

24<sup>TH</sup> ANNUAL



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

# 5S Manager Countermeasure to Chaos

Robert Wayland  
Jacob Strong  
Chris Davis

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

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# Better to be lucky than good





**Luck is when preparation and persistence meet opportunity**



# Introductions





Chris Davis





## Robert Wayland



Jacob Strong









# The Robert Wayland Story





# Robert's First Huddle



# RK 5S Plan

- Four questions
- Three sentences
- Start a conversation

DEN A West

## 5S Plan: RK Mechanical

**Purpose:** address your plan to help make the job clean and orderly, improve flow, and reduce frustration.

Please address these four things.

**Explain your plan to have everything on wheels.**

RK has fabricated carts made from unistrut and casters for the lighter loads. RK has also fabricated heavy duct carts for heavier loads, mainly for piping. All duct will be shipped on pallets, then placed on the carts.



**What will you do to ensure nothing hits the ground (that is, trash in a worker's hand has place to go, other than the floor).**

RK will provide trash gondola's and trash bags to each crew. We will remove the trash from the building daily or as needed.

**How do you ensure that no more than two weeks material and equipment is onsite.**

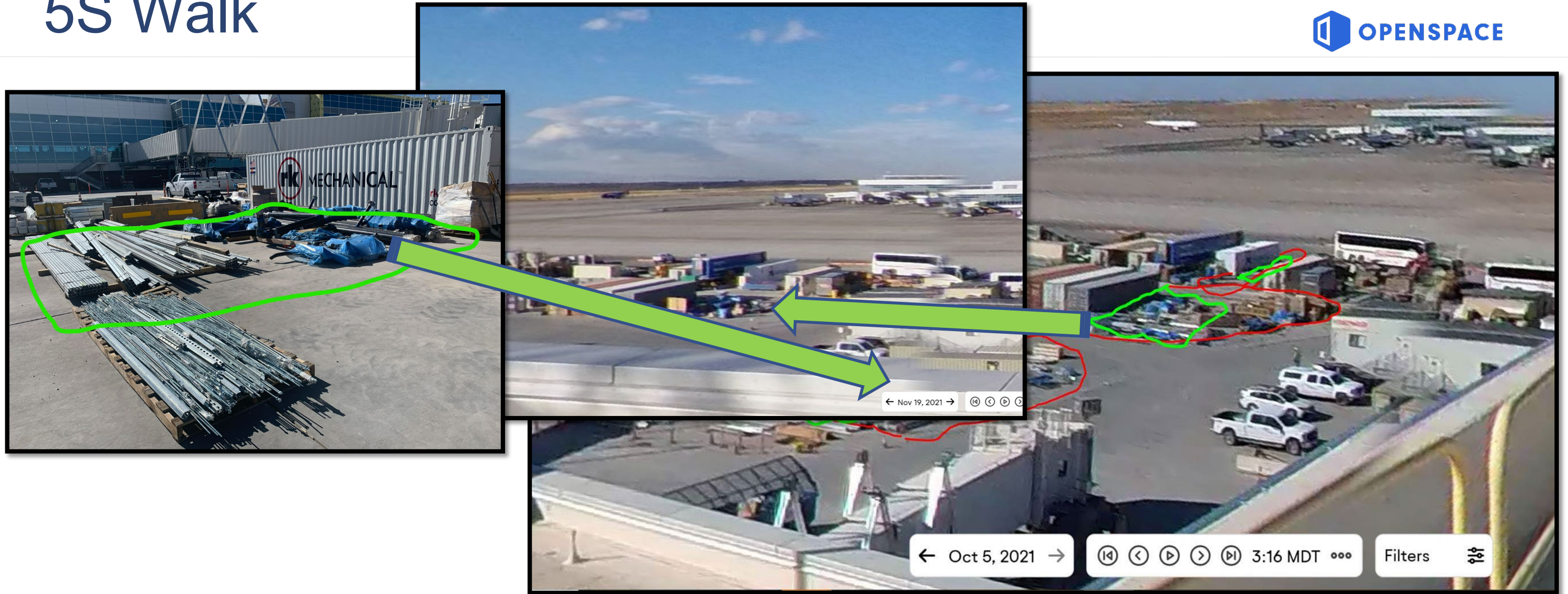
RK has been creating batches to keep a (3) man crew busy for a week. RK has on time deliveries. Any long lead equipment is being stored off site, then brought in as needed.

**Besides your foreman or superintendent, is there someone we should work with regarding housekeeping. Please provide contact information (including foreman).**

Cesar Armenta (Material Handler) - 303-210-1015



# 5S Walk



Robert invites RK leadership...all of them.

## 5S Walk



Alena slept better that night

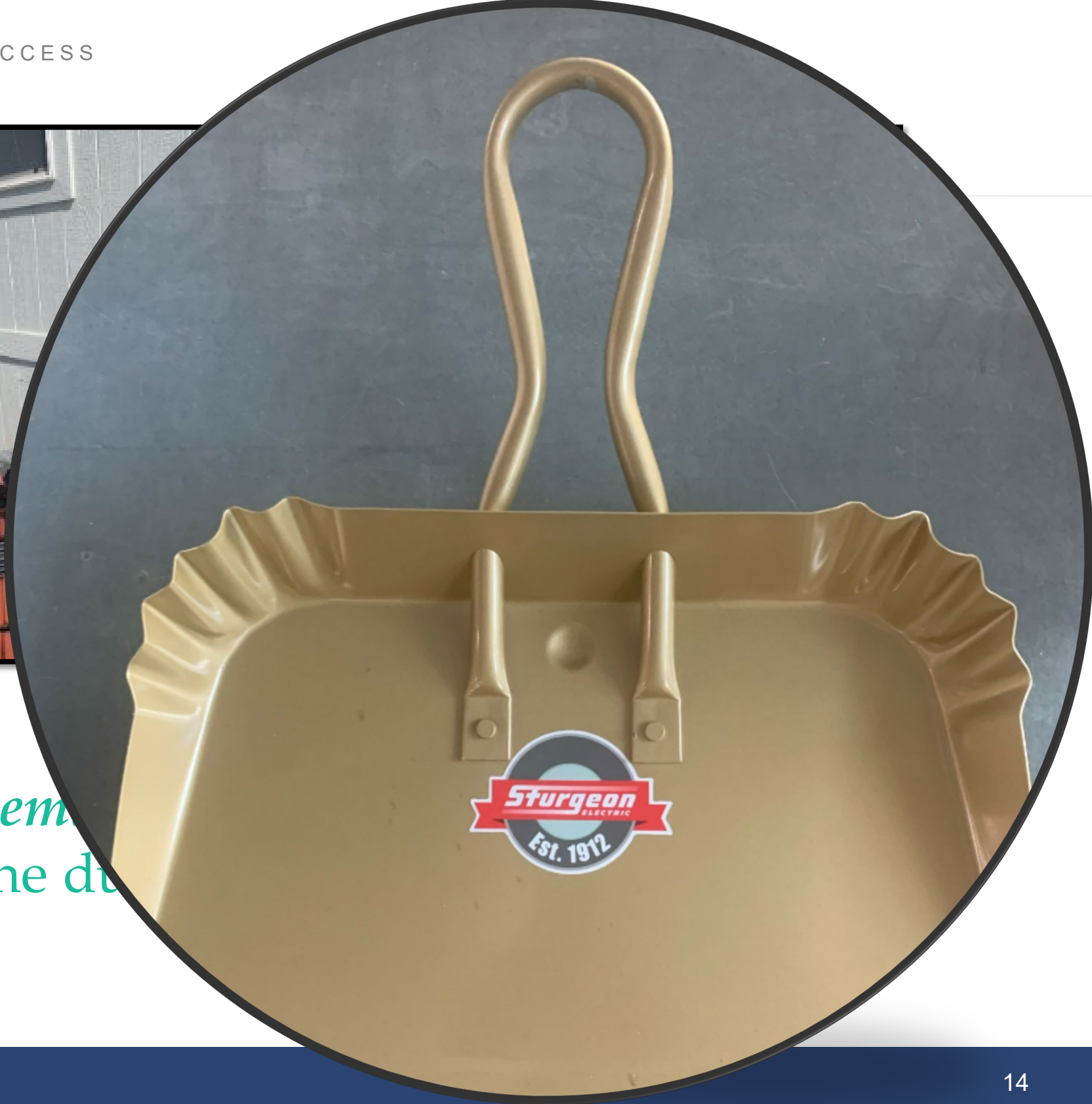


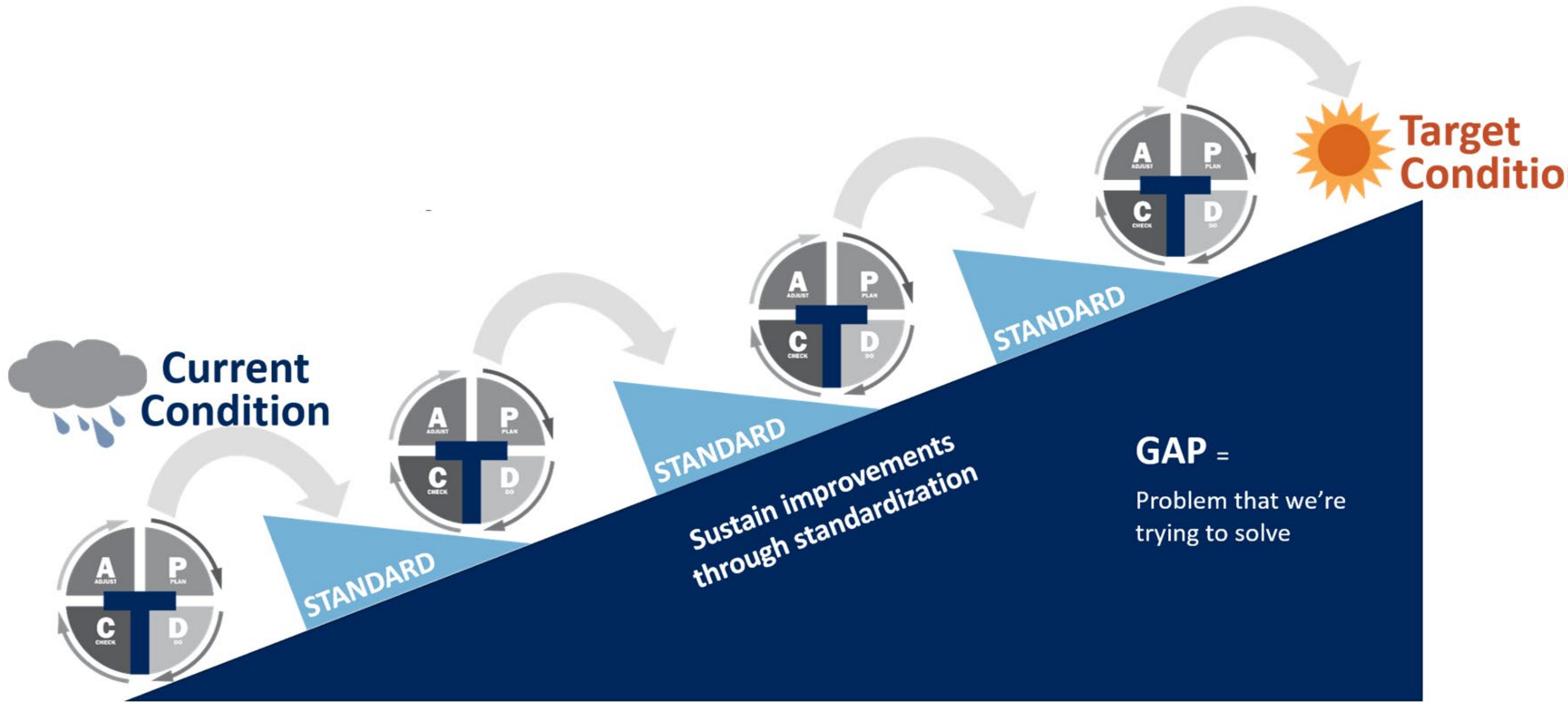


# Golden Dustpan



*Elevator foreman*  
take to get the dust







# The 5S Manager



# Making a 5S Manager

- Street cred
- Intellectual grasp of 5S
- People skills







THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

## Develop a relationship with trade foremen

# 5S Manager Wins

- **S5**...Robert's next project 🧐
- Hit the schedule!
- Relationships...Morale 📈





# What's Next



# Coach 5S

- Deep coaching
- Before the project









# Reflection







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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

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



# Problem Statement

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- We are finding the elusive Fifth S...sustaining the 5S effort.
- This is not some fairy-tale story of a tight, collaborative project team overseeing a beautifully organized jobsite. It is nonetheless the story of a powerful countermeasure to chaos on a challenging project.



