

# Standing on the shoulders of giants

Natalie J Sayer & Alan Mossman



## Alan Mossman

*lean design & construction* architecture & management degrees  
*consultant, coach & author* user participation & systems management research  
 gardener, dancer, singer → 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  
 co-developer **VILLEGIO** Last Planner simulation  
 editor-at-large of *Lean Construction Journal*  
 owner, *Lean Construction Network* on LinkedIn

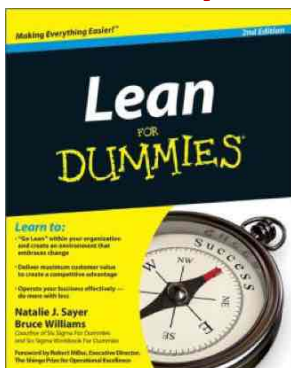
<http://bit.ly/LPS-5cc>

<http://linkd.in/lcnetwork>

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it takes longer than you think  
 it's never ending

## 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*

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## its hard work

... and its worth it

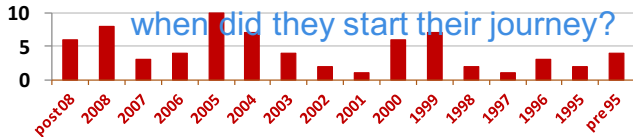
people are the key

look after your people, culture

use tools in support

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N America 58  
 Europe 12  
 rest of world 2



## Who have we talked to?

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

70 men  
 8 women  
 in total



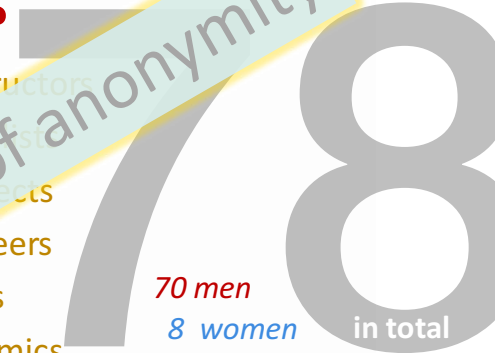
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## we asked:

### What if everyone were going lean?

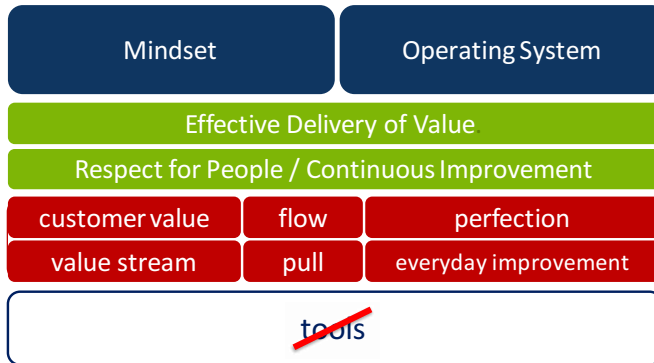
work more fulfilling get better faster, better planning  
 create more value whole industry more reliable  
 less litigation better people to work with  
 less stress improving lots of things  
 less waste more from resources  
 safer increase efficiency

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

### lean spectrum



lean is ... = Business Strategy → Competitive Advantage



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we asked:

[Lean Turnaround](#) • [Being Wrong](#) • [Drive](#) • [5S for Operators](#) • [Its your Ship](#)

What are you reading? • [High Velocity Edge](#) • [Risk](#) •

[The Serving Leader](#) • [Toyota Kata](#) •

Almost everyone is reading; many more than one book  
[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](#) •

75 books mentioned [The Minding Organization](#) • [Product](#)

by 78 interviewees [Development for the Lean Enterprise](#) • ...

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we asked:

What do you wish you'd known when you started?



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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*

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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

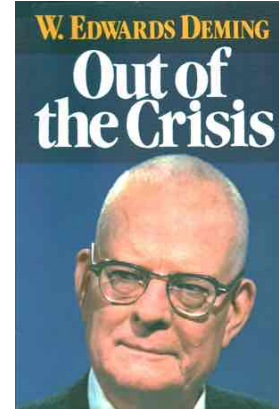
Organizationally...

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"

*this is a research opportunity*

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## and remember



*measurement is important* and ...

what can be counted  
doesn't necessarily *count*  
what *counts*  
can't always be counted

*this is a research opportunity*

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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

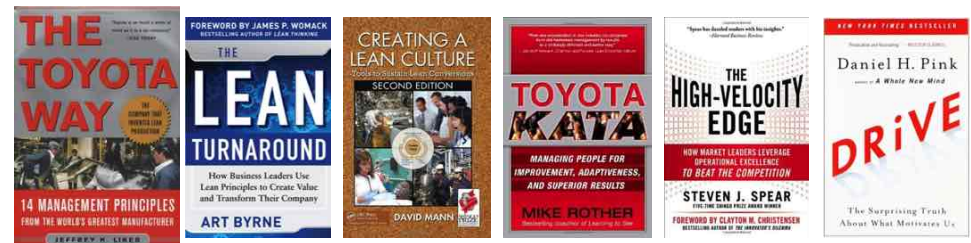
**Become a holistic industry**

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## Standing on the shoulders of giants

thoughts?



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

make some notes

discuss in small groups

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# Thank you

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