

Conditions of Satisfaction and the Last Planner System® for LEED Success

You don't get LEED points just for saying you care about sustainability. You get them by aligning values with action. That's where Lean's Conditions of Satisfaction (CoS) and the Last Planner System® (LPS) become your not-so-secret weapons for delivering on LEED goals.

✓ Conditions of Satisfaction: Make LEED Real by Defining the “Why”

LEED is a certification. CoS is your chance to define what that certification *means* to your team, your client, and your planet.

When LEED-related goals are baked into the Conditions of Satisfaction, they stop being optional extras and become part of how you define success. Think beyond “get the plaque.” Think “build a legacy.”

Here's how to use CoS for LEED:

Host a CoS workshop early (before design starts). Invite owners, end users, designers, and sustainability consultants.

Ask why LEED matters. What does sustainability mean to this client, in this place, for this project?

- **Write measurable, values-based statements the define success**, such as:
 - “Divert 90% of construction waste from landfill”
 - “Achieve Energy Use Intensity (EUI) target of 28”
 - “Use only low-emitting materials for occupant health”
 - “Showcase the building as a sustainability learning tool”

These CoS statements guide every decision through the lens of *why* sustainability matters, not just what you're trying to achieve.

Pro tip: Turn these CoS into project visuals or dashboards that the team can rally around. It's easier to stay on track when you can see the goals.

The Last Planner System®: Turn Those LEED Dreams Into Done

Let's be honest—most LEED points don't die in design. They die in execution. Someone forgets to submit a product cut sheet. A low-VOC material gets substituted. Air filters don't get installed before the test.

The Last Planner System® helps teams **make and keep promises**, which is *exactly* what LEED documentation depends on.

Here's how to use LPS to keep your LEED points alive:

In Design

- **Milestone Planning:** Set clear deadlines for energy modeling, material vetting, daylight simulations, and LEED documentation submittals.
- **Pull Planning:** Bring the whole design team together to map dependencies across trades. Get everyone aligned on when LEED-related tasks *actually* need to happen.
- **Design Cycle + Make Ready Planning:** Identify and remove constraints—like waiting on environmental consultants or delayed data from manufacturers—before they blow up your schedule.
- **Weekly Work Planning:** Team accountability for LEED-related deliverables week by week. Not just “I'll get to it”—but “I commit to this task, and here's what I need to succeed.”

In Construction:

- **Milestone Planning:** Schedule key LEED field verifications—erosion control checks, IAQ management, low-emitting material compliance.
- **Make Ready + Lookahead Planning:** Ensure crews know *what* is needed and *when* for LEED credits (like filter installs, moisture protection, or product documentation).
- **Weekly Work Planning:** Treat LEED-related field activities (air barrier testing, MEP commissioning) like critical path work. Track it. Plan it. Deliver it.
- **Daily Huddles:** Elevate LEED compliance topics like tracking recycled content, verifying material origins, or enforcing waste diversion logistics.

Pro tip: Make LEED part of the conversation in every weekly planning meeting. If it's not in the plan, it's not getting done.