Lean Aerospace Initiative

Growing the Lean Community

An LAI Plenary Conference

Enterprise Transition to Lean Roadmap

April 12, 2001

Presented By:
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LAI

Research Sponsored By LAI

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Lean Transformation Issues

- Why do many lean transformation activities fail?
- What are the key success factors in implementing lean enterprise wide?
- How can we better assure that lean will impact bottom line results?
- Are there certain activities that are ideally performed before others?
- What is the role of senior leadership in assuring success?

Issues Motivated Development of Enterprise Transition to Lean Roadmap

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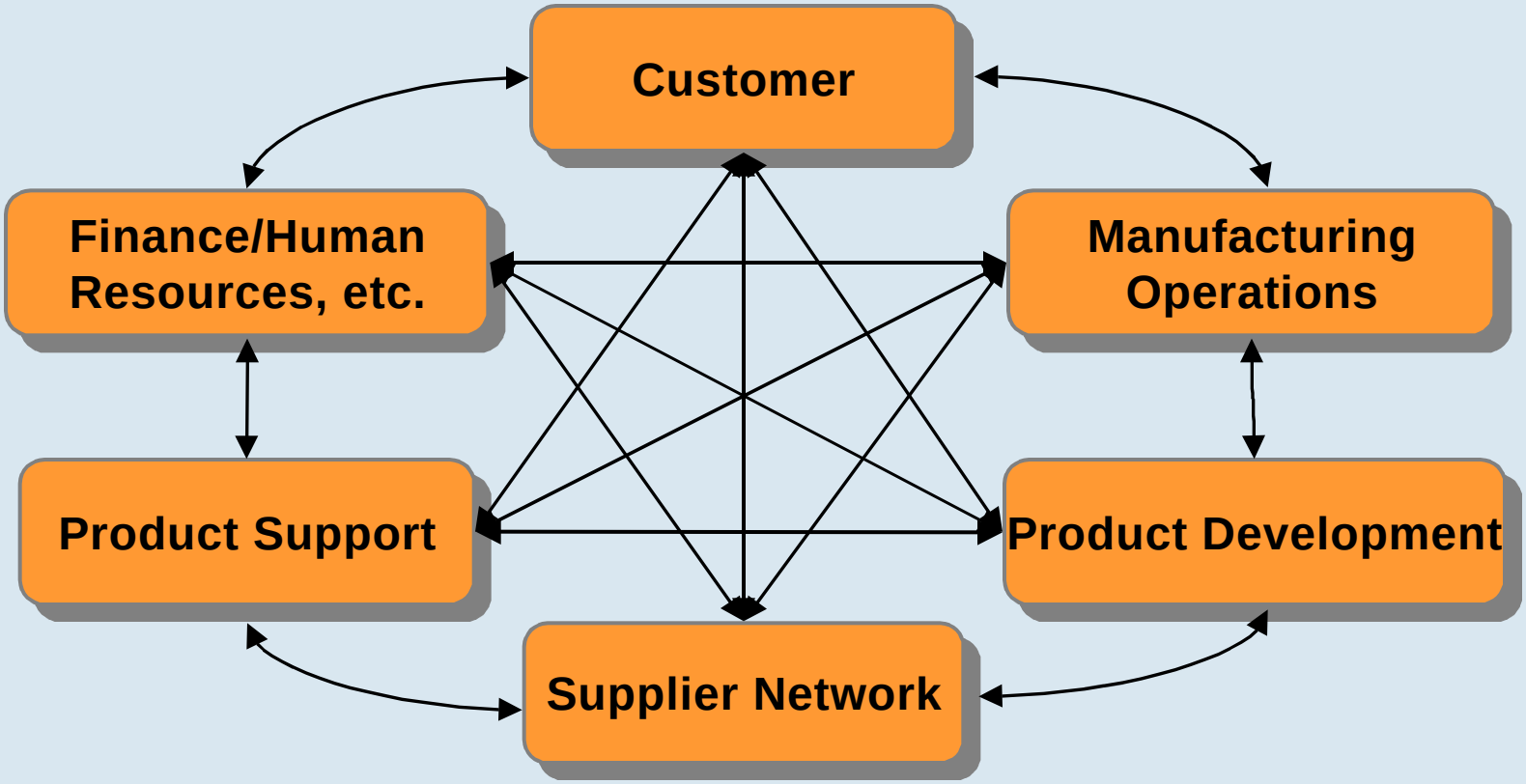
Lean Transformation Requires an Enterprise Approach



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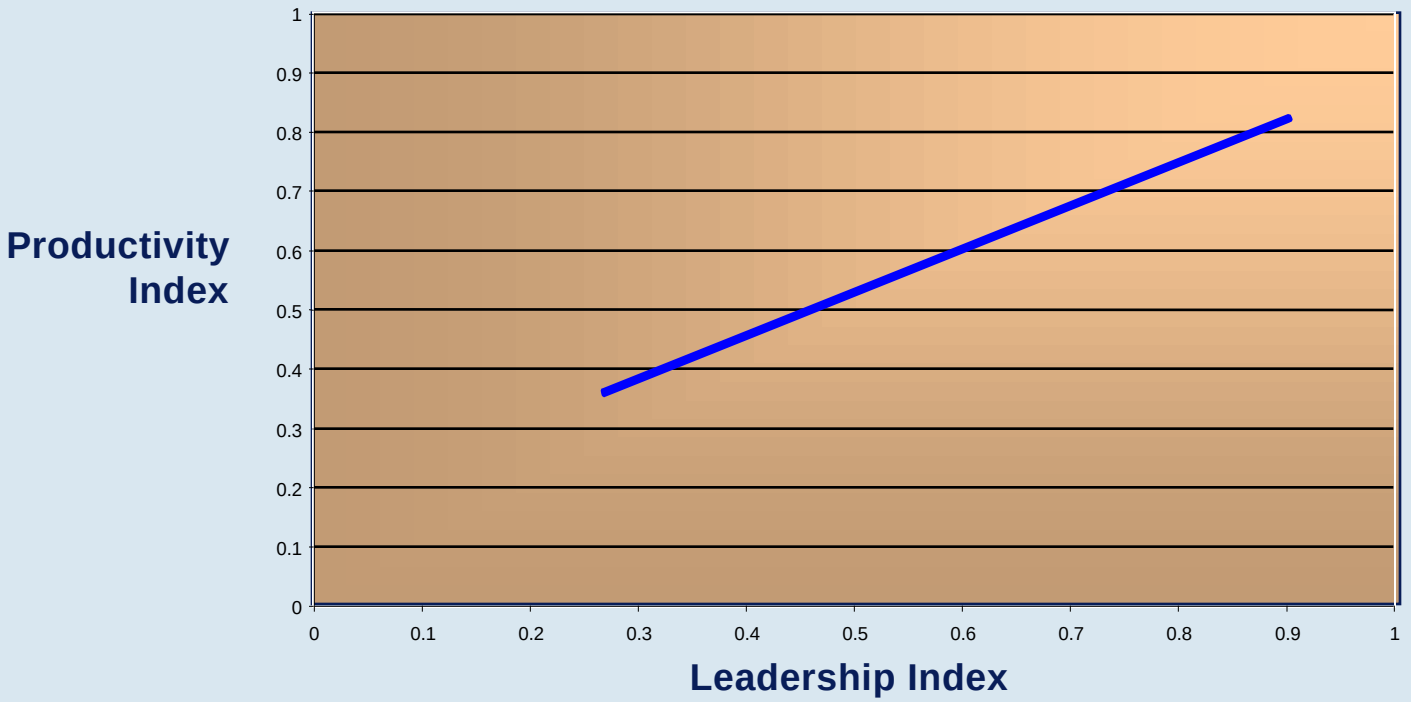
Enterprise Leadership is Key Element of Success

LAI Aerospace Organizations



Source: D. Tonaszuck, MIT Master's Thesis, January 2000

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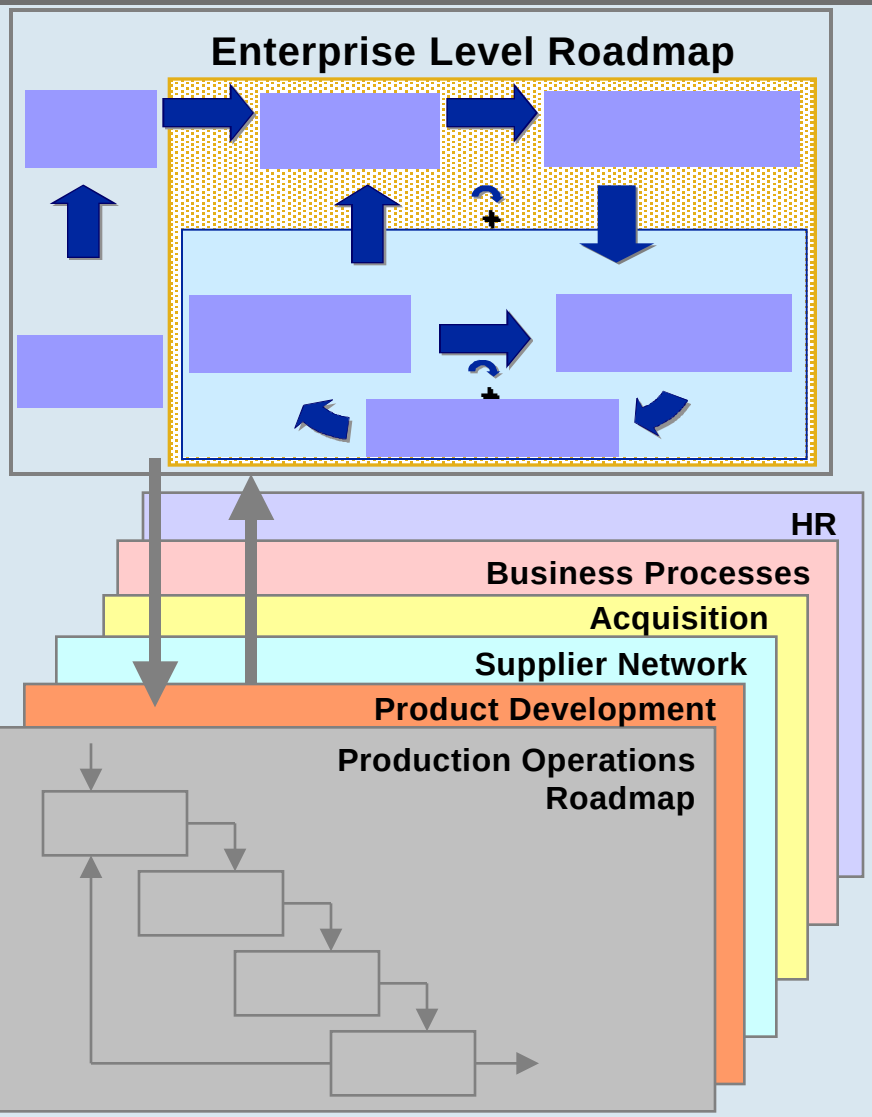
Transition to Lean Module Concept



- Priorities
- Sequence
- Key Enablers
- "How-To's"
- Change Mgmt. Principles

Transition to Lean Plan

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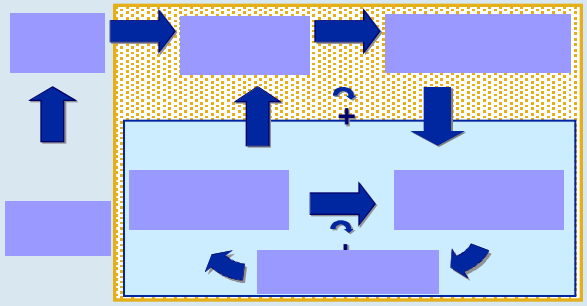
Enterprise Level Roadmap Conceptual Framework

What is the Enterprise Level Transition-To-Lean Model ?

Begins with a description of a Top Level Flow of primary activities referred to as "The Roadmap"

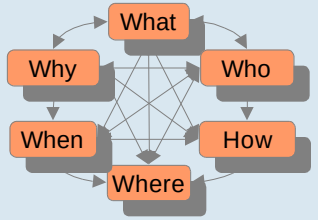


Focus on the Value Stream

- Map Value Stream
- Internalize Vision
- Set Goals & Metrics
- Identify & Involve Key Stakeholders

Then, provides descriptions of key tasks required within each primary activity

Finally, leads discussion of issues, enablers, barriers, case studies & reference material relevant to each task in a common structured framework



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Enterprise Level Roadmap Conceptual Framework

What Does the Enterprise Level TTL Model Provide?

- A robust path that Enterprise Leaders can follow to transition their organizations to a new plateau of “leanness”
- Efficient and effective tool that will improve the quality of thinking and awareness of Enterprise Leaders on the challenge of transitioning their organization
- Framework for cultural, organizational & change management considerations
- Guidance in making the transition process, itself, a ‘lean’ process

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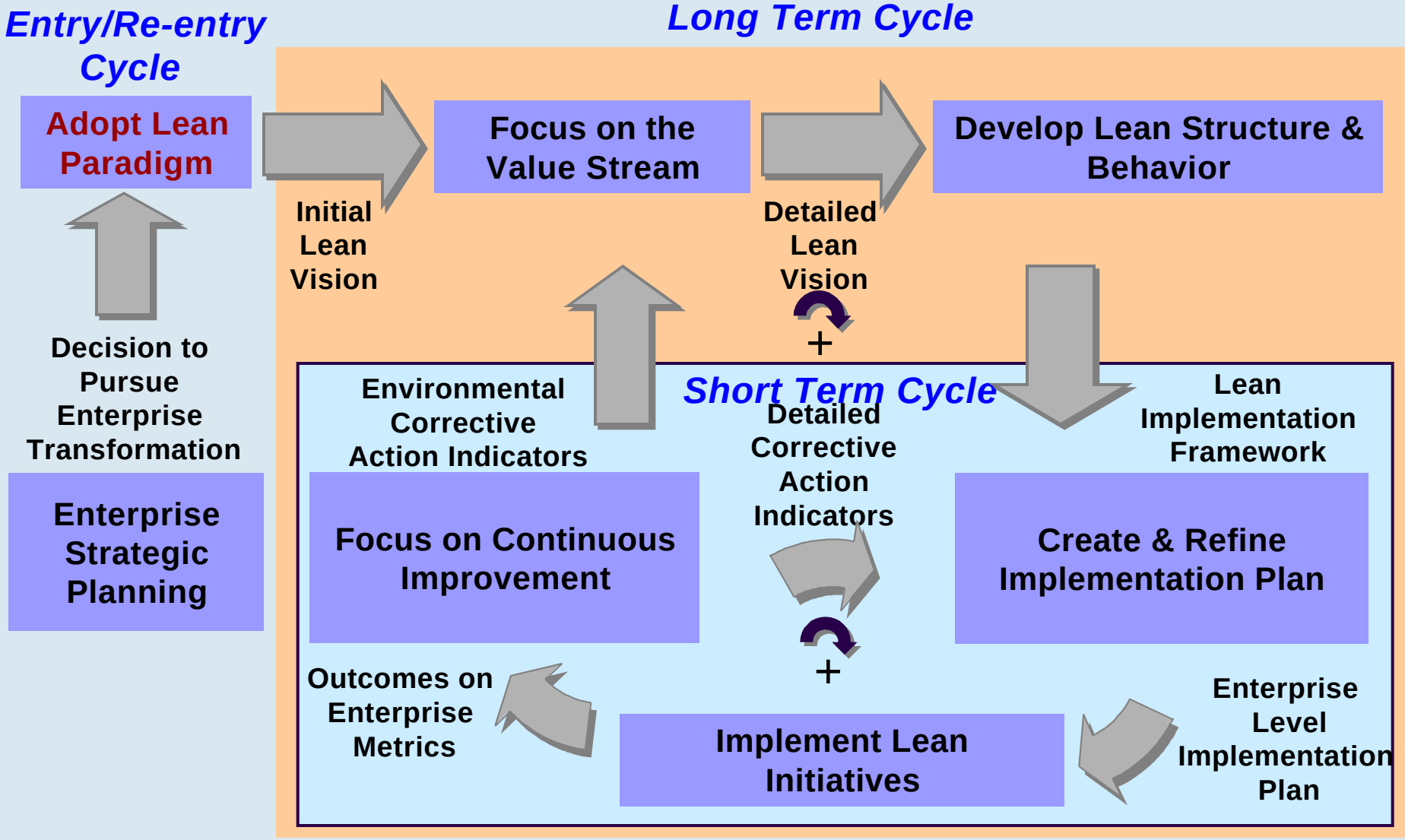
Enterprise Level Roadmap



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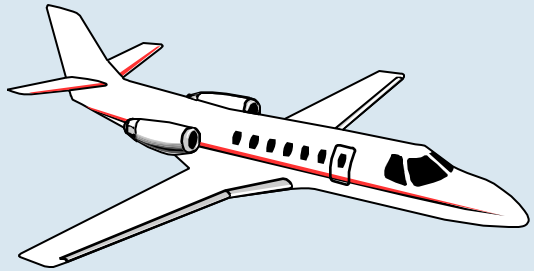
Adopt Lean Paradigm

- Build Vision
- Convey Need
- Foster Lean Learning
- Make the Commitment
- Obtain Senior Management Buy-in



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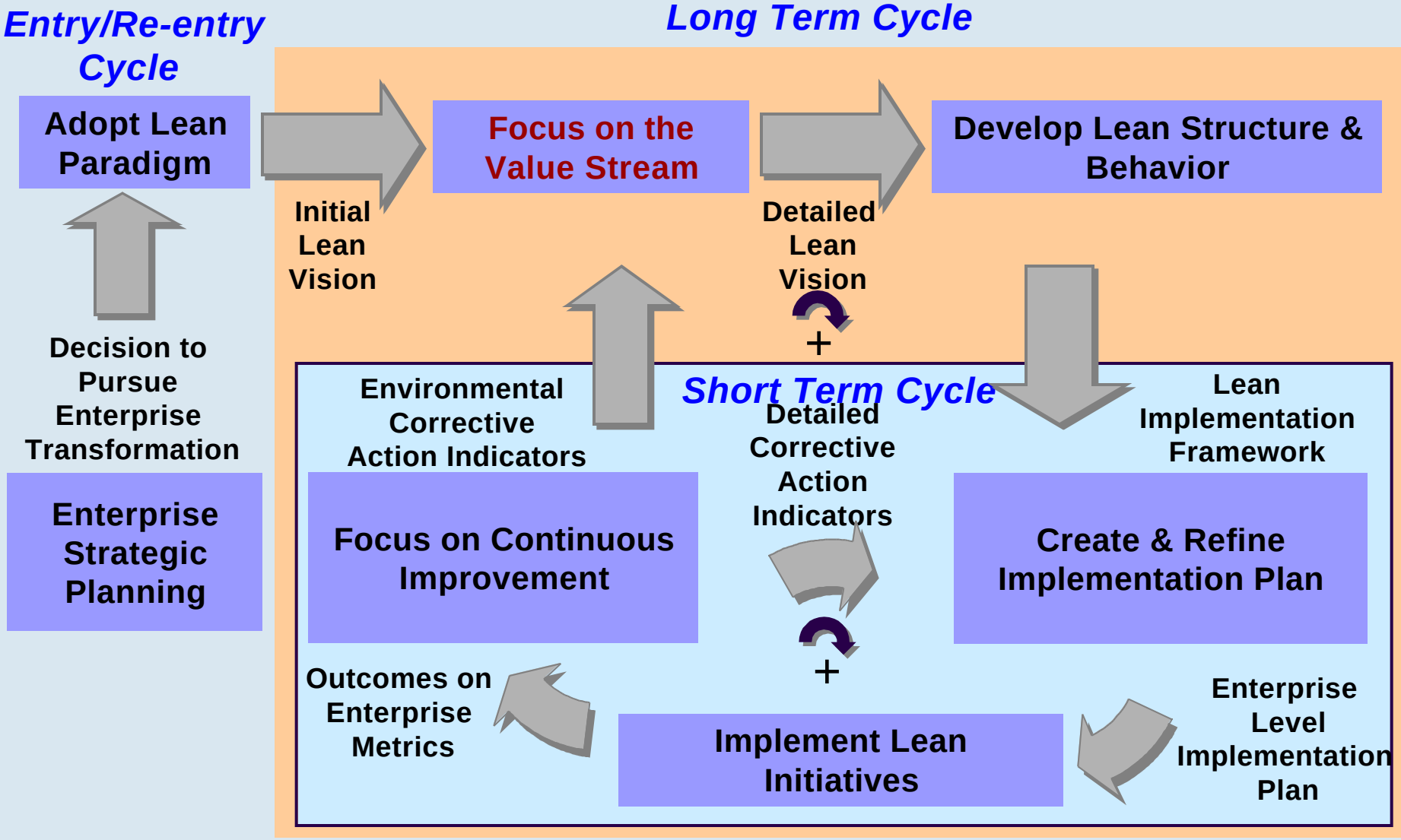
Enterprise Level Roadmap



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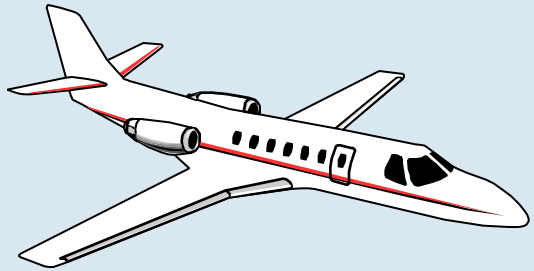
Focus on the Value Stream

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



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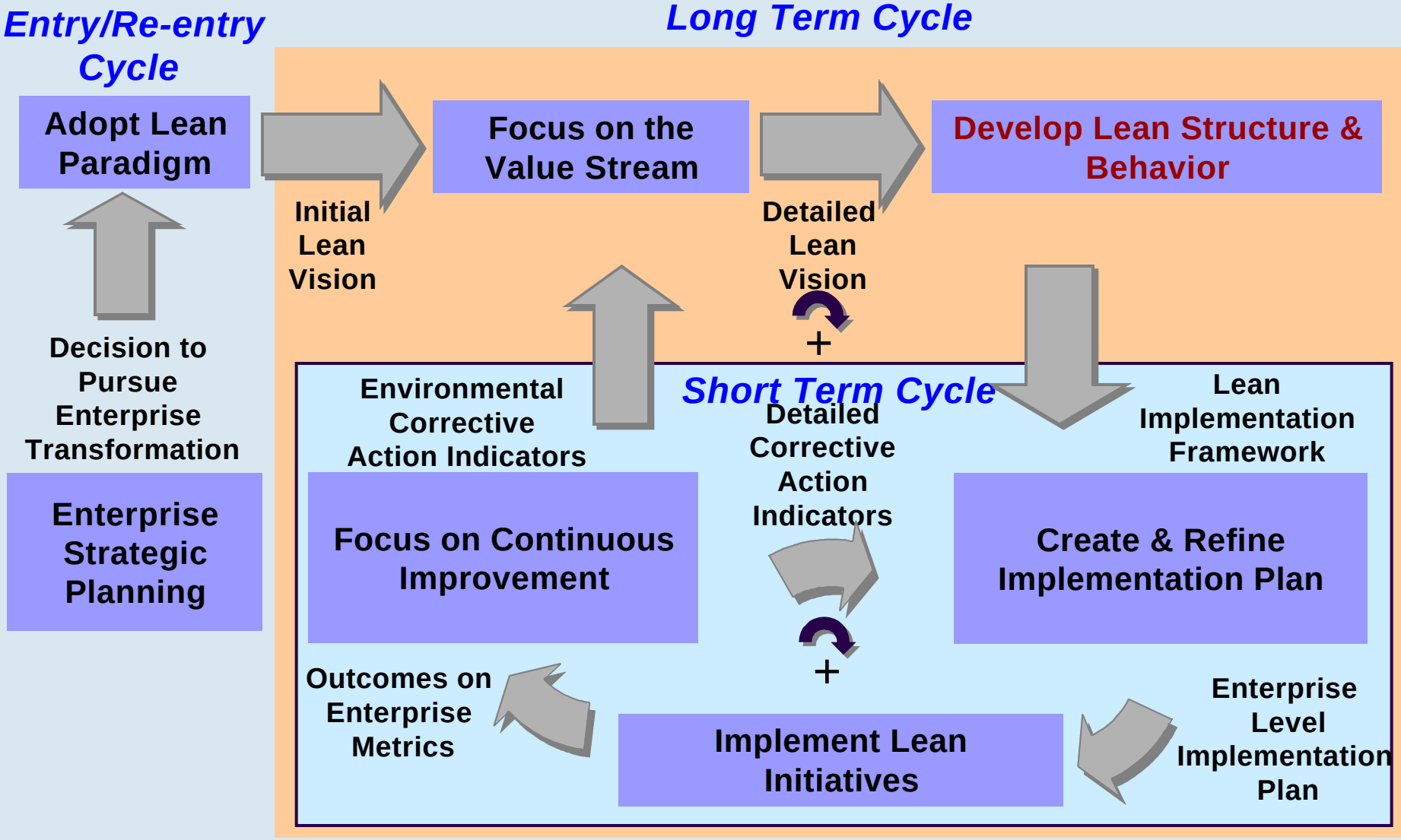
Enterprise Level Roadmap



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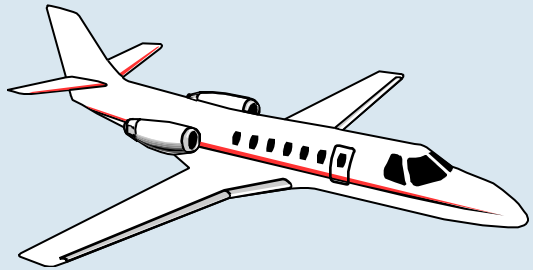
Develop Lean Structure & Behavior

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



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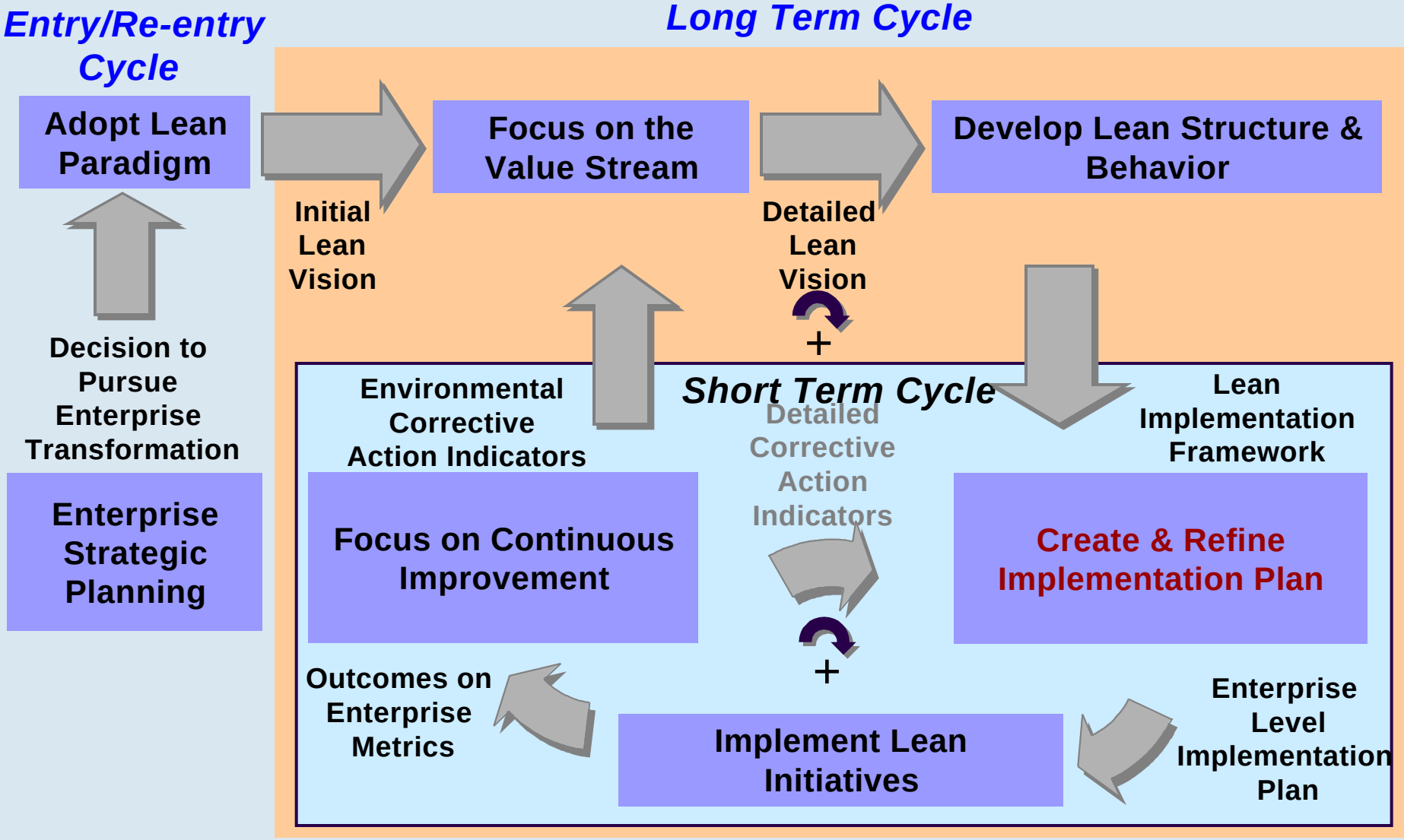
Enterprise Level Roadmap



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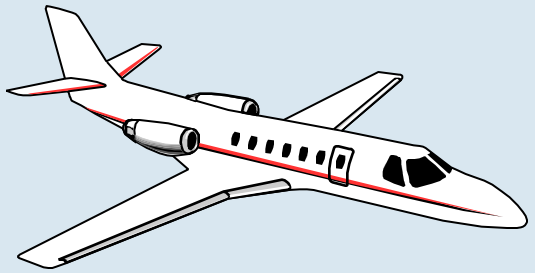
Create & Refine Implementation Plan

- Identify & Prioritize Activities
- Commit Resources
- Provide Education & Training



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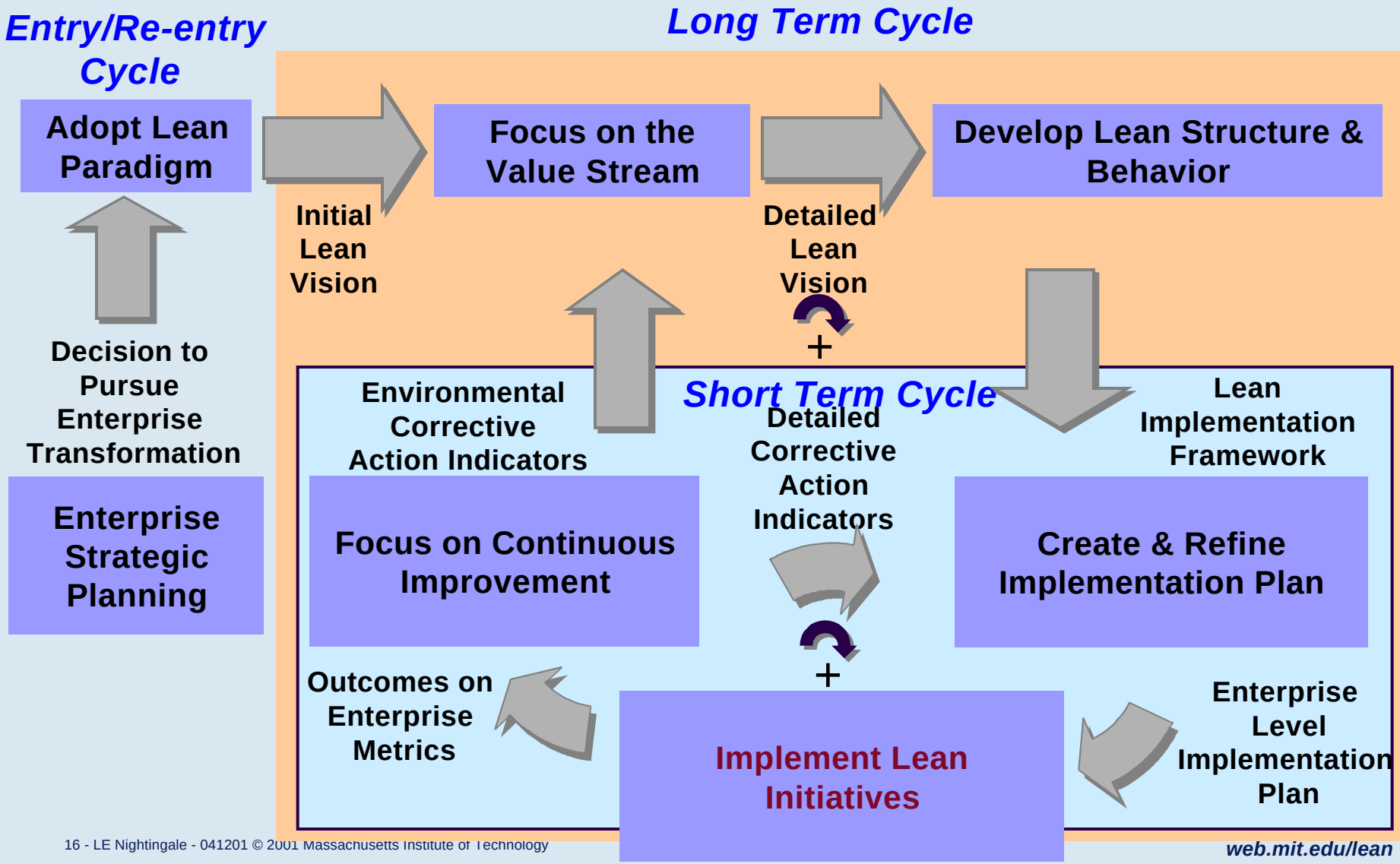
Enterprise Level Roadmap



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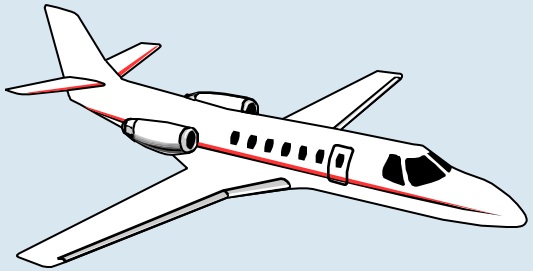
Implement Lean Initiatives

- **Develop Detail Plans**
- **Implement Lean Activities**



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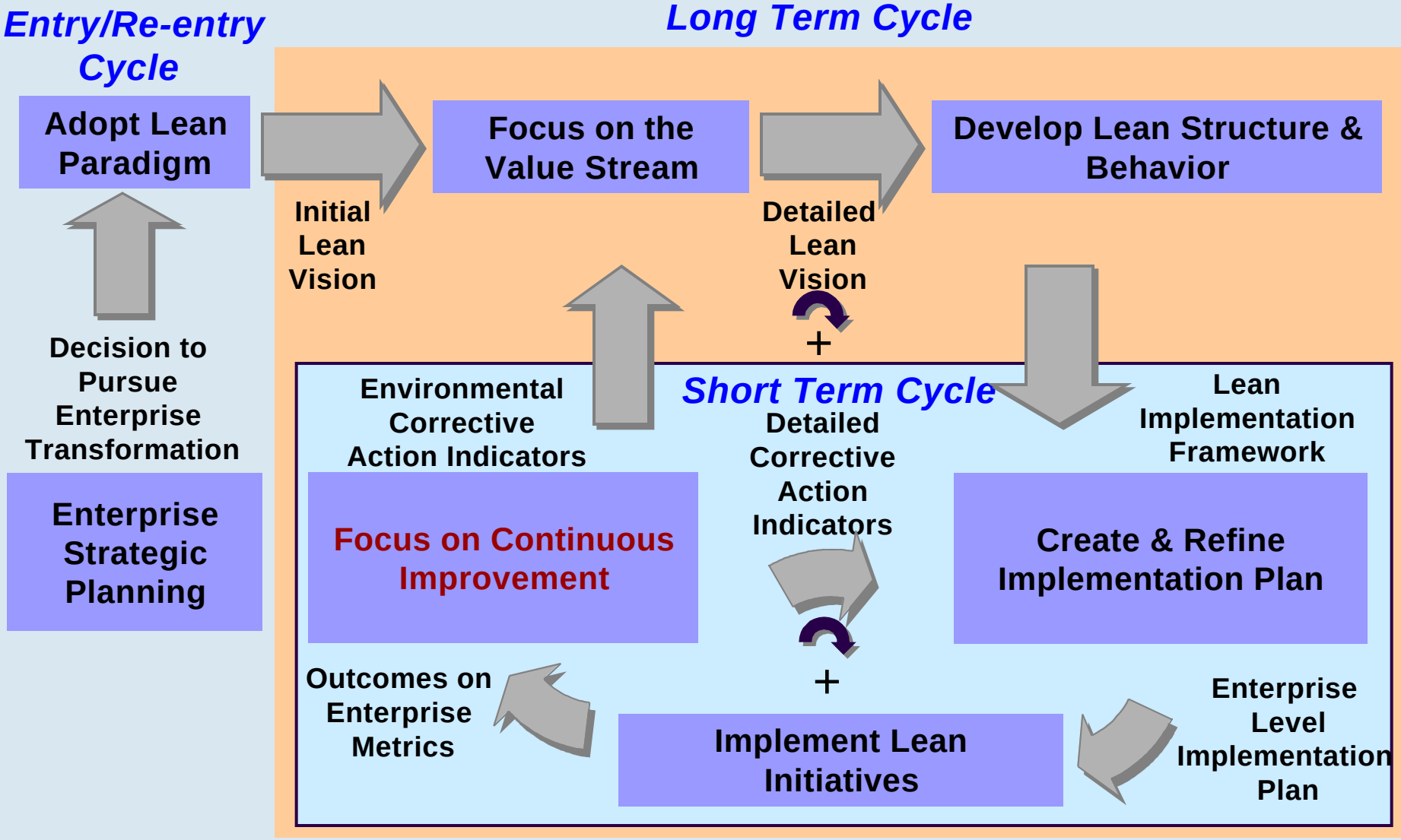
Enterprise Level Roadmap



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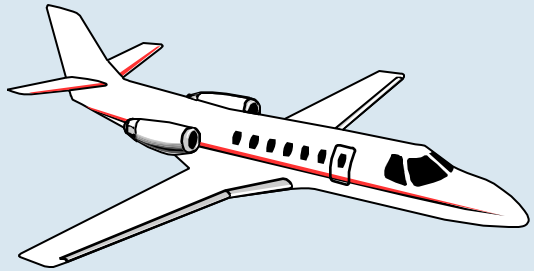
Focus on Continuous Improvement

- Monitor Lean Progress
- Nurture the Process
- Refine the Plan
- Capture & Adopt New Knowledge



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Enterprise Level Roadmap

Entry/Re-entry Cycle

Adopt Lean Paradigm

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

Decision to Pursue Enterprise Transformation

Enterprise Strategic Planning

Long Term Cycle

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

+

Short Term Cycle

Environmental Corrective Action Indicators

Lean Implementation Framework

Focus on Continuous Improvement

- Monitor Lean Progress
- Nurture the Process
- Refine the Plan
- Capture & Adopt New Knowledge

Detailed Corrective Action Indicators

Create & Refine Implementation Plan

- Identify & Prioritize Activities
- Commit Resources
- Provide Education & Training

+

Outcomes on Enterprise Metrics

Implement Lean Initiatives

- Develop Detailed Plans
- Implement Lean Activities

Enterprise Level Implementation Plan

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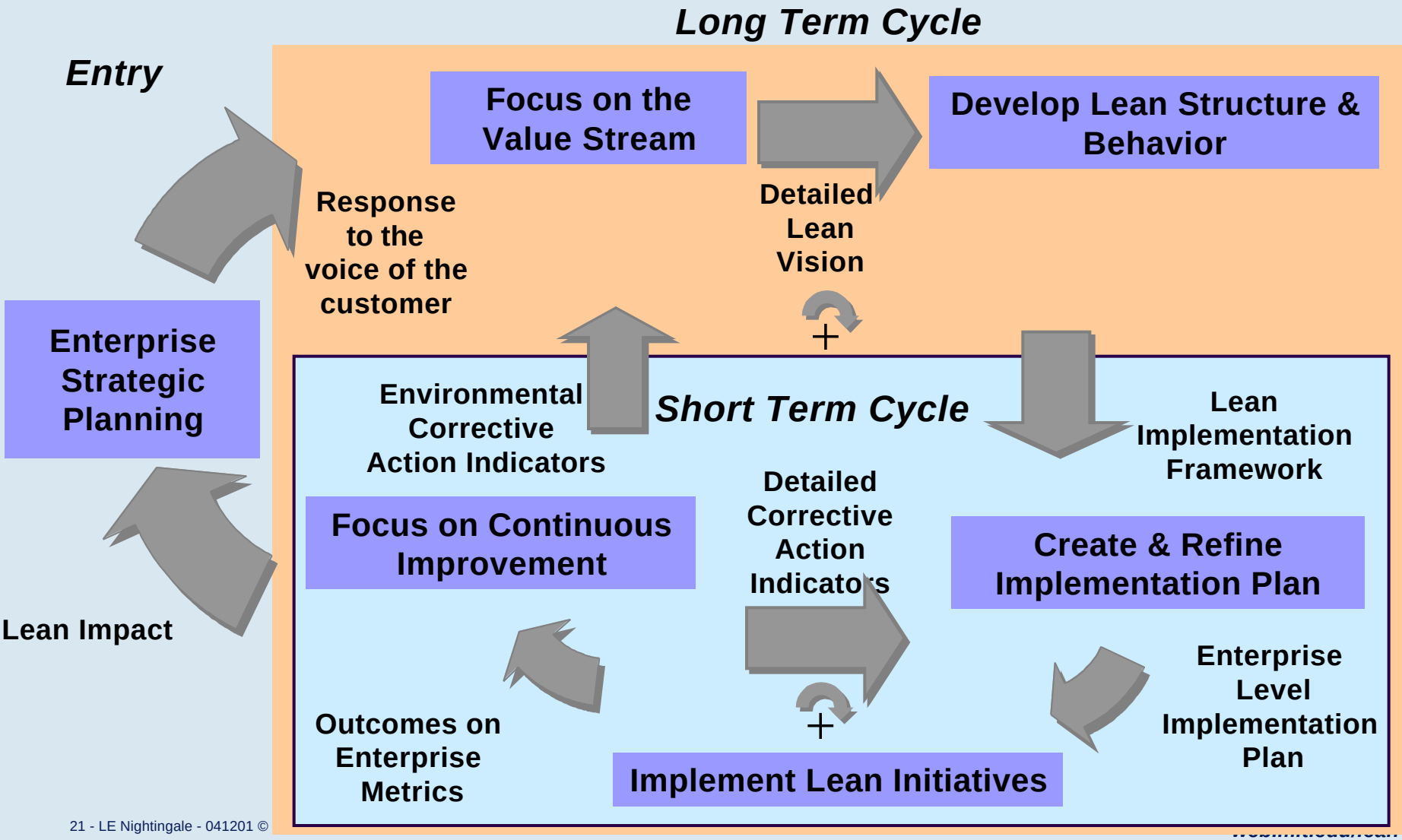
Enterprise Level Roadmap
The On-going Lean Enterprise



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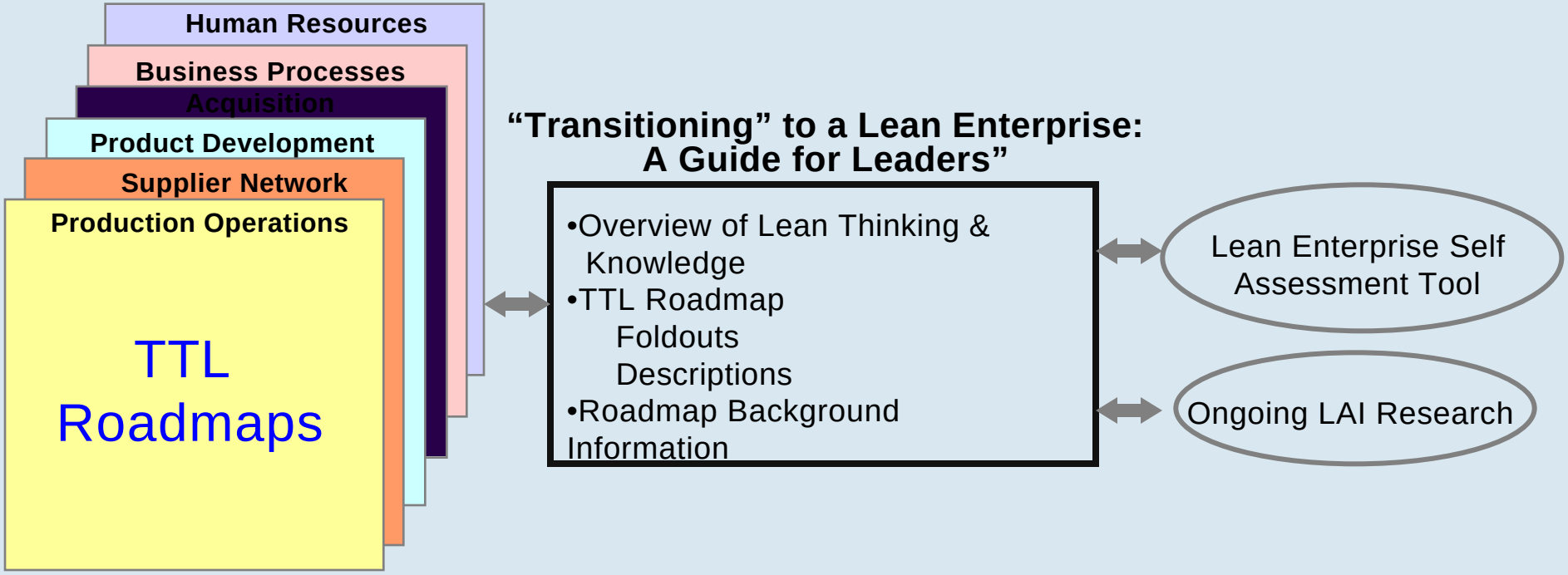
Enterprise TTL Future Product Vision



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Consortium Feedback on Enterprise TTL Roadmap

- **Great tool for facilitating enterprise focus**
- **Consistent with enterprise experience**
- **Increased understanding of "what went wrong"**
- **Liked focus on people/leadership issues**
- **Being used as enterprise-wide transition framework**

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