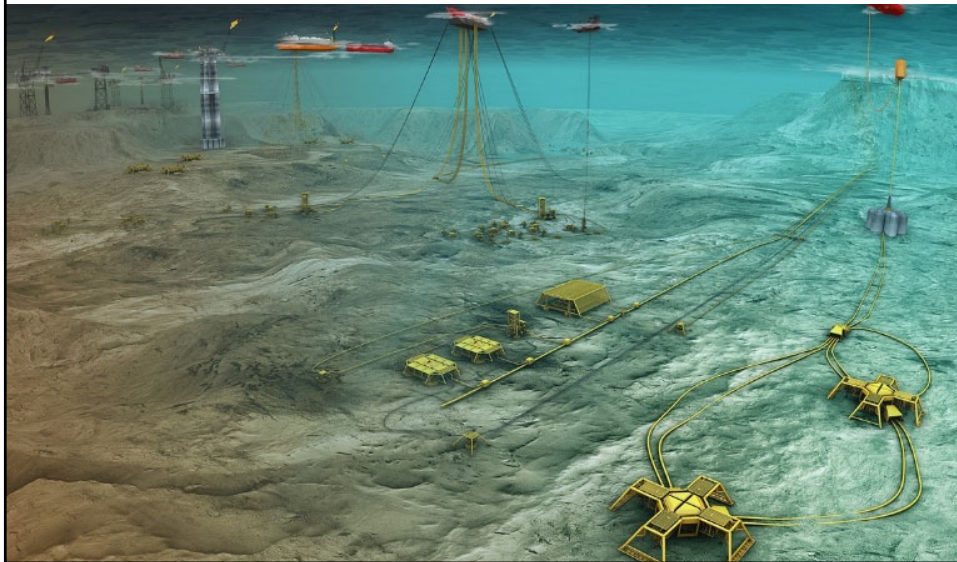


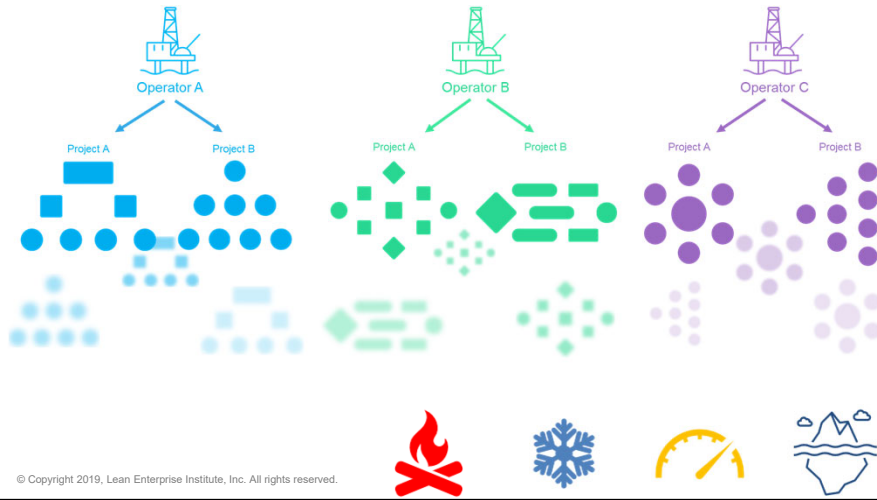
Lessons and Advice on Adopting the Chief Engineer System

Allison Weber

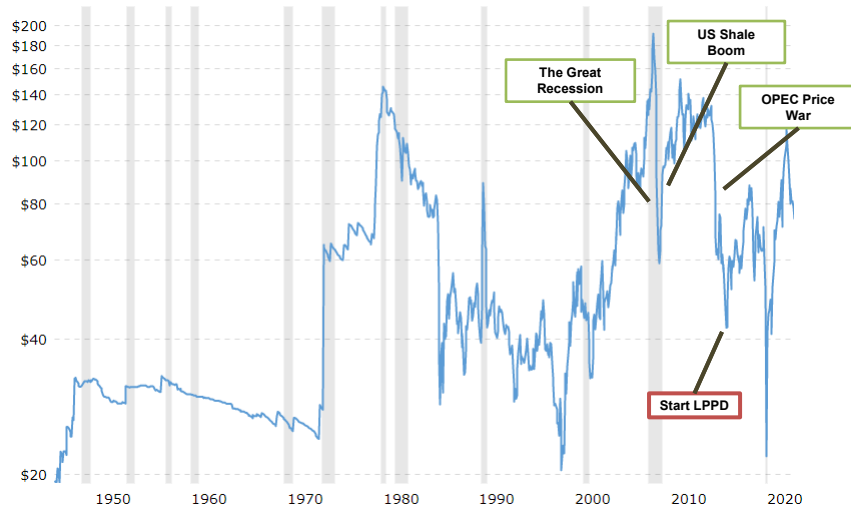
TechnipFMC

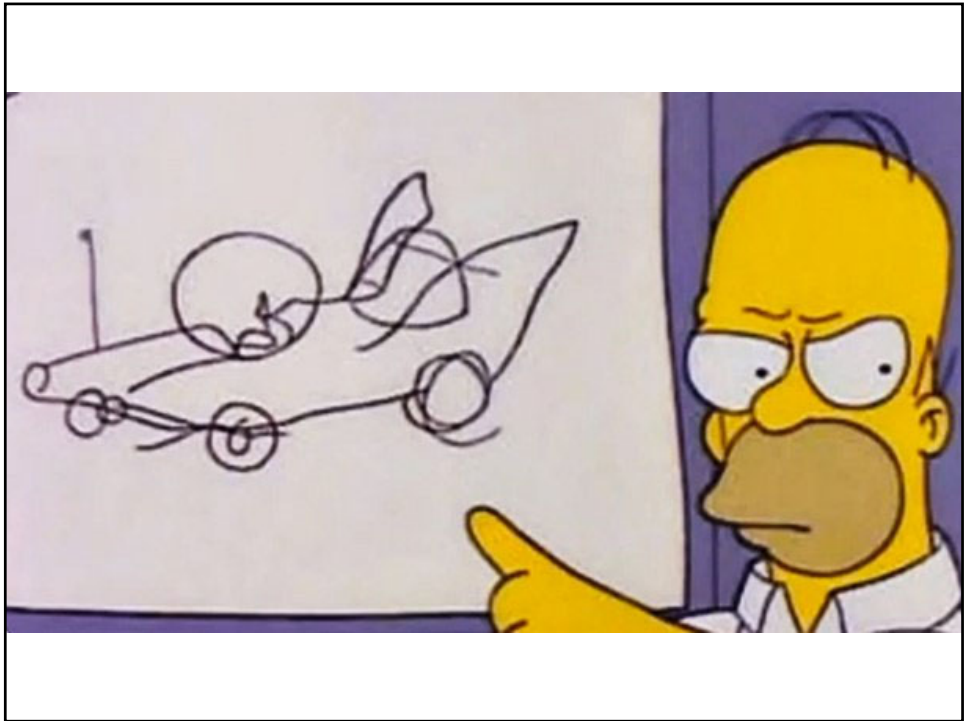


2018; An ETO and NPD Company

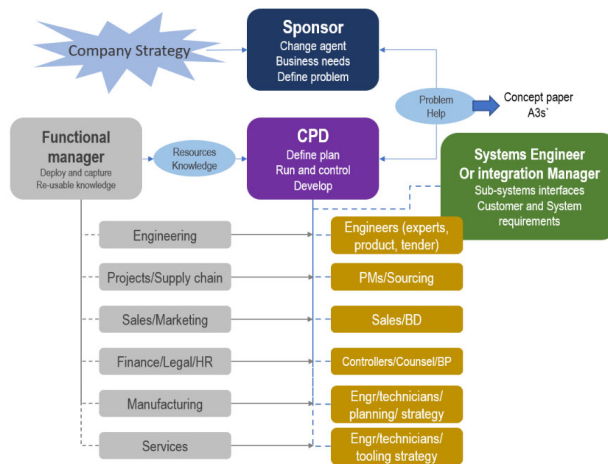


Call for Change; LPPD & Introduction of Chief Engineer





Role of the Sponsor



The **Sponsor** is responsible to seek overall enterprise buy-in. The sponsor is the one who suffers most if the problem isn't solved.

The **CPD** should solve a problem given by the sponsor and deliver a profitable value stream for the new product or system.

The **Functional Manager** should make sure knowledge is being deployed in the CPD team and the new knowledge being created is captured for future use in the enterprise.

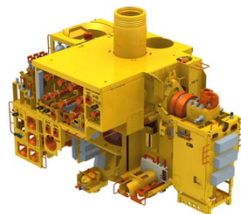
My Sponsor's Vision (2016)

“...enable an enterprise wide transformation through radically different product development...”

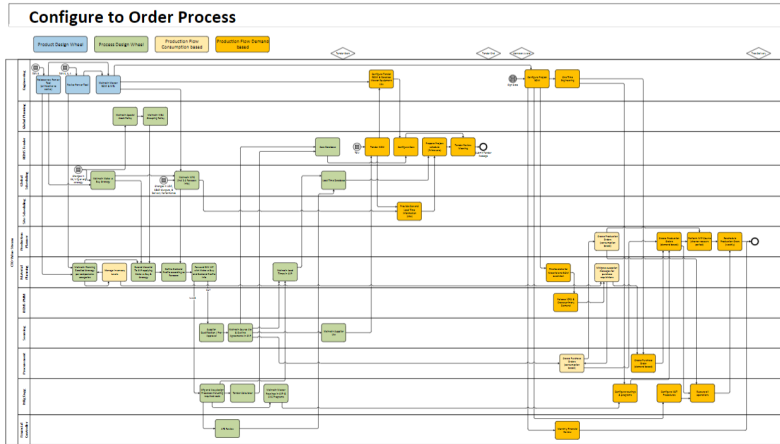
Our company “has the potential to be a company that can manufacture its products with **no product engineering after purchase order**, requiring no project management for execution and manufacturing its products consistently, on **stable assembly lines**, with very **predictable delivery schedule and manufacturing cost...**”

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It starts with the product....



But the process rules all



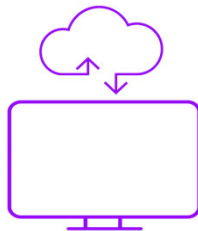
Designing the new CTO Process for the company
 Standard work and tools support flow of the process
 Product cannot exist without a process, if this isn't designed then people will design it for you!

Importance of Targets

25%

Cost

Eliminate design engineering



50%

Delivery Time

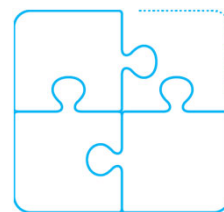
Redefine sourcing strategy

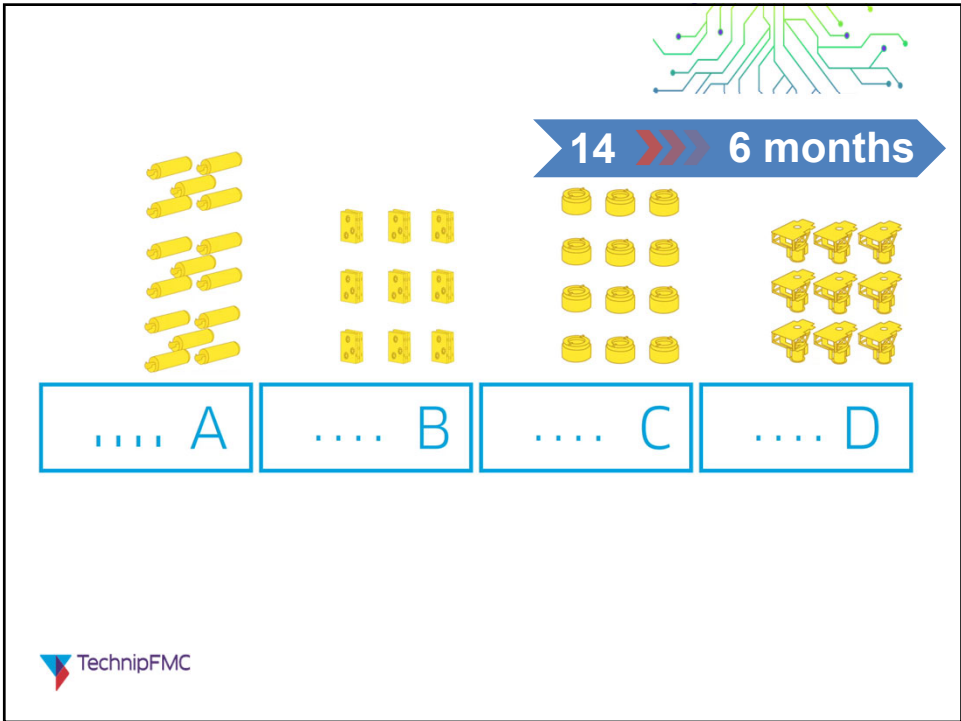
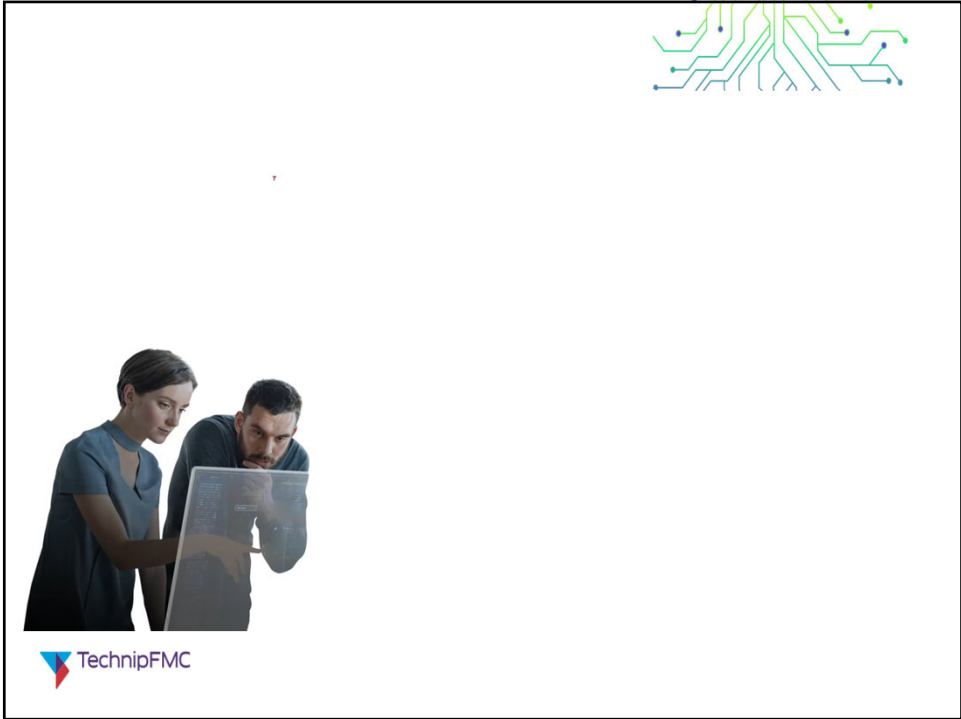


2.5x

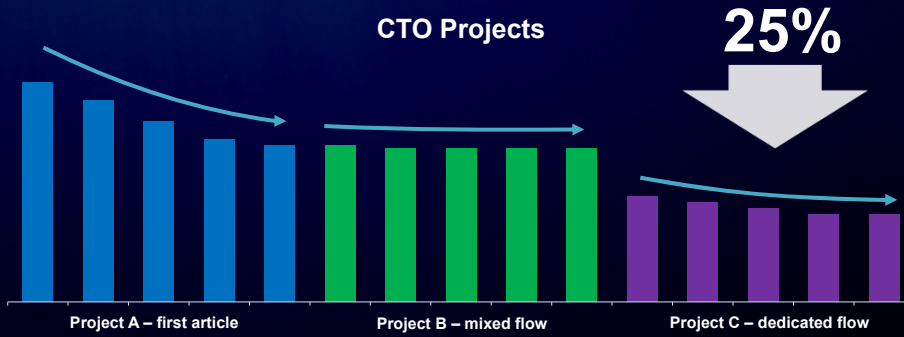
Throughput

Transform manufacturing flow





First article learning curve



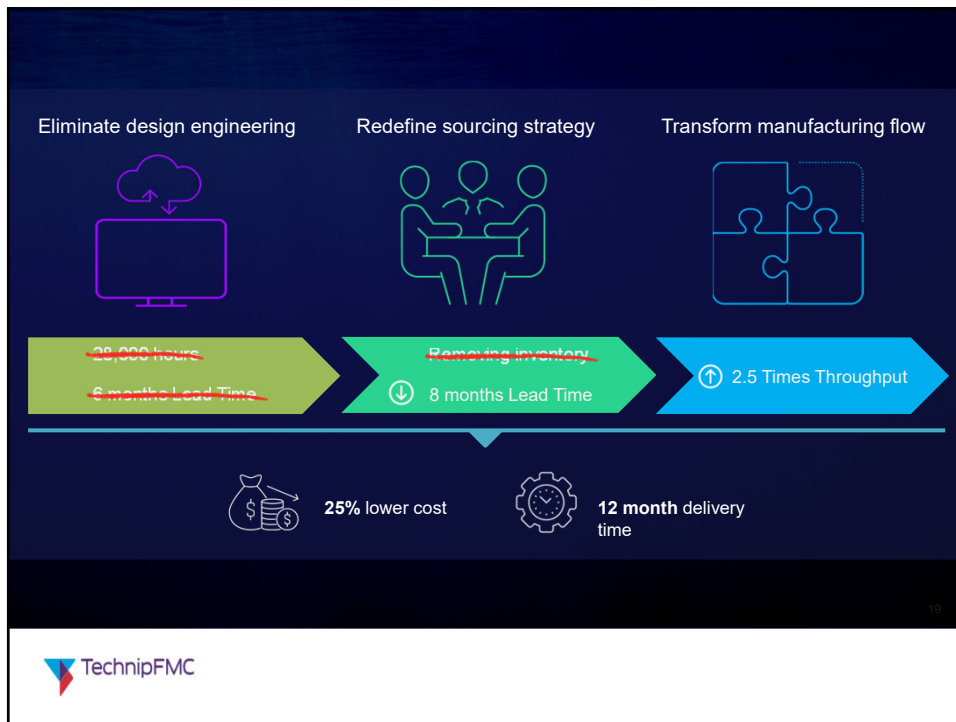
Dedicated flow

16



48 trees / year





How was this accomplished?

1. Develop People
 - Stable product and process means you can FINALLY develop people as a priority*
 - Mastery
 - Foster deep knowledge
 - Infrastructure for learning
 - Kaizen that can be measured
 - Inspired by your competitive advantage

2. Organize around the value stream
 - Management System
 - Readiness Levels

Scaling... In Process

What makes a great CE?

- Grit
- Focus on accomplishing target
- Passion for product
- Deeply understand customer value
- Translate a problem into a vision

Reflections

Reporting Structure does not make or break success of an LPPD program. Basic thinking does.

Focus on the targets from the sponsor. All the rest is waste.