



RELIABLE PROMISING

1.0 Why

Construction projects traditionally encompass multiple companies contracted individually for a short term to one general managing firm. Each company typically comes to the project with independent—and mutually exclusive—goals, definitions, assumptions and generalities. These differences can lead to misunderstanding, incorrect work, rework, poor coordination, over production and missed deadlines. Lean/IPD projects focus on improving relationships and conversations to improve communication, thus reducing Breakdowns through reliable promises.

In the context of Lean/IPD, a promise is a commitment and an agreement.

Reliable Promising and personal commitment-making show respect for people and build trust among team members. Reliable Promising creates ownership and responsibility, and helps shift the culture from one of “holding people accountable” to a culture of “being accountable.” Reliable Promising reduces rework, defects and waste—and increases productivity.

2.0 What

In the context of Lean/IPD, a promise is a commitment and an agreement. A reliable promise contains:

- Customer
- Performer
- Timeframe
- Competency
- Mutually agreed-upon Conditions of Satisfaction

What makes a promise or commitment reliable?

- Performer has the resources to deliver.
- Performer has the ability to say no.
- Performer has the time to do it.
- Performer has the authority to agree to it.
- Performer has the competence or access to necessary competence.
- Performer has no hesitation about delivery.
- Performer has planned to do it.

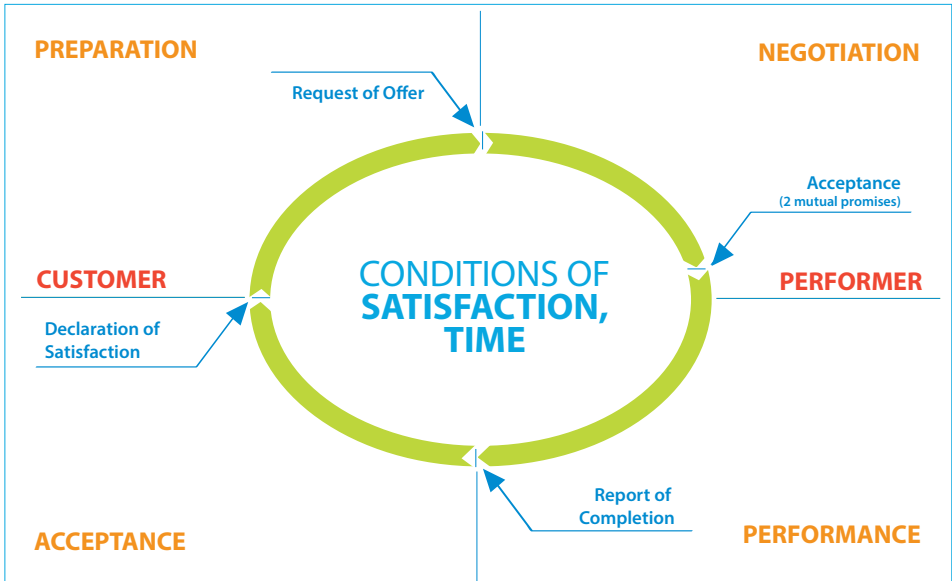
3.0 When

All work that is done is based in commitments. If there is not a customer and a performer for each piece of work, it should be questioned why the work is being done. Reliable Promising and commitment making is every bit as relevant to a Lean project as it is to a Lean organization.

4.0 How

Reliable Promising empowers performers to offer a conditional promise, which leads to negotiation. A conditional promise may be, “yes, I can do that if...” Another option is to provide a counter offer. It strengthens the network of commitments and clarifies the path forward.

Following the Basic Action Workflow model by Fernando Flores, an act is actually two mutual promises—one by the customer of what is being requested, and one by the performer of what they will deliver.



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References

Conversations For Action and Collected Essays: Instilling a Culture of Commitment in Working Relationships, Fernando Flores

The Last Planner System: Conversations that Design and Activate The Network of Commitments, Gregory Howell and Hal Macomber

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Quick Reference

Respect for People	77
Breakdowns	43
Conditions of Satisfaction	133

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

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Additional Readings

[3 Production Control Principles](#)

[6 Final Changing Rolesppt](#)

[BIM and Value Stream Mapping Robert Mauck](#)

[Competition and Collaboration are not mutually exclusive](#)

[Conflicts Between Contract Law and Relational Contracting](#)

[Contracting for Lean in Design Build](#)

[D DekkeronProcedures](#)

[Editorial Lean and Integrated Project Delivery](#)

[Five Big Ideas of Lean Construction](#)

[Flexibility In Long-Term Contractual Relationships The Role Of Co-Operation](#)

[Integrated agreement on one page](#)

[Integrated Project Delivery An Example Of Relational Contracting](#)

[Investigation of the Supply Chain of Wooden Doors](#)

[Keynote Case-SHEMC Lessons Case Study](#)

[Keynote Case-Temecula Valley Hospital](#)

[LEAN CONSTRUCTION THE CONTRIBUTION OF ETHNOGRAPHY](#)

[Lean in Design](#)

[Prefabrication and Pull Planning at Scale-Parkland Hospital](#)

[Presentation 02-The Big Room-final](#)

[Reliable Schedule Forecasting in Federal Design-Build Facility Procurement](#)

[Reverse Phase Scheduling Slides - George Zettel](#)

[Schedule for Sale Workface Planning for Construction Projects](#)

[Social Construction Understanding Construction in a Human Context](#)

[Transitioning to Integrated Project Delivery Potential Barriers and lessons learned](#)