

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Practice Make Progress

Brian Nichols, Elizabeth Taylor, Jeremiah Sugarman - JE Dunn Construction

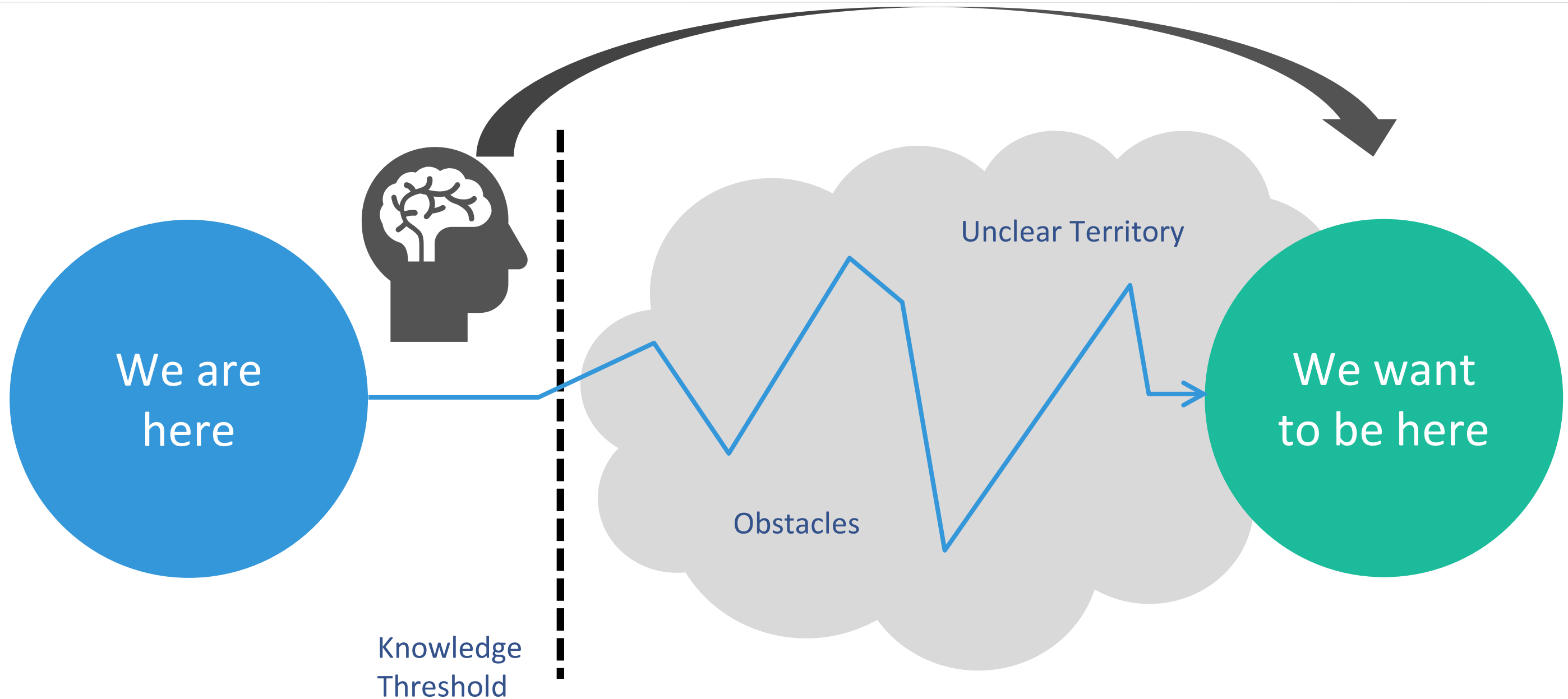
LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS
OCTOBER 19, 2022



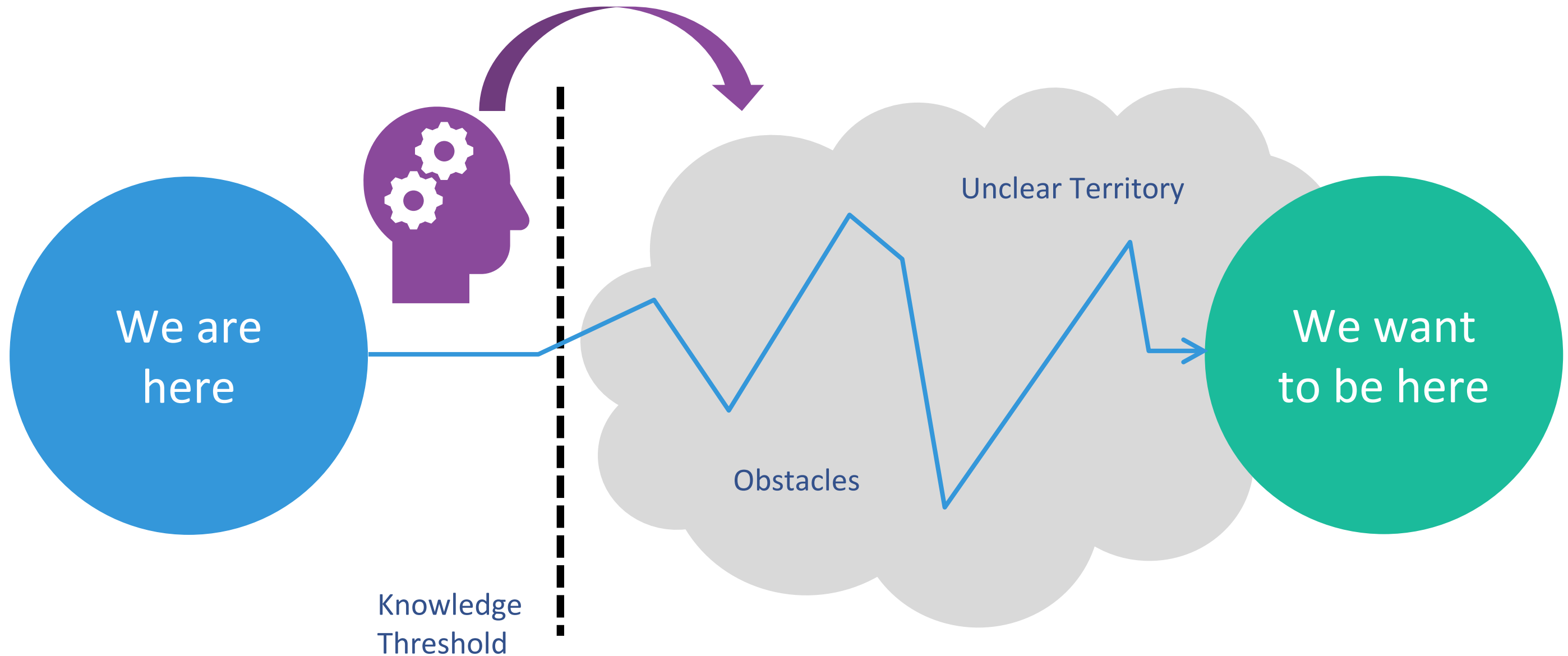
What is the Improvement Kata?



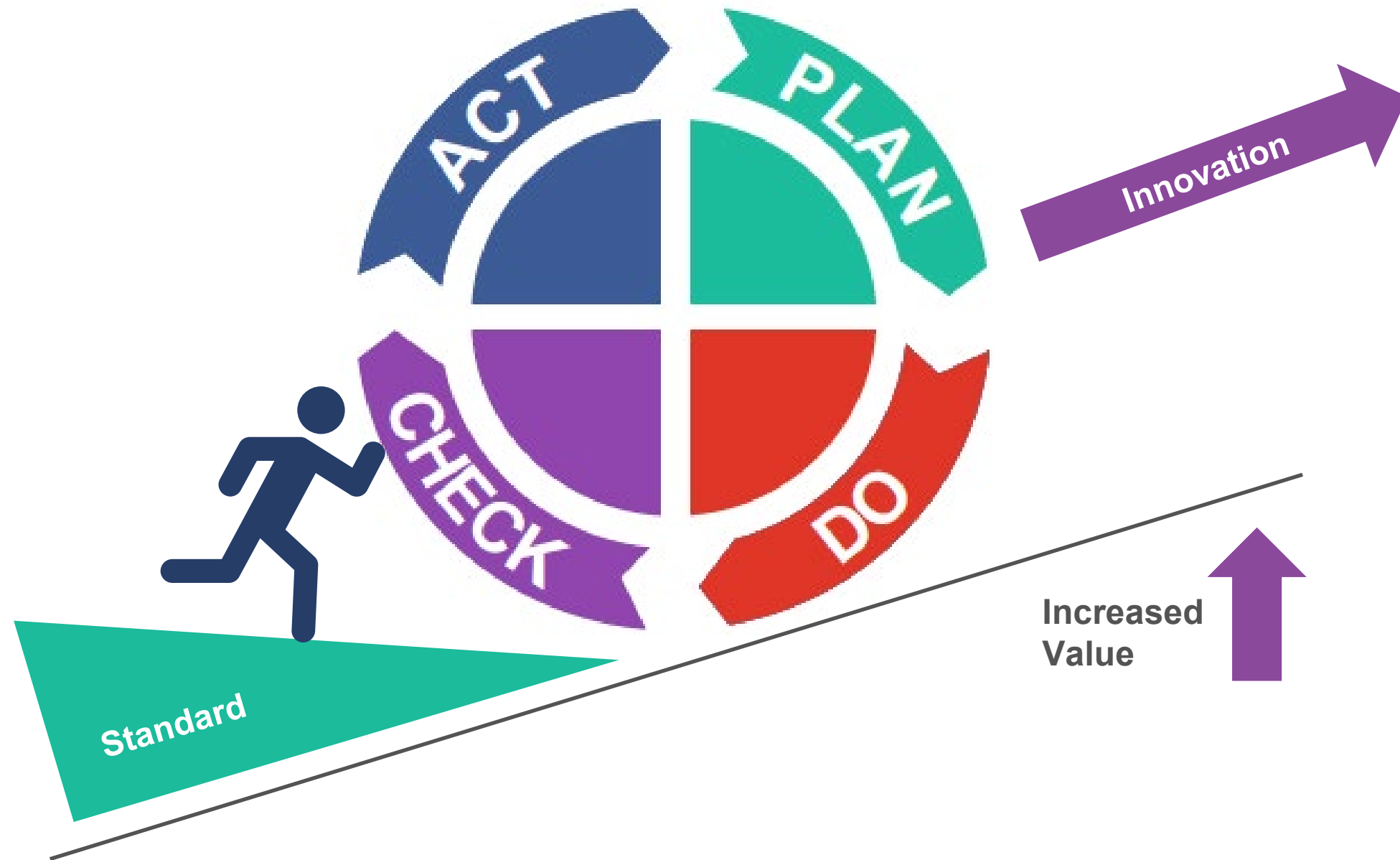
The Knowledge Threshold



The Knowledge Threshold



Continuous Improvement



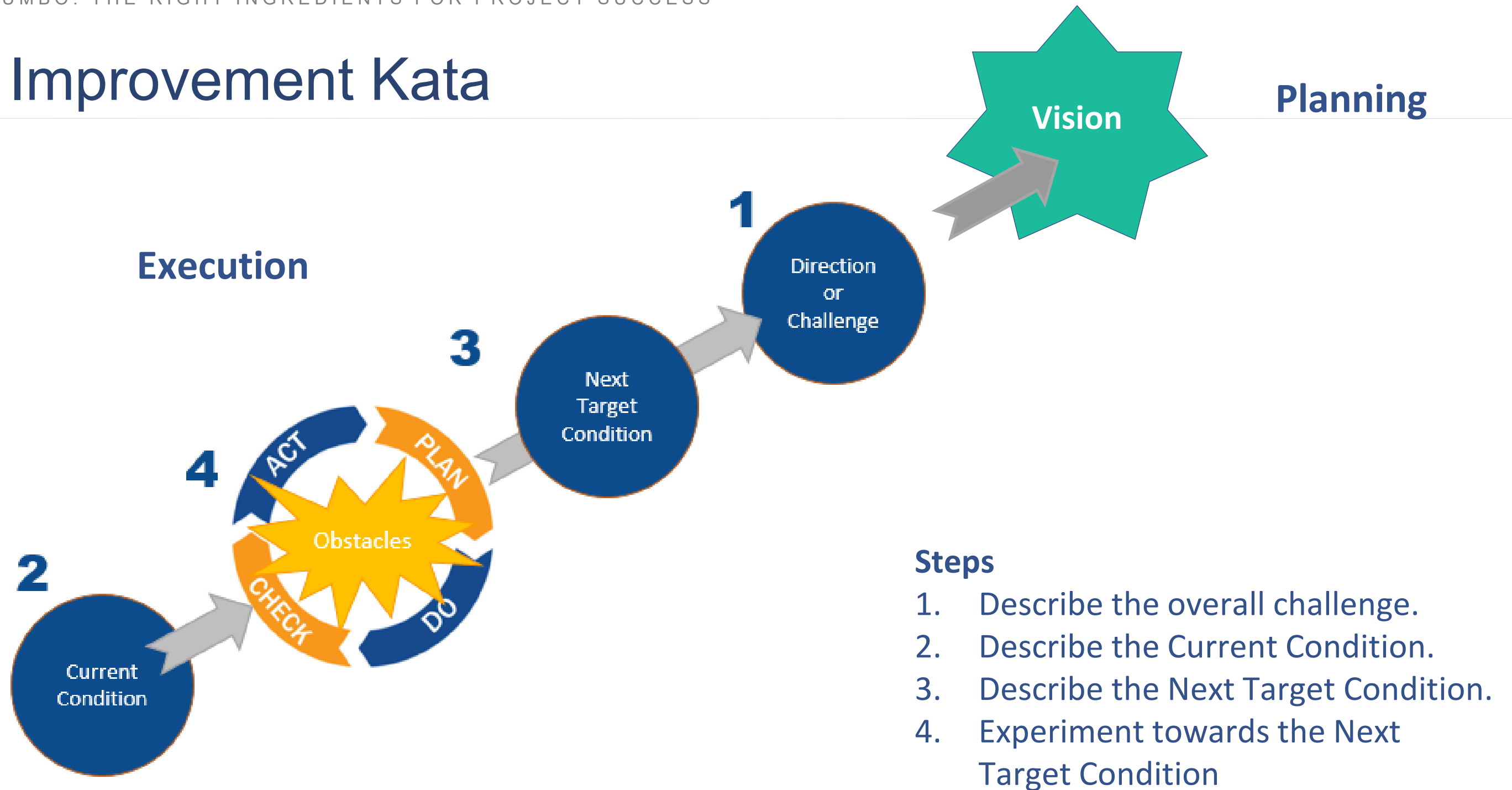
Continuous Improvement



The Improvement Kata

Planning

Execution

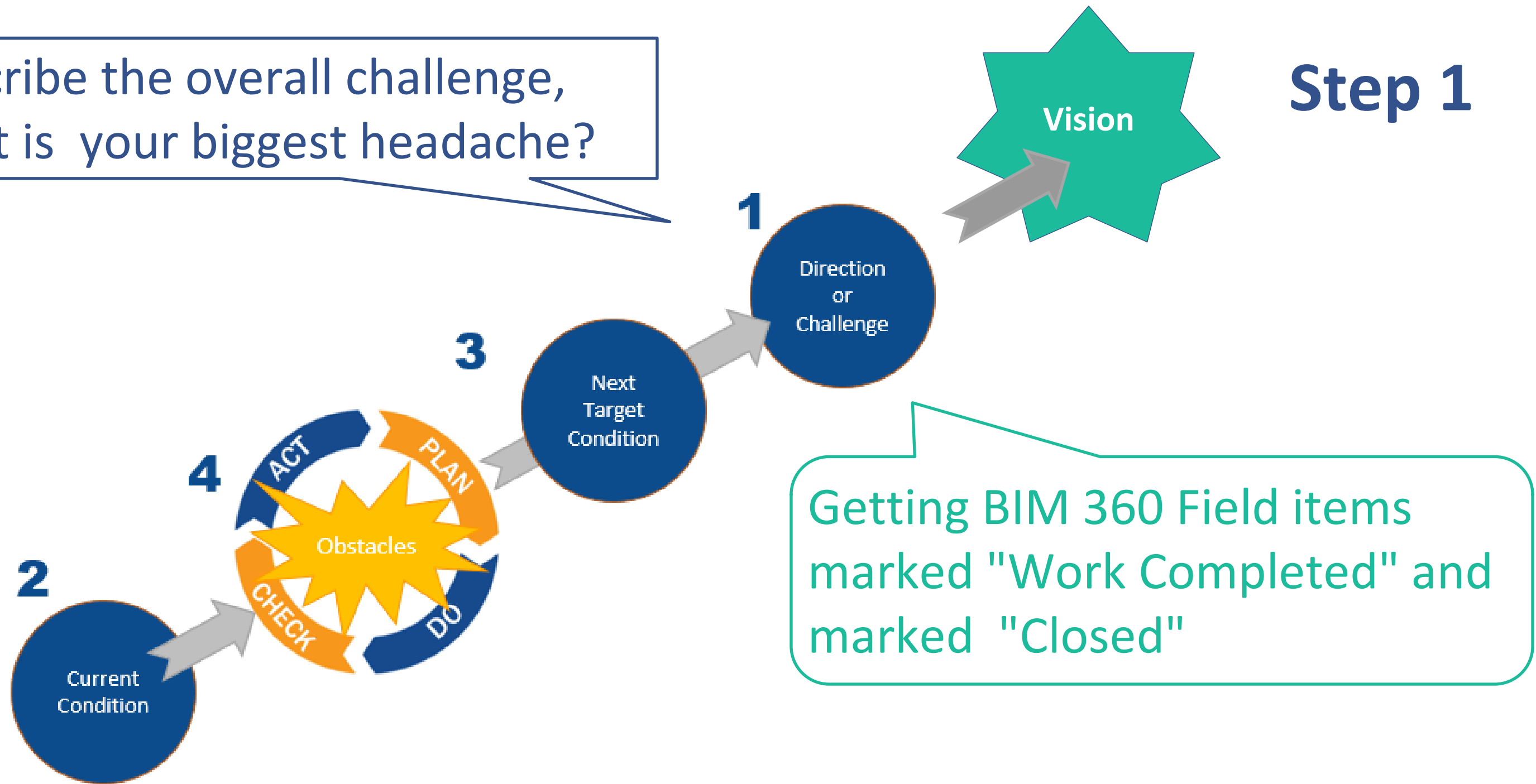


Let's see the Improvement Kata.



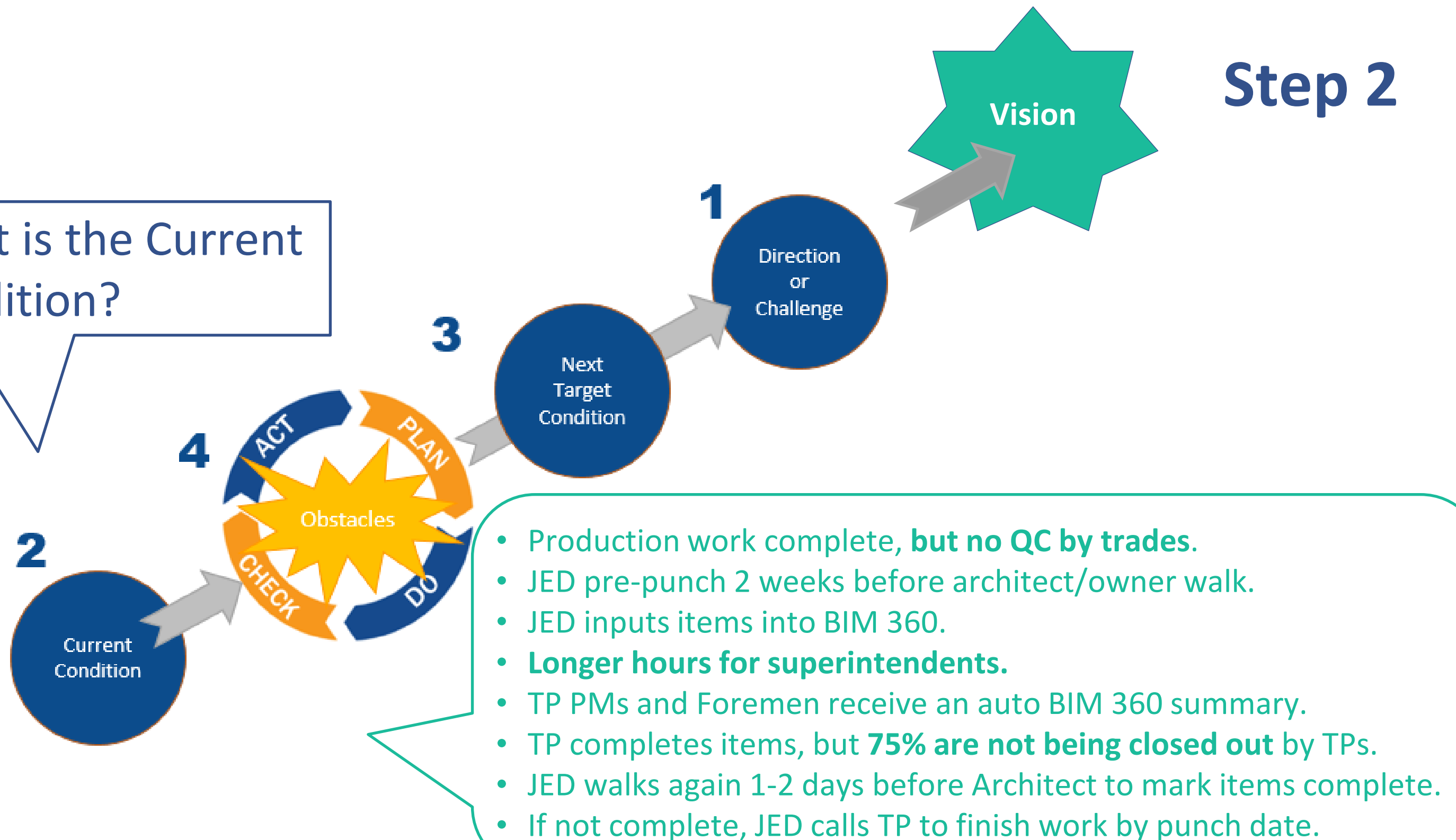
Describe the overall challenge,
what is your biggest headache?

Step 1



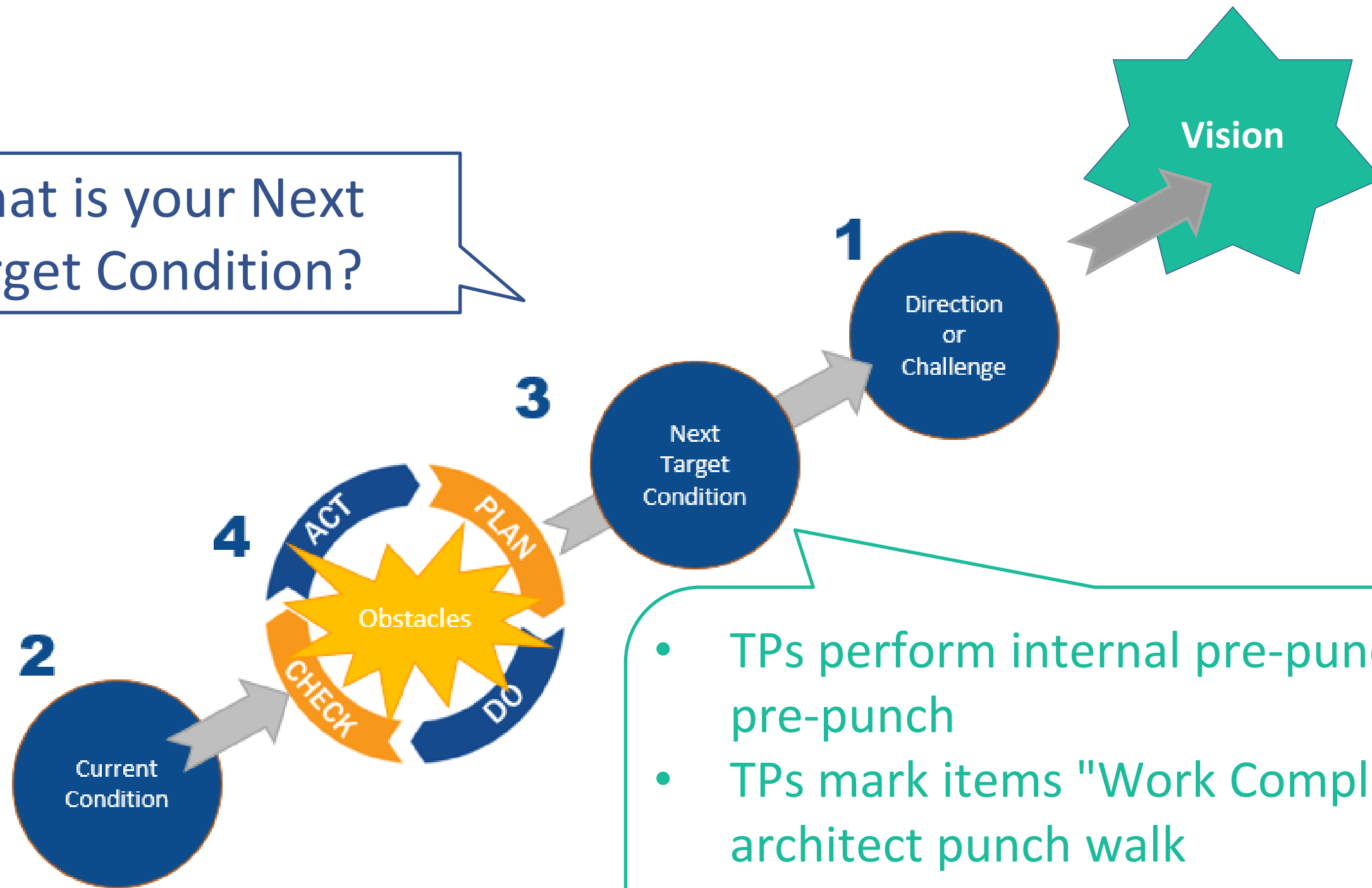
Step 2

What is the Current Condition?



Step 3

What is your Next Target Condition?

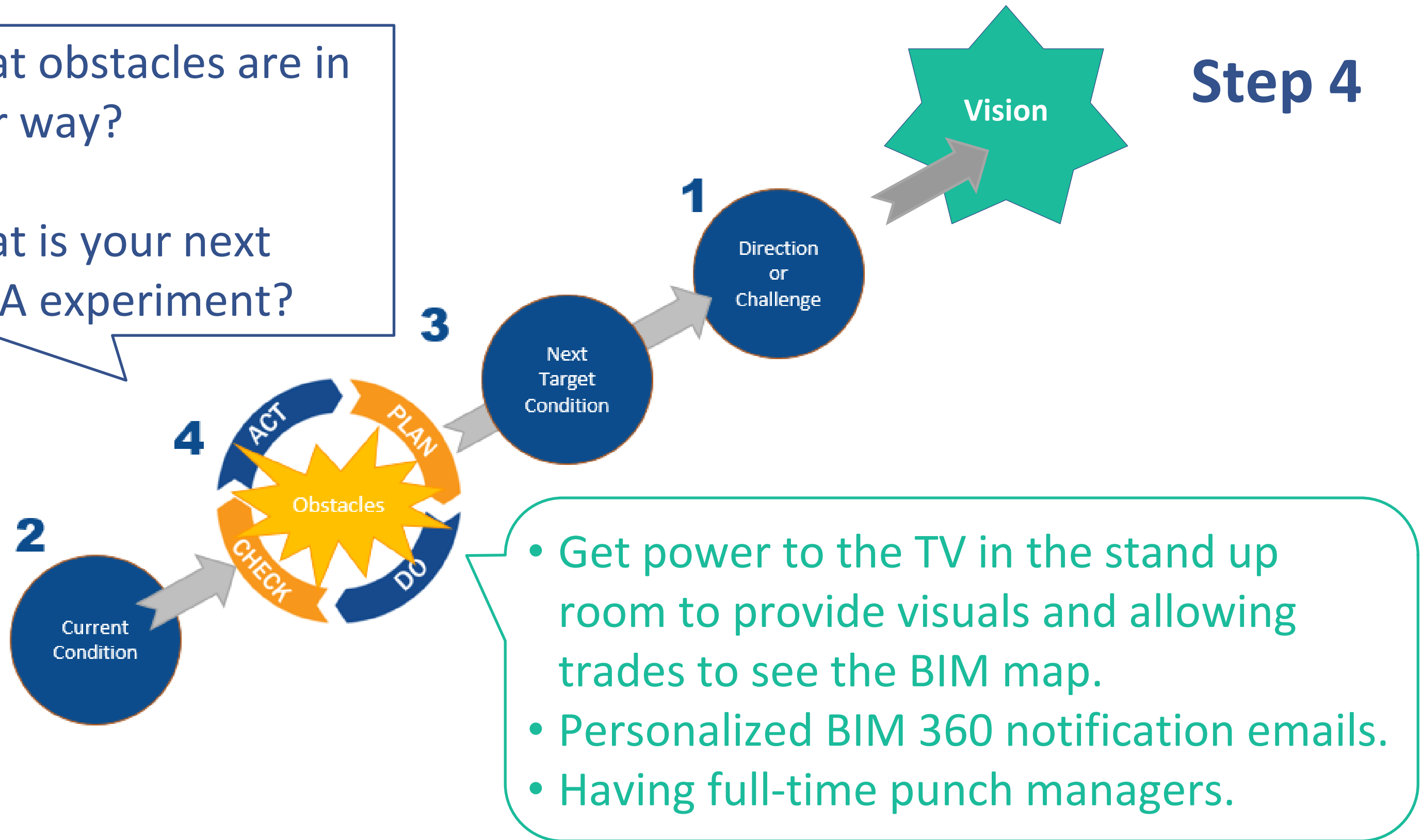


- TPs perform internal pre-punch ahead of JED pre-punch
- TPs mark items "Work Completed" prior to architect punch walk
- Delegating BIM 360 duties away from Superintendents

What obstacles are in your way?

What is your next PDCA experiment?

Step 4



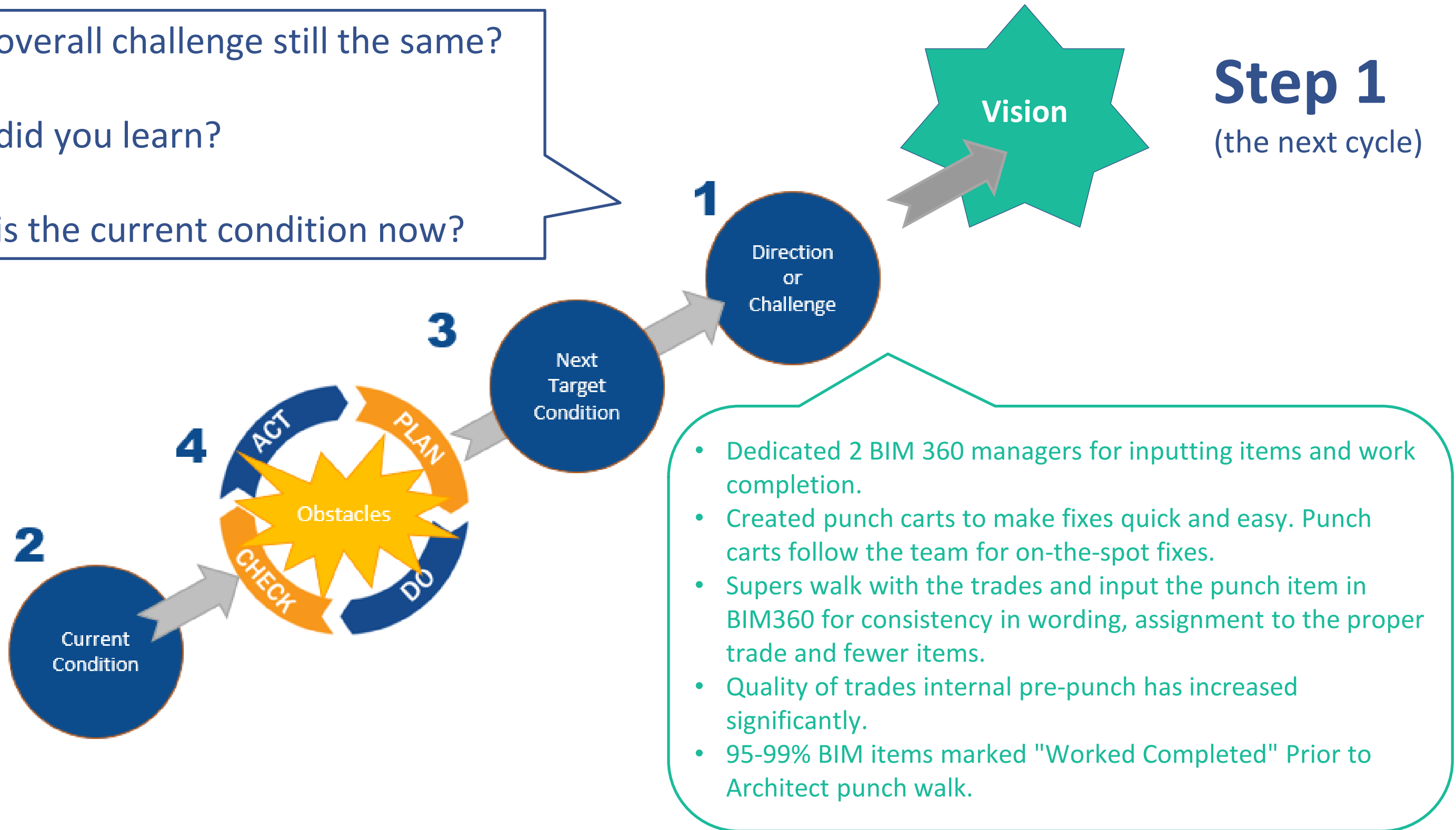
Is the overall challenge still the same?

What did you learn?

What is the current condition now?

Step 1

(the next cycle)

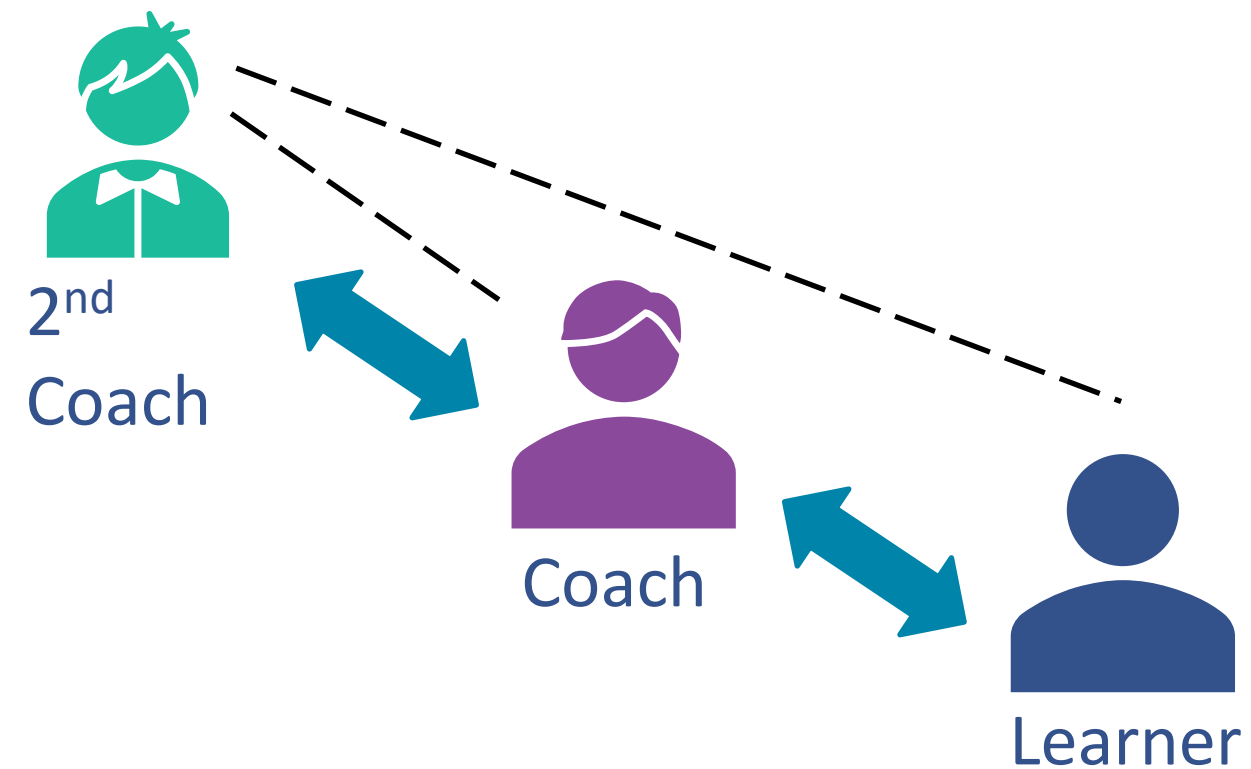


Let's try the Improvement Kata!



Improvement Kata Practice

1. Assign roles.
2. Select a challenge.



Field

- Weekly Trade Partner Meetings run long.
- There's an increase in damage to work in place.
- Inconsistent participation in Daily Stand Up.

Office

- We want to grow company culture of continuous improvement.
- We want to stay flexible with remote work, but not loose office culture.
- We want to start 5S in the office.

Design

- Feels like too many meetings with the owner.
- GC is asking for quicker RFI turn around time.
- Our OAC meetings run long.

COACH

Coaching Kata

1. What is the overall challenge (Target Condition)?
2. What is the Current Condition?
3. What is the Next Target Condition?
4. What obstacles are preventing you from reaching the Next Target Condition?
5. What is your next PDCA experiment?
6. When can we see what you have learned?

LEARNER

Improvement Kata

1. Describe the overall challenge.
2. Describe the Current Condition.
3. Describe the Next Target Condition.
4. List the obstacles in your way to the Next Target Condition.
5. List the actions you will test to reach the Next Target Condition.
6. Estimate how long you need to experiment.

Resources



The Coaching Kata

FRONT

BACK

The Five Questions

1. What is the **Target Condition**?
2. What is the **Current Condition**?
- (Turn Card Over) ----->
3. What is the **Next Target Condition**?
4. What **Obstacles** do you think are preventing you from reaching the next target condition?
5. What is your **Next PDCA Experiment**?
6. When can we see what you **Have Learned**?

* You'll often work on the same obstacle with several experiments

Reflect on the Last Step Taken

Because you don't actually know
what the result of a step will be!

1. What did you plan as your **Last Step**?
2. What did you **Expect**?
3. What **Actually Happened**?
4. What did you **Learn**?

----->
Return to question 3

COACHING KATA

Best Practices

- Start by asking “What’s your biggest headache?” and understanding the why behind the process.
- The practice needs a Champion.
- Have a regular cadence to check on progress.
- Team buy in to implement change.



Key Terms

Kata – A structured practice, method or routine.

Improvement Kata – A repeating routine modeled to around scientific thinking to bring incremental improvements .

Coaching Kata – A repeating routine for leaders to teach the Improvement Kata and scientific thinking across an organization.

Vision – Long term organizational goal (3 years or more), a company's "true north".

Challenge or Direction – Mid range goal connecting action to the long-term vision (6 months – 3 years).

Current Condition – The current state of the process, should be based in facts, include data, outcome and process metrics.

Next Target Condition – The next short-term goal in a series of short goals.

Coaching Cycle – One sequence of Improvement & Coaching Katas



References

Toyota Kata - Mike Rother. McGraw Hill, 2010

Toyota Kata Culture - Mike Rother & Gerd Aulinger. McGraw Hill, 2017

Toyota Kata Practice Guide – Mike Rother. McGraw Hill, 2018

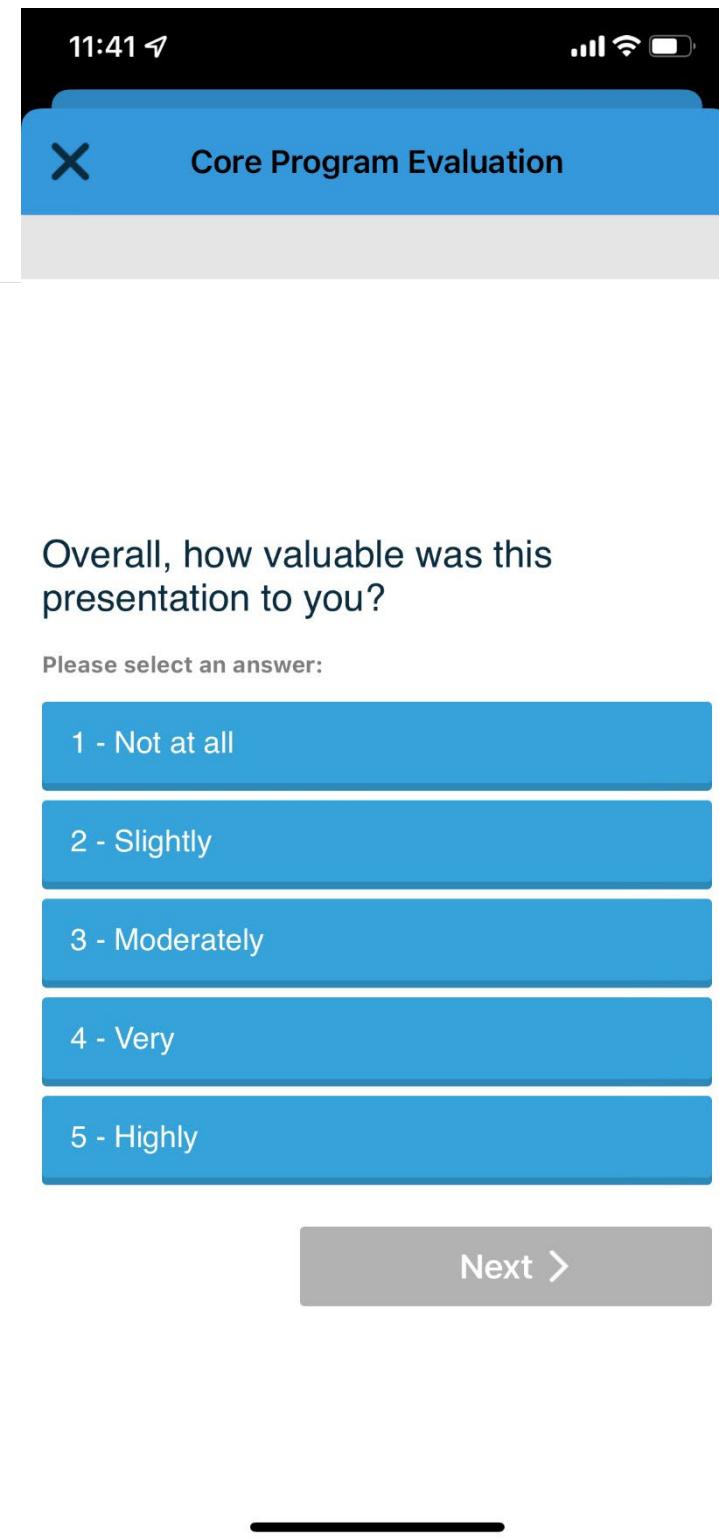
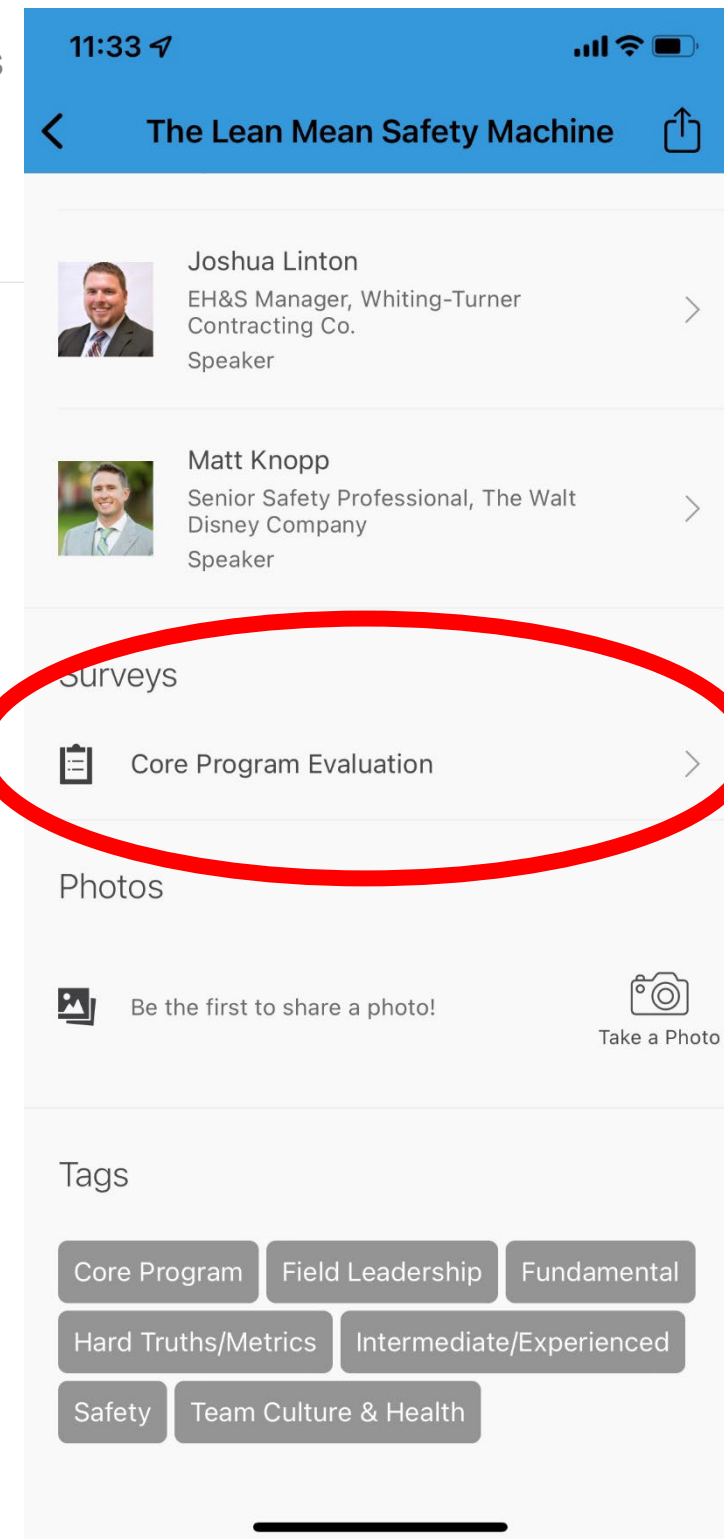


Rate Presentations in the App

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





24TH 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

Brian Nichols, Superintendent

JE Dunn Construction

brian.nichols@jedunn.com

Elizabeth Taylor, Sr. Lean Services Manager

JE Dunn Construction

elizabeth.taylor@jedunn.com

Jeremiah Sugarman, Lean Services Manager

JE Dunn Construction

jeremiah.sugarman@jedunn.com



Please join us for further discussion at
lunch on Thursday 12:30-1:30pm.



24TH LCI CONGRESS
OCTOBER 18-21

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

