LAI Plenary Conference

LESAT Implementation Breakout Session
March 27, 2002

Session Leaders: Joe Mize and Cory Hallam
Massachusetts Institute of Technology

Research Sponsored By LAI
PURPOSES

• Share experiences of LAI members in implementing LESAT
• Gain insights into aggregate analyses of LESAT usage to date
• Facilitate interaction among LESAT users
AGENDA

9:30   Welcome and Introductions (Joe Mize)
9:45   LESAT Implementation at Northrop Grumman
       (Chris Cool)
10:15  LESAT Implementation at Rockwell Collins
       (Derrell James)
10:45  Break
11:00  LESAT Implementation at Textron Systems
       (Geoffrey Bentley)
11:30  Insights from LESAT Beta Testing
       (Cory Hallam, MIT)
What Is 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 enterprise leadership, life cycle and enabling processes
  ➢ Supporting materials: (Facilitator’s Guide, Glossary, etc.)

Source: Lean Aerospace Initiative, MIT © 2001
Process Architecture
View of Lean Enterprise

Life Cycle Processes

Enabling Infrastructure Processes

Enterprise Leadership Processes

Source: Lean Aerospace Initiative, MIT © 2001
Life Cycle Processes
- Business Acquisition and Program Management
- Requirements Definition
- Product/Process Development
- Supply Chain Management
- Production
- Distribution and Support
LESAT Structure is Consistent with Enterprise Architecture

Section I: Lean Transformation / Leadership

Section II: Life Cycle Processes

Section III: Enabling Infrastructure Processes

Source: Lean Aerospace Initiative, MIT © 2001
Capability Maturity Levels

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

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

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

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

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

## LESAT Maturity Matrix Template

**Section, Group # and Group Name:** Brief description of this Group number. In Section I, the Group is one of the Primary Activities from the Transition-to-Lean (TTL) Roadmap

<table>
<thead>
<tr>
<th>Diagnostic Questions</th>
<th>1.0 Generic questions regarding the performance of the enterprise relative to this Group of practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP# Lean Practices</td>
<td>Capability Levels</td>
</tr>
<tr>
<td><strong>Level 1</strong></td>
<td><strong>Level 2</strong></td>
</tr>
<tr>
<td>A specific lean practice associated with this Group</td>
<td>Statement describing little awareness of this lean practice</td>
</tr>
<tr>
<td>Sound bit phrase</td>
<td>Outcomes and lean behaviors that an enterprise will exhibit as it proceeds on its Lean transformation</td>
</tr>
<tr>
<td>Lean Indicators</td>
<td></td>
</tr>
<tr>
<td>Evidence</td>
<td>Supporting data utilized in assessing the current capability level of the Enterprise on this lean practice</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Inputs to plans of action to leverage opportunities or to move to the desired level of capability</td>
</tr>
</tbody>
</table>
Suggested Methodology for Employing LESAT

Step 1: Facilitated meeting to introduce tool. Enterprise leader champions

Step 2: Enterprise leaders and staff conduct LESAT assessment

Step 3: Leadership reconvenes to jointly determine present maturity level

Step 4: Leadership determines desired level and measures gap

Step 5: Develop action plan and prioritize resources
Speakers

Chris Cool, Northrop Grumman
Derrell James, Rockwell Collins
Geoffrey Bentley, Textron Systems
Cory Hallam, MIT