LAI Concept of Operations
...Phase 3: Enterprise Value Started 9.01.02

**Overarching Goal:** Accelerate the lean enterprise transformation of the U.S. aerospace enterprise

**Overarching Metric:** Meeting LAI stakeholders’ expectations

**Goal 1:** Support the ongoing lean transformation of industry

**Goal 2:** Enable lean, value-creating supplier base

**Goal 3:** Support lean transformation of the government

**Goal 4:** Educate and train stakeholders in value-creating lean principles and practices

**Goal 5:** Enhance the effectiveness of the national workforce

**Goal 6:** Support member implementation efforts by sustaining tools and knowledge base and by organizing outreach events
1. What is LAI?
   • Unique legal venue – discuss defense aerospace issues
2. What has LAI done?
   • Accelerated Toyota lean production deployment to Aerospace
   • Moved “Lean” from factory to enterprise level
3. Where is LAI headed?
   • Help accelerate government-industry lean enterprise transformation to meet mission and war fighter requirements
4. Next actions…for 2002 “Lean Now!”
   • Select the “prototype” processes
   • Workshop with leadership of “prototype” processes
   • AF Leadership review of progress … Dec 12 LAI Exec Board

Co-Chairs
• Gen Les Lyles (Air Force)
• Mrs Darleen Druyun (Air Force)
• Dr Bill Kessler (Industry)
• Prof Sheila Widnall (MIT)

Direction
• Use the LAI venue in support of the AF “Lean Now!” initiative

Background
A Collective Challenge

- AF focus is on transformation…of entire value stream!
  - War Fighting
  - Products and Solutions Used in War Fighting
  - Acquiring, Delivering and Maintaining Products & Solutions
  - Capable Processes Enabling Acquiring, Delivery, and ....
    - Capable Processes Include Workflow, Skills, Behaviors, Systems and Tools… From Beginning to End!
    - Capable Processes Can Dramatically Reduce Span Times
  - Capable Processes Translate Into More Force Structure

Deploying Capable Processes That Support War Fighter Requirements…Involves Government and Industry
Transforming to More Capable Processes

- **AF Initiative “Lean Now!”**
  - Apply Lean Principles To Government-Industry Critical Processes … Align Capability With War Fighter Requirements
  - SPO- Industry Program Interfaces
  - Across AF- Industry Business Processes
  - Across AF- Industry Operational Processes
  - Leverage Industry Experience in Process Re-engineering, Transformation and Improving Capability
  - Model Deployment After Successful “ADR First” Initiative
    - Kick-Off With a Few “Prototype” Processes …Then Institutionalize

AF Will tap the Lean Aerospace Initiative (LAI) Venue For knowledge and expert agents to catalyze Lean Now!
Candidate “Prototypes”

1. **AF Leadership Process**
   - Deploy roles and responsibilities of enterprise and program managers

2. **Core Value Process**
   - SPO-Industry Program Interfaces & Efficiency

3. **Enabling Process**
   - Business, e.g.
     - Payment
   - Operational, e.g.
     - DT and OT
     - Use of Gov Test Facilities
   - Change Management

+ “Kaizen” for continuous improvement

LAI venue allows coaches & trainers from all member companies to support AF initiative
“Lean Now” Leadership Workshop
...Developed by LAI’s SMEs

• **DAY 1 (Afternoon)**
  - Introduction (4 LAI Co-Chairs)
  - Ice Breaker
  - Simulation (Importance of Total Value Stream Focus)
  - Out Briefs and Lessons
  - “Home Work” (5 ideas and 5 barriers)
  - Expectations for Day 2

• **Social, Dinner and Speaker**

• **Day 2 (Morning)**
  - Tool Kit of Lean Methods and Tools
  - Team Meetings – Integrate “5 and 5”
  - Team Reports
  - Lessons Learned – Implementing Lean
  - Closing Session – Highlighting “Leadership Tool Kit”
  - Team Meetings – Commit to Plan & 12.12 Expectations
1. Read Ahead Package for Workshop Attendees
   - Target Government and Industry Total Value Stream
   - Minimum Manufacturing, Maximum Transaction
   - Case Study Summaries
   - Keep it Simple and Useful
   - Integrate Relevant Findings from Past LAI Research
   - Need This in October!

2. Engage With SMEs on Workshop Methods & Tools
   - Requirements
     - The Methods and Tools Used on Lean Now Need to be Applicable Through the Total Government-Industry Value Stream. This “Common Language” Will Accelerate Transformation
     - “LAI Blessed” --- Validating Value of Using the LAI Venue