

23RD ANNUAL



23RD LCI CONGRESS
OCTOBER 19-22

W4E Lessons Learned applying LPS in non-traditional Design and Construction environments

Rich Seiler, Joel Klahn – Unified Works

LEAN LEARNING FROM THE FIELD

October 20, 2021 1:50-2:30 PM

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!



Team

Lean Facilitators & Coaches

Rich Seiler, Unified Works

Joel Klahn, Unified Works

Client

Non-disclosed consumer technology service provider

Client



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Number of gates/project stages: 11

Number of Projects: 92+

Deadline: 6 months

Challenges?visible and invisible

Timing: Q4 2019 thru early COVID lockdown



Presentation Take-aways

Determining the current state

Probing questions and correlating the answers with observations.

Assessing the commitment to change behaviors

How best to establish the "speed to solution"

Problem

When is a team ready to move to “learning by doing”?



Solution?



Challenges

Multi-generational, family-owned business

Insular Organizational Dynamic

Distributed project location geography

Seasonal impacts on business

New leadership

Revenue Replacement

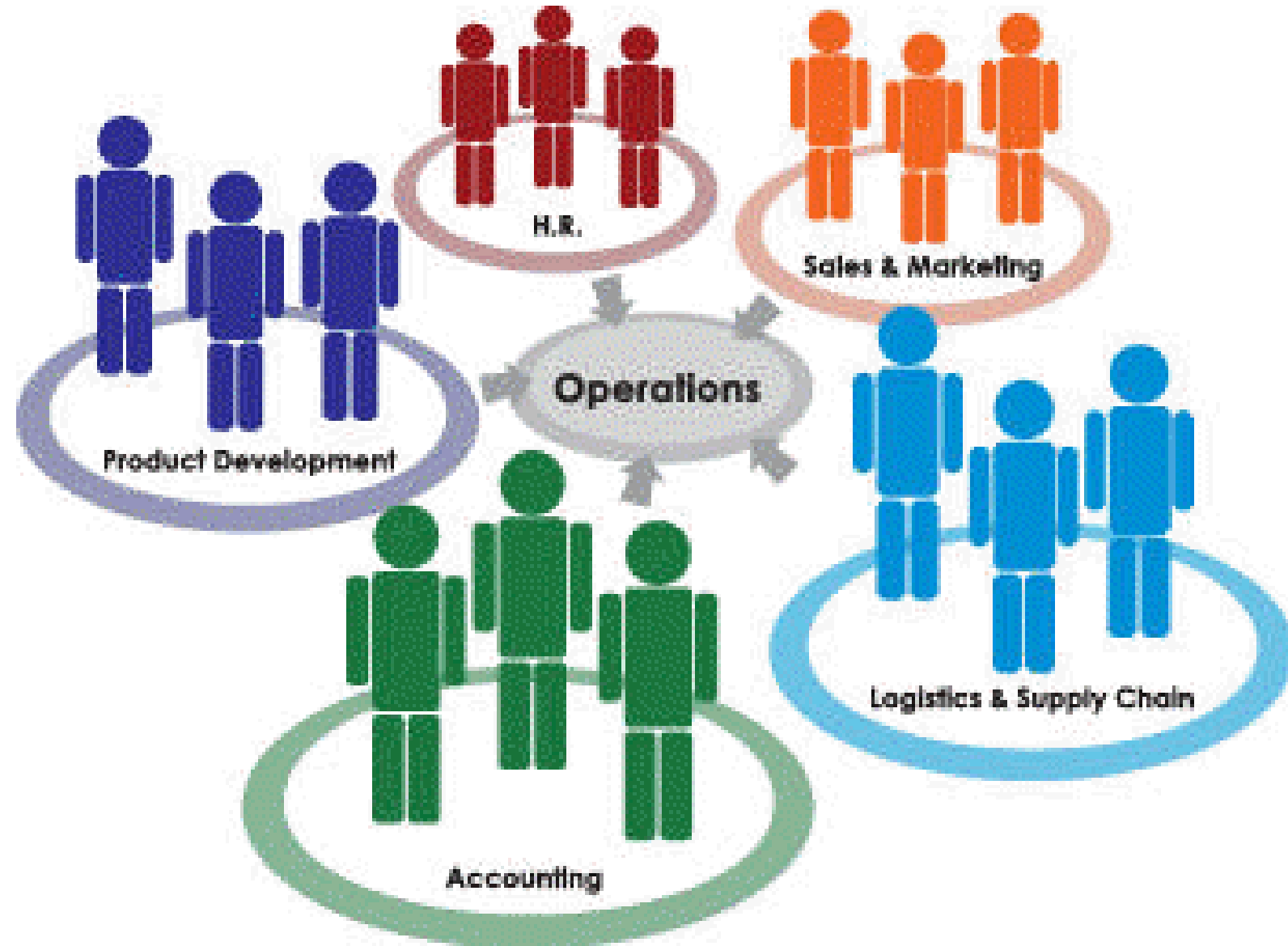
Lack of transparency

Talk but not walk the talk

Silo'd behavior and communication protocols

Complicated troubleshooting & activation planning

Matrixed Silos

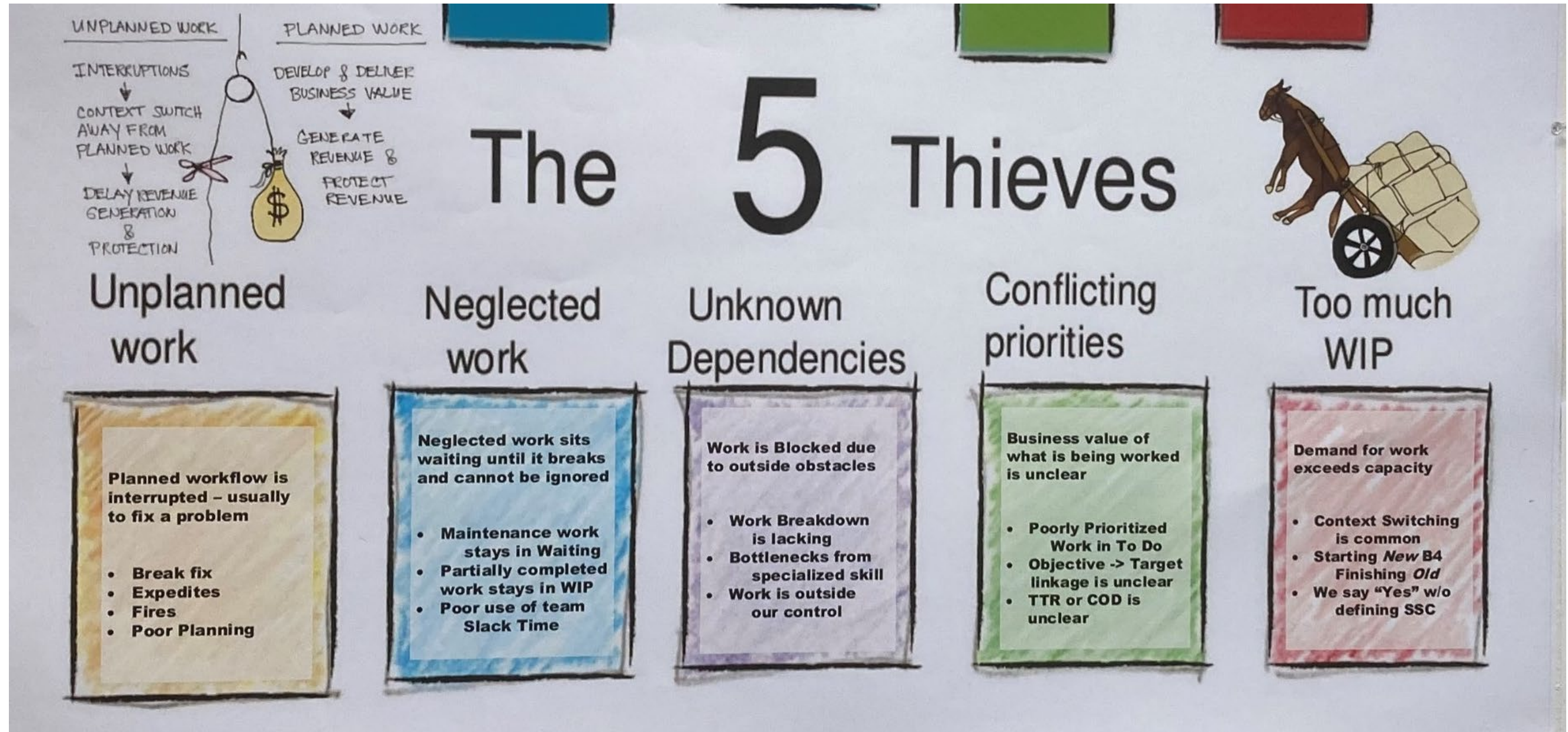


Warehouse
Maintenance
Engineering
Engineering
Engineering
Construction
Purchasing
Business Leadership
Operations
Customer Service
Permitting
Site Acquisition

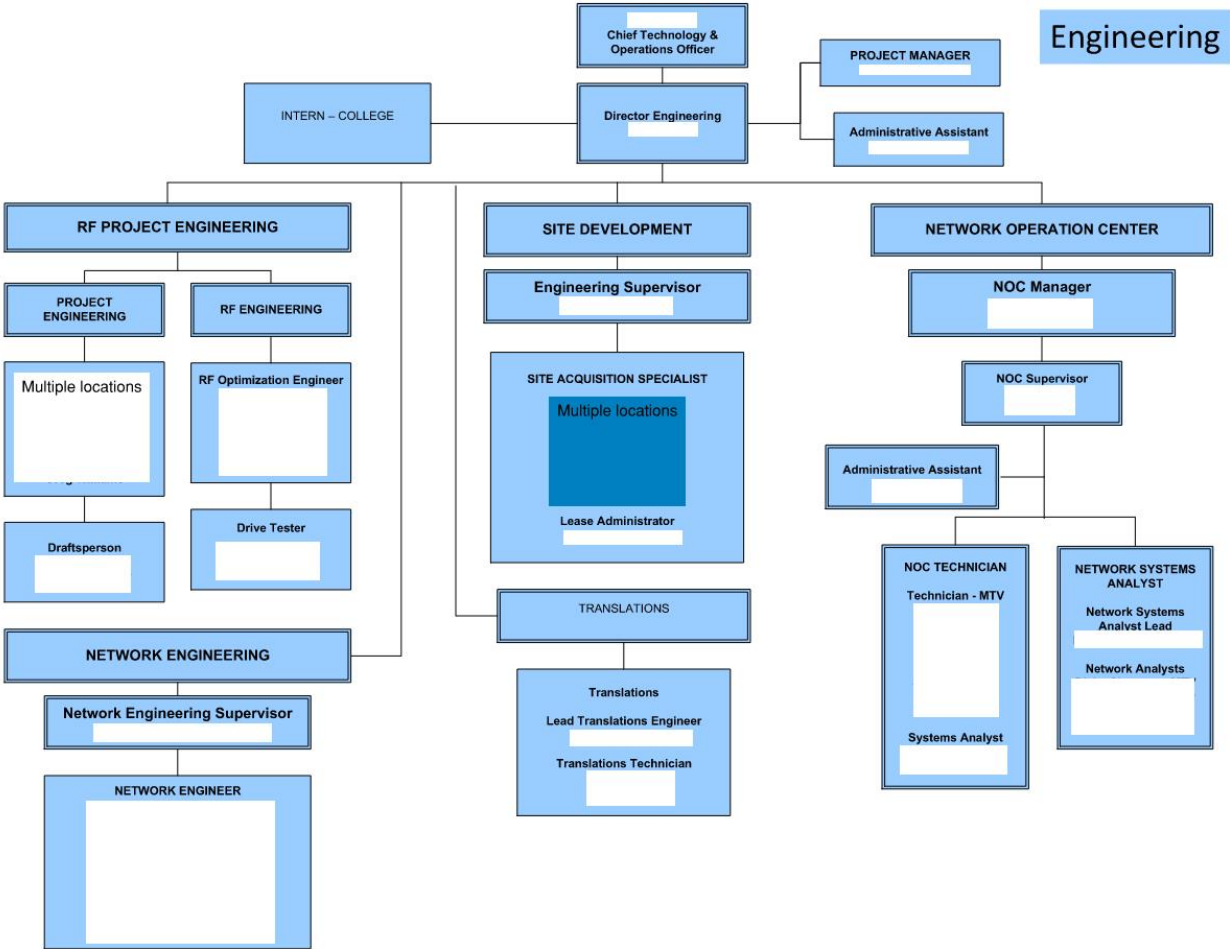


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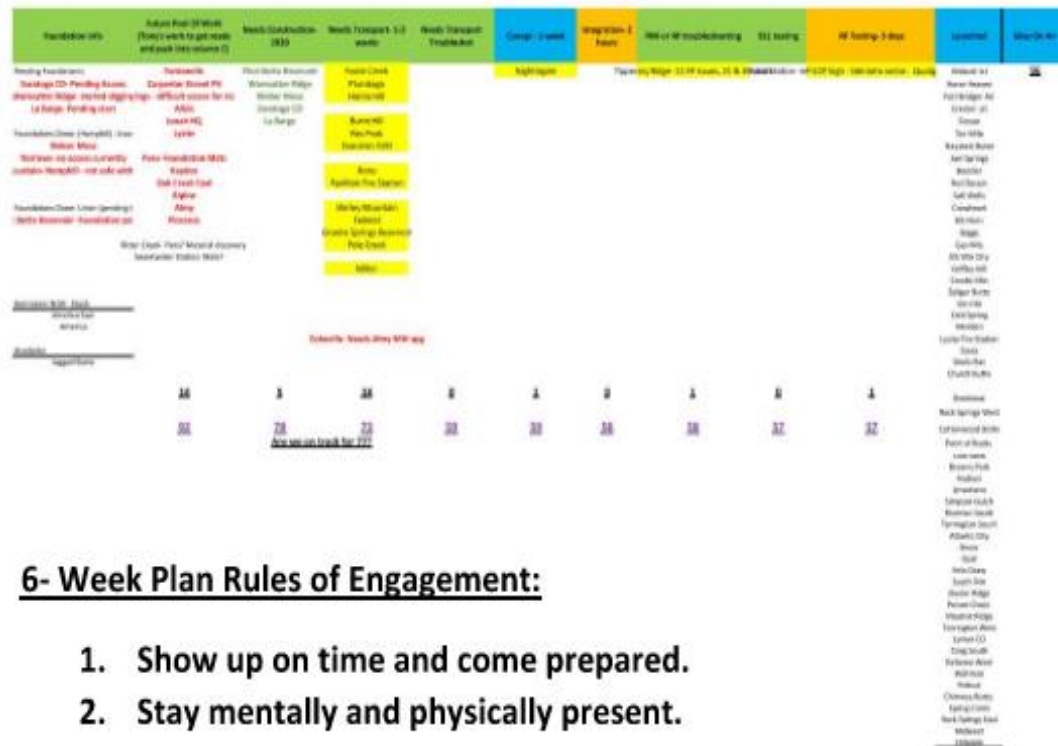
Lean Organization or words on a wall?



Team Organization



Existing Tools



6- Week Plan Rules of Engagement:

1. Show up on time and come prepared.
2. Stay mentally and physically present.
3. Let everyone participate.
4. Listen with an open mind.
5. Attack the problem, not the person
6. Close decisions and identify action items.
7. Step up and offer to solve the constraints, don't let them continue to be blocks for the next meeting.



Project Area



Number of gates/project stages: 11

Number of Projects: 92+

Deadline: 6 months

Challenges?visible and invisible

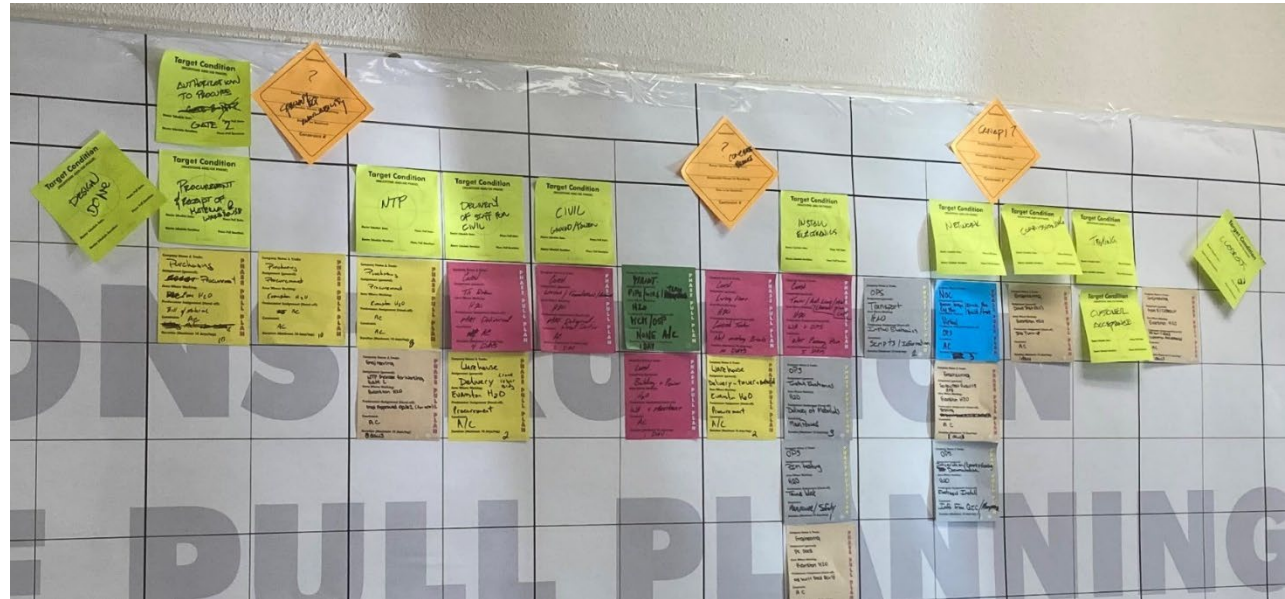


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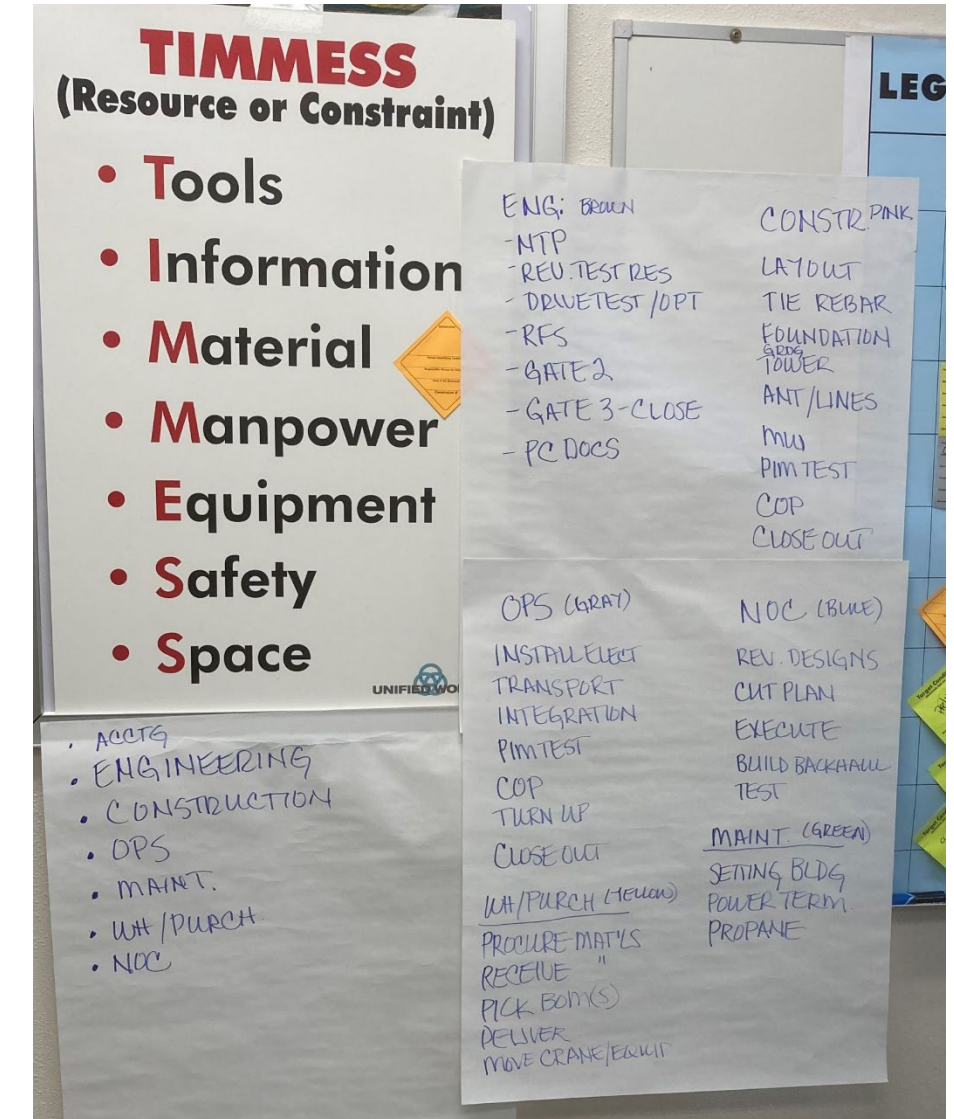
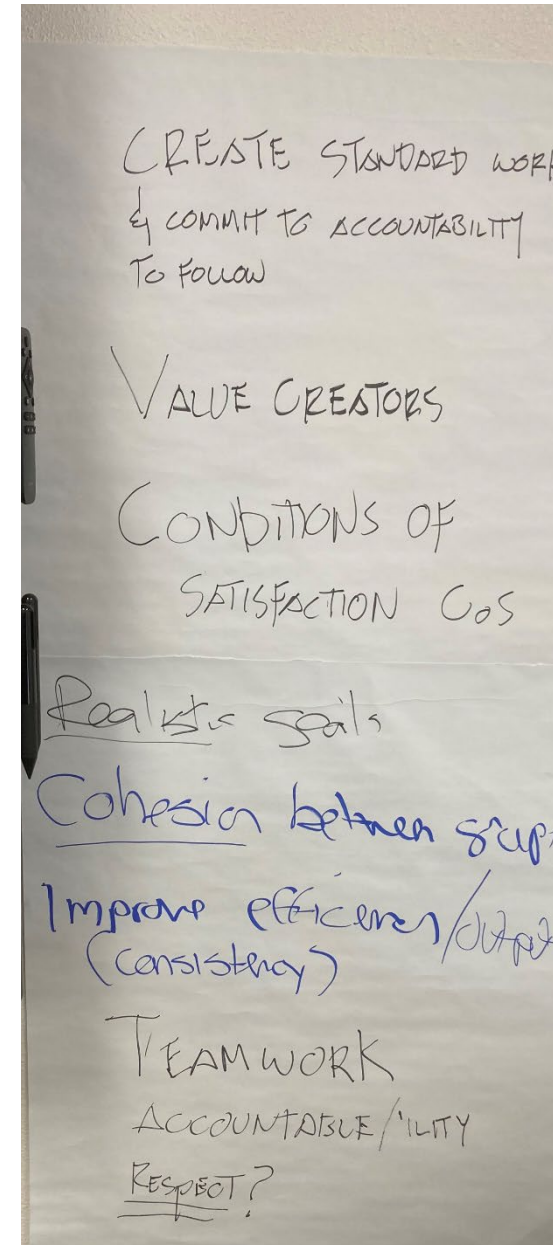
Lean tools and how they were deployed



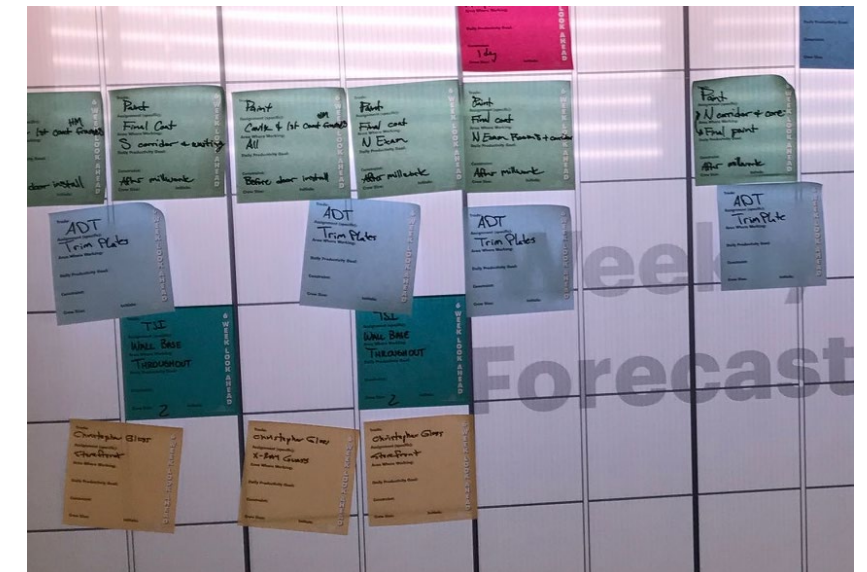
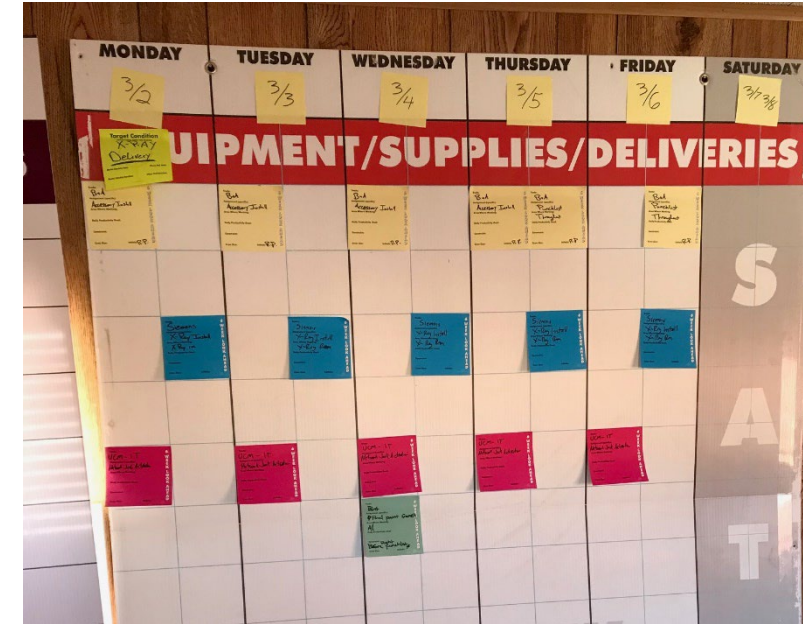
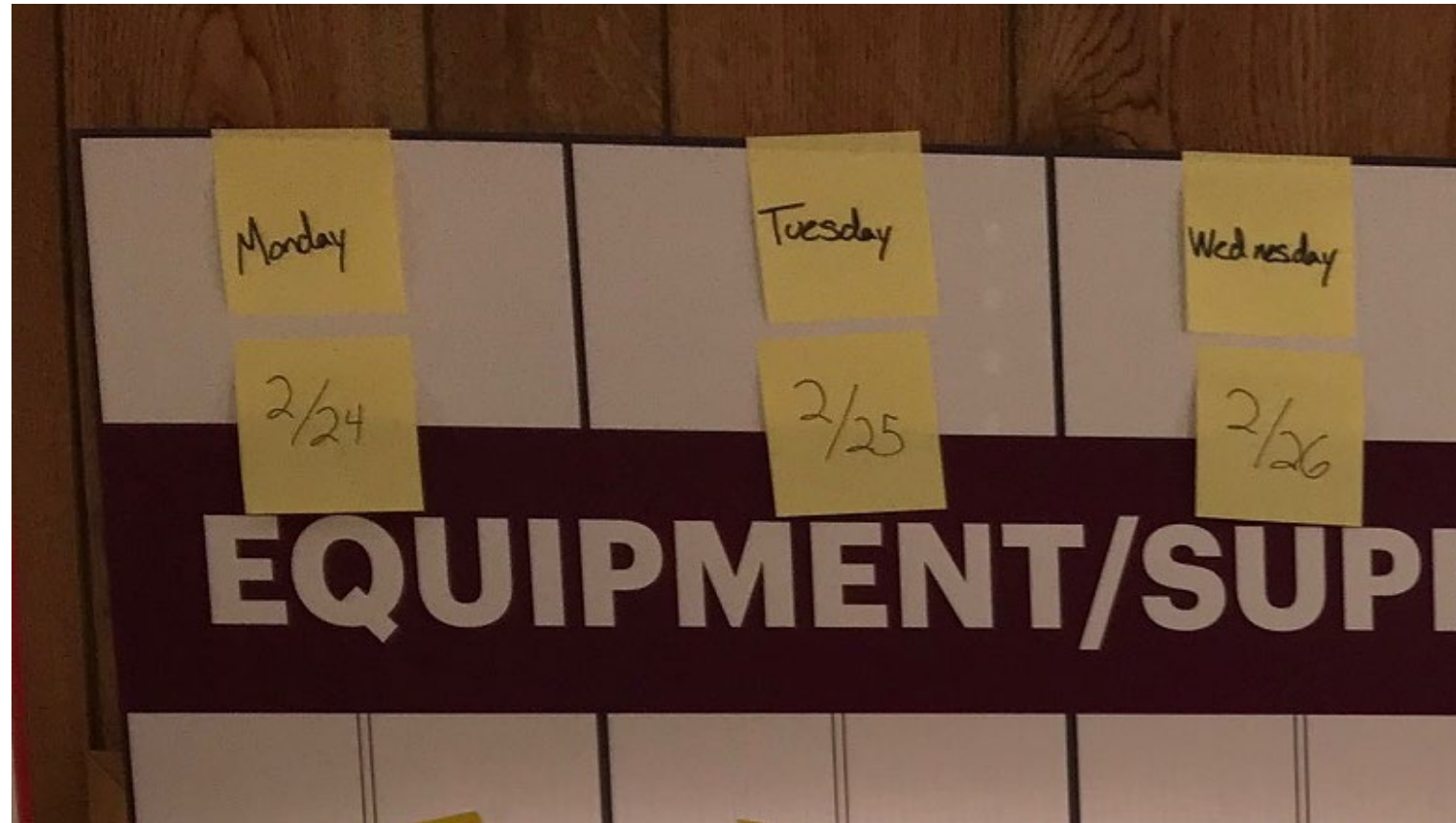
Lean Tools



- Engagement Exercises
- 5 connected conversation of LPS
- Work Breakdown Scope
- TIMMESS & DOWNTIME training
- Kitting & Prefabrication
- Standard Work
- Pull to Flow



Deploying the Last Planner System

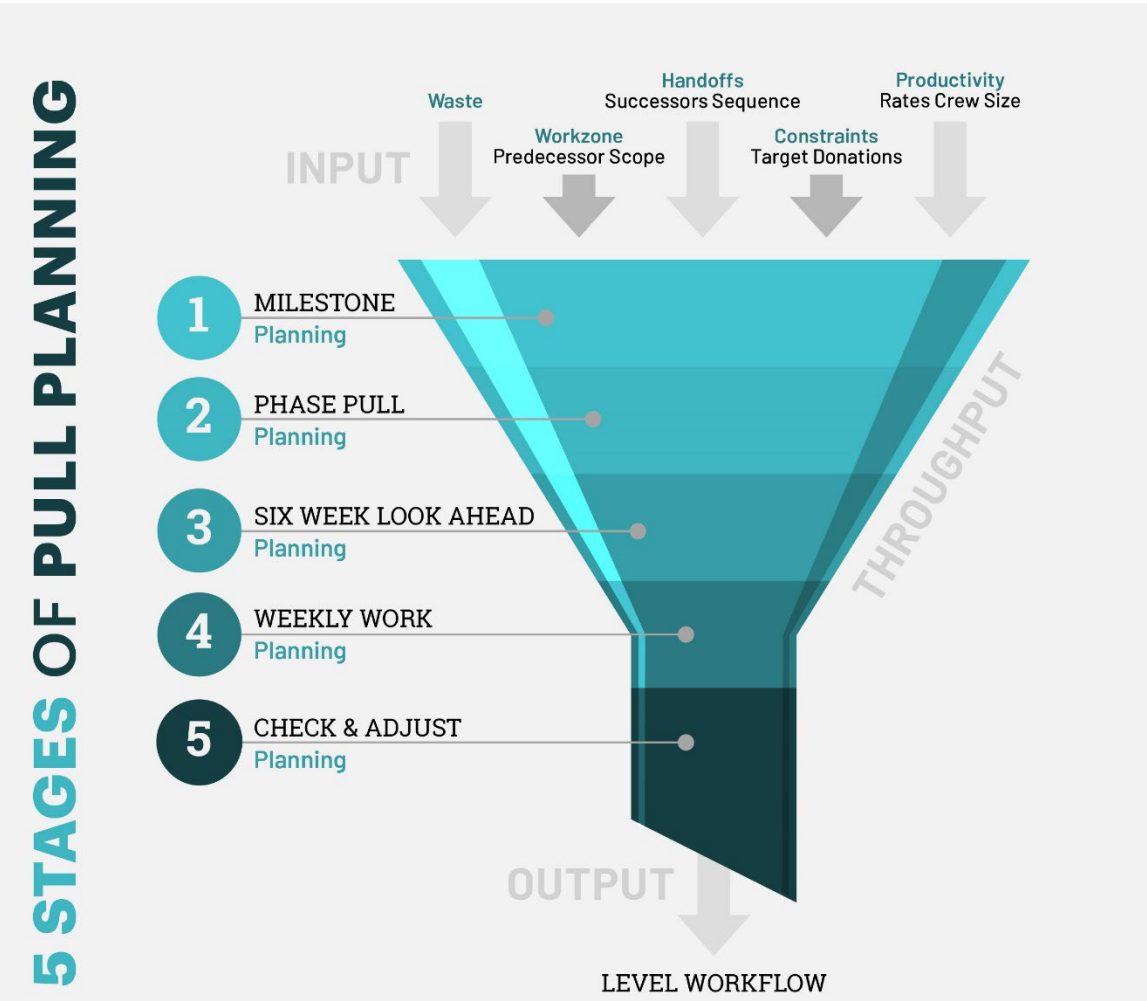


LEARN BY DOING FROM THOSE WHO DO

Prefabrication



Reliable Planning & Commitment Making



Constraint Analysis

External Constraints
(Issues that can only be solved by A/E, owner, inspections, utilities)

Project Name _____

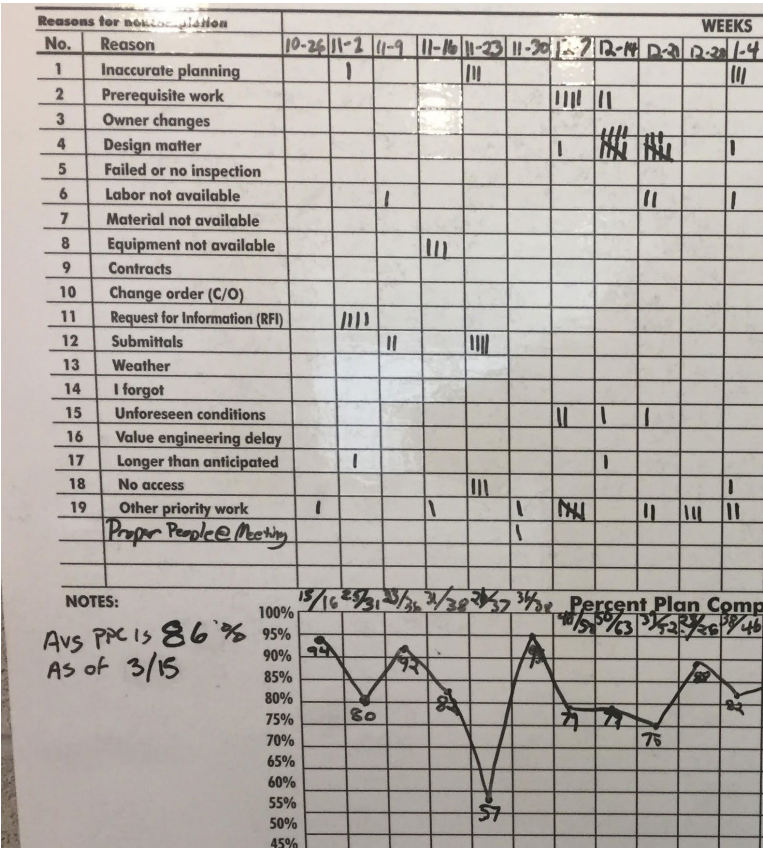
Constraint #	Date Identified	Person Identifying Constraint (Cn & Init.)	Description	Activity Controlled	Responsibility (Cn & Init.)	Date Closed
1	10/1/11	SEA	Leading Heights for Deck Construction			
2	10/1/11	SEA	EO-1, F&E Layout			
3	10/1/11	SEA	OP-12, Water Main, ERI Electric Supply			
4	10/1/11	SEA	OP-13, Water Main			
5	10/1/11	SEA	OP-14, Water Main			
6	10/1/11	SEA	OP-15, Water Main			
7	10/1/11	SEA	OP-16, Water Main			
8	10/1/11	SEA	OP-17, Water Main			
9	10/1/11	SEA	OP-18, Water Main			
10	10/1/11	SEA	OP-19, Water Main			
11	10/1/11	SEA	OP-20, Water Main			
12	10/1/11	SEA	OP-21, Water Main			
13	10/1/11	SEA	OP-22, Water Main			
14	10/1/11	SEA	OP-23, Water Main			
15	10/1/11	SEA	OP-24, Water Main			
16	10/1/11	SEA	OP-25, Water Main			
17	10/1/11	SEA	OP-26, Water Main			
18	10/1/11	SEA	OP-27, Water Main			
19	10/1/11	SEA	OP-28, Water Main			
20	10/1/11	SEA	OP-29, Water Main			
21	10/1/11	SEA	OP-30, Water Main			

Internal Constraints
(Issues that can be solved by the build team)

Project Name _____

Issue	Person Identifying Issue (Cn & Init.)	Description	Responsibility (Cn & Init.)	Date to be Closed
1	SEA	OP-1, Water Main	SEA	10/1/11
2	SEA	OP-2, Water Main	SEA	10/1/11
3	SEA	OP-3, Water Main	SEA	10/1/11
4	SEA	OP-4, Water Main	SEA	10/1/11
5	SEA	OP-5, Water Main	SEA	10/1/11
6	SEA	OP-6, Water Main	SEA	10/1/11
7	SEA	OP-7, Water Main	SEA	10/1/11
8	SEA	OP-8, Water Main	SEA	10/1/11
9	SEA	OP-9, Water Main	SEA	10/1/11
10	SEA	OP-10, Water Main	SEA	10/1/11
11	SEA	OP-11, Water Main	SEA	10/1/11
12	SEA	OP-12, Water Main	SEA	10/1/11
13	SEA	OP-13, Water Main	SEA	10/1/11
14	SEA	OP-14, Water Main	SEA	10/1/11
15	SEA	OP-15, Water Main	SEA	10/1/11
16	SEA	OP-16, Water Main	SEA	10/1/11
17	SEA	OP-17, Water Main	SEA	10/1/11
18	SEA	OP-18, Water Main	SEA	10/1/11
19	SEA	OP-19, Water Main	SEA	10/1/11
20	SEA	OP-20, Water Main	SEA	10/1/11
21	SEA	OP-21, Water Main	SEA	10/1/11
22	SEA	OP-22, Water Main	SEA	10/1/11
23	SEA	OP-23, Water Main	SEA	10/1/11
24	SEA	OP-24, Water Main	SEA	10/1/11
25	SEA	OP-25, Water Main	SEA	10/1/11
26	SEA	OP-26, Water Main	SEA	10/1/11
27	SEA	OP-27, Water Main	SEA	10/1/11
28	SEA	OP-28, Water Main	SEA	10/1/11
29	SEA	OP-29, Water Main	SEA	10/1/11
30	SEA	OP-30, Water Main	SEA	10/1/11

Percent of Planned Work Completed (PPC) & Variance Analysis



Results & Lessons Learned



Results

Expectations were not aligned and were not met.

There was **acrimony**

Client
Lean Coaches



Lessons Learned & Why (stop the Titanic from hitting the iceberg)



Go to Gemba



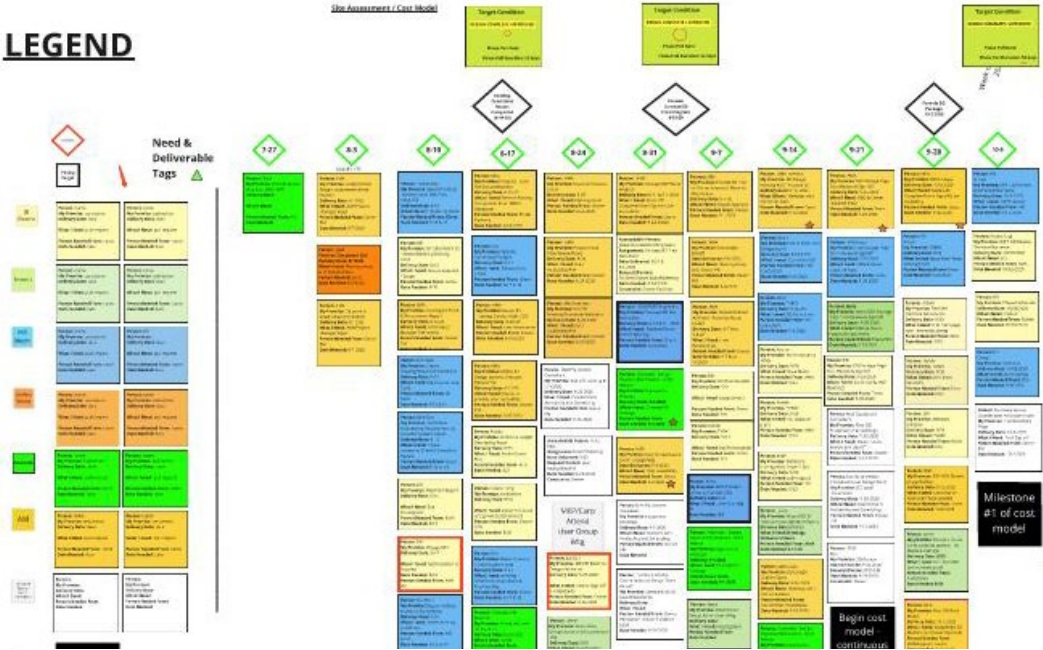
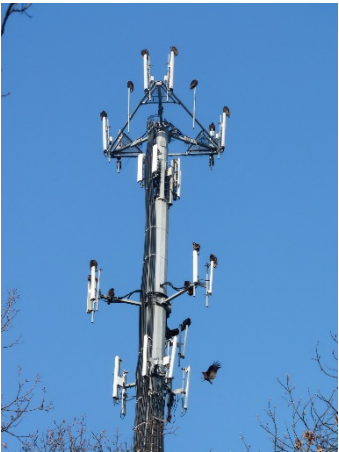
Go slow to go fast



Use digital/remote collaboration tools



Challenge to improve sooner



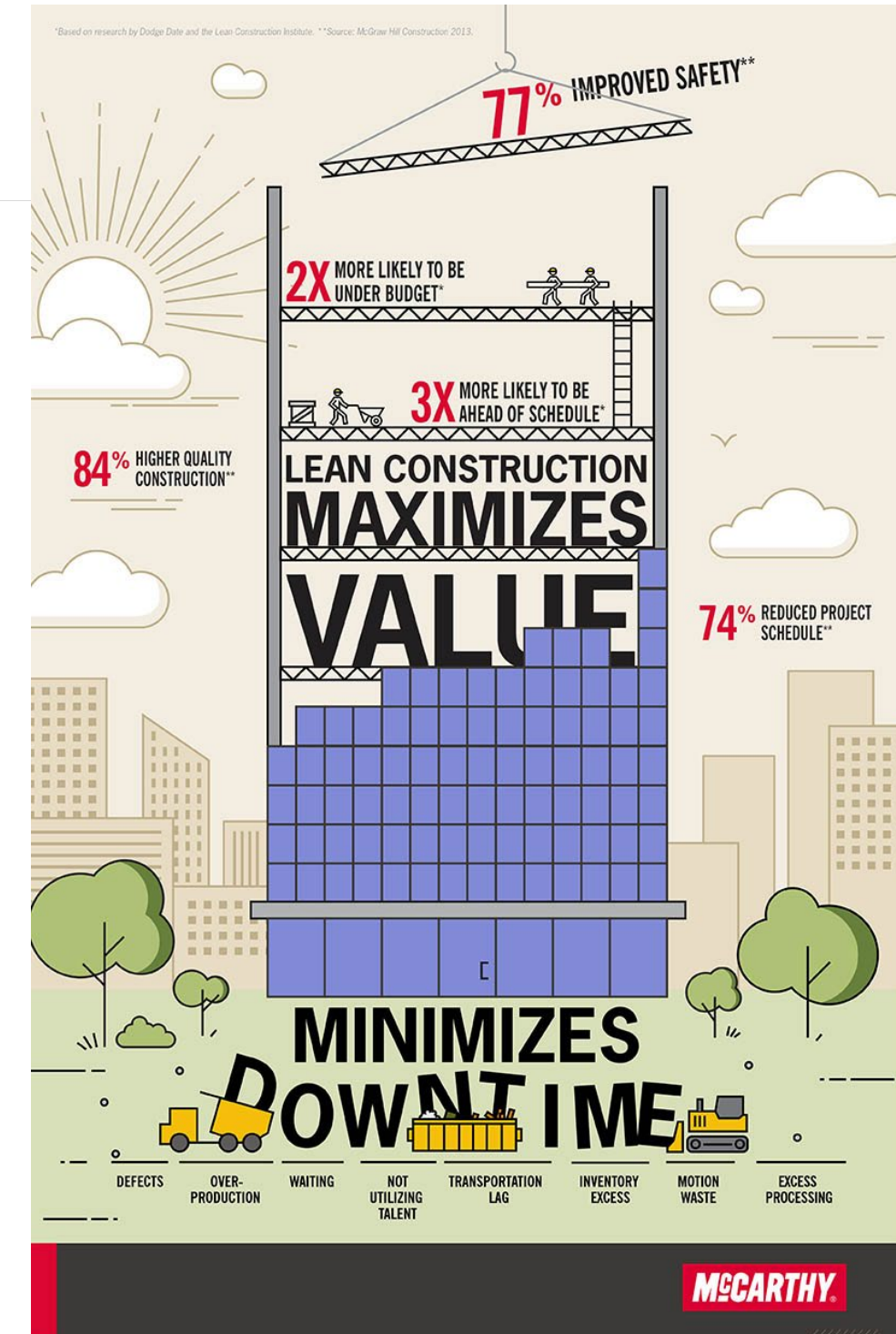
Barriers to Lean Implementation

“I got it” syndrome

Not setting priorities on what to fix first

Can you see the problem

Hidden facts / Inaccessible leaders



Contact Us

Rich Seiler – Chief Value Officer

Unified Works

rich@unified-works.com

Joel Klahn – Value Stream Creator

Unified Works

joel@unified-works.com



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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!

Change Starts with YOU

- Constraints to implementing lean?
- Implementation & execution (PDCA)
- Run the play!



TIMMESS (Resource or Constraint)

- Tools
- Information
- Material
- Manpower
- Equipment
- Safety
- Space

DOWNTIME (Eight Wastes)

- Defects (Re-work)
- Over-production
- Waiting
- Non-utilized Resources (Talent)
- Transportation
- Inventory (WIP)
- Motion
- Excess Processing

Pro-tip

learn/study/leverage the 4P/14 Principles of the Toyota Production System as a guide to get the implementation plan drafted