lean Organizational Enablers

**Diagnostic Questions**

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**Evidence**

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**Opportunities**

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Lean Indicators for Practice
III.A - Lean Organizational Enablers

- Financial measures that conflict with lean activity are no longer used to measure progress and performance.
- The financial system handles a balanced set of financial and non-financial measures to assist decision-making.
- The financial system has been overhauled to ensure fast and efficient processing of information as required.
- Financial and performance measurement data can be accessed as needed in user-defined format.
- Financial information can be extrapolated to forecast outcomes.
- System provides up to date information on request and rationalizes information no longer used.
Self-Assessment Process

• Questions
• Pick up assessment tool
• Do assessment
  • Check maturity level (C box)
  • Check desired maturity level (D box)
• Enter evidence as appropriate
• Enter opportunities that come to mind
• Hand in to _________________________