Merging Lean & Six Sigma Programs Agenda

These materials spans two breakout sessions:

1:30 to 3:15: Presentations

- Overview and framing (5 min)
- Company program updates (10 min ea.)
  - History time line of the LSS program, corporate program design (methods, staff, training, certification, resources, assessment), and linkage(s) to corporate strategy
  - Deployment illustration (mini case that illustrates program in its results)

3:45 to 5:30: Q & A Panel
LAI Research Agenda:
Groups Address Grand Questions

1. How can I understand the way my organization currently operates within its larger context?

2. How can I define and evaluate the future possibilities for a more efficient and effective enterprise?

3. What are the most effective strategies and tactics to achieve these future possibilities for my enterprise?

4. How can I best manage the enterprise change process?

FOCUS of RESEARCH
• ESE Approaches
• SE Effectiveness Indicators
• Studies of ESE Practices (with MITRE)

FOCUS of RESEARCH
• Lean Product Development
• Lean Systems Engineering
• Lean Software

FOCUS of RESEARCH
• ESE Approaches
• SE Effectiveness Indicators
• Studies of ESE Practices (with MITRE)

FOCUS of RESEARCH
• Change Management
• Enterprise Change Philosophy
• Studies of Successful Change
• Distributed Leadership

EA-ET
Enterprise Architecting - Enterprise Transformation

LEPD
Lean Enterprise Product Development

ESE
Enterprise Systems Engineering

ECM
Enterprise Change Management

http://lean.mit.edu
Lean Enterprise Change

What does it take?

… capabilities in each of the following areas

1. Rethinking organizational boundaries
   • Long-term system view that includes relationships across units and with suppliers and customers as a common value stream

2. Installing sets of innovations
   • Complementarities of changes beyond process improvement

3. Pulling and pushing change
   • Based on deeper cultural assumptions that enable a virtuous learning process within a “community of scientists”

4. Seeking growth opportunities
   • The positive vision for continual renewal

5. Distributing leadership
   • Interdependent roles in a system of leadership

Calling these the “five capabilities for enterprise change”
Capabilities…

- are resources, talents, and abilities of an organization and its people
- that have the potential for development and use, and in their use,
- create expected outcomes while further developing themselves

The system of change leads to a lean enterprise system
Examining Enterprise Improvement & Change

Multi-enterprise change requires attention to four levels:

1) efforts and results in the local organization,
2) integrity and coherence of local organization efforts with enterprise changes,
3) alignment of local to enterprise efforts, and
4) accommodation of external factors found in the broader environment.

Figure 3 Levels of Analysis for Lean Multi-enterprise Change

Source: “Lean Enterprise Change at Warner Robins ALC” Case Study, June 1, 2006
1:30 to 3:15: Presentations

- BAE SYSTEMS
  Nicole Marin
- Boeing
  Jan Martinson
- Lockheed Martin
  Gerald Boisvert
- Northrop Grumman
  Mary Anne Jones
- Pratt & Whitney/UTC
  Ida Gall
- Raytheon
  Mark Edmondson
- Textron Systems
  Geoff Bentley
3:45 to 5:30: Q & A with panel
Merging Lean and Six Sigma Programs

Q & A process:
• Start with submitted questions
• Open to audience
• Closing comments from panel (starting @ 5:15)

Panel

BAE SYSTEMS
Nicole Marin

BOEING
Jan Martinson

LOCKHEED MARTIN
Gerald Boisvert

NORTHROP GRUMMAN
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TEXTRON
Geoff Bentley

LAI MIT
George Roth