

24<sup>TH</sup> ANNUAL



24<sup>TH</sup> LCI CONGRESS  
OCTOBER 18-21

# How A3 Management Solves Problems & Develops Problem-Solving Capabilities

Kevin Chase, Turner Construction

Josh Howell, Lean Enterprise Institute

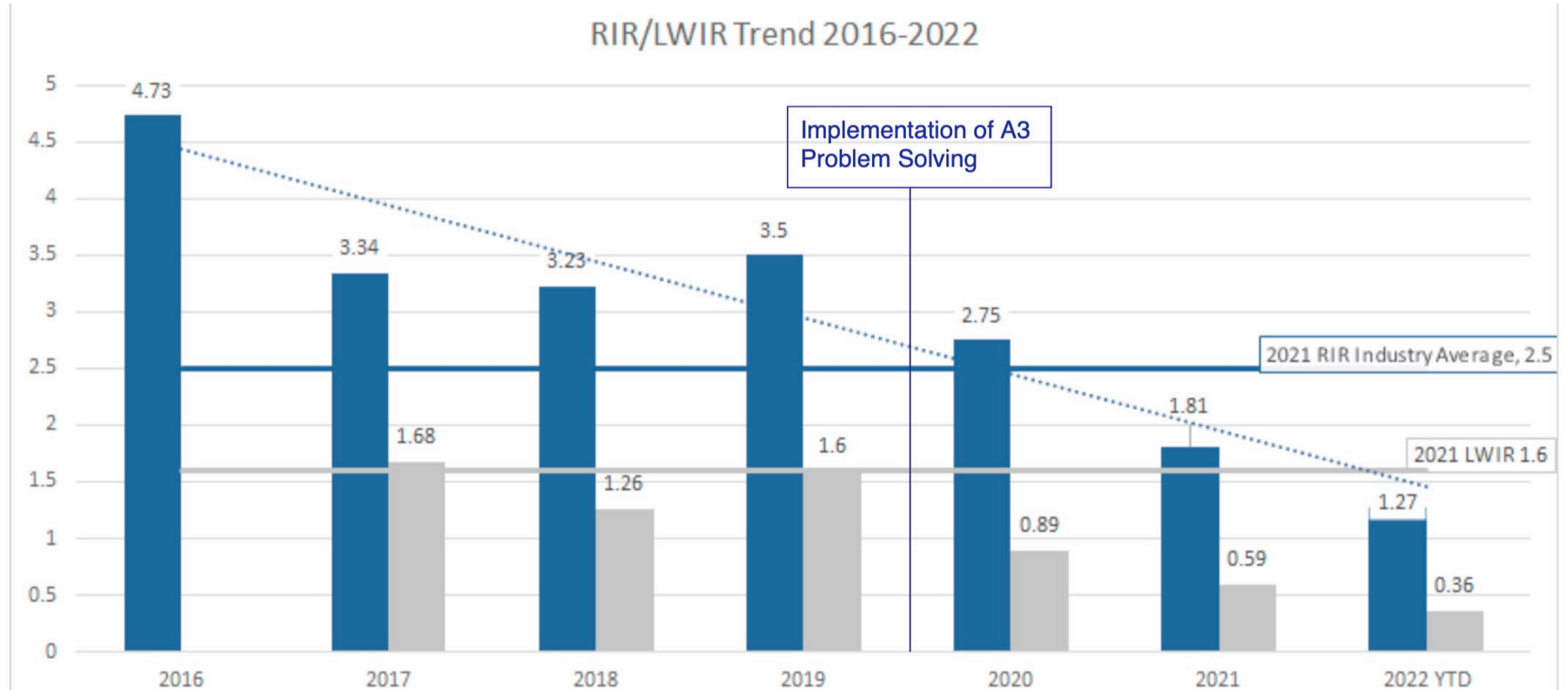
LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

October 20, 2022

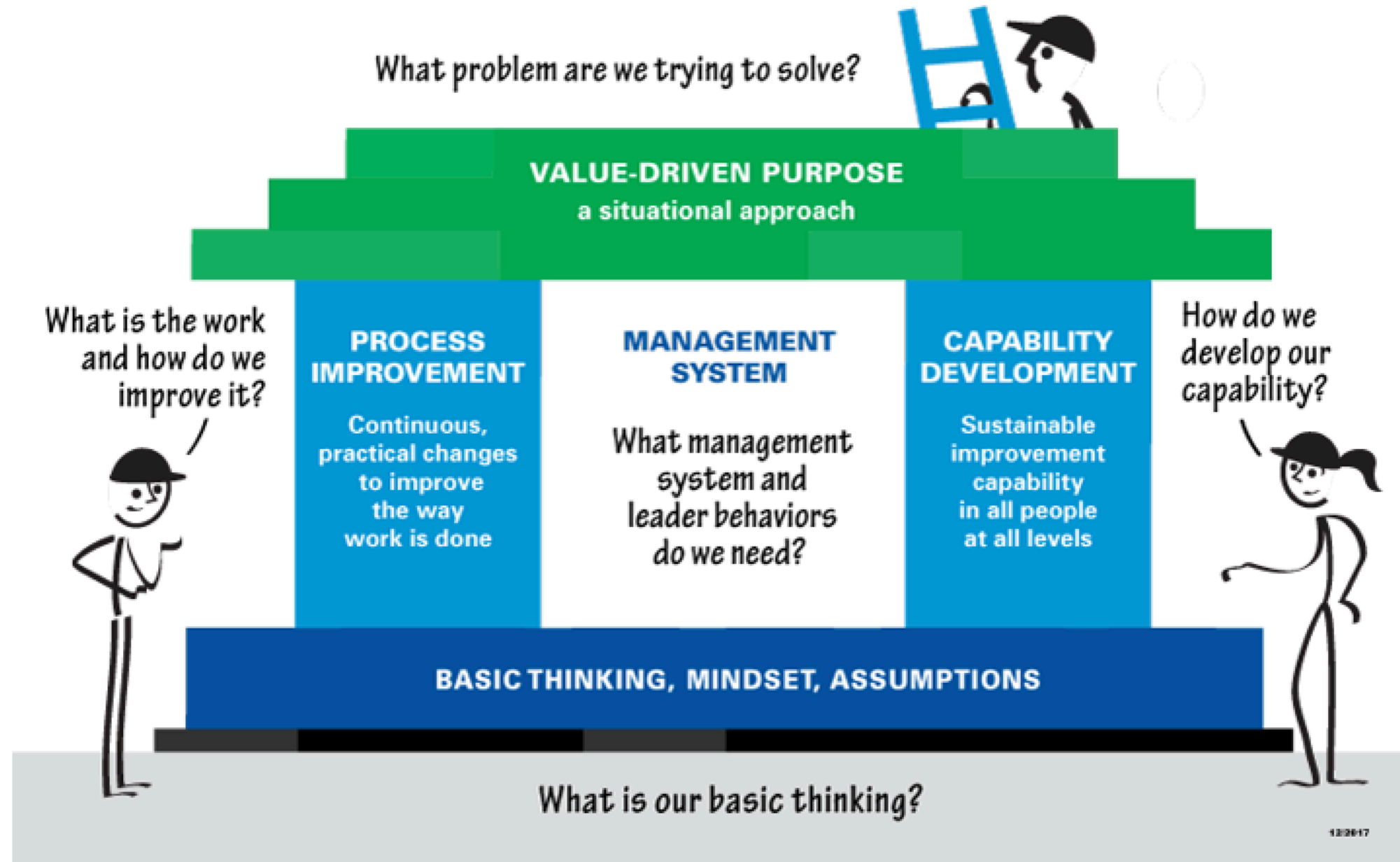
© LEAN CONSTRUCTION INSTITUTE



# Breakthrough Result: Safety

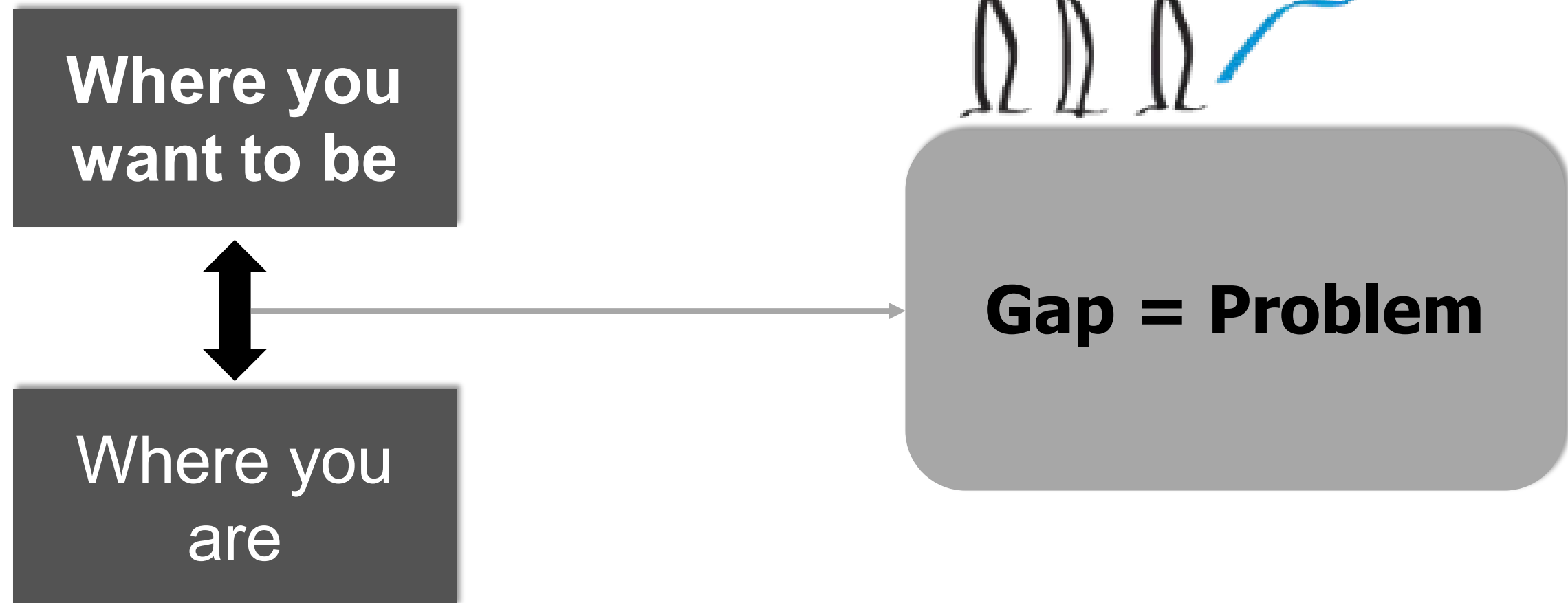


# LEI's Lean Transformation Framework

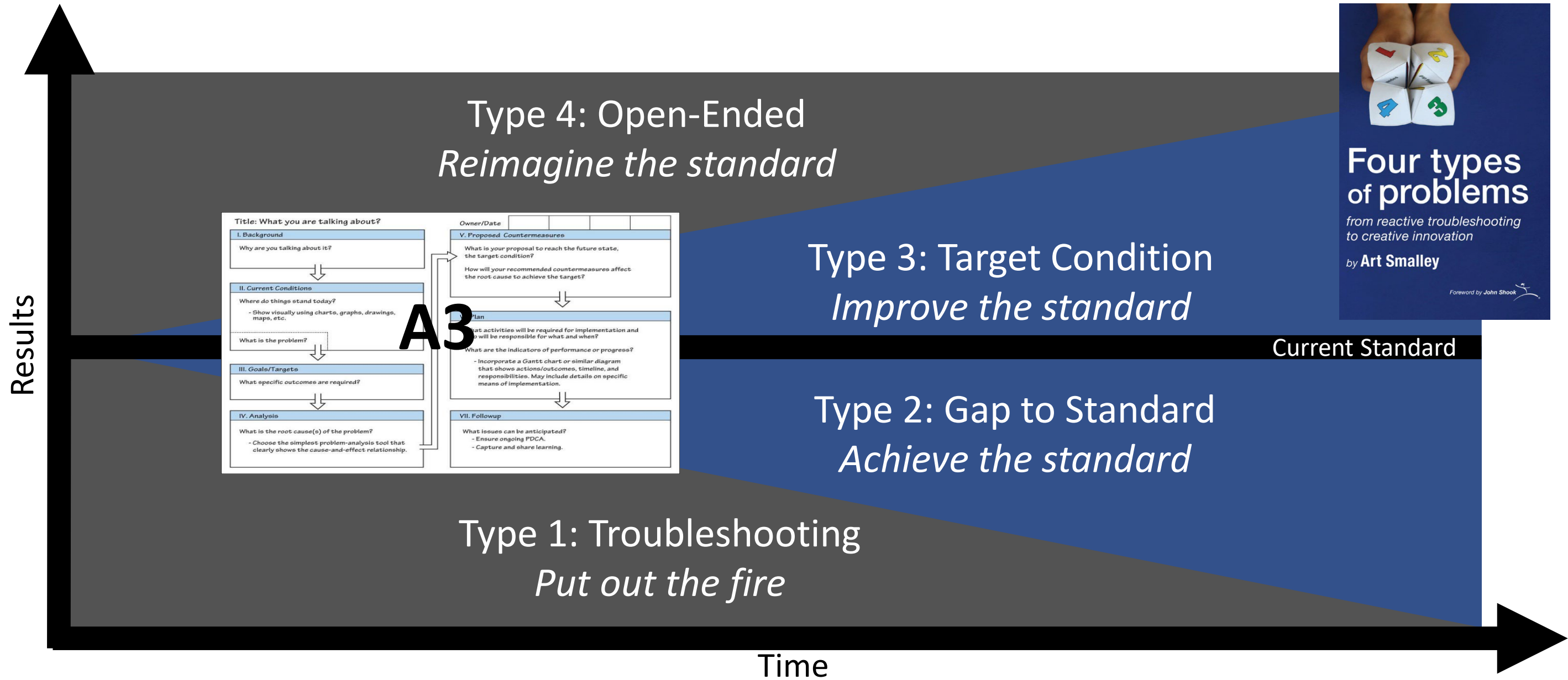


# Problem-Solving is Foundational

- What is a problem?



# Types of Problems



# A3 Problem-Solving

## The Tool

- A3 is just a paper size
- Began in the 60's as the Quality Circle problem-solving format
- Tells a story, laid out from upper left-hand side to lower right, which anyone can understand
- **All on one sheet of paper**

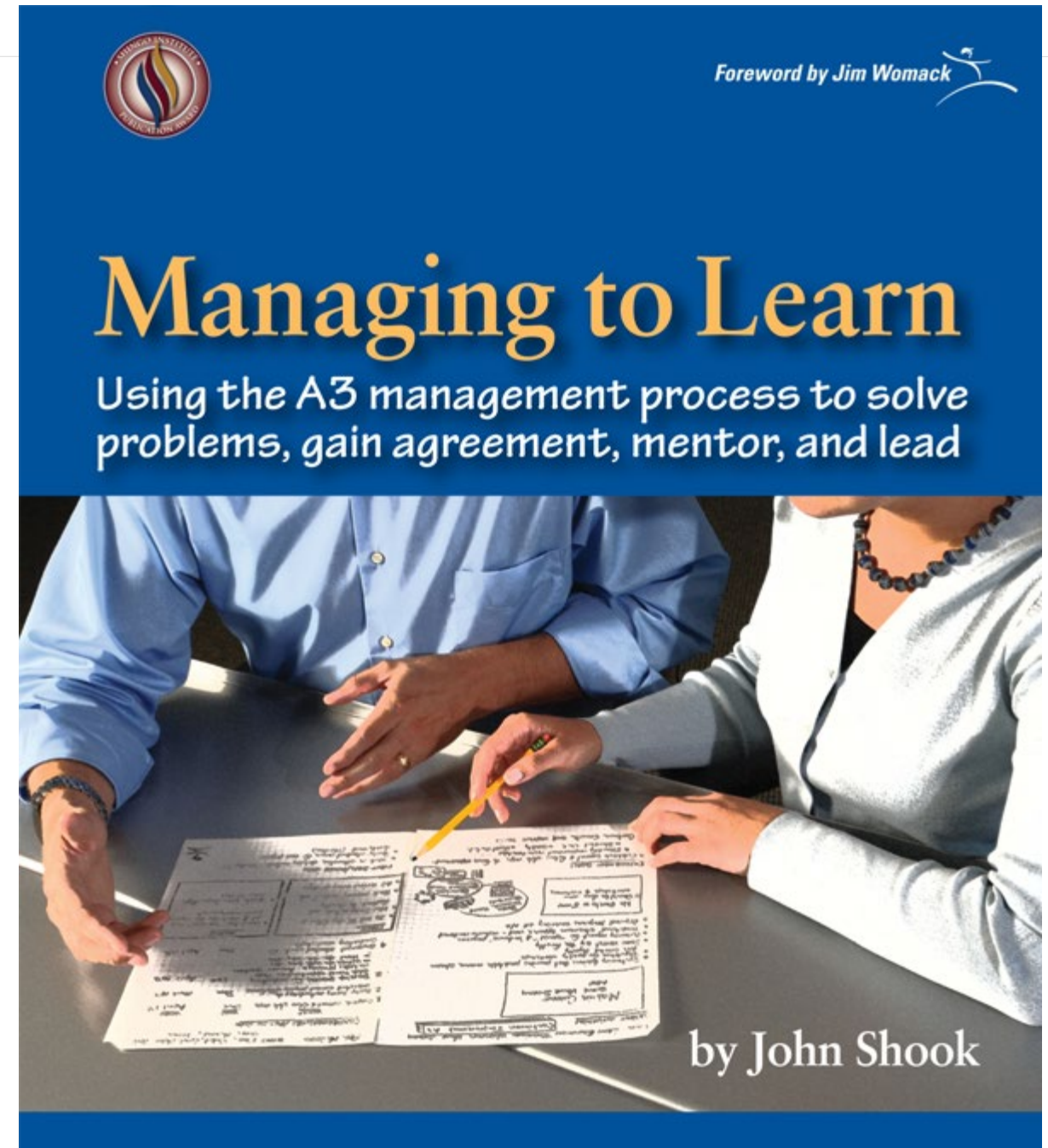
## The Process and Thinking

- Makes it easier for you
  - To engage others
  - To understand others
- Fosters dialogue within the organization
- Forces “5S” for information
- Leverages PDCA
- Clarifies the link between true problems & countermeasures
- Encourages front-line initiative
- Develops thinking problem solvers



# A3 Management

- Fact-based problem-solving
- Collaborating & gaining agreement
- Mentoring / coaching
- Leading / making change happen





# Lean Leadership...

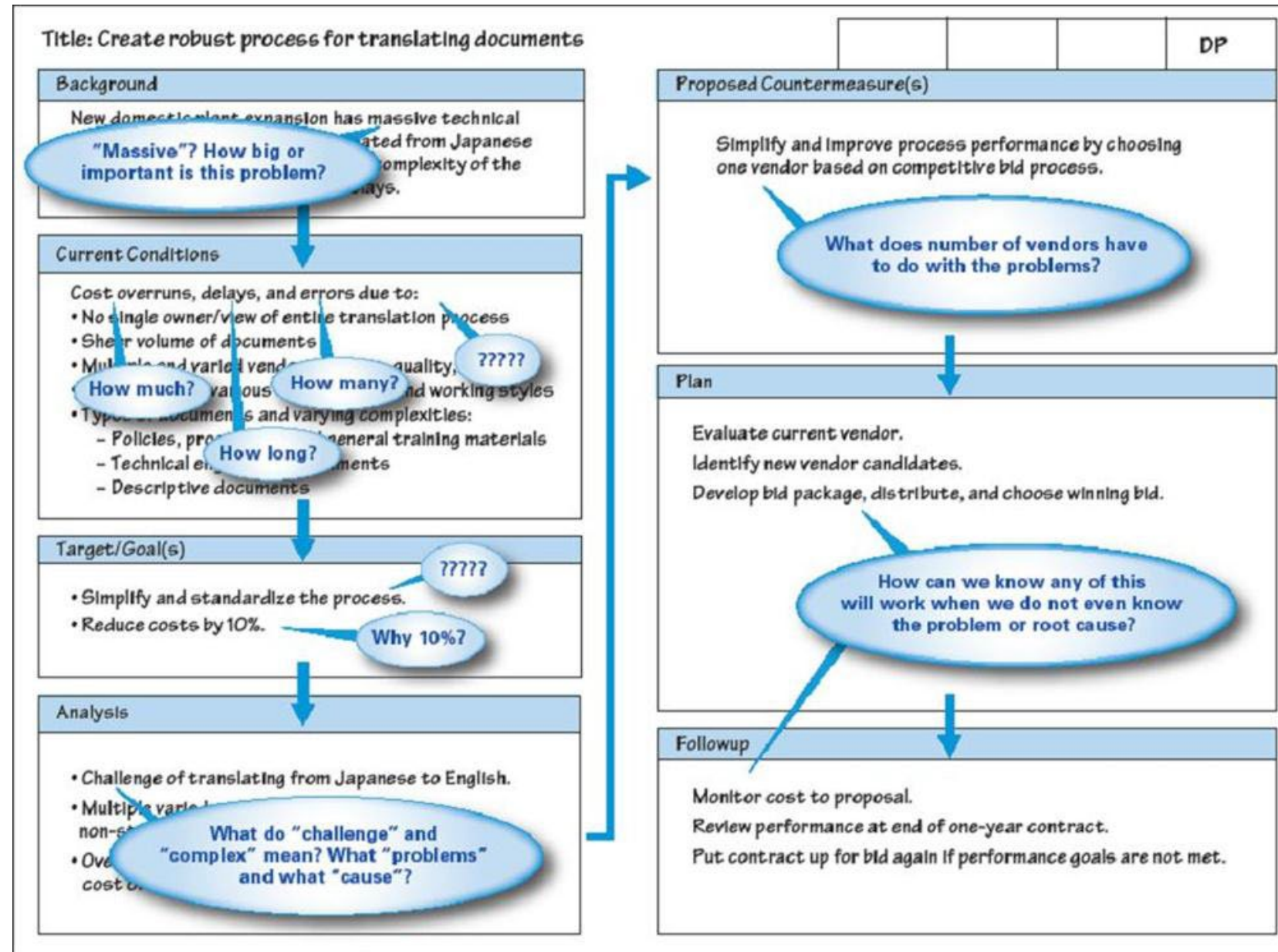
---

“...is less about providing the right answers  
than asking the right questions  
and exploring them by engaging everyone  
in experiments to learn through doing.”





# Job Aid for Leaders to Ask Questions

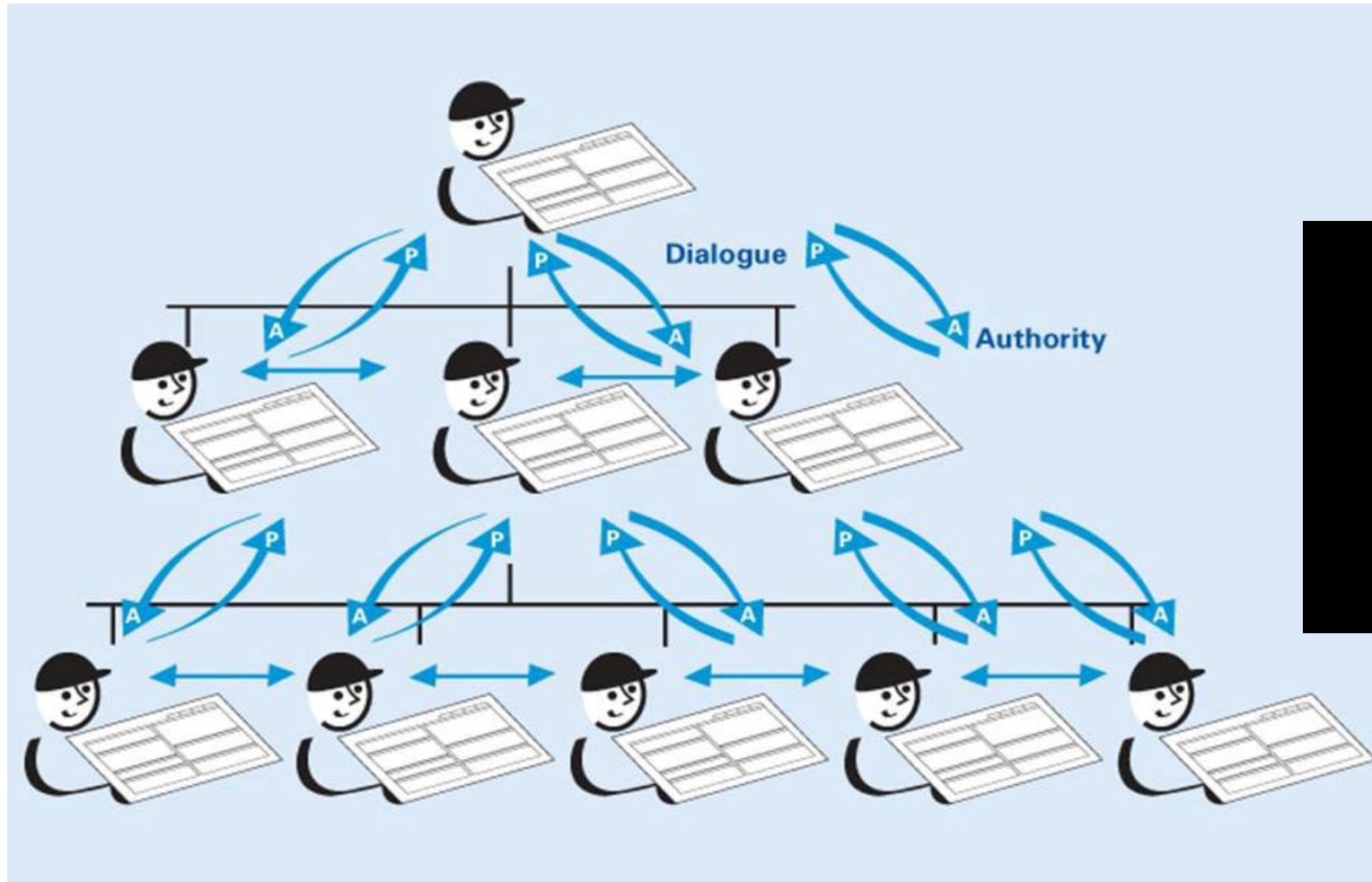


# Leadership Styles

Style	Description	Effect
“Dictator”	“Do it MY way”	Usurps responsibility and loses engagement
“Empowerment”	“Do it YOUR way”	Loss of direction and control
“A3”	“Follow me and WE will figure this out together”	Engagement within bounds through ongoing mentoring



# A3 Management System

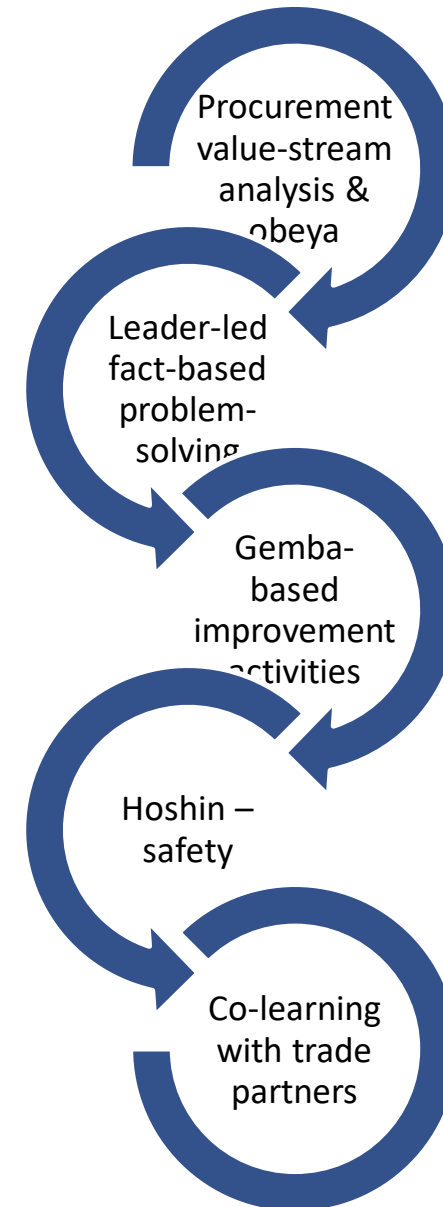
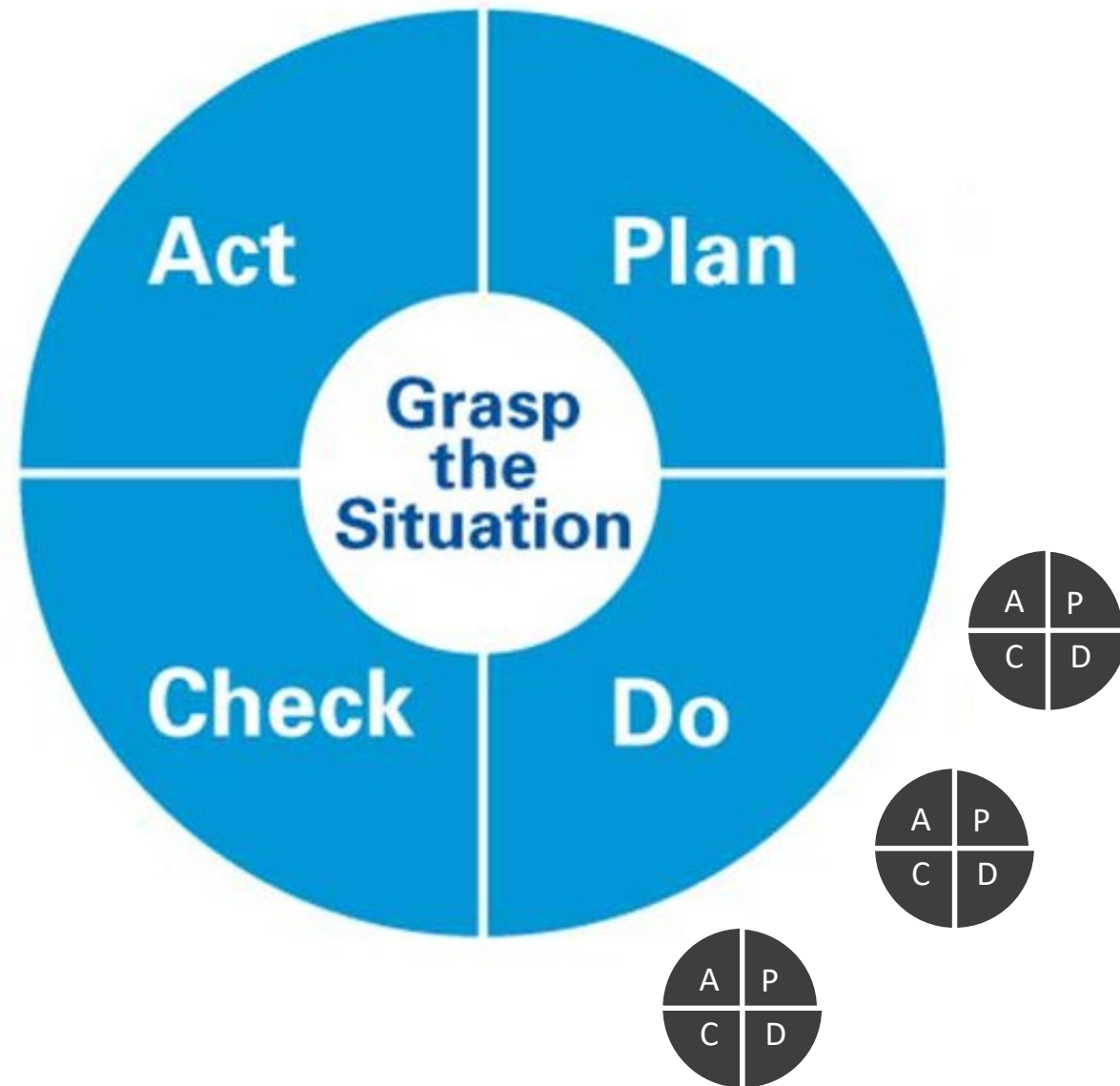


***Pull Authorization:***  
**INDIVIDUAL INNOVATION**  
**and**  
**ALIGNED DIRECTION**

**Initiative – Dialogue – Proposal – Authorization**



# Turner NY's Path to A3 Management

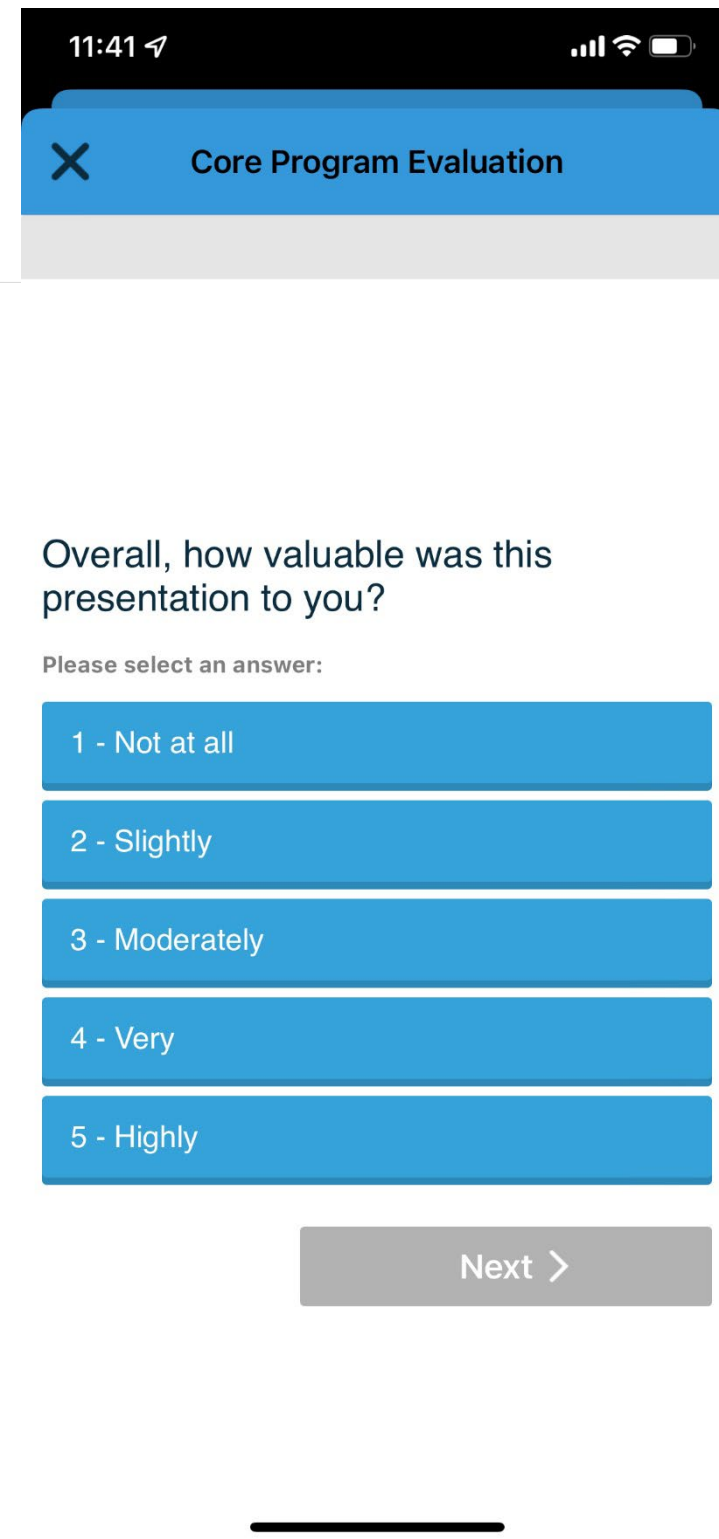
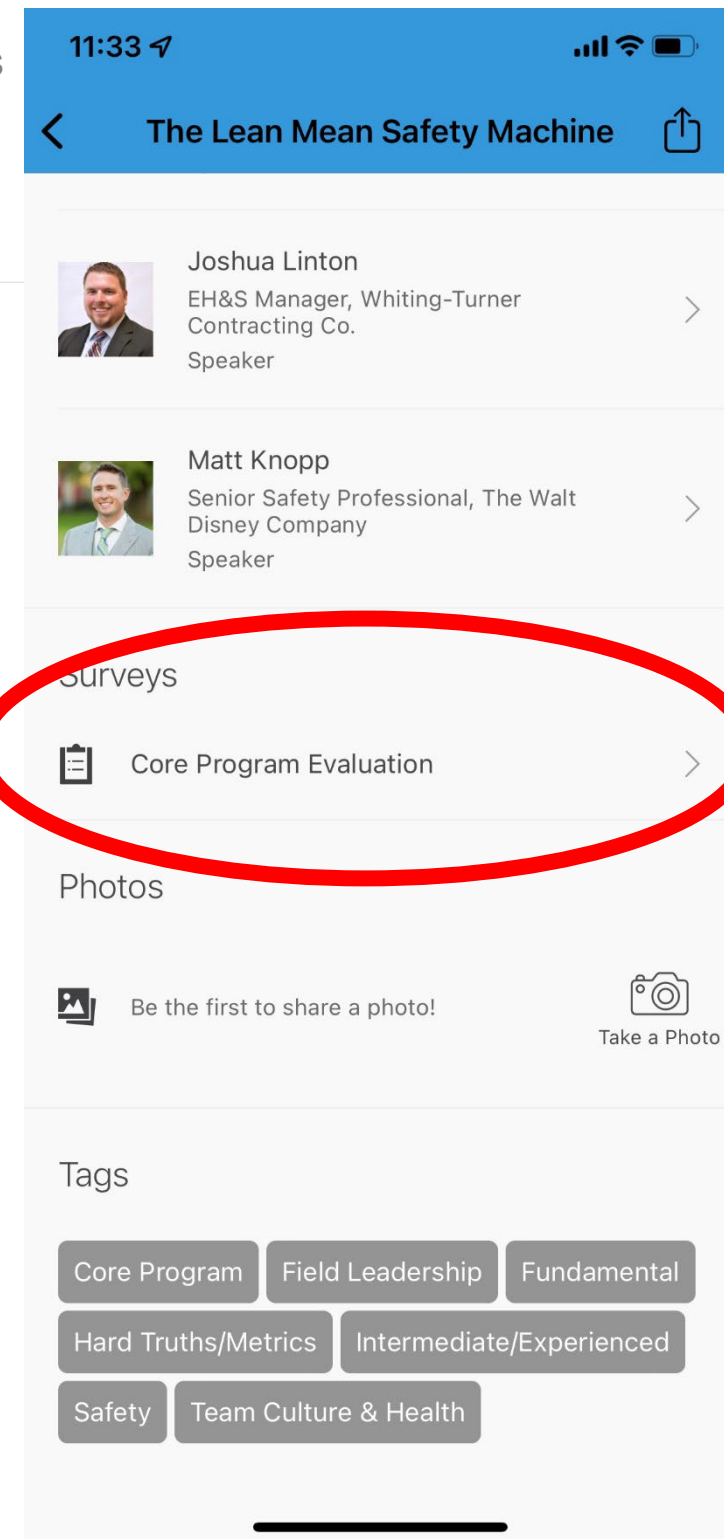


# Rate Presentations in the App

**Continuous improvement:** give presenters your feedback by taking the session evaluation!

1. Find the session under “schedule”
2. Click on it then scroll down
3. Click “core program evaluation”
4. Complete the 5-question evaluation

*This information will determine the top 5 presentation teams and the top Live Lab*







24<sup>TH</sup> LCI CONGRESS  
OCTOBER 18-21



**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

**Kevin Chase**

Turner Construction

[kchase@tcco.com](mailto:kchase@tcco.com)

**Josh Howell**

Lean Enterprise Institute

[jhowell@lean.org](mailto:jhowell@lean.org)



24<sup>TH</sup> LCI CONGRESS  
OCTOBER 18-21

Thank you for attending this presentation. Enjoy the rest of the 24<sup>th</sup> Annual LCI Congress!

