



# Merging Lean and Six Sigma Programs to Realize Enterprise Excellence

LAI Annual Conference, Baltimore, Maryland

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# Merging Lean & Six Sigma Programs Agenda

These materials spans two breakout sessions:

## 1:30 to 3:15: Presentations

- Overview and framing (5 min)
- Company program updates (10 min ea.)
  - History time line of the LSS program, corporate program design (methods, staff, training, certification, resources, assessment), and linkage(s) to corporate strategy
  - Deployment illustration (mini case that illustrates program in its results)

## 3:45 to 5:30: Q & A Panel

8:00			General Session I with Keynote Speakers
8:30			
9:00			
9:30			
10:00			
10:30			
11:00			
11:30			
12:00			
12:30			
1:00			Lunch
1:30			Breakout Session I (3-4 Tracks)
2:00			
2:30			
3:00			Break
3:30			Breakout Session II (3-4 Tracks)
4:00			
4:30			
5:00			

# LAI Research Agenda: Groups Address Grand Questions

**1.**

How can I understand the way my organization **currently operates** within its larger context?

**2.**

How can I define and evaluate the **future possibilities** for a more efficient and effective enterprise?

**3.**

What are the most **effective strategies** and tactics to achieve these future possibilities for my enterprise?

**4.**

How can I best manage the enterprise **change process**?

**EA-ET**  
 Enterprise Architecting - Enterprise Transformation

**FOCUS of RESEARCH**

- Enterprise Value Analysis
- Enterprise Architecting
- IT as Enterprise Enabler
- Enterprise Cost and Metrics
- Enterprise Modeling

**LEPD**  
 Lean Enterprise Product Development

**FOCUS of RESEARCH**

- Lean Product Development
- Lean Systems Engineering
- Lean Software

**ESE**  
 Enterprise Systems Engineering

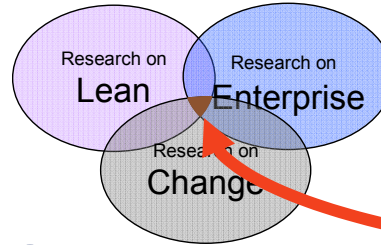
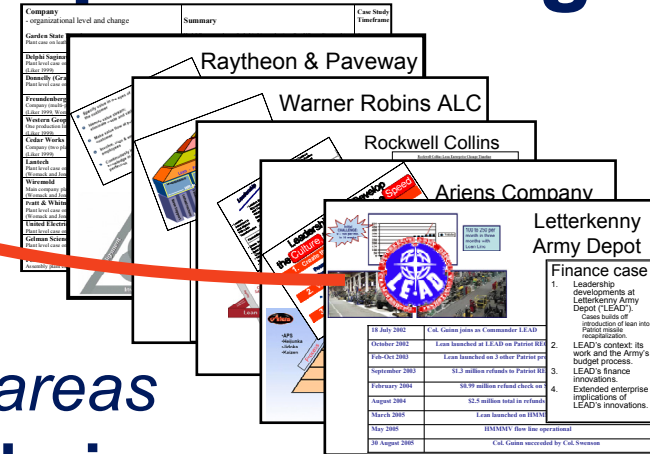
**FOCUS of RESEARCH**

- ESE Approaches
- SE Effectiveness Indicators
- Studies of ESE Practices (with MITRE)

**ECM**  
 Enterprise Change Management

**FOCUS of RESEARCH**

- Change Management
- Enterprise Change Philosophy
- Studies of Successful Change
- Distributed Leadership

Company	Organizational level and change	Summary	Case Study Classification
Garden State	Partners on the		
Raytheon	Partners on the		
Danaher	Financial case		
Fremont	Financial case		
Warner Robins	Financial case		
Caterpillar	Financial case		
United Electric	Financial case		
Letterkenny Army Depot	Finance case		

## What does it take?

... capabilities in each of the following areas

### 1. Rethinking organizational boundaries

- Long-term system view that includes relationships across units and with suppliers and customers as a common value stream

### 2. Installing sets of innovations

- Complementarities of changes beyond process improvement

### 3. Pulling and pushing change

- Based on deeper cultural assumptions that enable a virtuous learning process within a “community of scientists”

### 4. Seeking growth opportunities

- The positive vision for continual renewal

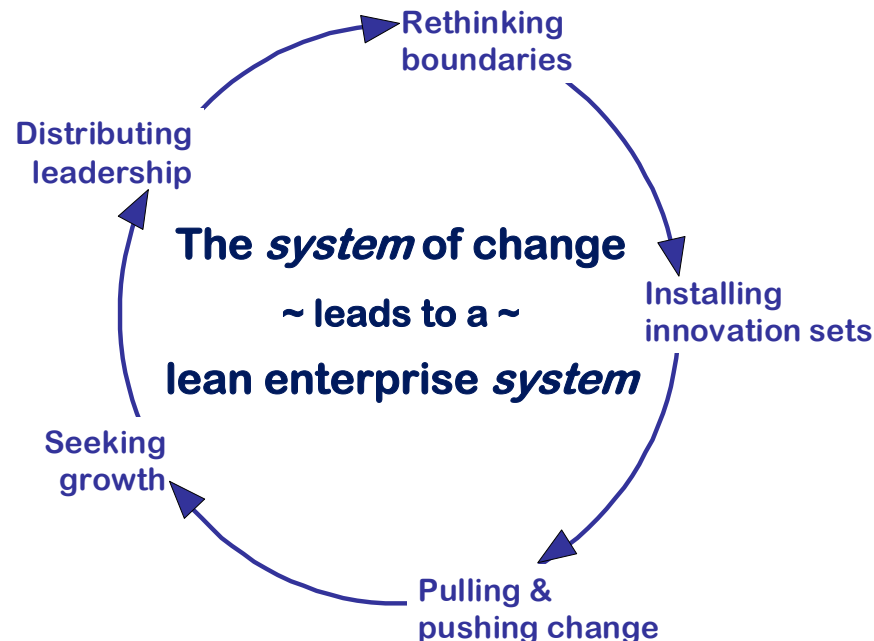
### 5. Distributing leadership

- Interdependent roles in a system of leadership

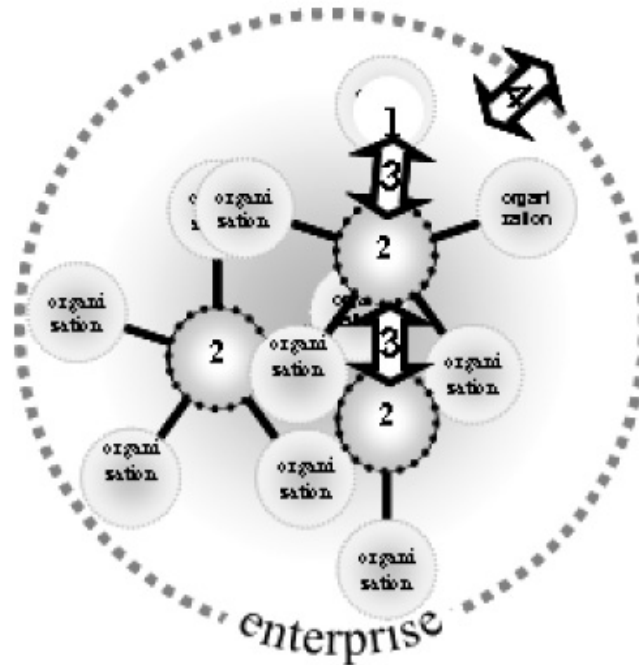
**Calling these the “five capabilities for enterprise change”**

## Capabilities...

- *are resources, talents, and abilities of an organization and its people*
- *that have the potential for development and use, and in their use,*
- *create expected outcomes while further developing themselves*



# Examining Enterprise Improvement & Change



Source: “Lean Enterprise Change at Warner Robins ALC” Case Study, June 1, 2006

Figure 3 Levels of Analysis for Lean Multi-enterprise Change

## Multi-enterprise change requires attention to four levels:

- 1) efforts and results in the local organization,
- 2) integrity and coherence of local organization efforts with enterprise changes,
- 3) alignment of local to enterprise efforts, and
- 4) accommodation of external factors found in the broader environment.

# 1:30 to 3:15: Presentations

**BAE SYSTEMS**

Nicole Marin



Jan Martinson



Gerald Boisvert

***NORTHROP GRUMMAN***

Mary Anne Jones



Ida Gall

**Raytheon**

Mark Edmondson

**TEXTRON**

Geoff Bentley



# 3:45 to 5:30: Q & A with panel Merging Lean and Six Sigma Programs

## Q & A process:

- Start with submitted questions
- Open to audience
- Closing comments from panel (starting @ 5:15)

## P a n e l

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