

23RD ANNUAL



23RD LCI CONGRESS
OCTOBER 19-22

Transformation: The Ultimate Project Value Stream

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LEARN BY DOING FROM THOSE WHO DO

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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!



Introduction

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Mechanical Contractor headquartered in Wisconsin

Licensed to work in over 40 states

Top 50 Mechanical in the United States

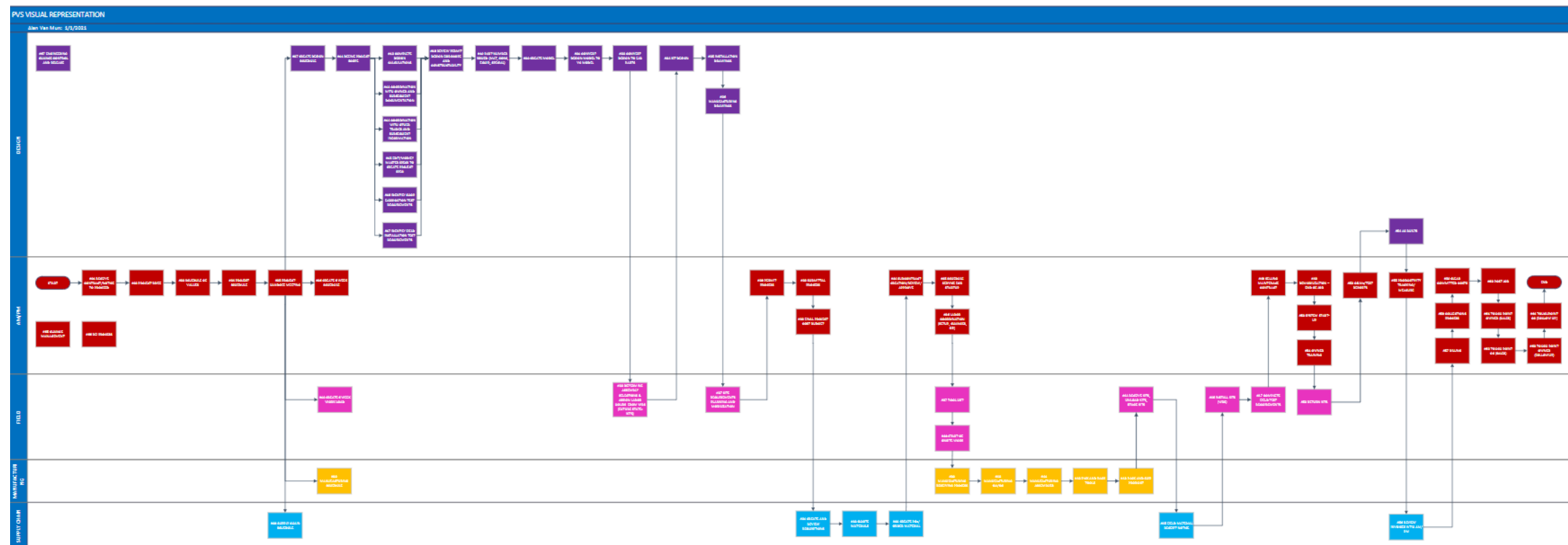
Value Stream Mapping (VSM) in a Complex System

- The general purpose of VSM to follow one product or one product group at a micro level.
- VSM does not easily support the analysis of complex systems at a macro level.
- It is hard to conceptualize that a single method can be used to optimize so many different processes.
- **VSM at a macro level is the best way to introduce your whole company to lean.**

Too Big to Fail

- We conducted an Order to Cash Future State Value Stream on the largest project we ever procured- a new hospital.

Create, Test, Validate, and Train on Every New Process



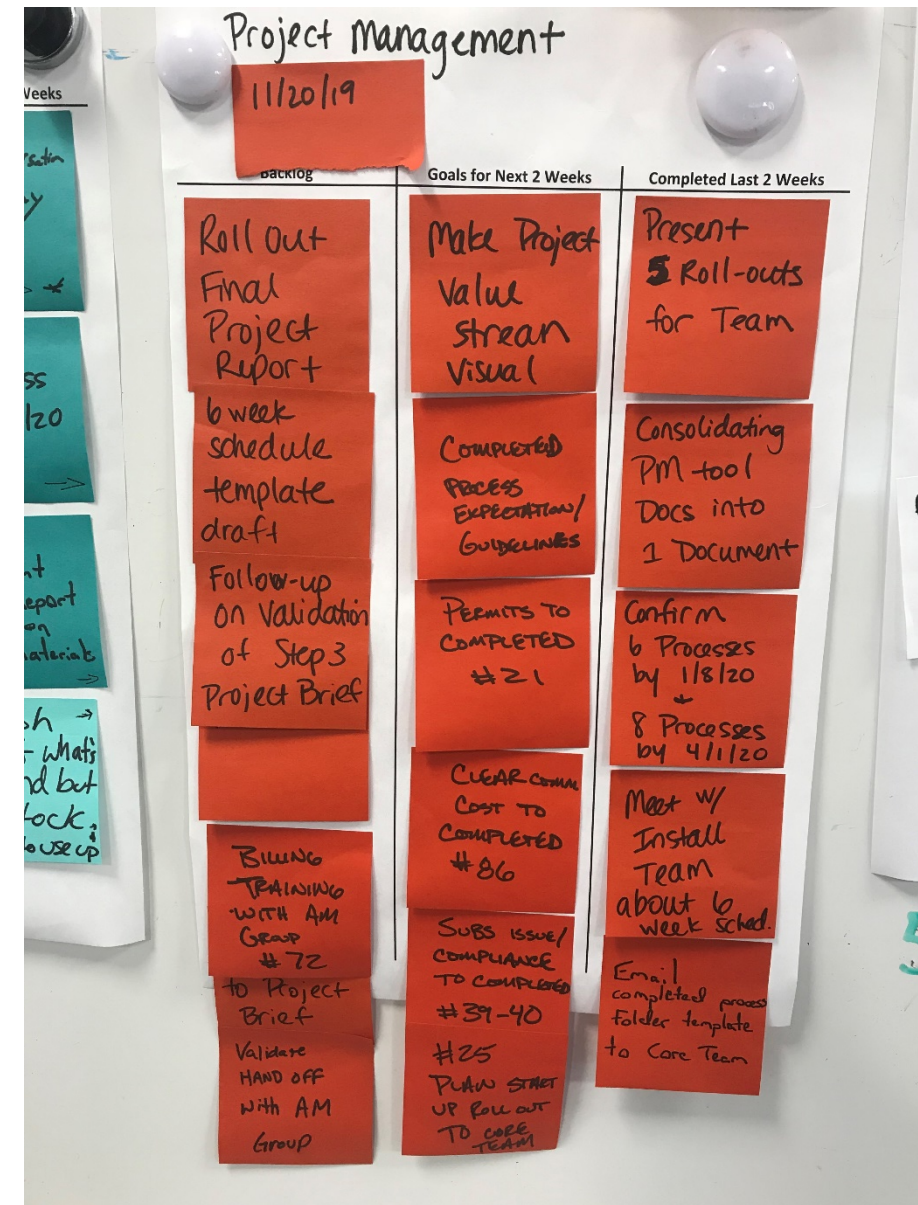
Pair Leaders with Skeptics

- Our Core Team started with emerging leaders from every facet of our company.
- We brought in the skeptical subject matter experts.
- **We listened to them; we gave them ownership of the initiative.**
- **When they started reporting out to their peers, we turned the corner.**



Sprints to Keep Score

- With such a large initiative, our core team needed a way to hold themselves accountable between meetings.
- We measured how many stories were completed by each team in each sprint.
- Each team (Design/Manufacturing/Supply Chain/Install) had to report out on success at the end of each two-week sprint.



How can you apply this tomorrow?

- *The journey of value stream mapping is just as important as the obtained results.*
- *Small lean wins are important- but they must roll up to a larger lean goal.*
- *Getting leadership participation is important- but pairing leaders with skeptics is where magic can happen.*



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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.



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