

Unique Opportunity for this Research

- Three projects allowed for increased access for interviews and shop tours
- Warner Robins case studies of the C-130, C-5, and Purchase Request lean efforts
- Alpha-test of EVSMA with Ogden
- Beta-test of EVSMA with Oklahoma City
- I am looking to understand the enterprise transformation efforts at each ALC in order to identify best practices that can be generalized for other Air Force locations
- All comparisons will be done in light of previous LAI research and products, as well as organizational change literature

Key Questions

1. How have the capabilities, resources, and conceptual models embraced by the ALC leadership teams affected their lean enterprise transformation process?
2. What change tools and capabilities could be incorporated into the EVSMA process and the LAI Transition to Lean Roadmap, in order to improve the lean enterprise transformation results?
3. What are the implications for large, government enterprises in undertaking lean improvement and transformation efforts?

Common Themes Identified

- EVSMA creates a unique environment of regular and relatively informal meetings for leaders and change agents
- Enterprise level strategic planning is necessary, but not sufficient for successful transformation
- Alignment of core processes and enterprise level activities is not a priority for all involved
- Leadership personalities can affect the willingness of employees to change
- "Middle Managers" often impede change
- It is difficult to select the correct people to be change agents and work on lean projects
- Consistent and just-in-time training is crucial for development of change capabilities
- Federal fiscal policy establishes monuments that may remain un-moveable

General Information about the Air Logistics Centers

- ALCs are the maintenance and repair organizations of the Air Force
- Part of the Air Force Materiel Command
- There are three ALCs today: Warner Robins, Oklahoma city, and Ogden
- Recent structural reorganization into four wings
- Each ALC has over 20,000 employees and conducts over \$5 billion in business every year
- Lean Enterprise Transformation is imminent



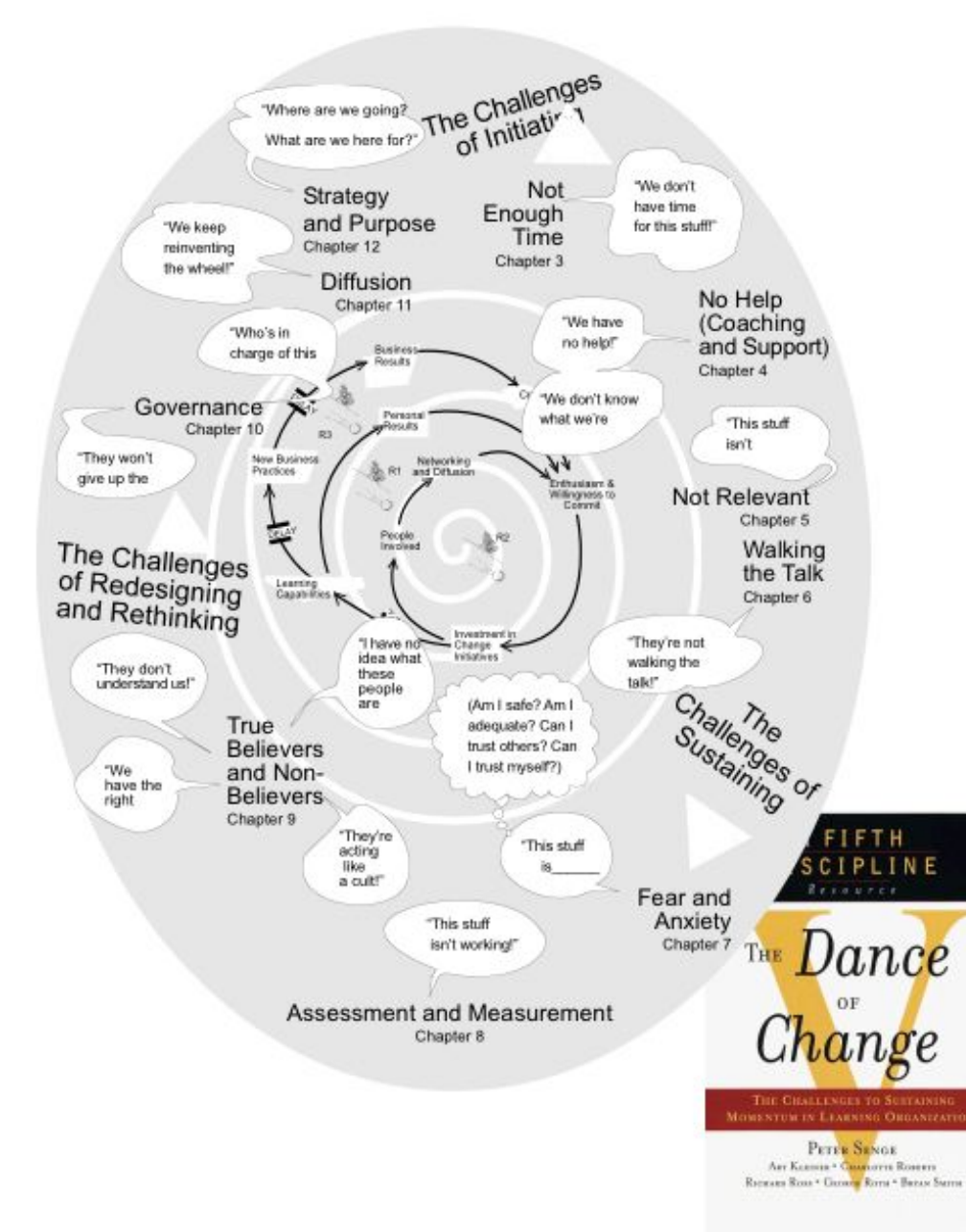
Methodology

- Case studies of Warner Robins
- Observations of EVSMA engagement at Ogden and Oklahoma City
- Over 60 interviews conducted with individuals at all levels throughout each command
- Qualitative data analysis
- Examination of transformation efforts observed through the theoretical lens of change literature

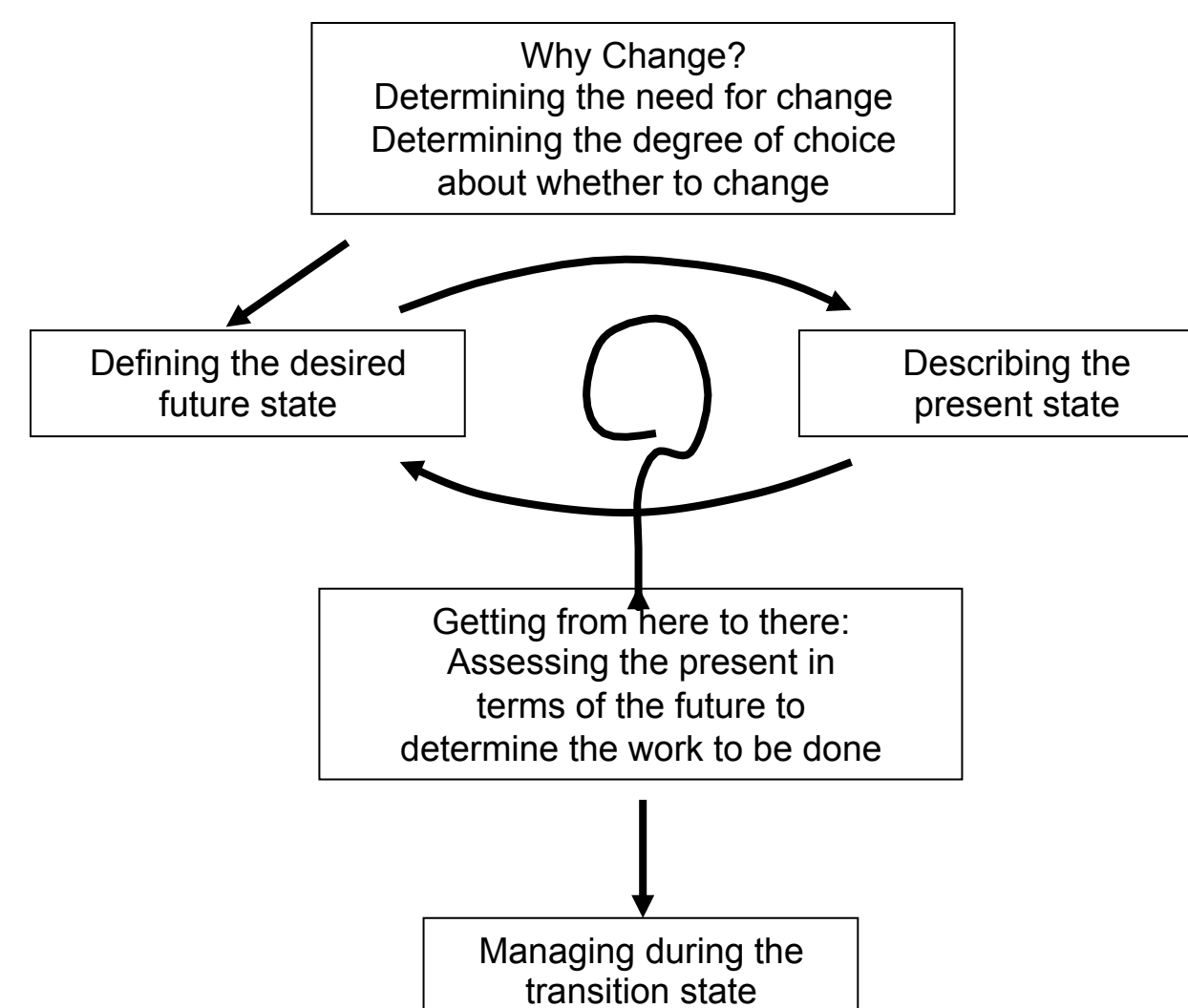


Sustaining Learning and Change

Capability-based model of reinforcing and balancing forces



Planned Change Model



From Beckhard & Harris, *Organizational Transitions*, Addison-Wesley, 1987

Expected Products

- Technology and Policy Master's Thesis
- Recommendations to ALCs regarding future efforts and policy implications
- Suggestions for additions to the LAI TTL Roadmap with emphasis on contribution of bottom-up transformation
- Possible refinement of EVSMA process, including change management tools and capabilities necessary to cascade change



