

The Simply Lean Pocket Guide for Construction Tools for the Elimination of Waste in the Design-Bid-Build Construction Project Cycle!

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Review

This book - without a named author on the cover - has an interesting title. At last a much needed textbook in English about Lean Construction.

However, the book does not deal with *Lean Construction* in the sense it is discussed in IGLC but rather with applying the Toyota principles to home building and a closer look leaves one with a feeling of having standard stuff just twisted a little to suit the production process as dealt with in customized mass production in a fairly stable system compared to the 'real' construction project's complexity.

That said, the Toyota principles are dealt in an easy to understand way, but without Last Planner, the kingpin in lean construction and no theory either. Well, theory may be excused in a pocket guide, but LPS!

So, disappointed, I was on the brink to put it aside but then I came to think about it once again.

This is not a book about Lean Construction as the IGLC community understands it, but is indeed a book about '*lean in construction*' and therefore highly relevant in the improvement of the construction process. And it raised to me a question about whether we have had too much focus on the project management or the flow side - the Last Planner approach - and have forgotten the other side - the improvement of the operations - 5S, Kaizen, etc. The whole Toyota toolbox!

I came to think of IGLC 13 in Sydney, Australia where we had a fierce discussion about where to start the implementation of lean in construction: in the project or in the company. From a flow point of view I argued that project was the place to start whereas my opponents from the industry argued that the company was the right place. It has taken me five years and this book to recognize that the answer is '*both*'. In going lean you need to understand the concept of flow - in my opinion best discussed by Eliyahu Goldratt - and the concept of making operations lean as advocated by Womack et al.

Goldratt's associates Suzan Bergland and Jeff Cox discuss this in their inspiring business novel *Velocity* and demonstrate the distinct difference between the two

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approaches, but also indicates how they may be combined. Very inspiring and a challenge to the Lean Construction community.

Back to book in question I came to recognize that this is a book about a topic unfamiliar to me. So how can I review it?

I'm no more familiar with the Toyota principles than the next person, so somebody else should look at the book as a *proper* review. However, I have had some speculations about the format. Why a pocket book. The size makes it difficult to read, the binding makes it difficult to copy and enlarge forms and ... By and large it is a textbook, so why not let it be so? The answer is that the booklet is a part of a course package, but still?

Hayes, Shawn, Mark Tapping & Brian Sedwick (2008) *The Simply Lean Pocket Guide for Construction - Tools for the Elimination of Waste in the Design-Bid-Build Construction Project Cycle* · Spiral-bound: 239 pages · Publisher: Don Tapping; (October 2, 2008) · ISBN-10: 0979966566 · ISBN-13: 978-0979966569

Reference

Bergland, Suzan & Jeff Cox (2010) *Velocity: Combining Lean, Six Sigma, and the Theory of Constraints to Achieve Breakthrough Performance: A Business Novel*. Simon & Schuster

