

Managing to Lead Change

The Value Creating Architect (VCA)

Also titled:

“Chief Engineer” (CE)

“Entrepreneur System Designer” (ESD)

Boaz Tamir

March 14th 2019

HP Printing Services
Program Management Affinity Group (PMAG)



Takeshi Uchiyamada Chief Engineer of the 1st generation Prius

“Our mission in the development of the first-Generation Prius was two-fold:

- Build a car for the 21st century
- Transform the way Toyota makes cars”.



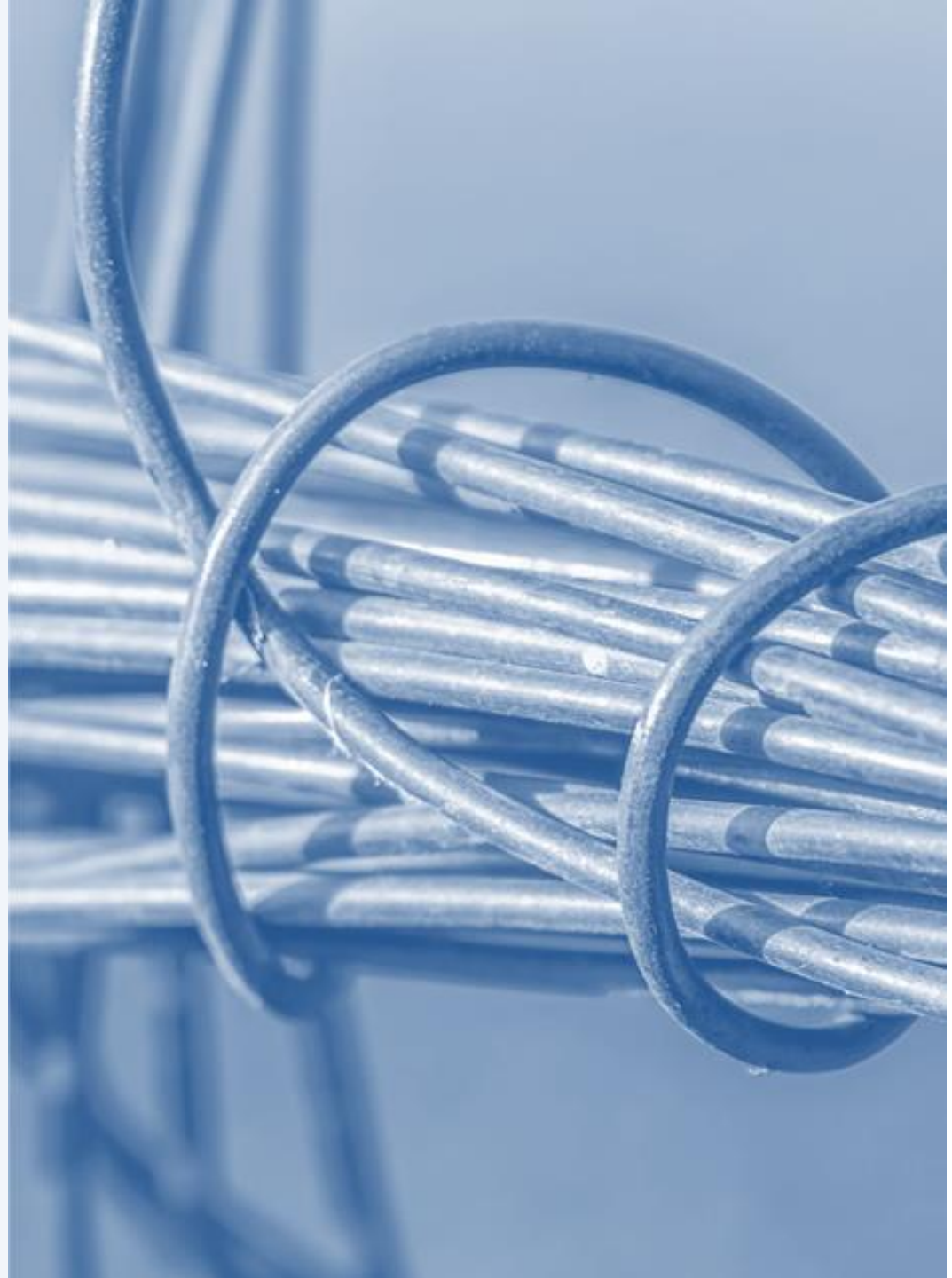
Why?

the Purpose of the VCA System

To manage the conversion of the
20th century **Complicated**
local machine-type organization,
into the 21st **Complex**
(Chaotic) exceedingly
Interconnected global system.

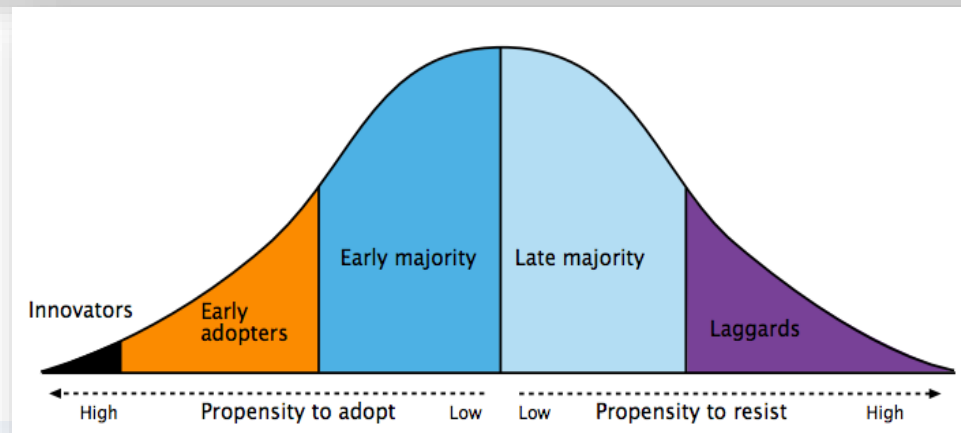
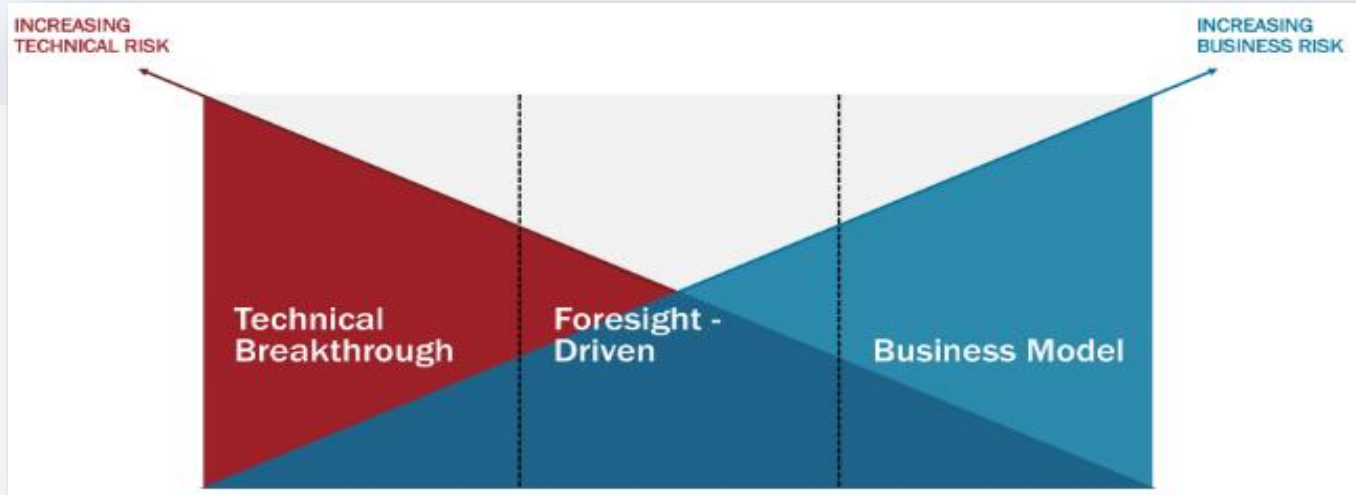


INTERNATIONAL LEAN ENTERPRISE



Risk Management

technology & business risk profile



Customers profiles

Tasks accumulate information,
eliminate risk, use resources

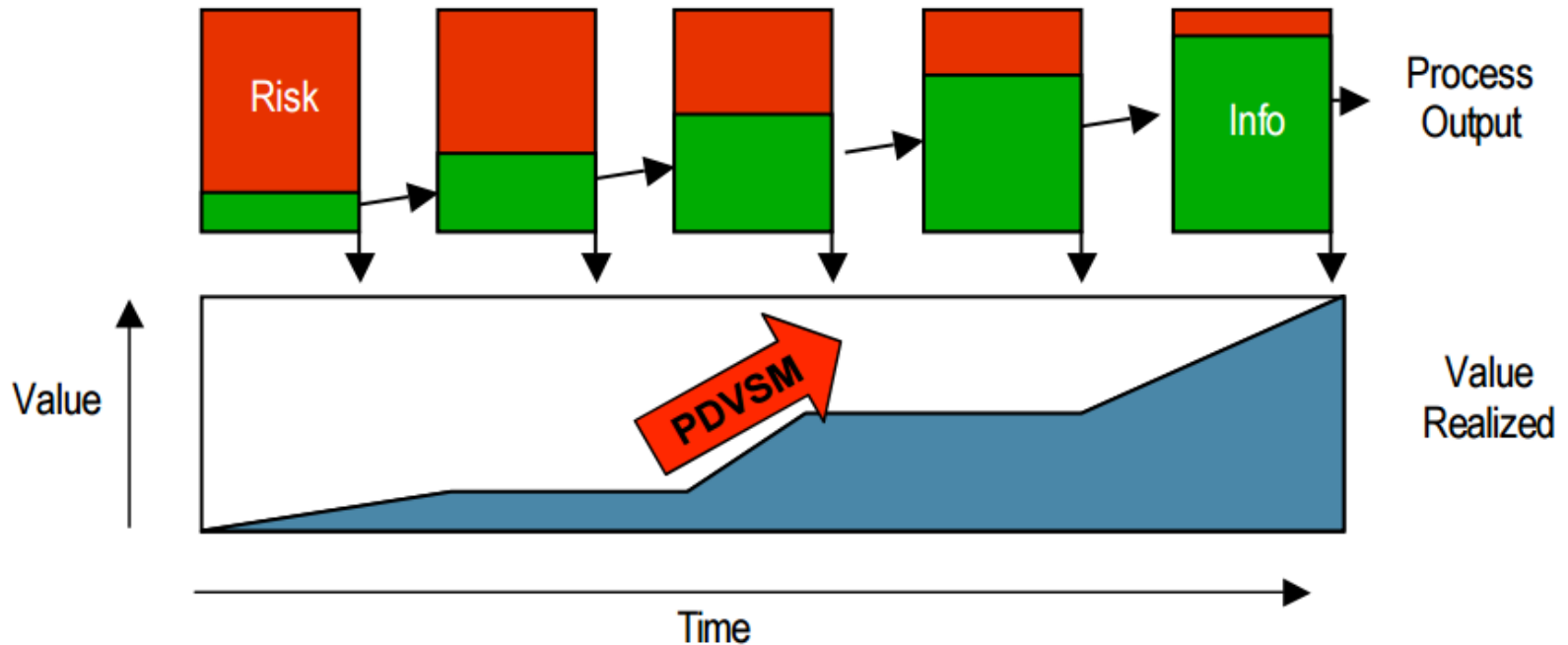
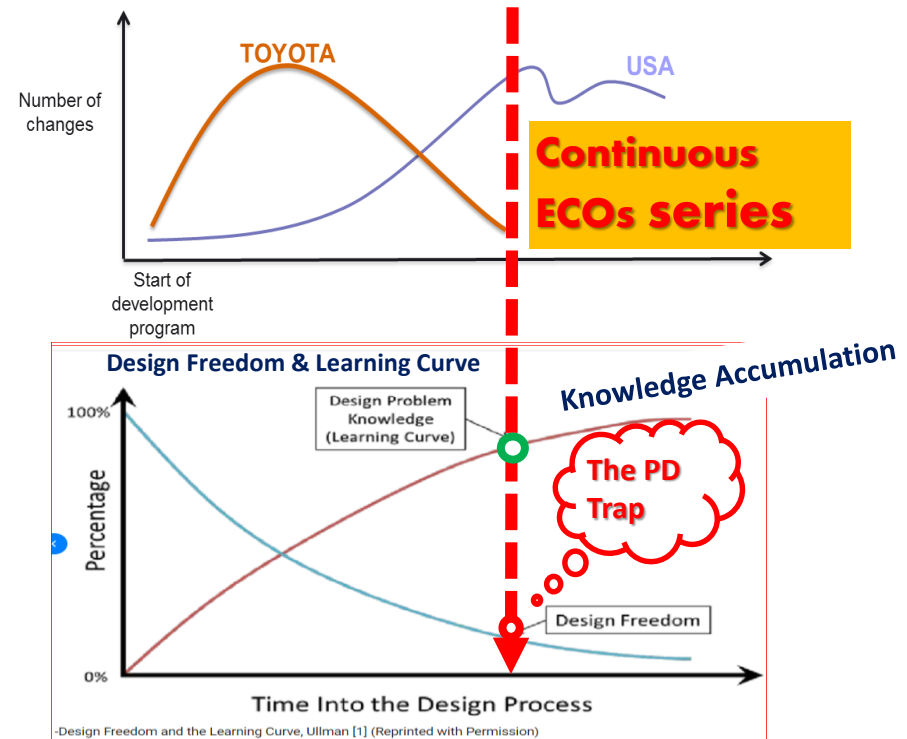
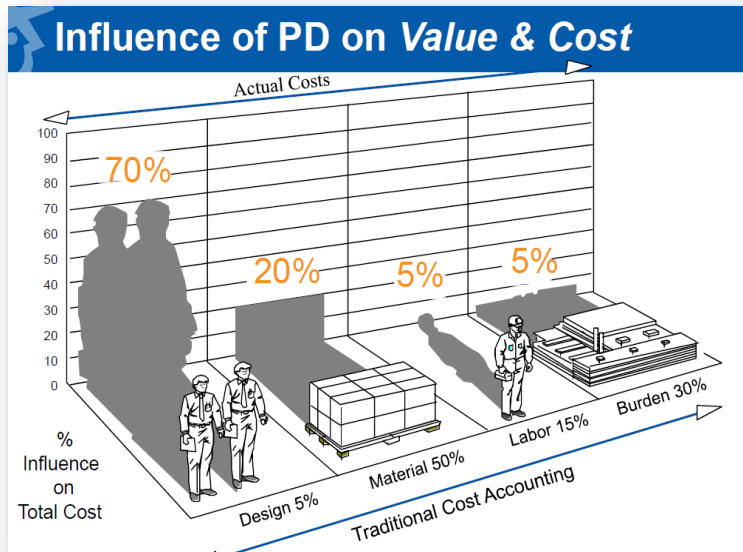


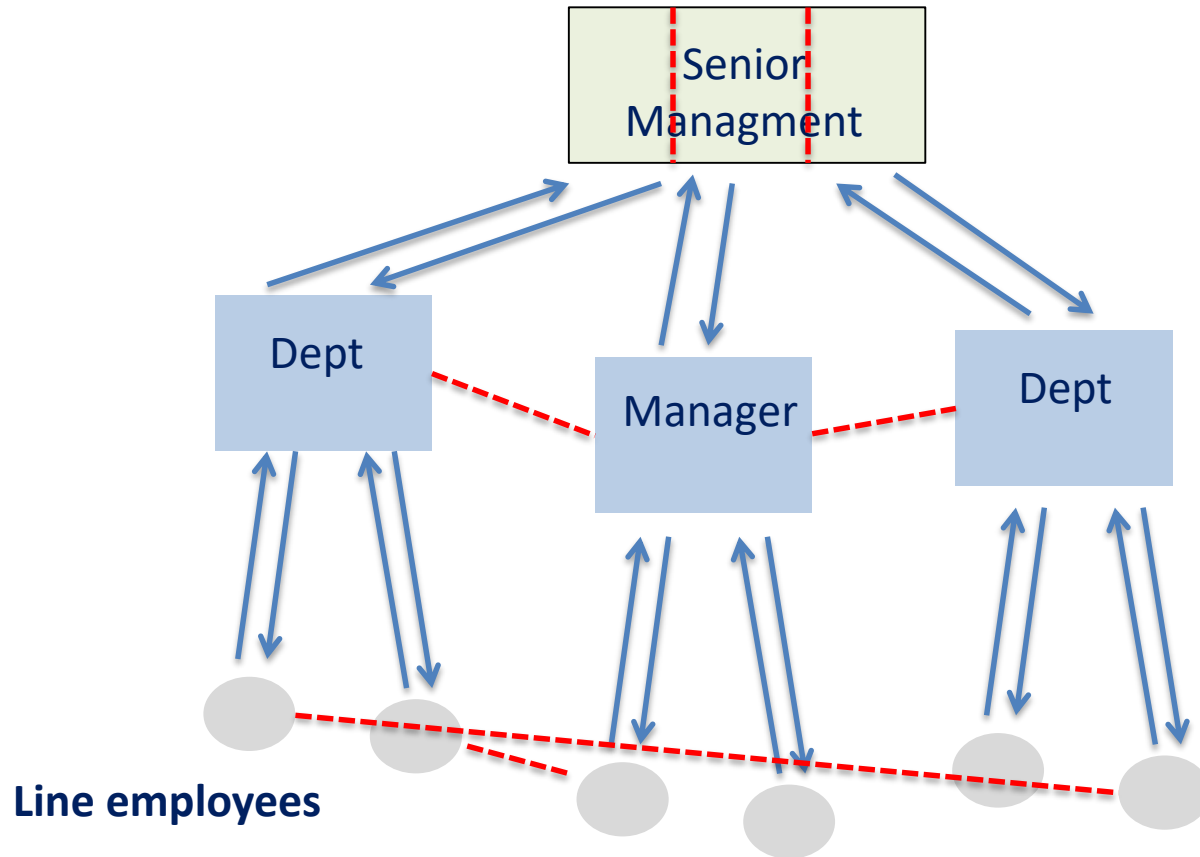
Figure 3-5. Accumulation of value as information is collected and uncertainty reduced

Learning by front loading the risk: the essence of LPPD



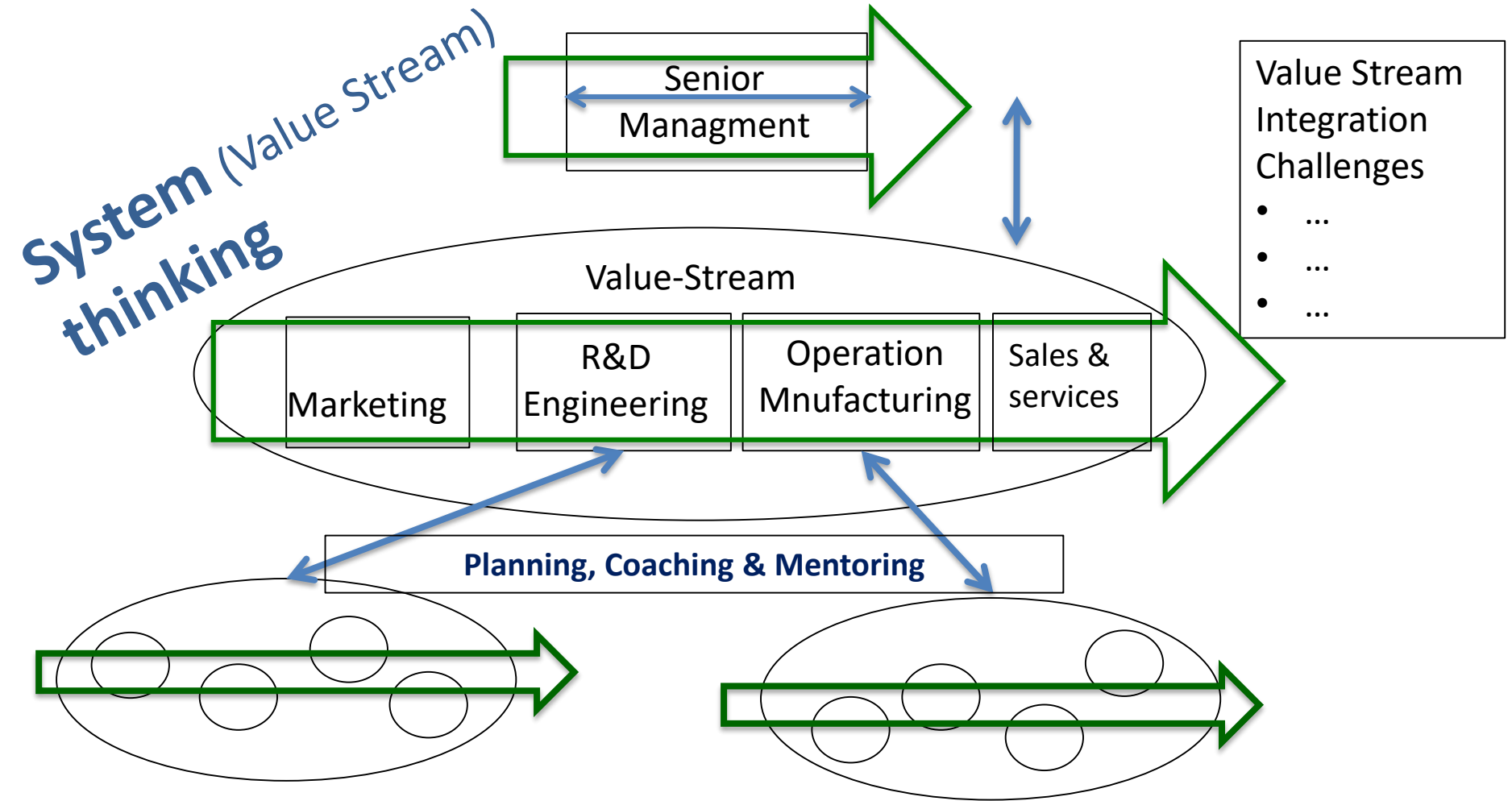
Traditional Management Mindset

Vertical problem-solving Thinking



LPPD Management mindset

Horizontal System Thinking



What?

The nature of the VCA system

- An intra-organizational **Start-Up network**
- VCA is a **PD value stream producer** that connects across and up and down the organization
- VCA is a **team of experts** specializing in marketing, engineering, design, business, finance, supply chain and more



INTERNATIONAL LEAN ENTERPRISE



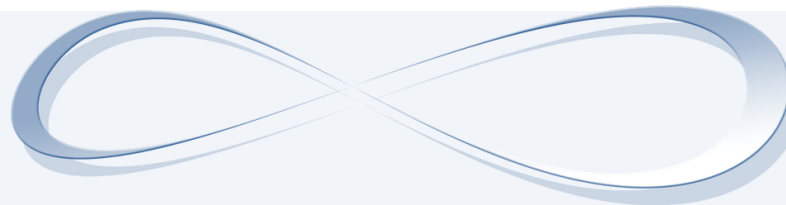
Flexible-Specialization Network

Building skilled-engineers
& specialization and
sustaining knowledge



Solving customer
and organizational
issues by multi-
skilled integrated
teams

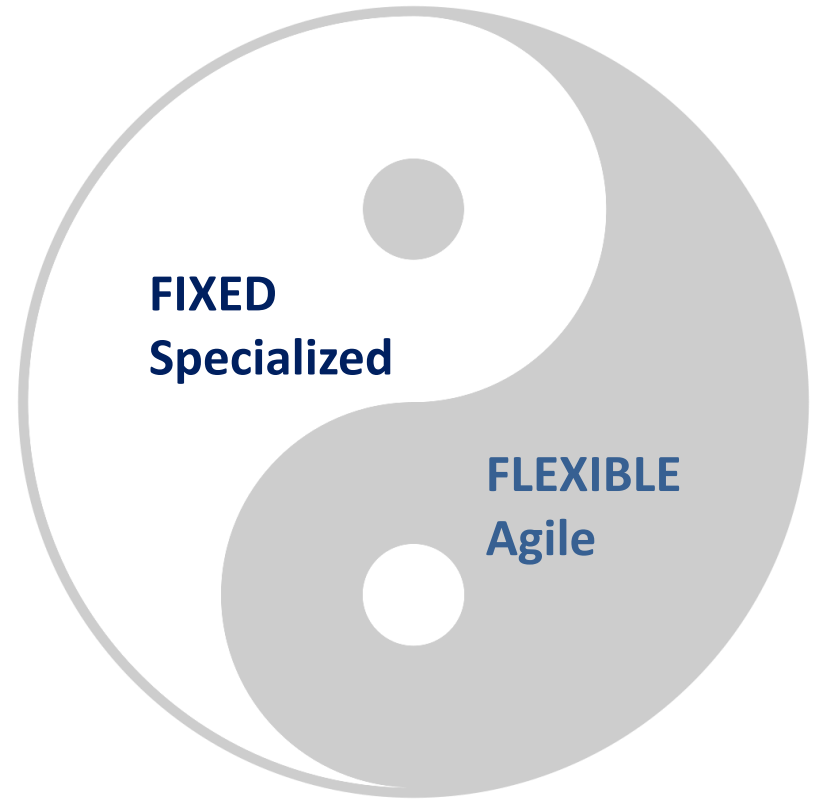
- Consists of groups of specialists (core knowledge)
- Capturing gained knowledge by making standards for specialization
- Your specialized unit: marketing, engineers, purchasing, services
- Stimulates innovative and creative system-thinking
- Creates trust between the specialists
- Optimal results as arises from multi disciplinary approach of issues



Continuous exchange, VCA connects

Flexible-Specialization System

**Balance created by
two opposing forces**



The TOYOTA Way

Masato Katsumata, Chief Engineer for the Toyota Camry

Talk design:

<https://www.youtube.com/watch?v=p-q8Cr71dN4>



TNGA

Toyota New Global Architecture

The **TNGA protocol (standard)** is the field of action on which the system of the VCA operates and grows.



INTERNATIONAL LEAN ENTERPRISE

前例のない変革
“Unprecedented Change”



17. Foundation: Truly Desirable Driving Performance



VCA - LNGA

Lean New Global Architecture

- **Leading** as you have no power.
- **Owning** the PD program's purpose & risk management.
- **Harnessing** the PD community (corporate & suppliers) resources.

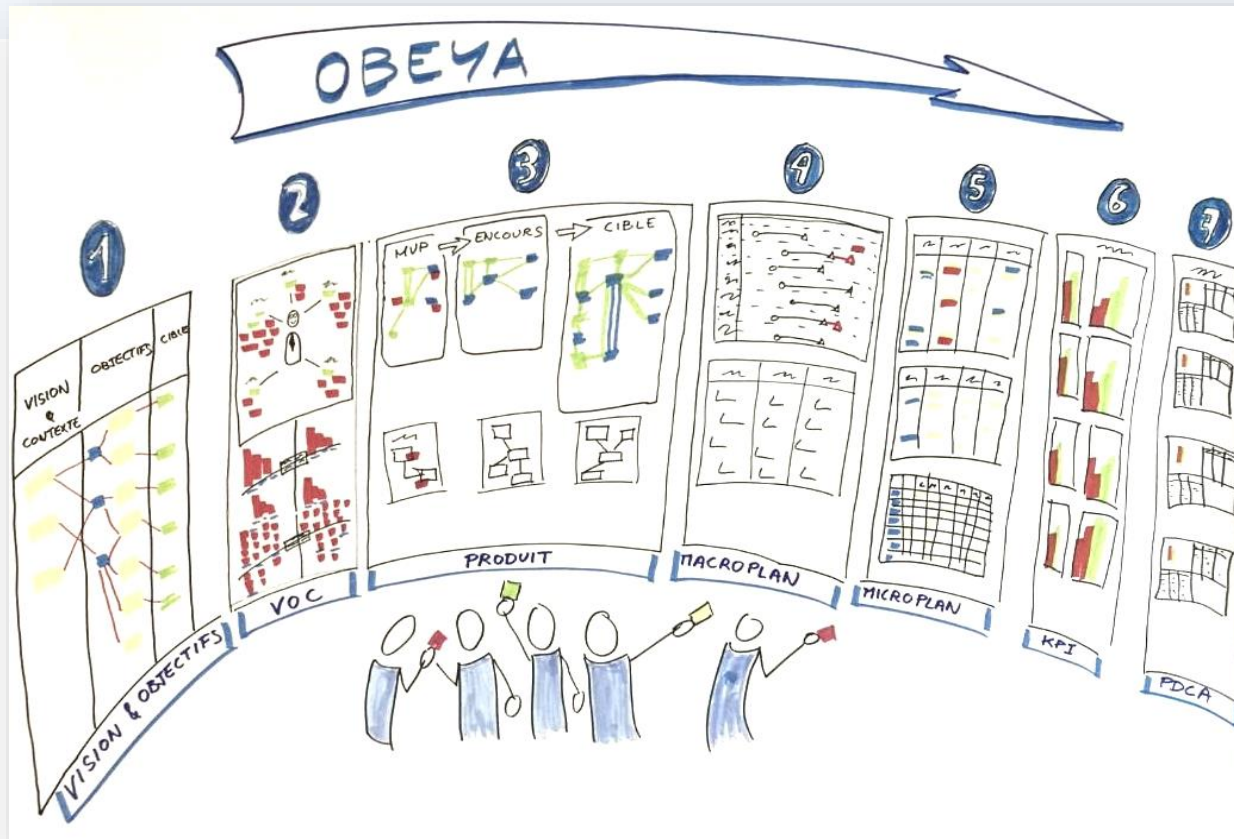


The VCA System's Objectives

- **Focus** the organization towards the same purpose (Customers' value proposition)
- **Alignment** between initiatives
- **Response & Adoption**, to establish where we deviate from our expectations and learn from it.



HOW?



Team of Teams

Communication, Integration Coordination

Organizational Scheme and Problem Escalation Process

SMT: Senior Management Team

Provides the help needed by the PMTs when needed

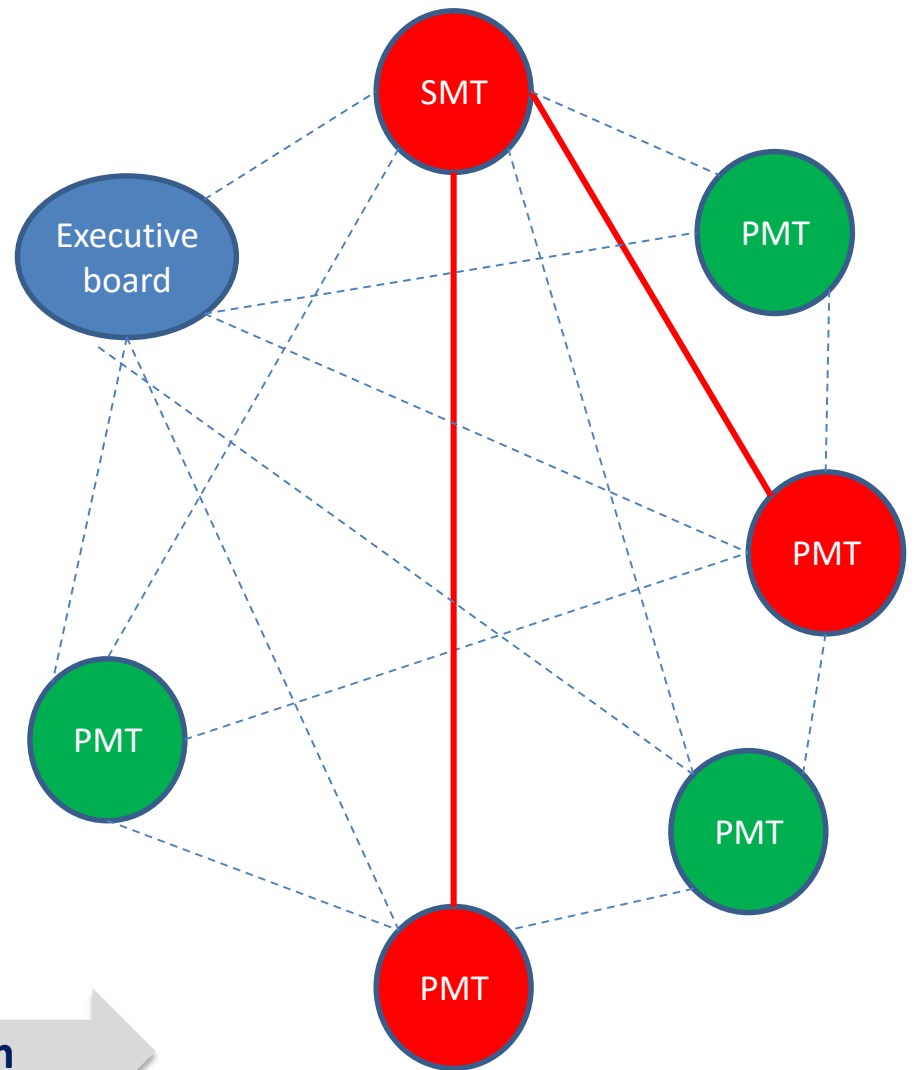
PMT: Project Management Teams

The VCA integration and coordination institutional framework

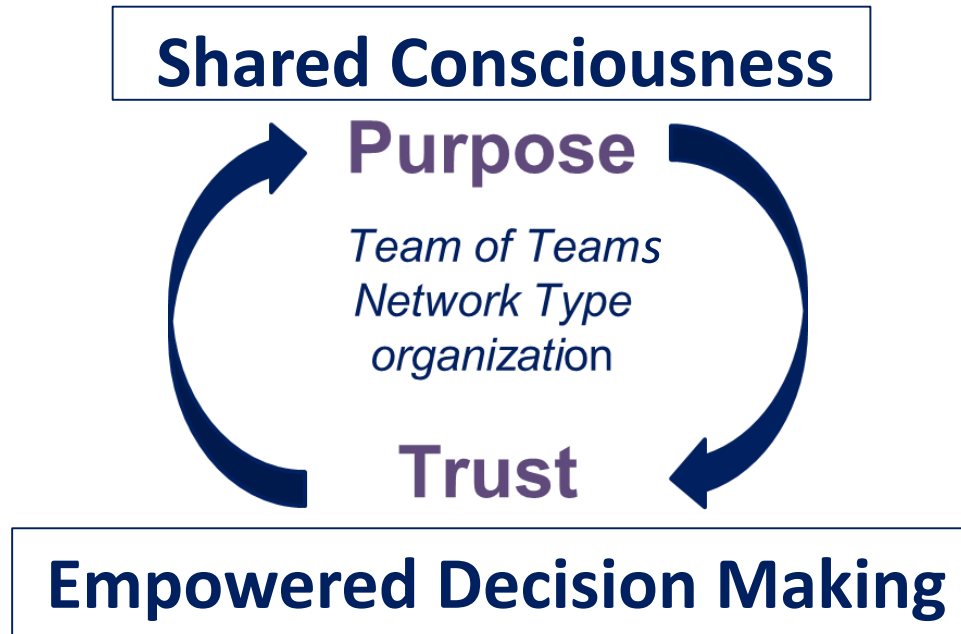
Supporting the Value-Stream



INTERNATIONAL LEAN ENTERPRISE



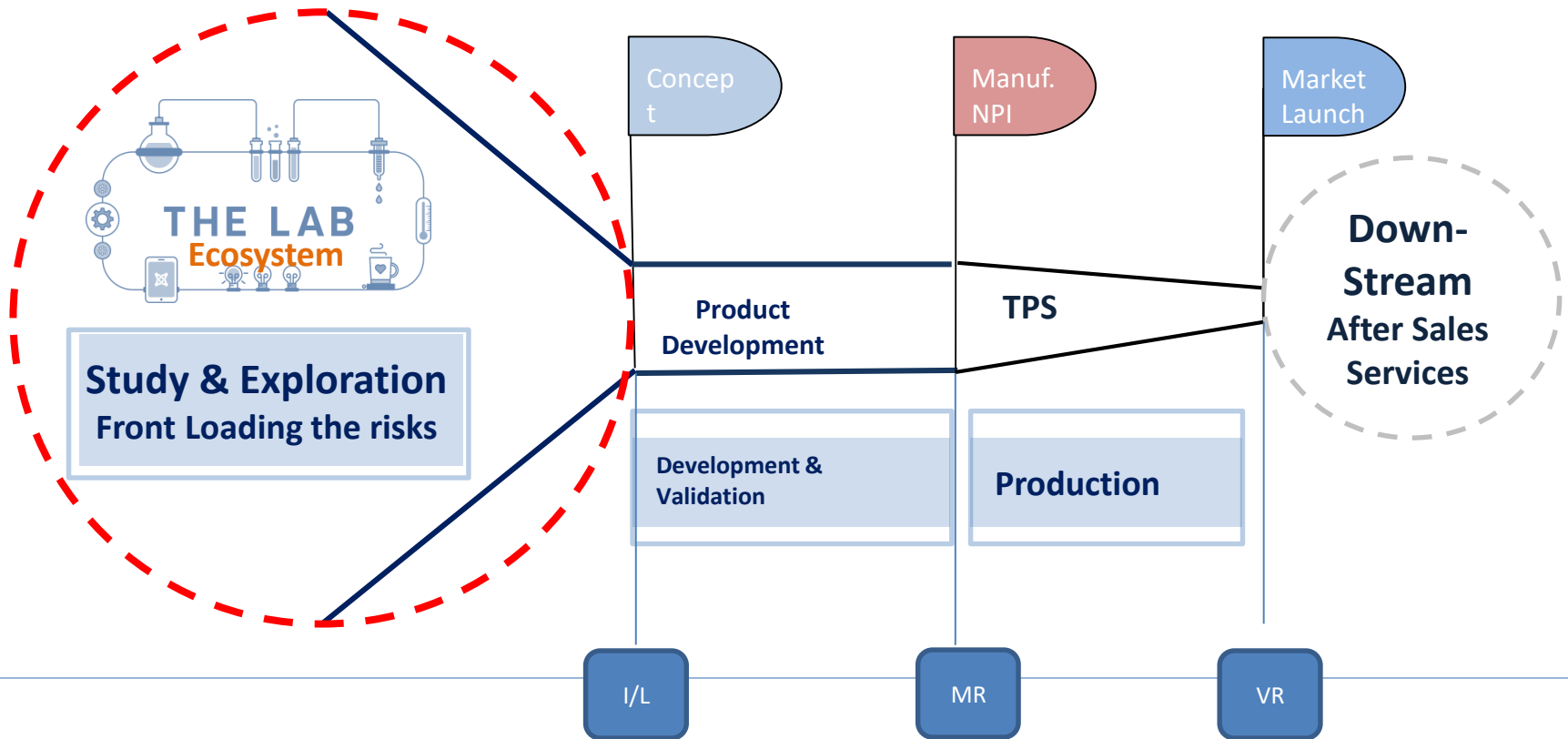
Basic (System) Thinking of Network Type organization work



Trust: share the purpose and trust the work-teams to work need to in order to work towards it

Product Development

Upstream Exploration



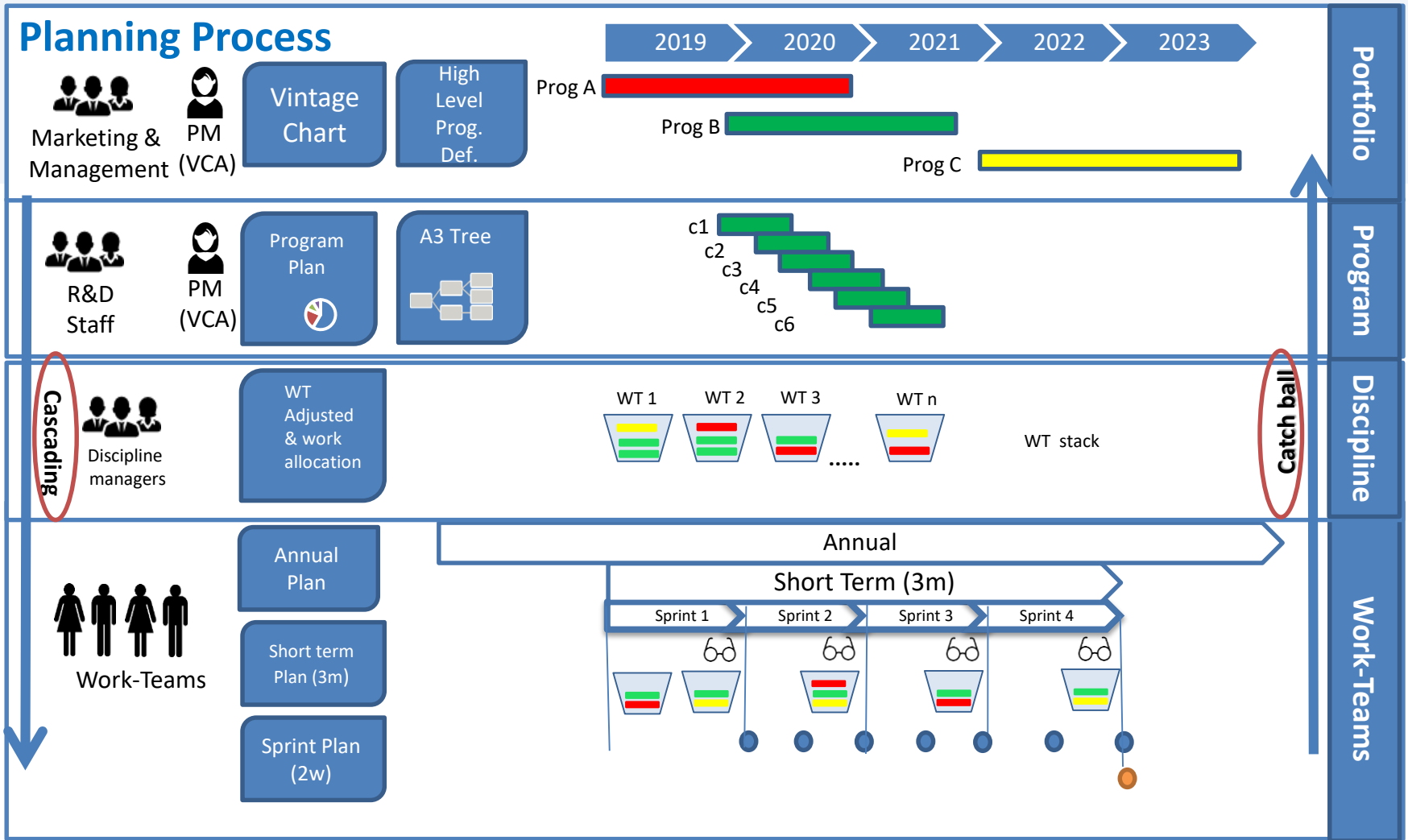
Program as a multistage Rocket System

The high risk profile:
launch vehicle



The high risk profile entrepreneurship stage

Planning Process



Thank you.

Boaz Tamir
Boaz@leanil.com

www.leanil.com/en/

ile INTERNATIONAL LEAN ENTERPRISE

