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Kaizen: What, Why and How Virtual Course

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

October 19, 2020

Lean Construction Institute



Provider Number H561

LCI Kaizen Events – What, Why and How

LCIV.KZN

Brian Winningham

Monday, October 19, 2020



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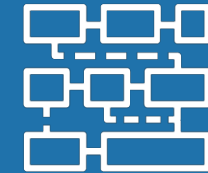
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Course Description

Kaizen means a change for the better. A Kaizen event is about taking the current state of a process or value stream, make it better and keep it that way...until the next improvement. The Kaizen Events course will help you to “put it all together” to improve flow efficiency for processes. In this course, you will gain an understanding to implement Lean principles, methods and tools to see waste in your current process and show to design and implement a sustainable improved process. This course is an important step on your Lean journey to mastering process improvement.

Learning Objectives



01.

Understand the importance of incorporating Kaizen into daily team work to improve outcomes.

02.

Understand how Value Stream Mapping, the 8 Wastes and Continuous Improvement integrate into a Kaizen event.

03.

Discover key steps for conducting a Kaizen event or workshop with your team.

04.

Be able to engage with a team conducting a Kaizen event.

Rules of Engagement



This is a safe zone



Use E.L.M.O.



Everyone has equal status



Silence phones



Speak up and share your ideas



Be focused and engaged



Actively listen to others



Stay on time



One conversation at a time



Have fun!

Ice Breaker



Icebreaker – Impromptu Networking

We are going to complete 3 Rounds of Impromptu Networking (a Liberating Structure/ www.liberatingstructures.com) and each round will involve you introducing your self and answering one question in groups of 2. Everyone will be sent into Breakout rooms for these conversations. We will bring everyone back into the main room after 2 minutes and then send you directly back to a new breakout room to discuss questions 2 and 3.

Question 1

Right now in this moment, I am really grateful for...



Icebreaker – Impromptu Networking

We are going to complete 3 Rounds of Impromptu Networking (a Liberating Structure/ www.liberatingstructures.com) and each round will involve you introducing your self and answering one question in groups of 2. Everyone will be sent into Breakout rooms for these conversations. We will bring everyone back into the main room after 2 minutes and then send you directly back to a new breakout room to discuss questions 2 and 3.

Question 2

Share a very short example of when you have used PDCA (Plan/Do/Check/Adjust) to address a project or problem?



Icebreaker – Impromptu Networking

We are going to complete 3 Rounds of Impromptu Networking (a Liberating Structure/ www.liberatingstructures.com) and each round will involve you introducing your self and answering one question in groups of 2. Everyone will be sent into Breakout rooms for these conversations. We will bring everyone back into the main room after 2 minutes and then send you directly back to a new breakout room to discuss questions 2 and 3.

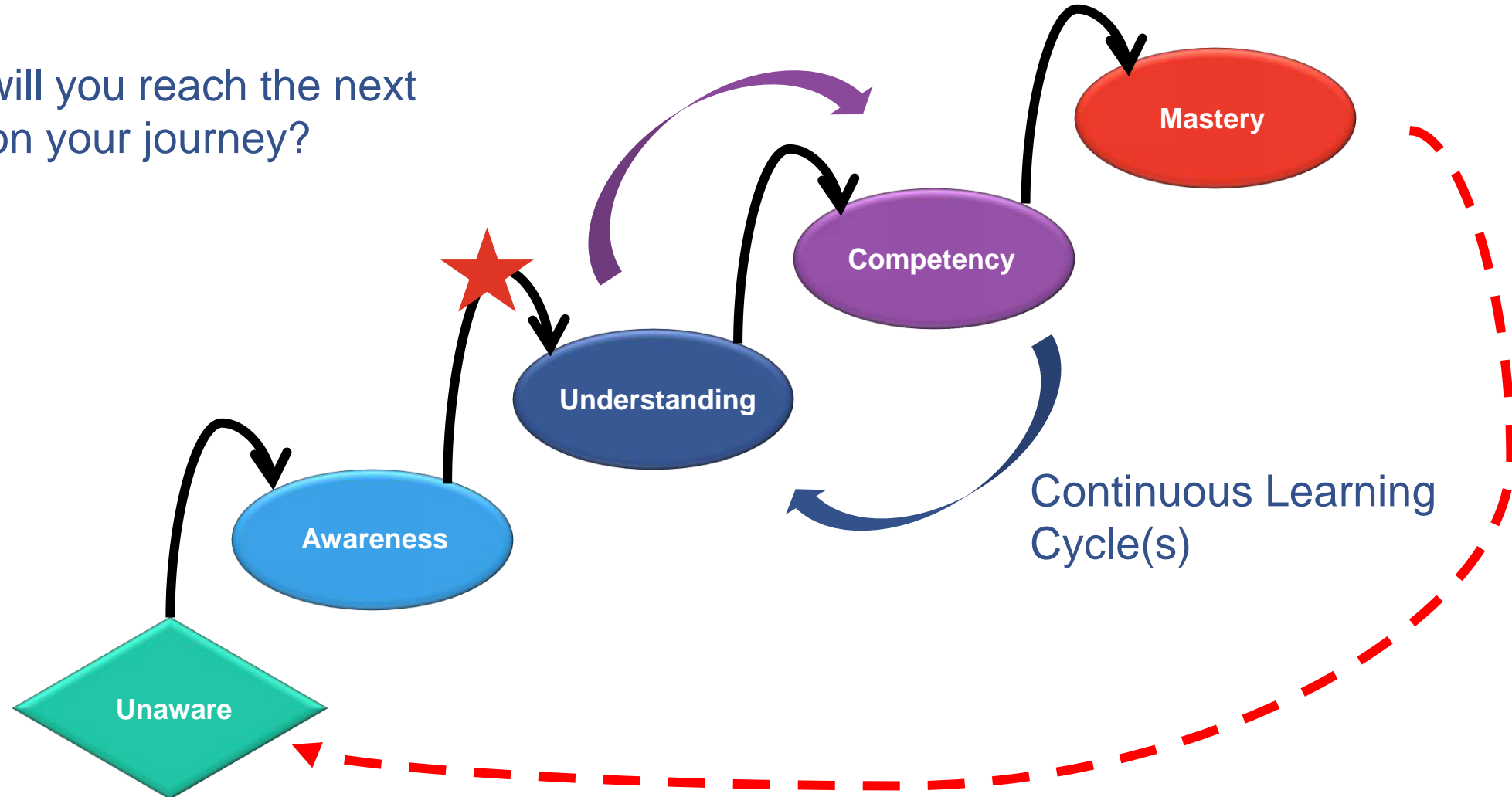
Question 3

What is something that consistently brings you joy?



Lean Journey to Mastery

How will you reach the next level on your journey?



Six Tenets of Lean

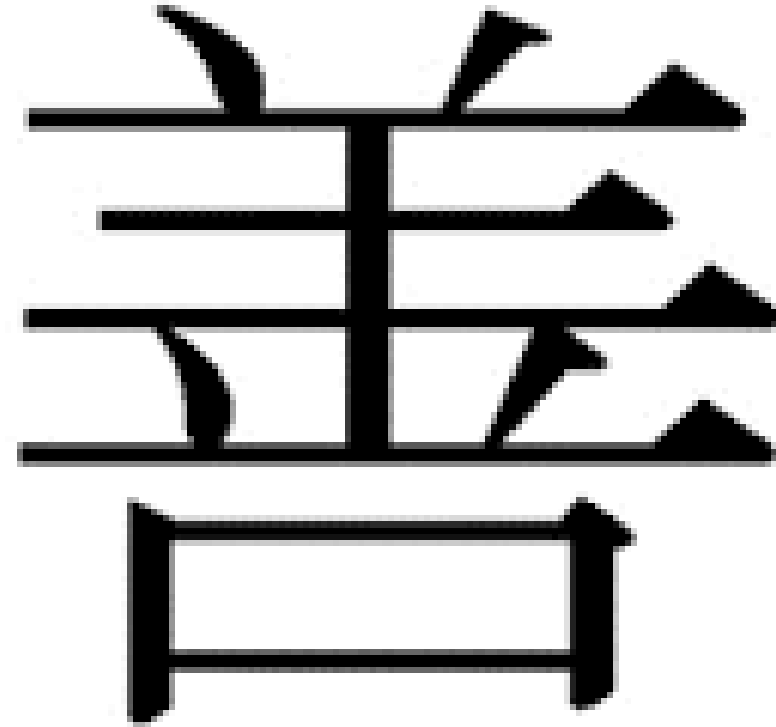
- 1 Respect for people
- 2 Optimize the Whole
- 3 Generate Value
- 4 Eliminate Waste
- 5 Focus on Flow
- 6 Continuous Improvement



What: Kaizen

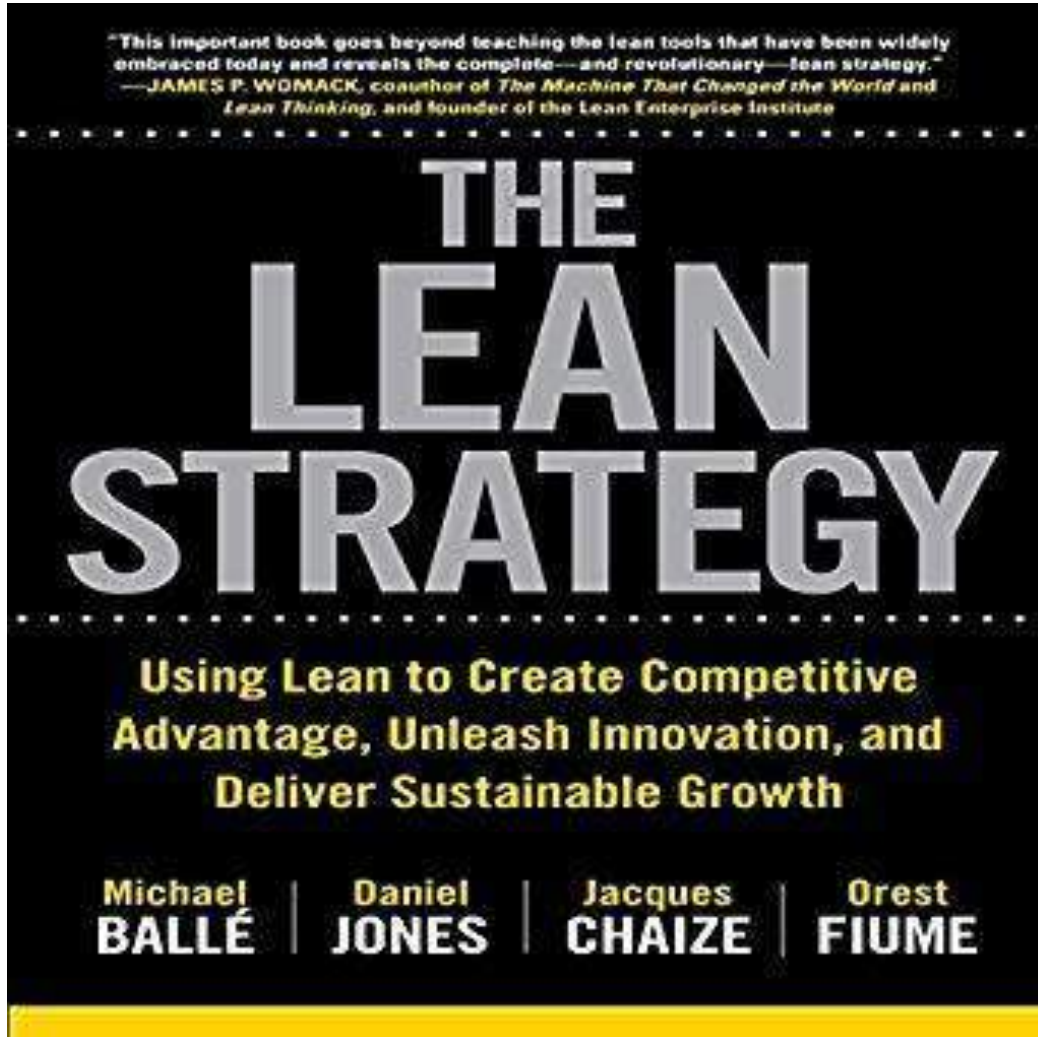


Kai = Change



Zen = Good

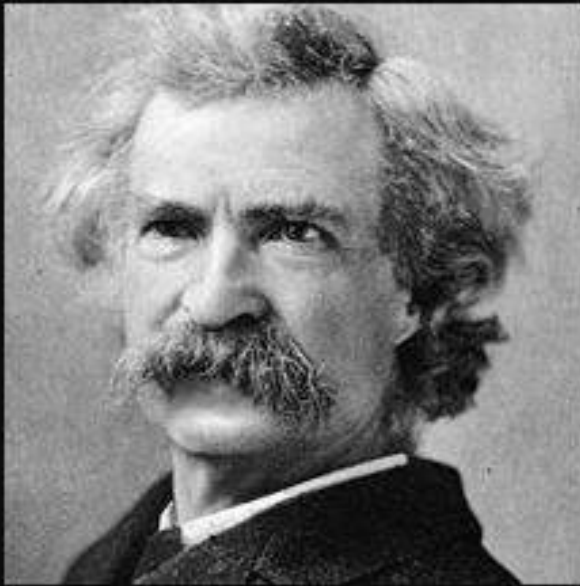
What: Kaizen



In the Toyota tradition, Kaizen comes in essentially two forms:

- (1) Problem solving to return a situation to standard
- (2) Studying a process to improve on the standard.

What: History



Continuous improvement is
better than delayed perfection.

~ Mark Twain

AZ QUOTES

What: History

WHAT WON WWII?



ELIMINATE WASTE



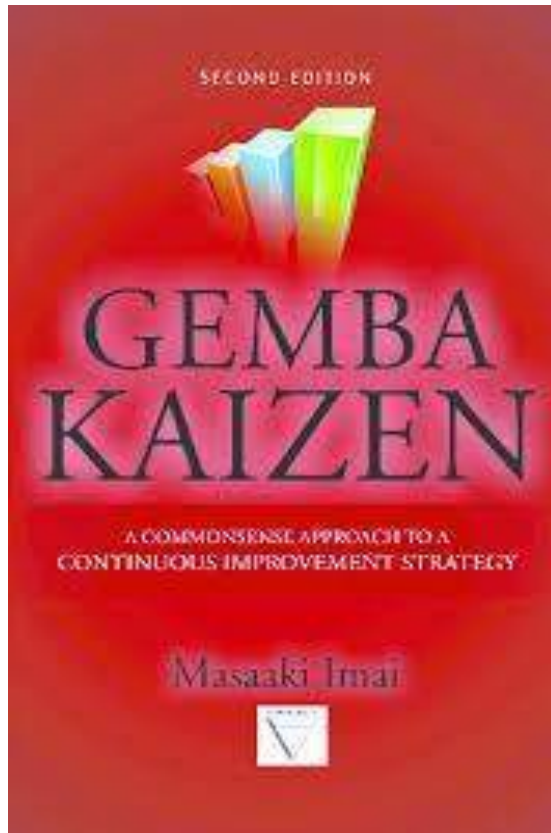
DIVERSITY



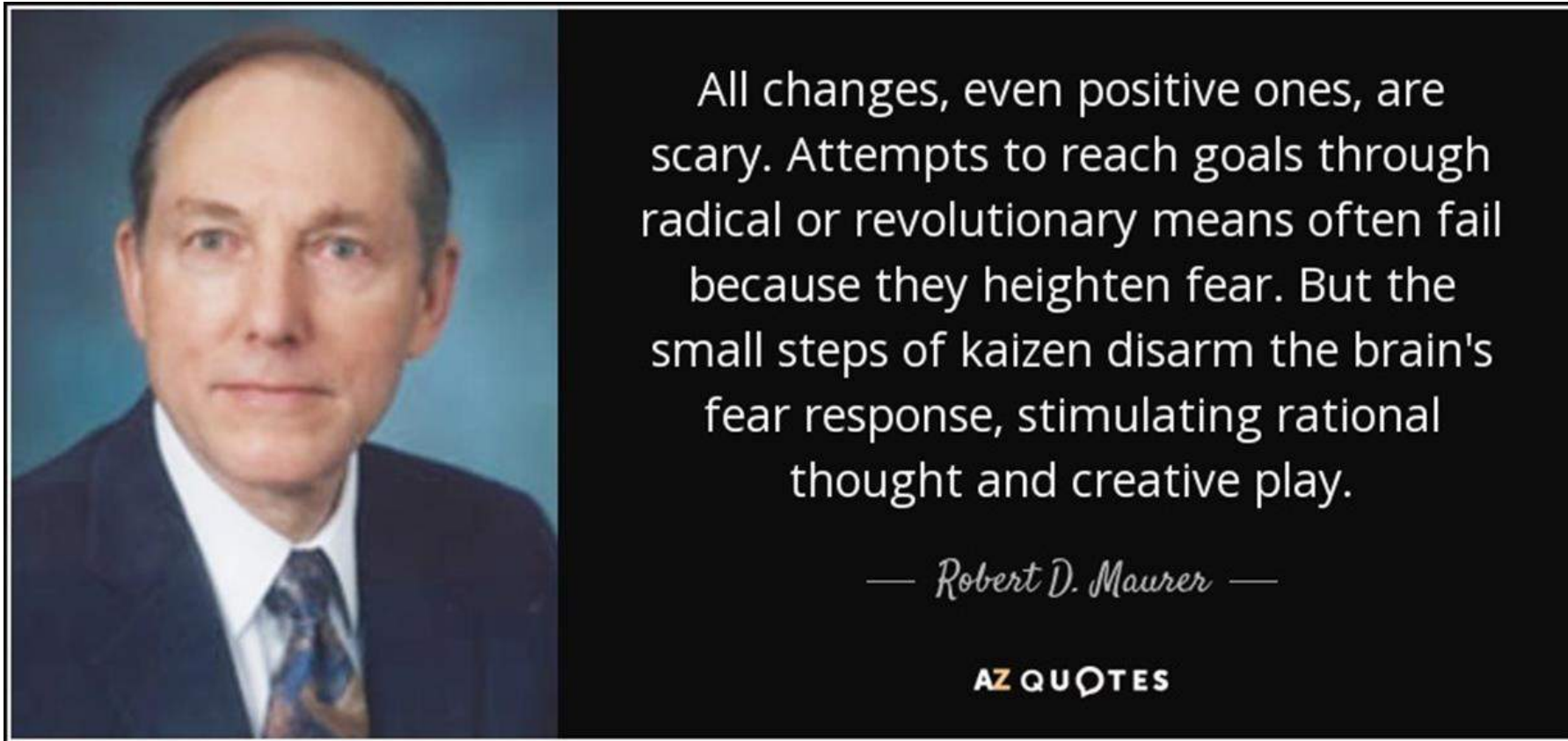
COLLABORATION

LEAN THINKING DID!

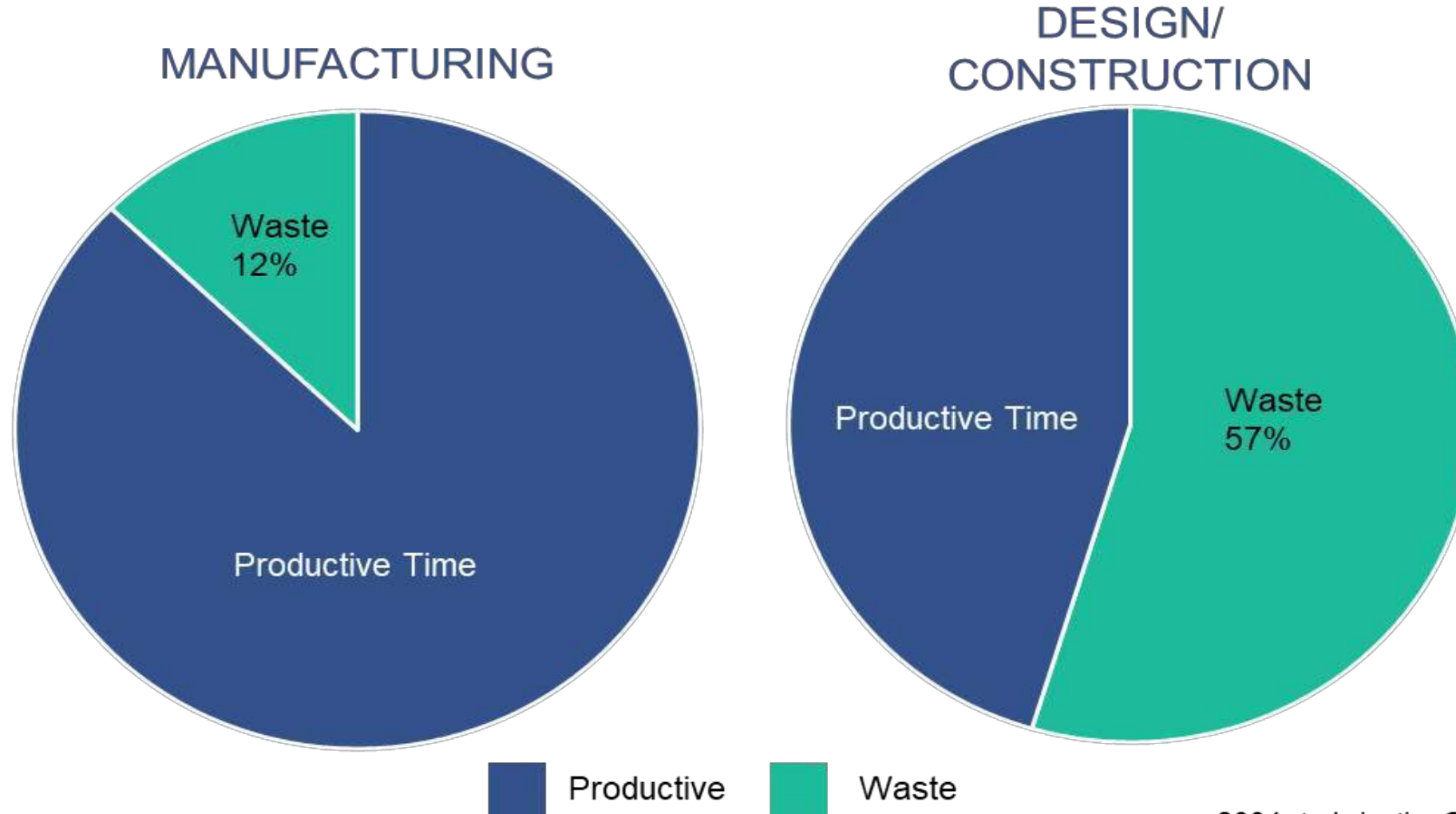
What: Learning



What: Considerations



Why: The Opportunity...



2004 study by the Construction Industry Institute

Why: Exploring the 8 Wastes



Why: Waste Defined

Waste is any activity that requires time or resources but does not create value as defined by the customer.

Why: The Eight Wastes



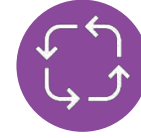
Over/Under Production



Excess Inventory



Waiting



Unnecessary Motion



Unnecessary Transportation



Defects



Over Processing



Unused Creativity of Team
Members
(Not listening/Not speaking up)

Why: Gemba Waste Walk

COURTESY OF KHS&S
CONTRACTORS



Why: Gemba Kaizen Improvements

COURTESY OF KHS&S
CONTRACTORS



How can you apply this tomorrow?

Identify the 8 Wastes as seen in the first video and their countermeasures shown in the second video.

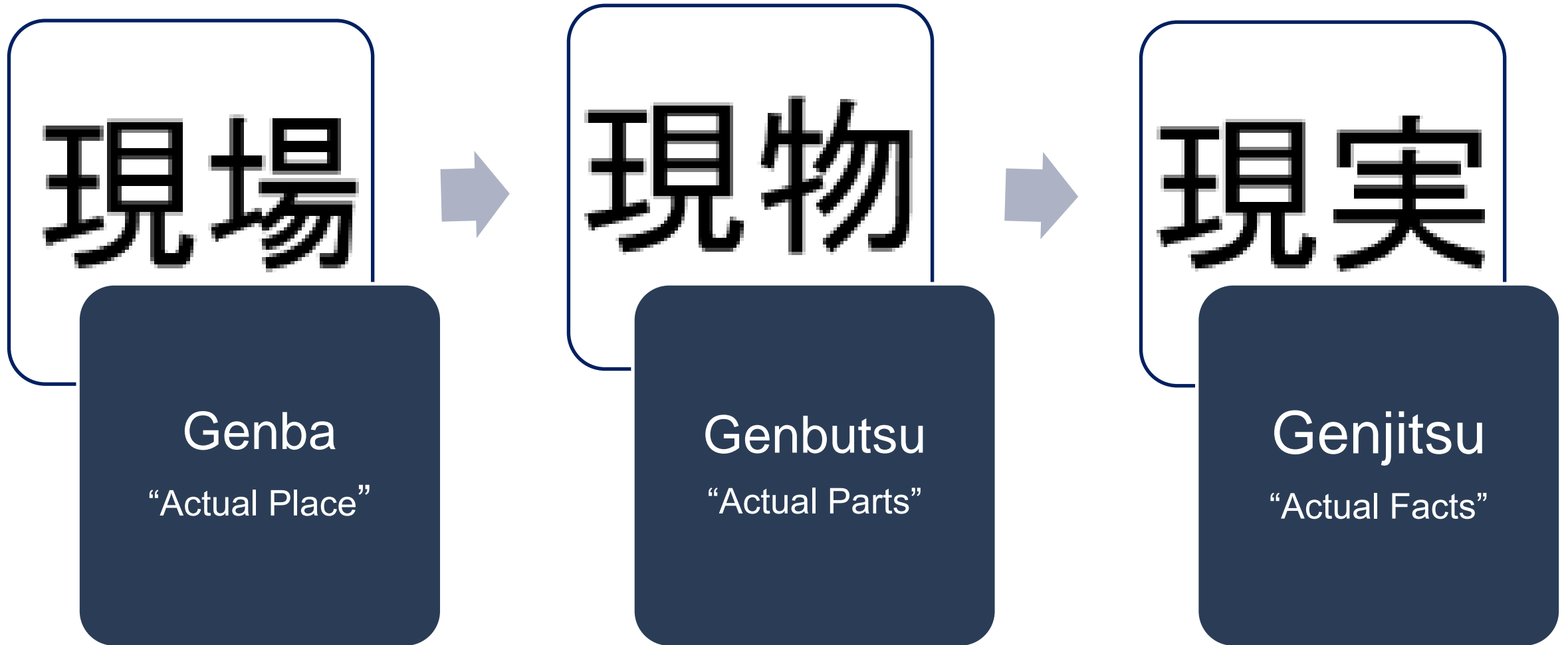
How do the countermeasures you saw in the 2nd video enhance Respect For People?

Small Group Discussion 5-6 People in Breakout Rooms

5 Minutes

Come back to Main Room and share Take-Aways in Zoom Chat.

How: 3 Gens of Kaizen



How: Gemba Kaizen

The logo for GEMBA ACADEMY features a stylized mountain range above the text 'GEMBA ACADEMY' in a bold, sans-serif font.

**Kaizen in the kitchen?
We'll show you how**

How can you apply this tomorrow?

Note your take-aways from the Video and share how the Kaizen methodology is applicable in your daily life?

We ask that everyone open up Chat in Zoom and type in your thoughts and take-aways to the question(s). We will hold and all hit enter at the same time to experience a Chatterfall.

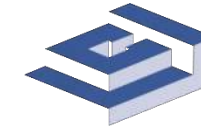
5 Minute Break



How: Kaizen Events:

- Are *short duration* projects with a specific aim for *process improvement*.
- Are typically *3-5 days* led by a facilitator with defined roles for team members.
- Should include members from *all stakeholder* departments including management.
- Should be part of an *overall program* of continuous improvement if they are to be successful and for gains to be sustained.



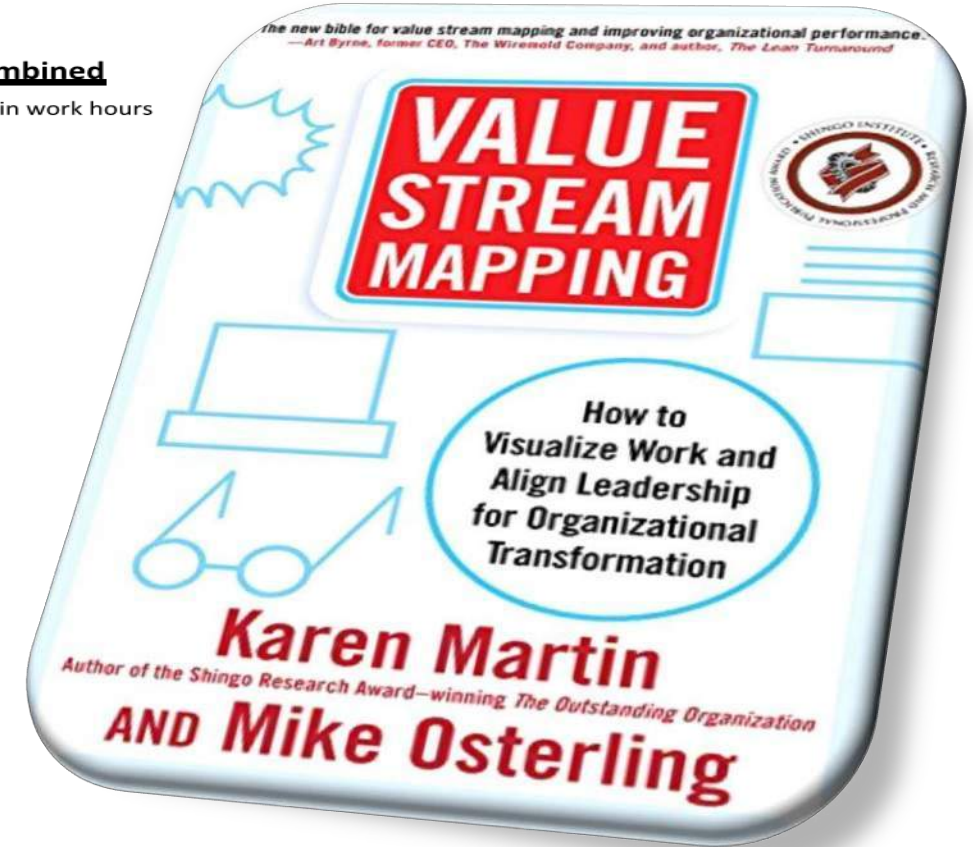


How: Kaizen Events: Pre-Work

PM Notified of Project	Contact DPA		Complete GC Upload Sheet		Issue PO's (ASAP)											
	CT	13.29	CT	19.14	CT	94.71										
	PT	11.88	PT	5.07	PT	37.14										
	VA	0.00	VA	0.00	VA	18.50										
	NVA	11.88	NVA	5.07	NVA	18.50										
	% VA	0%	% VA	0%	% VA	50%										
	Contact Project Controls		Complete ProLog upload sheet		Issue PO's & Subcontracts (ASAP)											
	CT	10.43	CT	16.29	CT	163										
	PT	3.56	PT	7.21	PT	87.43										
	VA	0.00	VA	0.00	VA	80										
	NVA	3.55	NVA	7.20	NVA	7										
	% VA	0%	% VA	0%	% VA	92%										
	Contact IT		Complete IT Start-up forms		Equipment ordered											
	CT	5.43	CT	4.00	CT	45.57										
	PT	2.38	PT	1.57	PT	3.94										
	VA	0.00	VA	0.00	VA	0.00										
	NVA	2.38	NVA	1.57	NVA	3.94										
	% VA	0%	% VA	0%	% VA	0%										
	Contact Risk Management		Develop Risk Mitigation Plan(s)		Develop Risk Mitigation Plan(s)											
	CT	11.86	CT	58.14	CT	26.29										
	PT	5.88	PT	22.14	PT	7.00										
	VA	0.00	VA	0.00	VA	0.00										
	NVA	5.88	NVA	22.14	NVA	7.00										
	% VA	0%	% VA	0%	% VA	0%										
	Contact AON		Complete Subguard Forms		Complete Insurance Worksheet		Complete Bond/Surety Request									
	CT	10.43	CT	13.57	CT	9.86	CT	10.71								
	PT	2.44	PT	3.29	PT	1.79	PT	2.79								
	VA	0.00	VA	0.50	VA	0	VA	0.50								
	NVA	2.44	NVA	2.79	NVA	1.79	NVA	2.29								
	% VA	0%	% VA	15%	% VA	0%	% VA	18%								
	Build Logistics Plan		Trailers/Offices		Order Signage		Data Access		Temp Power		Temp Water		Dumpsters		Toilets	
	CT	31.71	CT	54.71	CT	50.14	CT	60.14	CT	86.57	CT	73.43	CT	31	CT	25.86
	PT	13.57	PT	8.71	PT	7.43	PT	5.43	PT	5.71	PT	4.57	PT	6.64	PT	4.43
	VA	13.57	VA	2.00	VA	2	VA	0	VA	0	VA	0	VA	0	VA	0
	NVA	0.00	NVA	6.71	NVA	5.43	NVA	5.43	NVA	5.71	NVA	4.57	NVA	6.64	NVA	4.43
	% VA	100%	% VA	23%	% VA	27%	% VA	0%	% VA	0%	% VA	0%	% VA	0%	% VA	0%

Combined

All time in work hours

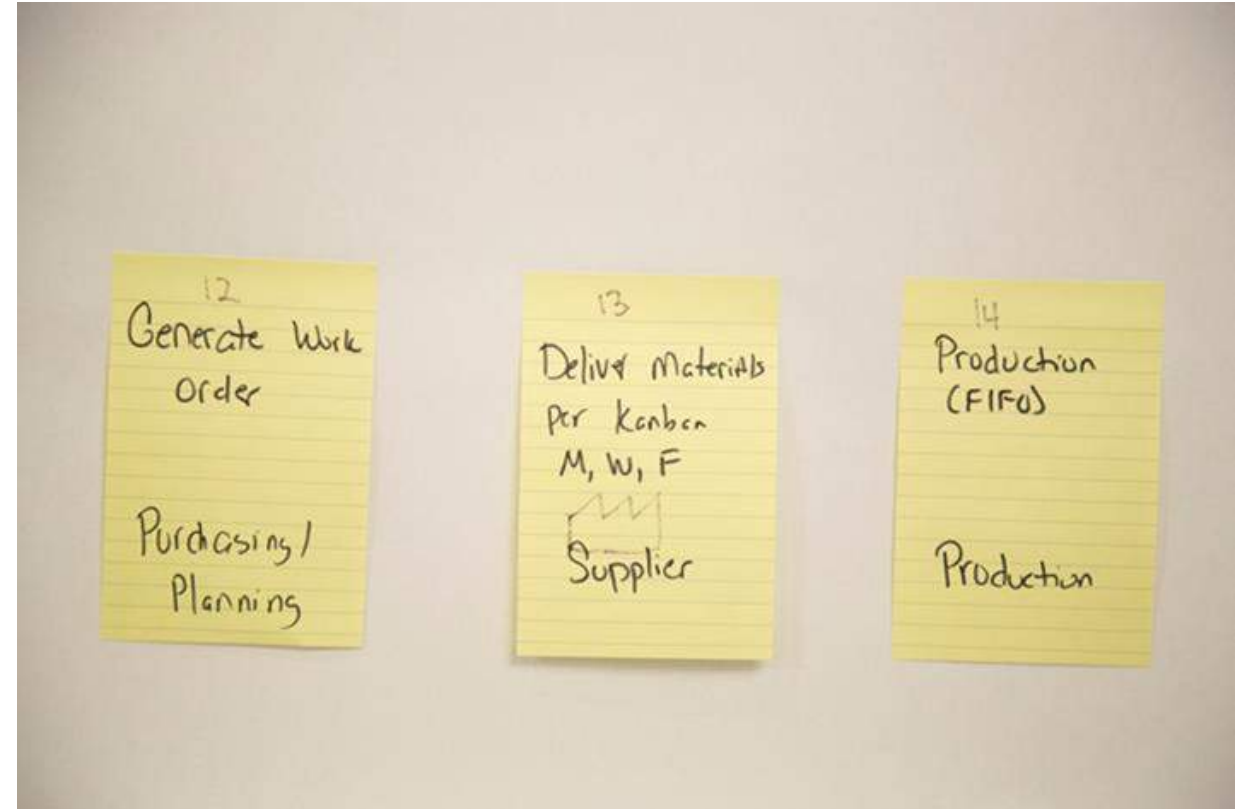


How: Kaizen Events: Pre-Work

CT	Cycle Time		Total manual working time for one cycle of the process, including wait time. The sum of all cycle times is the total lead time.
PT	Process Time		Actual touch time during cycle of work, including both “think time” and “touch time”.
VA _____	Value Added _____		Identify the amount of time in each process that would be considered “value added” in that the Owner would actually pay for it. We want to maximize any Value Added activities and minimize the Non-Value Added activities that we are unable to eliminate.
NVA	Non-Value Added		
%VA	Percent Value Added		VA= Positive Percentage NVA = Negative Percentage

How: Roadmap

1. Choose a process that needs improvement
2. Value Stream Map the *current* process.
3. Map the *future state* of the process to understand what's possible.
4. Install *testing and measuring* in your new process.
5. Develop *Stop-the-Line* points to ensure quality of process.



How: Roadmap

6. Map the *new* process with:
 - a. the waste removed
 - b. the non-value added processes minimized
 - c. Stop-the-Line features included to ensure quality
 - d. the agility to make future enhancements
7. Roll out the new process to all and continue to look for *improvements* and waste.



How: Planning

Roles and Responsibilities

- Executive Sponsor
- Team Leader
- Process Owner
- Team Members
- Workshop Facilitator/Coach

DILBERT

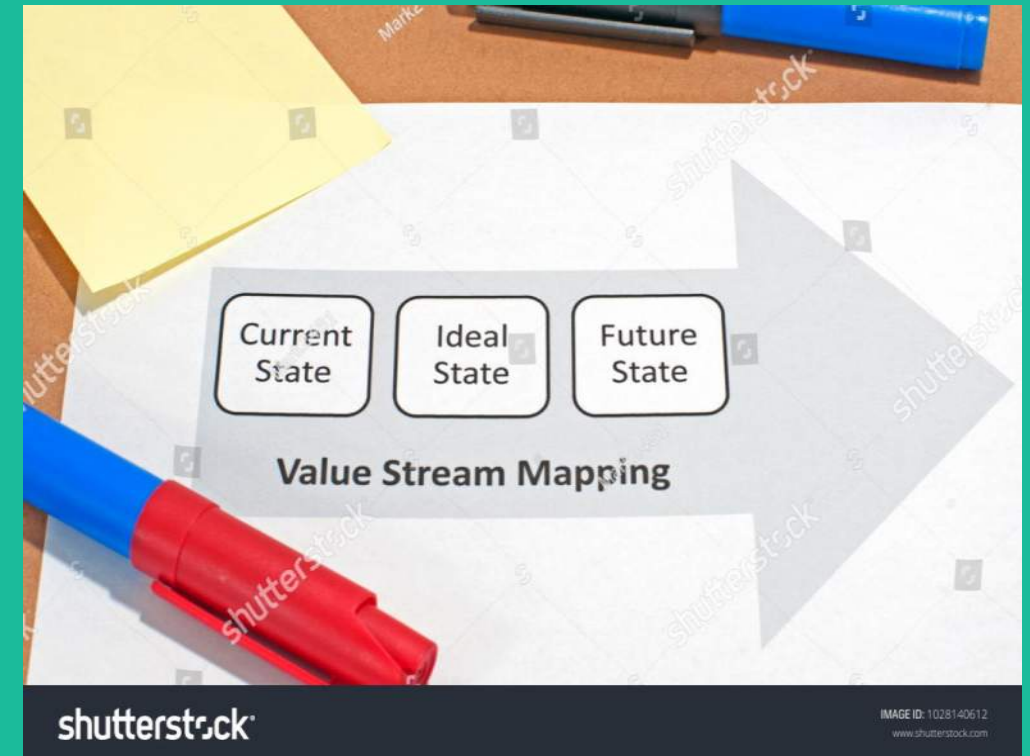


BY SCOTT ADAMS

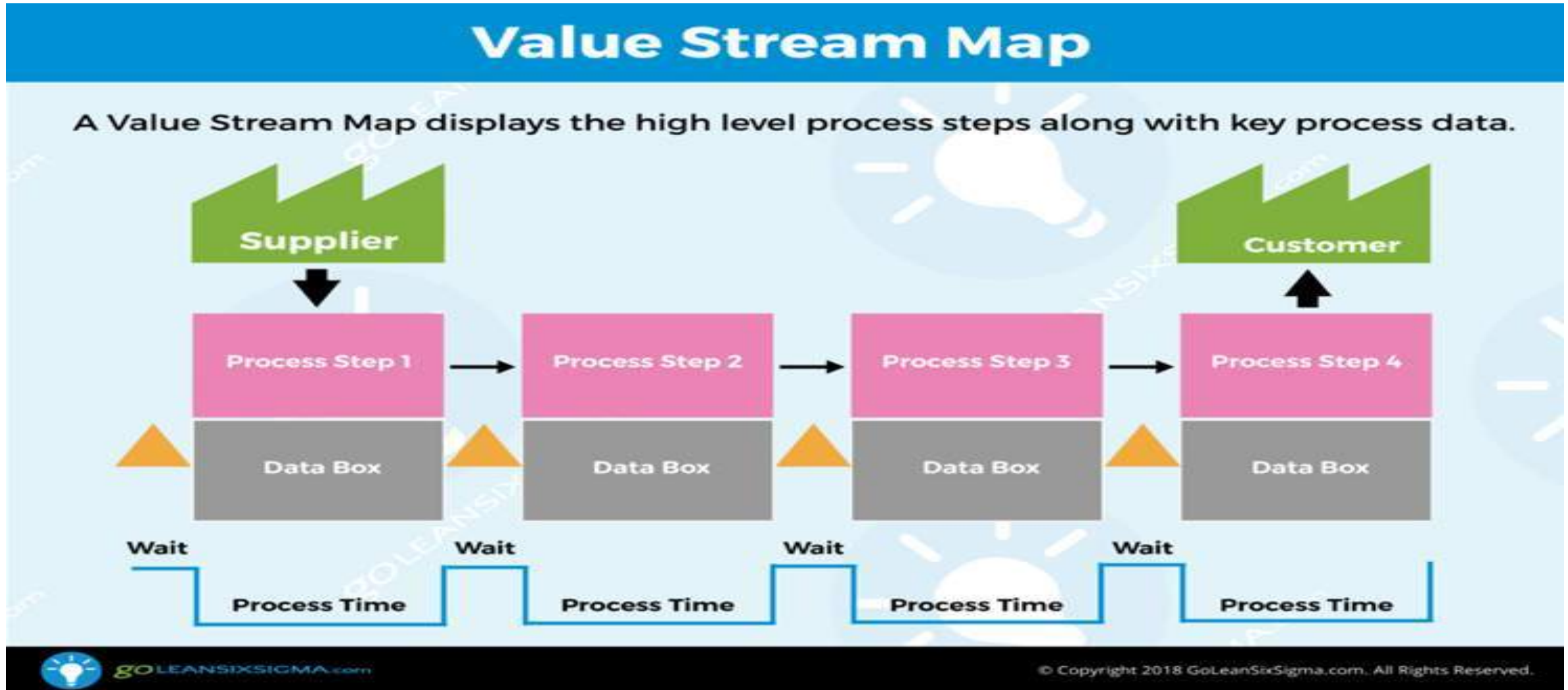
How: Value Stream Map

The purpose of value-stream mapping is to identify and remove or reduce "waste" in value streams, thereby increasing the efficiency of a given value stream.

Waste removal is intended to increase productivity by creating Leaner operations which in turn make waste and quality problems easier to identify.



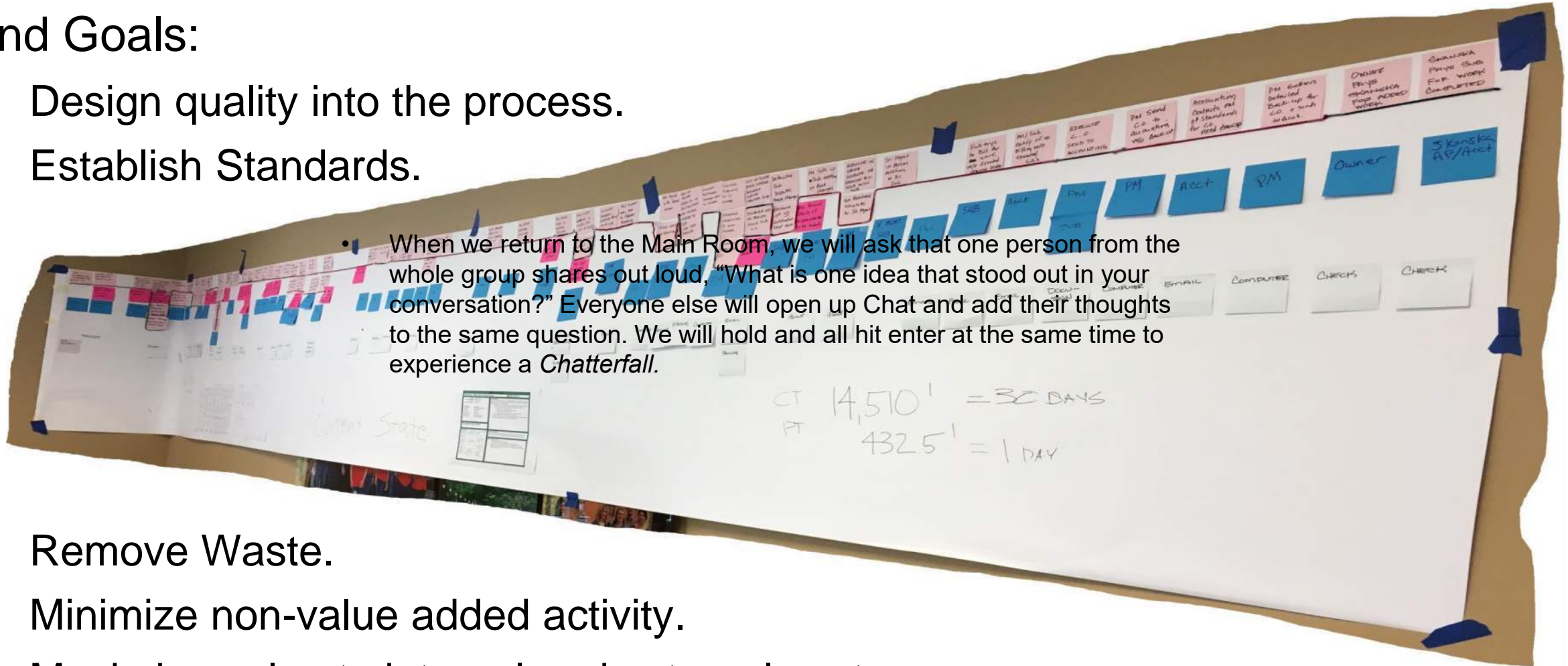
How: Value Stream Mapping



How: Value Stream Mapping

End Goals:

- Design quality into the process.
- Establish Standards.
- When we return to the Main Room, we will ask that one person from the whole group shares out loud, "What is one idea that stood out in your conversation?" Everyone else will open up Chat and add their thoughts to the same question. We will hold and all hit enter at the same time to experience a *Chatterfall*.
- Remove Waste.
- Minimize non-value added activity.
- Maximize value to internal and external customers.

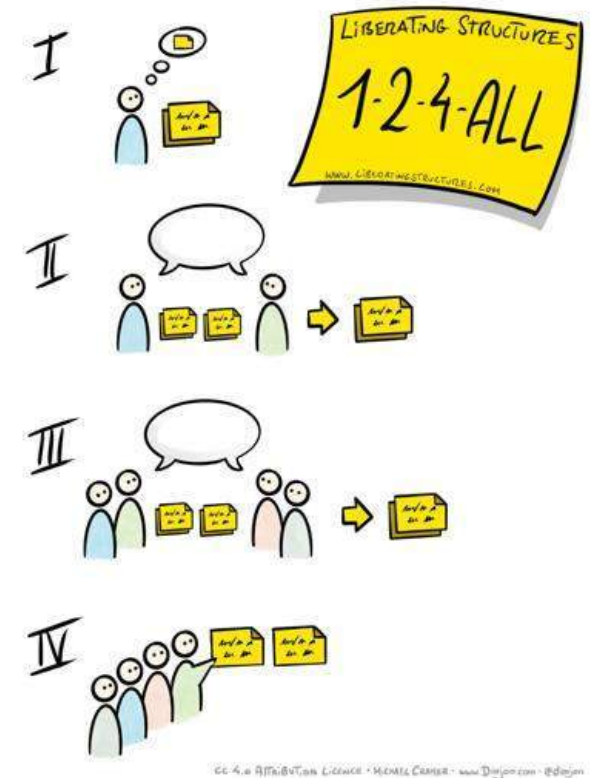


1-3-ALL

Engage Everyone Simultaneously in Generating Questions, Ideas, and Suggestions

How is it done?

- We will move you into breakout rooms of 3 people. Make brief introductions. 1-2 min.
- Begin with silent self-reflection on the shared challenge (e.g., What opportunities do YOU see for making progress on this challenge? How would you handle this situation? What ideas or actions do you recommend?) 2-3 min.
- Generate ideas in your groups of 3 by building on ideas from self-reflection. Share and develop ideas by noticing similarities and differences. 5-7 min.
- When we return to the Main Room, we will ask that one person from the whole group shares out loud, “What is one idea that stood out in your conversation?” Everyone else will open up Chat and add their thoughts to the same question. We will hold and all hit enter at the same time to experience a *Chatterfall*.



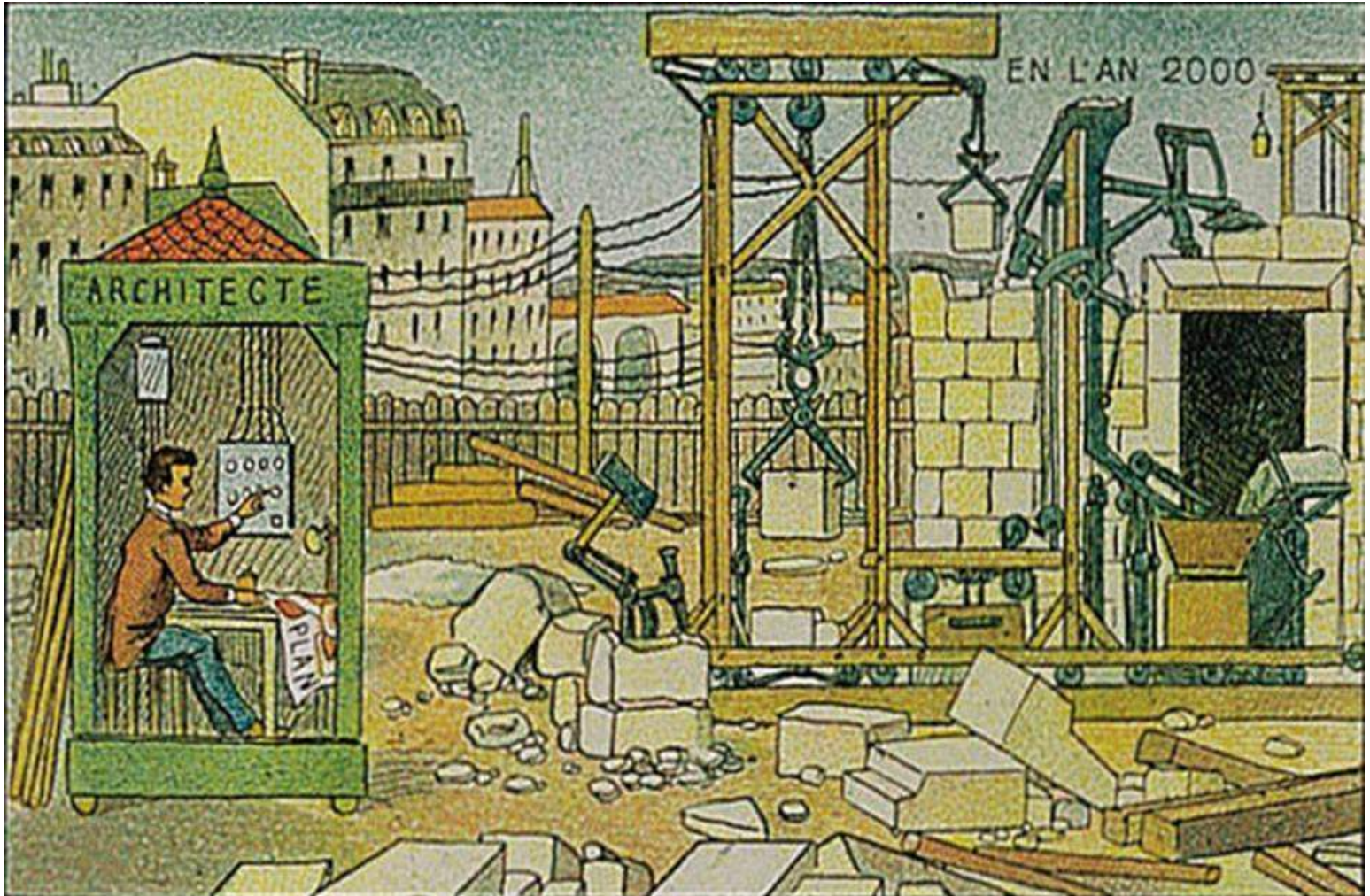
How can you apply this tomorrow?

***How would you go about using VSM (Value Stream Mapping) to remove waste from your critical processes?
Could you use VSM to create standard processes?***

1-3-ALL

How: Create the Future State

- No restrictions!
- Imagine what could be..
- Open yourself up to change.
- Is it or could it be possible?
- Instead of asking why? Ask why not?
- Map it!



How: Current State

From this...

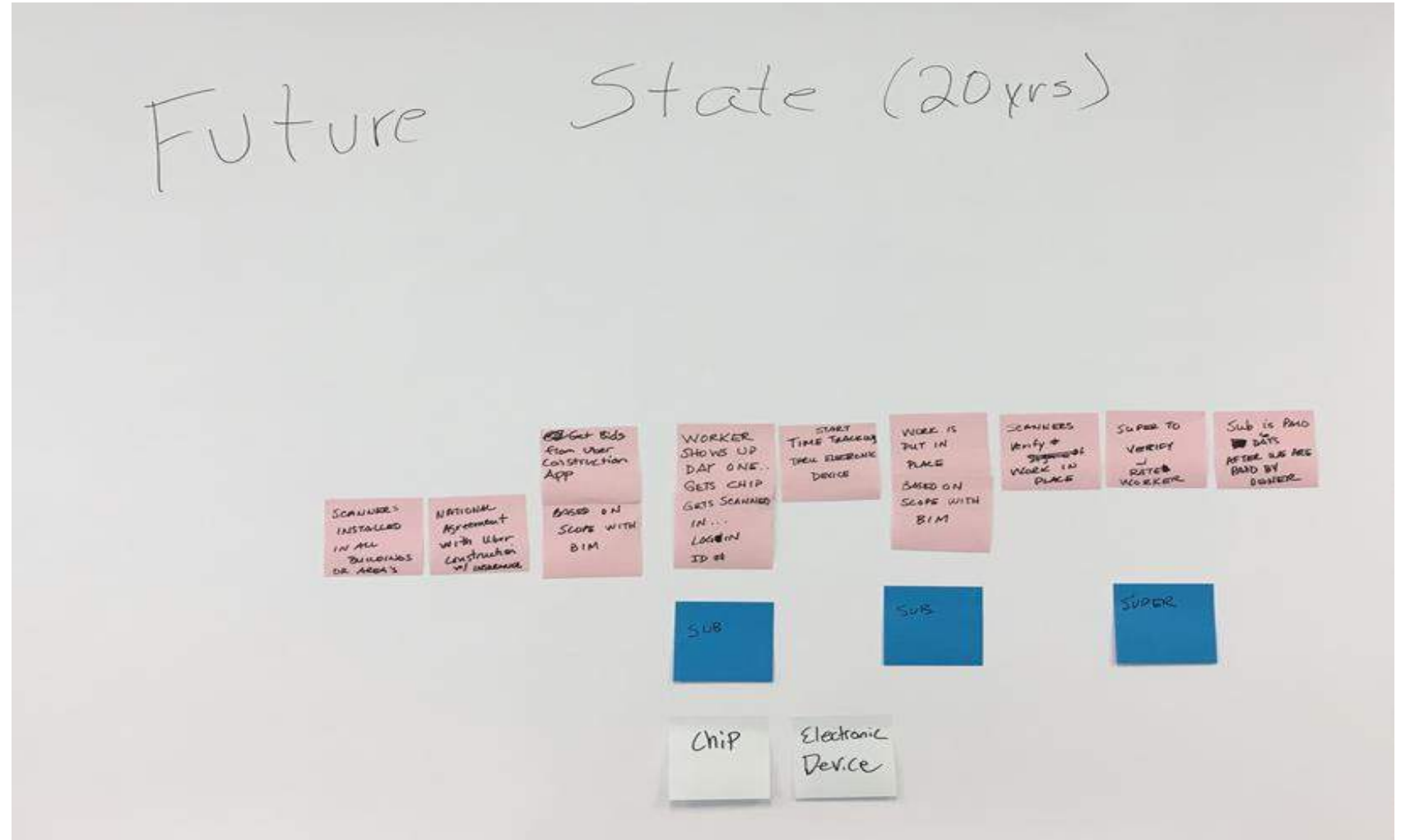


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How: Future State

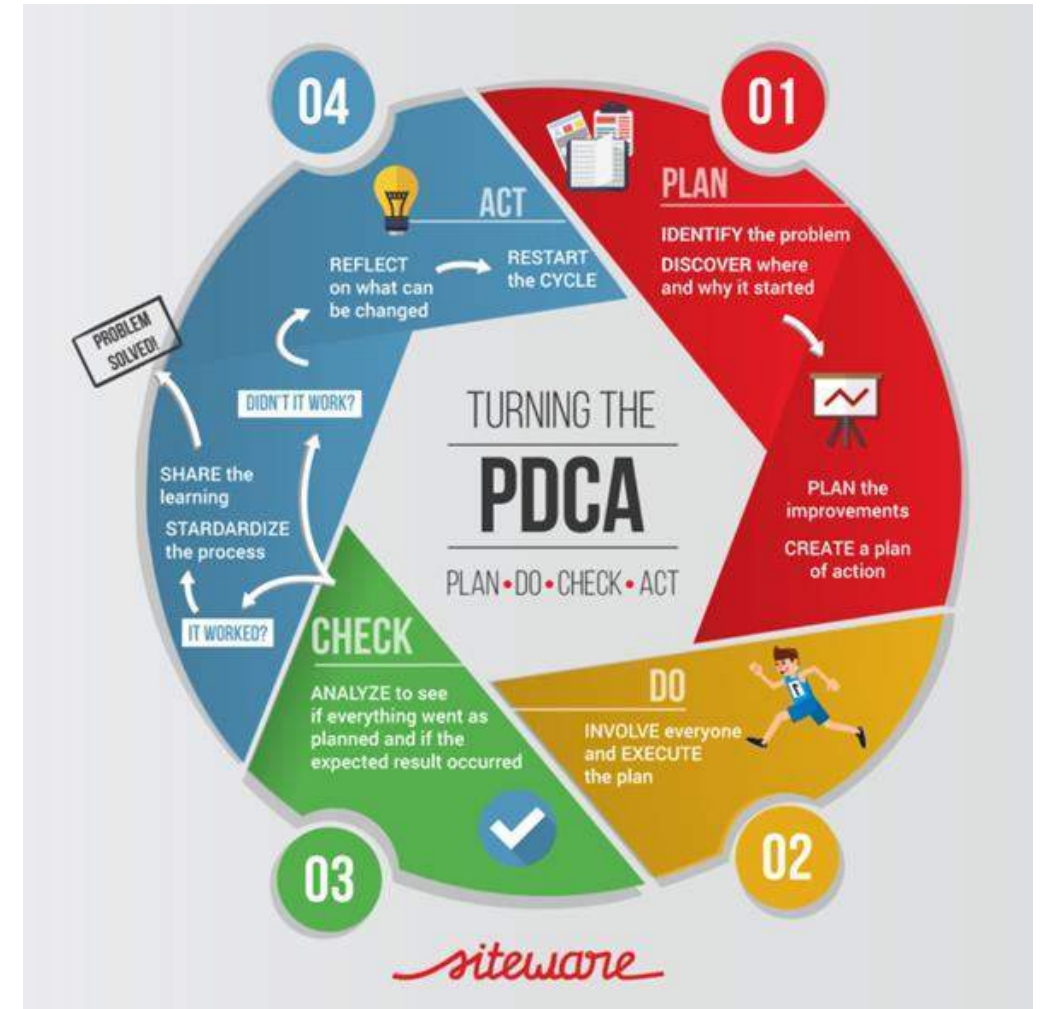
To this....



How: PDCA

Testing and Measuring

Plan–Do–Check–Act is an iterative four-step management method used in business for the control and continuous improvement of processes and products. It is also known as the Deming circle/cycle/wheel, the Shewhart cycle, the control circle/cycle, or plan–do–study–act (PDSA).

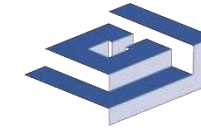


How: Stop-the-Line (Andon)

The process can't move forward until the *Stop* is cleared.

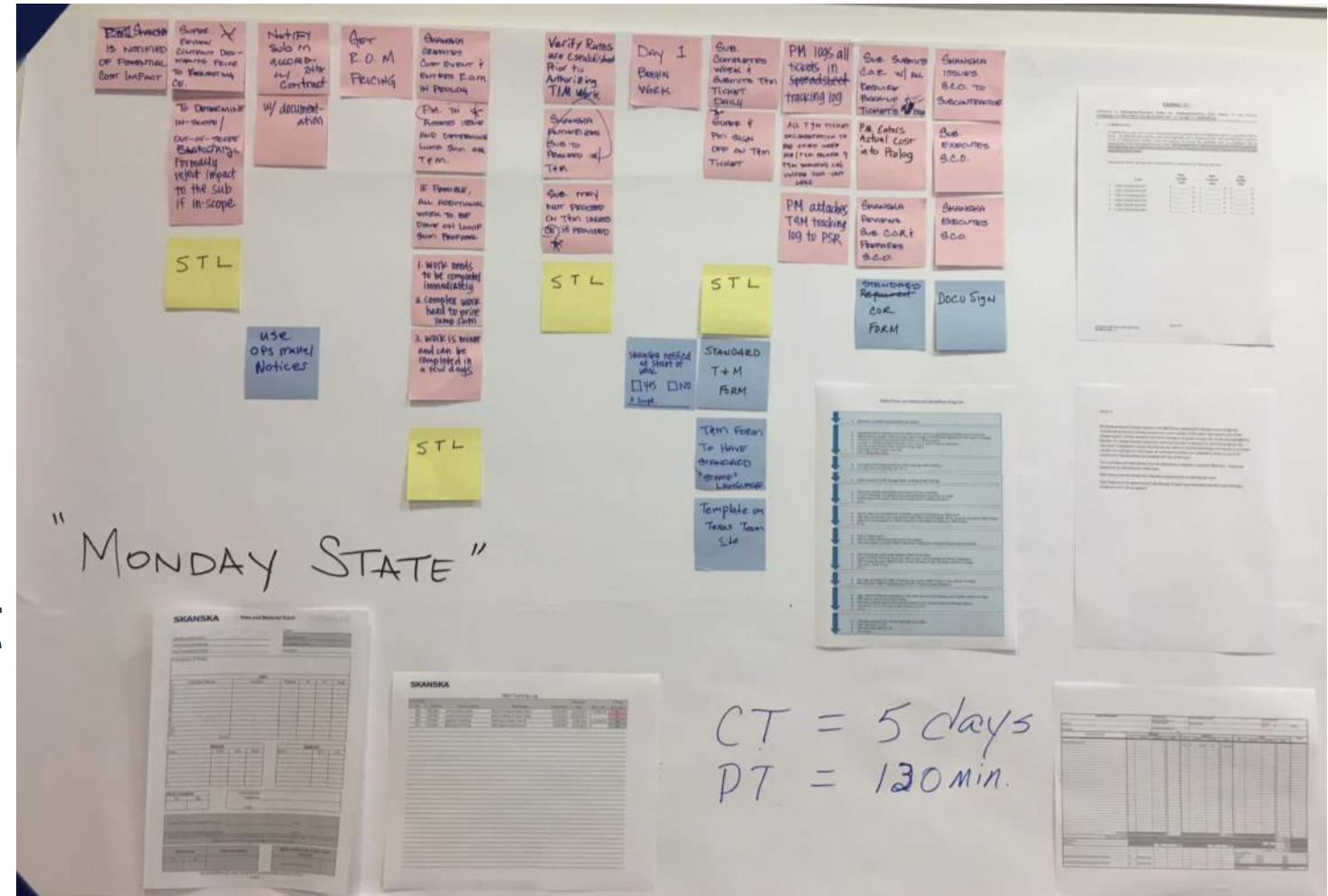
- Signatures needed
- Insurance Required
- Release required
- Company policy requirements
- Figure out where the risk lives in the process and surface it



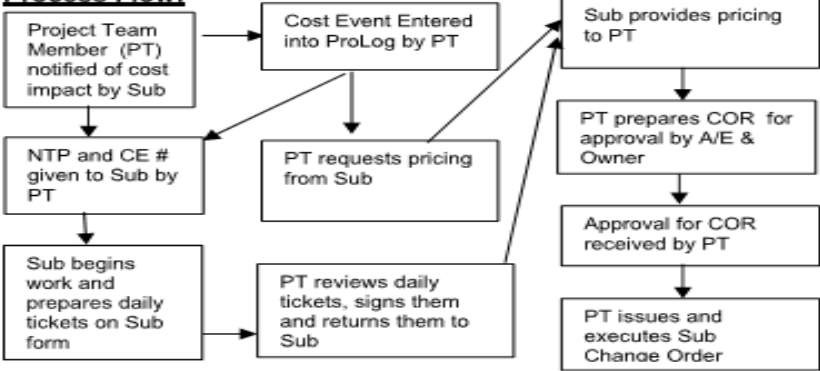


How: Monday State

- Create the “Monday State” process map with everything that can be accomplished now.
- Define stretch goals for 30/60/90 days out for additional improvements

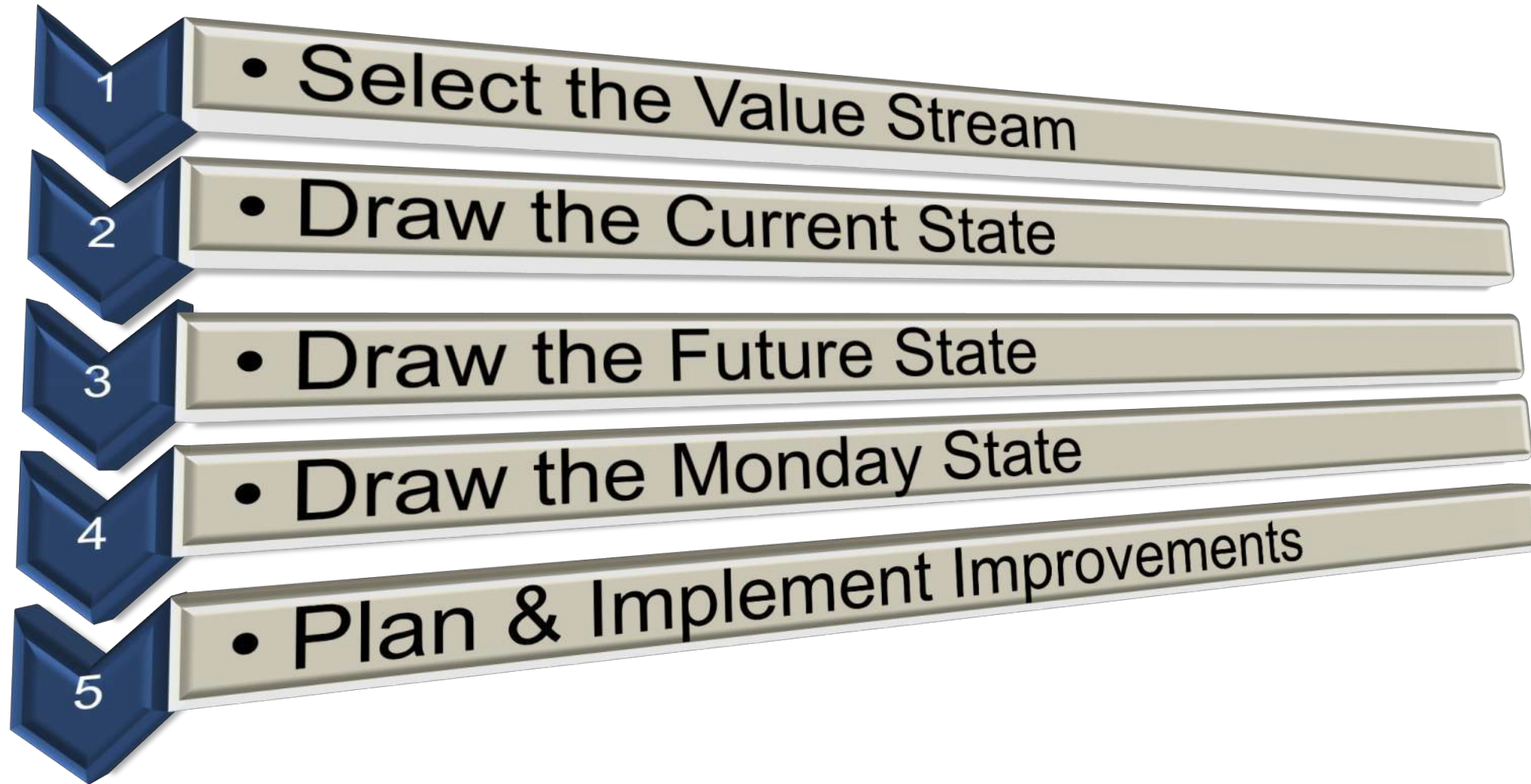


How: Monday State – Project Form

RPIW Project Form																	
RPIW Name: T&M Tickets and Backcharges	Date: April 3-7																
<p>Sponsor: [Redacted]</p> <p>Workshop Facilitator: [Redacted]</p> <p>Team Leader: [Redacted]</p> <p>Process Owner (Sub-TL): [Redacted]</p>	<p>Current Situation:</p> <p>[Redacted] does not have a formalized process for dealing with T&M Tickets and Backcharges. This results in a significant amount of waste and the potential for significant losses and exposure on different projects.</p> <ol style="list-style-type: none"> 1. No standard work – each operator is performing the process and individual steps in a unique way. This results in a large amount of waste and defects: <ol style="list-style-type: none"> a. Incomplete or missing information b. Tickets not "found" until the end of the project c. Reinventing the wheel each time d. Inconsistent processes requires constant adaption by PSG's 2. The process results in frustrations for our Sub partners. 3. Issues are not dealt with in a timely manner and this results in a risk exposure for [Redacted] and potential frustrations from our Sub partners. 																
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #f2f2f2;"> <th style="width: 10%; text-align: left; padding: 2px;">Team Members</th> <th style="text-align: left; padding: 2px;">Department</th> </tr> </thead> <tbody> <tr><td>1.</td><td>[Redacted]</td></tr> <tr><td>2.</td><td>[Redacted]</td></tr> <tr><td>3.</td><td>[Redacted]</td></tr> <tr><td>4.</td><td>[Redacted]</td></tr> <tr><td>5.</td><td>[Redacted]</td></tr> <tr><td>6.</td><td>[Redacted]</td></tr> <tr><td>7.</td><td>[Redacted]</td></tr> </tbody> </table>	Team Members	Department	1.	[Redacted]	2.	[Redacted]	3.	[Redacted]	4.	[Redacted]	5.	[Redacted]	6.	[Redacted]	7.	[Redacted]	<p>Production Requirements/Takt Time Calculation</p> <p>30 man days to process 1 T&M Ticket = 14,500'</p>
Team Members	Department																
1.	[Redacted]																
2.	[Redacted]																
3.	[Redacted]																
4.	[Redacted]																
5.	[Redacted]																
6.	[Redacted]																
7.	[Redacted]																
<p>Process Flow:</p>  <pre> graph TD A[Project Team Member PT notified of cost impact by Sub] --> B[Cost Event Entered into ProLog by PT] A --> C[NTP and CE # given to Sub by PT] B --> D[Sub provides pricing to PT] B --> E[PT requests pricing from Sub] C --> F[Sub begins work and prepares daily tickets on Sub form] F --> G[PT reviews daily tickets, signs them and returns them to Sub] G --> D D --> H[PT prepares COR for approval by A/E & Owner] H --> I[Approval for COR received by PT] I --> J[PT issues and executes Sub Change Order] </pre>	<p>RPIW Theme/Overview</p> <p>T&M Tickets and Back charges can happen on any project and need to be standardized in order to reduce our exposure and risk as well as reduce our Sub Partners frustrations.</p>																
<p>RPIW Targets/Boundaries</p> <ul style="list-style-type: none"> Create standard work across the region. Reduce the Lead Time for this process from 30 Days to 5 Days. Reduce the Process time for this process from 432 Minutes to 120 Minutes. Reduce Claims and Related Closeout issues to better align with our fast closeout procedures (30 days) 																	

Revision: 11/28/2006

- **How:** Kaizen Events Recap



How can you apply this tomorrow?

What questions do you have regarding Kaizen events?

Small Group Discussion 5-6 People in Breakout Rooms

5 Minutes

Come back to Main Room and share Take-Aways in Zoom Chat.

Take-Aways

From Matt Snyder - RH White : To what degree should Management be involved in the Kaizen (risk of workers not speaking freely if they're there, but risk of them not buying-in if they're not)

This is a great question. Thanks, Matt. A Kaizen event is a very large expenditure of Company resources, so in the Kaizen events I have been involved with, there was always a Management sponsor. This person was responsible for making sure the Kaizen Team stays on True North per the Organizations goals as well as endorsing the outcome of the Kaizen – *NO MATTER WHAT!!* The Management person did not participate as a full-time Kaizen Team member but was there at key moments to assure direction and give copius amounts of praise.

Take-Aways

From Jake Snyder : how do you have a 3-5 day event and make the whole time productive? what does that agenda look like??

Another great question, Jake. Thank you! It really depends on the issue you are trying to tackle. As Paul Akers points out in 2-Second Lean, 2 seconds of improvement every day over a good period of time can be life-changing. Not every problem is going to take a full Kaizen event to solve. For those larger issues that require more resources it may require 3-5 days depending on the Team and if they have practiced Kaizen before. There is a lot of Team building and learning during the week. The process also needs to be well understood if we intend to fix it. There are also several meetings leading up to the Kaizen event. At right is an agenda I used when facilitating a Kaizen event last year. The question to ask as an organization is “How much productivity are we losing with our current processes? How many good people and partners do we lose to bad processes? How many Customers? Can we afford to continue as we are?”

Kaizen Event Agenda (Workshop Facilitator):

- Monday AM
 - Executive Sponsor Statement
 - Lean Learning
- Monday PM
 - Lean Learning
 - Review VSM
- Tuesday AM
 - VSM – Current State
- Tuesday PM
 - VSM – Current State
 - VSM Future State
- Wednesday AM
 - Create Monday Plan
 - Monday Plan VSM
- Wednesday PM
 - Monday Plan VSM
 - Executive Sponsor Report out
- Thursday AM
 - Finalize Monday Plan VSM
 - Determine any “Future” work required
- Thursday PM
 - Monday Plan Testing
 - Executive Sponsor Report out
- Friday AM
 - Roll out Monday Plan/new Process to Company
 - Send email to all who aren’t there detailing new Process

Take-Aways

From Hunter Stofan : how can you initiate a kaizen from the middle / bottom up and really spark change in an organization?

Hunter, thank you for your question! This is a tough question to answer when you are referring to organizational change. Without knowing more details, it is hard to say how best to approach your specific situation. One thing that I do know that works is applying Kaizen in my individual work and in my personal life. Kaizen has changed my life in ways that I would have never thought possible both professionally and personally. A good place to start for me was Dr. Robert Mauer's book ["One Small Step Can Change Your Life: The Kaizen Way"](#).

Unfortunately, beneficial organizational change is hard and near impossible without everyone in the whole organization involved, engaged and headed generally in the same direction. If you would like to get any clarifications or just talk further, please don't hesitate to drop me a note at bmw@fielddrivenlean.com. Thanks for the question!

Take-Aways

From thomas johnson : could apply tmrw in our change mgmt. process

Thanks for the comment Thomas! Please let me know if I can help.

Take-Aways

From Jeffrey Hardin : What are some tips on getting participants to commit to a 3-5 day event when they have other responsibilities?

Thanks for the great question Jeffrey! As I stated to Matt in the response above, a Kaizen event is a huge expenditure and a huge commitment of company resources and talent. In that light, the need to change should be great. The Kaizen team needs to be excused from all their other work activities during the Kaizen event due to this great need.

As a facilitator of these events, I make sure participants have several large breaks throughout the day to take care of emails and phone calls. I also include several Team building activities to help gain commitment and engagement. I use [Liberating Structures](#) exercises very liberally throughout the week as well.

Take-Aways

From Matt Snyder - RH White : How do you get workers to see the value in taking time away from doing the work to improve the work, they'll just get further behind

Thanks for another interesting question Matt. This goes back to your first question up above about Management's role in Kaizen. Management needs to make sure that the members of the Kaizen team are supported in such a way that they are not behind after improving the work for the benefit of all. Once organizations begin to understand that the power of Kaizen isn't in the changes but in the learning, then Kaizen becomes part of everyone's work all the time. Dynamic learning organizations have no trouble attracting top talent and keeping it. Workers understand the value in making a better product, management has to listen to those ideas and provide space for the workers to experiment and to fail... Until they succeed!

Take-Aways

From Matt Graetz : How do you deal with someone that is really resistant to change?

Thank you, Matt! We first must be careful that we are “doing” Lean with them and not to them. I always ask why and what bad experiences they might have had with changes. Changes happen constantly on Construction sites, so I mostly don’t buy it that they resist change so much as they aren’t buying what I’m selling. So I PDCA and try something new until we can connect or at least end active hindrance. LOL Sometimes you have to either change the person or change the person. I don’t know that there is ever one single right answer to this quandary. It’s a question I get a lot. I even run into this person (**resistant to change**) a lot. Best of luck. Shoot me a note and I can point you to a couple of Liberating Structures that can help with this issue in group situations. bmw@fielddrivenlean.com

Take-Aways

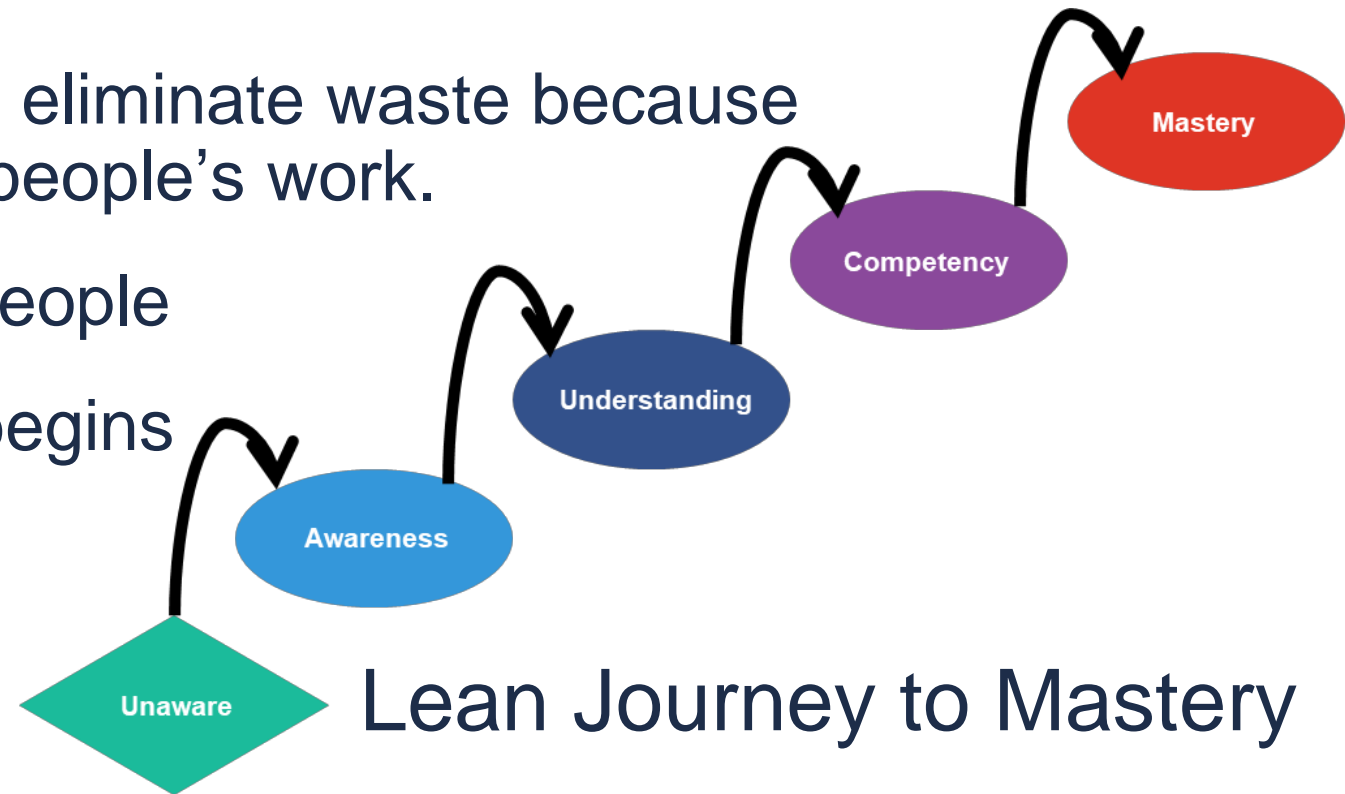
From Matt Snyder - RH White : How do you get workers to be comfortable being measured & observed and do "real" work rather than putting on a show for the observers

You are on fire Matt! I think this is a really important question. I don't think enough care and training go into teaching our people how to observe; how to see and understand what they are seeing. This goes from frontline foremen to Project Executives walking a project site. There are a couple of very basic things that can help:

- Talk to the workers and explain the goals for improvement.
- Ask questions about the process. Ask for their input on meeting the goals.
- Stop and measure often. Short repeatable iterations yield the most progress.
- Focus on flow! Make sure that is the focus of the workers as well.

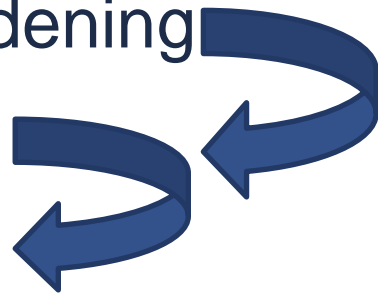
Kaizen: A Deeper Meaning

- True and lasting Kaizen can only happen in conjunction with Lean Thinking
- Lean Thinking requires that we eliminate waste because waste removes meaning from people's work.
- Lean Thinking is Respect for People
- Co-Active Vicarious Learning begins
- Must have a growth mindset
- Systems Thinking



Kaizen: A Deeper Meaning

- Servant Leadership
- Outward Mindset
- Open to collaboration
- Embrace Diversity of Thought
- Kaizen seeks to:
 - Reduce Overburdening
 - Reduce Variation
 - Reduce Waste



Kaizen: A Deeper Meaning

- **Kaizen** becomes a learning process not an improvement process
- **Kaizen** becomes a people improvement system not a process improvement system

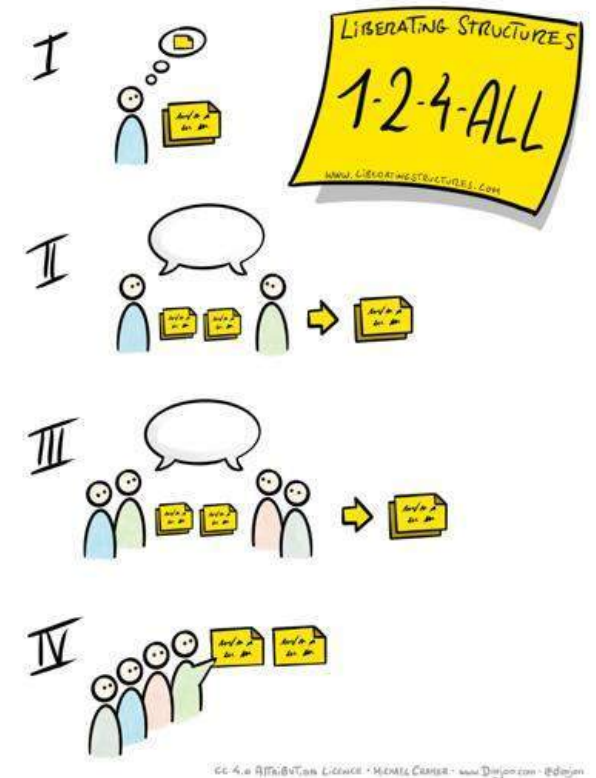


1-3-ALL

Engage Everyone Simultaneously in Generating Questions, Ideas, and Suggestions

How is it done?

- We will move you into breakout rooms of 3 people. Make brief introductions. 1-2 min.
- Begin with silent self-reflection on the shared challenge (e.g., What opportunities do YOU see for making progress on this challenge? How would you handle this situation? What ideas or actions do you recommend?) 2-3 min.
- Generate ideas in your groups of 3 by building on ideas from self-reflection. Share and develop ideas by noticing similarities and differences. 5-7 min.
- When we return to the Main Room, we will ask that one person from the whole group shares out loud, “What is one idea that stood out in your conversation?” Everyone else will open up Chat and add their thoughts to the same question. We will hold and all hit enter at the same time to experience a *Chatterfall*.



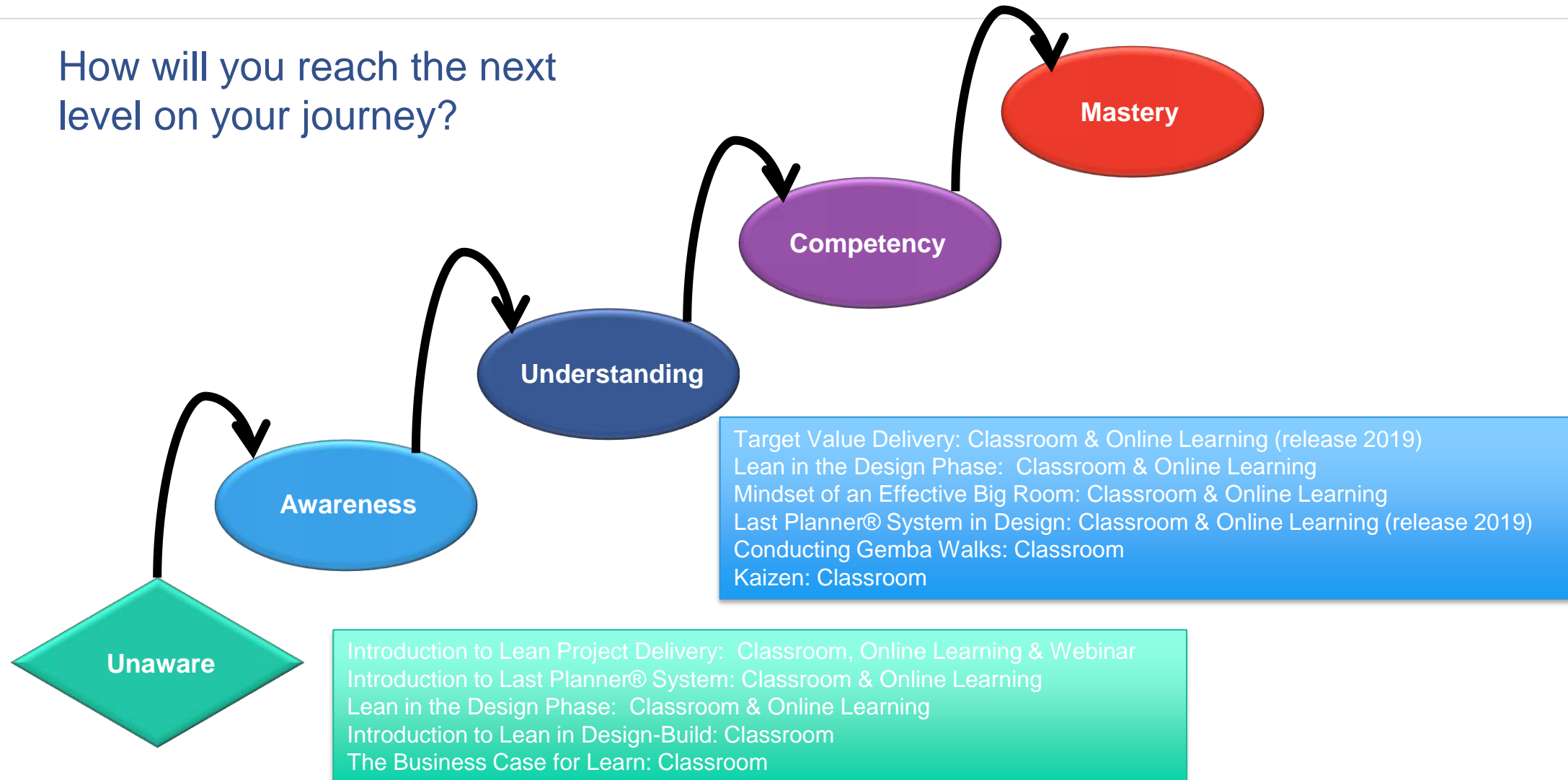
How can you apply this tomorrow?

How could you take Kaizen to the next level in your business and your life?

1-3-ALL

Lean Journey to Mastery

How will you reach the next level on your journey?



Plus/Delta

Mad Tea Party

Create a bigger, richer, and funner context for taking action & gaining insight

I really loved _____ about today's training.
(Please include a **Plus** or **+** with your response in Chat.)



+	△

Plus/Delta

Mad Tea Party

Create a bigger, richer, and funner context for taking action & gaining insight

**Based on my experience
today, you should do**

differently next time.
(Please include a *Delta* or —
with your response in Chat.)



+	△



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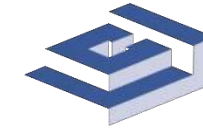
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Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!



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