7:30  Continental Breakfast  12:15  Lunch
8:00  Welcome
8:15  Introduction
8:45  Transition-to-Lean
     Roadmap Overview
9:30  LESAT Overview
10:15 Break
10:45 LESAT Facilitation
11:45 LESAT Calculator
12:15 Lunch
1:15  Cases
Workshop Objectives

Broad Objectives

- Assist in “Growing the Lean Community”
- Understanding of how to analyze & interpret LESAT results; how to provide guidance to Enterprise Executives
- Facilitate networking among “Lean Champions”
- Common understanding & use of LESAT
Workshop Objectives

What You Should Be Able to Do

- Organize & facilitate a LESAT implementation and continued utilization
- Coach others in LESAT utilization
- Prepare your Enterprise Leadership Team
  - Present overview of TTL Roadmap
  - Present overview of LESAT & its utilization
  - Provide lean literature and training
- Obtain Enterprise Leader’s commitment to personally sponsor & participate
(Continued)

- Prepare materials needed for assessment
- Conduct LESAT Kickoff Meeting
- Provide advice to groups during assessment
- Collect & summarize assessment results; prepare presentation for LESAT Follow-up Meeting
- Conduct Follow-up Meeting; facilitate discussion re interpretation of results
Workshop Objectives

(Continued)

- Obtain agreement and understanding of next steps
- Conduct post-meeting analysis; work with Executive Team to update Lean Transformation Plan & other affected initiatives
- Conduct 2nd Follow-up Meeting, if needed
- Prepare for subsequent LESAT executions
LAI Enterprise Tool Triad

- LEM Principles & Practices
- TTL Roadmaps
- LESAT Self Assessment
Lean Enterprise Model
Practices and Benchmark Data

Meta-Principles/Enterprise Principles

Enterprise Level Metrics

Overarching Practices

- Identify & Optimize Enterprise Flow
- Implement Integrated Product & Process Development
- Maintain Challenge of Existing Processes
- Assure Seamless Information Flow
- Develop Relationships Based on Mutual Trust & Commitment
- Nurture a Learning Environment
- Optimize Capability & Utilization of People
- Continuously Focus on the Customer
- Ensure Process Capability and Maturation
- Make Decisions at Lowest Possible Level
- Promote Lean Leadership at all Levels
- Maximize Stability in a Changing Environment

Metrics - Barriers - Interactions

Enabling Practices (~ 60)
Metrics - Data - Barriers - Interactions

Supporting Practices (~300)

Data Sheets (~225)

Internet Links (~600)
LAI Enterprise Tool Triad

- LEM Principles & Practices
- TTL Roadmaps
- LESAT Self Assessment
Enterprise Transition To Lean (TTL) Roadmap

**Entry/Re-entry Cycle**
- Adopt Lean Paradigm
  - Decision to Pursue Enterprise Transformation
- Enterprise Strategic Planning

**Long Term Cycle**
- Focus on the Value Stream
  - Initial Lean Vision
- Develop Lean Structure & Behavior
  - Detailed Lean Vision

**Short Term Cycle**
- Focus on Continuous Improvement
  - Environmental Corrective Action Indicators
- Create & Refine Transformation Plan
  - Detailed Corrective Action Indicators
  - Lean Transformation Framework

**Implement Lean Initiatives**
- Outcomes on Enterprise Metrics
  - Enterprise Level Transformation Plan
**Entry/Re-entry Cycle**

Adopt Lean Paradigm
- Build Vision
- Convey Urgency
- Foster Lean Learning
- Make the Commitment
- Obtain Senior Mgmt. Buy-in

**Initial Lean Vision**

**Focus on the Value Stream**
- Map Value Stream
- Internalize Vision
- Set Goals & Metrics
- Identify & Involve Key Stakeholders

**Detailed Lean Vision**

**Develop Lean Structure & Behavior**
- Organize for Lean Implementation
- Identify & Empower Change Agents
- Align Incentives
- Adapt Structure & Systems

**Long Term Cycle**

**Short Term Cycle**

Focus on Continuous Improvement
- Monitor Lean Progress
- Nurture the Process
- Refine the Plan
- Capture & Adopt New Knowledge

Create & Refine Transformation Plan
- Identify & Prioritize Activities
- Commit Resources
- Provide Education & Training

Implement Lean Initiatives
- Develop Detailed Plans
- Implement Lean Activities

Environmental Corrective Action Indicators

Detailed Corrective Action Indicators

**Enterprise Level Roadmap**

Decision to Pursue Enterprise Transformation

Enterprise Strategic Planning

Outcomes on Enterprise Metrics

Lean Transformation Framework

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LAI Enterprise Tool Triad

- LEM Principles & Practices
- TTL Roadmaps
- LESAT Self Assessment
Figure 12

Relationship of LEM, TTL, and LESAT to Lean Transformation

- **External Input**
  - LEM Principles and Practices
    - **Best Practices**
      - Lessons Learned Calibration
    - **Best Practices**
      - Preparation Staging
    - **Results**
      - Assessment (Lean Principles, Practices & Behaviors)

- **TTL Guide & Roadmap**
- **LESAT Self Assessment**
Figure 11
Continuous Improvement/Assessment Cycle

1. **External Forces**
2. **Changing Customer Values/Needs**
3. **Strategic Planning**
   - **Assess Current State**
   - **Create Future State Vision**
   - **Prepare the Organization for Change**
   - **Create/Refine Enterprise Improvement Plan**
   - **Execute Next Cycle of Plan**

4. **External Inputs, Benchmarking**
5. **Utilize Best Practices**

**Legend**
- LESAT
- TTL Road Map
- LEM

- **Assess Current Maturity Level**
- **Specify Desired Level**
- **Identify Gaps/Prioritize Actions**