LAI Phase III
Learning Goals

“Deploy knowledge of lean practices to facilitate and enable change”

“Extend and enhance the collaborative nature of the project”
Purpose of the Learning Study

- To find out how government & industry are learning through LAI activities
- To seek patterns and shared issues among the members
- To explore ways that learning in LAI could be enhanced
- To create a preliminary model for consortium learning
Methodology

• Consultant observed three meetings:
  – Product development, January 2000
  – Lean supplier, January 2000
  – LAI Annual Plenary, March 2000

• 20 interviews were conducted with industry and government and LAI staff members
LAI Has Established a Viable Learning Process on Lean

- Building awareness of lean principles in the organization
- Creating a major knowledge resource on lean
- Building a common aerospace language about lean
Multiple Definitions of Knowledge Exist in LAI

• **Academia** considers that knowledge derives from the objective collection and analysis of data, and is expressed as research products.

• **Industry** argues that useable knowledge must be in the form of how-to guides; it must be implementable.

• **Government** believes that knowledge exists as a set of deliverables that should occur at an agreed level of quality, cost, and timing.
Time and Timing Impact
Learning Capacity

- **No time for learning (day job factor)**
  
  "we're not able to devote as much time to the learning and to the activities as we could or should"

- **Timeliness of reports and guides**
  
  "I think timeliness is very important...it's a matter of setting objectives and guidelines. If the objectives for LAI are that we'll have everything on the Web [for the conference], people will work to that."

- **Timing of workshops**
  
  "if they could spread [the workshops] out a bit better and more time in between them"
Networking Is a Key Benefit of Participation

“It's the interaction that takes place when you go to the meetings that to me is a real deliverable.” [Government member]

“You absorb new knowledge and information from working with others” [Industry member]

“The other thing is one of the big benefits for me of going to the LAI conference is I meet all the other people from [my company] who are doing stuff.” [Industry member]
Barriers to Knowledge Sharing and Dissemination

- Underutilization of research reports
- Industrial competition
- No mechanisms for learning from failure
- Other structural barriers
Discussion

- How does this information impact you?
- Do you see connections between the themes?
- Does the data tell you anything about collaboration?
- What about change in the aerospace industry?
Multiple Learning Levels

- **Cross-Organizational** - Potential for industry change
- **Organizational** - Potential for strategic change
- **Team/group** - Potential for tactical change
- **Individual** - Potential for personal change

LAI IS STRONG AT CROSS AND ORG LEVELS

POTENTIAL FOR GAINS ON GROUP AND INDIVIDUAL THROUGH INTERNAL GROUPS AND OWNERSHIP
The Learning Network

Learning at all levels:

- **the network as a whole**, dealing with enterprise-level learning
- **the interest groups**, dealing with the cross-organizational and org level of learning
- **the internal groups**, dealing with the group and individual levels of learning
Critical Success Factors for LAI

• Focus on building the internal groups
• Disseminate and rotate from the interest groups
• Create individual ownership through membership roles and responsibilities
• Balancing virtual and F2F interactions
• Implementation teams & site visits
Ongoing Challenges & Further Research

- Mediate the multiple definitions of useful knowledge that exist in LAI
- Bridging different notions of time and timing in LAI
- Enhancing the value of networking in LAI
- New approaches to dealing with the barriers to knowledge creation and dissemination
- Engaging in mutual discovery as a collaborative effort