



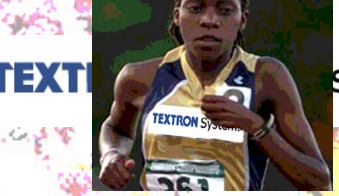
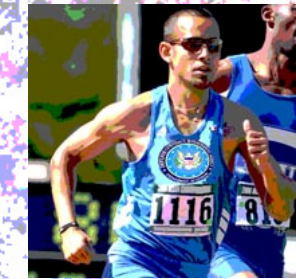
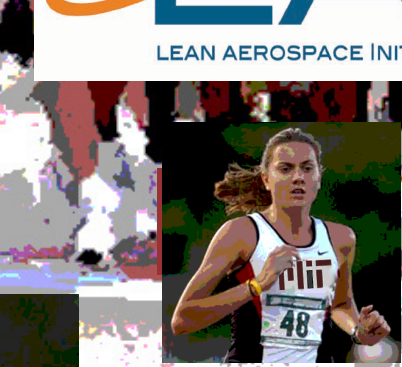
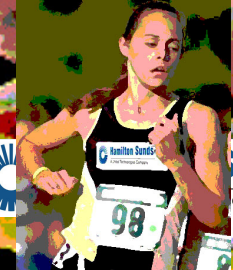
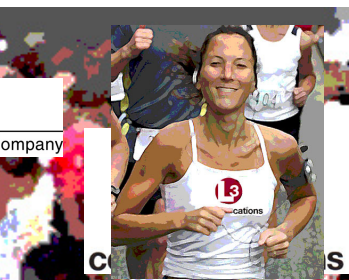
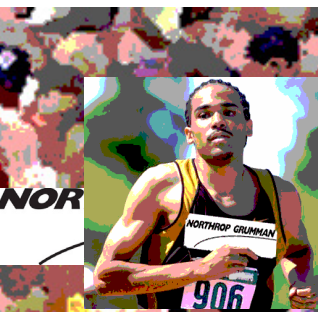
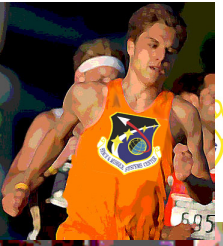
Partnering for Enterprise Excellence

Presented By

Professor Debbie Nightingale

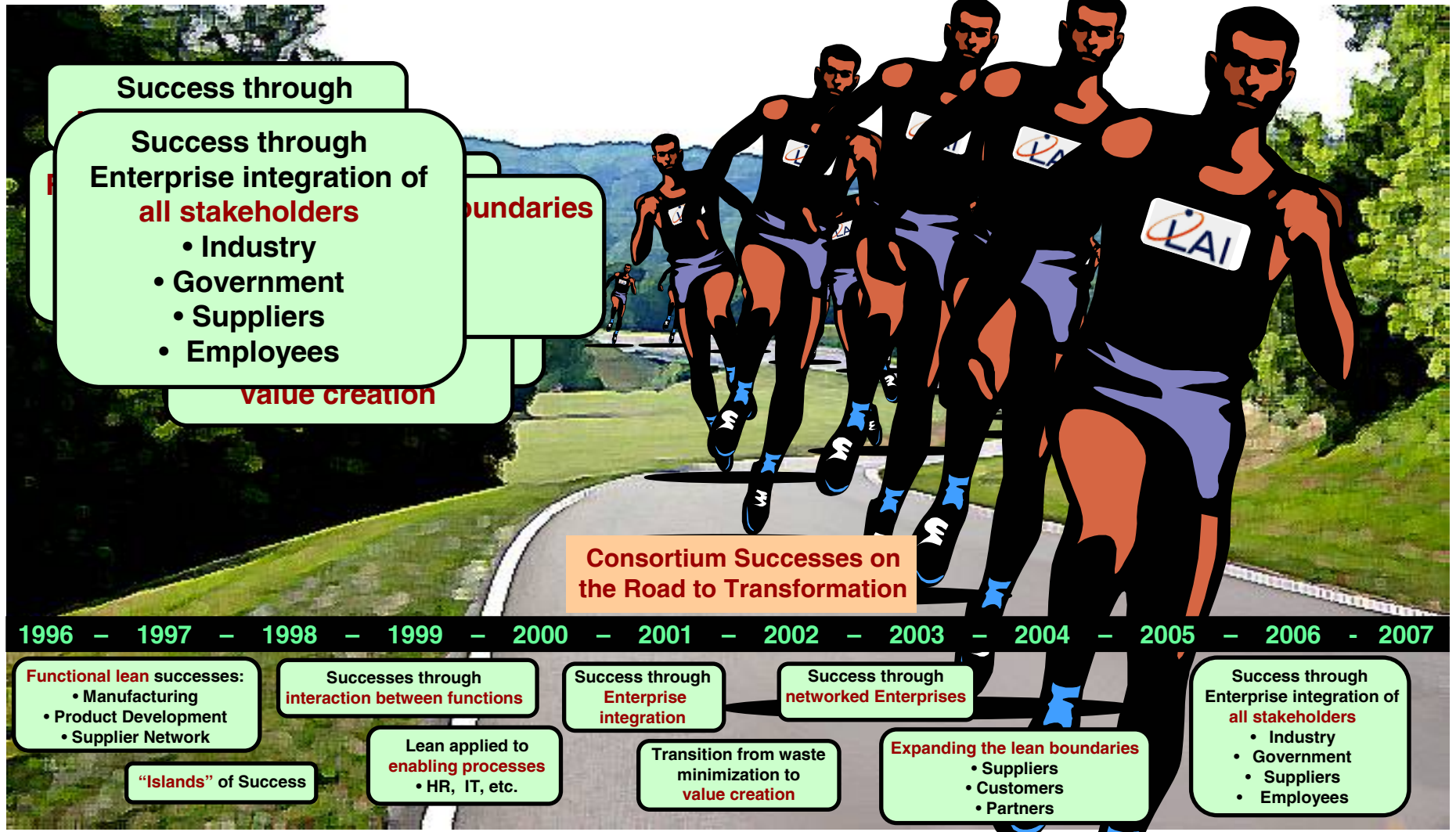
Massachusetts Institute of Technology

April 18, 2007



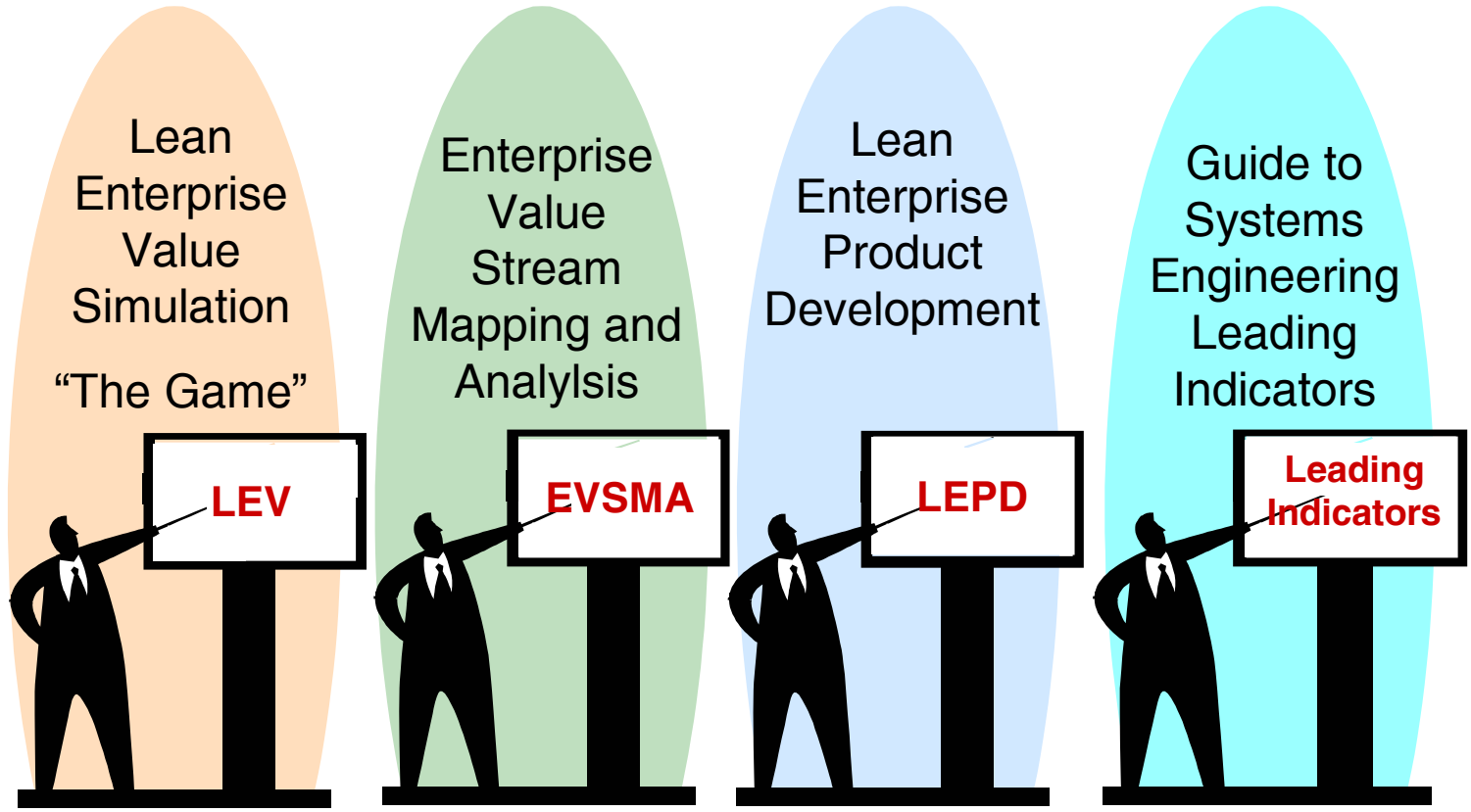
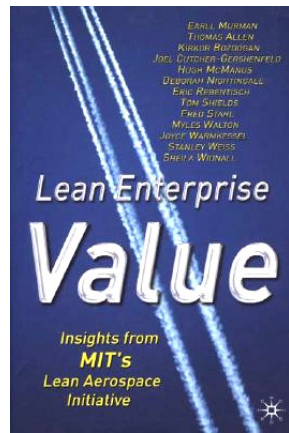


Milestones in Lean Enterprise Thinking





LAI Consortium Successes - What we have done together

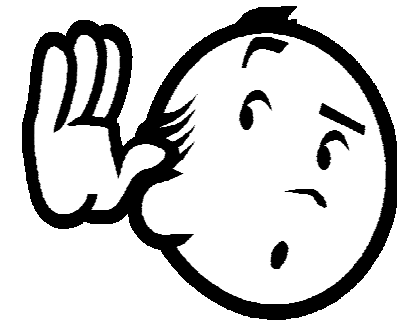


2002 2003 2004 2005 2006 2007



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

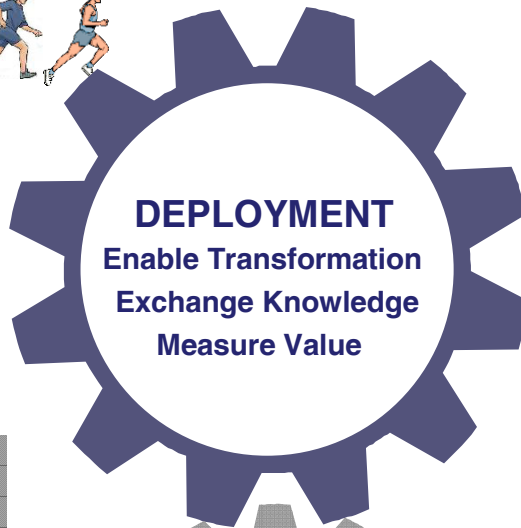




LAI Operating Model

Transformation Events

- Enterprise transformation focus
- Enterprise level training
- Roadmap for Enterprise transformation
- Fee for service model



Knowledge Exchange Events

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

Educational Network

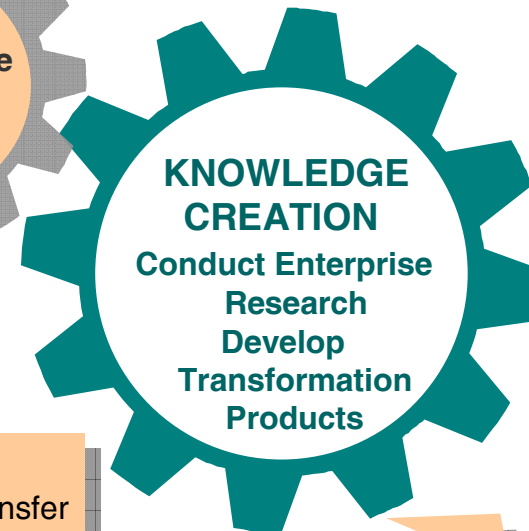
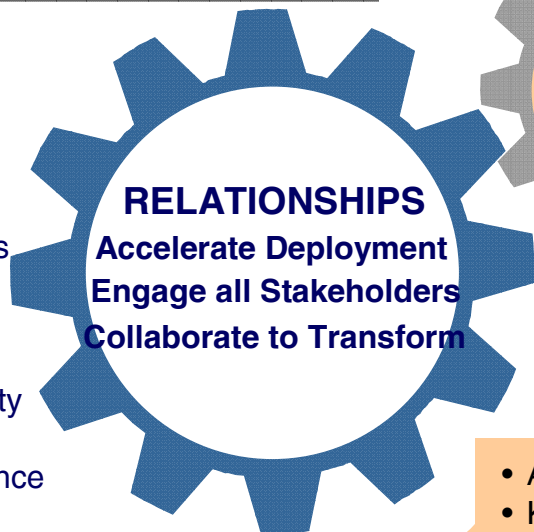
- Learn from doing
- Research validated
- Impacts future research

- Contributed SMEs
- Learn from doing
- Collaborations



Enhance Membership

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



Expand Lean knowledge

- Applied research
- Best practices
- Transformation strategies
- Change management
- Future enterprise design

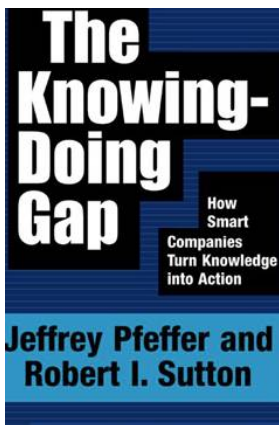
Products and tools Publications

- Access
- Knowledge transfer
- Collective action



But a Gap Exists Between Knowledge and Implementation

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



Source:
*The Knowing-Doing Gap:
How Smart Companies Turn
Knowledge into Action,*
Pfeffer and Sutton
ISBN: 1578511240
October 1999

- “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



Bridging The Gap: Partnering For Enterprise Excellence

“...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



**Knowledge
Exchange
Events**

Network - Share - Learn

Engage with the
Consortium
and Build Relationships



Let
the Power of



Work for You

Utilize LAI Transformation
Events and Services



Sponsor MIT Research
in Your Organization



**Massachusetts
Institute of
Technology**



6 Ways To Start Bridging The Gap


1.

Understand Enterprise Transformation


Keynote Address:

“The Naval Aviation Enterprise”

Vice-Admiral
Walter Massenburg USN (Ret.),
 Former Commander
 Naval Air Systems Command



Conference Opportunities:




“Pushing Lean Thinking Throughout the Enterprise”

Conference Breakout



“Lean Enterprise Transformation Across the Entire Aircraft Lifecycle”


Conference Breakout



“Lean Transformation in Various Organizational Settings”

Conference Breakout

Future Opportunities:




Using the Lean Enterprise Self-Assessment Tool (LESAT) for Transformation (1 pt.)

May 16, 2007



Knowledge Exchange Events

Network - Share - Learn



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

May 21-24, 2007



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
Network - Share - Learn



“Leading Indicators for Technical and Programmatic Performance”
November 2007 (1 pt.)



6 Ways To Start Bridging The Gap

3. Join Government and Industry in a Unified Approach to Enterprise Transformation

Conference Opportunity:



Conference Breakout

“Integrated Systems Frameworks for Enabling Enterprise Transformation”

Future Opportunity:



Network - Share - Learn

Knowledge Exchange Events



May 21-24, 2007

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

Keynote Address:



“A United Front: A Common Lean Approach for Customers and Industry”

James (Jim) F. Albaugh
Executive Vice President,
The Boeing Company,
President and CEO,
Integrated Defense Systems



6 Ways To Start Bridging The Gap

4.

Understand Supply Chain Link to Enterprise Transformation

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

Conference Opportunities:



“Transforming Supplier Networks”

Conference Breakout



“Lean Process Optimization”

Conference Breakout

Future Opportunity:



Network - Share - Learn

Knowledge Exchange Event



September 2007

Supply Networks Toolset (2 pts.)




6 Ways To Start Bridging The Gap

5.


Educate and Train Leaders and Stakeholders in Lean Enterprise Principles

Conference Opportunities:



Conference Breakout


“Managing and Leading Enterprise Change”



Conference Breakout

“Pushing Lean Thinking Throughout the Enterprise”

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


6. Be On the Cutting Edge of Transformation

Conference Opportunity:




“Enterprise Integration Enabled by Information Technology”
Conference Breakout


Future Opportunities:



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



Knowledge Exchange Event
Network - Share - Learn



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



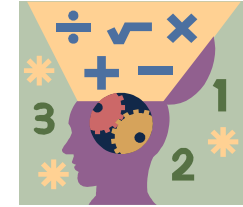
Learn by Doing at the Conference



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 !

