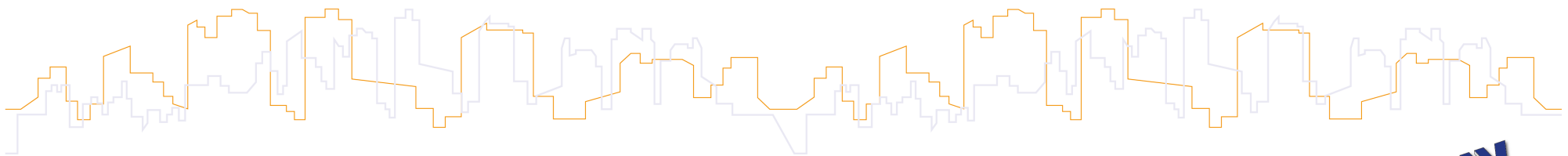


Leadership in a Lean Construction Environment



Why is Leadership important to the deployment of Lean?

Remember from last years LCI conference, Alan Cook's six golden rules for the deployment of Lean.....

1. Senior level sponsorship is vital

2. Articulate and demonstrate the need clearly

3. Get key opinion formers on side

4. Learn how to do lean properly

5. Become self-sufficient in Lean

6. Use lean as a staff engagement tool not just for eliminating waste



When Lean Deployments falter or fail to deliver, the root cause is invariably Leadership related....

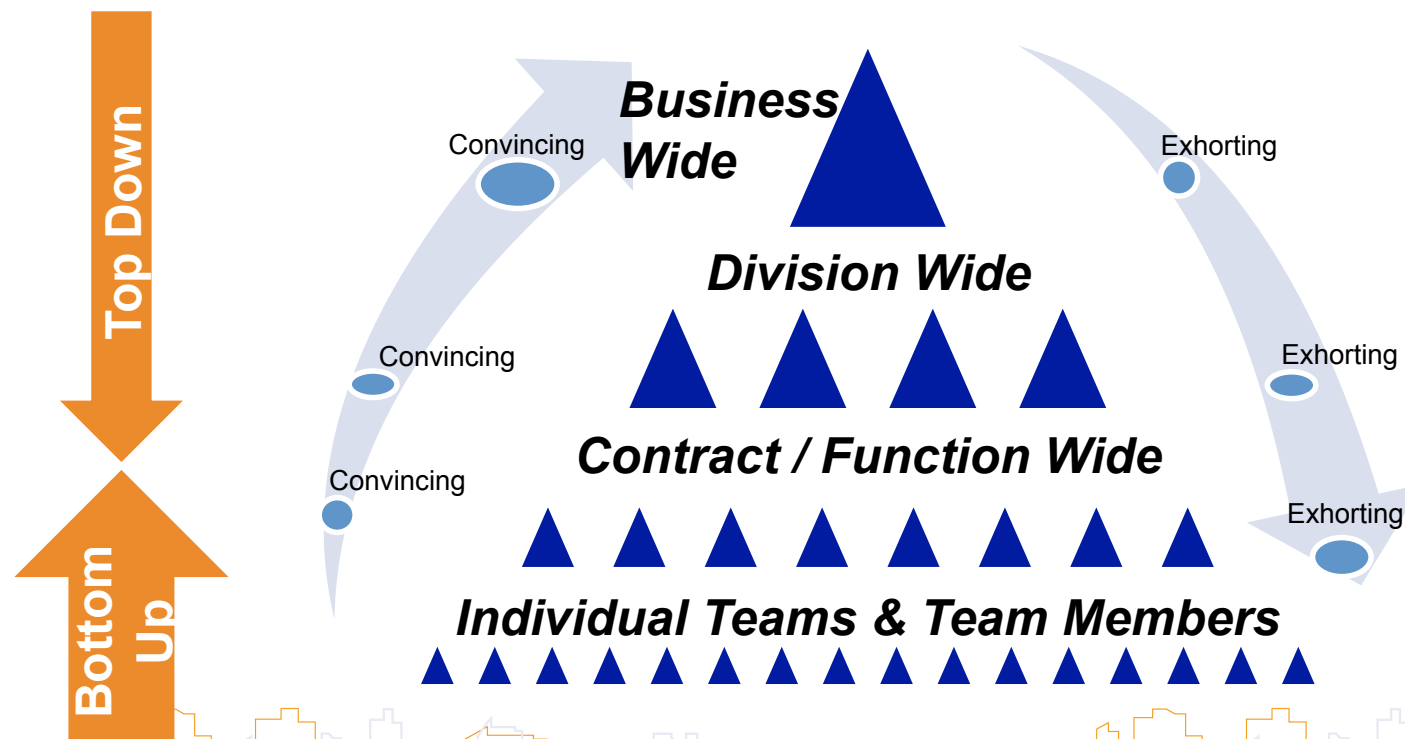
Alan Cook 6 Golden Rules

The first three are all about Leadership

Construction has specific Leadership challenges

- Construction projects can be large and technically complex with a need for a high variety of technical skills
- Teams are multi-disciplinary and come from multiple organisations
- Teams and organisations are constantly forming and dispersing both during and between projects
- Teams are becoming increasingly multi-cultural
- Construction schemes consist of a series of discrete events that have a relatively low level of repetition compared to other sectors
- Construction sites can be physically dispersed with teams and team members spread over several miles
- Contractual pressures and constraints can have a higher influence on behaviour than other sectors

The leadership challenges for Lean in construction



Depending on the maturity of the organisation you need to sell and tell using intellectual and emotional language

The leadership challenge - *The importance of applying the Right Logic*

“Without changing our pattern of thought, we will not be able to solve the problems we created with our current pattern of thought”

Albert Einstein

“The greatest danger in times of turbulence is not the turbulence: it is to act with yesterday’s logic”

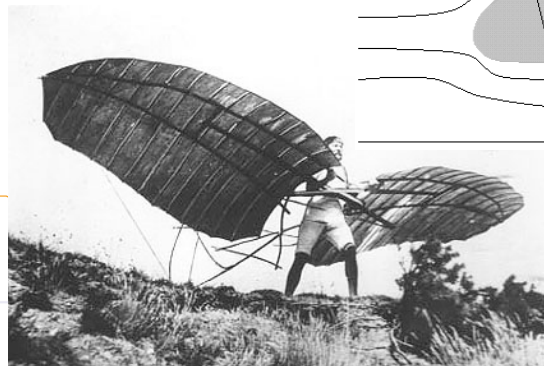
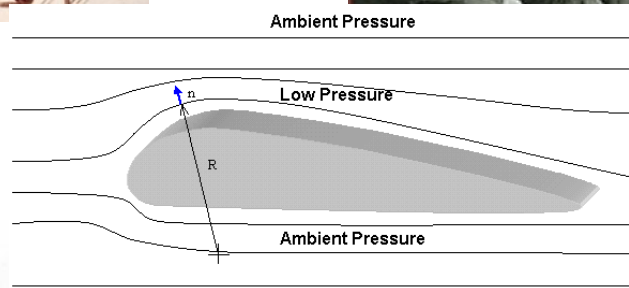
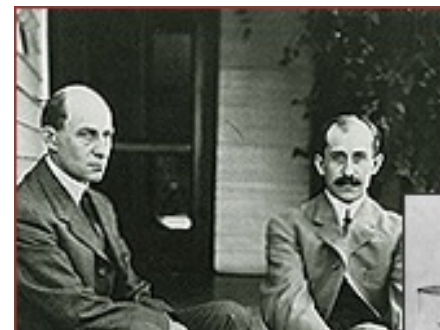
Peter F. Drucker

“The main power base of paradigms may be in the fact that they are taken for granted and not explicitly questioned”

Johan Arndt

Traditional thinking

- From Arm-Flapping to Airfoil Logic



Is Lean a Tool or a Philosophy?

Philosophy?

A mindset with a basic belief that the customer's best interest is served by reducing waste and variation continually and forever

PDCA METHODOLOGY

A set of practical techniques that may be used occasionally as circumstances dictate

Tool?

Lean is a Tool, a Methodology and a Philosophy all wrapped into one

14 principles of the Toyota Way

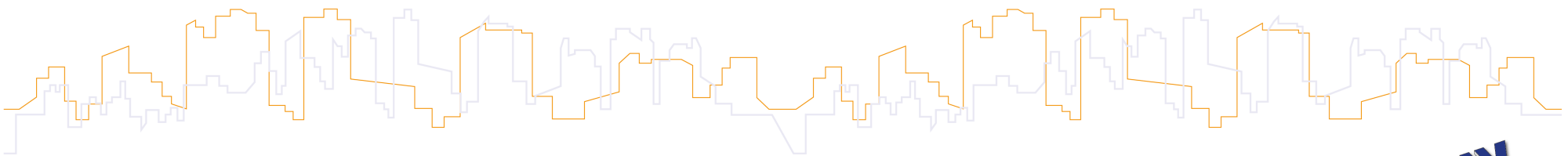
- Tools

1. Create a continuous process flow to bring problems to the surface
2. Use "pull" systems to avoid overproduction
3. Level out the workload (heijunka). (Work like the tortoise, not the hare)
4. Standardized tasks and processes are the foundation for continuous improvement and employee empowerment
5. Use visual control so no problems are hidden
6. Use only reliable, thoroughly tested technology that serves your people and processes

14 principles of the Toyota Way

- Philosophy

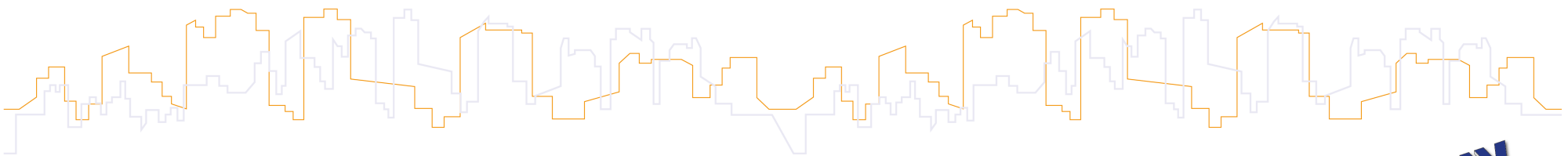
7. Grow leaders who thoroughly understand the work, live the philosophy, and teach it to others
8. Develop exceptional people and teams who follow your company's philosophy
9. Base your management decisions on a long-term philosophy, even at the expense of short-term financial goals
10. Build a culture of stopping to fix problems, to get quality right the first time



14 principles of the Toyota Way

- Behaviours

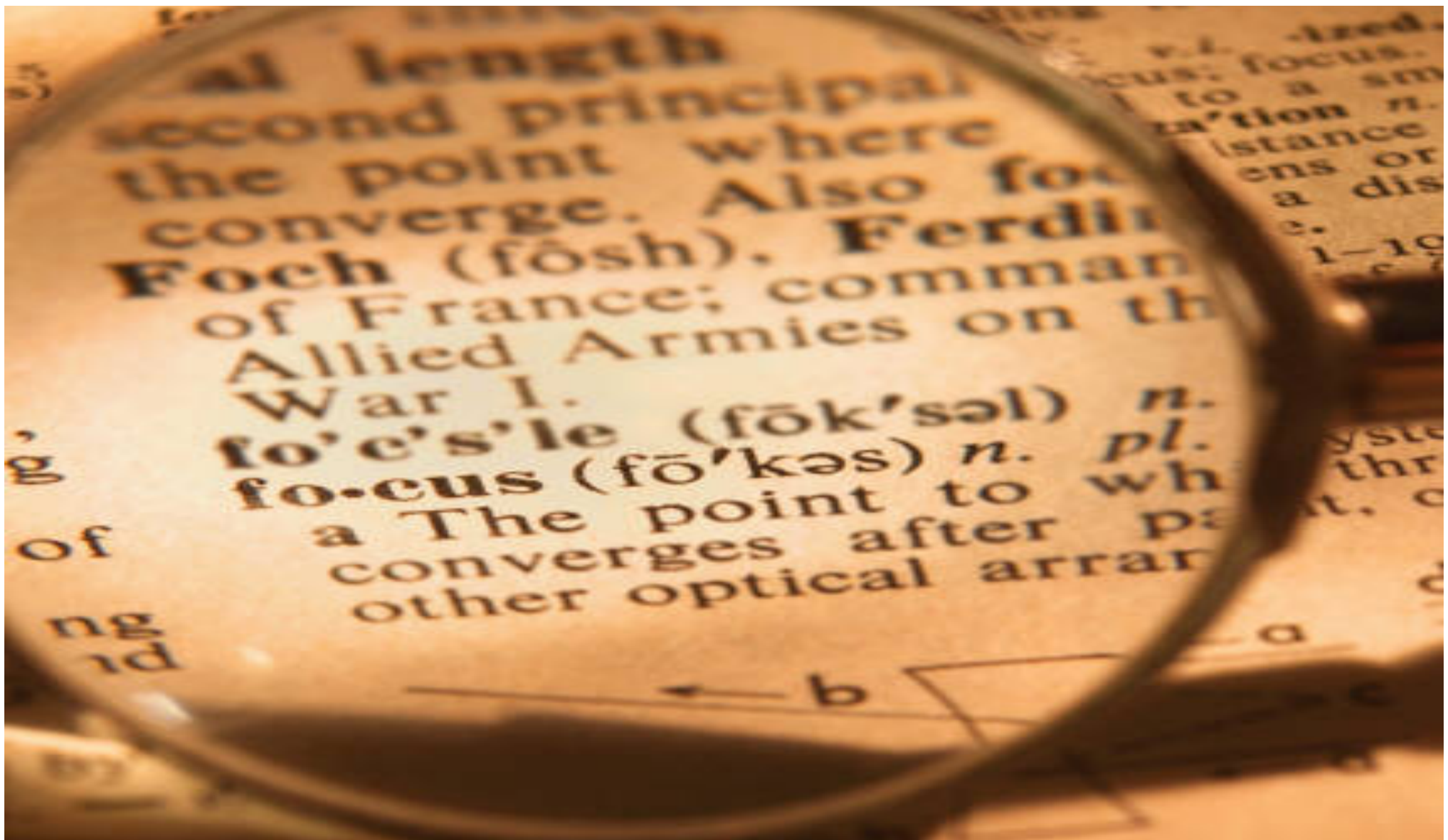
11. Respect your extended network of partners and suppliers by challenging them and helping them improve
12. Go and see for yourself to thoroughly understand the situation (Genchi Genbutsu).
13. Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly (Nemawashi).
14. Become a learning organization through relentless reflection (hansei) and continuous improvement ([Kaizen](#)).



Value adding leadership: FSDO

– A framework for Lean Leaders



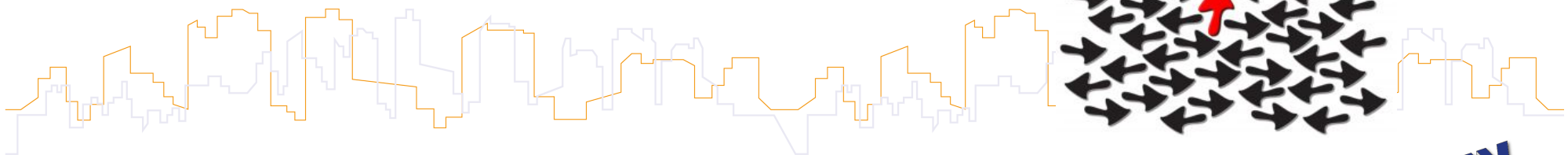
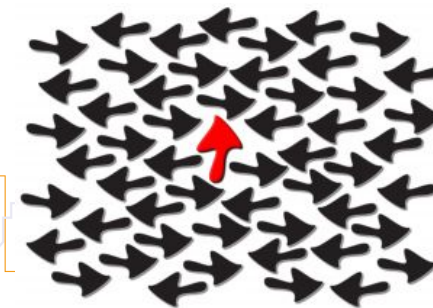


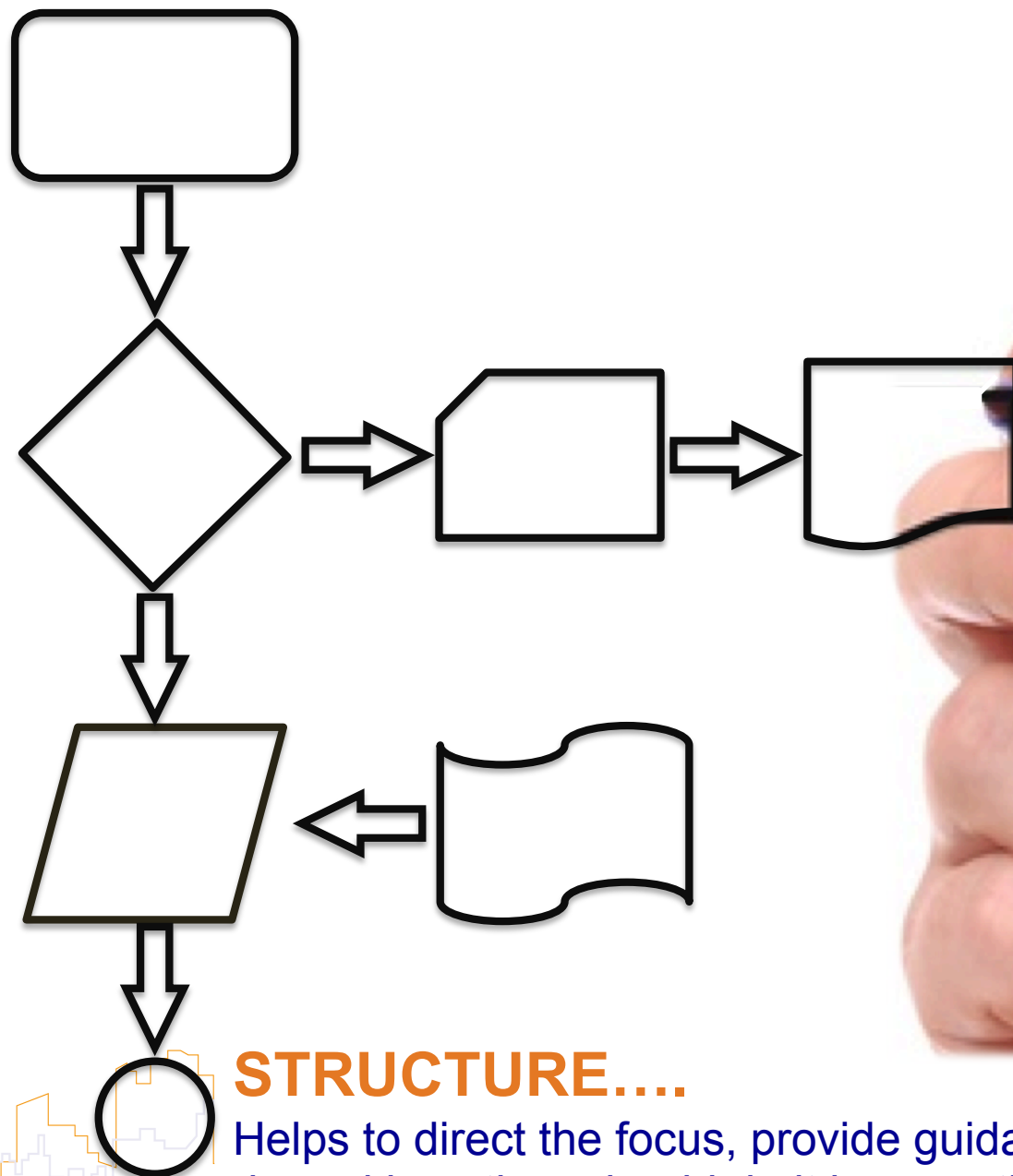
FOCUS.....

The application of energy and attention to critical objectives

Focus

- The application of energy and attention to what is **critical** to achieve success for the organisation.
- Every member of staff must understand what is important to the organisation in terms that relate to his or her job.
- Stating the focus at senior level is the easy part: the real challenge is driving that down and maintaining its accuracy.
- Without focus, energy will be lost to internal friction and misaligned activity.



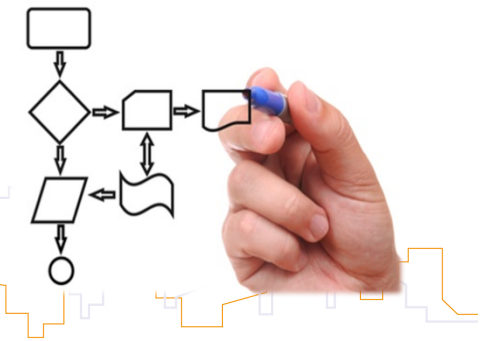


STRUCTURE....

Helps to direct the focus, provide guidance to what employees should do and how they should do it in ways that reduce surface waste

Structure

- The repeated, generally constant framework that guides what happens day to day in teams, functions and organisations.
- Structure provides guidance and direction as to what employees should do and how they should do it.
- World class organisations need a world class structure in each team and workgroup.
- Structure provides the leverage points for people to hold on to. Without structure there is variation and duplication.





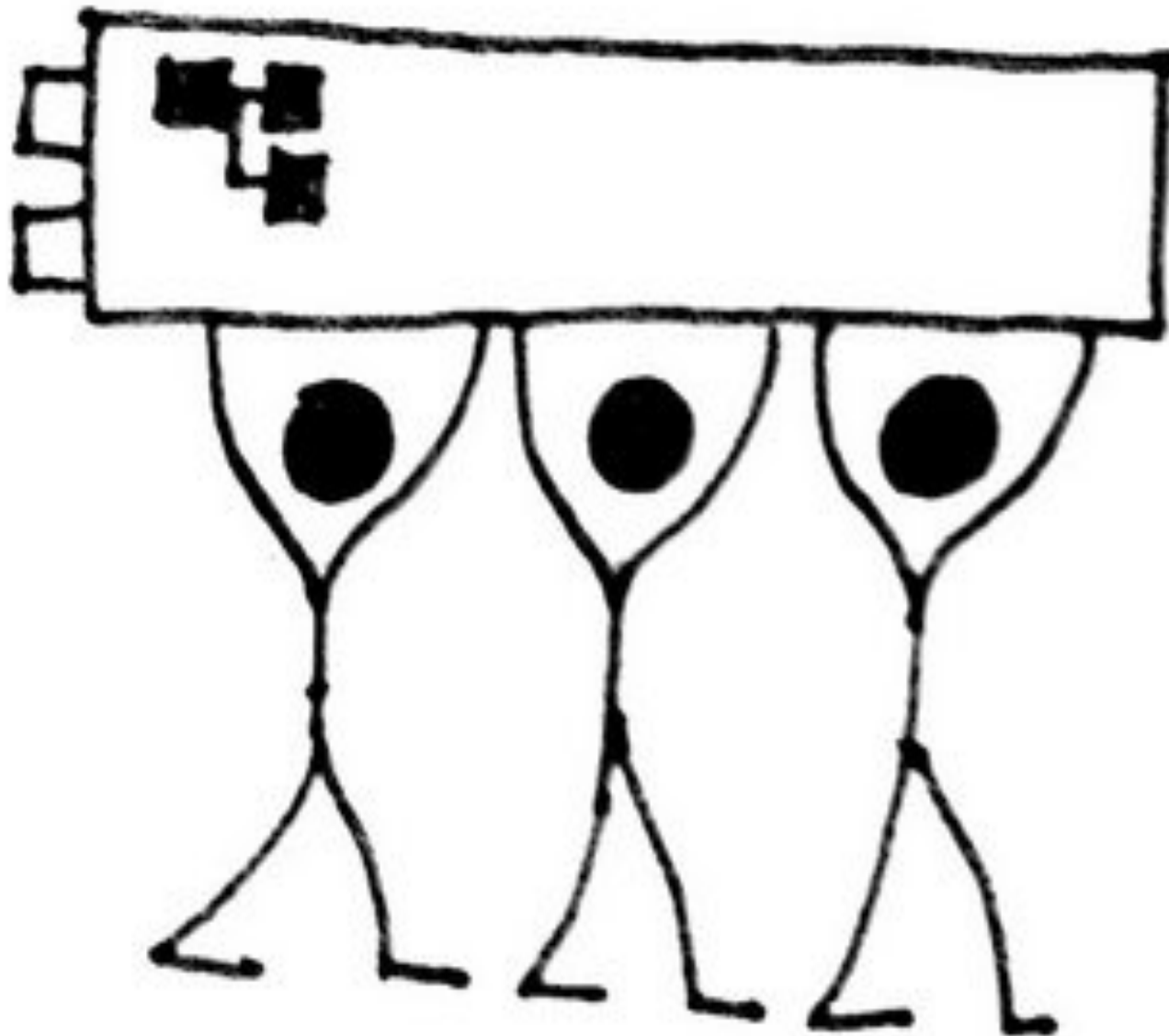
DISCIPLINE...

The checks and balances, rewards, compulsions and daily behaviours (both managers and employees) that maintain the processes of sustainability

Discipline

- People doing what they should be doing, in the best current way. If not, someone noticing and providing them with what they need: coaching, training, information etc.
- The organisation, function and team able to respond accurately, consistently and quickly to problems and concerns
- If people are uncertain about how to raise a problem or what will happen when they do, they are likely to ignore it or wait for someone else. Without discipline there is disorder and confusion.





OWNERSHIP

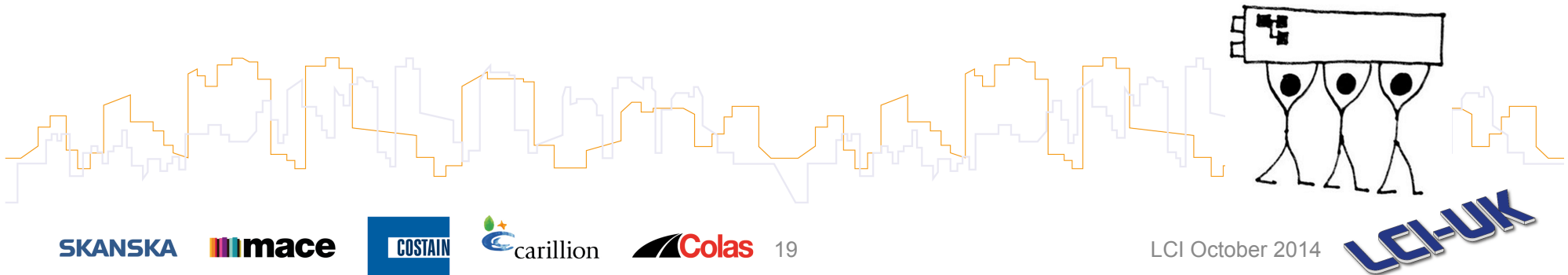


Employees owning the processes and outputs is the final key to sustainability



Ownership and engagement

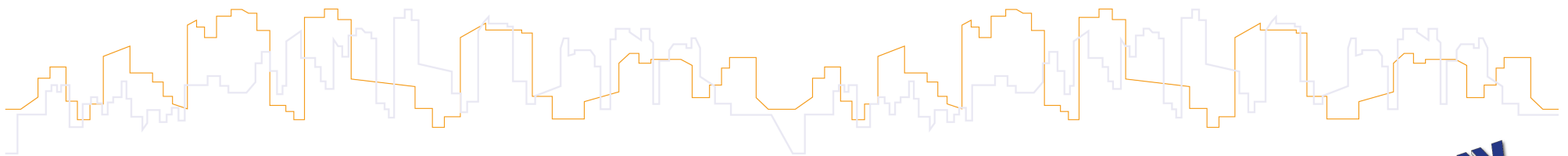
- Ownership lights the fire that gets big results.
- Teams and team members need self-generated, internally fuelled enthusiasm and pride.
- Outcomes are more important than control.
- Effort is recognised, positive behaviours reinforced, negative behaviours challenged.
- Ownership waste occurs where team members do the minimum to get by. Creativity, initiative and going the extra mile are lost.





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