



ONBOARDING TEAM MEMBERS

1.0 Why

In a project-based industry, it is common for groups and individuals who have never worked together to come together for a program or project. It is shortsighted to believe these individuals will immediately know how to work together and understand the project's Conditions of Satisfaction (CoS).

Onboarding is not a one-time event; it is a continuous process where concepts and culture are always reinforced.

A Lean/IPD approach to project delivery as described in the Lean Construction Overview is a significant departure from traditional delivery. Lean/IPD changes the culture of project delivery by using collaborative tools. Projects are relationship-based; business deals focus on common—rather than individual—goals. By eliminating Waste, Lean/IPD teams provide Value to the Customer.

Onboarding provides a way for team members to reach common levels of learning and project understanding as new team members are added to a project. Onboarding ensures that a team's—and organization's—cultural, behavioral and procedural environments are not disrupted.

2.0 What

Onboarding, also known as organizational socialization, is a way for new employees to quickly acquire the necessary knowledge, skills and behaviors to become effective organizational members. The process also ensures that team members quickly learn these traits to become effective sooner—thus helping to create a High Performing Team.

3.0 How

Onboarding begins before a new project is initiated or before a new team member joins an organization or project. Existing project leaders who are accountable for culture and behavior should conduct onboarding classes to emphasize the importance of change and the processes that will be used to drive that change. All project leaders should take turns leading these classes. It is imperative that all team members are onboarded and the content administered should be scaled and tailored to the role of each team member.

Involving team members in “learn-by-doing” activities as part of the onboarding process immediately sets the tone for desired collaborative behaviors; builds trust and camaraderie; and transfers ownership of the Lean/IPD process to all participants. Active participation should be interwoven with passive learning to keep the interest alive. Simulations and small-group activities, role playing or problem-solving sessions both teach and engage learners.

Onboarding is not a one-time event; it is a continuous process where concepts and culture are always reinforced. The better this process is incorporated into the project life, the better the results will be. It is not uncommon for a Breakdown to occur if a member firm or individual has not taken the onboarding class.

When leading an onboarding class, team leaders should:

- Clearly explain the Conditions of Satisfaction or guiding principles.
- Explain the imminent changes driven by Lean/IPD.
- Explain the WIIFMs (What is in it for me?).
- Gather risks and concerns and address them.
- Introduce the class to Lean/IPD concepts.
- Explain the expectations about Lean culture
- Describe the expectations about behavior and explain why they are important to Lean culture.
- Explain the need to listen to the customer and ensure they understand the work that they will perform.
- Explain the Business Deal or any other unique financial arrangements attached to the organization or project.
- Introduce Lean tools in the context of Lean culture.
- Provide basic project or organizational information.
- Provide basic information that team members will need to perform their roles.
- Provide contact information and resources that team members will need to perform their roles.
- Assess readiness at the end of the initial onboarding class.

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Quick Reference

Lean Construction Overview	15
Learning to See Waste	23
Conditions of Satisfaction	133

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

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Additional Readings

[1 Lean and IPD Panel](#)

[Commercial Terms to Support Lean Project Delivery](#)

[Lean Construction Prospects for the German construction industry](#)

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