

Delivering Lean Improvement in a Construction Environment



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Exercise: Maximising Scheme Delivery Performance

In your 4 teams, you represent key stakeholders in a major highways construction scheme:

Team 1: Main Construction Contractor

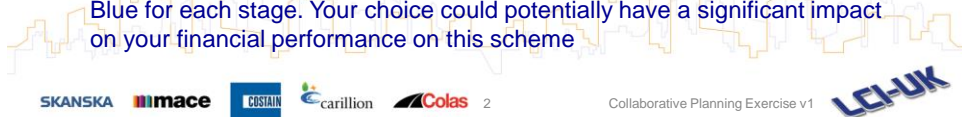
Team 2: Engineering Consultant

Team 3: Earthworks Sub-Contractor

Team 4: TM Sub-Contractor

In my role as the Client, I will ask for your input into the Scheme programme at 10 stages during the scheme.

Your input as a team is very simple. You need to decide to choose Red or Blue for each stage. Your choice could potentially have a significant impact on your financial performance on this scheme



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Exercise: Maximising Scheme Delivery Performance

The exercise is played in ten stages during which you can win or lose money. The amount that you win or lose depends on your decisions and those of the other organisations. One minute is allowed between stages for each organisation to decide on its choice for the next round.

During each stage you will:

- Discuss with your team whether to choose Red or Blue. **Do not discuss or communicate your decision or the reasons for it with anyone (other than your team) at this point.**
- Record your decision in the column headed 'Choice Red or Blue' on the Score sheet
- When asked to do so, go to the Client to inform him of your decision



Exercise: Maximising Scheme Delivery Performance

- The Client will inform you of your score for the stage. Record it in the column headed 'Score'.
- Add the points that you have scored for this stage, to the accumulated total for previous rounds and record the new total in the column headed 'Running Total'.
- Twice during play, immediately before Stage 5 and Stage 8, one representative of your organisation may meet with the other organisations. When you meet, there is a time limit of two minutes.



Exercise: Maximising Scheme Delivery Performance

For ten successive stages your team must choose either red or blue. How much you win or lose, the payoff, depends on the pattern of choices across the four organisations.

Pay off schedule	
4 Reds	Lose £100 each
3 Reds 1 Blue	Win £100 each Lose £300
2 Reds 2 Blues	Win £200 each Lose £200 each
1 Red 3 Blues	Win £300 Lose £100 each
4 Blues	Win £100 each

Stage 5 bonus - 3 x payoff

Stage 8 bonus - 5 x payoff

Stage 10 bonus - 10 x payoff



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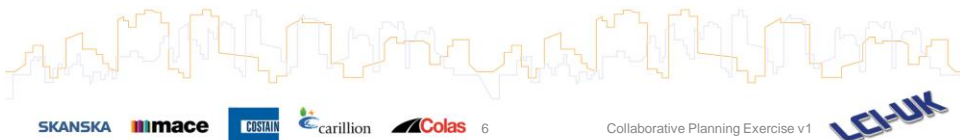
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Collaborative Planning Exercise v1


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Collaborative Planning and Production Control

- **Collaborative Planning** is an event where representatives from different suppliers and cross functional teams come together to establish and agree a long to medium term delivery plan by applying Lean principles to the planning process
- **Production Control** is the on-going control process which enables the delivery and sustainability of the agreed collaborative plan by implementing the continuous improvement element of Lean principles



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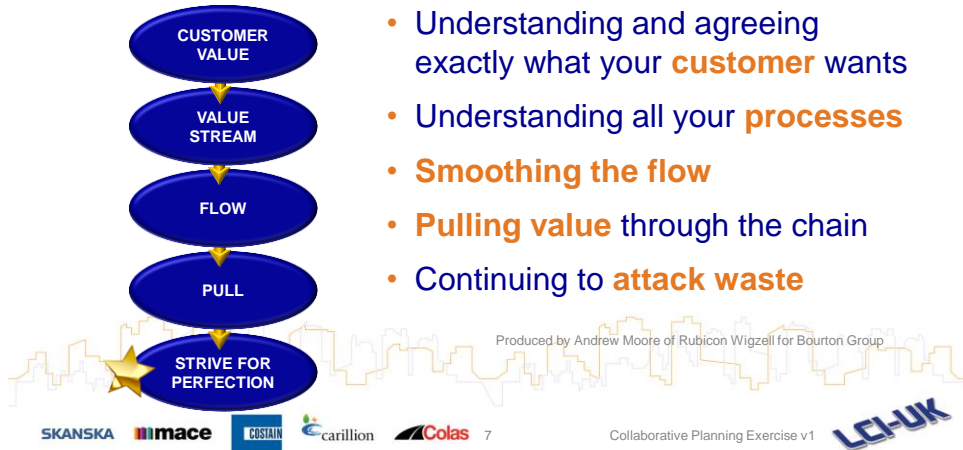
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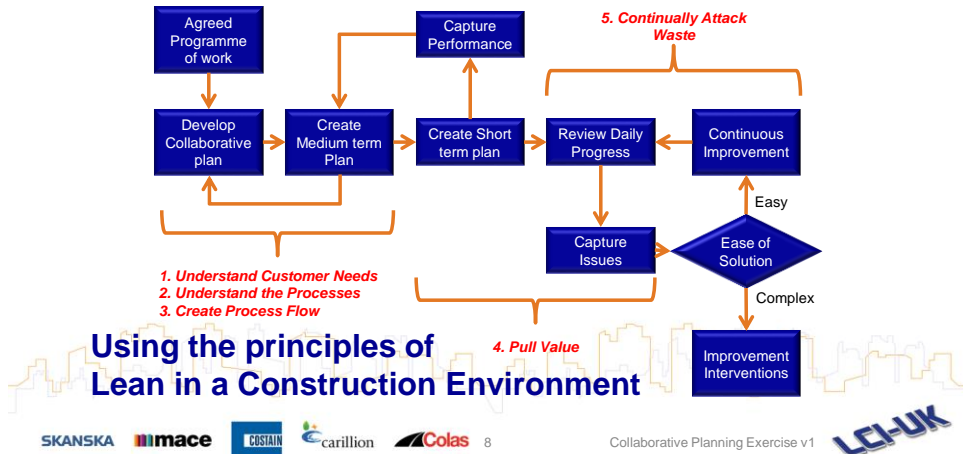
Collaborative Planning Exercise v1


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We are applying the 5 Lean Principles... to a construction environment



Collaborative Planning and Production Control





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