

Project at the Core of Organizational Dynamics - The TOYOTA Paradigm

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ABSTRACT

Aim: This research, focused on crucial aspects such as organizational thinking, organizational action, and the instrumental dimension, derives its relevance from its ability to illuminate organizational dynamics in the face of complexity and uncertainty, with emphasis on its most evolved form, namely the project. It aims to delineate the contours of the modern organization in a complex and uncertain environment.

Methods: The case study frequently employed for observing organizational phenomena (the TOYOTA dynamics). It can be distinguished from mere observation by its focus on perceiving reality and its evolution (1990...1992...2013...2018), while analysis is geared towards a systemic approach to understanding interactive dynamics with the environment. We also adopted a pragmatic approach at the intersection of the Toyota model due to its pioneering position in a competitive and complex industrial sector.

Results: A significant difference was noticed in observing structural transformations within the TOYOTA Company. Important correlations were recorded between project-oriented organizational dynamics and key performance indicators. The project philosophy engenders significant organizational and structural changes, in harmony with the inherent complexity of the environment and the evolving imperatives of corporate competitiveness. **Conclusion:** This study has unveiled certain characteristics of modern organizational dynamics, with the primary challenge lying in how to integrate complexity into organizational thinking, thereby demonstrating a more pragmatic approach and increased intellectual openness.

1. Introduction

Suddenly, complexity and uncertainty appear to be the sole constants in the experience of modern organizations; change emerges as inevitable, traditional concepts of management and organization seem inadequate. Yet, despite this sense of dissonance, it remains the very essence of any organizational dynamic, continuously prompting researchers to question issues of this nature.

Our investigation delves into several critical axes, building upon contemporary studies focusing on three essential spheres: organizational thought, examining how large enterprises can navigate integrated strategies within a fragmented and unstable context, as underscored by [MIDLER.C; ALOCHET.M, 2023] who have affirmed the relevance of the project as an adaptable organizational device in addressing this issue; organizational action, the true embodiment of reflection, delving into the complexity of action [LORINO.F, 2018]; and the instrumental dimension that binds them [LE MOENNE, 2022; ZAGHMOURI, 2022; LERCH and BURGER HELMCHEN, 2015].

It is generally observed that this dynamic creates an impression of being a perpetual constructive-destructive process aiming for an unattainable perfection within the limits and constraints imposed by the environment.

This characteristic seems to stem from the fact that the organization is the product of an intellectual process with incomplete contours; considering the large number of structural elements ensuring its operational functioning, it therefore extends beyond its own boundaries by embracing complexity and uncertainty.

It is evident that this hypothesis necessitates a thorough examination of modern organizational dynamics. With this in mind, we will focus on the issues and challenges posed by complexity and uncertainty. Firstly, let's delve into the reactive nature of businesses. Secondly, let's explore the context of this reactivity. Considering the absence of a universal organizational model and methods suitable for all situations, we pose the following research question:

What are the key characteristics of modern organizational dynamics in the face of complexity and uncertainty, and what is the role of the project in this context?

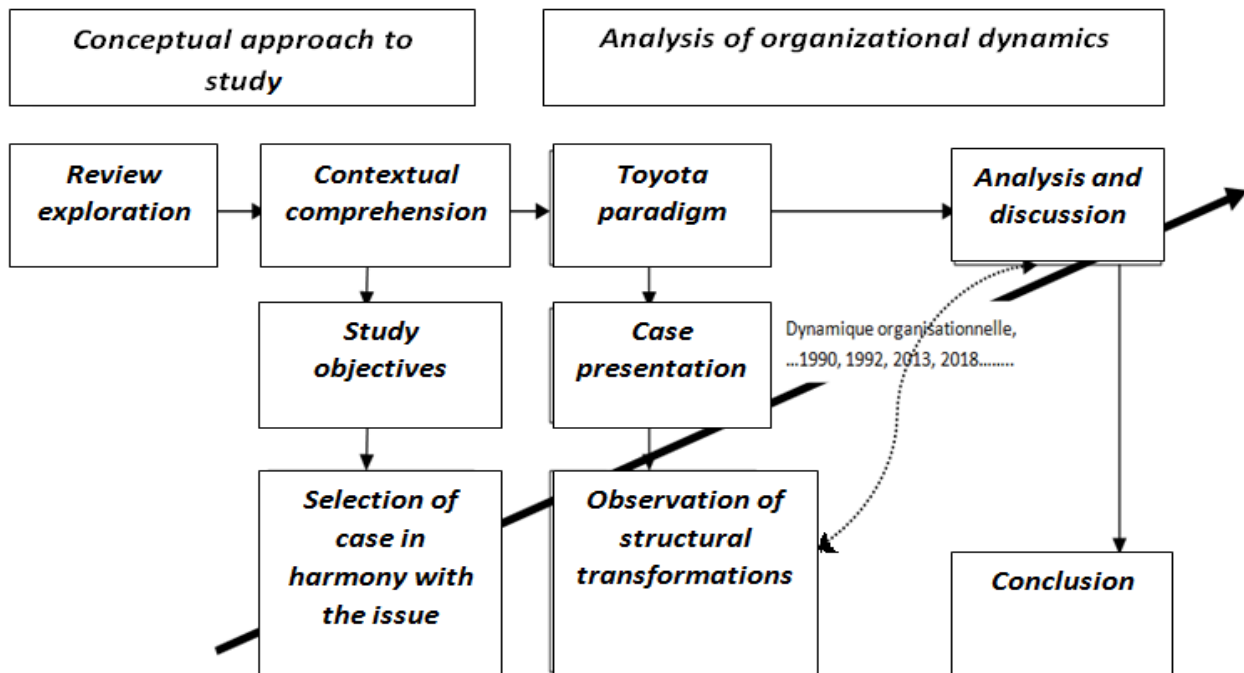
The fundamental importance of this research lies primarily in its ability to shed light on organizational dynamics in terms of adapting to the demands of complexity and uncertainty. This is achieved by focusing on its most evolved form, embodied by the project approach, and by invoking the Toyota Production System model.

The objective is also to define the contours of modern organization within a complex environment. This entails formulating several propositions aimed at guiding the organization in a context serving the strategy, while optimizing the level of organizational performance for businesses.

Achieving these specific objectives requires a comprehensive examination of an effective methodology for generating ideas and devising solutions for the given challenge.

Therefore, we have chosen a systemic approach to understand the complexities of the interaction between the enterprise and its environment. Furthermore, we have adopted a pragmatic approach, inspired by the pioneering principles of the Toyota model in a competitive and complex industrial sector. The following diagram outlines the key components of our methodology (refer to Figure 1).

Fig. N°1 : Study methodology



Source : IMOUDACHE, inspired.

2. Conceptual approach to the Study

Referring to the thinking patterns that previously gave rise to organizational models, once deemed the sole means to enhance business productivity, it was because they were founded on the notion that it was possible to exert control over the environment. There is no need to gather justifications for this approach now to understand that today's reality is different. Indeed, companies can no longer exercise absolute control over their environment. On the contrary, it becomes evident, from a systemic perspective, that the enterprise is nothing more than a product of a continuous dynamic of interactions with its environment.

2.1. Organizational Challenges in a Complex and Uncertain Environment

The enterprise serves as the focal point of our study, approached within the framework of a systemic perspective as an open system comprised of complex and organized human elements. It finds its purpose within a specific and ever-changing environment, being both influenced by and exerting influence upon it. This dynamic unfolds through the transformation of information and/or material flows aimed at ensuring the continuity of the whole. Thus, it is not pertinent to conceive of the enterprise in isolation from its cultural, economic, geostrategic, and political context with which it interacts. Therefore, it appears highly important to integrate the notion of context into the intellectual process on organization.

It is noteworthy here that this shift in perception of the dynamics of the relationship between the enterprise and its environment indeed confronts the phenomena of complexity and uncertainty. These elements introduce logical challenges in understanding the mutating variables. Following the line of thought of Edgar Morin [Morin, 2010], the question must swiftly shift towards the necessity of acknowledging the possibility of responding to difficulty and states of uncertainty.

Complexity, in its conceptual aspect, is portrayed as an uncontrollable and incomprehensible phenomenon [GENELOT]. Its general characteristics are manifested through uncertainty (lack of information), duplication, interconnection, and instability. This new reality underscores the importance of the challenge for the management system to design an adaptable organization that meets the demands of global competition, evolving customer needs, and market globalization. This approach no longer confines itself to technical, organizational, and administrative aspects but extends to more complex dimensions, including human and psychological aspects [AUGER.P, 2008].

The recognition of complexity necessitates a reexamination of the intellectual foundations of classical organization. In the absence of irrefutable evidence regarding the unsustainability of traditional systems in a complex environment, it is imperative to delve into the essential challenges and transformations that shape the contours of this new reality. We will seek to integrate these challenges into three fundamental dimensions: the intellectual dimension, the dimension related to organizational action, and the instrumental dimension.

2.1.1 Complex Thinking

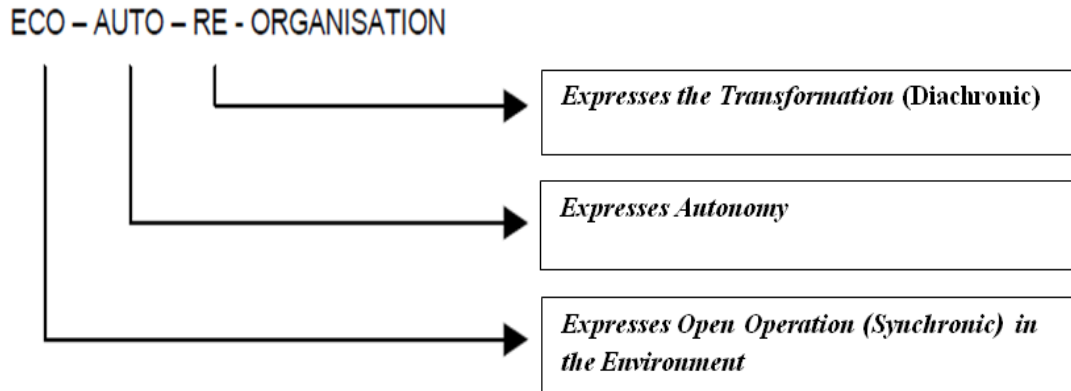
The nature of organizational thinking does not diverge from general thinking when it seeks to deny the existence of complexity. According to Lorino (2018): "The study and practice of organizations have historically been based on an informational and representational paradigm, which essentially amounts to denying the specific complexity of action." These approaches are characterized by the pursuit of coherence, clarity, and the need to overcome contradictions and ambiguities. They rely on objectivity as the sole means to attain truth, with economic pragmatism justifying their choices.

This mode of thinking directly leads to incomplete conceptions regarding the dynamics of the relationship between the enterprise and its environment, reducing the organization to a set of laws and principles of the general system. This may account for the crisis many companies are currently facing, as complexity undermines the foundations of their existence and sustainability.

The challenge at this level primarily lies in how to integrate complexity into organizational thinking. This is a fundamental issue as it delineates the contours of a new conception of organizational reality, emphasizing that on-the-ground knowledge is more significant than knowledge acquired at the forecasting and study levels. Furthermore, the existence of a complete reality is a relative matter, subject to variations in context. Drawing inspiration from Edgar Morin (Morin, 2010), the use of the term "complex thinking" is relevant for any organizational approach. Morin argues that any organizational thinking that fails to account for the strong relationship with the environment, the relationship

between the whole and the part (holographic relationship), and the principle of feedback on causes and their effects, is superficial thinking that deviates from a correct understanding of reality. Figure N°2 illustrates this concept.

Fig N°2: Organization as a System



Source: LE MOIGNE (1995).

2.1.2 Alignment of Thought and Action

If we surpass this level, the issue directly shifts towards the complexity of the relationship between organizational thought and organizational action. Any action will stray as far as possible from its significance if it is not grounded in prior reflection, and every reflection will stray as far as possible from its relevance if it is not enacted as organizational action. Raymond Vaillancourt (2003) articulated the challenge within a complex environment, at a deeper level of urgent necessity, in the presence of a unifying framework for the logic of innovation and interactivity, coupled with anticipatory thinking open to multiple possible scenarios.

In this light, it is crucial to underscore that the intricate interplay between the sophistication of the organizational system and its temporality erects a distinct boundary. The magnitude of the required adjustments correlates directly with time, thereby endowing this dimension with significant strategic value. Consider, for instance, an industrial sector where innovative design can materialize within less than two years, with a temporal reduction plan already in place. In contrast, competitors necessitate a more extended period. Temporal leakage will inevitably impact competitors' profits and growth rates, despite substantial investments. This analysis leads us to address the concept of organizational responsiveness, generally defined by the ability to modulate the pace of organizational actions in line with environmental changes. Thus, it raises the crucial question of alignment between conceptualization and effective implementation of devised strategies.

Undoubtedly, the trajectory aimed at enhancing organizational responsiveness must be closely aligned with the tenets of contemporary economic practices. In this regard, it becomes imperative to conceptualize and apprehend organizational action within the intrinsic framework of organizational dynamics, where complexity establishes the logic of value as one of the foremost axes in modern corporate governance.

Therefore, the law of complexity becomes a necessary condition for the dynamics of the relationship between the enterprise and its environment. The effectiveness of organizational action in this realm primarily hinges on the ability to establish connections between the world of ideas and the world of business.

2.1.3 Instrumental Consideration

In this vein, the Japanese model presents itself as an organizational framework grounded in the arrangement of activities oriented towards the value perceived by the customer (Lorino, 2014). Therefore, the dynamics of this connection will encompass the issue of instrumental considerations. When there is a lack of convergence between tangible reality and a perpetually changing world, a gap arises regarding the relevance of previously formulated tools to address diverse problems and changing contexts. Thus, the necessity of adopting tools tailored to complexity and uncertainty can be elucidated.

This perspective can be considered more advanced than organizational action, as it precedes action and is constituted by it. Thus, the tool must serve as a bridge connecting organizational thinking and organizational action. This is framed within the context of addressing a series of important questions: What tools need to be designed to deal

with complexity and uncertainty? How can one detect changes in the environment and enact a timely and appropriate response? How can the utilization of organizational intelligence, knowledge, and efficiency be optimized within the context of innovation, in order to create value at all organizational levels?

The core goal of the contemporary organization is to achieve equilibrium among its diverse elements, driving them towards heightened performance within a complex network of interactions. This necessitates the discerning selection of appropriate means and tools to tackle challenges, acknowledging the absence of one-size-fits-all solutions. Consequently, organizational design undergoes continual evolution, adjusting its course based on its efficacy in addressing field-specific issues. Against this backdrop, our objective is to comprehend the dynamics of modern organizational complexity and uncertainty, illuminating the project's role as an interactive system that navigates this landscape.

The significance of the project is elucidated in numerous contemporary studies, which detail a strong correlation between a development model focused on innovation logic and the ability to formulate a network of projects. On one hand, this contributes to the interactive development of the enterprise within a complex domain, while also fostering creativity and innovation [Shehar, Dvir, 2007], on the other hand. These observations thoroughly justify our endeavor, through this research, to elucidate modern organizational dynamics in light of complexity and uncertainty, leveraging a project-based approach.

2.2. Project: Adapted Response to Complexity and Uncertainty

The facets of complexity and the state of uncertainty have now become the sole constants in the world of organizations, representing the level of necessity that renders change inevitable. The enterprise's response to its environment cannot be envisaged as an isolated component of its domain, but rather as a complex composition engaged in continuous dynamics between causes and their effects. Within this dynamic, the problem shifts among its elements and dimensions, making it challenging to predict its direction, determine its content, and interpret its significance. Based on this, the new relationship between intellectual, operational, and instrumental dimensions is defined, collectively forming the new image of the enterprise's response. Thus, we will endeavor to outline this image in its most evolved form, without exaggeration. Global economic statistics reveal that global spending on projects currently ranges between 6 and 9 trillion US dollars, approximately 8% of the global gross domestic product, marking it as the greatest investment advancement in human history.

To succinctly outline the contemporary organizational dynamics, which embrace the project both as an underlying philosophy of thought and as a management model, it becomes imperative to trace back to the origins and conditions of its emergence. In other words, we delve into the inherent capacity of the project to address the nuances of complexity. Framing the problem in this manner reflects our systemic perspective of the project, which we conceptualize as a management system for modern enterprises. This system amalgamates various interactive elements within a structured framework, aiming to satisfy a need or desire in harmony with predefined objectives. It stands as a dynamic system, constantly interacting with its environment, and consequently, compelled to evolve, metamorphose, and adapt at the same pace as the changes occurring at this level.

2.2.1. Project: Strategic Reflection System

Thus, we pave the way towards convergence between the project and modern organizational dynamics. The starting point lies at the intellectual level of the organization, which must be in line with the complexity of the environment. Indeed, any dynamic can only be contained within a similar dynamic framework in terms of complexity and pace of change. This notion calls for an adaptive strategy encompassing a flexible, simple, and constantly evolving structure.

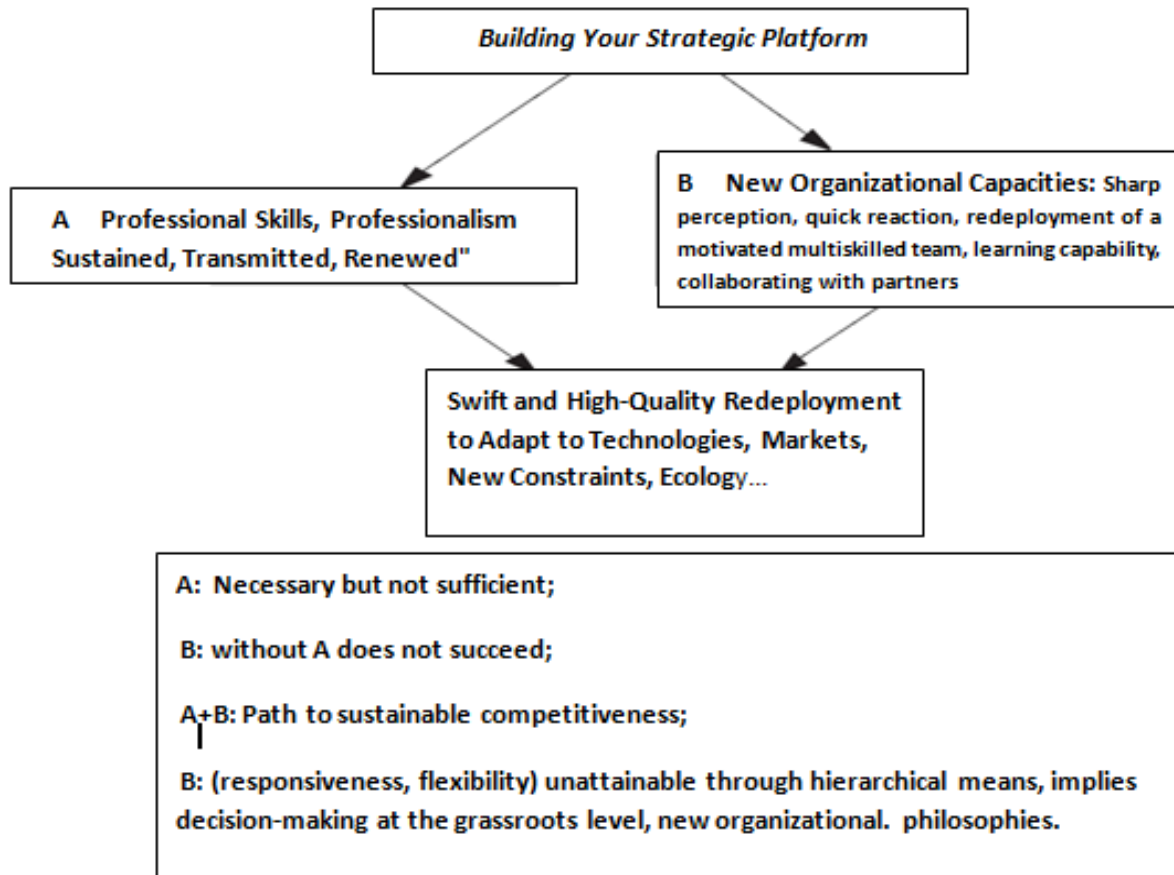
A comprehensive approach to the implicit concept of strategy reveals a set of intrinsic connotations that legitimize and structure the actions of the enterprise: competition, conflict, competitive advantage, future anticipation, resource allocation, skill development, and innovation. Strategy emerges as the subtle art of judiciously combining and sharing available resources, thereby orchestrating a shift in competitive balance to adjust it for the benefit of the enterprise. Consequently, the strategic formulation process requires a conceptual framework capable of grasping the inherent complexity of its components and adapting them to the intricacies of the environment. A vivid visual representation

of this dynamic can be discerned through the new strategic matrix of the Boston Consulting Group (BCG), as explicitly depicted in Figure 3.

The analysis of Figure 3, in its adopted sequence, offers a vision of strategy as a synthesis between professional skills and organizational capabilities, establishing the conditions for its success in its ability to create links between its elements (the level of organizational thinking and the level of organizational action). In its formulation process, strategy relies on trajectories that afford it the ability to perceive changes in the environment while capitalizing on the available skills within the enterprise. Simultaneously, projects mobilize these skills in an interactive and intentional context. This interactive dynamic leads to the development of cognitive content and the enhancement of skills, while achieving a rapid and adaptive response to the requirements of the environment.

The organizational capacities of a company are intricately tied to its aptitude for swiftly and seamlessly conceiving development and innovation projects, integrated within a strategy finely tuned to address the nuances of complexity and uncertainty. Each project exhibits a persistent dynamism, necessitating a systemic approach that affords a comprehensive and lucid understanding of what we regard as the most conducive environment for dynamic interaction among the diverse stakeholders of the enterprise. Consequently, no component operates in isolation, and the collective behavior of the project is shaped by the actions of each constituent part.

Fig N°3: BCG Strategic Platform



Source : Boston Consulting Group

2.2.2. Project: Organizational Framework and Management instrument

At the operational level, namely organizational action and its instrumental considerations, we have come to understand that the initial foray of a specific system onto the path of its metamorphosis is closely conditioned by its intrinsic relationship with the environment within which it interacts, as well as by the entirety of its internal components. In other words, the evolution of organizational thought stems from a managerial dynamic inherently linked to the emergence of an innovative organizational model, one that is more interactive and adaptable. This model transcends critiques aimed at the classical paradigm of organization and conforms to the imperatives of change. In this regard, the

works of Nadège GUNIA in 2002 delineate the contours of contemporary organizational forms, as explicitly presented in Table One.

Table 1: Characteristics of Modern Organizational Forms

General Characteristics: Exhaustiveness, high flexibility, continuous development, innovation, stakeholder orientation, acceptance of uncertainty.
Structural Characteristics: Flat structure, open boundaries, decentralization, absence of internal limits, ambiguity regarding external boundaries of the organization, network, autonomous organization, congruence between structure and operational context.
Information Processing: Integration of information and communication technologies and techniques.
Workstation Design: Individual and collective responsibility, self-monitoring, continuous learning, collaboration across different functions, teamwork.
Management Style: Control-free leadership, minimal individual direction, evaluation, easy communication, networking, tolerance for ambiguity, trust in individuals.

Source: Nadège GUNIA, P27.

It is undeniable that the project, as a whole, encompasses all these characteristics as an adaptable system navigating through uncertainty. In its operational context, it relies on a flexible structure directly under the authority of the project manager. This structure is activated by an integrated range of skills involved in the project according to the nature of each situation, thus creating ideal conditions for innovation and human creativity.

Our concept follows a trajectory that connects it with the vision of [Ghoshal and Bartlett, 1998], confirming that modern organizational forms are, to a lesser extent, linked to the pursuit of a carefully crafted strategic pattern. This is inherently tied to the dynamics of the enterprise, thus surpassing the traditional conceptual framework of 'strategy-structure-systems' to embrace a more holistic and organic philosophy. This philosophy is based on the development of project, process, and human resources.

Thus, we affirm that organization through the project approach fosters a continuous dynamic between the enterprise and its environment, enhancing its organizational capacity to manage knowledge and develop skills. This is achieved by flexibly and swiftly transitioning between dimensions (Reflection, Action, Tools). The significance of this approach becomes even more apparent when it functions as a value creation system, integrating crucial dimensions for the competitiveness of the enterprise, as confirmed by the works and studies of Gemini Consulting and Bossard Consultant. They emphasize that value management particularly relies on project management.

3. Organizational Dynamics Analysis, TOYOTA Paradigm

The enhancement of organizational performance through the adoption of project logic within the organization hinges more than ever on the quality of relationships among various project stakeholders, as well as between professional skills and organizational capabilities. These two aspects are considered two sides of the same coin by numerous researchers and thinkers such as [Giard, Garel, Midler, Nonaka, Takeuchi]. Consequently, the question of integration between them becomes one of the major concerns for management researchers and project management practitioners, as well as a challenge for enterprises aspiring to succeed through a project-based approach.

3.1. Presentation of TOYOTA Corporation

We endeavor to delineate Toyota's organizational structure as a contemporary model within the paradigm of project-based methodology. We have selected Toyota due to its readily available information and esteemed reputation in the automotive sector.

Toyota, a multinational Japanese automotive giant headquartered in Aichi, Japan, boasts a global workforce exceeding 364,445 employees and stood as the sixth-largest company worldwide in terms of revenue in 2018.

Toyota stands at the forefront of global automobile manufacturing, with an annual production surpassing 10 million cars since 2012. It holds the distinction of being Japan's largest publicly traded company in market capitalization and profits since July 2014.

Established by Keiichiro Toyoda in 1937, Toyota presently commands holdings of approximately 16.66% of Subaru's shares, a 5.9% interest in Isuzu, and a 5.5% stake in Mazda. Toyota Motor Corporation operates under the umbrella of the Toyota Group, one of Japan's largest conglomerates.

Given these figures, which unequivocally underscore Toyota's unique organizational prowess, our endeavor aims to unveil some of its organizational attributes and operational dynamics.

3.2. Observation of Structural Transformations, Analysis, and Discussion

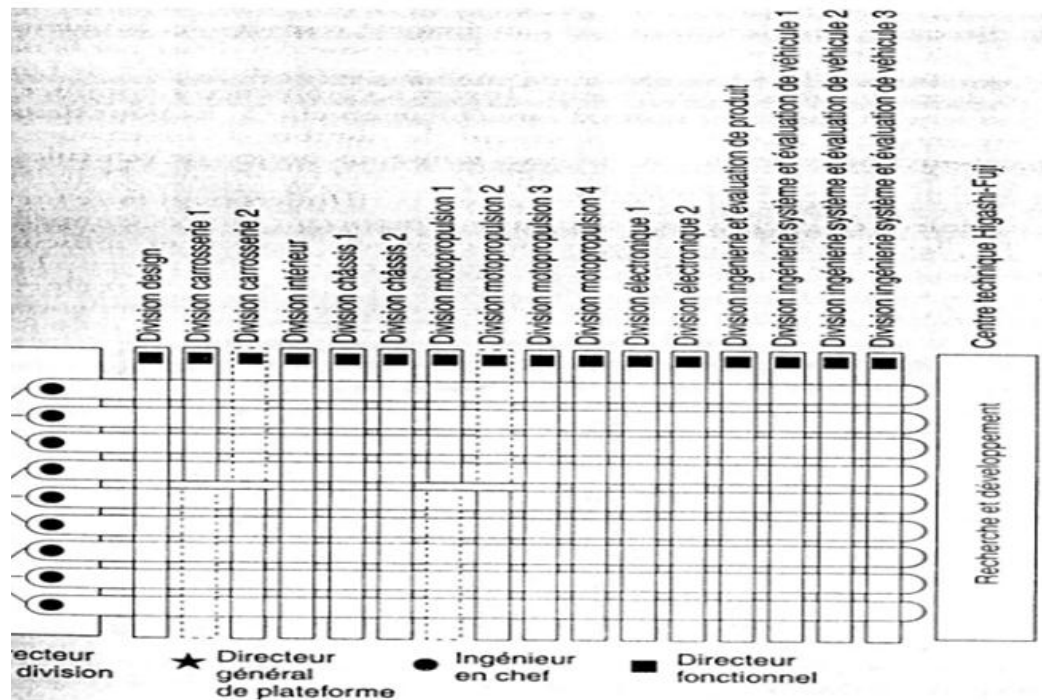
The company is a trailblazer in product development by embracing a project management system that has enabled it to streamline and effectively coordinate activities across various functional departments. This organizational structure relies on project managers who wield significant influence over key functions such as design, manufacturing, and marketing.

Notwithstanding the intrinsic efficiency of this organizational configuration, embodied by the project manager structure as exemplified in Figure 4, Toyota has not ceased its relentless pursuit of structural innovation aimed at addressing the organizational challenges inherent in coordinating and directing various projects. It becomes evident that this approach reflects an intellectual dynamic closely linked to environmental fluctuations and stands as a response to the imperatives of advanced strategic thinking in the face of complexity.

The introduction of complexity into the organizational thinking process led to significant transformations within Toyota, particularly after 1990. This resulted in a decision to undergo a comprehensive revision of the organizational model in the context of product development and technological evolution. This initiative was part of a preemptive strategy aimed at enhancing the company's competitiveness by the year 2000.

According to one of the company's executives, there was no specific threat driving this initiative, as the company was performing strongly compared to its competitors. However, in line with the requirements of complex thinking, for decision-makers within Toyota, every organization must be regularly reassessed to adapt to evolving environmental dynamics.

Fig 4: Toyota Before the 1992 Restructuring



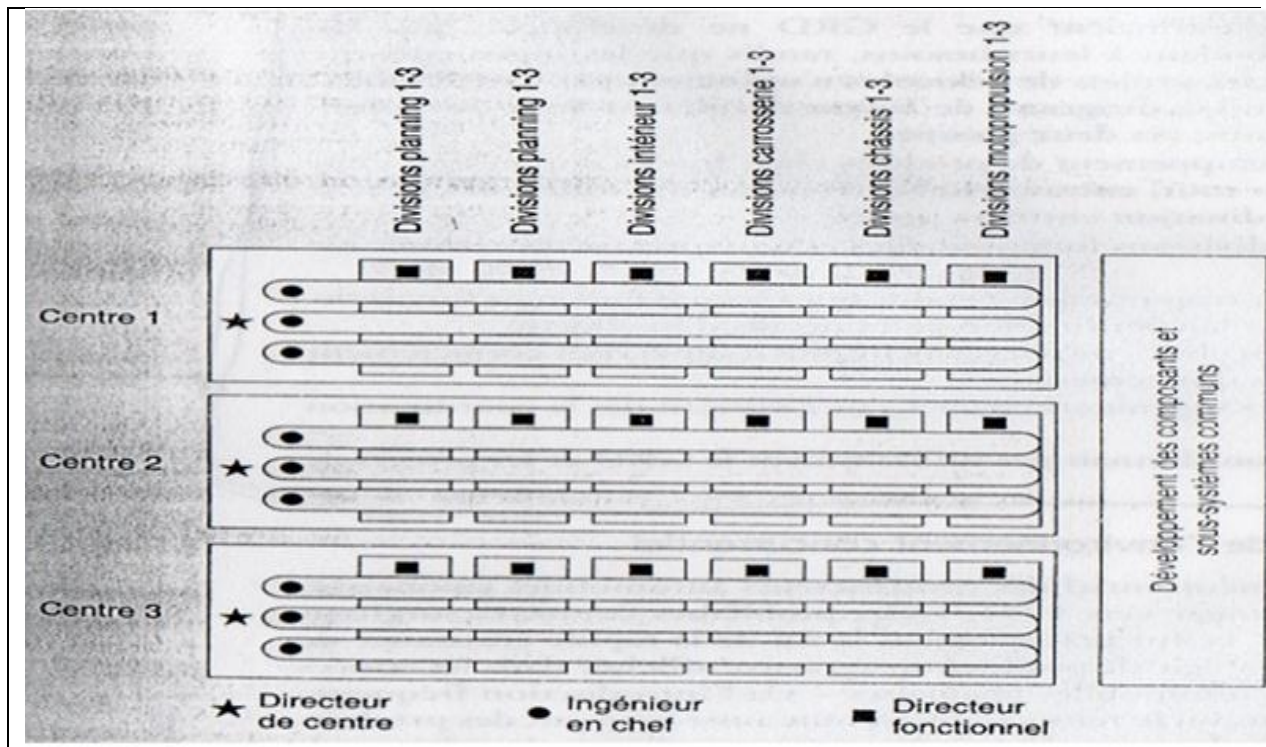
Source: NOBEOKA ET CUSUMANO; 1999, P25.

In summary, the organizational dynamics of the company aimed to address five fundamental issues hindering the integration of functions in projects. This was manifested through addressing problems of organizational flexibility and coordination among different projects, which we outline below:

1. The proliferation of functional departments and a high level of specialization among engineers, increasing the complexity of organizational structure and requiring enhanced coordination between interfaces;
2. A multitude of projects limiting the functional managers' ability to coordinate the various facets of engineers;
3. The inability of the chief engineer to properly oversee the entirety of engineering activity;
4. This organizational model does not account for the challenge of coordinating efforts among a variety of projects within the portfolio;
5. A lack of managerial communication between different projects and the research and development department.

To address these organizational issues, within a framework of continuous improvement in management systems, Toyota opted for a new structuring with development centers, as illustrated in Figure 5. The objective was to reinvigorate and enhance organizational responsiveness by integrating functional teams in a structured cross-functional framework, facilitating interconnection between different project development phases. It is noteworthy that the new organization further embraces complexity by integrating a multi-project dimension, thus shifting the challenge of linking organizational reflection with organizational action at the domain level itself.

Fig 5: Toyota After the 1992 Restructuring



Source: NOBEOKA ET CUSUMANO; 1999, P25.

This transformation at the organizational reflection level can significantly support the possibility of enhancing the organizational performance of the company, given that the structuring with development centers primarily aims to address coordination-related issues and promote organizational learning among different projects. This form of organization appears to be more adaptable to situations characterized by the management of a large number of projects simultaneously.

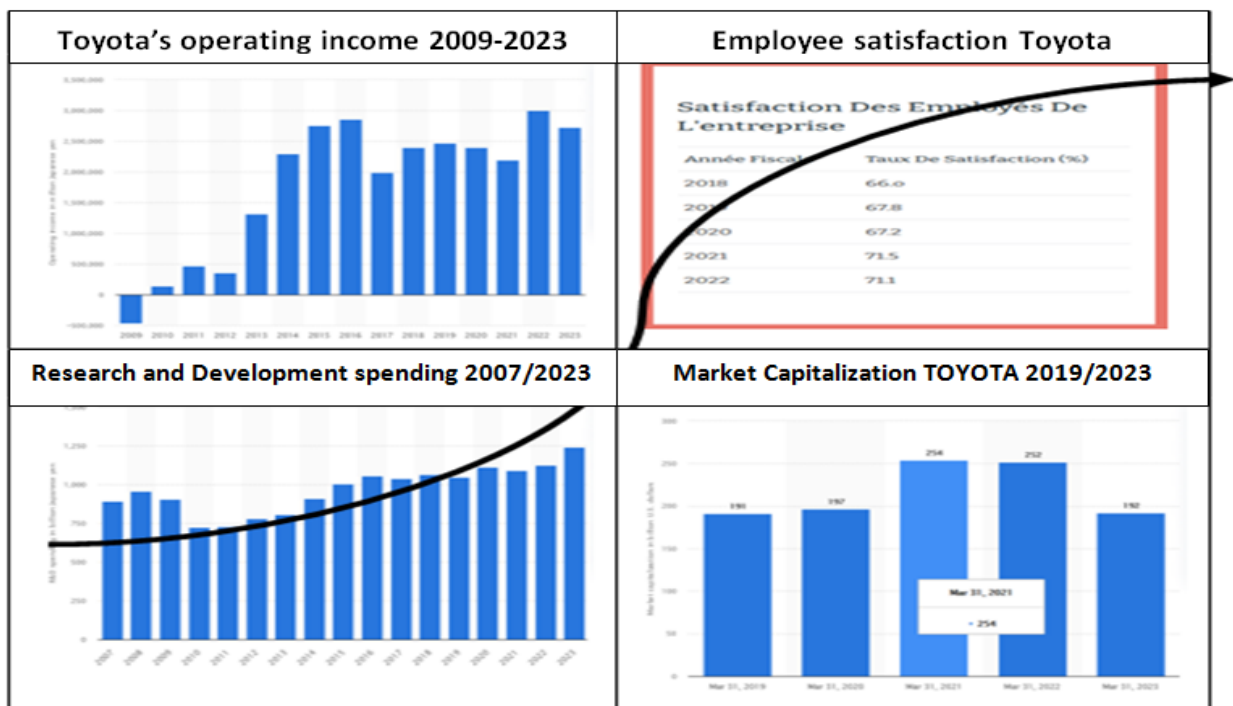
This new paradigm in no way represents a rejection of complexity and contradictions, but rather the implementation of a series of significant modifications based on an objective interpretation of reality, towards a desired future. These modifications include the following:

1. Reduction in the number of functional departments: This has reduced the degree of specialization of each functional department and created new centers responsible for the development of systems and various components.

2. Reduction in the number of projects assigned to each functional director, thereby increasing focus on priorities.
3. Change in the role of center directors who oversee a considerable number of projects: Each center director supervises all operations related to product development, as well as the personnel working on them.
4. Integration of planning departments into each development center, allowing for control of the complexity associated with a large number of administrative tasks.
5. Adoption of a hierarchical organization for technical directors working on projects sharing common technical factors.
6. Definition of the role of the research and development department, responsible for the development of systems and various components.

The dynamics continue, and Toyota made substantial adjustments to its organizational structure in 2013 and 2018, demonstrating its commitment to enhancing cooperation between its divisions and adapting to the needs of emerging markets.

Fig 6: Dynamics and Correlations



Source: Imoudache, 2024, retrieved from <https://marketsplash.com/fr/statistiques-de-toyota/>.

Referring to the quantitative and statistical data presented in Figure No. 6, while examining the distinctive characteristics of Toyota's organizational dynamics between 2009 and 2023, it is possible to initially identify various objective and substantial correlations between this dynamics and high-performance indicators:

1. The gradual intensification of engagement in research and development projects is evidenced by the establishment of several new centers, with a particular focus in North America. In 2014, Toyota inaugurated a collaborative research center dedicated to safety, followed in 2016 by the launch of the Toyota Research Institute in Palo Alto, Ann Arbor, and Cambridge. In 2017, the Toyota Technical Center underwent substantial expansion and renaming, becoming the Toyota Motor North America Research and Development Center.
2. Conceptualized as a thinking system, the project now extends its influence toward a geostrategic dimension, with North America emerging as the primary market for Toyota vehicles outside Japan. Toyota's financial performance is illustrated by continuously and significantly increasing operating profits, with a market capitalization exceeding \$254 billion in 2021.

3. The new organizational framework aims to embed operations at the regional level, thereby fostering increased collaboration in response to the specific needs of each local market. In 2017, Toyota Motor Manufacturing, Alabama, surpassed the milestone of producing 5 million engines. Concurrently, Toyota inaugurated a new headquarters in Plano, Texas, integrating research and development, manufacturing, and sales activities. Statistical data between April 2021 and March 2022 reveal the assembly of 1.75 million Toyota vehicles in North America.
4. Attention to the human element constitutes one of the essential and distinguished characteristics of Toyota's organizational dynamics, being a prerequisite condition that impacts all other indicators. During the period from 2018 to 2022, there is a steady increase in employee job satisfaction at Toyota (from 66% to 71%), following structural adjustments made in 2018.

Ultimately, regardless of the organizational model adopted by the company, the project philosophy brings about significant organizational and structural changes, in line with the inherent complexity of the environment and the evolving imperatives of business competitiveness. Despite the inherent challenges, including the shortage of electronic chips and the coronavirus pandemic (an additional source of complexity and uncertainty), Toyota maintains its resilience in the face of competition, as evidenced by its commercial success in 2022, with the sale of over one million Corollas and more than 800,000 Rav4s.

4. Conclusion

The contemporary world of organizations evolves based on its ability to address new environmental challenges. The speed of changes and increasing uncertainty pose the fundamental question of complexity. These new elements disrupt traditional paradigms and accelerate organizational dynamics.

This justifies our research, aimed at exploring the characteristics of modern organizational dynamics in the face of complexity and uncertainty, while examining the role of the project in this dynamic. The focus of the answer lies on the project as a system of reflection, organizational device, and management tool. Indeed, any dynamic, regardless of its nature, can only be fully understood within a context presenting similar complexity and speed of change.

If we refrain from hastily drawing a comprehensive image of modern organizational dynamics, we must acknowledge that managing complexity and uncertainty can no longer ignore the concept of context and the potential for addressing challenges. The main challenge lies in how to incorporate complexity into organizational thinking with greater pragmatism and intellectual openness.

To successfully implement this approach, the Toyota paradigm reveals certain organizational characteristics and the nature of its operation:

1. The introduction of complexity into the organizational thinking process has led to significant transformations within Toyota.
2. In accordance with the requirements of complex thinking, every organization must be regularly questioned to adapt to environmental changes.
3. The organizational capabilities of the company are now intrinsically linked to its ability to conceive development and innovation projects smoothly and quickly.
4. Organizing according to the project approach creates a continuous dynamic between the company and its environment, enhancing its organizational capacity to manage knowledge and develop skills.
5. New organizations are more open to complexity by integrating a multi-project dimension, transferring the issue of linking organizational reflection to organizational action to the domain level itself (Management as a methodological support for inquiries conducted reflexively by operational teams themselves on their own activities [LORINO, 2023]).
6. The project as a management tool enables better resource rationalization and efficiency in coordinating activities across different functional departments.
7. There is a significant correlation between the organizational dynamics inherent in the project and the quality of performance within the contemporary enterprise.

To achieve this goal, organizational dynamics persist in their manifestation, effectively striving to address the challenges inherent in complexity and uncertainty, aiming to achieve high levels of performance and strive for excellence.

Acknowledgment

Karim IMOUDACHE is a teacher-researcher in management sciences, specializing in Management. His specialization path began with a Master's degree in Project Management, and his doctoral thesis examines the challenges of human resource management within project systems. He has authored several articles on project management, organizational legitimacy, domestic violence and societal projects, skill polarization, and the interaction between strategy and artificial intelligence. ORCID: 0009-0007-1854-4670.

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