Standing on the shoulders of giants

Natalie J Sayer & Alan Mossman

Alan Mossman

*lean design & construction consultant, coach & author*

gardener, dancer, singer

*architecture & management degrees*

user participation & systems management research

> management & organization development

> lean construction since 2001

*director*, The Change Business Ltd, based in UK

founding Director LCI-UK

founder member LCI Education C’tee in the US

cod-developer Last Planner simulation

tool editor-at-large of *Lean Construction Journal*

owner, *Lean Construction Network* on Linkedin


http://linkd.in/lcnetwork

Natalie J Sayer

Engineer and Executive Coach
30+ years of CI and Lean experience

> People, culture and process development

*Bilingual Leadership work in Europe & the Americas*

Lead author, *Lean For Dummies*, 2007 / 2012

*Report: Status of Lean in US Construction Industry 2012*

*Founder/Principal*, The Blair David Company

pioneer, coach, consultant, singer, author, actress

it takes longer than you think

it’s never ending

its hard work

... and its worth it

people are the key

look after your people, culture

use tools in support
Who have we talked to?

- corporate leaders: 19
- senior managers: 42
- multinational: 15
  - large: 9
  - medium: 30
  - small: 5
- constructors: 32
- specialists: 5
- architects: 7
- engineers: 4
- clients: 7
- academics: 3
- consultants: 8
- clients: 3
- academics: 8
- consultants: 8

70 men
8 women

when did they start their journey?

N America 58
Europe 12
rest of world 2

we asked:

What if everyone were going lean?

work more fulfilling
create more value
less litigation
less stress
less waste
safer
get better faster, better planning
whole industry more reliable
better people to work with
improving lots of things
more from resources
increase efficiency

... and some companies won't get it & will disappear

on condition of anonymity

lean spectrum

Buzz
Word
Doing
Projects
Method
Operating
System
Philosophy
Culture
Mindset
Being

X
lean is ... = Business Strategy → Competitive Advantage

- Mindset
- Operating System
- Effective Delivery of Value
- Respect for People / Continuous Improvement
- customer value
- flow
- pull
- value stream
- perfection
- everyday improvement
- tools

we asked:

What are you reading?

- Lean Turnaround
- Being Wrong
- Drive
- 5S for Operators
- Its your Ship
- The Serving Leader
- Toyota Kata
- Factory Physics
- Elegant Solutions
- A Collaborative Species
- 5th Discipline
- Safe by Accident
- Lean Leadership
- Creating a Lean Culture
- Bursts
- The Toyota Way
- Getting to Yes
- The Minding Organization
- Product Development for the Lean Enterprise
- ...

Almost everyone is reading; many more than one book

75 books mentioned by 78 interviewees

we asked:

Why do you continue to invest in lean?

- it's safer
- our people see the benefits of planning
- ROI = 20:1
- its good business
- competitive edge
- teams go home on time
- bidding success
- capital costs down 30% in 2 yrs
- costs are in control

because the client requires it
we asked:

how are you measuring your success with lean?

On projects:
- PPC; # RFI; defects
- productivity; profit
- safety; hazard reduction
- survey subs & owners
- staff satisfaction
- customer satisfaction
- systematic surveys

Organizationally:
- many companies are not measuring!!
  - “I wish I could”
  - “we’re not - & I can see the benefits”
  - “trying to find ways to measure ‘value’”
  - “no lean specific metrics”
  - “difficult to separate out”

and remember

measurement is important and ...

what can be counted
doesn’t necessarily count
what counts
can’t always be counted

we asked:

Where should our industry focus next?

Lean in University Educate owners
Continue to progress Optimize the whole lifecycle
Value Create production processes
Collaboration Pre-fab/modularize
Trust Procure beyond cost
Partnership Involve the whole supply chain
Become a holistic industry

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thoughts?
you want to transform your project or business; what else would you like to know?

make some notes

discuss in small groups

Thank you

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