Enterprise Strategic Analysis and Transformation

Facilitator's Guide

Enterprise Current State → Future Enterprise Vision → Strategic Direction → Lean Enterprise

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LAI MIT

LEAN ADVANCEMENT INITIATIVE ™

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This guide has been revised to include facilitator experience and additional methodologies developed during the last five years of LAI Enterprise deployment events.

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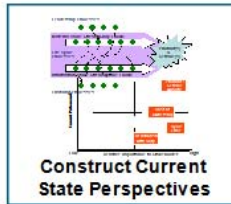
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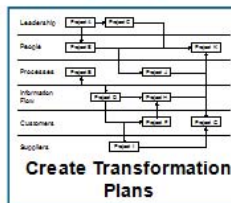
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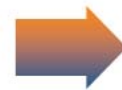
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ESAT Roadmap

Using this Document

Organization

This document is intended as a guide for ESAT facilitators. It provides an overview of the ESAT process, but it is assumed that all facilitators are comfortably familiar with the process as described in the ESAT Guide document and the ESAT KEE Modules (both instructional and facilitization).

This document provides a general introduction to the facilitation techniques suggested for ESAT. It also provides a step-by-step outline for taking a team through the analysis. For each ESAT event/major time block, there is an overview and a detailed description in the following format. Throughout the guide are instructions for particular templates as well as examples of illustrative cases.

Event	Duration	Attendees	Objectives

Preparation				
Facilitators				
Knowledge Workers				
Team				
Activity	Time	Facilitator Instructions	Resources	Supplies Required
Wrap-Up				
Facilitators				
Knowledge Workers				
Team				

Template Name

In general, these templates are used to electronically capture information that is generated in facilitated sessions. In some cases, the templates can be used to work through the ESAT process directly.

Supporting Materials

The following materials are available to help a team work through the ESAT process:

ESAT Guide, Rev 2.0, September 2008

ESAT Knowledge Exchange Event Materials (Instructional and facilitator modules, case study and solution, field workbook and, the following templates

Charter

Enterprise description

Stakeholder identification

Stakeholder Attribute

Data collection (enterprise costs, stakeholder values, process data, enterprise metrics)

SIPOC Work Sheet

Process interactions

X-matrix

Project planning/hand-off

9 block Project Planning

ESAT Checklist

This checklist provides a summary of the ESAT process. This checklist provides an objective statement and shows the elements of each step. It will be useful to periodically refer to this checklist to determine where you are in the process, what you've already accomplished, and what's coming up next.

Step 0: Leadership Engagement	
Initiate and gain leadership engagement and commitment for the anticipated transformation. Leadership engagement is critical; without a clear understanding of the path ahead the ESAT expectations may not be achieved	- Identify the most senior enterprise sponsor/champion for the transformation - Describe and gain concurrence for the transformation expectations and time-line from the enterprise leader and staff - Obtain unequivocal commitment from the enterprise leader for the time and resources necessary to conduct the enterprise transformation - Ensure the senior leadership is committed to a hands-on process, with no delegation of responsibility
Step 1: Define the Enterprise	
Relate ESAT to the enterprise goals, provide motivation for the team, identify the scope of the analysis, and ensure the team is knowledgeable and prepared for the analysis in the following steps. Describe the enterprise and identify its stakeholders, processes, and high-level metrics.	- Identify enterprise goals/strategic objectives and motivate change - Identify and empower ESAT participants - Create a team charter - Describe the enterprise - Identify key stakeholders - Identify major enterprise processes - Identify high-level metrics related to strategic

	objectives
	• Create a communication plan and initiate communication about the ESAT effort and its purpose (both internal and external)
	• Summarize insights and document progress
Step 2: Collect Data	
Conduct external assessment of the enterprise by surveying stakeholders and collecting value proposition data. Conduct an internal assessment of the enterprise through the Lean Enterprise Self-Assessment Tool (LESAT). Collect process and enterprise performance data.	• Identify enterprise costs • Define the value exchange between each stakeholder and the enterprise • Conduct LESAT • Collect enterprise process data • Collect enterprise performance data, based on the enterprise metrics
Step 3: Construct Current State Perspectives	
Based on data collected, create the current state enterprise perspectives through analysis of stakeholder values, enterprise processes and their interactions, and high-level metrics within the enterprise.	• Assess stakeholder value delivery • Analyze LESAT results • Review enterprise process data • Assess process interactions • Review current enterprise performance data, based on high-level metrics • Summarize insights and document progress
Step 4: Identify Enterprise Opportunities	
Prepare for transition between defining the current state and creating the future state by assessing the alignment of processes, stakeholder values, strategic objectives, and	• Assess the alignment of enterprise goals, metrics, processes, and stakeholder values

metrics in the enterprise, identifying wastes at the enterprise level, and summarizing opportunities for improvement.	▪ Identify enterprise-level wastes ▪ Summarize opportunities for improvement

Step 5: Describe Future State Vision	
Create a strategic enterprise goal with a 3-5 year time horizon. Create a strategic vision, based on achieving that goal, describing how the enterprise should look and behave three to five or more years in the future. The horizon selected for the ESAT is however dependent upon the product line of the enterprise and may be 10 years and beyond. Technology and competition may drive this.	▪ Develop a Big Hairy Audacious Goal (BHAG) for the enterprise ▪ Develop lean enterprise vision, including 3-5 year goal and future enterprise description ▪ Develop future state metrics aligned with the Big Hairy Audacious Goal (BHAG) ▪ Identify focus areas to move towards vision ▪ Collect and analyze data on gaps between current state and future vision to make recommendations for prioritized improvements
Step 6: Create Transformation Plans	
Prepare plans for closing the gaps that exist between the current and future states by prioritizing opportunities for improvement.	▪ Develop a strategic transformation plan ▪ Prepare hand-off package for subsequent improvement teams ▪ Develop an on-going governance model ▪ Update enterprise metrics ▪ Provide input to a communication plan

Step 7: Create Actionable Projects	
Step 7 is the beginning of the actual work required to affect the transformation. It is also the point at which the ESAT team becomes the mentors and program managers for selected transformation project areas. This point in the process requires the formation of sub-teams for the implementation of the changes necessary to move the enterprise from its current state to the goal and vision of the future state.	- Develop individual actionable projects - Prepare project portfolios - Develop resource and project duration descriptions by project - Develop project metrics - Develop pre-event data collection matrix - Develop expected benefits matrix - Develop inputs to ongoing transformation communications plan - Develop *exit strategy* for each project proposed
Step 8: Create Deployment Plan	
Prepare the overarching deployment plan while taking into account the daily needs of the enterprise. Final timing and resource allocation needed for the projects is developed in this step along with the project metrics and schedule.	- Prioritize projects - Develop integrated timelines for prioritized project(s) - Establish time phased resource commitment - Finalize metrics for tracking projects to completion - Develop enterprise level governance for project mentoring and tracking

Facilitation Techniques

Brainstorming

Brainstorming is a quick way to generate lots of ideas and ensure that everyone has an opportunity to provide input. For any type of brainstorming, it is important to make sure that the topic is clear and well understood, and that the ground rules are followed. Specifically, participants should be reminded that in brainstorming all ideas are valid: this is about generating ideas, not discussing or critiquing them. Additionally, participants should be encouraged to build on ideas generated by others. Make sure all ideas are captured so that everyone can see them.

Team

There are several ways to brainstorm as a group.
- Round Robin: go around the group and have each person contribute an idea. This format is especially good if you have a group with especially dominant or quiet participants.

- Free Form: let ideas come from whomever, whenever. It is important to make sure that all ideas are captured, and that you stop the brainstorming when the ideas start to slow down.

- Post It: each participant writes one idea per Post-It note and posts them in a common place (usually an open wall). This technique encourages participation as the ideas are essentially anonymous, but it is difficult for people to build off the ideas of others unless they are looking at what is being posted as they are thinking and writing.

Carousel

Carousel brainstorming is most effective when you need to generate ideas on several related topics simultaneously. This technique is used frequently in ESAT.
- Create a station for each topic (generally this is a space with a flip chart labeled with the topic).

- Assign a group to each station; the team should be evenly distributed in terms of numbers as well as demographics. Groups can be pre-assigned or they can be randomly assigned by having the team count off or vote with their feet and select something they are interested in. For brainstorming, it is usually better to have people count off or vote with their feet as you mix up the team better. People can always be reassigned if necessary to suit the team.

- Each person should have a stack of Post-It notes and a sharpie. They should write one idea per Post-It note, legibly.

- The starting location for each group is their "home station". To begin the brainstorming session, have each group rotate one station to their right.

- At each station, the group reads what is already posted and writes a check mark next to things they agree with or support. This is done to prevent unnecessary duplication. Then the group writes as many new ideas as they can in the time allotted, before moving to the next station and repeating this process.

- The final round occurs when a group is generating ideas at their home station; they will be the last group to add ideas for this topic. After completing their review and addition, give the team extra time to group the ideas into affinity groups and prepare to outbrief to the rest of the team.

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- Carousel brainstorming ensures that everyone has an opportunity - in fact, an expectation - to provide input. This ensures that they are also allowed to do so in anonymous way that can make people more comfortable.

Writing

In the chartering activity as well as several of the future state visioning activities, there is some writing, which can either be done as a large group, or in a fashion similar to carousel brainstorming.

Team

This technique should only be used when you have short statements to craft. This technique creates buy-in from the whole team, which is essential for some steps, but it is time consuming, so it should be used sparingly.

You will likely find that your team has at least one individual who is good at summarizing and putting the team's ideas into words. The earlier you can identify this person, the easier the writing activities will be. For large group writing, start off much like brainstorming, asking for suggested wordings. Write each suggestion on a flip chart (double spaced is best so you can edit). When you have several suggestions, ask the team to identify key words from each. This may help formulate a revised statement that incorporates all the good ideas. Ensure that the there is consensus before moving on (see below).

Carousel

If the activity calls for writing about more than one related topic or for writing lengthy descriptions, this technique is well suited.
- Create a station for each topic (generally this is a space with a flip chart labeled with the topic).

- Assign a group to each station; the team should be evenly distributed in terms of numbers as well as demographics. For writing exercises, it is usually better to pre-assign groups.

- Initially, each home station group writes a draft of whatever they are assigned to write about.

- Each person should have a stack of Post-It notes and a sharpie.

- Have each group rotate one station to their right, read what is written, write constructive comments, wording suggestions, and clarification questions on the Post-It notes. The subsequent groups should read the previous comments, check what they agree with, and add their own.

- When the group returns to their home station, they should read all comments, and address them. They should rewrite a revised version of their work if necessary (maybe required so it is clear what the statement says for the Knowledge Workers) and prepare to outbrief to the team.

- During the outbrief, make sure consensus is reached on each group before moving on (see below).

- This process of allowing the team to edit and comment in a carousel format saves quite a bit of discussion and word-smithing time as a large group.

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Small Group Work

Many of the activities in ESAT call for small groups to work together. Breaking the team into smaller teams in most cases will accelerate the process. In separating the team, consideration must be carefully given to the background and experience of each team member so that their knowledge and experience can be maximized. Divide the team into the appropriate number of groups (based on the activity). You can pre-assign groups or you can assign them randomly (counting off or having people vote with their feet). Make sure the team understands their assignment, then walk around the room moving from group to group during the activity time to make sure they are on task and heading the right direction. Near the conclusion of the activity time, remind each group to prepare to out-brief to the team. During the out-briefs, ensure the rest of the team understands what was done by each small group. This is an effective technique to divide and conquer what might be an otherwise overwhelming task. However, it is important to make sure that people understand and feel ownership of the larger task.

Consensus

It is often important to gain consensus in the group before moving on. One easy way to do this is to conduct a thumb vote. Thumbs up indicates agreement and support. Thumbs sideways (parallel to the floor) indicates: "I can live with this the way it is". Thumbs down indicates: "I do not agree and I cannot live with this". One or more thumbs down is not consensus. More than one-third to one-half of the group indicating thumbs sideways is also not consensus; there are just too many open issues and concerns. After people have voted, ask people to express their concerns. A useful format for people to share their concerns is to state what they like about the topic/statement, state what they are concerned about, and provide a suggestion of what to change so they would be happy. Asking people to provide their likes, concerns and suggestions ensures that people will have a constructive way to contribute instead of just complaining and whining.

Prioritization

Multi-Voting

A simple way to prioritize a group of items is to allow the group to multi-vote. Each team member should be given a set of colored dots. The number of dots can be roughly calculated as the number of total items being voted on divided by three. This is a general rule of thumb, and it should be adjusted based on the group. Each team member places one dot next to each item they would like to vote for. All dots should be placed next to different items. An option is to provide people a "bonus dot" which they may place next to something new or something that they've already voted for to emphasize their vote.

Multi-voting can be done by a show of hands, but the dots provide anonymity, which people are comfortable with. People also tend to like having a bonus dot that makes them feel like they can add weight where they want to.

After all the dots are placed, count the totals for each item. There likely will be a natural break where a few top items emerge. You should lead the group through a discussion about why these items are the right priorities or not. Multi-voting does not set anything in stone, it just provides a starting place for a discussion about what the priorities are and why.

PICK Charts

The PICK (Propose, Implement, Consider, Kill) chart is a way to compare effort and impact. Often prioritization is done based on any number of subjective criteria, which vary individually. Plotting impact on the horizontal scale (relative low to high) and effort on the vertical scale (relative low to high), then each item can be placed in the quadrant grid where it belongs relative to the other items. Those items in the bottom left corner are "Propose", that is they are low effort and low impact. The items in the bottom right corner are "Implement", that is they are low effort but high impact. The items in the top right corner are to "Consider", that is they are high effort and high impact. The items in the top left corner are "Kill', that is they are high effort but low impact. The PICK acronym is an easy way to remember the names of the quadrants. Plotting items on an impact/effort grid is useful to help the team prioritize what to start on first and what things are simply not worth doing.

Roles and Responsibilities

- **Enterprise Leader –** The enterprise leader must be directly engaged throughout the process. They must initiate the process by committing the resources to conduct the analysis and support the follow-on transformation projects, motivate the team by participating in kick-off and report out activities, and communicate the activity to the enterprise leadership and broader workforce. The leader can explain why the ESAT is important at Kick-off and breaks down organizational barriers

- **ESAT Team Lead(s) –** The team leader is the daily forcing function for the ESAT. Although there may be co-leads for the ESAT. Only one individual must be charged as the ultimate leader with full responsibility for the outcome of the ESAT. Team leads are responsible for ensuring that the team membership is correct, that the team has sufficient support to conduct the analysis, that team workshops are scheduled and planned, and that activities outside of facilitated sessions are completed on time. The team lead works with the lead facilitator to manage expectations with both the enterprise leader and the team. The team lead and the lead facilitator together are responsible for the project management aspects of the analysis. The team lead must be a full-time leader and participant who documents project results and is the primary presenter during progress meetings. The assignment of the team leader is not to be taken lightly since this should be a long-term assignment of at least a year with a reevaluation at the one-year point.

- **ESAT Team Members –** Team members must represent the needed disciplines needed to conduct the ESAT. Team members are responsible for contributing to the analysis in an open and honest fashion. They are responsible for being active participants in the analysis, collecting information and sharing that information with the team, and providing their expertise with the team during the analysis. In general the EAT team should be representative of the customer's voice, internal partners, suppliers, and outside eyes willing to question how things are done. Team members should transition to program managers for the year following the ESAT. The assignment of the team members, therefore, is also not to be taken lightly since this should be a long-term assignment of at least a year with a reevaluation at the one-year point.

- **ESAT Facilitator Lead(s)** – The lead facilitator, typically a highly experienced facilitator, must be intimately familiar with the ESAT methodology and is responsible for ensuring the analysis process is conducted appropriately. They interface with the team lead and enterprise champion to develop the initial team charter; pre and post work and manage expectations. They ensure the facilitation team stays on track.

- **ESAT Facilitators –** The facilitator team is responsible for ensuring that the team stays engaged and on track throughout the analysis process. They also ensure the information is being generated and collected appropriately and sufficiently. They provide energy for the hands-on activities, stimulate discussion, and manage participation.

- **Public Affairs Observer Member –** This individual is an observer for all ESAT activities. The Public Affairs person is that individual who is responsible for company wide and external news publications regarding the company and its activities. As a full time observer of the ESAT, the PA individual will be responsible for managing the knowledge workers, coordinating their

data collection activities and writing all company and external reports/stories regarding the enterprise transformation. This individual is also responsible for drafting the ESAT communications plan.

- **Knowledge Workers** – Knowledge workers are responsible for the supporting work required to keep the team on task and productive, making efficient use of their time together. They are responsible for providing all the necessary supplies, food, and materials for workshops and meetings, and collecting, archiving, and distributing all material generated throughout the analysis. They will use laptop computers to capture all data generated by the ESAT team. The electronic templates provided to record the information generated could assist in this work. The knowledge workers, managed by the PA individual, will prepare all material needed for the interim and final briefs using MS power point format.

Supplies List

The following supplies are necessary for some or all of the ESAT events.

Description	Quantity	Notes
3" x 5" Post-It Notes in at least 4 colors	>2 pads per team member	3M Super Sticky Post-It Notes are ideal, regular 3M Post-It Notes are adequate, generic post-it notes will require tape to stay stuck
4" x 6" or slightly larger Post-It Notes in orange or yellow	>1 pad per team member	Used for enterprise value stream mapping process steps
3" x 3" Post-It Notes in blue and green	>1 pad per team member	3M Super Sticky Post-It Notes are ideal, regular 3M Post-It Notes are adequate. Used for enterprise value stream interaction mapping
3M Post-It flip chart easel pads	>10 pads (at least)	These are expensive, but worth the added cost of not having to tape them up constantly.
Easel stands	5	These stands are NOT the typical display stands, too flimsy. Each stand must be sturdy to allow for writing on the post-it flip chart.
Flip chart markers in assorted colors	10 sets	Sharpie has sets of 8 assorted colors that work well and do not bled through the flip chart paper
Fine point Sharpie markers in black or blue (black preferred)	1 box per team member (Facilitators to pass out for each exercise)	Must be fine point, not extra fine point. Note: these pens have legs and always seem to disappear you can never have too many. Normal pens will not work they are not visible from a distance and are unacceptable
Yarn (blue, green, black)	1 skein	
Scissors	3	
Scotch tape and dispensers	3 boxes of tape in dispensers	This tape is used to tack down the enterprise VSM and as such will require many feet of tape.
Single hole punch	1	
¾ inch colored dot stickers	1 package/color	Green, red, yellow, and blue
Blank paper in assorted colors	~50 sheets	
Butcher paper or large format plotter paper (preferred)	> 100 feet	Ensure there is some appropriate way to affix this to the walls (masking tape best)

Snack food, coffee, and water	Sufficient quantities for size of team. Team lead to monitor this. At least two after hours socials should be scheduled (At the completion of the mid-term review and after the final out brief) this should be coordinated with the enterprise lead so he/she may attend.	The team will need to stay hydrated and fed during long days. Even if meals are not being provided or brought in, snacks and beverages are required. Very strongly recommend that lunch be provided each day the team is meeting. Lunch allows some much needed time for networking as the events mature and to allow the team to bond. Water, snacks, soda, coffee, tea, etc. Without the liquid and snacks the team will slow down before lunch and at the end of the day.
ESAT overview document	1 copy per person	Can be distributed electronically or in hard copy. During the events, a hard copy is useful for reference.
Hard copy of stakeholder definitions	2 copies of the set	
Hard copy of stakeholder value surveys	1 per person	
Hard copy of SIPOC TEMPLATES, process interaction check sheets	~100	SIPOC Templates 1 process interaction per page, sheets, printed/copied 4 per page, they need to be cut and hole-punched (for yarn if desired)
Hard copy of various reading materials	1 per person	Some readings may require purchase

Knowledge workers must monitor the supplies and be prepared to provide/buy additional materials as needed for the team events

Detailed Agendas Note: The times indicated are for reference only. Event span times noted are the minimum that has been experienced for any given event point. Depending on the team, each event may take significantly longer and should be planned. The purpose is not to "do it fast" but to do it right. Stakeholder, process and future state analyses are critical to a successful ESAT. As such the time allotted for each of them must be set as a function of the enterprise complexity.

Step 0 Enterprise Leadership Commitment

Event	Duration	Attendees	Objectives
Enterprise lead buy-in/ commitment	2 hours	Enterprise leader and others as necessary (senior staff?). ESAT lead facilitator, Leadership team lead(s) and the ESAT champion(s)*	Discussion of enterprise commitments required and leadership commitment in time and resources

Preparation				
Facilitators	"Assist team leader with meeting scheduling and coordination			
Knowledge Workers	N/A			
Team	N/A			
Activity	**Time**	**Facilitator Instructions**	**Resources**	**Supplies Required**

Enterprise lead commitment	As Needed 2 hours min.	Introduce LAI (if necessary)
		  ▪ Describe and obtain agreement for the path ahead
		
		  ▪ Obtain enterprise leadership agreement for beginning ESAT
		
		  ▪ Set expectations for ESAT and its output
		
		  ▪ Obtain commitment for enterprise leader for direct involvement during ESAT
		
		  ▪ Obtain commitment for direct involvement from senior management
		
		  ▪ Identify potential ESAT team leader and members
		
		  ▪ Identify ESAT facilitators and outside support if needed
		
		  ▪ Lock down ESAT timeframe (start stop dates),
			TTL Roadmap
			ESAT Overview
			ESAT KEE materials
			Charter Template
				Laptop, projection of view graphs

		venue and resources		
		▪ Schedule enterprise leaders time for kickoff, in-process briefs and final out-brief		

Wrap-Up	
Facilitators	▪ Ensure enterprise leader is scheduled for kick-off, out-brief activities for each workshop and final out-brief ▪ Ensure enterprise leader is available for socials
Knowledge Workers	N/A
Team	N/A

Pre-Meeting

Event	Duration	Attendees	Objectives
Pre-meeting	4 hours	ESAT lead facilitator, Leadership team lead(s) and the ESAT champion(s)*	Determine goals for learning and analysis Determine enterprise context Identify team members Determine workshop format and prerequisites Conduct ESAT tailoring as necessary Develop initial high level workshop agendas

Preparation				
Facilitators	Schedule meeting with team lead and enterprise champion			
Knowledge Workers	N/A			
Team	Schedule meeting with team lead and enterprise champion			
Activity	**Time**	**Facilitator Instructions**	**Resources**	**Supplies Required**
Pre-meeting	4 hours	▪ Introduce LAI (if necessary) ▪ Introduce ESAT and Transition-To-Lean Roadmap ▪ Discuss current enterprise transformation activity ▪ Discuss expectations of ESAT and desired outcomes	TTL Roadmap ESAT Overview Charter Template	N/A

		▪ Identify appropriate team members		
		▪ Discuss necessary enterprise capabilities to support on-going transformation activity following onto ESAT		
		▪ Secure resource commitment for ESAT effort and subsequent transformation activities		
		▪ Discuss expected participation and engagement from the enterprise champion		
Wrap-Up				
Facilitators	Ensure enterprise champion is scheduled for kick-off and outbrief activities for each workshop. Note: facilitators may need to hold a series of detailed meetings off-line to ensure all the pieces of ESAT are thoroughly integrated and planned.			
Knowledge Workers	N/A			
Team	Ensure enterprise champion is scheduled for kick-off and outbrief activities for each workshop			
Facilitator Note	During this meeting the makeup of the team will need to be established. What stakeholders (internal and external) will be included in the ESAT team must be determined			

Charter Template

The charter template is provided as a PowerPoint file. It is a single page. It helps if all of the team is "on the same page" and this charter is literally that page. The entire team needs to understand and buy into the information on the charter. The initial charter should be reviewed with the enterprise leader as a draft and further matured at the pre-meeting(s). The team will be the ultimate review and approval authority. The boxes on the left side of the page represent what the ESAT effort is, why it is being done, and what the scope of the analysis is. The boxes on the right side of the page are a bit more administrative, listing kick-off and meeting dates, team members, the ESAT sponsor, facilitators, and the expected results, so the team knows when they are done with the ESAT effort.

Facilitator Coordination Meeting

Note: Although a duration of ½ day is indicated, facilitator coordination meetings may evolve into a series of detailed meetings and consume weeks of effort. These meetings should be structured and determined by the make-up of the team and their origin and anticipated stakeholder universe.

Event	Duration	Attendees	Objectives
Facilitator Coordination Meeting	½ day	ESAT facilitators (including observers and coaches)	Develop detailed hour-by-hour workshop agendas, and output by AM/PM, day and workshop # Finalize roles and responsibilities Define modified approaches to methodology where required for the specific enterprise application. Caution here: No ESAT step can be eliminated. How the step is approached and what is considered a completed step may be modified due to the maturity or lack of maturity of the enterprise.

Preparation	
Facilitators	Finalize the schedule for the ESAT venue (meeting room should be set for priority, exclusive ESAT use during all workshop prep and post dates, workshops, briefs and staff meetings using the ESAT as background for ESAT/transformation progress meetings) Order food, snacks, drinks Ensure supplies are purchased, reviewed, counted and available in the meeting room Set time for initial room set-up (at least one day prior to each workshop). Includes placing all flip charts, necessary VSM paper on walls. Initial wall design to include display areas for all steps of the ESAT.
Knowledge Workers	Although not required, knowledge worker participation is recommended to ensure they understand all that will take place
Team	N/A

Activity	Time	Facilitator Instructions	Resources	Supplies Required
Tailor ESAT for the enterprise	1 hour	▪ Discuss enterprise context ▪ Identify opportunities/requirements to tailor ESAT activities for the particular enterprise context	ESAT Overview	Flip Charts Markers
Workshop agenda planning	2.5 hours	▪ Plan out detailed agendas (based on start and finish times for the team each day) for each workshop, including times and which facilitator will lead the activity	ESAT Facilitator's Guide, ESAT KEE Facilitator modules	Flip Charts Markers

		▪ Develop outputs for each morning and afternoon of the event. Identify the timing for the workshop out brief.		
Identify reading assignments and resources for the team	30 min	▪ Brainstorm, identify, and collect the desired reading material to assign to the team for preparation for the various workshops ▪ Develop pre-event data matrix		

Wrap-Up	
Facilitators	Distribute meeting notes/outcomes to all facilitators
Knowledge Workers	Understand the workshop layout and how the event will progress
Team	N/A

Kick-Off

Event	Duration	Attendees	Objectives
ESAT Kick-off (can be combined with workshop #1)	1 day	Leadership team and ESAT facilitators ESAT enterprise leader for opening remarks	Provide lean enterprise training Create team charter Define enterprise boundaries

Preparation	
Facilitators	▪ Identify and collect reading assignments ▪ Prepare final event agenda, review with team lead ▪ Conduct meeting room setup day prior with knowledge worker assistance ▪ Review applicable ESAT KEE instructional and facilitator modules for inclusion in event
Knowledge Workers	▪ Schedule meeting facility ▪ Remind/notify team of meeting time and location ▪ Purchase snacks, meals for meeting time ▪ Collect or purchase necessary supplies ▪ Make copies of reading assignments if required ▪ Distribute reading assignments to the team ▪ Collect and format any advance data ▪ Assist facilitators in meeting room setup
Team	▪ Read assignment ▪ Read ESAT Overview Document through Step 1

Activity	Time	Facilitator Instructions	Resources	Supplies Required
Lean Training	3 hours	▪ Introduction to lean ▪ Introduction to enterprise thinking ▪ Introduction to lean enterprise ▪ Examples of enterprise lean implementations and results ▪ Introduction to Transition-To-Lean (TTL) roadmap ▪ Leading change ▪ Introduction to ESAT process	Lean Enterprise Module TTL Roadmap Leading Change Module ESAT Overview ESAT KEE Instructional Modules	Computer Projector
Charter: Description	30 min	Team discussion	Charter Template	Flip Charts (1) Markers
Charter: Case for Action	1 hour	Team brainstorming and discussion	Charter Template	Flip Charts (1) Markers
Charter: Expected Outcomes	30 min	Team brainstorming and discussion	Charter Template	Flip Charts (1) Markers
Charter: Enterprise Description	2 hours	▪ Introduce enterprise examples ▪ Team brainstorming and discussion ALTERNATIVE: ▪ Divide into small groups and define enterprise ▪ Outbrief to large group ▪ Team discussion to identify best of the best definition	Enterprise Intro Slides Charter Template	Flip Charts (1) Markers ALTERNATIVE: Flip Charts (6) Markers

Wrap-Up	
Facilitators	Ensure team understands their assignments for the next event Schedule Workshop #1
Knowledge Workers	Collect charter language and enter it into the electronic template Schedule Workshop #1
Team	Review actions for the next event Schedule Workshop #1
Facilitator Note:	The enterprise description will set the scope of the ESAT and as such may take much longer than 2 hours depending on the enterprise complexity. This is the point at which the roles of the stakeholders (internal and external) will be finalized

Enterprise Description Template

The enterprise description template is a PowerPoint file. It is a single page, divided into three sections, a graphic representation of the enterprise, a list of current enterprise statistics/attributes, and enterprise goals. This page can be used as a communication tool and should help scope the ESAT effort by clearly identifying the boundaries of analysis. It is important to ensure that all of the information described in this template is collected and summarized. A graphic may have to be created, and while it does not have to be fancy, it should represent the enterprise. Remember, a picture is worth a thousand words.

Workshop #1

Event	Duration	Attendees	Objectives
ESAT Workshop #1	2 days	Leadership team and ESAT facilitators ESAT champion for outbrief at the end of the workshop	Detail enterprise description Identify stakeholders Identify enterprise process architecture Review enterprise objectives and metrics

Preparation	
Facilitators	▪ Ensure draft charter is completed and distributed to team ▪ Prepare data matrix ▪ Request team prepare enterprise statistics (data matrix) ▪ Request team prepare to review current enterprise strategic objectives and metrics ▪ Identify and collect reading assignments ▪ Finalize event hour by hour agenda
Knowledge Workers	▪ Schedule meeting facility ▪ Remind/notify team of meeting time and location ▪ Purchase snacks, meals for meeting time ▪ Collect or purchase necessary supplies ▪ Make copies of reading assignments if required ▪ Distribute reading assignments to the team ▪ Distribute draft charter to the team ▪ Prepare copies of homework templates for the team ▪ Prepare copies of LESAT for the team
Team	▪ Review draft charter ▪ Be familiar with their respective current process architecture (key process steps and interactions)

		▪ Collect enterprise statistics		
		▪ Collect and prepare current enterprise strategic objectives and metrics to review		
		▪ Read assignment		

Activity	Time	Facilitator Instructions	Resources	Supplies Required
ESAT Introduction	15 min	▪ Review ESAT Roadmap and Step 1	ESAT Overview	Computer Projector
Review Draft Charter	2 hours	▪ Review draft charter language ▪ Revise as required to finalize	Draft Charter	Flip Charts (1) Markers
Review Enterprise Description	1 hour	▪ Review enterprise boundaries ▪ Present enterprise statistics	Enterprise Description Template	Computer Projector Flip Charts (1) Markers
Stakeholder Introduction	15 min	▪ Introduce enterprise stakeholders and definitions	Stakeholder Intro Slides ESAT KEE stakeholder modules	Computer Projector
Identify Stakeholders	2 hours	▪ Divide team into 9 groups (reflecting the nine potential stakeholder groups) ▪ Carousel brainstorming to identify stakeholders ▪ Debrief to larger group	Stakeholder Definitions	Flip Charts (9) Makers Post-it Notes Sharpies
Assign Stakeholder Homework	30 min	▪ Introduce stakeholder value analysis ▪ Introduce stakeholder homework template ▪ Introduce stakeholder attributes	Stakeholder Value Analysis Slides Stakeholder Homework Template	Computer Projector
Introduce LESAT	1 hour	▪ Introduce LESAT Overview	LESAT Overview Slides ESAT KEE LESAT modules LESAT Tool	Computer Projector
Introduce	15 min	▪ Introduce enterprises processes: leadership,	Enterprise Process	Computer

Enterprise Processes		lifecycle (core), and enabling processes	Slides	Projector
Identify Enterprise Processes	2 hours	- Brainstorm enterprise processes - Use noun verb structure - Use different names for processes than functional or organizational names - Validate the previously developed swim lane construct for the enterprise or develop the swim lane construct now - One post-it per process step - Assign swim lane bosses - Populate the swim lanes with the major process steps for that swim lane (as determined by each swim lane team) using large post-its; annotate each process step by swim lane and number in lane (i.e. A-5, B-2, C-7, Etc.) - Determine the 5-10 key process steps for each swim lane (these will be used for interface analysis) - For each key process step have the swim lane teams prepare a mini-SIPOC (process characterization) ensure the process step is logged on the Mini-SIPOC worksheet - Using post-its (green for input and blue for output) place these inputs and outputs in the respective swim lane and against the respective process step (each must be coded with process step and swim lane for from-to to ensure traceability. Note you can also add colored yarn to trace the interfaces once evaluated) - Debrief to ensure the enterprise as defined in the	ESAT KEE Part I Data collection and current state perspectives	Butcher Paper (one or more wall(s)) Large Post-it Notes Sharpies Markers

		enterprise scope has been represented		
Introduce Process Data Homework	30 min	▪ Introduce enterprise process data homework	Enterprise Process Data Slides ESAT KEE Part I Data collection and current state perspectives	Computer Projector
Introduce Objectives and Metrics	15 min	▪ Introduce enterprise strategic objectives and metrics	Objectives and Metrics Intro Slides	Computer Projector
Review Enterprise Objectives and Metrics	1 hour	▪ Team lead or representative present current enterprise strategic objectives and current metrics to the team to establish common understanding		Computer Projector
Assign Metrics Homework	30 min	▪ Introduce enterprise performance assignment	Metrics Performance Template	Computer Projector
Introduce Enterprise Costs	15 min	▪ Introduce enterprise cost data expectations	Enterprise Costs Template	Computer Projector
Review ESAT	15 min	▪ Review ESAT Roadmap and Step 2	ESAT Overview ESAT KEE Overview charts	Computer Projector
Review Homework Assignments	1 hour	▪ Lead discussion of making specific assignments for homework ▪ Allow the team to strategize how they will complete the homework ▪ Schedule the data update telecon/meeting	Data Collection Homework Templates	Computer Projector Flip Charts (1) Markers

Wrap-Up	
Facilitators	▪ Ensure team has a plan for completing data collection homework
	▪ Schedule data update meeting
	▪ Note: successful data updates have all been face to face on-site meetings
Knowledge Workers	▪ Collect all information created electronically and distribute to team and facilitators
	▪ Schedule data update meeting
	▪ Schedule data update meeting room
	▪ Gather data collected by the team and disseminate back to everyone on team and facilitators
Team	▪ Review actions/homework for data update meeting
	▪ Schedule data update meeting
Facilitator Note:	▪ Depending on the complexity of the enterprise architecture, defining the enterprise and enterprise processes may take significant time and may take as long as a day or more to construct the process steps and thence defining those that are key to the enterprise.

Homework

Event	Duration	Attendees	Objectives
Homework	≅ 1 month	Leadership and ESAT team	Collect enterprise cost data Collect data on stakeholder values Conduct LESAT Collect data on enterprise processes Collect data on enterprise performance (against metrics)

Preparation				
Facilitators	Ensure data collection assignments are clear			
Knowledge Workers	Ensure team has all data collection templates			
Team	Identify individual assignments and ensure necessary templates are in hand			
Activity	**Time**	**Facilitator Instructions**	**Resources**	**Supplies Required**
Collect Enterprise Costs Data	??	N/A	Enterprise Cost Template	
Collect Stakeholder Values Data	??	N/A	Stakeholder Values Data Collection Templates	
Conduct LESAT	1 hour	N/A	LESAT Tool and Summary Sheets LESAT Excel Calculator	Computer
Collect Process Data	??	N/A	Enterprise Process Data Collection Template	
Collect Enterprise Performance Data	??	N/A	Enterprise Metrics Data Collection Template	
Wrap-Up				
Facilitators	Prepare analysis of LESAT results Review information as it is returned to the team Redirect data collection as necessary			

Knowledge Workers	Gather all data collected, format consistently, and disseminate to team and facilitators
	Ensure facilitators have LESAT data as soon as possible to prepare analysis of results
Team	Review information as it is returned to the team
Facilitator Note:	Facilitators, knowledge workers and team lead must work as a team to understand what data are being collected and make adjustments as necessary so that no work is wasted.

Enterprise Cost Template

The enterprise costs template is a PowerPoint file. One a single page, you should be able to represent the enterprise cost breakout as a pie chart, providing a quick glance visualization of where enterprise resources are allocated. A simple Excel file is embedded in the template to generate the pie chart quickly.

Stakeholder Values Data Collection Template

The stakeholder value data collection template is a Word document. It can be used to help facilitate a conversation with representatives of the various stakeholder groups. Talking to these representatives directly is the best way to understand what they value. The information collected in this template will be used in the analysis, and some of it can be transferred to the value exchange templates. The stakeholder value exchange templates are presented in a PowerPoint file. There is one page for each stakeholder group. The specific names of various stakeholders identified in step 2 should be transferred into these templates. The left column is for value expected from the enterprise. This is information you should collect from the stakeholders. The center column is for the names of the various stakeholders, and the right column is for value contributed to the enterprise. A list to get you started is there for the value contributed.

LESAT Templates

The LESAT maturity model can be found on the LAI website http://lean.mit.edu. It is downloadable in as an Adobe Acrobat file. This document can be used for each individual to score their assessment. The data should then be transferred to the LESAT calculator (Excel spreadsheet). This calculator spreadsheet provides the summary graphs and statistics that will be used in analysis of the data. The first worksheet of the calculator spreadsheet is the data entry sheet. The remaining worksheets are set to update themselves with the appropriate data.

Process Data Collection Template

The process data collection template is an Excel spreadsheet. It contains many blank cells for data entry. To begin, the value stream names and process names should be entered into the appropriate spaces. If there are not enough, or there are too many, spaces in the template, more can be inserted or extras can be deleted to clean up the spreadsheet. The headcount data can then be entered into the data sheet. The (sub)total columns and rows are set to calculate and update automatically.

For each key process step the following data should be collected to aid in determining process pathologies:

- Describe Process Step
- What triggers the step
- What are the inputs to the process step
- Where do the inputs come from
- What actions are taken in the step
- How will the actions be completed
- What resources are required
- Timing/Dependencies
- What are the outputs
- Where do the outputs go
- What are the current process metrics

Enterprise Performance/Metrics Data Collection Template

The metric data template is an Excel spreadsheet. It is a table where information about current enterprise metrics can be entered. There is a column for the metric name; a column for what the metric is measuring (which process, objective, etc.), a column for the target value, the current value, upward or downward trend, and stoplight status (red, yellow, green). At a glance, it should be clear how the enterprise is performing based on the stoplight column.

Data Update On-site (Team lead and all team members)

Event	Duration	Attendees	Objectives
Data Update	2 hours	Leadership team lead, ESAT team lead and team and ESAT facilitators	Status check to review team's progress in data collection efforts and redirect as necessary Identify any issues to be resolved before workshop #2

Preparation		
Facilitators		Review data collected to this point
Knowledge Workers		Gather and disseminate data collected to team and facilitators
Team		Review data collected to this point

Activity	Time	Facilitator Instructions	Resources	Supplies Required
Review ESAT	15 min	▪ Review ESAT Roadmap and Step 2	ESAT Overview	
Review Enterprise Cost Data	30 min	▪ Check status of data collection ▪ Assign actions to complete data collection efforts	Enterprise Cost Template	
Review Stakeholder Values Data	30 min	▪ Check status of data collection ▪ Assign actions to complete data collection efforts	Stakeholder Value Data Collection Template	
Review Process Data	30 min	▪ Check status of data collection ▪ Assign actions to complete data collection efforts	Enterprise Process Data Collection Template	
Review Enterprise Performance/ Metrics Data	30 min	▪ Check status of data collection ▪ Assign actions to complete data collection efforts	Enterprise Performance Data Template	
Review ESAT	15 min	▪ Review ESAT Roadmap, and Step 3	ESAT Overview	
Review Open Actions	5 min	▪ Summarize open actions to be completed before Workshop #2 ▪ Ensure LESAT has been completed and the data has been submitted to the facilitators		

Wrap-Up	
Facilitators	Review information as it is returned to the team
Knowledge Workers	Gather all data collected, format consistently, and disseminate to team and facilitators
Team	Review information as it is returned to the team

Workshop #2

Event	Duration	Attendees	Objectives
ESAT Workshop #2	4-5 days	Leadership, ESAT team and ESAT facilitators ESAT champion for outbrief at the end of the workshop	Stakeholder value assessment Analyze LESAT results Process interactions assessment Enterprise alignment assessment Enterprise waste assessment Enterprise opportunities assessment Future state visioning and project identification

Preparation	
Facilitators	▪ Ensure data collection is completed, data is compiled, and distributed to team ▪ Prepare LESAT results to present to the team ▪ Identify and collect reading assignments ▪ Prepare hour by hour event agenda
Knowledge Workers	▪ Schedule meeting facility ▪ Remind/notify team of meeting time and location ▪ Purchase snacks, meals for meeting time ▪ Collect or purchase necessary supplies ▪ Make copies of reading assignments if required ▪ Make copies of LESAT results ▪ Distribute reading assignments to the team ▪ Distribute data collected to the team
Team	▪ Review data collected ▪ Prepare reviews of enterprise processes data and enterprise performance data to present to the team ▪ Read assignment

Activity	Time	Facilitator Instructions	Resources	Supplies Required
Review ESAT	15 min	▪ Review ESAT Roadmap and Step 3	▪ ESAT Overview	▪ Computer ▪ Projector
Introduce Stakeholder Value Delivery Assessment	15 min	▪ Introduce stakeholder attribute analysis, values chart and quad charts and exercise	▪ Stakeholder Value Analysis Slides	▪ Computer ▪ Projector
Stakeholder Value Delivery Assessment	30 min + 30 min outbrief	▪ Small group work: divide into 9 groups (one for each set of stakeholders) ▪ Review data collected ▪ Identify top 5-10 values (most important to stakeholder) ▪ Plot relative importance and current enterprise performance on quad charts ▪ Develop Stakeholder Attribute Analysis ▪ Develop Stakeholder Values ▪ Develop Stakeholder Value Exchanges ▪ Identify insights/observations from the data ▪ Identify top 2 most important values to the stakeholder for subsequent activity ▪ Outbrief to team	▪ Stakeholder Value Delivery Assessment Template	▪ Flip Charts (9) ▪ Markers ▪ Post-it Notes ▪ Sharpies
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪	▪ Flip Charts (1) ▪ Markers
Review LESAT	15 min	▪ Review LESAT Overview	▪ LESAT Overview Slides	▪ Computer ▪ Projector

				LESAT Tool	
Present LESAT Results	30 min	▪ Facilitator presentation of LESAT results	▪		▪ Computer ▪ Projector ▪ LESAT Results Handouts
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪		▪ Flip Charts (1) ▪ Markers
Review Objectives and Metrics	15 min	▪ Review enterprise strategic objectives and metrics	▪ Objectives and Metrics Intro Slides		▪ Computer ▪ Projector
Present Enterprise Performance Data	30 min	▪ Team presentation of enterprise performance data collected	▪		▪ Computer ▪ Projector
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪		▪ Flip Charts (1) ▪ Markers
Review Enterprise Costs	15 min	▪ Review enterprise cost importance	▪ Enterprise Costs Intro Slides		▪ Computer ▪ Projector
Present Enterprise Costs	30 min	▪ Team presentation of enterprise cost data collected	▪		▪ Computer ▪ Projector
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪		▪ Flip Charts (1) ▪ Markers
Review Enterprise	15 min	▪ Review enterprises processes: leadership, lifecycle (core), and enabling processes	▪ Enterprise Process		▪ Computer

Processes			Slides		▪ Projector	
Present Process Data	30 min	▪ Team presentation of enterprise process data collected	▪		▪ Computer ▪ Projector	
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪		▪ Flip Charts (1) ▪ Markers	
Introduce Process Interactions	15 min	▪ Introduce enterprise value stream, process interactions, and SIPOC process analysis	▪ Enterprise Value Stream Intro Slides, ESAT KEE Part I Data collection and current state perspectives		▪ Computer ▪ Projector	
Process Interaction Activity	1 hour	▪ Large group activity ▪ Previous process mapping has identified key interfaces ▪ Validate interactions between processes ▪ Connect processes with a piece of color coded yarn ▪ For each interaction noted, evaluate that interaction using the interaction checklist, providing all information) (provides a method of scoring each interface that is not totally subjective- appended to enterprise VSM) ▪ Evaluate the process as red, yellow, or green and attach the appropriate dot	▪ Process Interaction Check sheet		▪ Butcher Paper (one wall) ▪ Post-it Notes ▪ Sharpies ▪ Blank Paper ▪ Markers ▪ Yarn ▪ Scissors ▪ Scotch Tape	

		- Attach the checklist to the yarn connecting the process (recommend only the yellow/red interactions be attached) (allows team a view of key scored interfaces) - Each swim lane team completes the interaction summary template (knowledge workers integrate all the interactions into one file) - The analysis thusly completed will aid in the determination of enterprise waste - Note: Colored yarn works well (yellow/red/blue) Green interfaces are not traced since they are assumed to be operating well - Negotiate with connecting process owner (if required) - Add blue dot if appropriate		- Copies of Check sheets - Colored Dots
Summarize Observations	30 min	- Large group discussion of observations and insights - Record as complete sentences to avoid losing the context of the insight	▪	- Flip Charts (1) - Markers
Review ESAT	15 min	Review ESAT Roadmap and Step 4	ESAT Overview	- Computer - Projector
Introduce Enterprise Alignment	15 min	Introduce current state enterprise alignment	- Enterprise Alignment Intro Slides - ESAT KEE, Part II Data Collection and current state perspective	- Computer - Projector

			s	
Enterprise Alignment Activity	30 min + 30 min outbrief	▪ Small group activity: divide into 4 groups ▪ Using the designated question for each group, identify strong, weak, or no alignment between the rows and columns of the grid using colored dots (blue = strong, yellow = weak, blank = none) ▪ Look for patterns of dots (e.g., rows or columns filled in or blank) ▪ Identify insights or observations ▪ Outbrief to team	▪	▪ X-Matrix (in 4 quadrants with rows and columns identified and filled in) ▪ Blue and Yellow Dots ▪ Flip Charts (4) ▪ Markers
Construct X-matrix	30 min	▪ Construct complete X-matrix by combining quadrants ▪ Facilitate discussion to look for patterns of dots in the larger matrix ▪ Identify insights or observations	▪	▪ X-Matrix
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪	▪ Flip Charts (1) ▪ Markers
Introduce Enterprise Wastes	15 min	▪ Introduce enterprise waste categories and examples	▪ Enterprise Waste Intro Slides ▪ ESAT KEE, Part II Data Collection and current state perspective	▪ Computer ▪ Projector

			s	
Enterprise Waste Activity	45 min + 30 min outbrief	▪ Carousel brainstorming activity: divide into 6 groups (customers, suppliers, processes, information flow, leadership, and people) ▪ NOTE: the group will work in these small groups for the opportunities and visioning exercises as well ▪ Assign Each team a "home" station - Begin exercise by rotating one station clockwise (approximately 5 min/station). Continue rotation until teams are at "home" station - affinitize and summarize the post-its Rotate through the six stations identifying sources of enterprise waste in each category: 5 min/station ▪ Home station summarize, create affinity groups: 15 min ▪ Outbrief to team	▪	▪ Flip Charts (6) ▪ Markers ▪ Post-It Notes ▪ Sharpies
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪	▪ Flip Charts (1) ▪ Markers
Introduce Enterprise Opportunities	15 min	▪ Introduce enterprise opportunities as summary of work to this point and transition between current state analysis and future state visioning	▪ ESAT Roadmap	▪ Computer ▪ Projector
Enterprise Opportunities Activity	1 hour + 30 min outbrief	▪ Walk the walls briefly and remind the team where analysis and summaries of activities are, encourage them to take 15 min to walk around the room and re-familiarize themselves with the information ▪ Carousel brainstorming activity: use 6 groups from previous activity (customers, suppliers, processes, information flow, leadership, and people) ▪ Assign Each team a "home" station - Begin exercise by rotating one station clockwise (approximately 5	▪	▪ Flip Charts (6) ▪ Markers ▪ Post-It Notes ▪ Sharpies

		min/station). Continue rotation until teams are at "home" station - affinitize and summarize the post-its Rotate through the six stations identifying enterprise opportunities based on analysis done to this point: 5 min/station		
		▪ Home station summarize, create affinity groups: 15 min		
		▪ Outbrief to team		
Summarize Observations	30 min	▪ Large group discussion of observations and insights ▪ Record as complete sentences to avoid losing the context of the insight	▪	▪ Flip Charts (1) ▪ Markers
Review ESAT	15 min	▪ Review ESAT Roadmap and Step 5	▪ ESAT Overview	▪ Computer ▪ Projector
Review Collins & Porras Article and excerpts from *The Fifth Discipline by Peter Senge*	15 min	▪ Lead discussion of article: what did the group think about the article? ▪ What are their core values and core purpose? Are these core values and purpose those that will be in effect for the transformed enterprise?	▪ Visioning Intro Slides	▪ Computer ▪ Projector
BHAG Activity	1 hour	▪ It is best to leave the BHAG activity as a last effort of the day so team members can reflect on the result; revisit the following morning to get to an agreed BHAG Prior to beginning this activity it will be necessary to establish both the long term and short term "event horizons" (i.e. the long term is 3-5 years (10 years at most) and the short term goal is best set at 1 year). The event horizons are the time spans for both the long-term goal and the short term. ▪ Team brainstorming to create a BHAG; create a prose statement that will serve as the north star of	▪	▪ Flip Charts (2) ▪ Markers

		all future efforts.		
		▪ Facilitate team to generate BHAG (use either of two methods, brainstorming or 3x5 cards)		
		▪ Once several BHAGs have been articulated, ask the team to identify key words from each. Can these words be put together into a BHAG that everyone will be happy with?		
		▪ Use consensus voting to ensure team is aligned		
		▪ Edit as necessary before moving on		
		▪ This is a good point to end a day, or take a significant break so people can step back and think about the BHAG		
Introduce Vivid Description	15 min	▪ Introduce enterprise opportunities as summary of work to this point and transition between current state analysis and future state visioning	▪ ESAT Overview	▪ Computer ▪ Projector
Vivid Description Activity	1 hour 15 min + 30 min outbrief	▪ Small group activity: In the six groups used in the waste and opportunities brainstorming, create a description of what the enterprise is like in the future timeframe. Create "artifacts" that exemplify this future state. The vivid description should provide people an emotional connection to understand what this enterprise will be like. 30 min ▪ The vivid description should address/eliminate the enterprise wastes identified and incorporate the enterprise opportunities. ▪ Carousel writing activity: provide feedback, editorial comments, questions to clarify, etc. to the teams: 5 min/station ▪ Home station edit and rewrite as appropriate: 15 min	▪	▪ Flip Charts (6) ▪ Markers ▪ Post It Notes ▪ Sharpies

		▪ Outbrief to team, addressing all comments as either included or discarded ▪ Use consensus voting to ensure team is aligned ▪ Edit as necessary before moving on. The 3-5 year vision statements constitute the "to-be" portion of the enterprise gap analysis		
Introduce Projects	15 min	▪ The following activity is the beginning of a detailed transformation plan. The team should continue to take a high-level enterprise view of project areas. Talk about closing the gap between the current state and the future state, ask the teams to think about what is preventing them from being at their future state today	▪ Project Intro Slides	▪ Computer ▪ Projector
Project Identification Activity	45 min + 30 min outbrief	▪ Small group activity: using the same 6 teams from the vivid description, identify the things needed to move from the current state to the future state ▪ Ask the team to sort and prioritize these projects – think about what the most important things are, is there precedence in the activities? Will some activities fall out as a result of any of the others? Are there "first order" projects that are critical to closing the gap and will make the most progress? ▪ Outbrief to team	▪	▪ Flip Charts (6) ▪ Markers
Affinitize and Prioritize Projects	1 hour 30 min	▪ Group similar projects together and reword as necessary to create a group of independent projects (should be 12-15) ▪ Lead discussion to clarify the projects (scope, implications, etc) if necessary ▪ Identify any "must do" projects that will get started ▪ Multi-vote to provide a first cut at prioritizing the projects	▪ PICK Chart Intro Slides and Template	▪ Flip Charts (~4) ▪ Markers ▪ Post-It Notes ▪ Sharpies ▪ Dots

		▪ Count votes and look for natural break – identify top 3-6 projects		
		▪ Lead discussion of the priority of these projects – is it appropriate that they are top? Are any high priority projects missing?		
		▪ Keeping in mind top priority projects, identify relative impact and effort for all projects by plotting projects on a PICK chart		
Review Workshop #2	30 min	▪ There was a lot of work done in this workshop; essentially all of the analysis has come together and led to the future vision, focus areas and specific projects.	▪	▪
		▪ Review what the team has done, praising them for their efforts and tying in specific linkages in the workshop that might not be obvious to the team (e.g., Did something from the stakeholder analysis show up in the vivid description? Did any insights from the current state analysis show up again in the future state vision or projects?)		
		▪ Highlight the importance of keeping the momentum from this workshop and transitioning to the project teams. There will be a naturally tendency to feel like the major effort is done when in reality it has just started!		
Review ESAT	15 min	Review ESAT Roadmap and Step 6	ESAT Overview	Computer Projector
Wrap-Up				
Facilitators		Ensure team has a plan for communicating future vision with leadership peers Schedule Workshop #3		
Knowledge Workers		Collect all information created electronically and distribute to team and facilitators Schedule Workshop #3		
Team		Prepare plan to share future vision with leadership peers Review actions for Workshop #3		

	Schedule Workshop #3

Stakeholder Value Exchange

The stakeholder value exchange template is provided in a power point file. One page should be used for each stakeholder group. This chart is provided as a vehicle to collect and summarize the stakeholder data by group

Stakeholder Value Delivery Analysis Template

The stakeholder value delivery charts are in a PowerPoint file. There is one page for each stakeholder group. You should transfer the top five to ten stakeholder values from the data collected into this template. These data *must* be compiled by either phone or face-to-face interviews with the stakeholders.

Stakeholder Attribute Analysis Template

The Stakeholder Attribute Analysis Template is provided in a power point format. A single chart should be used to score the "power, legitimacy and urgency of each of the stakeholders based upon their relationship with the enterprise.

Process Interaction Template

The process interaction template is an Excel spreadsheet. It should be used to capture information created on the interaction check sheets. (These check sheets are presented four to a page in a PowerPoint file.) The spreadsheet includes columns to indicate if the interaction extends to another organization, the general status of the interaction, where it flows (from where to where), whether it is information, material, or resources that flows in the interaction, whether the interaction is proactive or reactive, and the status of the quality, timeliness, accuracy, and completeness of the interaction, as well as a space for notes.

X-Matrix Template

The X-matrix template is an Excel file. The grids in each corner of the matrix represent potential interaction between the row and column they connect (current strategic objectives, enterprise metrics, enterprise processes, and stakeholder values). Starting in the upper left quadrant and moving around the matrix in a counter-clockwise direction, the following questions will help fill in the matrix with either strong, weak, or no interaction.

- Is this strategic objective measured by this metric?
- Does this metric measure performance of this process?
- Does this process contribute to delivering this stakeholder value?
- Is this stakeholder value represented by this strategic objective?

Reflection Period

Event	Duration	Attendees	Objectives
Reflection Period	> 1 week but < month	ESAT champion and Leadership team	Identify potential project resources

Preparation				
Facilitators		Ensure team knows future vision and projects identified		
Knowledge Workers		Ensure team has information from workshop #2		
Team		Identify individual assignments to help identify project resources		
Activity	**Time**	**Facilitator Instructions**	**Resources**	**Supplies Required**
Identify project champions	??	N/A		
Identify project facilitators	??	N/A		
Identify project teams	??	N/A		
Wrap-Up				
Facilitators		Review potential project resources to advise if appropriate		
Knowledge Workers		Gather all information collected and disseminate to team and facilitators		
Team		Review project resources to understand implications and ensure support		

Workshop #3 This portion of the ESAT process completes the detailed transformation planning and puts in place the mechanism for ensuring the successful transformation of the enterprise. This is also a turning point for the ESAT team from one of discovery to one of program management, mentoring and sub-team formation and tracking. Each ESAT program manager must be held responsible for the success or failure of the focus area projects within his/her assigned area. This is "the enterprise transformation"!

Event	Duration	Attendees	Objectives
ESAT Workshop #3	3-5 days (may be broken into two workshops depending on data collection	Leadership, ESAT team and ESAT facilitators ESAT champion for outbrief at the end of the workshop	Project planning and integration with enterprise transformation plan Develop actionable projects Prepare Integrated deployment plan Identify change management approach and governance Initiate communication effort

Preparation	
Facilitators	▪ Ensure potential project resources have been identified and committed in concert with enterprise leadership ▪ Identify and collect reading assignments ▪ Prepare event agenda
Knowledge Workers	▪ Schedule meeting facility ▪ Remind/notify team of meeting time and location ▪ Purchase snacks, meals for meeting time ▪ Collect or purchase necessary supplies ▪ Make copies of reading assignments if required ▪ Distribute reading assignments to the team
Team	Read assignment

Activity	Time	Facilitator Instructions	Resources	Supplies Required
Review ESAT	15 min	Review ESAT Roadmap and Step 6	ESAT Overview, ESAT KEE: Transformation Planning, Creating Actionable Projects and Integrated Deployment Plan	Computer Projector
Review Future Vision	30 min	▪ Review BHAG, vivid description, and projects ▪ Do any of them require refinement? ▪ Have resources to initiate and complete the projects been identified?		Computer Projector
Identify Focus Areas and Project Precedence	1 hour	▪ Create affinity groups of similar projects? Do they fall out in the 6 groups used previously or are there other more relevant categories? These categories will become the focus areas for the transformation. The team should have developed 4-6 of them. ▪ Create a precedence flow diagram of projects using the focus areas as swim lanes. This should help the team identify ESAT team program managers and facilitators for the focus areas and projects as well as the interdependencies between their transformation efforts.		Flip Charts (2) Markers Post-It Notes Sharpies
Develop On-going Governance Model	1 hour 30 min	A common mistake is to "invent" a new bureaucracy to implement the transformation - bad idea. The goal here is to imbed the transformation management and tracking into the existing reporting and tracking systems in place within the enterprise: ▪ Project implementation and focus ▪ Potential barriers and their resolution ▪ Lessons learned processes		

		- Project recognition and celebration - Metrics - Lead discussion on how the team will monitor project implementation and maintain transformation focus - Group brainstorming of potential barriers and how they can be mitigated - Lead discussion of how to capture and share lessons learned from successes and failures - Lead discussion of how projects will be recognized and celebrated - Lead discussion of how this fits in with on-going enterprise management and other transformation efforts		
Create Project Hand-off Packages	1 hour	Remind the team that they hold a lot of information about where the project ideas came from and why they have been selected Small group activity: Divide into teams, one per project that will be started initially and then assign other projects as appropriate, or divide into teams, one per focus area; the project facilitators and ESAT program managers and assigned facilitators should be on the appropriate teams with the projects they will be assigned to Each team should walk the wall and review the information generated throughout the ESAT effort: which information would be useful to the project team to get started? Each team completes an Improvement Opportunity Description template for their project and begin development of a hand-off project portfolio to include:	Project Planning/ Hand-off Template	

		▪ Improvement Opportunity Description		
		▪ PICK chart information		
		▪ Determine area champion		
		▪ Assign program managers (lead and deputy) for each area		
		▪ Assigned change agent/black belt for project areas		
		▪ Recommend two individuals for each major area to work as a team		
		▪ Relevant data collected to date		
		▪ Barriers identified		
		▪ Recommended project metrics		
Review Enterprise Metrics Intro	15 min	▪ Review enterprise strategic objectives and metrics	Objective and Metrics Intro Slides	Computer Projector
Review Enterprise Metrics	1 hour	▪ Lead discussion on how the BHAG relates to current enterprise strategic objectives ▪ Lead discussion on relevance of enterprise metrics (for transformation and for future state) ▪ Brainstorm recommendations for modifications to the enterprise system of metrics ▪ Develop a plan to revise the enterprise metrics		Flip Charts (1) Markers
Discuss Comm Plan	1hour	▪ Lead discussion on how the ESAT effort, results, and the on-going transformation efforts will be communicated to the enterprise workforce and stakeholders ▪ Make sure the team thinks about audience, a variety of media, opportunities for repetition, and timing of communication efforts ▪ Agree on the initial communications that the team		Flip Charts (1) Markers

		will take back to their staffs and share with their teams		
Review Open Actions	30 min	• Develop list and action plan for open items • Set a deadline for the each action to be completed and ensure it is assigned to one individual • Ensure that summarizing ESAT and communicating with LAI is on the action item list		Flip Charts (1) Markers
Creating Actionable Projects	2 hours, May extend into 1-2 days depending on the number and complexity of the sub-projects	• Assist ESAT team member program managers responsible for the focus/project areas stream in preparing the transfer brief(s). Subject matter developed should include: • context for the project stream • buy-in for the transformation effort as a global effort • understanding necessary to properly construct the ongoing projects to reach the strategic goals • timeline for the efforts • ESAT team program manager must offer the total commitment and aid of the ESAT team to break down any barriers to the project(s) • • Assist ESAT team member program manager building the project portfolio(s) for each sub-project assigned to the ESAT program manager. Recommended content includes: • The completed improvement opportunity template (by the ESAT team) • Relevant ESAT data set • Project Priority • Project precedence and flow	ESAT Overview ESAT KEE, Creating Actionable Projects modules 9 Block Project Planning Template	Computer Projector Flip Charts (1) Markers Applicable ESAT data

		▪ Plus any other relevant information		
		▪ Facilitator Notes:		
		▪ The focus/project area may be so large that It may not be accomplished all at once, and may need to be sequenced for timing (show progress) or to interface with other ESAT sponsored projects		
		▪ The implementation team's challenge is to construct the project planning template		
		▪ Construct the project so that the 9 domains will be satisfied		
		▪		
		▪ Ensure that the implementation team reflects the necessary disciplines to achieve the goals of the project		
		▪		
		▪ Develop a 9-block planning template for each sub-project to further define the project(s) using the domains as the structured approach to ensuring all the attributes of the project are considered		
Integrated Deployment Planning	4 hours	▪ Ensure team(s) understand that this series of events to construct a total integration of all sub-projects across the entire spectrum of the enterprise. During the "creating actionable projects" activity each ESAT program manager has worked as an individual team to develop the focus area sub-projects. During this final activity, all ESAT program managers come together to integrate, prioritize set timing and assign resources necessary to prosecute their projects. ▪ Facilitators to assist in finalizing:	ESAT Overview	Computer Projector

		▪ individual implementation projects ▪ Overall enterprise management schedule ▪ Scheduling update briefings with senior management ▪ Set project kickoff ▪ Develop update briefings as necessary ▪ Develop total enterprise transformation deployment		
Review ESAT	15 min	▪ Take team through ESAT roadmap and show completing the process ▪ Congratulate the team on their accomplishment, thank them for their hard work, and wish them luck on their journey ▪ Determine when the right time to reengage with them and when follow up will be (recommend at 1 year point)	ESAT Overview	Computer Projector

Wrap-Up		
Facilitators	▪ Ensure team understands their follow-on actions and has a plan to complete them ▪ Ensure the team has a plan to initiate the projects and carry their momentum forward ▪ Develop plan to summarize efforts and communicate with LAI	
Knowledge Workers	▪ Collect all information created electronically and distribute to team and facilitators ▪ Schedule any follow up meetings as necessary ▪ Develop plan to summarize efforts and communicate with LAI	
Team	▪ Review actions ▪ Schedule any follow up meetings as necessary	

	▪ Develop plan to summarize efforts and communicate with LAI

Project Planning/Hand-off Template

The project-planning template is provided as a PowerPoint file. It is a single page. It collects useful information into a single location to help the project teams get started. Additional information may be (and likely should be) provided to the project teams, as part of the hand-off, but this will get the team started thinking about the sort of information the team will need. The template includes a short description of the project, and a space for the impact of the project. The impact section should provide some justification for why this project has been selected for enterprise focus. There is another block for resources required; the team can include here any resources that have already been identified for this project. The template also includes space for the expected outcomes, a timeline, and the buy-in required as well as space for the sponsor's or champion's name.

9-Block Project Planning Template

The 9-black project-planning template is provided as a PowerPoint file. It is a single page. It is useful in collecting individual sub-project data during the sub-project planning phase of the process. Project information includes, impact/difficulty event description, reason for event, estimated timing, process owner, team lead and members, estimated implementation costs and estimated savings. It aids the team in beginning the detailed process of sub-project understanding. This template is used exclusively for the initial detailed planning of the projects, one template/project.

Summary

Event	Duration	Attendees	Objectives
ESAT Summary	Within 30 days of the end of workshop #3	ESAT support, facilitators, and LAI	Provide summary presentation, data and feedback on methodology to LAI for on-going research and development of ESAT

Preparation				
Facilitators		Summarize lessons learned from this engagement Collect event agendas and data generated		
Knowledge Workers		Collect all ESAT data and information generated		
Team		Summarize lessons learned from this engagement		
Activity	**Time**	**Facilitator Instructions**	**Resources**	**Supplies Required**
Submit information to LAI	??	N/A		
Wrap-Up				
Facilitators		Identify follow on opportunities for LAI from this engagement		
Knowledge Workers		Identify additional support from LAI that is desired/required		
Team		Identify additional support from LAI that is desired/required		

References

Collins, J. and J. Porras, "Building Your Companies Vision", *Harvard Business Review* (Harvard Business School Publishing, 2000)

Lean Advancement Initiative and U.K. Lean Advancement Initiative, "Lean Enterprise Self-Assessment Tool (LESAT)", Version 1.0 (2001)

Lean Advancement Initiative web site http://lean.mit.edu

Streibel, B., B. Joiner, and P. Scholtes. *Team Handbook* 3rd Ed. (Joiner/Oriel Inc, 2003)

Appendix A

Charter Template

ESAT Team Charter Template

Description/Mission:
One or two sentences that describe the team ̃s task.

Case For Action:
One or two sentences that describe the problem the team is addressing and answers the 'Why ESAT, why now?Ó question.

Enterprise Description:
Statement descirbing the enterprise including:
-Enterprise boundaries (What is considered internal and external to the enterprise?)
-Products/services delivered by the enterprise
-Market segments targeted and current market position
-Major competitors
-Enterprise sales volume and workforce make-up and size
-Enterprise cost breakout (e.g. pie chart of major costs)

Kick-Off: Date of event
Workshop #1:
Workshop #2:
Workshop #3:

Team Leader(s):
Team Members:

Champion: Sponsor; usually enterprise leader

Facilitators:

Expected Outcomes:
The outcomes that the sponsor desires from the project. Usually two to three measurable objectives are included.

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Enterprise Description Template

Enterprise Description
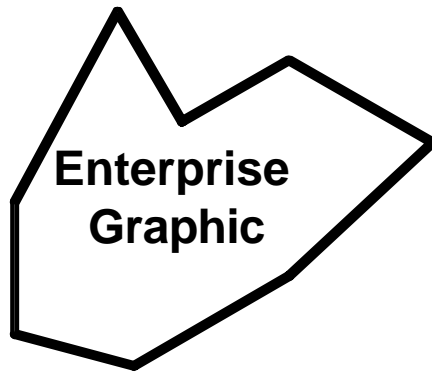
Enterprise Goals

Enterprise Graphic

Enterprise Statistics

- **Workforce size**
- **Volume of work (sales)**
- **Number of suppliers**
- **Market position**
- **Main suppliers/partners**
- **Major competitors**
- **etc.**

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Enterprise Cost Template
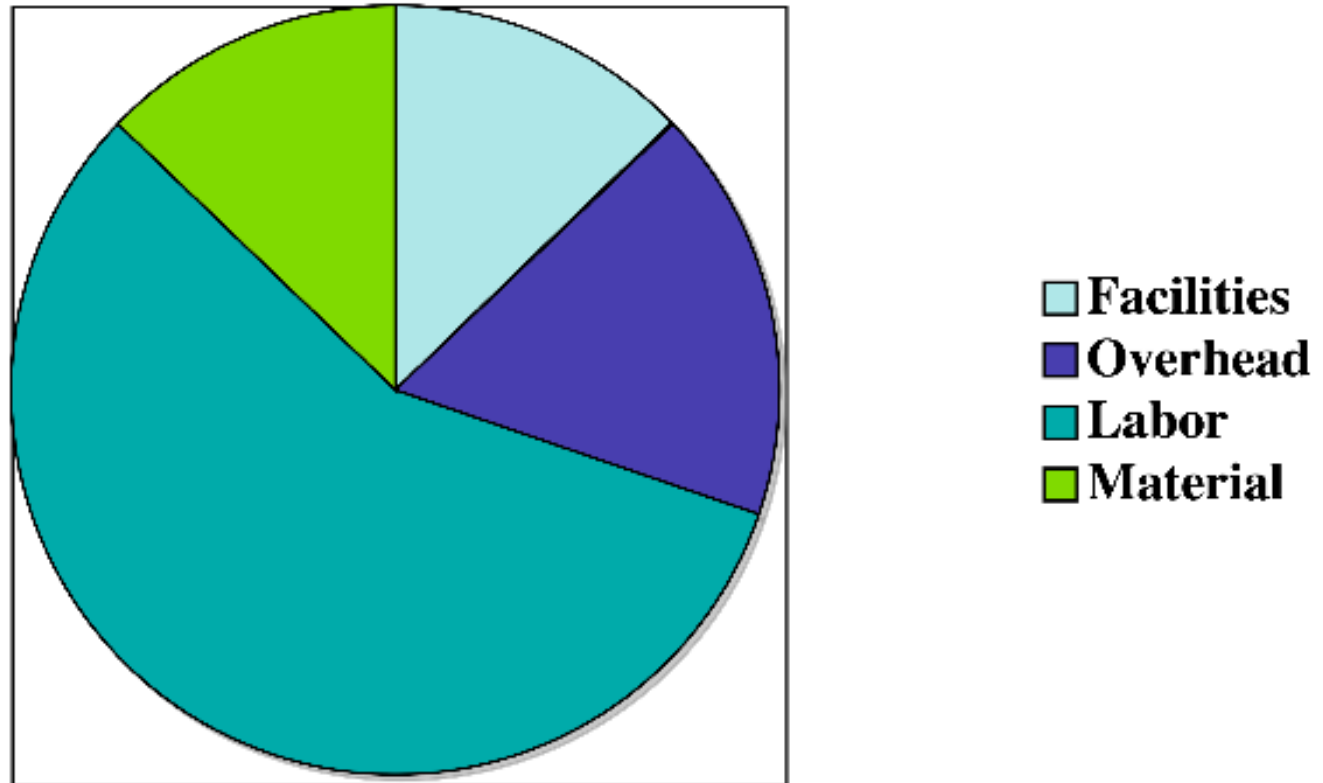
Customer Value Exchange

Value Expected from the Enterprise	Stakeholders	Value Contributed to the Enterprise
• List the data collected about value expected here	**Customers** • List the enterprise customers here	This list is a starting place, tailor it as appropriate. • Needs and requirements • Money (for products/services)

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LESAT Template

SECTION 1 - LEAN TRANSFORMATION/LEADERSHIP

TTL LINK	Lean Practice		1	2	3	4	5	6	7	8	9
I.A Enterprise strategic planning	I.A.1. Integration of lean in strategic planning process	Current									
		Desired									
	I.A.2. Focus on customer value	Current									
		Desired									
	I.A.3. Leveraging the extended enterprise	Current									
		Desired									
I.B Adopt Lean Paradigm	I.B.1. Learning and education in 'lean' for enterprise leaders	Current									
		Desired									
	I.B.2. Senior management commitment	Current									
		Desired									
	I.B.3 Lean Enterprise Vision	Current									
		Desired									
	I.B.4. A sense of urgency	Current									
		Desired									
I.C Focus on the Value Stream	I.C.1. Understanding the current value stream	Current									
		Desired									
	I.C.2. Enterprise flow	Current									
		Desired									
	I.C.3. Designing the future value stream	Current									
		Desired									
	I.C.4. Performance measures	Current									
		Desired									

RESPO

Process Data Collection Template

		Process Name	Process Name	Process Name	Process Name	Process Name	Process Name	Process Name	Process Name
		A	B	C	D	E	F	G	H	I	J
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DATA ENTRY FORM		**Lifecycle Processes**								
Value Stream 1	Total Cost								
	Headcount								
	Cycle Time								
Value Stream 2	Total Cost								
	Personnel Assigned								
	Cycle Time								
Value Stream 3	Total Cost								
	Personnel Assigned								
	Cycle Time								
Value Stream 4	Total Cost								
	Personnel Assigned								
	Cycle Time								
Value Stream 5	Total Cost								
	Personnel Assigned								
	Cycle Time								
Value Stream 6	Total Cost								
	Personnel Assigned								
	Cycle Time								
Value Stream 7	Total Cost								
	Personnel Assigned								
	Cycle Time								
Total	**Total Cost**	$	$	$	$	$	$	$	$
	Personnel Assigned	0	0	0	0	0	0	0	0
	Cycle Time	0	0	0	0	0	0	0	0

Enterprise Performance/Metrics Data Collection Template

Enterprise Metric	What is measured	Target Value	Current Value	Trend	Status
					🟥
					🟨
					🟥
					🟩
					🟩
					🟥
					🟩
					🟨
					🟥
					🟩
					🟨
					🟥
					🟥
					🟩
					🟩
					🟩
					🟩
					🟨
					🟨

Stakeholder Value Delivery Analysis Template

Customer Value Delivery
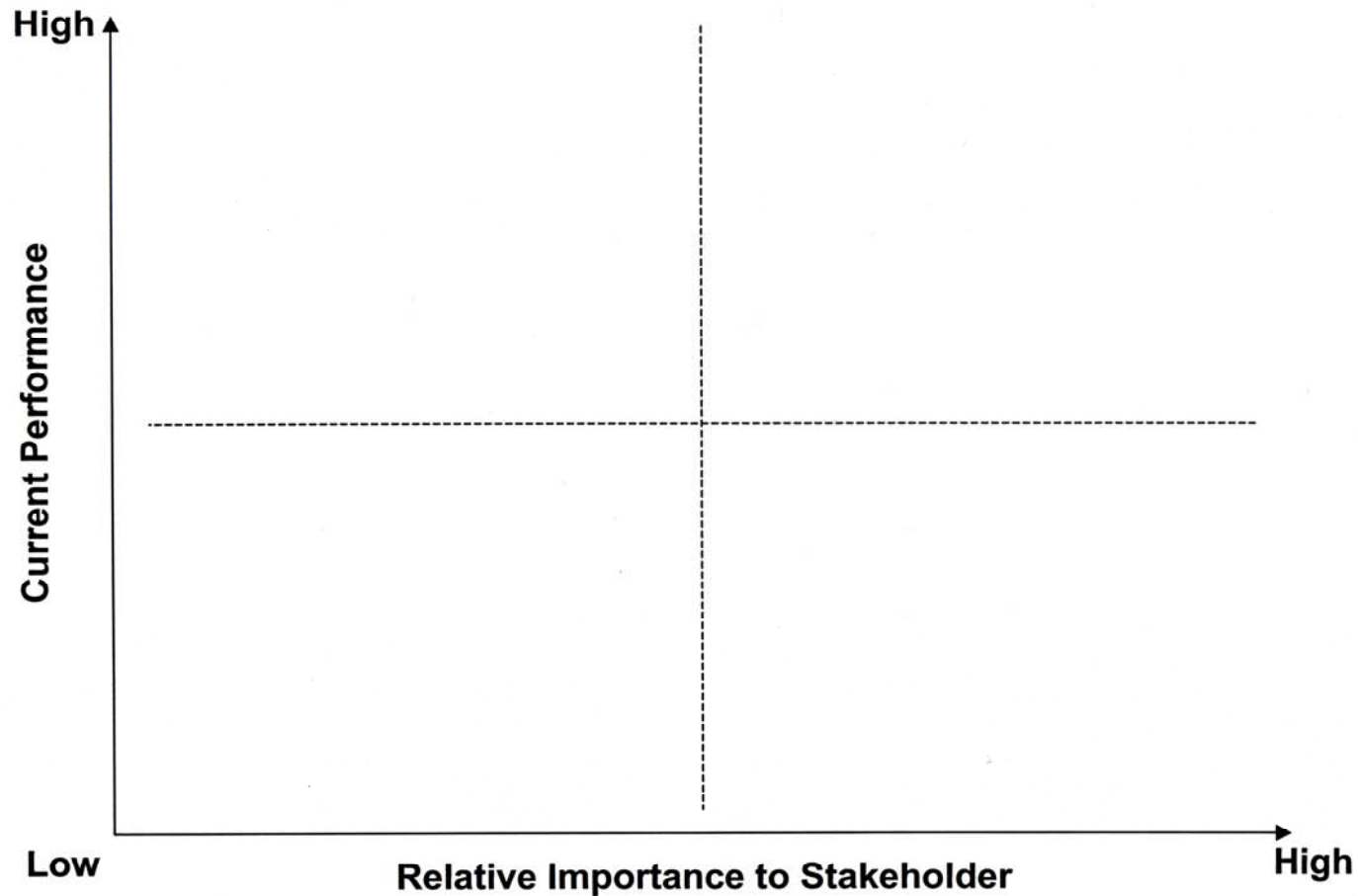
High

Current Performance

Low

Relative Importance to Stakeholder

High

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**"Stakeholder Attribute Analysis
Templa**

Stakeholder Attribute Analysis

Stakeholder	Power	Legitimacy	Urgency
	H, M, or L	H, M, or L	H, M, or L

High, Medium, or Low

SIPOC Worksheet

Process:				
Process Step:				

Suppliers Originated from	Inputs What	Process Description	Outputs What	Customers Where to
Process Data				
Outcome Metrics				

Process Interaction Templates

What flows in this interaction?
☐ Information
☐ Material
☐ Resources

(Blue dot for handoff external to enterprise) (Red, yellow, or green dot)

Goes from:_____ to _____

Note:_____

Is this interaction ☐ Reactive   ☐ Proactive

Rate each of the following as: **Lo**   **Med**   **Hi**
Stability   ☐   ☐   ☐
Timeliness   ☐   ☐   ☐
Accuracy   ☐   ☐   ☐
Completeness   ☐   ☐   ☐

Cross-Org?	Dot	Interaction goes: From	To	Info	Material	Resources	Proactive	Reactive	Stability	Timeliness	Accuracy	Completeness	Note

X-Matrix Template

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Project Planning/Hand-off Template

Improvement Opportunity Description

Description: A short overview of the opportunity.

Resources Required:
Estimate the resources required to further investigate and implement this opportunity. What time, money, people, etc. is required?

Impact
On Stakeholders:
What is the impact on current and future enterprise stakeholders? What are the benefits and detriments to each of the stakeholder groups?

Expected Outcomes:
What are the expected benefits to the enterprise after implementing this improvement? This should include target values for measurable outcomes.

On Strategic Objectives:
What is the impact on achieving the enterprise strategic objectives? How does this opportunity affect future enterprise strategy?

Timeline:
What is the timeline for further investigation and implementation? What is the start date and the duration?

Start
Date

On Current Processes:
What is the impact of this opportunity on current processes? Are new processes required? What is the impact on the interactions among the current processes?

Buy-in Required:
Who will support investigation and implementation of this improvement? Who has responsibility, accountability, and authority to ensure follow-through? Who will participate in the work?
Owner:

Sponsor (if required):

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9-Block Template

Project Title

JDI

Kaizen

X Project

Impact

X

Difficulty
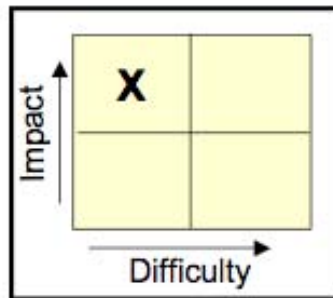
Event Description: Describe the task in sufficient detail. (one or two sentences)

Reason for Event: Describe the problem the team is addressing and answers the "why now" question.

Estimated Event Date(s):
XXX

Recommended Process Owner:
XXX

Recommended Team Leader & Members:
XXX

Estimated Implementation Costs:
XXX

Estimated Savings:
XXX