

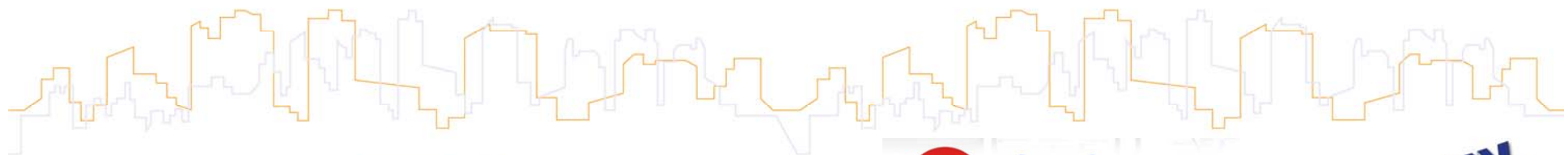
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NORTHERN LINE EXTENSION PROJECT



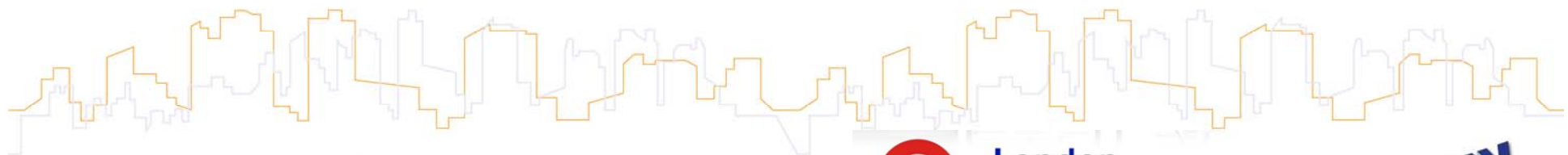
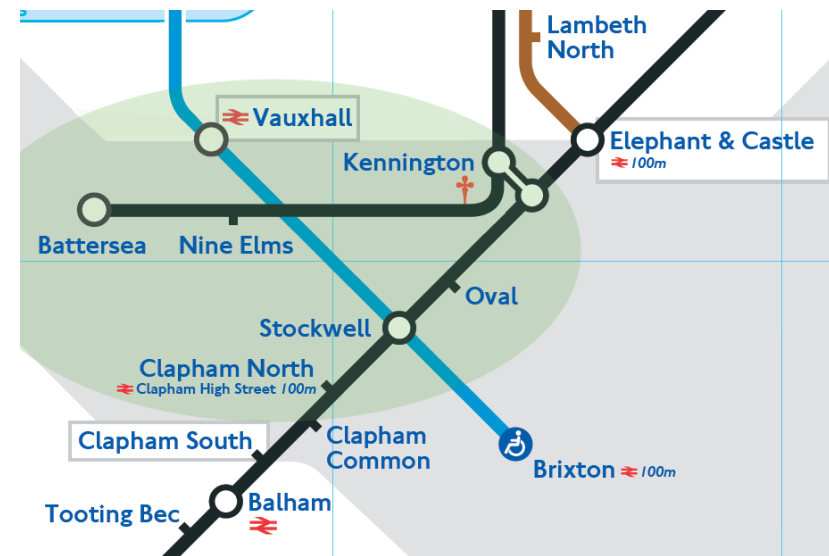
Using lean to deliver a new railway

Graeme Shaw, Transport for London



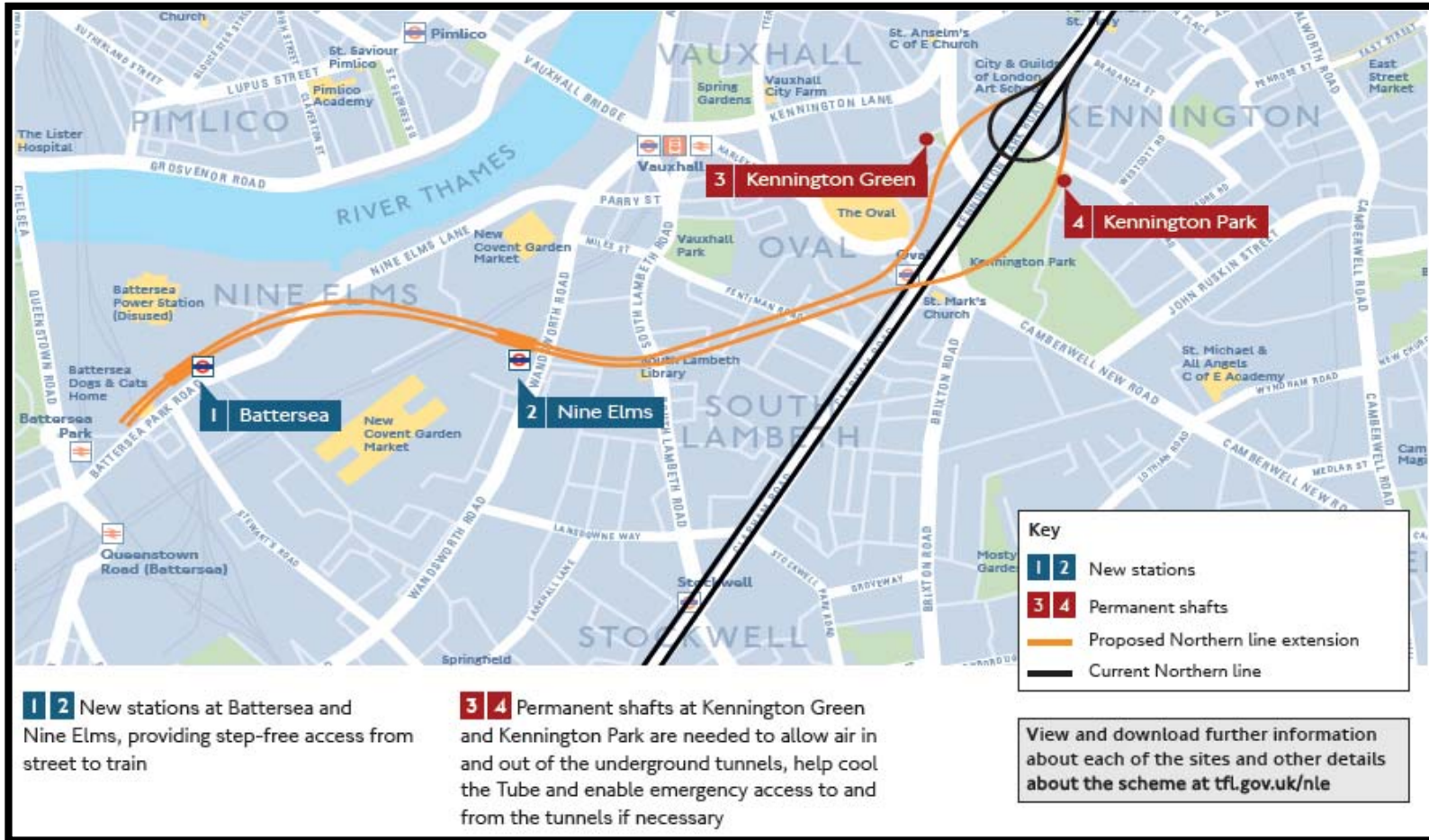
The Northern Line Extension

- £1bn, 3.2km new railway
- 2 new stations
- 18,000 new homes
- 24,000 new jobs
- Complete by 2020



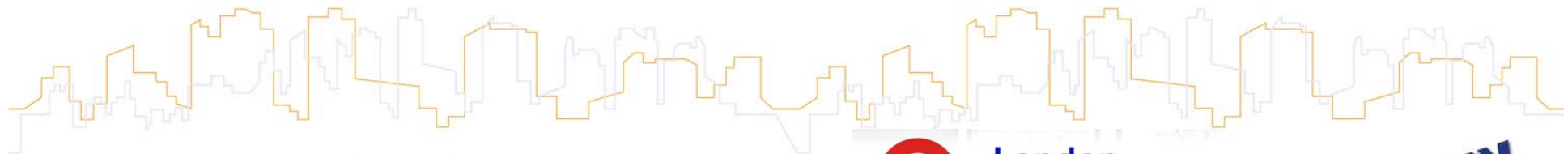
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The Route



Trojan Tube

- LU Station Upgrades
- LTP
- 220,000 work hours
- Over £20m of savings
- Cultural change achieved



The NLE will be

- The Eden Project
- Collaborative - BS1100(?)
- Empowered and embedded
- Laughter, not screams



The NLE will have

- No rear view mirrors
- Minimal email traffic
- Challenging discussions
- Perpetual Challenge from below



The NLE will

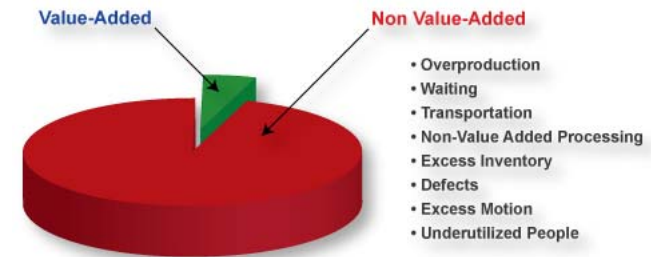
- Transform the supply chain
- Rotate, and rotate, and rotate
- Direct the help we need
- Ask why without fear

WHY NOT?



The NLE team will become

- Leaders in waste elimination
- Behaviourally focussed
- Understand motivation
- Relentless, Inquisitive, Loud



Why so sure we will succeed?

- They are better than we think
- Empowerment creates shiny eyes
- They will solve problems we don't know exist
- Let me explain why..



NOWRI

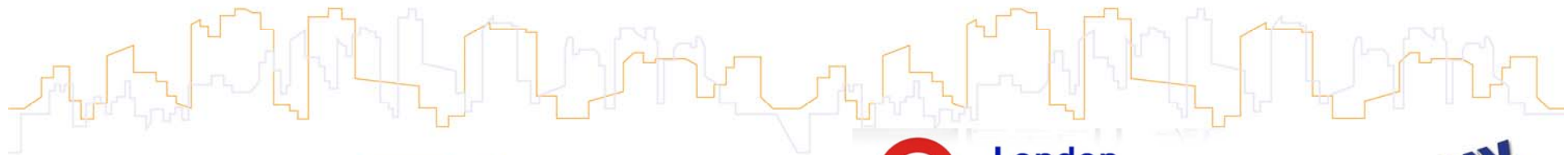
Notice Of Works Ready For Inspection

‘You may use your bathroom now’



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The step shouldn't move



SKANSKA

 **mace**

 **COSTAIN**

 **carillion**

 **Colas**



**London
Underground**

LCI-UK

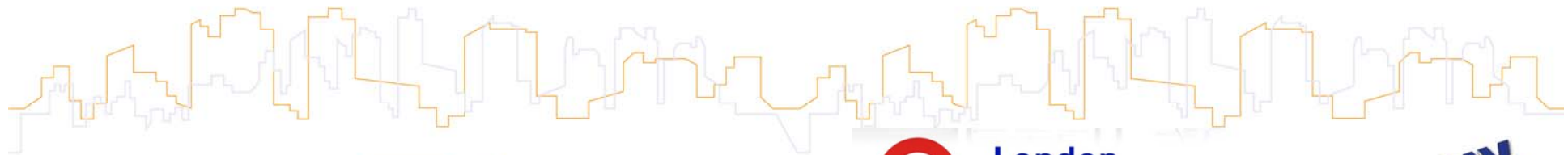
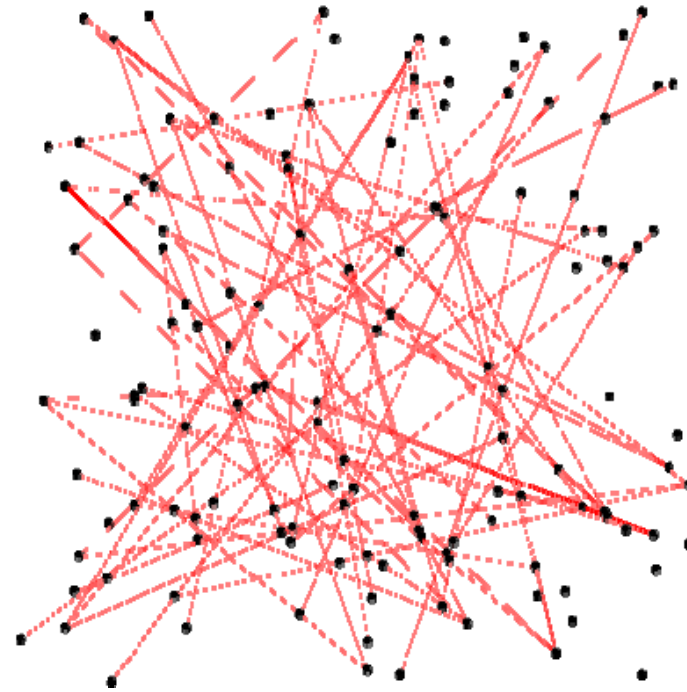
Work the contract, stupid

- 573 overdue responses – blame culture
- Leadership style experiment - 543 overdue responses
- 5 day LBE - 35 overdue responses



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OMG the central line is closed



SKANSKA

 **imace**

 **COSTAIN**

 **carillion**

 **Colas**



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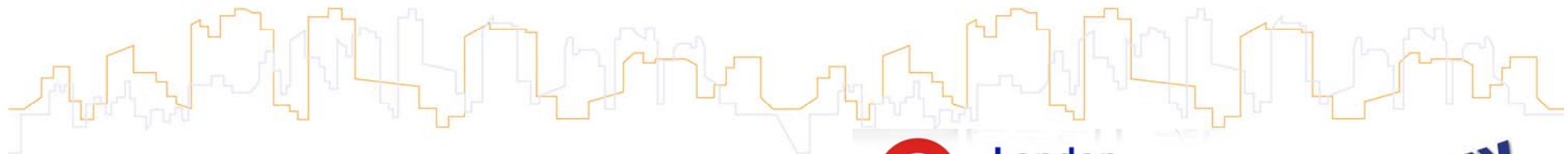
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Who do you work for?

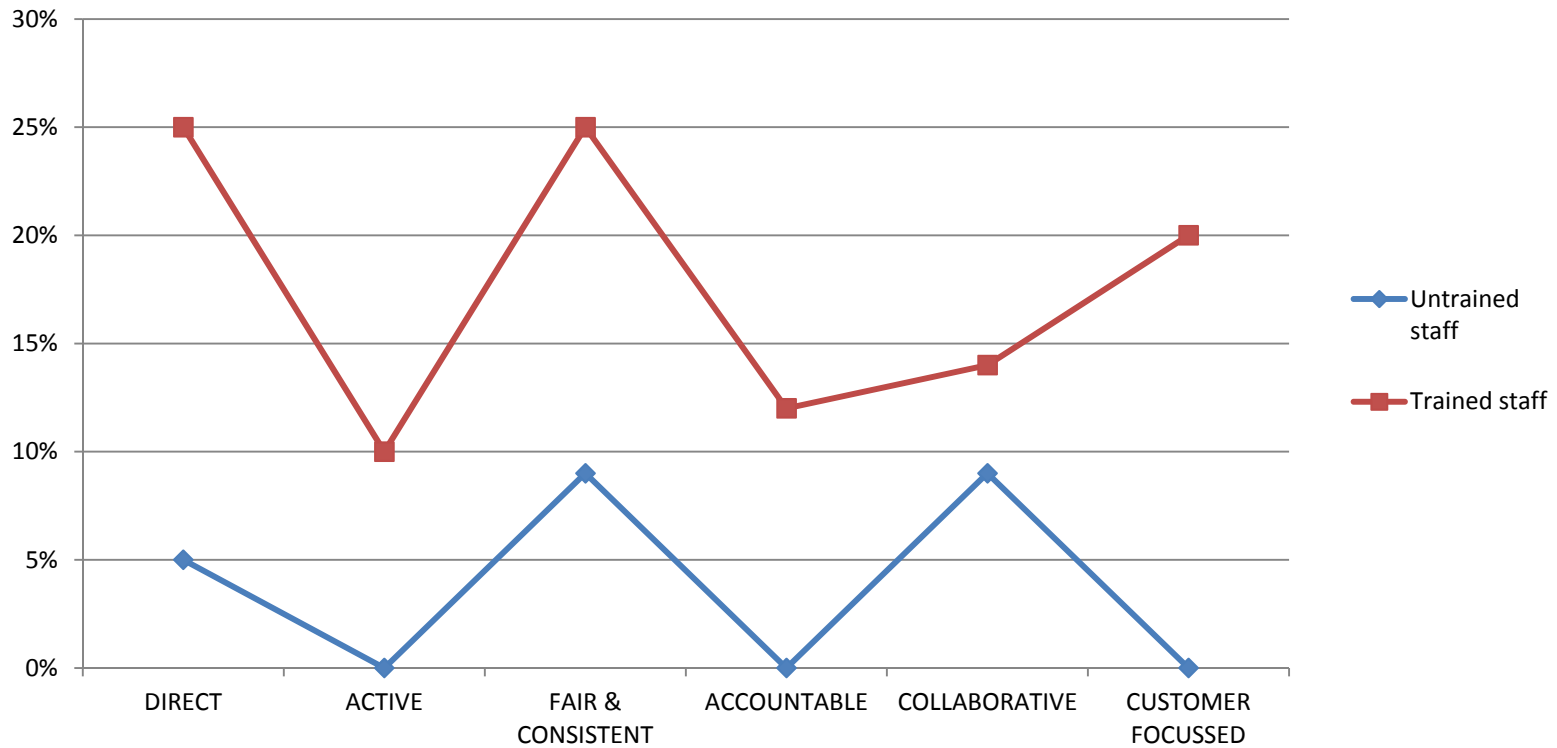


Dropping the ball?

- Reviewing via the mirror
- Fragile belief
- Chasing the screams
- Return of old fears
- Desire remains – but flames unfanned



Why will we succeed



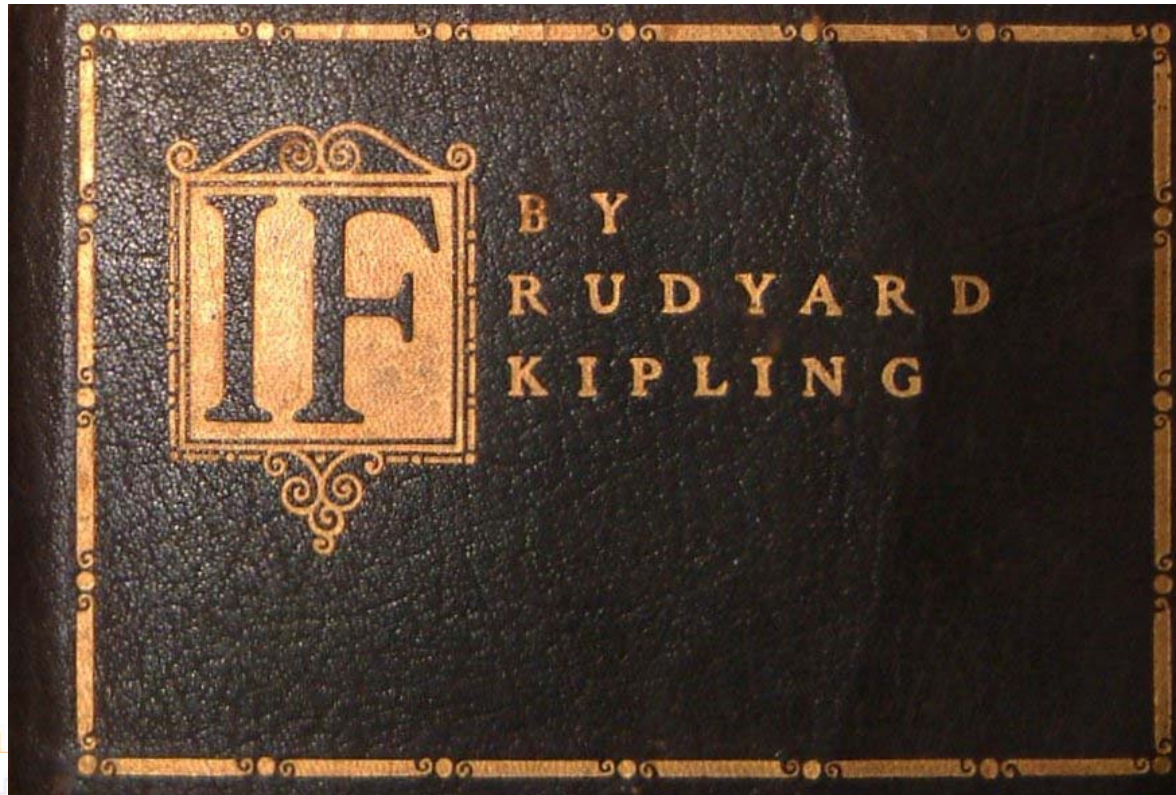
How we will ensure success

- Publicity
- External References
- What is 'no'?
- Persistence
- People want to add value



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Shiny eyes



SKANSKA

 **imace**

 **COSTAIN**

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Questions?

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30th October 2014 • Birmingham

LCI-UK Summit

Metropolitan College
2014

Lean Infrastructure

Meeting the challenges of Construction 2025

