Presentation

TAKING THE FIRST STEP TO LEAN
LAST PLANNER SYSTEM® OBSERVATIONS

27 March 2015
BACKGROUND

INTRODUCTIONS

PETER UKSTINS
Director – Integrated Construction

CHRIS SCANLON
Vice President - Integrated Construction
LEAN OVERLOAD
LEAN OVERLOAD
FIND INSPIRATION

Sam Moses
Parkland Hospital

http://leanconstruction.org/

http://leanconstruction.org/
LEAN OVERLOAD
LEARN FROM OTHERS

2013 LCI Conference – A3 Study

2013 Lean SmartMarket Report

Firms Planning to Implement Lean Practices by 2016
(According to Those Familiar with But Not Currently Implementing Practices)


- Full Planning: 28%
- Just-in-Time: 13%
- Lean Construction: 6%
- Last Planner System®: 5%
- Six Sigma: 3%
- Toyota Way: 0%

33%
Look for opportunities where Lean can make a meaningful impact at your company.
DEVELOP THE CORPORATE STRATEGY
<table>
<thead>
<tr>
<th>Corporate Mandate</th>
<th>Targeted Approach</th>
<th>Awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Big Bang!</td>
<td>• Invitation to participate</td>
<td>• Education offered</td>
</tr>
<tr>
<td>• “All project” adoption</td>
<td>• Open minded project teams</td>
<td>• Projects reach out for help</td>
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**Aggressive**  

**Passive**
DEVELOP THE CORPORATE STRATEGY

OBSERVATION #2

Identify an implementation strategy that works for your company.
DEVELOP THE CORPORATE STRATEGY
SHARING OBSERVATIONS

What is your strategy?

What are some challenges?
SELECTING THE RIGHT PROJECT
SELECTING THE RIGHT PROJECT

Selection Criteria

- Identify 2 projects
- Start Up in next 60-90 days
- Early subcontract award
- Well established DAVIS project team
- Achievable project schedule
- 12mo – 24mo duration
- Repetitive from floor to floor
- Willingness from project team to adopt new practices
SELECTING THE RIGHT PROJECT

PROJECT #1 - RESTON RESIDENTIAL

Contract value $92,394,554
Contract duration: 25 months
SELECTING THE RIGHT PROJECT

PROJECT #2 - ???

7900 Westpark Drive
Tysons Corner, VA

Square 450
Washington, DC

900 16th St, NW
Washington, DC
SELECTING THE RIGHT PROJECT
MADEIRA SCHOOL RENOVATION

Contract value $10,859,581
Contract duration: 11 wks
SELECTING THE RIGHT PROJECT
MADEIRA SCHOOL RENOVATION
IMPLEMENTING THE LAST PLANNER
FOUR PILLARS TO SUCCESS
IMPLEMENTING THE LAST PLANNER SYSTEM
THE FOUR PILLARS TO SUCCESS
THE FOUR PILLARS TO SUCCESS

EDUCATION
THE FOUR PILLARS TO SUCCESS

EDUCATION - LEAN BOOTCAMP
THE FOUR PILLARS TO SUCCESS
SHARING OBSERVATIONS

How do you provide education?

How do you bring teams up to speed on LPS?
THE FOUR Pillars TO SUCCESS

EDUCATION - LEAN BOOTCAMP

Madeira School
Lean
Construction
Boot Camp
THE FOUR PILLARS TO SUCCESS

EDUCATION - OBSERVATION #3

People will only buy in to a process if they understand and believe in what you are doing.
THE FOUR PILLARS TO SUCCESS
COLLABORATIVE PLANNING

SUCCESS

Education

Collaborative Planning
THE FOUR PILARS TO SUCCESS

COLLABORATIVE PLANNING
THE FOUR PILLARS TO SUCCESS

COLLABORATIVE PLANNING
THE FOUR PILLARS TO SUCCESS
COLLABORATIVE PLANNING
THE FOUR PILLARS TO SUCCESS

COLLABORATIVE PLANNING

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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The Four Pillars to Success: Collaborative Planning

THE FOUR PILLARS TO SUCCESS

OBSERVATION #4

How you arrive at a plan is at least as important as the plan itself.
THE FOUR PILLARS TO SUCCESS

OBSERVATION #5
THE FOUR PILLARS TO SUCCESS

OBSERVATION #5

If food is not provided it will be mentioned at every +/- analysis.
THE FOUR PILLARS TO SUCCESS

COMMITMENT

SUCCESS

- Education
- Collaborative Planning
- Commitment
THE FOUR PILLARS TO SUCCESS

COMMITMENT – WEEKLY WORK PLANNING
THE FOUR PILLARS TO SUCCESS

COMMITMENT - TEAM WORK

- Project Executive
  - Phase Planning
  - Weekly Work Plans
  - Daily Huddles
- Project Engineer
- Superintendent
The weekly work planning process is key to the creation of reliable workflow.
The weekly work planning process can eliminate the need for traditional subcontractor meetings.
THE JOURNEY BEGINS
ACCOUNTABILITY

SUCCESS

Education
Collaborative Planning
Commitment
Accountability
THE FOUR PILLARS TO SUCCESS
ACCOUNTABILITY – DAILY HUDDLE

Complete; kem’plit;
Done, Done, Done.
Having every necessary part or everything that is required to be finished.
You can not say “done except for...."
THE FOUR PILLARS TO SUCCESS

OBSERVATION #8

Daily huddles greatly reduce the number of issues that arise between trades.
THE RESULTS ARE IN (MOSTLY)…
Discuss results success from Reston and Madeira School
SO FAR....

DAVIS First Boot Camp 3/6/14

DAVIS First Pull Plan Session 3/19/14

9

30+
# SO FAR....

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<tr>
<th>Project</th>
<th>Type</th>
<th>Boot Camp</th>
<th>Pull Plan</th>
<th>WWP</th>
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SOME FINAL OBSERVATIONS
SELECTING THE RIGHT PROJECT

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• Identify 2 projects
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• Early subcontract award
• Well established DAVIS project team
• Achievable project schedule
• 12mo – 24mo duration
• Repetitive from floor to floor
• Willingness from project team to adopt new practices
Job characteristics don’t matter when selecting projects, only the team’s desire for improvement.
SOME FINAL OBSERVATIONS

ROOM FOR IMPROVEMENT
SOME FINAL OBSERVATIONS

ROOM FOR IMPROVEMENT

5S’s

1. Sort
2. Straighten
3. Shine
4. Standardize
5. Sustain
SOME FINAL OBSERVATIONS

OBSERVATION #10

Don’t let “perfect” get in the way of “better”.
10 OBSERVATIONS RECAP
LOOKING BACK

10 OBSERVATIONS

1. Look for opportunities where Lean can make a meaningful impact at your company
2. Identify an implementation strategy that works for your company
3. People will only buy into a process if they understand and believe in what you are doing
4. How you arrive at a plan is at least as important as the plan itself
5. If food is not provided it will be mentioned at every +/- analysis
6. The weekly work planning process is key to the creation of reliable workflow
7. The weekly work planning process can eliminate the need for traditional subcontractor meetings
8. Daily huddles greatly reduce the number of issues that arise between trades
9. Job characteristics don’t matter when selecting projects, only the team’s desire for improvement
10. Don’t let “perfect” get in the way of “better”
THANK YOU!

PETER UKSTINS
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CHRIS SCANLON
VP – Integrated Construction
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