25TH ANNUAL

25TH LCI CONGRESS
OCTOBER 24-27, 2023

Taichi Ohno Stand in the Circle

Chris Vaisnoras, Fluor
Anand Nicodemus, Fluor

25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY

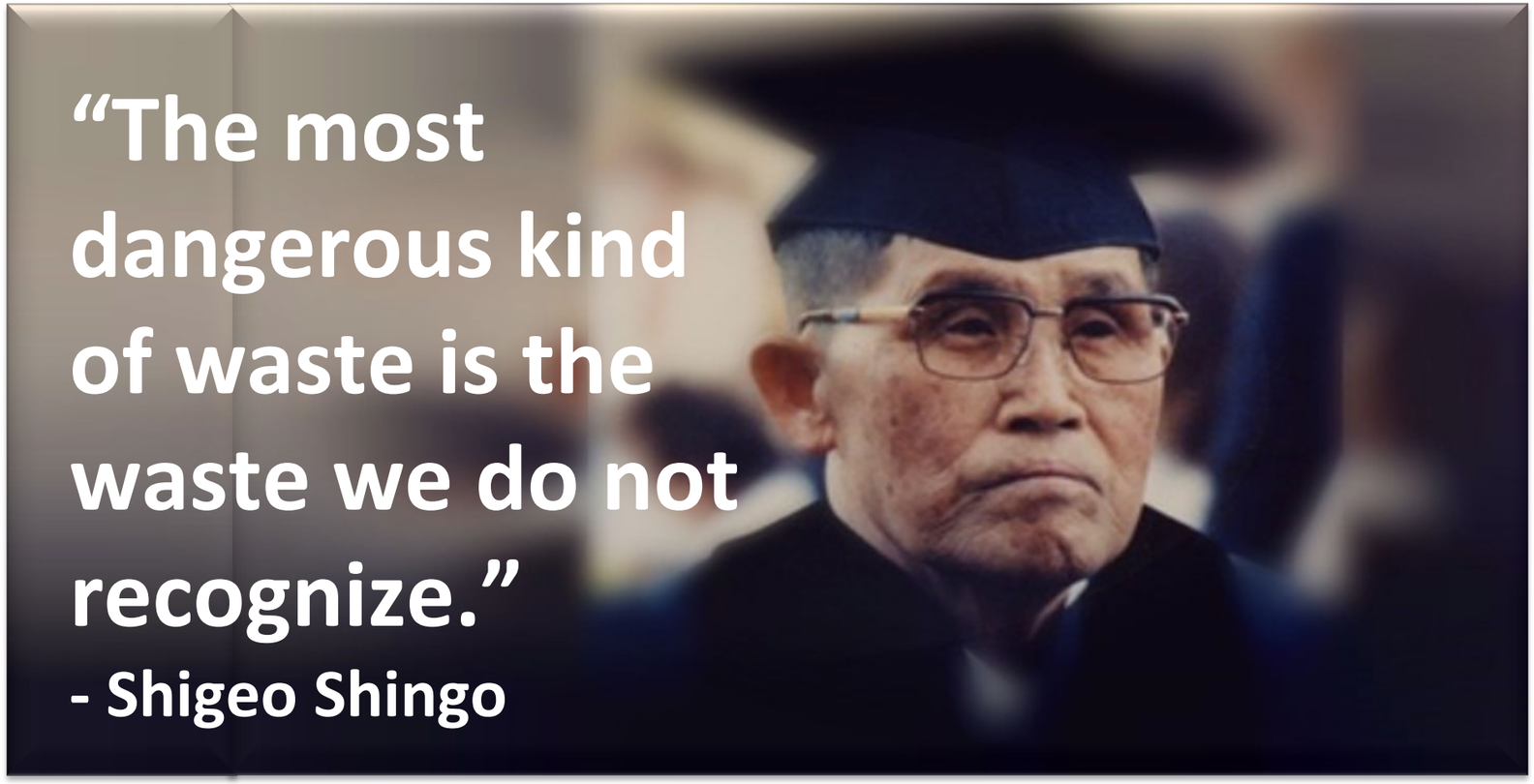
October 25, 2023



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Problem Statement

- How do we build a culture where everyone can recognize Waste?



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Make Waste Feel Like a Pebble in Your Shoe



Waste Is Much Easier to Find At The Beginning



What is Value Added?

Value:
Focus on the Customer Perspective / Contract / Company/ Shareholder



Activity must be done correctly the first time



Customer must be willing to pay for it



Activity must transform the product or service in some way

The earliest that the activity can be performed

(proactively vs reactively)

Eight Types of Waste

- Over/Under Production
- Waiting
- Unnecessary Transportation
- Over Processing
- Excess Inventory
- Unnecessary Motion
- Defects
- Unused Creativity of Team Members (Not listening/Not speaking up)

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Taichi Ohno's Stand in the Circle



- Sensitize
- Not Diagnostic
- Great results in Fluor



How do we do it?

- **Training – Teaching people to see Muda**
- **Core Activity (repeat often) – Observe and Eliminate Muda**



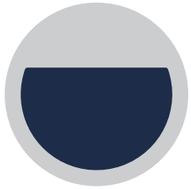
30m of Work Observation

(one person or joint observation)

Use a template

Use Operators from the area

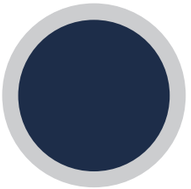
Use any available downtime



30 minutes discussion with Supervisor

Use a template

Observer & Supervisor of the area



Eliminate the waste

Lead by the Supervisor

Within a week.

***** Need to verify changes do not de-optimize the whole *****

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Template

Stand in the Circle								
		Muda (7 Wastes)						
No	Observation	Overpoduction	Transportation	Motion	Waiting	Processing	Inventory	Defects
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
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15								
16								
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30								

The one thing I will correct in the next 30 minutes: _____

Activity

Video exercise or demo – watch construction (will be video or live demo)

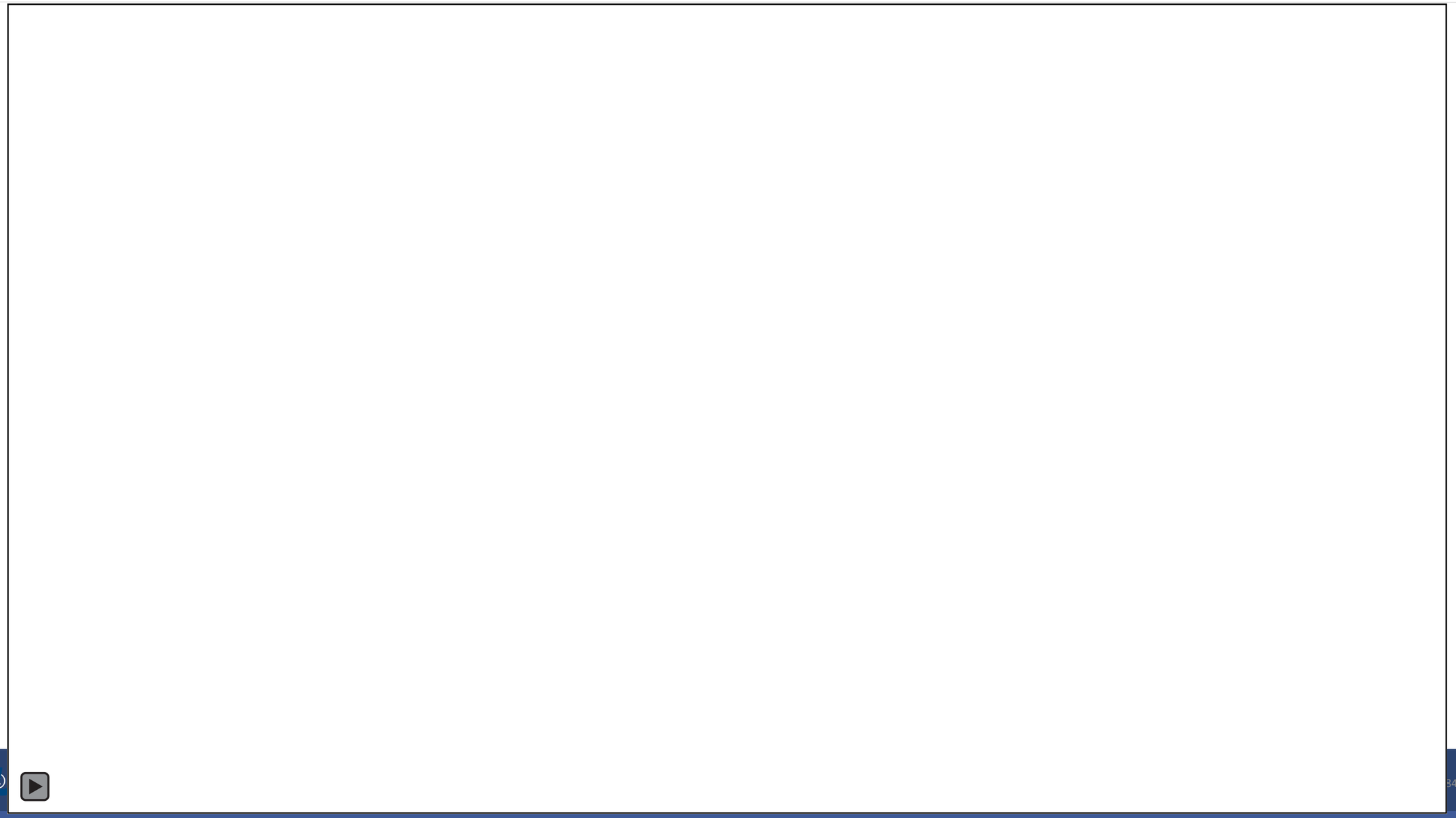
- **3 minutes - Challenge to write down at least one waste per minute during 3-minute video or demonstration**
- **3 minutes – Write down what changes you could make immediately**
- **3- minutes – group discussion**

Quick Explanation of Process



- Valve Hydrotesting - pressure test 1.5 min holding pressure in various states
- Operator 1 – machine
- Operator 2 – materials, prep valve, load machine, unload machine, orientate valve
- QA – witness the test

Video – 3 minutes observation



Video – discussion

- **3 minutes – Write down what changes you could make immediately**
- **3 minutes – Group discussion**

Trystorm



- Re-located incoming and outgoing materials
- Located all materials needed at work area
- Consolidated 2-3 paperwork into 1
- Hose reel more at point of use
- Clarity on how much cleaning before/after needed

- Reduced 1 operator – productivity and safety

- Potential to semi-automate testing and witness of test with small capital

How can you apply this tomorrow?

- Choose a few observers
- Give a quick training on Value Added Activity and 8 Wastes (give examples and have them give examples)
- Train them on Stand in the Circle
- Go complete the activity!

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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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Contact Us

Anand Nicodemus

Fluor

Anand.Nicodemus@fluor.com

Chris Vaisnoras

Fluor

Chris.Vaisnoras@fluor.com