VISUAL MANAGEMENT & COLLABORATIVE COMMUNICATION

Introduction

Communication is almost always the cause of team breakdowns. Collaborative projects are purposely set up to remove the traditional hierarchy of communication and replace it with a direct network, source-to-source communication style. Even with new technologies and the best of intentions, it is hard to keep all stakeholders informed. *High Performing Teams* have found that dashboards, posters, charts and graphs displayed on the meeting space walls, along with shared technology platforms, drive Collaborative Communication.

1.0 Why

Collaborative Communication is crucial to integration. Collaboration is a relationship focused on a common vision based upon trust and transparency, attempting to maximize customer value through interactive problem solving toward well-defined common goals.

Collaborative Communication, combined with Visual Management:

- Displays a common understanding of project progress in an easily understood format;

- Shows Respect for People by keeping everyone equally informed;

- Eliminates the need for additional reporting;

- Keeps the team aligned and on course; and

- Builds a culture that helps assimilate the ebb and flow of new members.

Visual Management and Collaborative Communication enables the team to promote open dialog, visualize progress, quickly see and address problems that surface, and keep team members informed about the progress of the project.

2.0 How

Teams using Visual Management should first determine what information is needed and what data would be helpful. Additionally:

- Meetings should be scheduled in a visual workspace or where the work is happening.

- The venue should be flexible. Collaboration rooms are valuable to create a team process of how to "meet" and share data.

- The information-delivery system should be continually redesigned and improved. Stale information can be a distraction and should be removed.

- Visual management tools should be designed to encourage people to take action on the hot topics and foster a peer pressure to complete their obligations within promised timeframes.

- Technology should be incorporated to ensure individuals outside the office are tied into the process.

Visual Management information that drives the team includes, but is not limited to:

- Conditions of Satisfaction (COS)

- Schedule Look Ahead

- Budget Management

- Target Cost Tracking

- Cluster Groups Org Charts

- Do More/Do Better

- Personal Comments with Positive Intent

3.0 What

The purpose of Visual Management is to enable and foster Collaborative Communication among team members and encourage additional engagement. Visual Management and Collaborative Communication enables the team to promote open dialog, visualize progress, quickly see and address problems that surface, and keep team members informed about the progress of the project.

More specifically, it enables the team to visualize the system, become aware of any constraints or roadblocks that might result, and begin a dialog on how to solve those problems. In this way, the challenges are directed to the system and how to solve versus focusing on the person as the issue. While there are many methods for Collaborative Communications, several common tools to foster the collaboration

include consensus decision-making, A3s, Daily Huddles and Reliable Commitments activities. An additional benefit for Visual Management is to use the information for reporting project status to senior management of participating project partners.

Opportunities for visually fostering Collaborative Communications are plentiful during a Lean Construction project.

Quick Reference

For additional readings and information, please see the below information.

CHAPTER 5 – VISUAL MANAGEMENT COLLABORATIVE COMMUNICATION
Additional Readings

A Lean Modeling Protocol for Evaluating Green Project Delivery

BIM and Value Stream Mapping Robert Mauck

BIM Workshop Outline - Sellen

Case Study of Using an Integrated 5D System in a Large Hospital Construction Project

Contract Or Co-Operation Insights From Beyond Construction Collaboration - The Honda Experience

Contracting for Lean in Design Build

Discrete Event Simulation Enhanced Value Stream Mapping An Industrialized Construction Case Study

EM Dirkson Courthouse Case Study

Implementing Lean Construction Understanding and Action

Interaction in the construction process-System effects for a joinery-products supplier

KanBIM Workflow Management System Prototype implementation and field testing

LCI Congress Presentation 2012-Bagatelos and Lean Stream FINAL