Milestones in Lean Enterprise Thinking

Success through Enterprise integration of all stakeholders
- Industry
- Government
- Suppliers
- Employees

Value creation

Consortium Successes on the Road to Transformation


Functional lean successes:
- Manufacturing
- Product Development
- Supplier Network

“Islands” of Success

Successes through interaction between functions
- Lean applied to enabling processes
  - HR, IT, etc.

Success through Enterprise integration
- Transition from waste minimization to value creation

Success through networked Enterprises
- Expanding the lean boundaries
  - Suppliers
  - Customers
  - Partners

Success through Enterprise integration of all stakeholders
- Industry
- Government
- Suppliers
- Employees

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LAI Consortium Successes - What we have done together

LEPD
Lean Enterprise Product Development

EVSMA
Enterprise Value Stream Mapping and Analysis

LEV
Lean Enterprise Value Simulation

“The Game”

Leading Indicators

Guide to Systems Engineering Leading Indicators

2002  2003  2004  2005  2006  2007
LAI Moving Forward - What You Told Us

- Review business model
- Focus on the customer
- Assist more in deployment
- Be innovative and flexible to consortium needs
- Be on the cutting edge of knowledge
Transformation Events
- Enterprise transformation focus
- Enterprise level training
- Roadmap for Enterprise transformation
- Fee for service model

DEPLOYMENT
Enable Transformation
Exchange Knowledge
Measure Value

Create collaborative value for customers

Knowldege Exchange Events
- Workshops, seminars, roundtables & tutorials
- A membership benefit via point system
- Available to customers, suppliers and consultants
- Events are self-supporting

Educational Network
- Learn from doing
- Research validated
- Impacts future research

LAI Operating Model

Enhance Membership
- Benchmarking
- Sharing Lessons Learned
- Neutral broker
- Website
- Active community of practice
- Annual Conference

Relationshp
Accelerate Deployment
Engage all Stakeholders
Collaborate to Transform

Knowledge Creation
Conduct Enterprise Research
Develop Transformation Products

Products and tools
Publications
- Applied research
- Best practices
- Transformation strategies
- Change management
- Future enterprise design

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But a Gap Exists Between Knowledge and Implementation

In the “The Knowing-Doing Gap” key solutions for closing the gap are identified:

- “Why” before “How” - Philosophy Is Important
  - It’s a process, not an answer!
- Knowing comes from doing and teaching others how
- Engage more frequently in thoughtful action
  - Taking action will generate experience from which you can learn
- Measure what matters and what can turn knowledge into action
- What leaders do, how they spend their time and how they allocate their resources matters
  - Attitude of action
  - Importance of learning by trying new things
  - Leaders teaching new concepts
“…ask for help. As I mentioned, we’ve asked for help in the past. We see great value in belonging to organizations such as LAI, to network, identify better practice, and as a thought partner.

Some of our best ideas were derived from other people who were struggling with their own Lean journey as we were, and who were graciously willing to share their successes and their failures.”

Clayton (Clay) M. Jones  
Chairman, President and Chief Executive Officer of Rockwell Collins, April 19, 2006
Tap Our Resources to Help You Bridge the Gap

Attend Upcoming LAI Knowledge Exchange Events

Engage with the Consortium and Build Relationships

Utilize LAI Transformation Events and Services

Sponsor MIT Research in Your Organization

Let the Power of MIT Work for You

Network - Share - Learn

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6 Ways To Start Bridging The Gap

1. Understand Enterprise Transformation

Conference Opportunities:

- “Pushing Lean Thinking Throughout the Enterprise”
- “Lean Enterprise Transformation Across the Entire Aircraft Lifecycle”
- “Lean Transformation in Various Organizational Settings”

Future Opportunities:

- Using the Lean Enterprise Self-Assessment Tool (LESAT) for Transformation (1 pt.)
- Applying Enterprise Value Stream Mapping and Analysis (EVSMA) To Your Enterprise (5 pts.)
6 Ways To
Start Bridging The Gap

2. Learn From New
Methods and Tools

Conference Opportunities:

- "Lean Applications for Program Success"
  Conference Breakout
- "Enterprise Metrics"
  Conference Breakout
- "Managing Flexibility and Uncertainty"
  Conference Breakout

Future Opportunities:

- "Cost Estimation for Systems Engineering"
  Spring 2007
- Knowledge Exchange Events
- "Leading Indicators for Technical and Programmatic Performance"
  November 2007 (1 pt.)
Join Government and Industry in a Unified Approach to Enterprise Transformation

Conference Opportunity:

“Integrated Systems Frameworks for Enabling Enterprise Transformation”

Future Opportunity:

Applying Enterprise Value Stream Mapping and Analysis (EVSMA) To Your Enterprise (5 pts.)

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4. Understand Supply Chain Link to Enterprise Transformation

Conference Opportunities:

- "Transforming Supplier Networks"
- "Lean Process Optimization"

Future Opportunity:

- Knowledge Exchange Event
- Supply Networks Toolset (2 pts.)

Keynote Address:

“The Resilient Enterprise”
Professor Yossi Sheffi
Engineering Systems, and Civil and Environmental Engineering Director,
Center for Transportation and Logistics, Massachusetts Institute of Technology
5. Educate and Train Leaders and Stakeholders in Lean Enterprise Principles

Conference Opportunities:

- "Managing and Leading Enterprise Change" Conference Breakout
- "Pushing Lean Thinking Throughout the Enterprise" Conference Breakout

Future Opportunities:

- Lean Enterprise Change Through the Lens of Enterprise Change Capabilities (3 pts.)
  July 23-25, 2007
- World-Class Lean Enterprises (3 pts.)
  October 2007
- Lean Enterprise Value (LEV) Simulation (3 pts.)
  January 2008

6 Ways To Start Bridging The Gap

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Be On the Cutting Edge of Transformation

Conference Opportunity:

“Enterprise Integration Enabled by Information Technology”

Future Opportunities:

Architecting Future Enterprises (1 pt.)
June 12, 2007

Knowledge Exchange Event

“Chief Information Officer Roundtable” (0 pts.)
September 2007

6 Ways To Start Bridging The Gap
Learn by Doing at the Conference

Seek and understand new ideas through Keynotes, Breakouts, Research Posters, and Dialog

Uncover new ways of thinking through lessons learned

Share with others at the conference – learn by teaching!

Listen to how others are transforming their Enterprises and think about how to apply lean principles to your organization

Explore ways to close the knowing-doing gap for your Enterprise!

Network!