



# TRANSFORMING a Design Firm

# What is HKS?

HKS

Purpose Statement: **Creating  
places that enhance the  
human experience.**

27

TWENTY-SEVEN OFFICES

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1,000

MORE THAN ONE  
THOUSAND EMPLOYEES

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# How do people react to change?



# Implementation of Lean in a Design Firm

1

“Tell us about this Lean Stuff”

“That sounds great for xx...  
We don’t need to implement Lean”

2

3

“We have a client that wants Lean - can you  
teach us everything you know in 5 minutes?”

“We need training yesterday!  
Please help!”

4

# 3 Important Facets



CULTURE



MANAGEMENT  
SYSTEM



IMPLEMENTATION

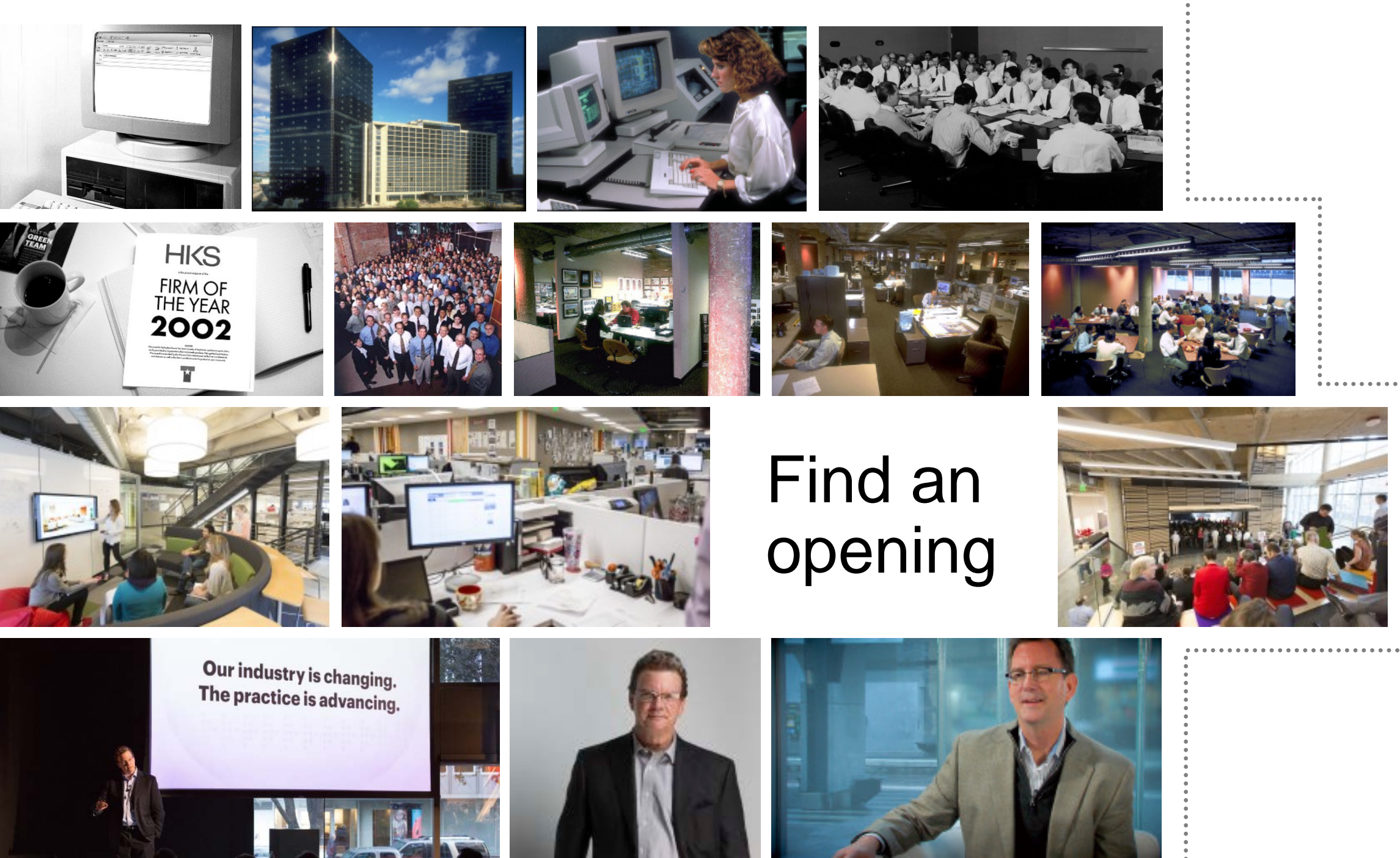


Find out what is in your existing culture that will work for your mission...

If you change your processes - your management system - your culture will change itself.

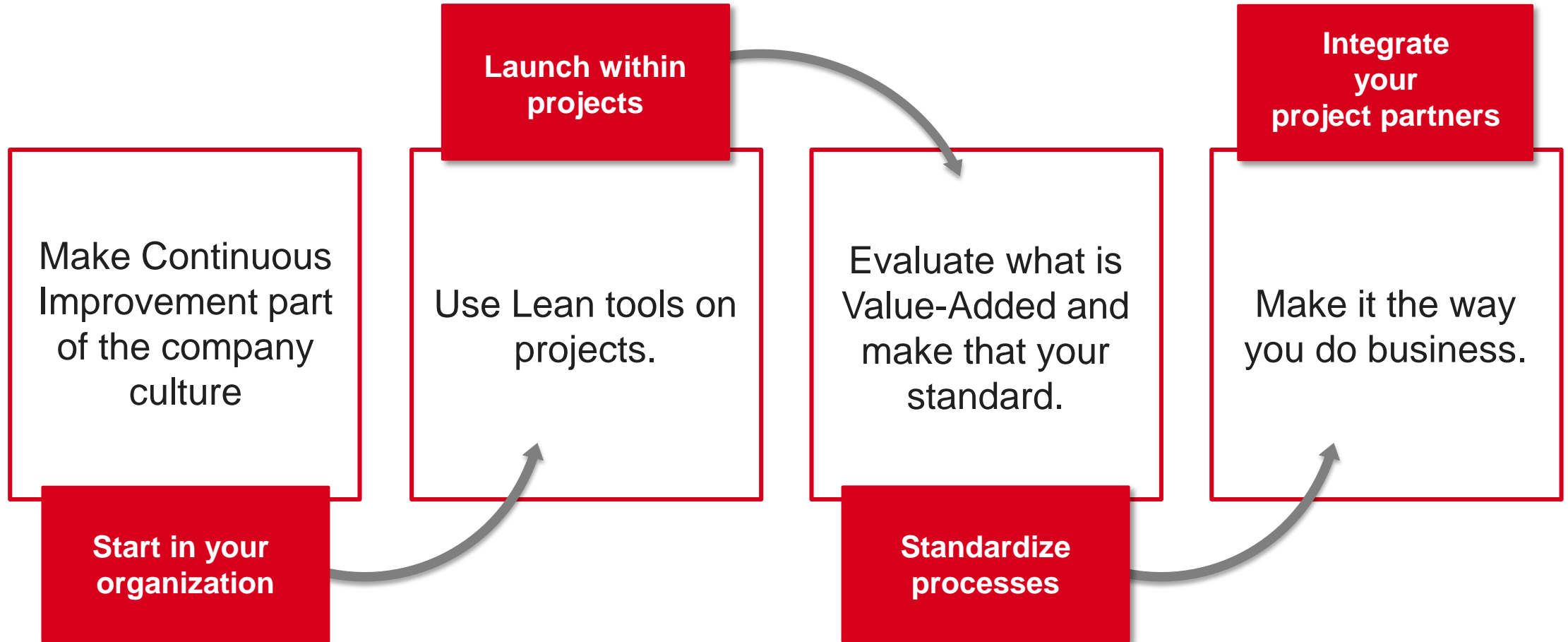
IDEA OF  
CULTURE

EXPERIENCE



Find an opening

# Lean is a Journey





# Company Wide

Leader Standard Work

Document Alternative Projects

Video Learning

Lean Boards

Yellow Belt for Architects

Develop Visual Controls

Project Name	Project Manager	Project Status	Project Budget
Project A	John Doe	Completed	\$100,000
Project B	Jane Smith	In Progress	\$200,000
Project C	Mike Johnson	On Hold	\$50,000

Item	Material	Quantity	Unit Price	Total Price
1	Steel Plate	100	\$10	\$1,000
2	Welding Rod	50	\$20	\$1,000
3	Paint	10	\$100	\$1,000



## TARGET VALUE DESIGN

### Background

Target Value Design (TVD) is a design process that focuses on achieving the lowest possible cost while maintaining the required quality and performance. It involves a collaborative effort between the design team and the client to define the project goals and constraints, and then to develop a design that meets these requirements at the lowest possible cost.

### Definition

Target Value Design (TVD) is a design process that focuses on achieving the lowest possible cost while maintaining the required quality and performance. It involves a collaborative effort between the design team and the client to define the project goals and constraints, and then to develop a design that meets these requirements at the lowest possible cost.

### How To

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### Counter-measures

Target Value Design (TVD) is a design process that focuses on achieving the lowest possible cost while maintaining the required quality and performance. It involves a collaborative effort between the design team and the client to define the project goals and constraints, and then to develop a design that meets these requirements at the lowest possible cost.

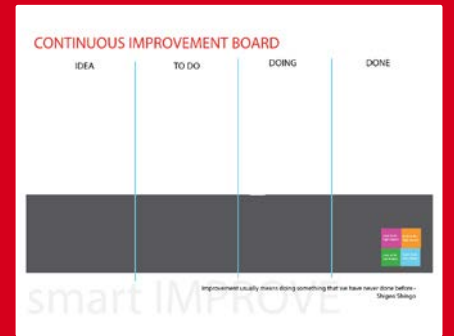
### Case Studies

Target Value Design (TVD) is a design process that focuses on achieving the lowest possible cost while maintaining the required quality and performance. It involves a collaborative effort between the design team and the client to define the project goals and constraints, and then to develop a design that meets these requirements at the lowest possible cost.

When the world turns upside down, it's nice to have someone upside down with you.  
-Unknown

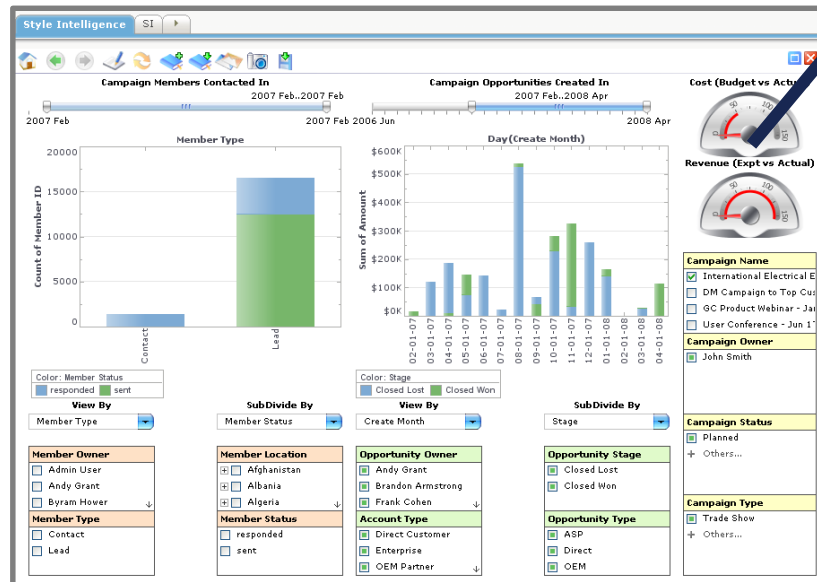
# Visual Control

- Goal Tracking: Scoreboard
- Work Plan
- Continuous Improvement Board
- Win Board



# Visual Control Details

## Goal Tracking “Scoreboard”



Develop Scoreboard for each team on the strategic goal we are working on for 2015

Plus/ Delta with all Team Managers by the end of the year. Make modifications/ Improvements for 2015

## Work Plan



# Visual Control Details

## Continuous Improvement Board

**CONTINUOUS IMPROVEMENT BOARD**

IDEA	TO DO	DOING	DONE

smart IMP

Improve

er done before-  
Shigeo Shingo

**HKS**

**BEFORE:**  
What is the problem?

**AFTER:**

Why is it happening?

Potential Solution:

**Effect**

Name	Date	Status

Anyone can put  
an idea-  
Team helps  
them solve it.

Celebrate team  
and individual  
achievements  
publicly

## Win Board

**WIN BOARD**

**WINS**  
First Quarter 2014

**WINS**  
Second Quarter 2014

How Did We Win Today?

Jeff Bezos  
Amazon  
September 2014

Billie Belknap  
Learn The Supply  
Great Ball  
September 2014

smart CELEBRATE

All anyone ever asks for is a chance to work with pride.  
-W Edwards Deming



# Transformation has to start with Leadership...



If you cannot sell it to

these guys...

you won't sell it...

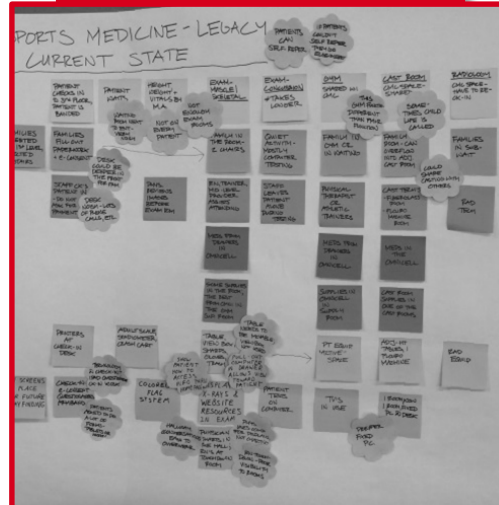
# Lean is a Journey

**Launch within projects**

**Integrate your project partners**



**Start in your organization**



**Standardize processes**







We need champions  
at every level  
in every office



# Goals

Facilitate: Pull Planning

Process Mapping

Kaizen- Q&E

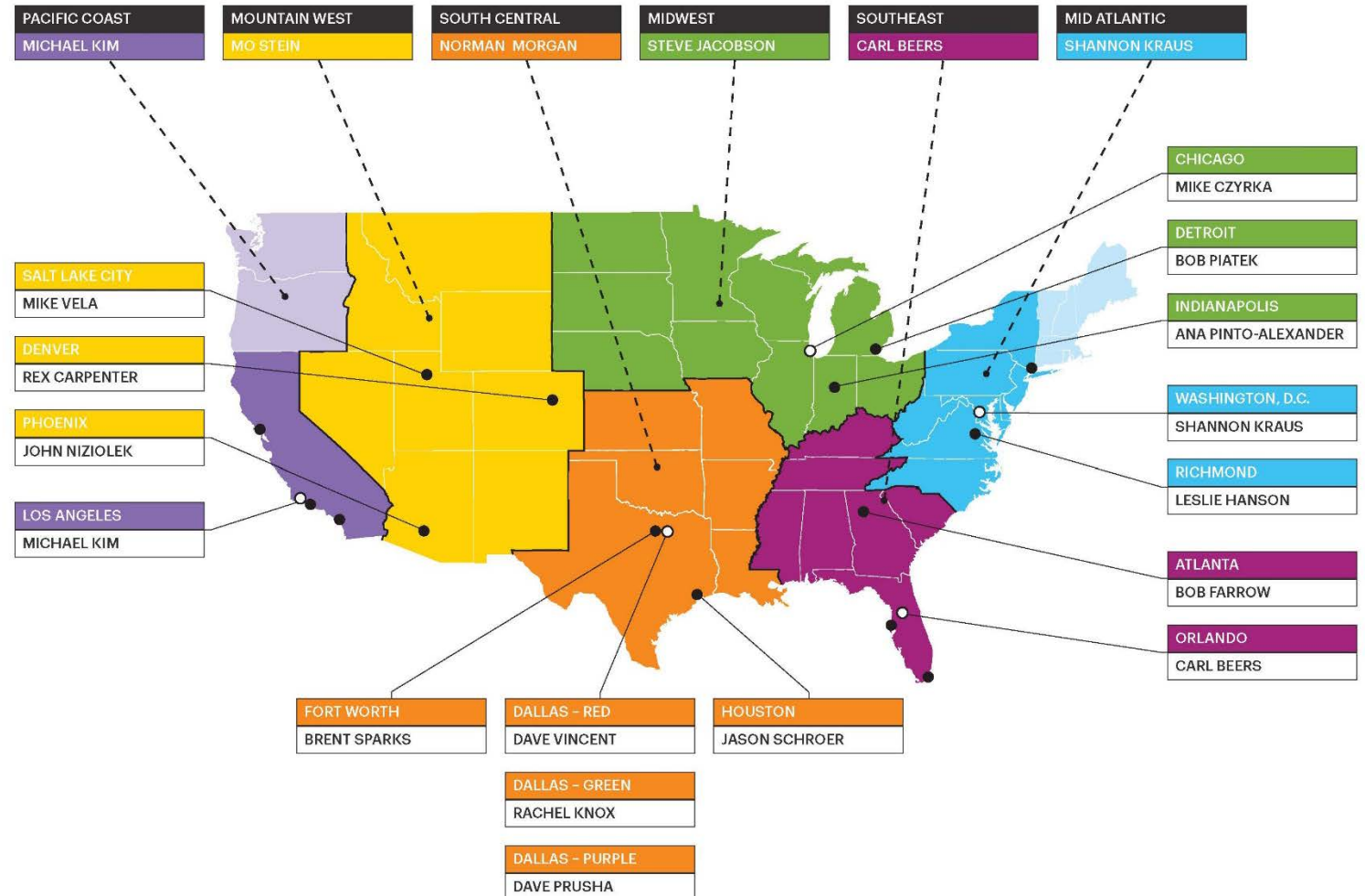
A3s

SWI

Spaghetti Diagrams

Gembas

Commit to one formal  
Lean Six Sigma Project





# Education Plan



## Lean Education Topics

Lean Champion	MOUNTAIN																								SOUTH CENTRAL										Chicago
	Knox		PACIFIC				Denver		Phoenix		Salt Lake City		Dallas- Red		Dallas- Green		Dallas- Purple		Fort Worth		Houston														
	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date													
Need	Alretta Van der Walt		Marius Nimitz							Irene Clark		Vinson Johnson		Bernita Belkman	Bernita Belkman	Bernita Belkman							Kimberly C												
Need more													Linden Ungileletu	Mike Murre																					
Done														Paul Ungileletu																					
Subject	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date	Instructor	Date													
Intro to Lean												vinson		Linden	soon	P/M	soon	L/P/M	soon	L/P/M		Andrea													
Creating Standard Work														Linden	August		August	L/P/M	August	L/P/M															
A3														Linden	October		October	L/P/M	October	L/P/M		Carilla													
2P (production, Process)																																			
3P (Production, Process, Personal)																																			
Pull Planning														Linden	June		June	L/P/M	June	L/P/M		Andrea													
Value Stream Maps														Linden	May		May																		
Target Value Design																																			
5S														Linden	December		December	L/P/M	December	L/P/M															
Kaizen														Linden	April		April	L/P/M	April	L/P/M															
Big Room																																			
Gemba																																			
Waste																																			
Spaghetti Diagrams																																			

Lean Education Topics

Materials

Training Powerpoint

Simulations

Lean Board

Booklet or Print Materials

Subject

Intro to Lean

Lean Presentation

Dot Card Game

Intro

Need

## Lean Education Topics

<b>Materials</b>	Training Powerpoint	Simulations	Lean Board	Booklet or Print Materials
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## Subject

Intro to Lean	<a href="#">Lean Presentation</a>	Dot Card Game	<a href="#">Intro</a>	
Creating Standard Work		Mr Potato Head Game		
A3	<a href="#">A3.pptx</a>		<a href="#">A3.pdf</a>	
2P (Preparation, Process)				
3P (Production, Preparation, Process)				
Pull Planning	<a href="#">PullPlanning.pptx</a>	<a href="#">Christmas Dinner DotCardGame</a>	<a href="#">Pull Planning.pdf</a>	<a href="#">PullPlanningWorkBook</a>
Value Stream Maps- Process Mapping		Toast Kaizen		
Target Value Design		Marshmallow Game IDEO Video DotCardGame	<a href="#">TVD.pdf</a>	
5S		NumbersGame		
Kaizen				
Big Room		Examples		
Gemba				
Waste		WasteWalk		
Spaghetti Diagrams		Toast Kaizen		

Need  
Need more  
Done

# Just Do It

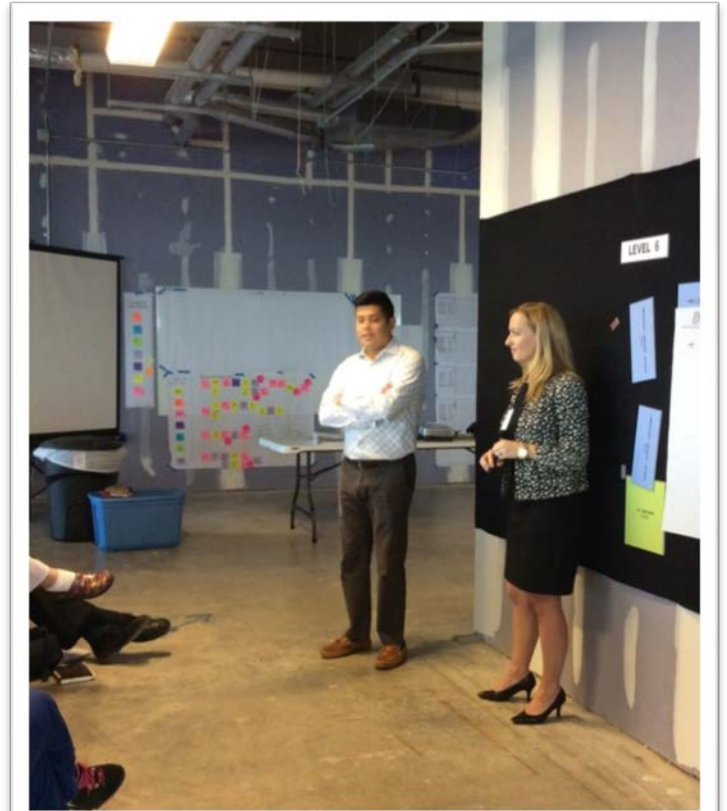
Visual Control



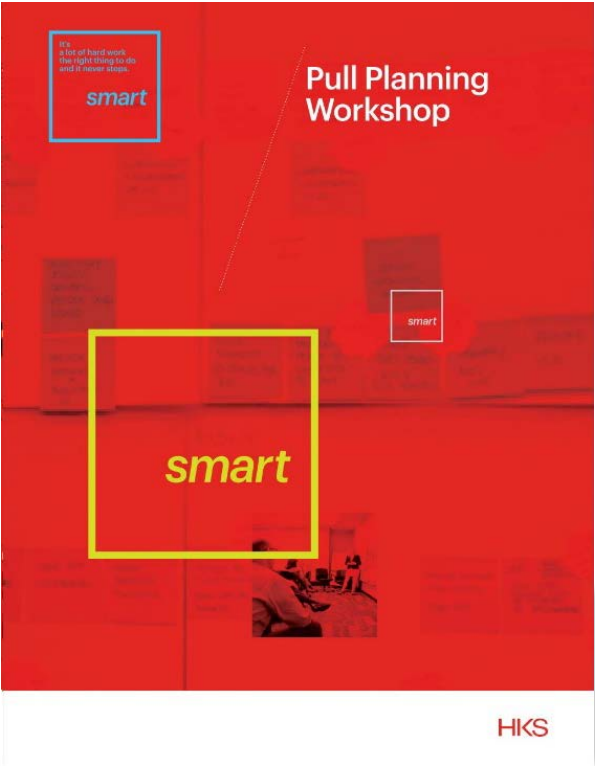
Training



Make it the  
Way We Work



# Embrace Your Bureaucracy



Standard Work Instruction	Organisation	ACH LPD Team	PRODUCT	APPROVED BY	STANDARD WORK INSTRUCTION
PROCESS	E-Builder Filing	TYPE	Document	CHECKED BY	Are the documented best way known today to perform an activity or job and it's created by the people doing the work, facilitated by their leader.
UNIT OP / EQUIP	Computer	CREATED BY			
PROCESS NAME	Builder Filing of Official Document	REV.	Unit Rev #	DATE	SAFETY QUALITY
STEPS	MAIN STEPS	DETAIL PROCEDURE	KEY POINT	FIGURE EXPLANATION	
1	Drawing is prepared for issue	Follow SWI for naming documents and name of document set are	Please list what is vital to the completion of work.		
2	Decide the nature of the issue	Is this issue for construction, is the funding approved for it to be released?	This is used to verify the quality or safety of the project.		
3	How Construction Issues are under archived	If documents are not to be released for construction, the issue is in the archived set. Create a new folder with the date and title of the issue, and the name of the document.	We need to verify the information that is ready to be built, but will give the team a new information for review, pricing, and coordination.		
4	Update the collated set	Replace issues as shown in the collated set from new issue. Add details for	For each of these issues a collated set will include any reference and pricing.		
5	Construction Issues are under Issued for Construction	If an issue or a portion of an issue is ready for construction, the issue is not funded, drawing should be placed in the Collated or Construction Documents folder. Replace any documents that have previously issued for construction with new issues as they are approved.	One folder access is used to understand what documents are released for construction.		
6	Enabling Documents	Drawings that have been issued by the LPD team, the team necessary for construction of a project.	These documents are issued by the team in this folder for reference.		
7	Audit Folders Weekly	To ensure clarity with these folders an administrative needs to audit and review the documents, filing of these folders	The need to assure it is process to success.		

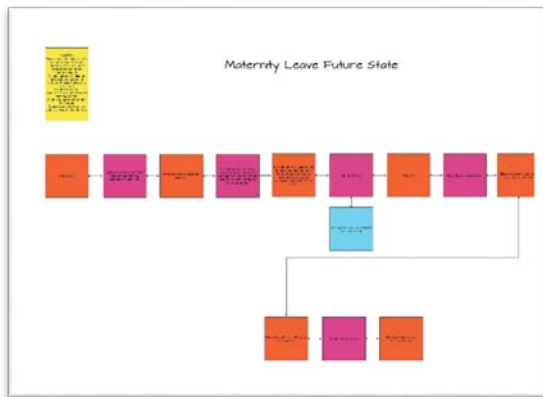
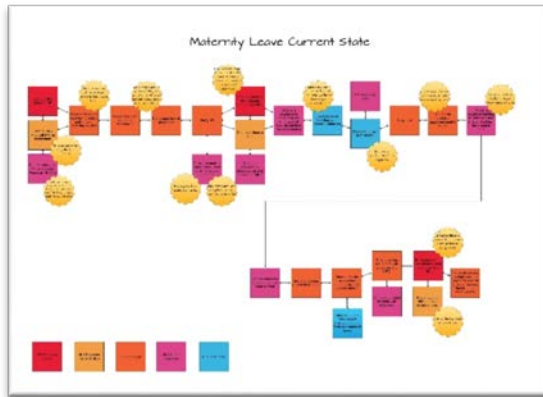
Know your audience...



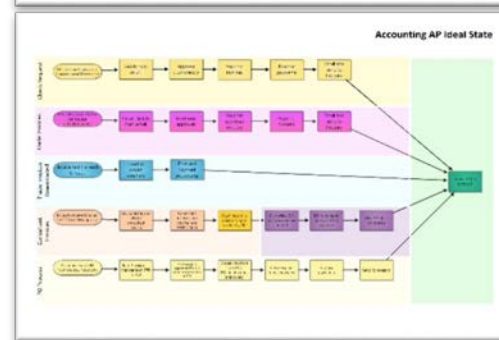
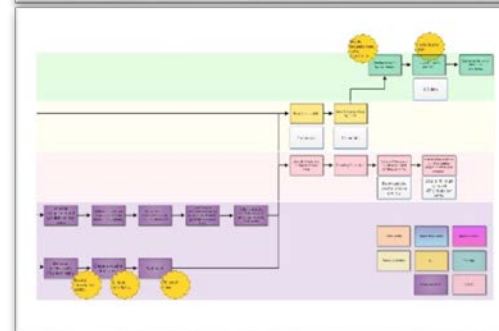
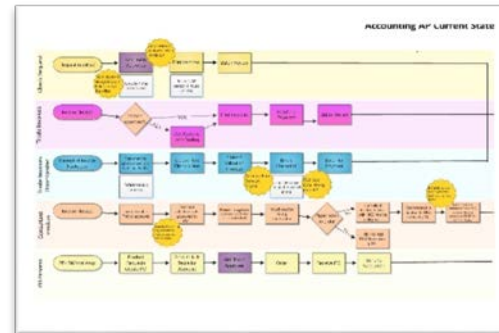


# We are doing it and you don't even know...

## Human Resources

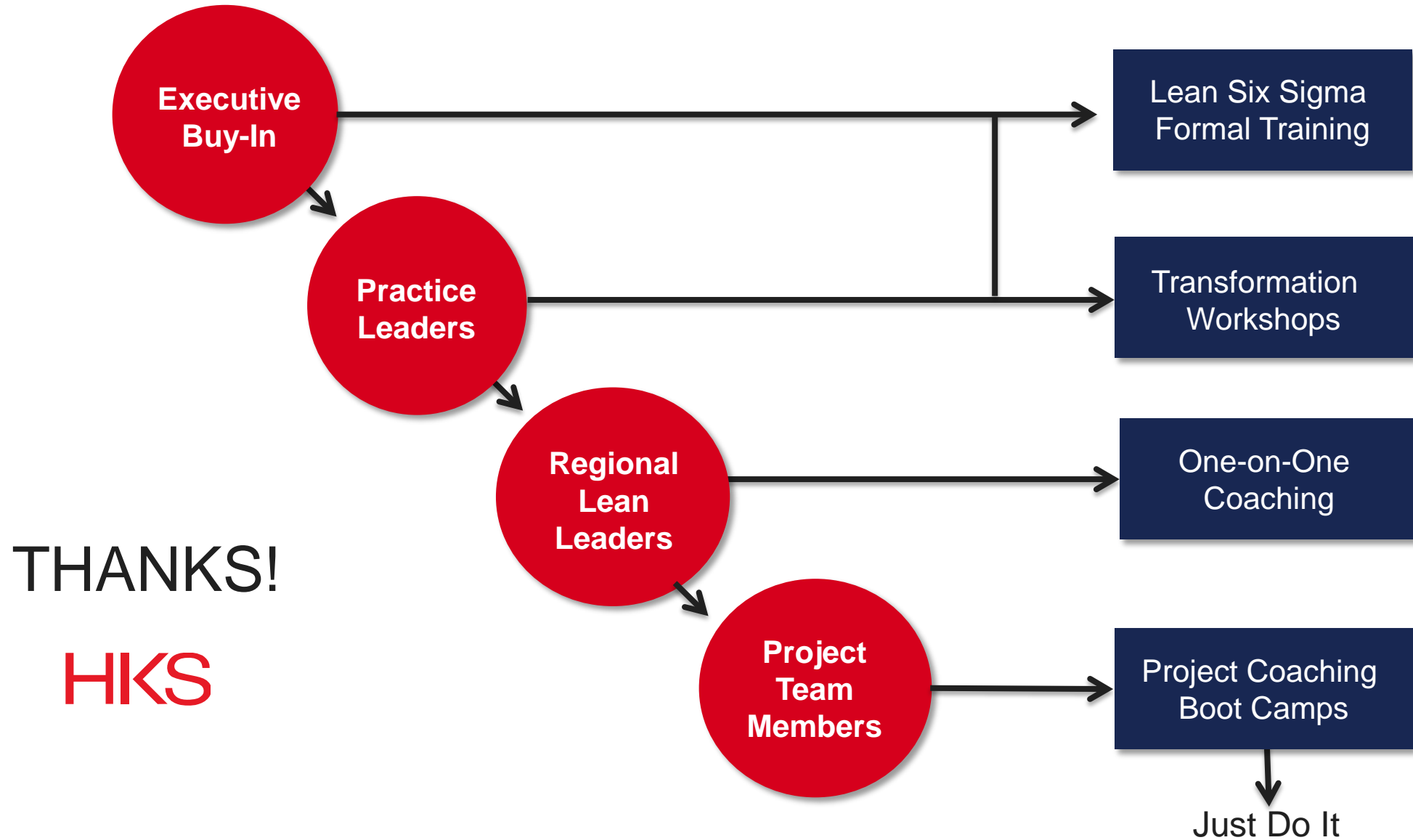


## Accounting



## Communications





# Tell us about you...

What's your transformation story? What's worked well? What hasn't?

How have you managed people through change?

How do you balance project work and being a change champion?

# Remember...

People support what they help create

Leverage staff talent

Communicate – Before, During and After

Remove Barriers

Respect

*A bad process will beat a good person every time.* – W. Edwards Deming



Questions?

Comments?

I want to know more

You're  
crazy