Lean Aerospace Initiative
Plenary Workshop

Lean Implementation

October 15, 1998

Presented By:
Debbie Nightingale
MIT

Research Sponsored By LAI
LAI is Evolving its Focus to Implementation

WHY

WHO

WHAT

HOW

Roadmaps for Implementing Change

LAI Consortium Members & Suppliers

LEM
Key Elements of Implementing Lean

- Organizational Transformation
- Implementation Strategies
- Tools/Models
- Lessons Learned/Best Practices
- Communication
- Training
Key Elements of Implementing Lean

• Organizational Transformation
  - Steps Necessary to Produce Viable Culture Change
    Ed Schein, Sloan School of Management

• Implementation Strategies
  - Panel Discussion/Group Feedback
    Chris Cool          Ernie Oliveira
    Michael Gass       Edgar Schein

• Tools/Models
  - LEM Transition-to-Lean Module
    Debbie Nightingale
  - A Rapid Prototype for Lean Transition
    Dan Shunk, Arizona State University
Key Elements of Implementing Lean

- **Lessons Learned/Best Practices**
  - *Implementation IPT*
    - Joel Cutcher-Gershenfeld, MIT

- **Communication**
  - *Communication IPT*
    - Deneen Silviano, MIT and Jim Everett, TRW

- **Training**
  - *Lean Training Module*
    - Bob Reifenberg, ManTech
Lean Implementation Panel

- Chris Cool, Vice President, Lean Implementation
  - Northrop Grumman
- Michael Gass, Vice President, Product Operations
  - Lockheed Martin Space
- Ernie Oliveira, Leader of Manufacturing Initiatives
  - General Electric
- Edgar Schein, Professor Emeritus
  - M.I.T., Sloan School of Management