

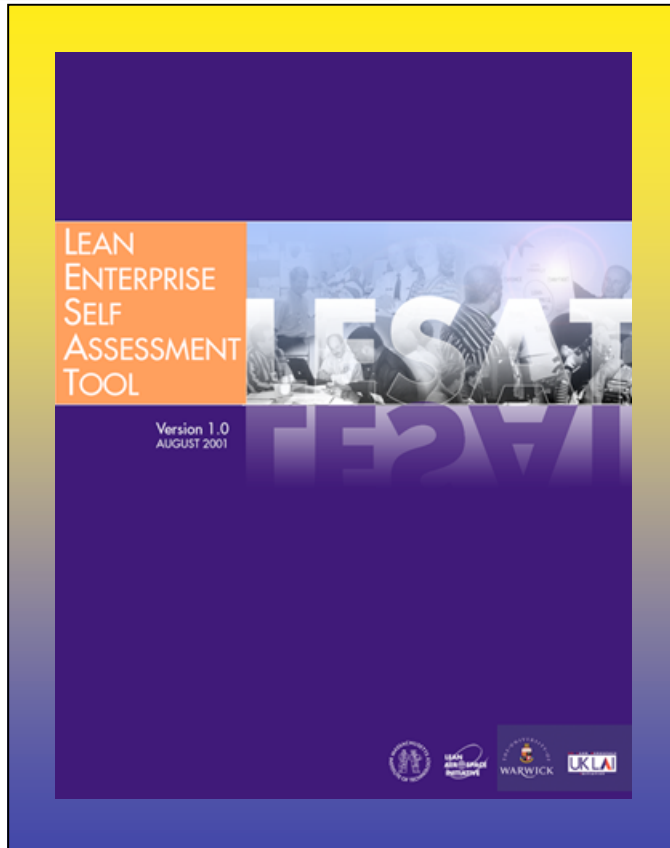


Government LESAT as a Transformation Tool

May 2005



What Is the Lean Enterprise Self-Assessment Tool (LESAT)?



Source: Lean Aerospace Initiative, MIT © 2001

- A tool for self-assessing the present state of “leanness” of an enterprise and its readiness to change
- Comprised of capability maturity model for assessing
 - (1) Enterprise leadership
 - (2) Life cycle and enabling processes
 - (3) Enabling infrastructure
- LESAT supports both
 - “As- Is” Analysis
AND
 - “To-Be” Vision

**Targeted at Enterprise Leadership Team
(enterprise leader and direct reports)**



Government Lean Enterprise Self-Assessment Tool



LESAT revised making it more appropriate for government organizational use

Source: Lean Aerospace Initiative, MIT ©
2001 as modified by MIT on 5/15/05

- Background:
 - Review of LESAT relative to SPO operation indicated 60-70% of LESAT usable in government context
 - Developed with small team
- Primary focus for use is:
 - SPOs
 - Government organizations with multiple functions needed to fulfill mission

**Successfully tested with Global Hawk
& C-17 SPOs**



Perspectives on Assessment

- Most LAI members have launched “lean change initiatives”
- Many have used LAI’s Transition to Lean (TTL) Roadmap
- Experience with TTL led early adopters to ask:
 - How lean are we?
 - How do we know how much progress we have made?
 - Where should we focus next?

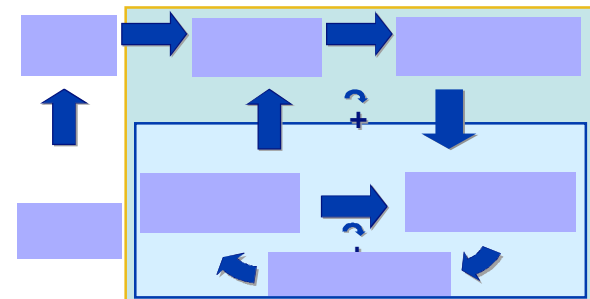
LESAT is intended to address these questions



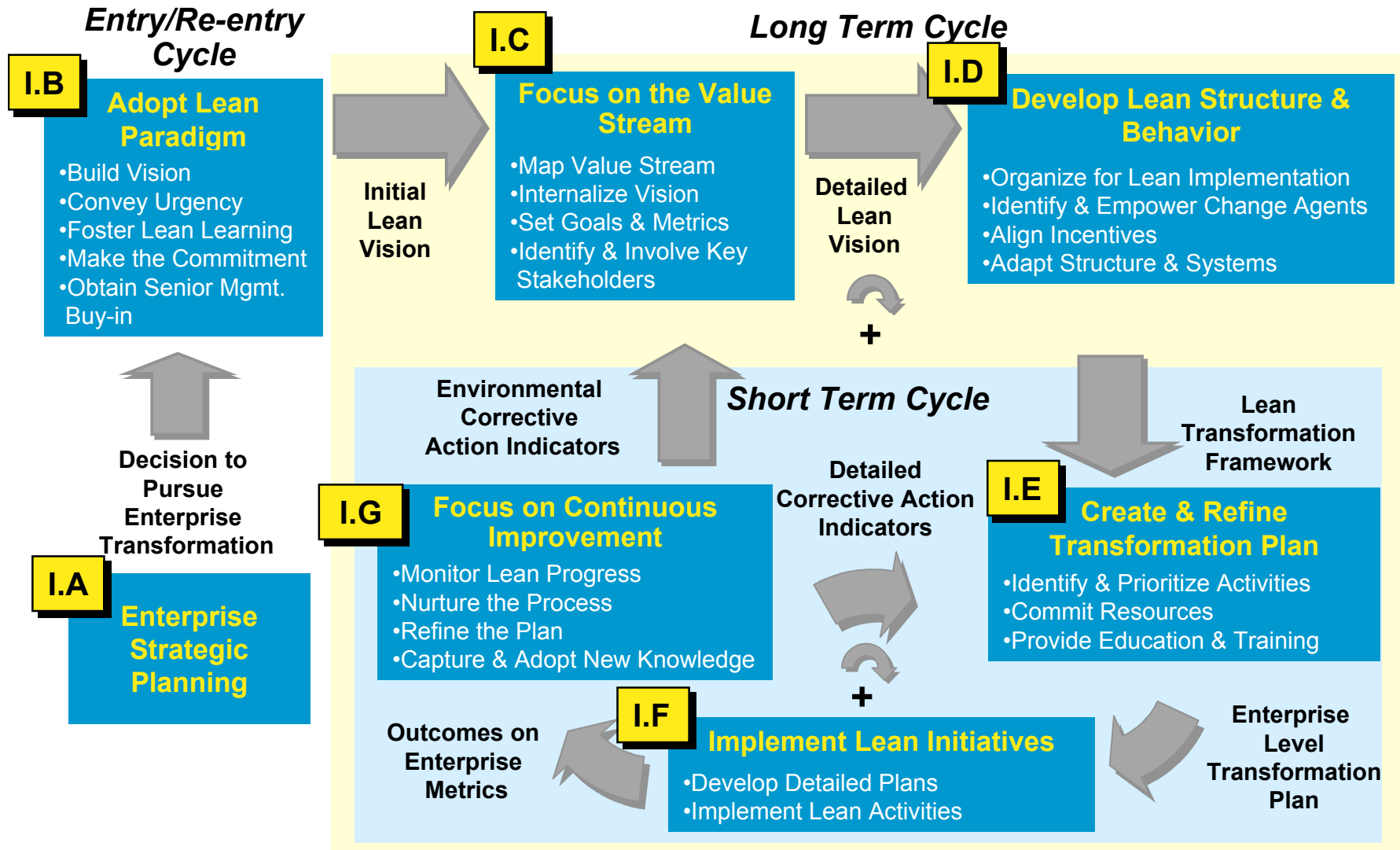
LESAT Section I Links Directly with Enterprise TTL

Section I: Lean Transformation/Leadership

- Practices directly linked to enterprise Transition to Lean Model (TTL)
- Assesses the following elements:
 - Strategic integration
 - Leadership and commitment
 - Value stream analysis and balancing
 - Change management
 - Structure and systems
 - Lean transformation planning, execution and monitoring

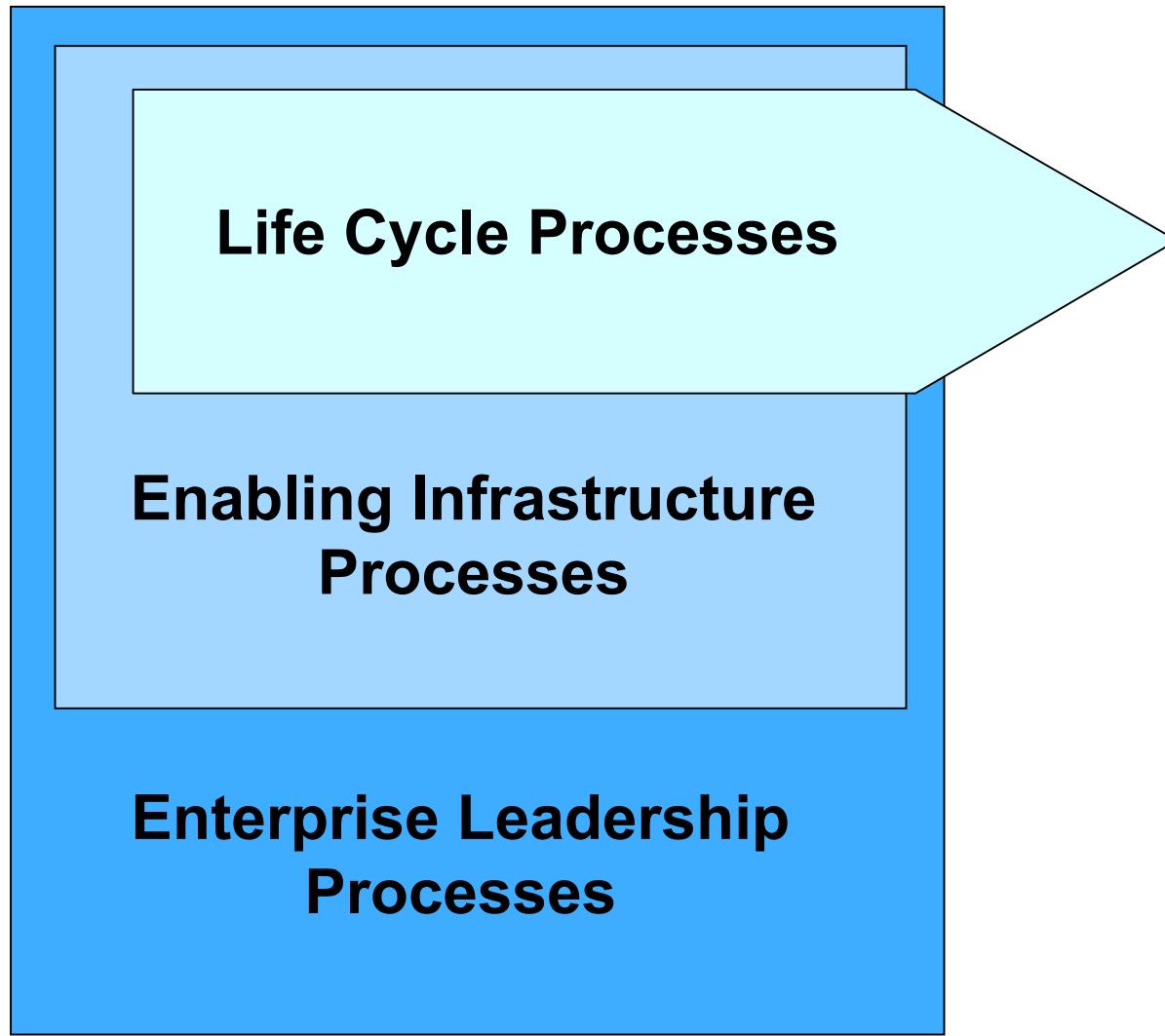


Enterprise Level Roadmap



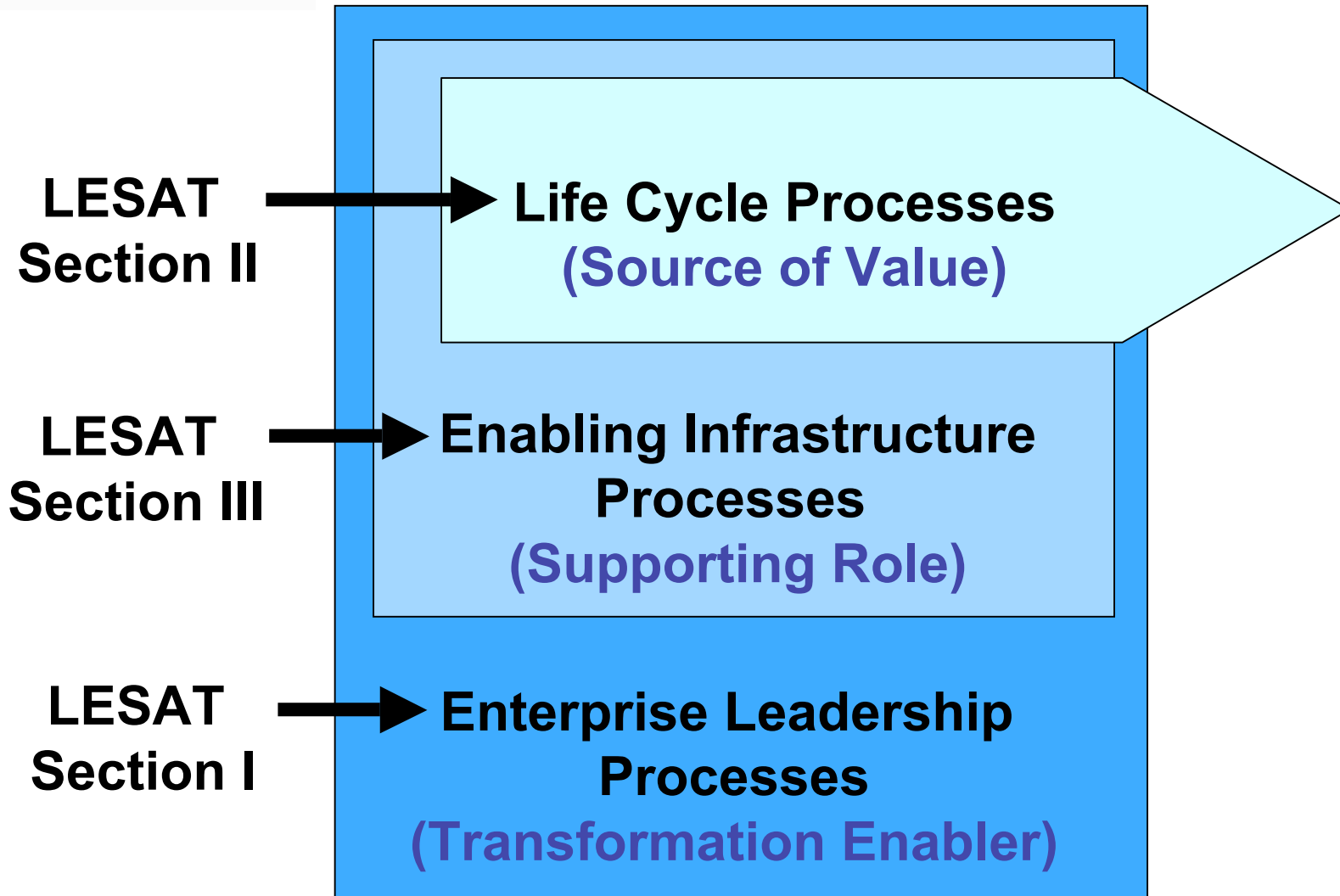


LAI Process Architecture View of the Lean Enterprise

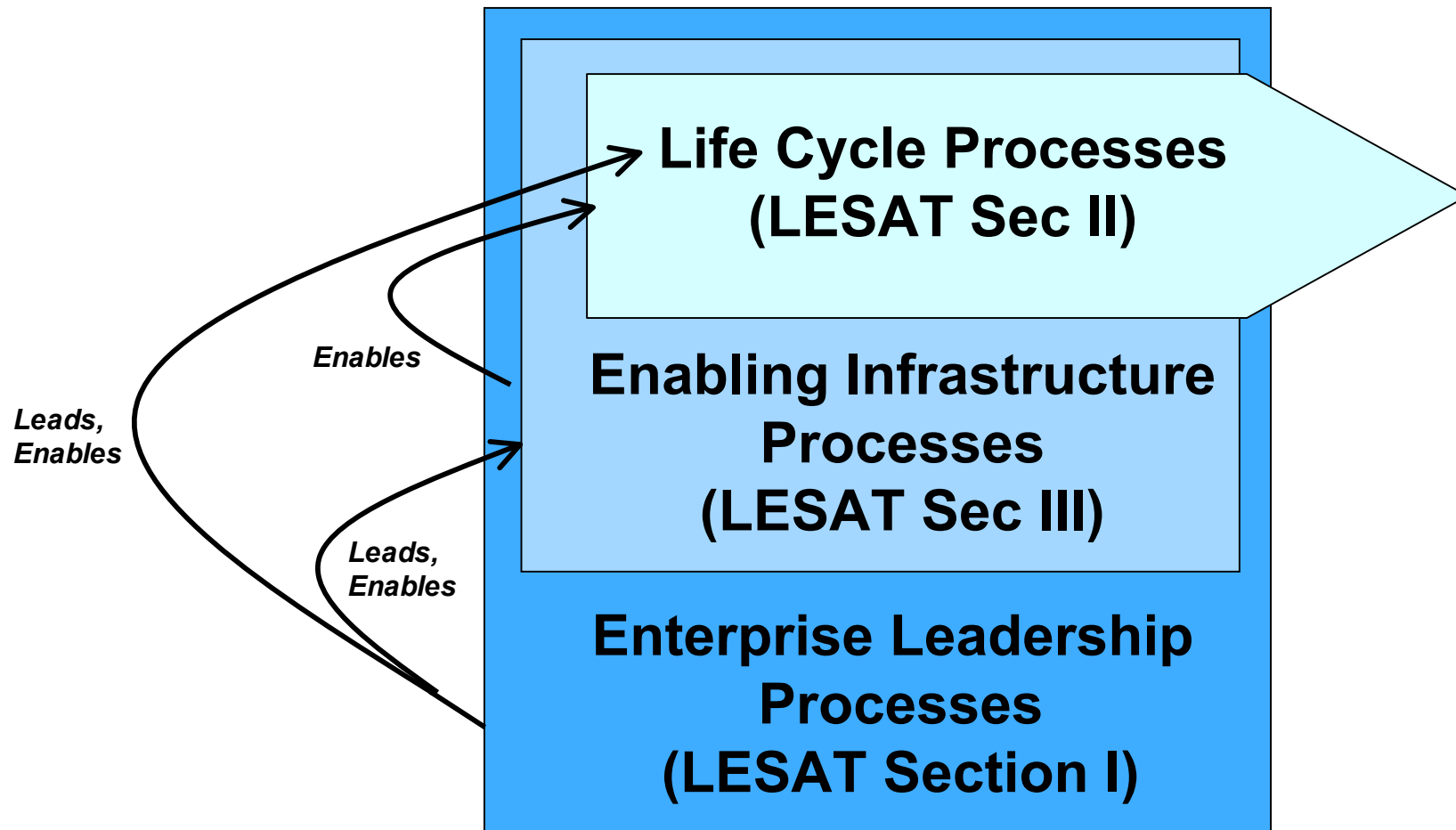




LESAT is Consistent with a Process Architecture View of the Lean Enterprise

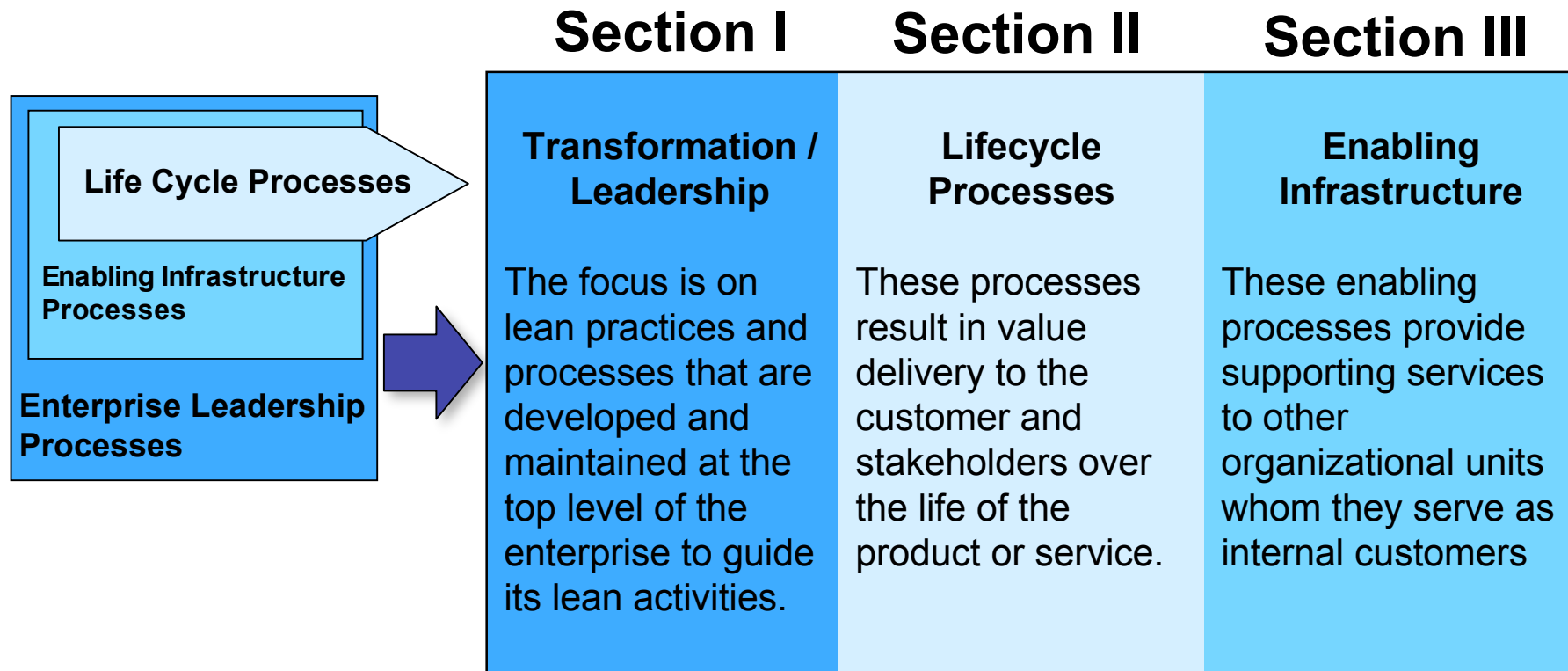


Research Supported Causal Relations in Lean Enterprise Transformation





LESAT Structure is Consistent with Enterprise Architecture



Source: Lean Aerospace Initiative, MIT © 2001



What can LESAT Do?

- Simple, easy to use by enterprise leadership
- Focuses on lean attributes and interactions
- Tests alignment with enterprise planning
- Provides guidance for “next steps”
 - Gap analysis capability
 - Easy way to capture change opportunities
- Ability to accommodate both single and aligned organizations (gov’t-contractor, gov’t-gov’t)
- Can be integrated with an enterprise change initiative (Enterprise Transition to Lean Roadmap)
- Directly supports your strategic planning
- Can be repeated to measure progress



Suggested Process



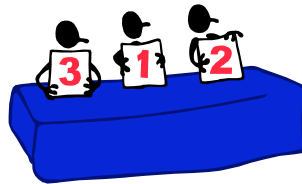
Enterprise leaders and staff conduct LESAT assessment (three sessions). Enterprise leader champions each session. Facilitator answers questions



Facilitators compile data and analyze results



Enterprise leader and direct reports discuss results, understand present maturity level and determine desired maturity level



Leadership develops action plan to address gaps and prioritize resources



Conduct another LESAT exercise in about a year