

23<sup>RD</sup> ANNUAL



23<sup>RD</sup> LCI CONGRESS  
OCTOBER 19-22

# Langston Craft KATA: Capability to Develop Capabilities

Mary-Allyson Chauvin

Adam Hoots

Jordan Kimbrell

Evan Sowell

LEARN BY DOING FROM THOSE WHO DO

OCTOBER 21, 2021



# Health precautions to keep everyone as safe as possible at Congress:

- Wear masks at all times in indoor events.
- Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- Practice social distancing to the extent possible. Seating at plenary sessions is being structured to help with this.
- If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!

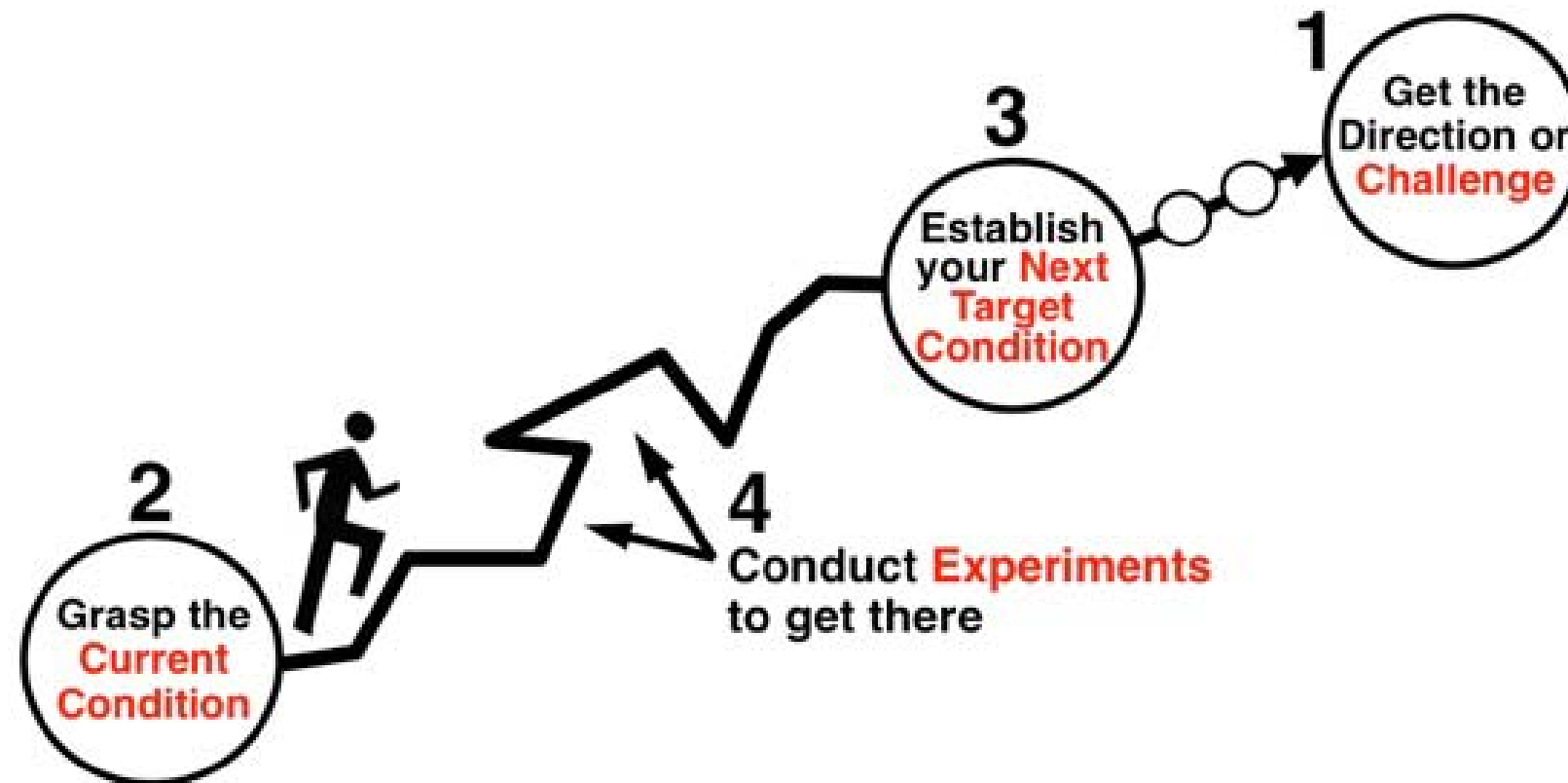


# CRAFT KATA:

## Establishing the Desired Direction

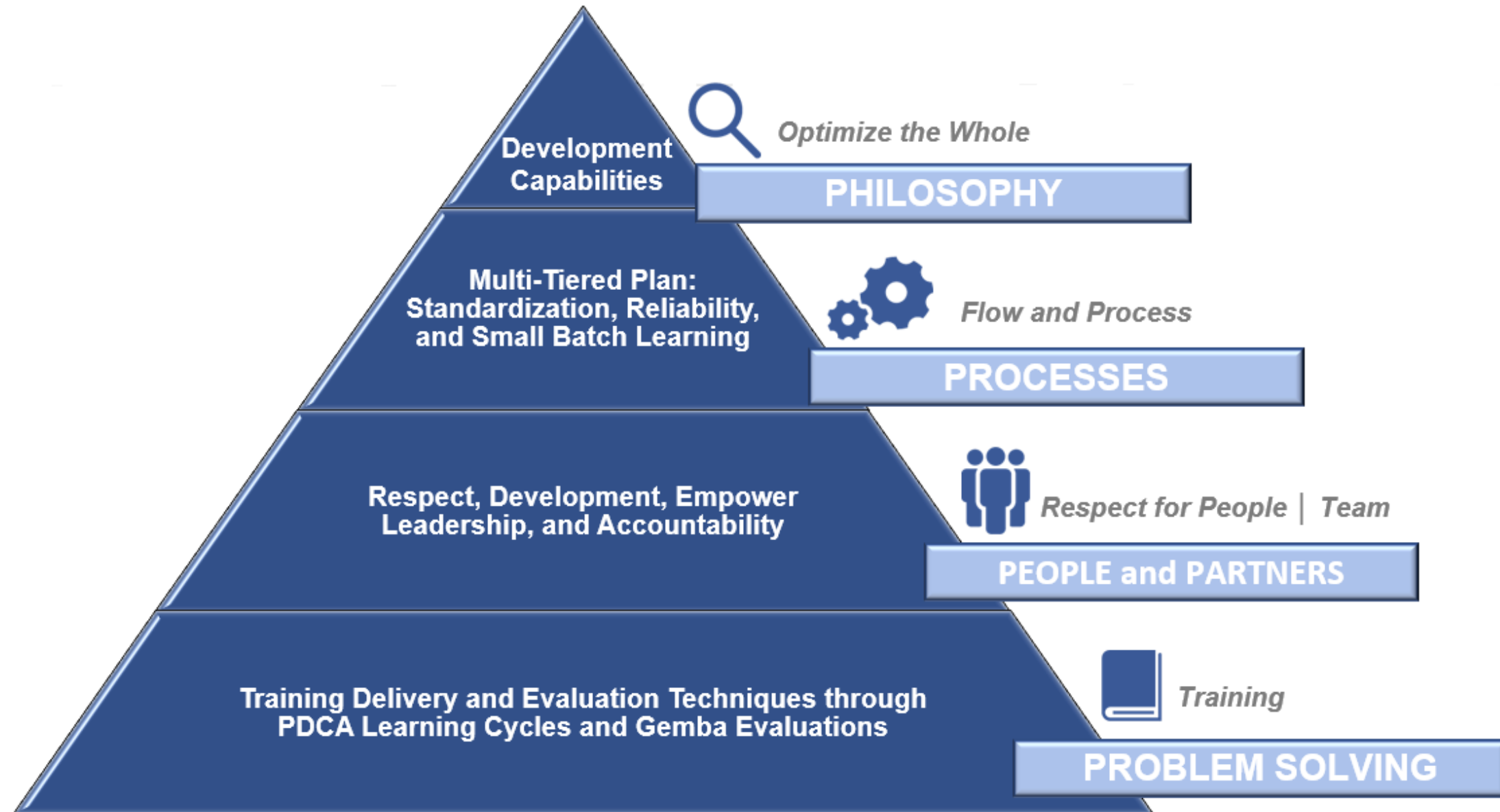


# LANGSTON CRAFT KATA | Establishing the Desired Direction





# LANGSTON CRAFT KATA | Establishing the Desired Direction



# LANGSTON CRAFT KATA | Establishing the Desired Direction

## CRAFT KATA MISSION STATEMENT:

To Measure, Accelerate, and Grow the Construction, Leadership and Accountability Capabilities of Langston Construction.



Plan | Value  
Generation





# CRAFT KATA:

## Understanding the Current Conditions



# LANGSTON CRAFT KATA | Understanding the Current Conditions



## PROBLEM STATEMENT

Need of Structured, Standardized Processes to  
Empower and Capture Learning Opportunities to Develop Learning Capabilities.



# LANGSTON CRAFT KATA | Understanding the Current Conditions

## DEEP DIVE: UNDERSTANDING CURRENT CONDITIONS

- ROOT CAUSE ANALYSIS / VALUE STREAM MAPPING – HIRING PROCESS
- ROOT CAUSE ANALYSIS / VALUE STREAM MAPPING – PROJECT PROCESSES
- ROOT CAUSE ANALYSIS / VALUE STREAM MAPPING – MENTORING/COACHING TECHNIQUES



*Plan | Value Generation*



*Flow and Process*



*Built Environment*

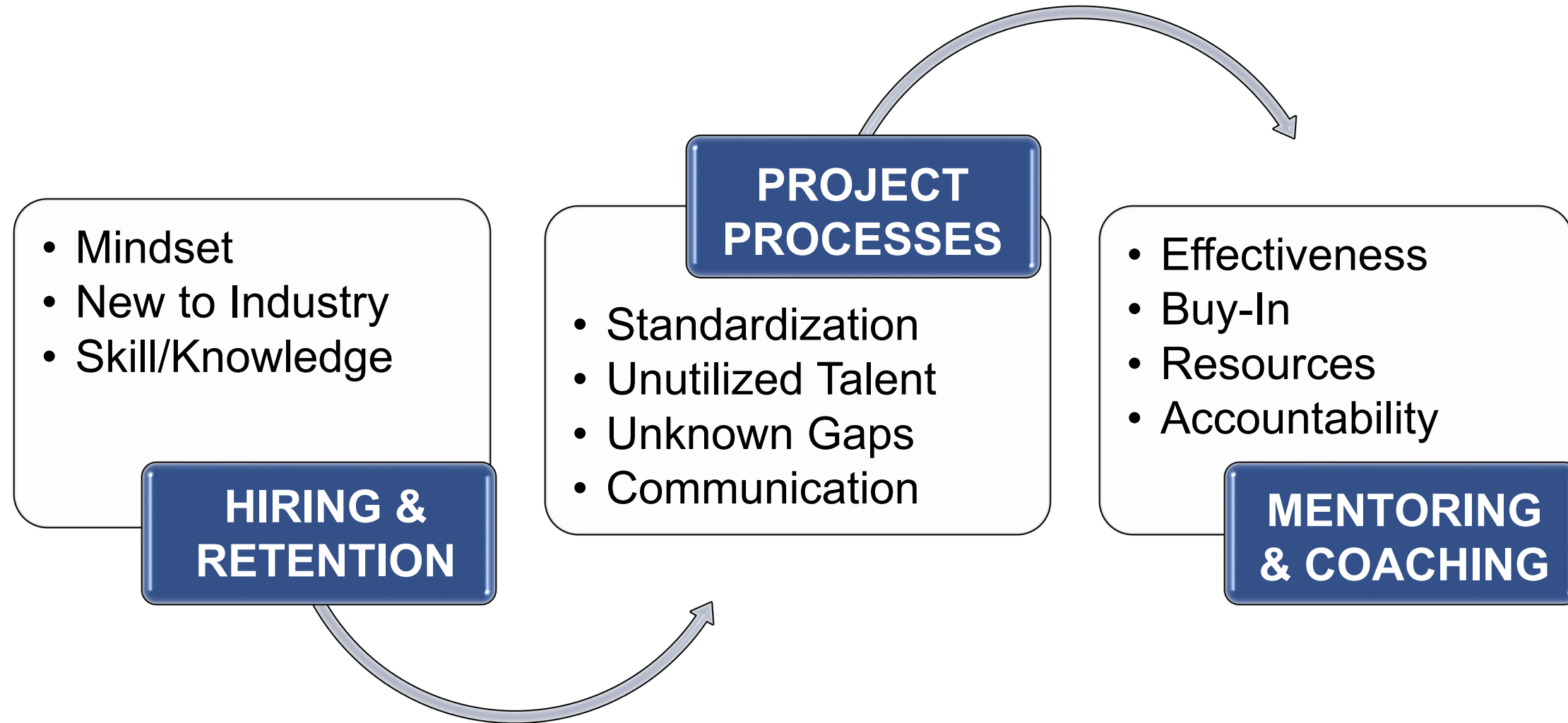


*Respect for People | Teams*



*Removal of Waste*

# LANGSTON CRAFT KATA | Understanding the Current Conditions



*Plan | Value Generation*



*Flow and Process*



*Built Environment*



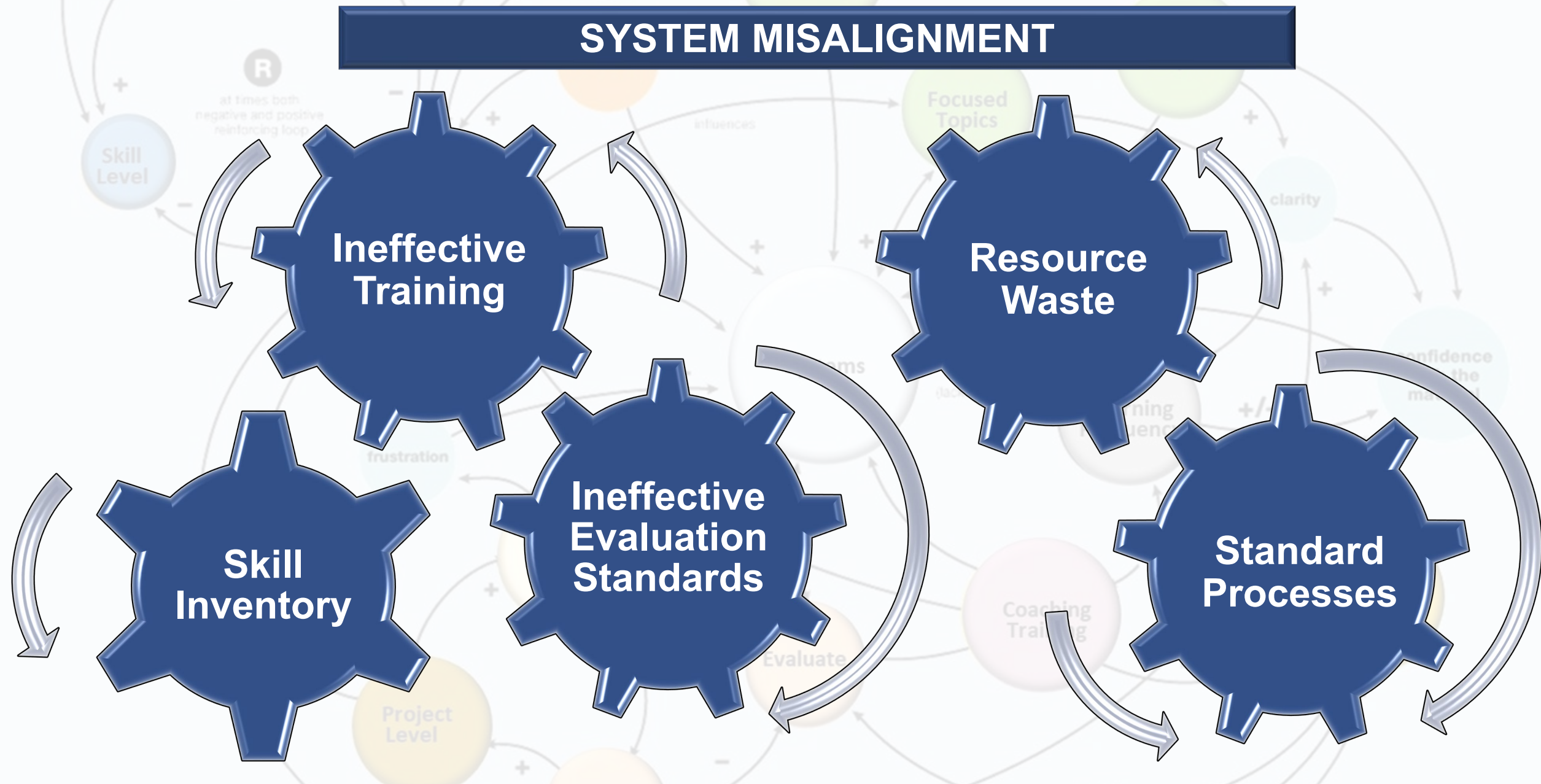
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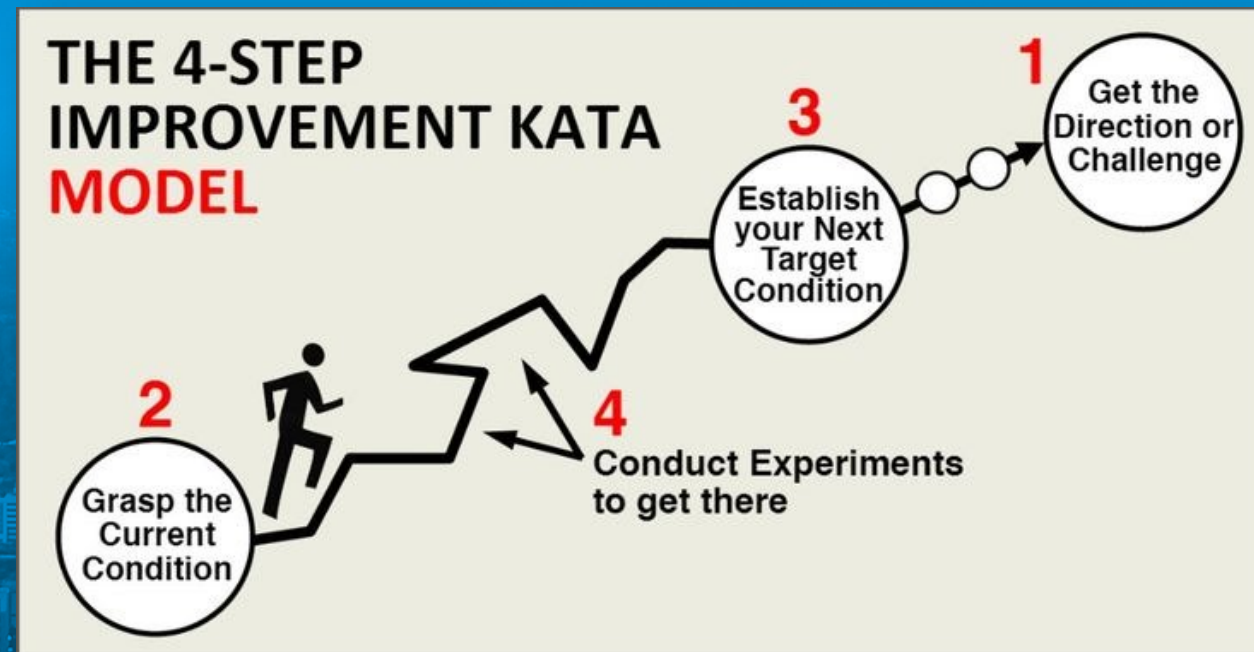


# LANGSTON CRAFT KATA | Understanding the Current Conditions



# CRAFT KATA:

A Systematic, Scientific Approach to Improving Craft Capabilities.





# LANGSTON CRAFT KATA | Establish Champions

## CRAFT DEVELOPMENT COMMITTEE

Front-Line Workers

Superintendents

Project Managers

Executive Leadership



*Respect for People | Teams*



*Collaboration*

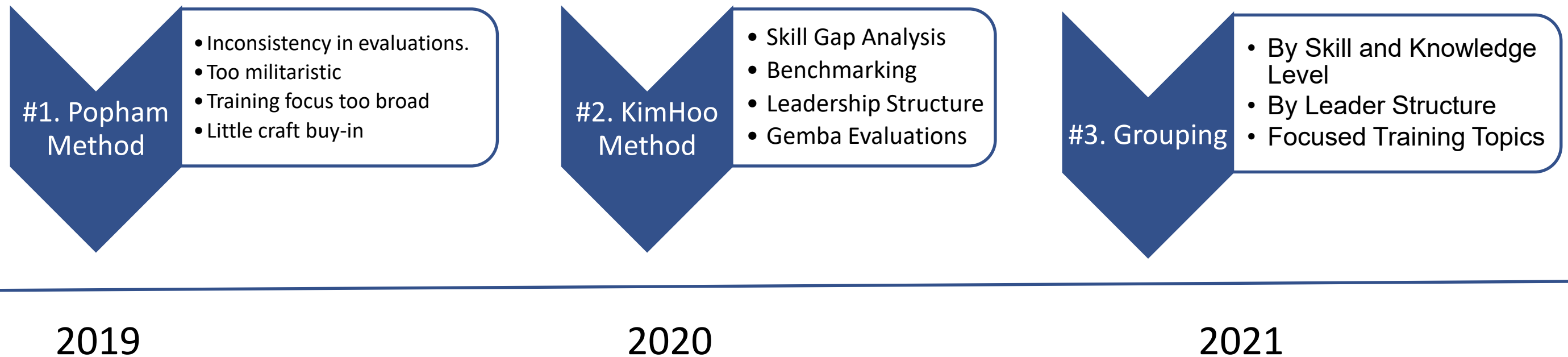


*Research*

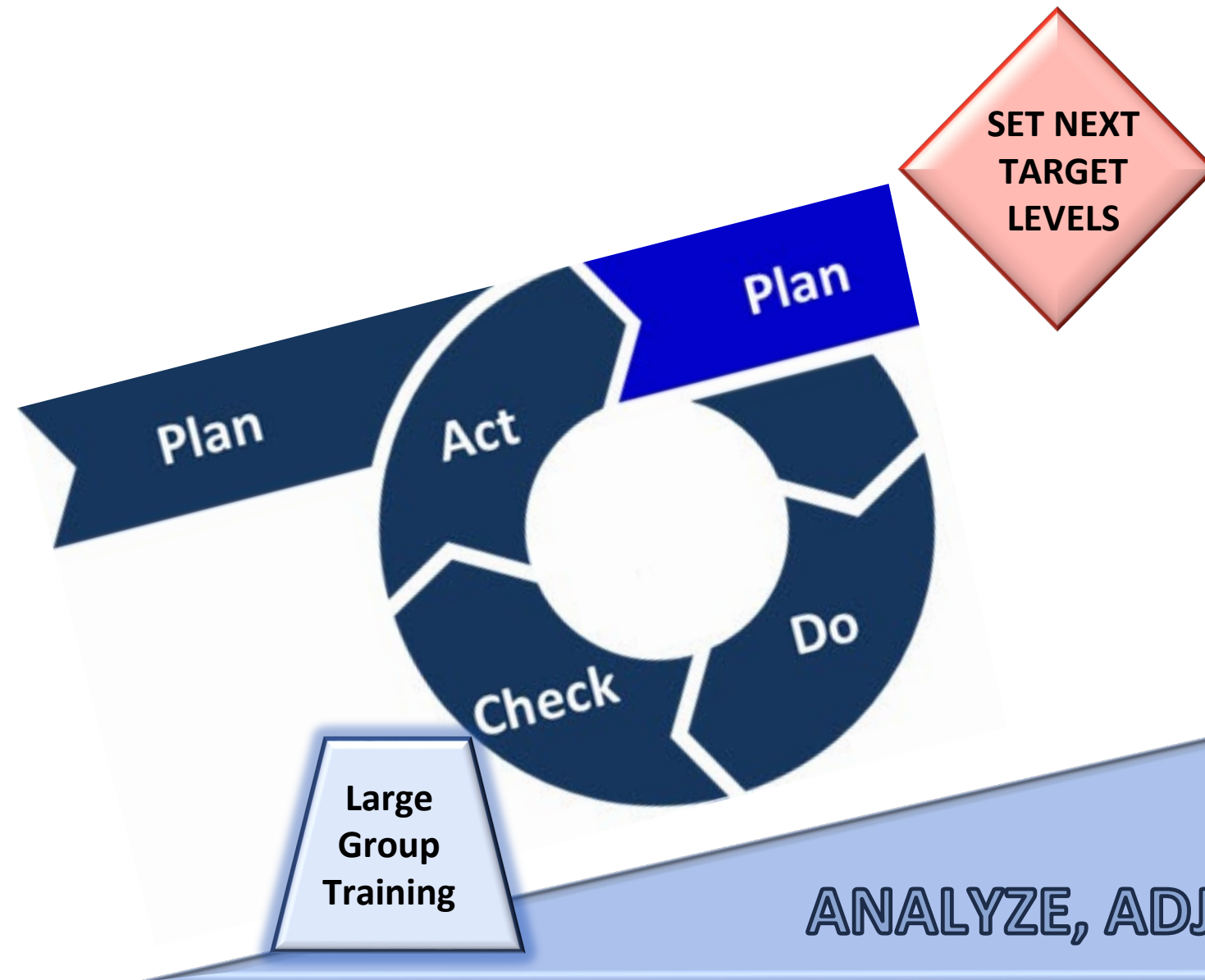


# LANGSTON CRAFT KATA | Establish Next Target Condition

# Craft Kata Milestones



# LANGSTON CRAFT KATA | Establish Next Target Condition

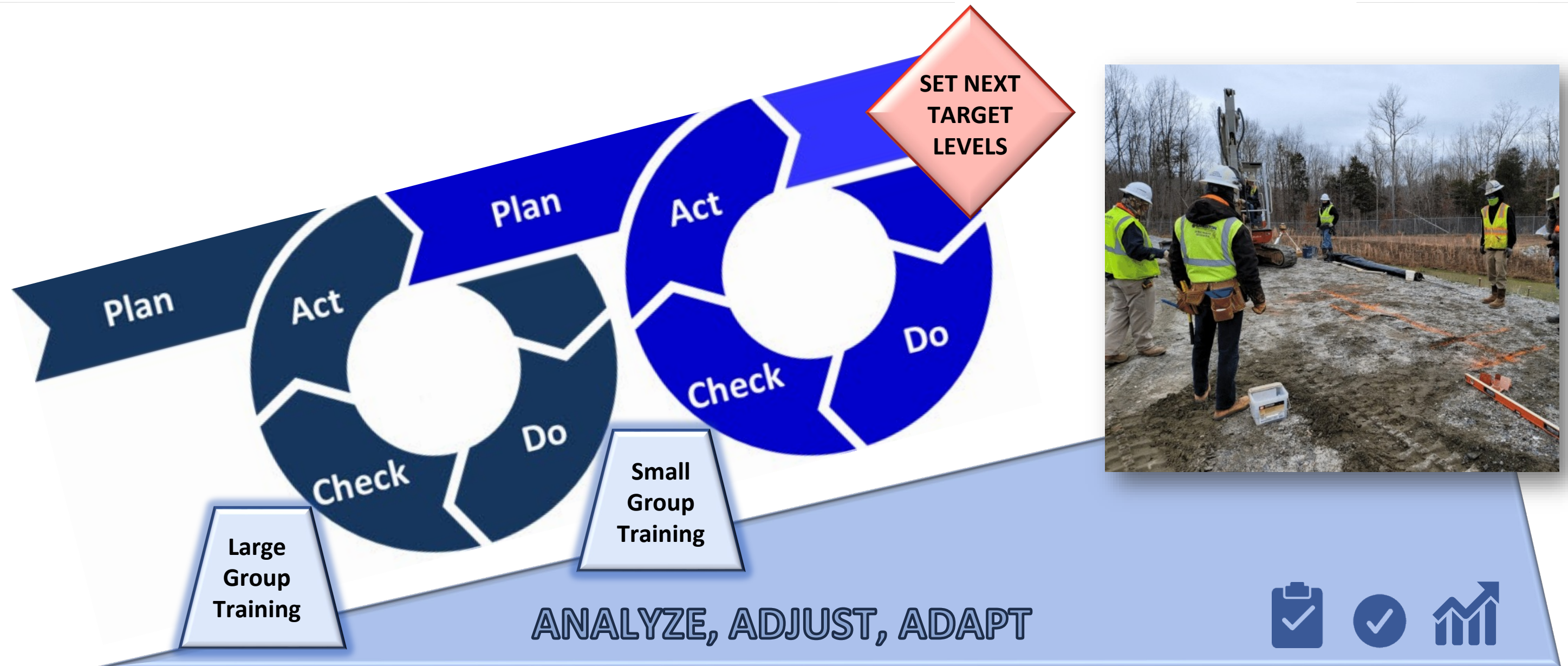


ANALYZE, ADJUST, ADAPT



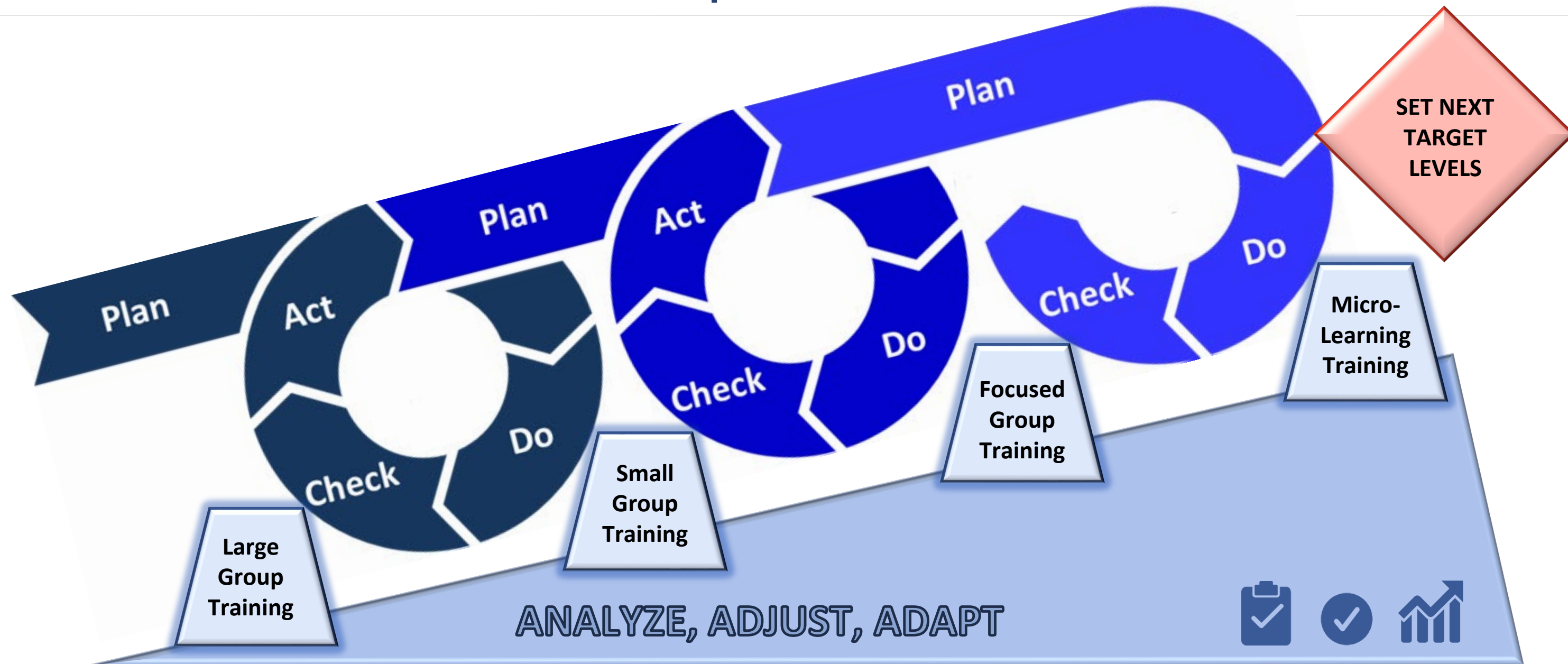


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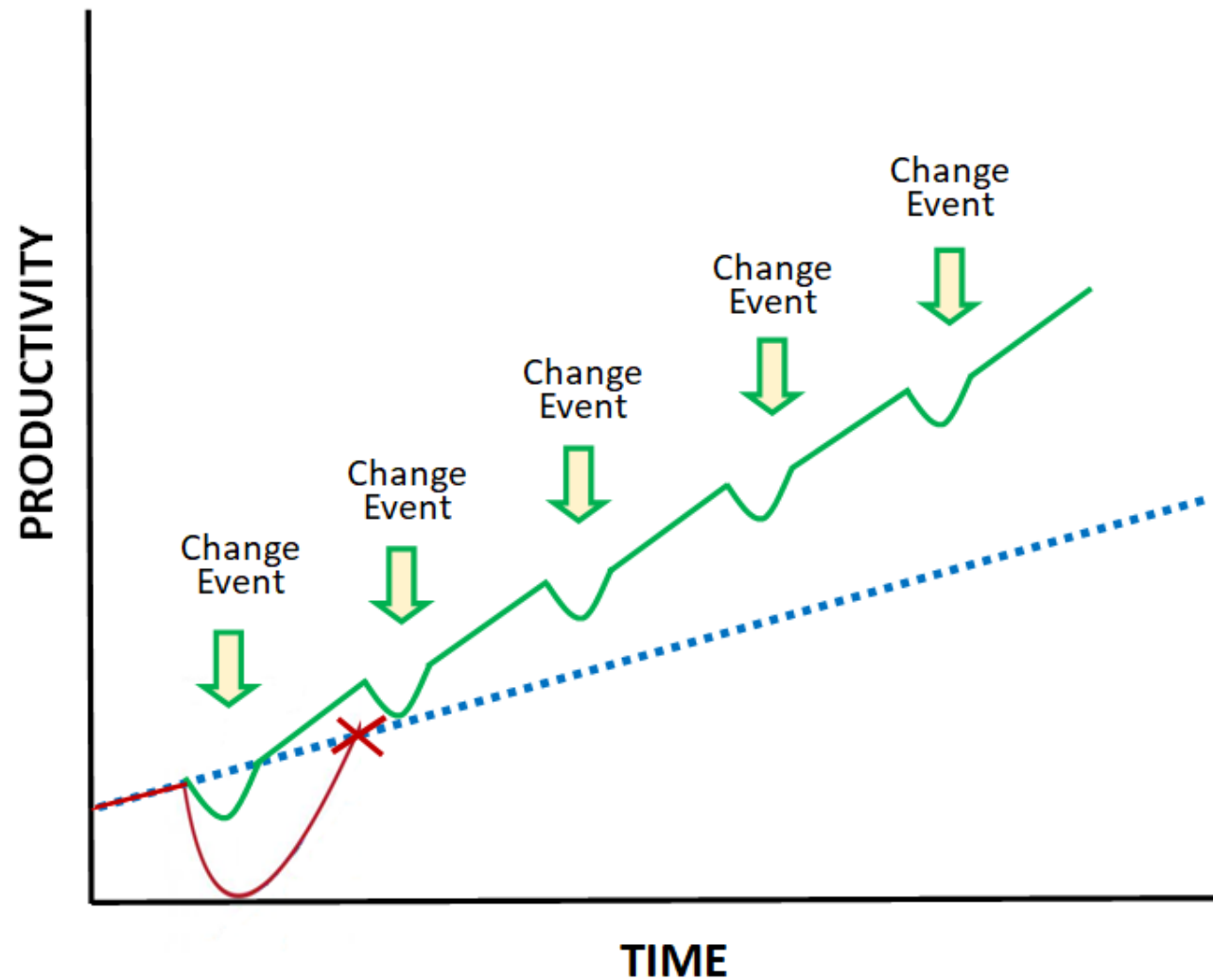




# LANGSTON CRAFT KATA | Establish Next Target Condition



# LANGSTON CRAFT KATA | Lessons Learned



Standard productivity with no change introduced will increase over time from experience.

**BIG J Change = When introduced change is too profound, teams give up prior to realizing improvement.**

**Small J Change = When change is introduced in small batches, teams realize improvement and adapt to change easier.**

# LANGSTON CRAFT KATA | Training Frequency





# CRAFT KATA: Team 'Player' Cards





# LANGSTON CRAFT KATA | CRAFT 'PLAYER' CARDS

## CRAFT 'PLAYER' CARDS

Track Improvements

Communicate between Superintendents

Refine Learning Objectives

Track and Confirm Certifications

Utilize Talent Efficiently

Access to Emergency Medical Contacts



# LANGSTON CRAFT KATA | CRAFT ‘PLAYER’ CARDS



JORDAN KIMBRELL

**TIME WITH LANGSTON:**  
Years in Industry: 3 years, 5 months  
Residence: 6YEARS  
Position: Piedmont, SC  
Asst. Superintendent

**RATINGS:**  
Attitude/Willingness to Learn: 8 out of 10  
Reliability: 8 out of 10  
Leadership: 8 out of 10  
Technical: 7 out of 10  
Planning: 7.5 out of 10  
Operator: 9 out of 10  
Concrete: 8 out of 10  
Carpenter: 9 out of 10  
Public Speaking: 5 out of 10  
Quality: 10 out of 10  
Lean Practice: 5.5 out of 10  
**OVERALL LANGSTON RATING:** 7.73 out of 10

**EMERGENCY CONTACT:**  
**MEDICAL ALERT:** Caitlyn (Wife) - 864-555-1234  
Bee Sting Allergy - EPI Pen in Trailer

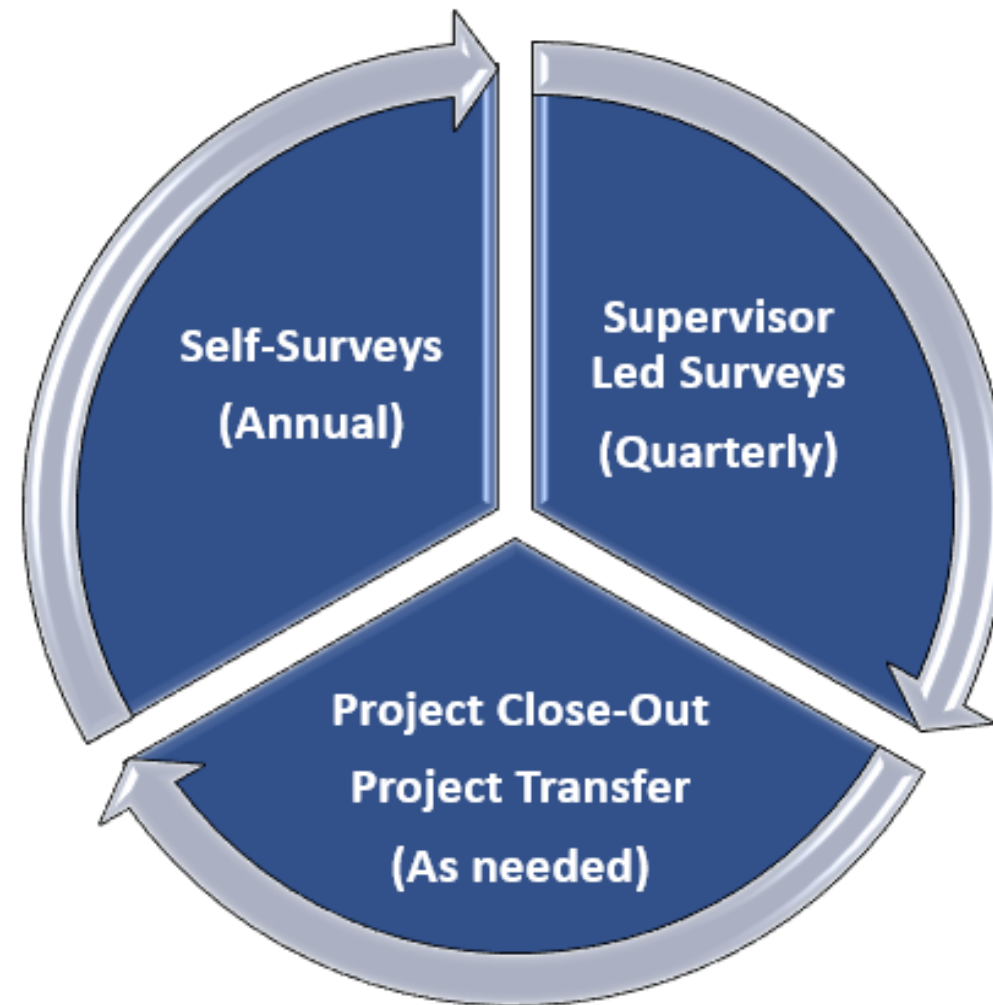
PROJECT EXPERIENCE	PROJECT / Project Type	ROLE:
Supt: Joe Johnson	Job 19-731 - Upfit: Class A Office Space	Carpenter
Supt: Joe Smith	Job 19-820 - Expansion: Warehouse Tilt-Up	Operator
Supt: Joe Brown	Job 20-588 - Addition: Medical Office	Asst. Super/Operator
Supt: Joe Mama	Job 20-698 - New Build: WWTP	Asst. Super/Operator

CERTIFICATIONS:	Certification Date:	Expiration Date:
Qualified Electrical Worker	9/28/2018	N/A
Confined Space Competent Person	9/4/2020	N/A
First Aid & CPR Certified	2/28/2020	2/28/2022
Rigging	7/22/2020	7/22/2025
Signal Person - Voice, Hand, Radio	4/7/2020	4/7/2025



# LANGSTON CRAFT KATA | Craft 'Player' Cards

## Measuring Effectiveness | Survey Assessments



# CRAFT KATA: Case Study



# LAKEWOOD CASE STUDY

Respect for People | Teams



Plan / Value Generation



Training



## Circle of Trust

Continual Feedback  
Accountability

## Team / Relationship Building

Group Dinners  
Baseball Games / Top Golf

## Recognition and Awards

PJB Shout-Outs  
Quality/Production Awards  
Hard Hat Stickers

## Innovation Competitions

Encourage Free-Thinking  
Peer-to-Peer Learning /  
Problem-Solving

Share Control

Share Leadership

Cross-Functional Teams

Process Study

## Material Inventory Management

5S | Organization Bins

## Learning Visuals

Tape Measurer  
PPE

Behavior Expectations

Motivational Visuals

How-To Videos

## Weekly Micro-Learning

Lunch-n-Learns  
Pause and Reflect



Respect for People | Team



## Circle of Trust

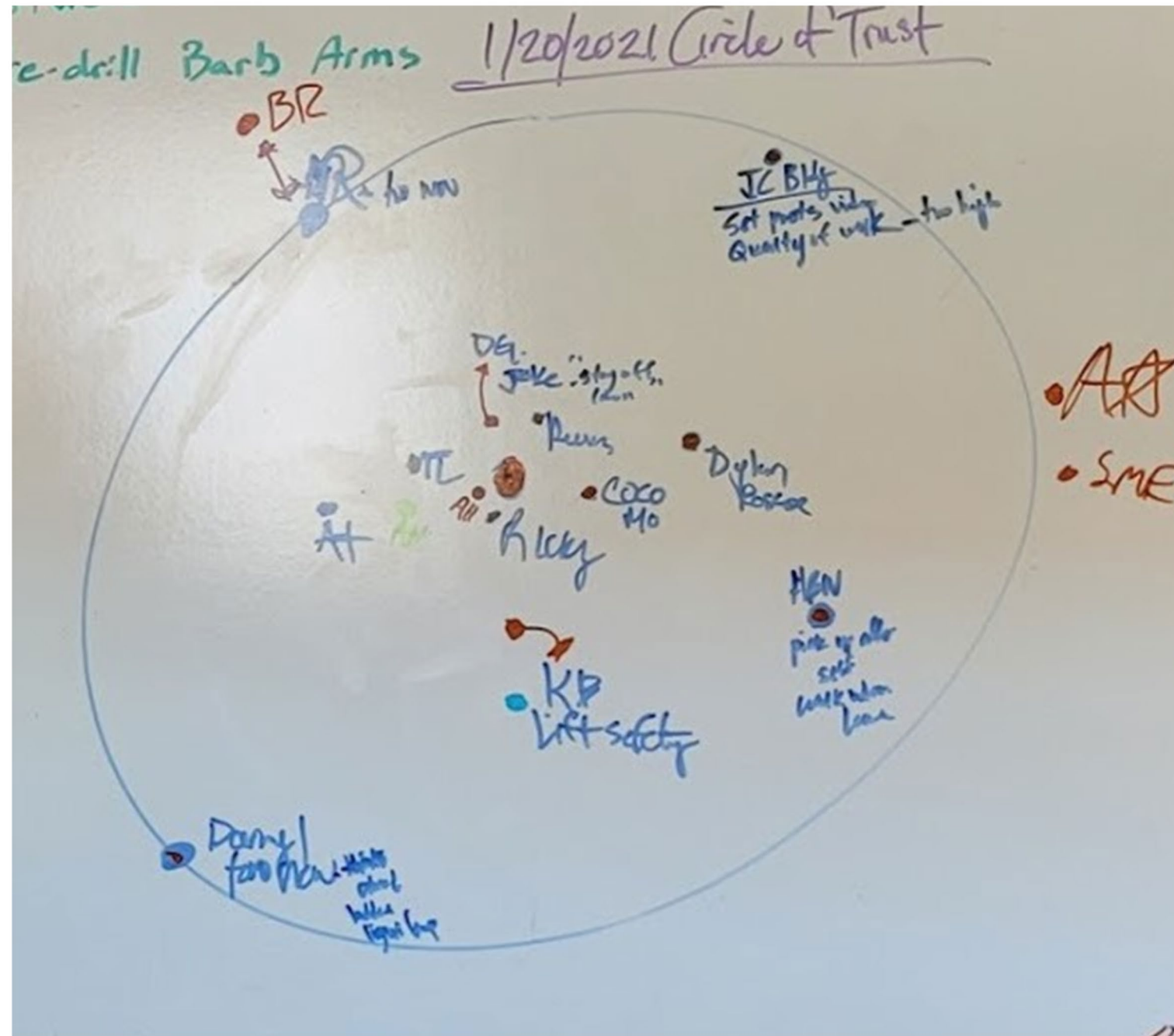
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Quality/Productivity  
Hard Hat Stick



Training



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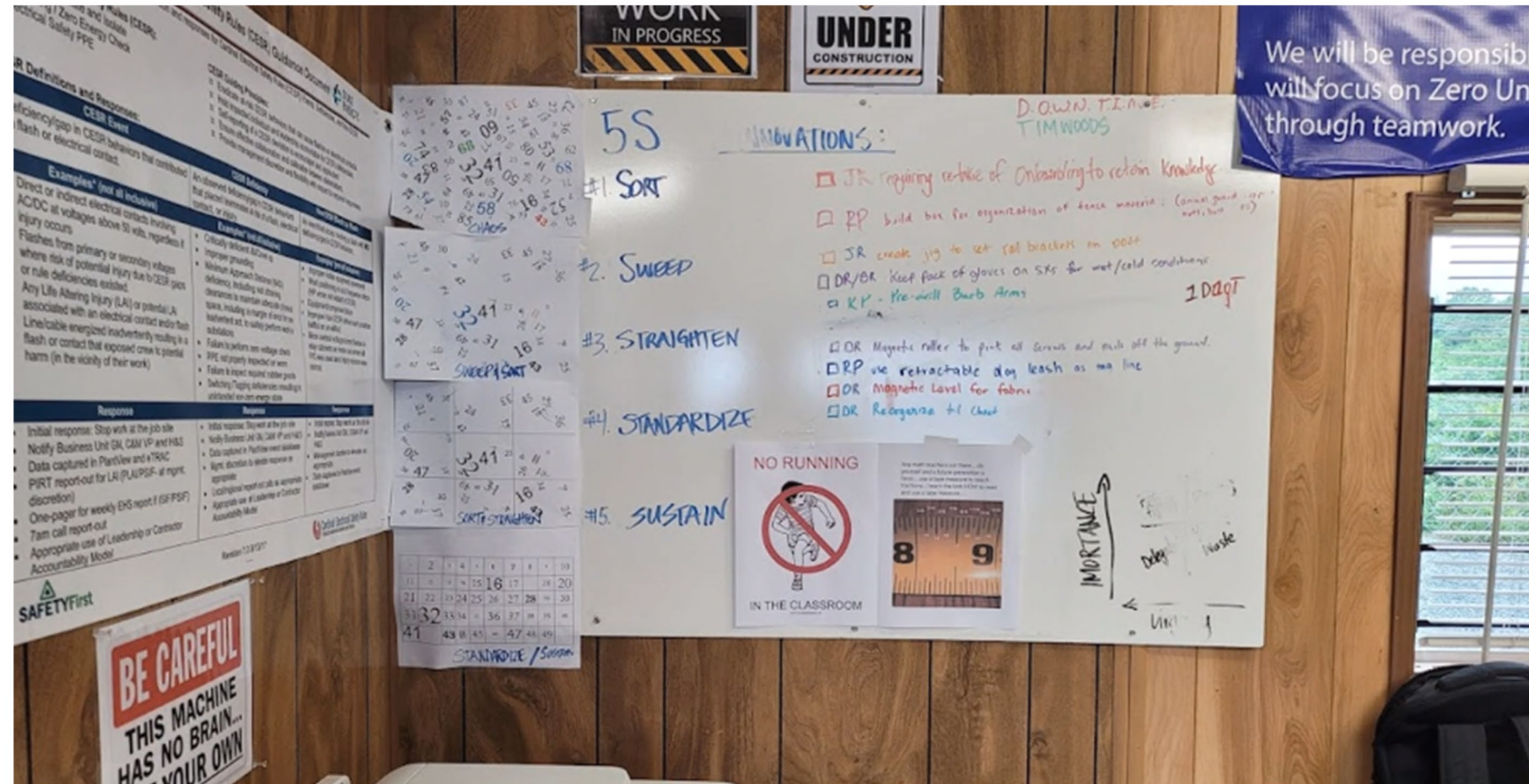


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Respect for People | Teams

Plan / Value Generation

Training



Circle of Trust

Continual

Accountable

Team / Relationships

Group Dining

Baseball G

Recognition and

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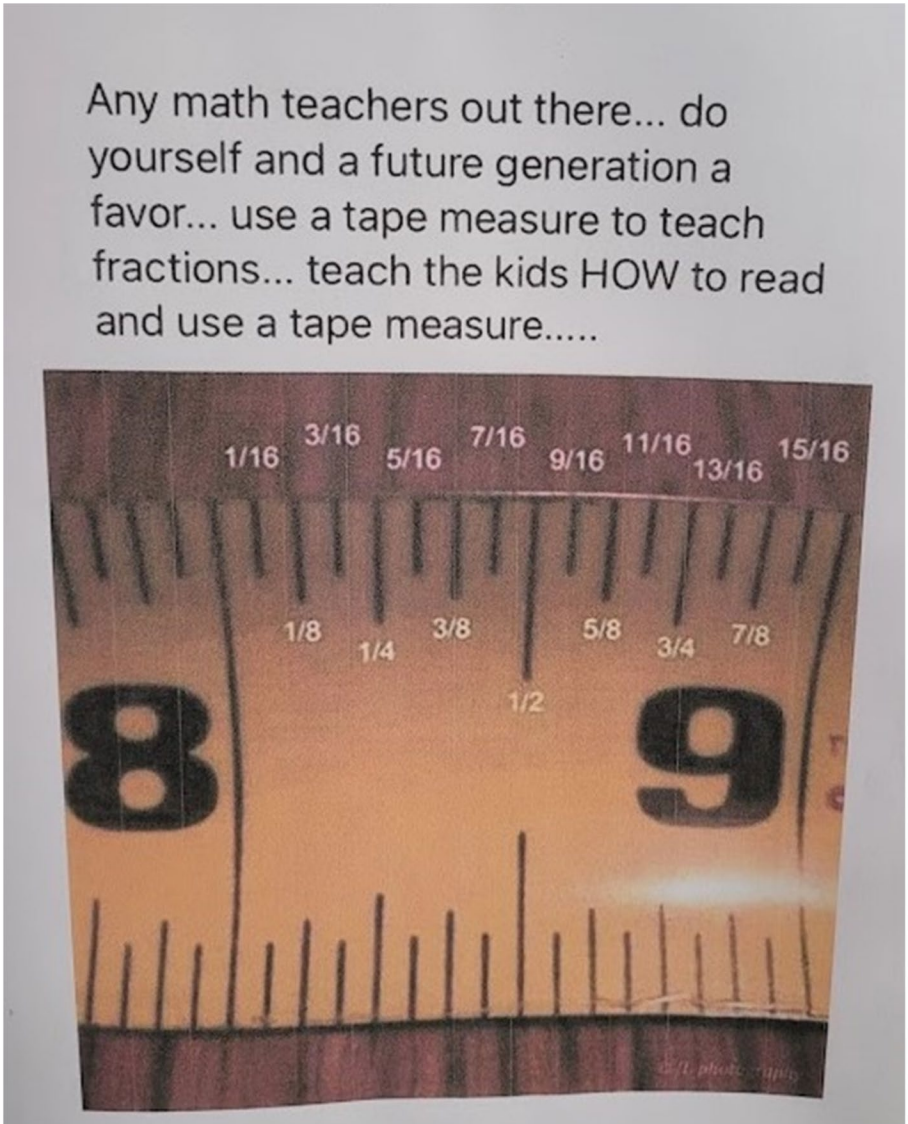
Respect for

Plan / Value

Training

CONSTRAINT LOG

DESCRIPTION:	CHAMPION:	DUE
East Side (Sewer/Lines) (Drawings in the works)	GU/memb.	5-6-21
IP Address RFI # 11	<del>ZARAK</del>	<del>4-22-21</del>
RFI #12 - CABLE TRAY LIDS	JK	5-4-21
EAST FENCE HEIGHT @ 44K/lines	RR	5-7-21
Credit from H&W (9 bunches) not gooding blocks	BM	6-1-21
<del>H&amp;W to pull from no need for RFI new</del> <del>at point</del>	<del>RR</del>	<del>4-30-21</del>
Post/Rail / Fabric delivery Spheres	AH/JT	
Quantity of extra hardware	RR	5-7-21
Update As built docs	JK	5-5-21
RFI #15 - Site Address for sign	RR	5-7-21
RFI FOR INLET PROTECTION ANIMAL MITIGATION (3)	JK	4-30-21
Change Order for animal mitigation @ IP.	TL	5-7-21



Circle of Trust  
Continuous Improvement  
Accountability  
Team / Relationship  
Group  
Baseline  
Recognition  
PJB S  
Quality/Production Awards  
Hard Hat Stickers

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Encour  
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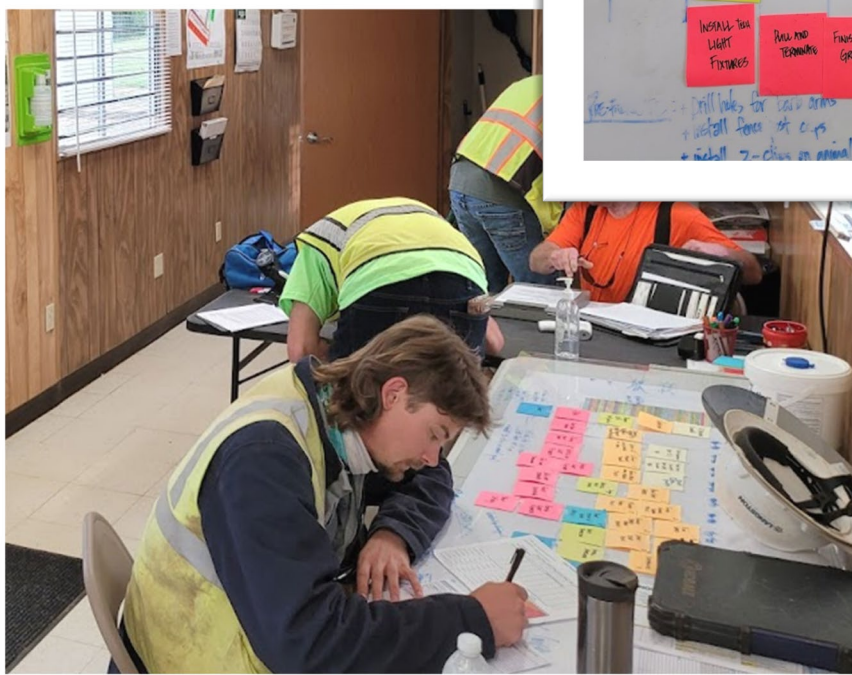


Quality/Production Awards  
Hard Hat Stickers



Material Inventory Management  
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Cross-Functional  
Process Study



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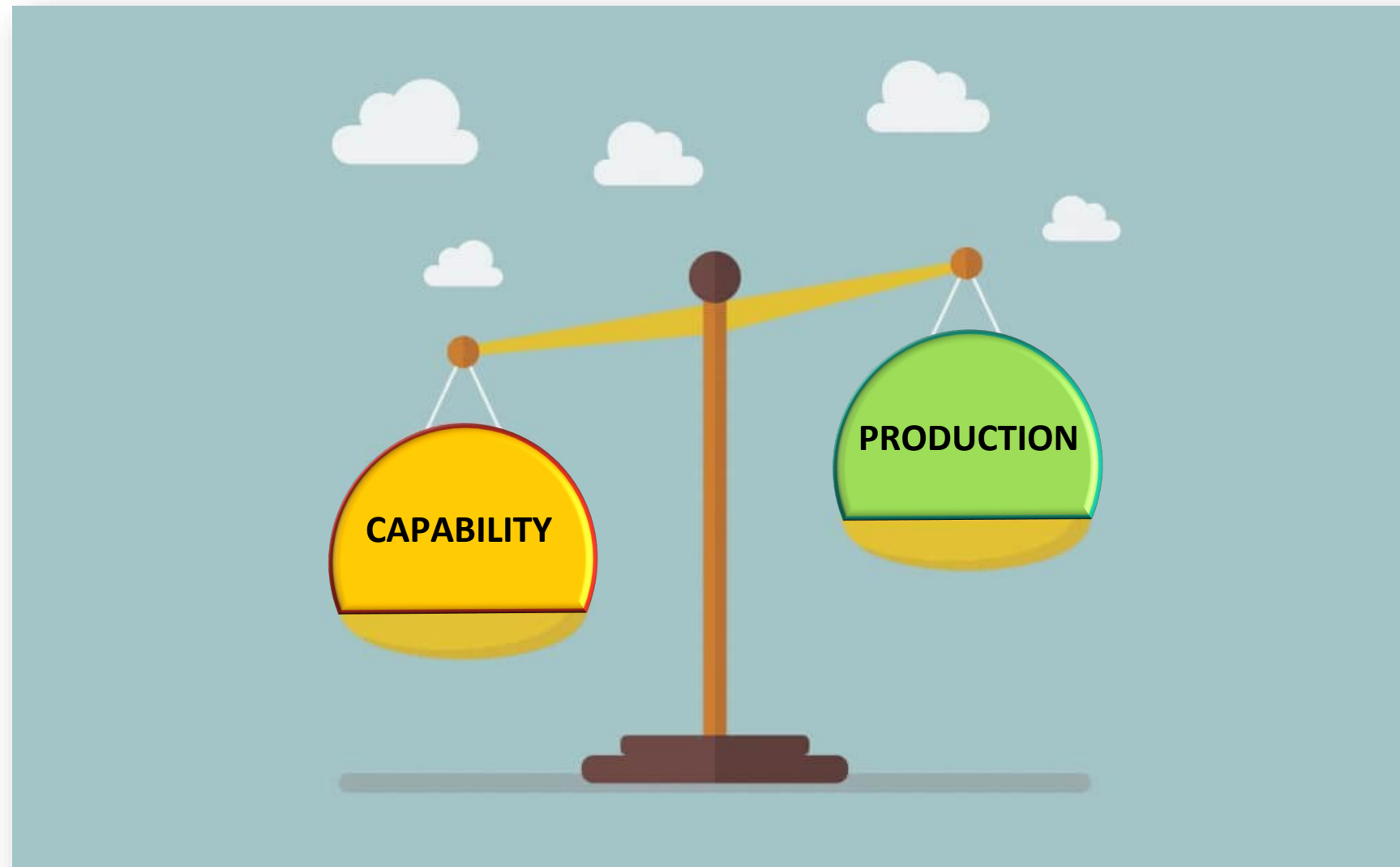


# CRAFT KATA: Lessons Learned



# LANGSTON CRAFT KATA | Lessons Learned

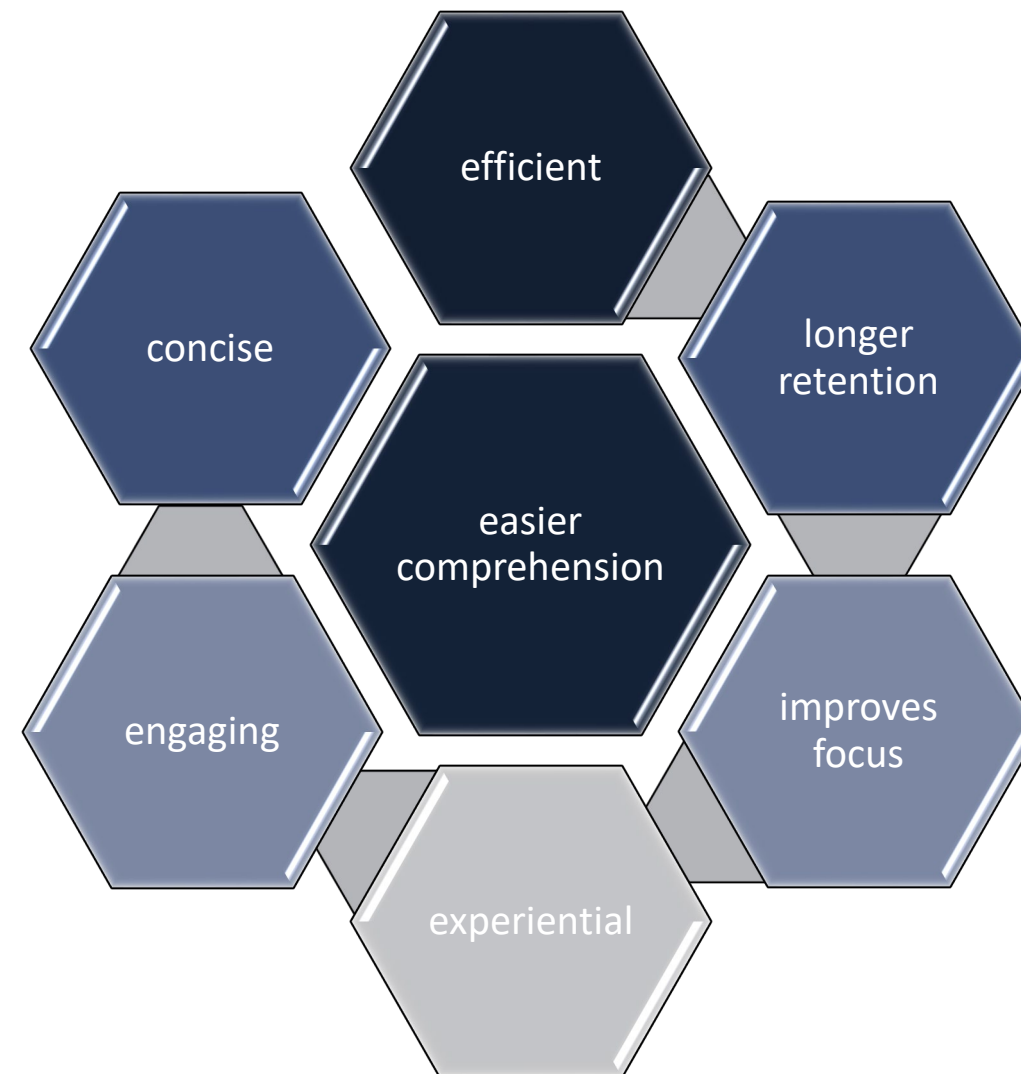
## Value Capability over Production





# LANGSTON CRAFT KATA | Lessons Learned

## Micro-Learning | Small Batch Improvements



# LANGSTON CRAFT KATA | Lessons Learned

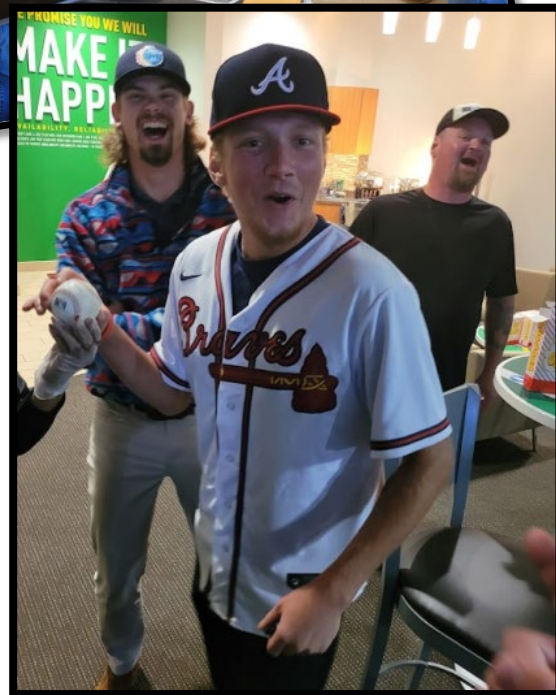
**Create Empowerment Opportunities – OWN THE WORK**





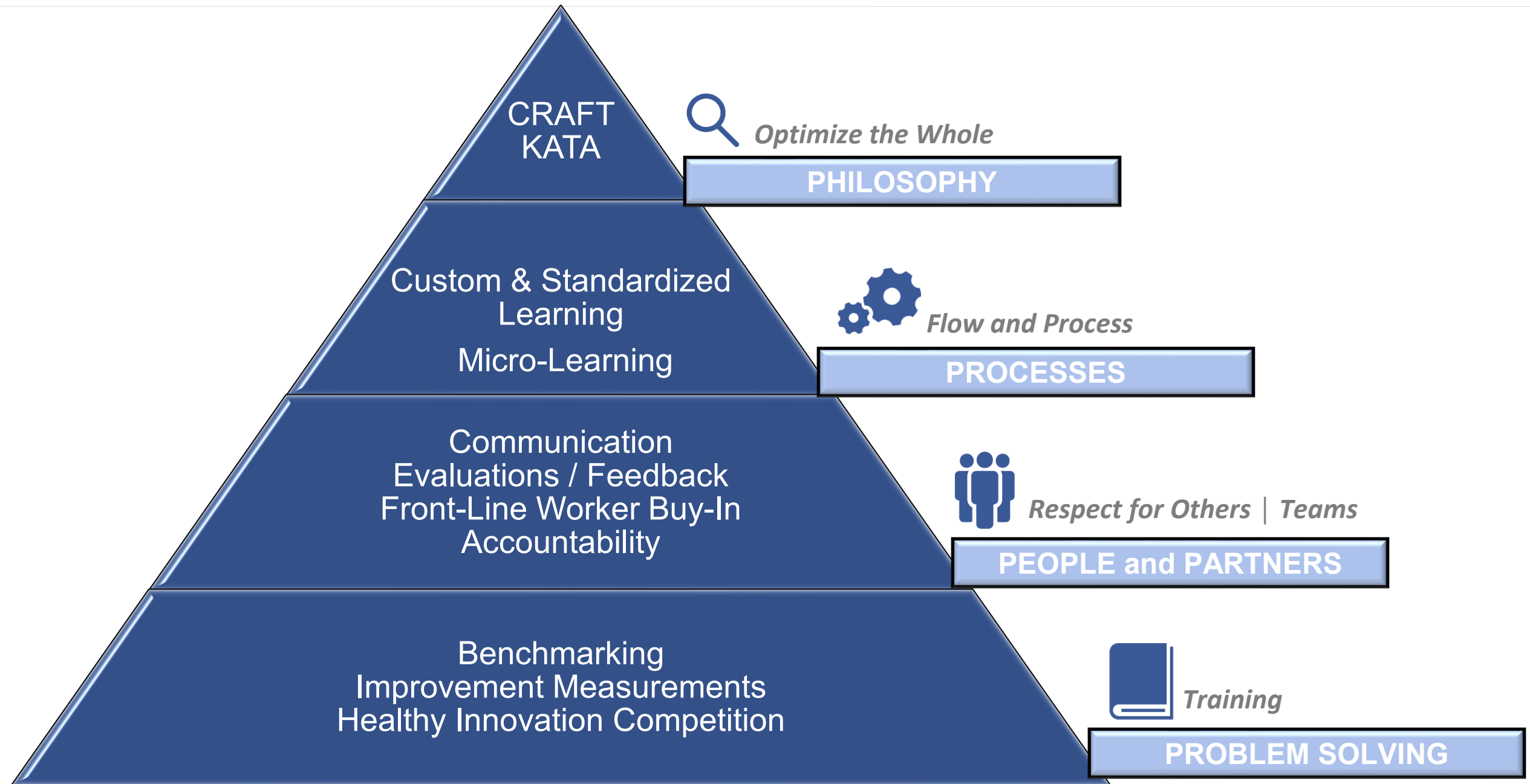
# LANGSTON CRAFT KATA | Lessons Learned

## CELEBRATE SUCCESS – Awards and Recognition





# LANGSTON CRAFT KATA | CAPABILITY TO DEVELOP CAPABILITIES





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**In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.**



# Contact Us

## Mary-Allyson Chauvin

Langston Construction Co. of Piedmont, LLC

[mchauvin@langstonconstr.com](mailto:mchauvin@langstonconstr.com)

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Langston Construction Co. of Piedmont, LLC

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Thank you for attending this presentation. Enjoy the rest of the 23<sup>rd</sup> Annual LCI Congress!