

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

A Tale of Two Phases – Live Lab

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THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

Friday, October 23rd 2020

Superintendents Weekly Meeting



Problem Statement

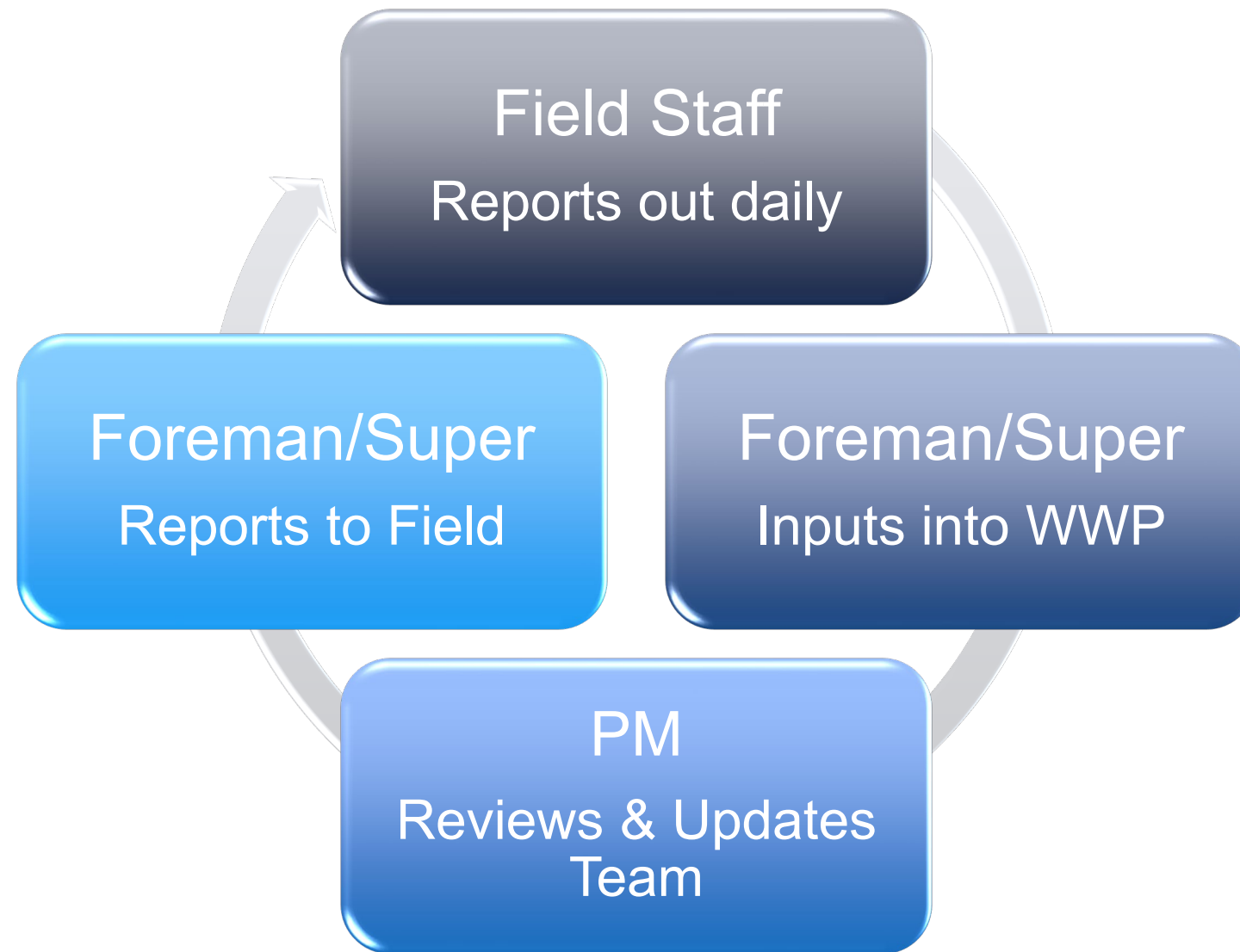
1. **SAFETY ISSUES – Led by Safety Rep (5 mins)**
2. **REVIEW THIS WEEK'S WORK – Led by Senior Field Rep (10 mins)**
 - a. **Each foreman report out tasks that were completed this week**
 - i. What were your tasks? What were your goals? Were all of your tasks made ready as planned (why not)?
 - ii. What was the actual production? How many hours did you use? Did you stay on budget for each cost code?
 - iii. Did you fully complete 100% of your goals?
 - iv. (If you did not hit your goal) What were the reasons for variance? (If you hit your goal) What made you successful?
 - v. Did you work on any tasks that were not planned? If so, add to WWP
 - vi. What are your lessons learned that can help us do better next week?
 - b. **Review waste walks, PPC/Prod Rate/TMR charts, and suggestions from field**
 - i. Did each foreman complete daily waste walks? What needs to be addressed?
 - ii. Analyze PPC chart. Analyze Prod Rate Chart. Analyze TMR. What needs to be addressed?
 - iii. What suggestions for improvement does the field have? What needs to be addressed?
3. **CREATE NEXT WEEK'S PLAN – Led by Senior Field Rep (15 mins)**
 - i. Review task descriptions from WWP that need to be completed next week and assign to foreman
 - ii. Add any task descriptions to WWP that were not completed this week and assign to foreman
 - iii. Is task/subtask ready to be worked on? What are the current constraints that need to be cleared?
 - iv. Select correct costcode and subtask for each task description
 - v. What is the production goal for the week?

KHS&S superintendent meetings were data focused and not solution driven.

We had to turn an agenda heavy meeting into impactful conversations.

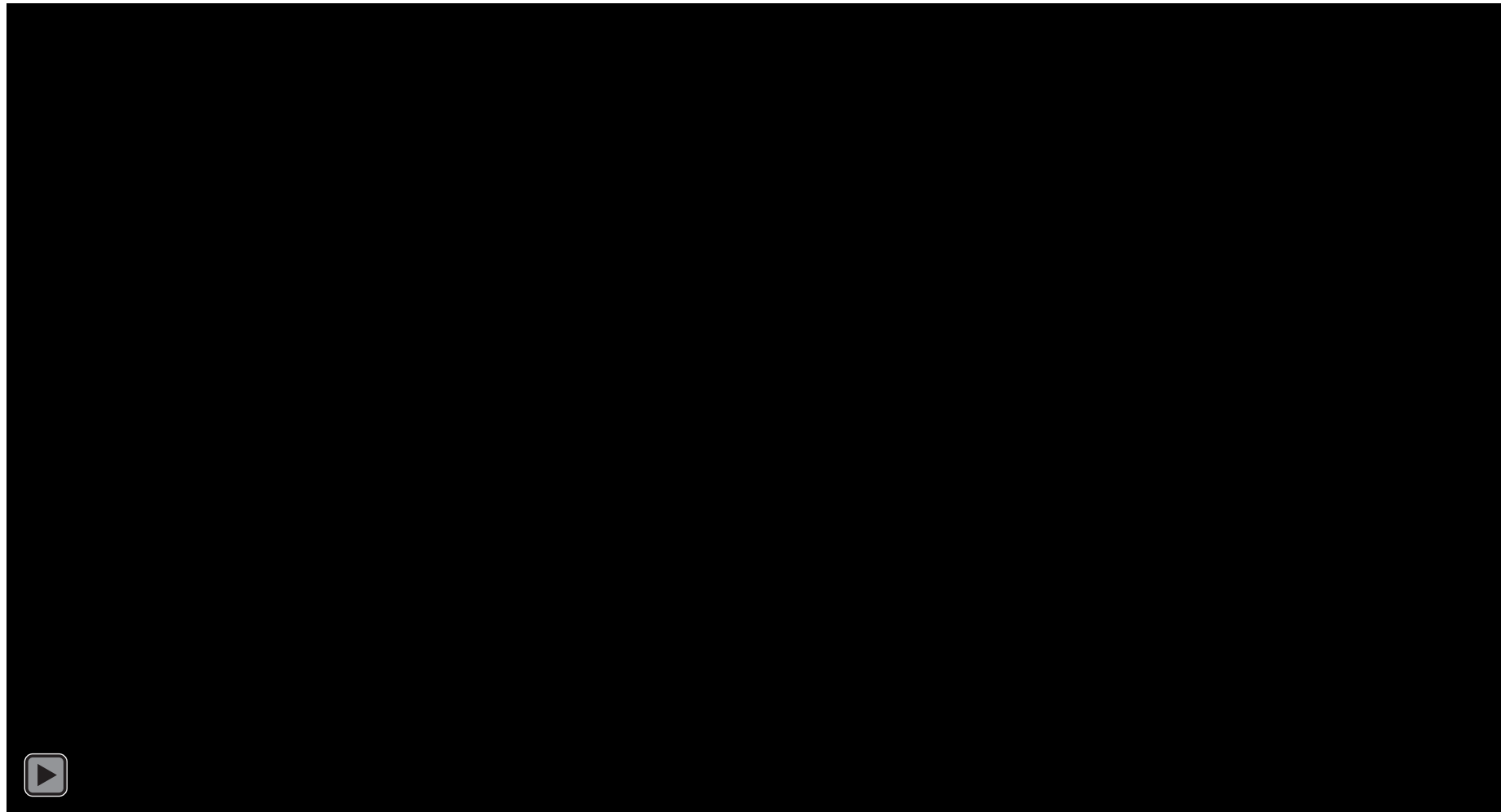
4. **Review Pertinent Key Performance Indicators – Led by Project Manager (25 mins)**
 - i. Labor Variance
 1. Review hours:
 - a. Using the current FSP, compare % Man Hours Complete vs. % JTD Complete
 - b. Compare the total hours burned on Labor Hours Report to Total Hours Used for the same week on the Weekly Work Plan
 2. Discuss discrepancies.
 - ii. Production Rates
 1. Review actual production rates compared to budgeted production rates
 2. Discuss discrepancies.
 - iii. Purchase Management
 - iv. Job Progressing
 - v. Change Order/EWA Management
5. **Plus/Delta – Led by Project Manager (5 mins)**

The Cycle



Safety – Led by Safety Rep

- Safety First
- Collaboration
- Trust between Safety Rep/Field

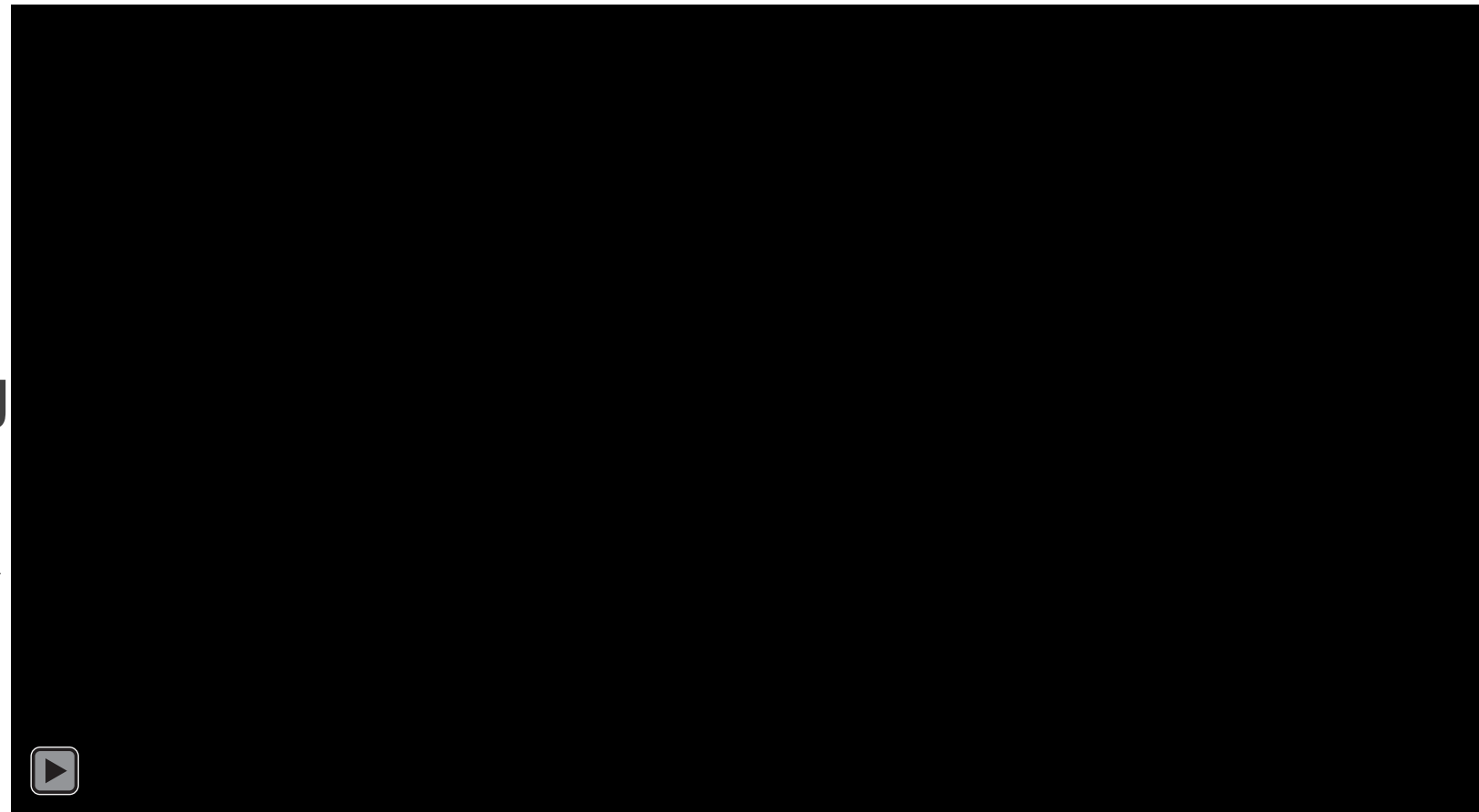


Project Manager (PM) is the timekeeper!

Review This Week's Work

Each foreman reports out:

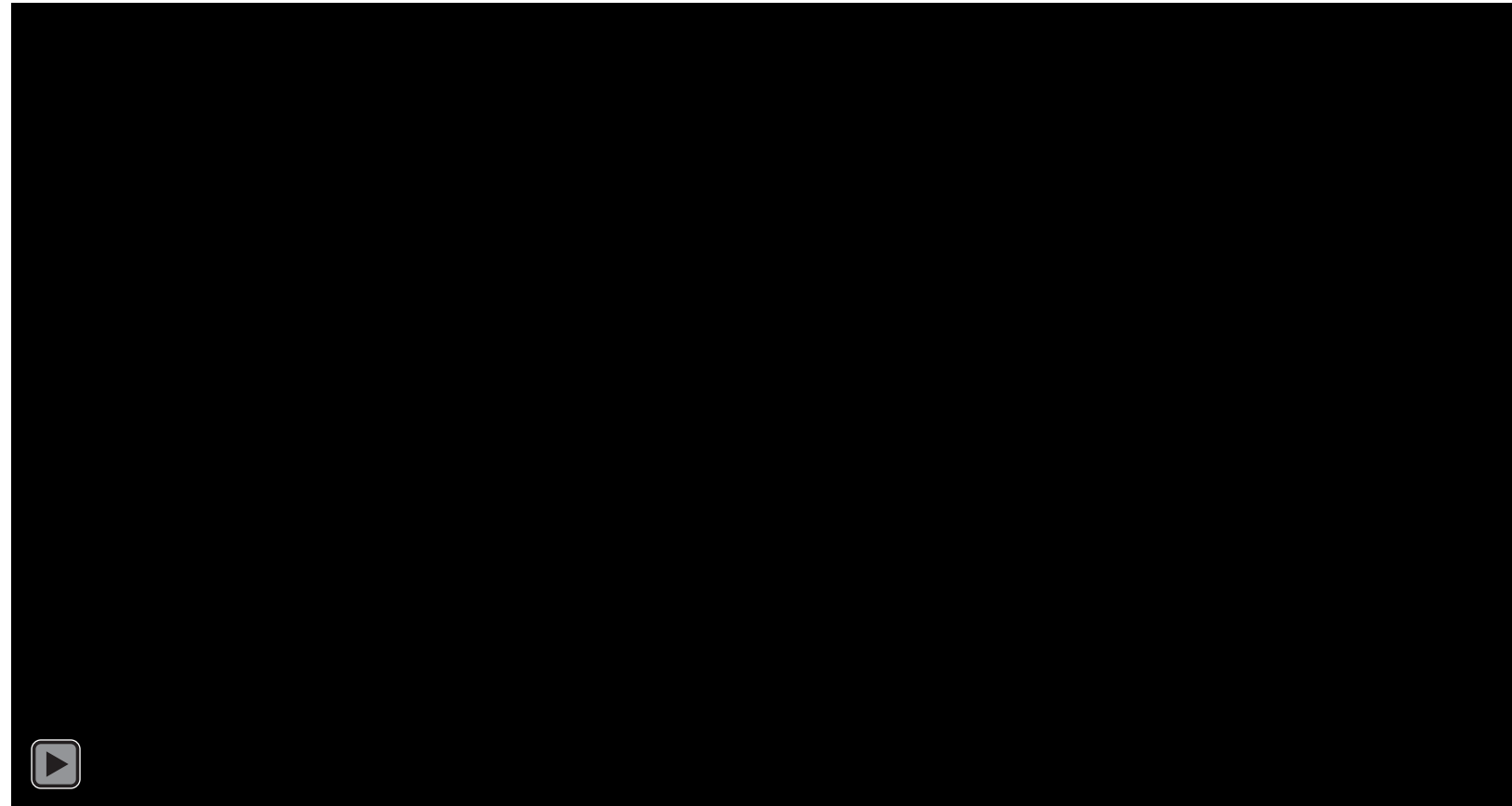
- What were your goals?
- What was the actual production?
- Did you fully complete your goals?
- **What were your reasons for not hitting your goals?**
- What made you successful in hitting your goals?
- What suggestions for improvement are there?



Parking lot larger discussions

Create Next Week's Plan – Led by Senior Field Rep

- Review tasks that did not finish this week that need to be completed next week
- Is the task ready to be worked on?
- What are the current constraints to a task?
- What is the production goal?

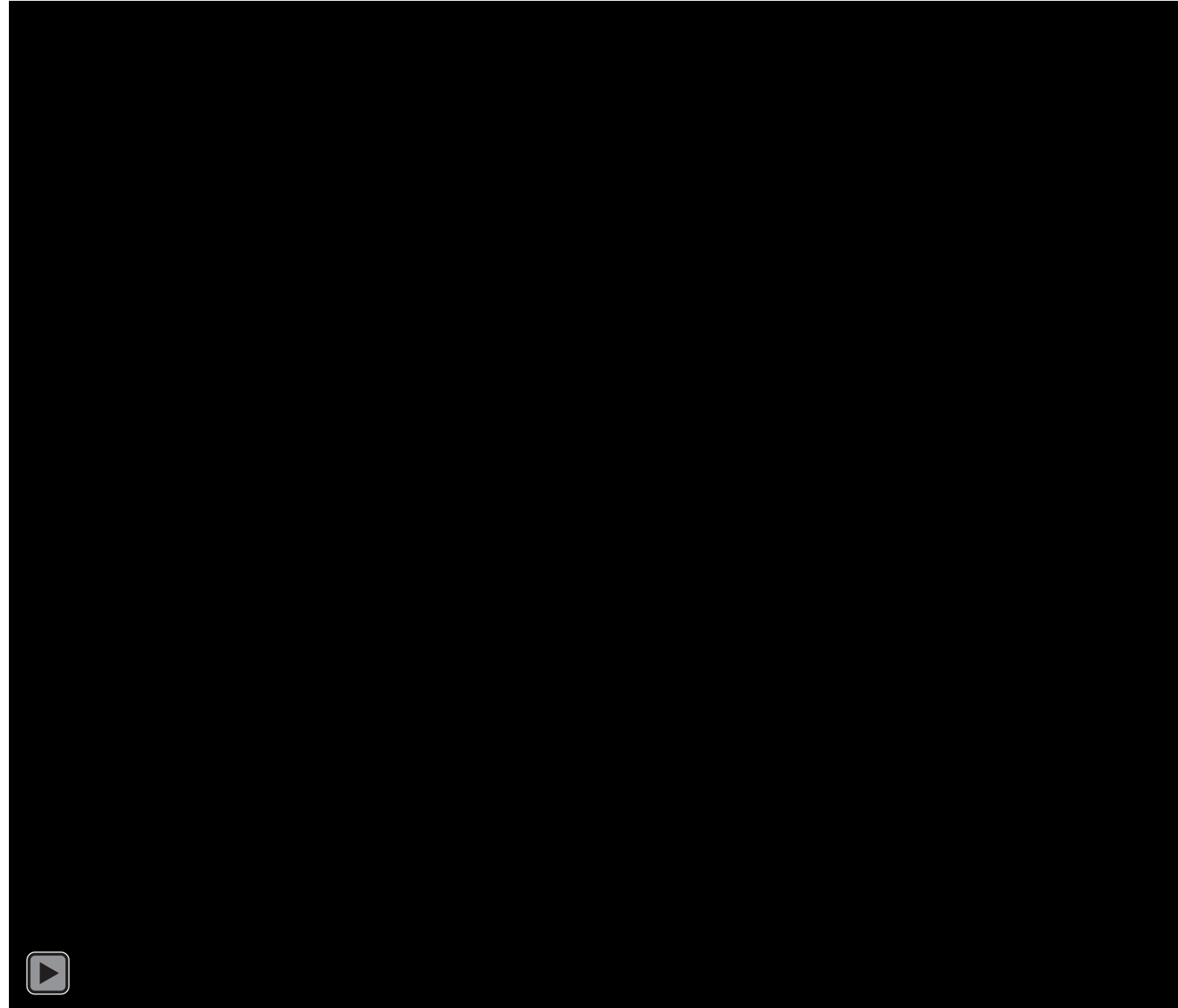


Help foreman speak to their constraints

Review Key Performance Indicators – Led by PM

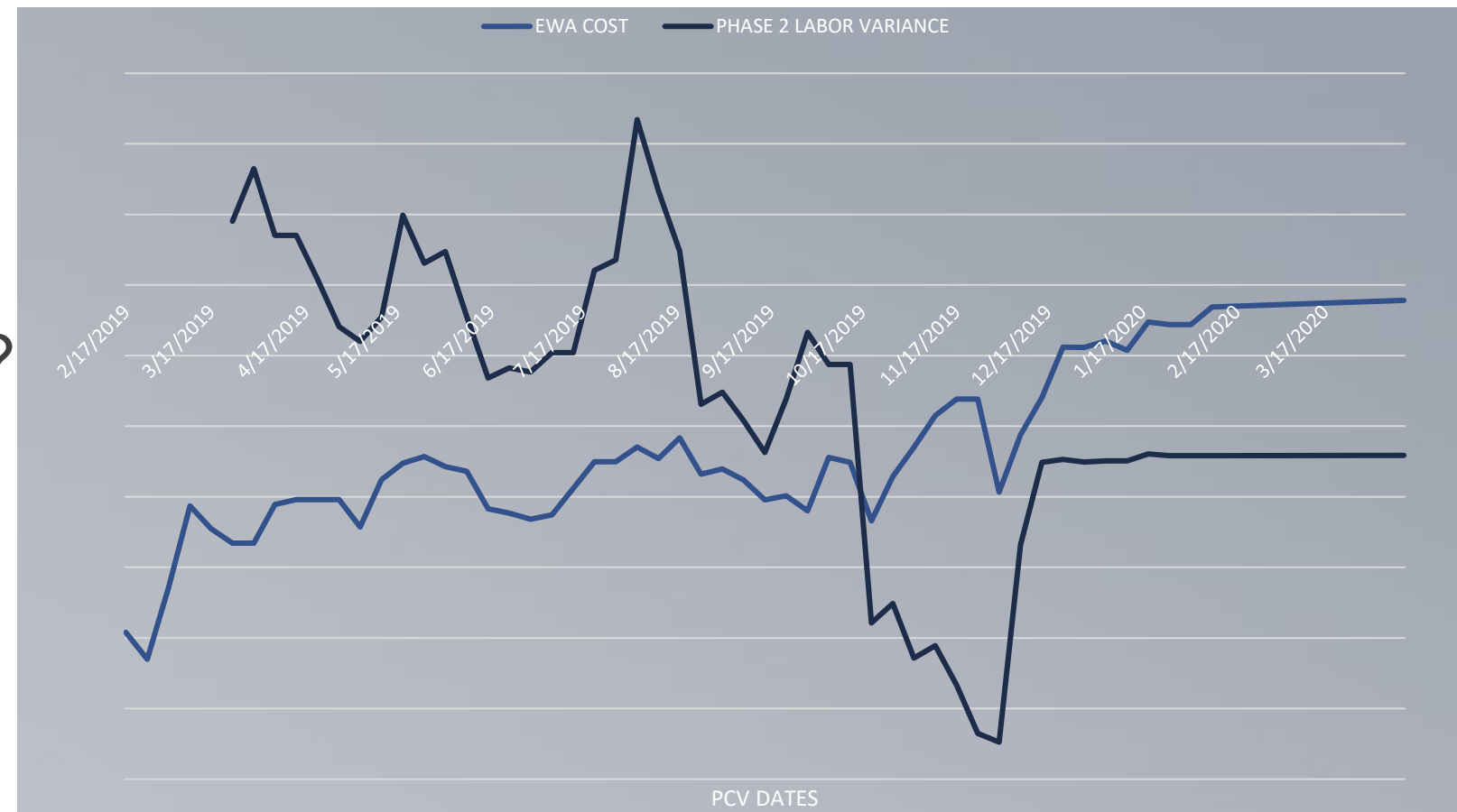
- Review waste walks (gemba walks)
 - What needs to be addressed?

Respect each others voice



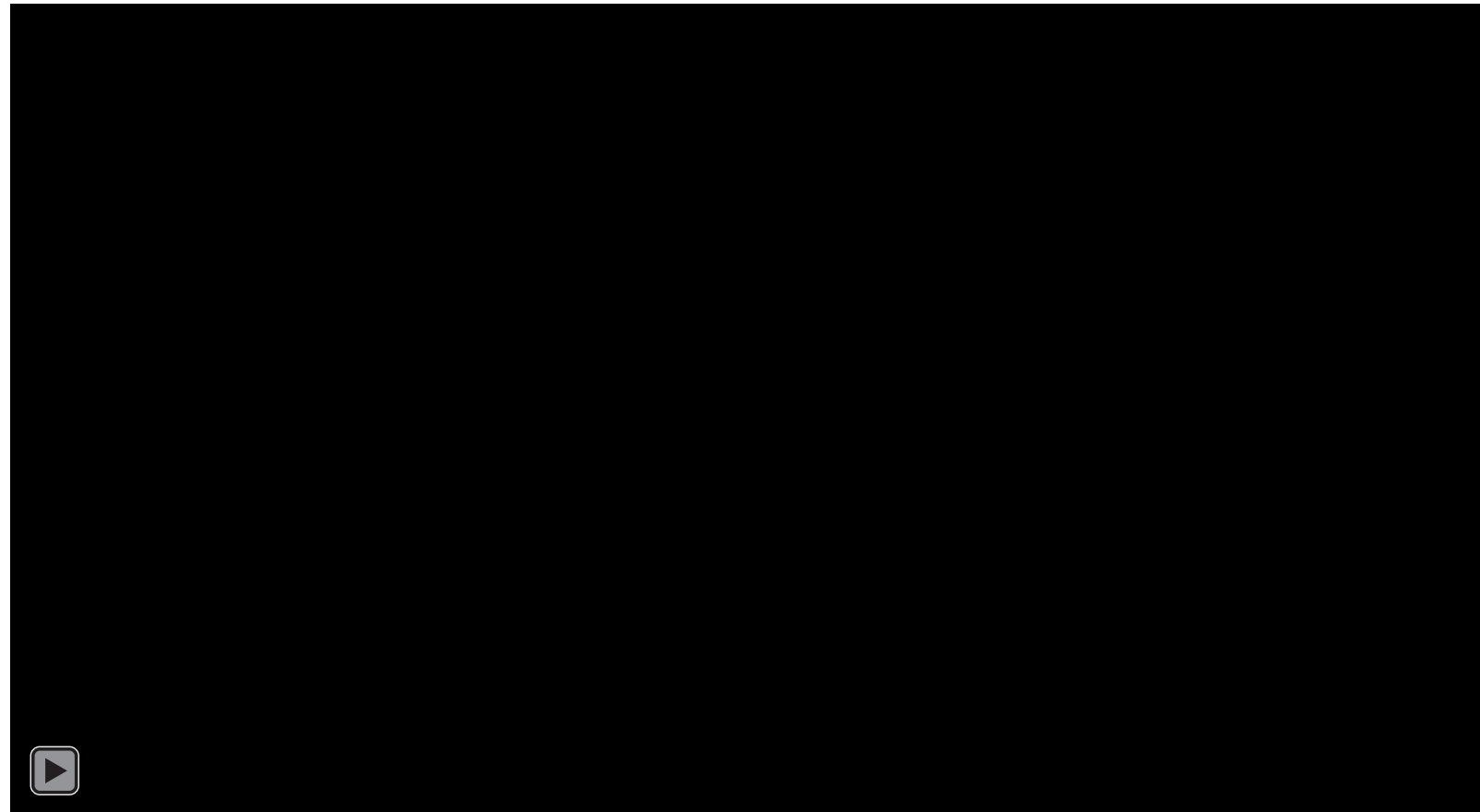
Review Key Performance Indicators

- Review labor variance
 - Why did we lose or make money?
 - What can we do this week to improve?
- Notify the team of any Request for Information (RFI's), extra work, new drawings



Plus/Delta – Led by PM

- Review deltas from previous meeting, have we improved upon them?
- Record plus and deltas and ask for deltas in improvement language



Plan, Do, Check, Adjust

How can you apply this tomorrow?

1. Implement **Superintendents Weekly Meeting** with all significant field personnel (general foreman, foreman, lead man.)
2. **Discipline & Patience!** Start with shorter, more often meetings to start the communication.
3. Request field personnel to provide their **improvement ideas**
4. Drop the ego, use **employee creativity**.
5. Create visual management that sparks conversation.



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In the spirit of continuous improvement, we would like to remind you to complete this session's survey in the Congress app! We look forward to receiving your feedback. Highest rated presenters will be recognized.

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Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!