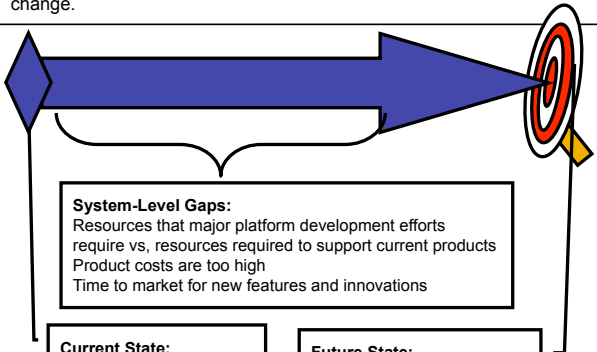


Theme
 This document describes how LeanPD will be implemented within CSI, and describes the techniques used to grow skills and support cultural change.



System-Level Gaps:
 Resources that major platform development efforts require vs, resources required to support current products
 Product costs are too high
 Time to market for new features and innovations

Current State:

- Strong technical abilities and knowledge
- Lagging competitors in innovation
- Decreasing resources available to invest
- Lean product development may be useful but it is not well-known.

Future State:
 The entire organization is aligned around the need to lower resource utilization on current product support, lower product costs and decrease time to market, and lean product development has helped us achieve these goals.

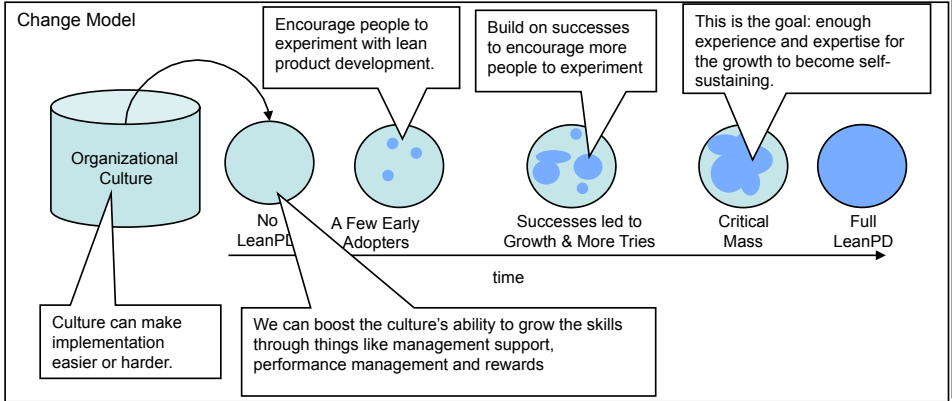
Specific Strategies to infuse LeanPD Principles and Practices:

- Grow skills and experience (GS)**
 - LAMDA training for engineers and managers, conducted with intact teams.
 - Advanced workshops with our consultant to learn set-based design, value driven engineering and visible rhythmic processes while we develop plans to use them.
- Support and encourage (SE)**
 - Spread training and support to “seed” our engineering functions with exemplars and champions
 - Recognize lean product development exemplars and champions.
 - Hold regular lean product development sharing meetings.
 - Provide a space for an A3 Board.
- Model and Reinforce (MR)**
 - Reorganize CSI into stronger functional groups – stay open to readjust the organization after we have more experience.
 - Support use of lean product development at our phase gate reviews: have we narrowed our options at the right points in our product lifecycle?
 - Measure our success with process goals that drive lean product development adoption and use.
 - Include desired new behaviors in performance planning – for 2007, may be limited to simple things like participate in LAMDA training, coach a team through a group LAMDA cycle. For 2008 & beyond, we can get more sophisticated.

LeanPD Change Models
CSI's LeanPD Implementation Plan
 Joe Smith

Major Tasks	Goals	Responsible	Key Dates
Directors: Sponsor Alignment, Vision & Future State, Modeling	PM, MR	Stan	Jan. 7 th : Alignment Mtg.
Sponsorship Chain and Champions	PM, SE	Stan	No target yet
PGC MOU Mgmt	PM, MR	Stan	Revisit after Directors Mtg.
Katherine Radeka coord.	PM, GS	Joe	Monthly
Director updates	PM, SE	Stan	Monthly
Set Based Design Pilot Teams	GS, MR	Stan	Revisit in Jan
Set-Based Design Forum	GS, SE	Joe	Schedule Jan. half-day
Metrics and Performance Management	MR	None yet	Needs to be ready in time for FPRs – Feb?
Functional Group Reorganization	MR	Stan	Revisit in Jan
Checkpoint Expectations	MR	Stan	Revisit in January after Jan. 7
Practitioners Forum	SE	Michael	Revisit in Jan
CSI-San Diego connection	SE	Stan	Revisit in Jan
ASA Connection	SE	Stan	Revisit in Jan
Groningen Connection	SE	Joe	Follow up in Jan
Singapore Connection	SE	Stan, Joe	Follow up in Jan
New Workshop Development	GS	Joe Michael	Dec: VK Jan: LeanPD – Mgrs Feb: SBD & WP
On-going Training Classes	GS	Joe & Michael	Three scheduled for Jan.

Our Change Model: Plant seeds, remove constraints and encourage organic growth.



Measures of Success:
 We deliver next year's products 3 mos faster than last year's products.
 Next year's products cost 20% less on average to manufacture than last year's products.
 By the end of next year, engineers spend 60% of time on new products.