

25TH ANNUAL



25TH LCI CONGRESS
OCTOBER 24-27, 2023

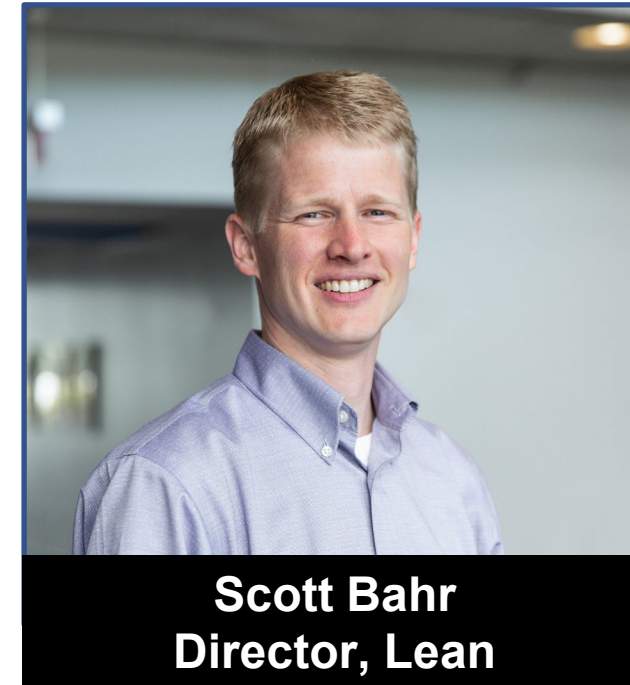
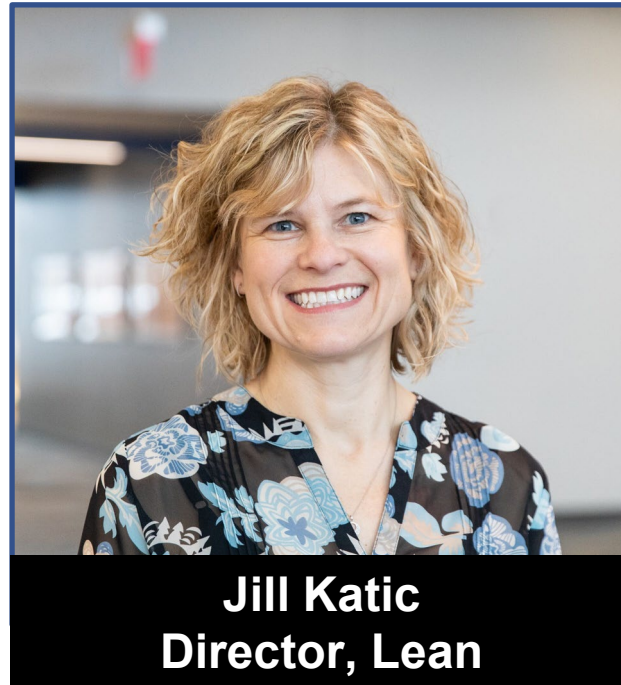
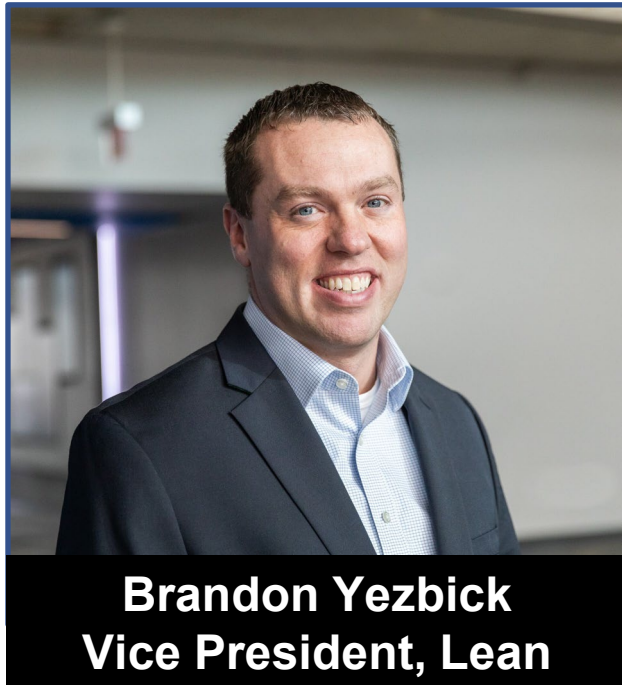
Gas Powered to Electrified Barton Malow's Lean Journey

Brandon Yezbick, Jill Katic, Scott Bahr | Barton Malow

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

October 26, 2023

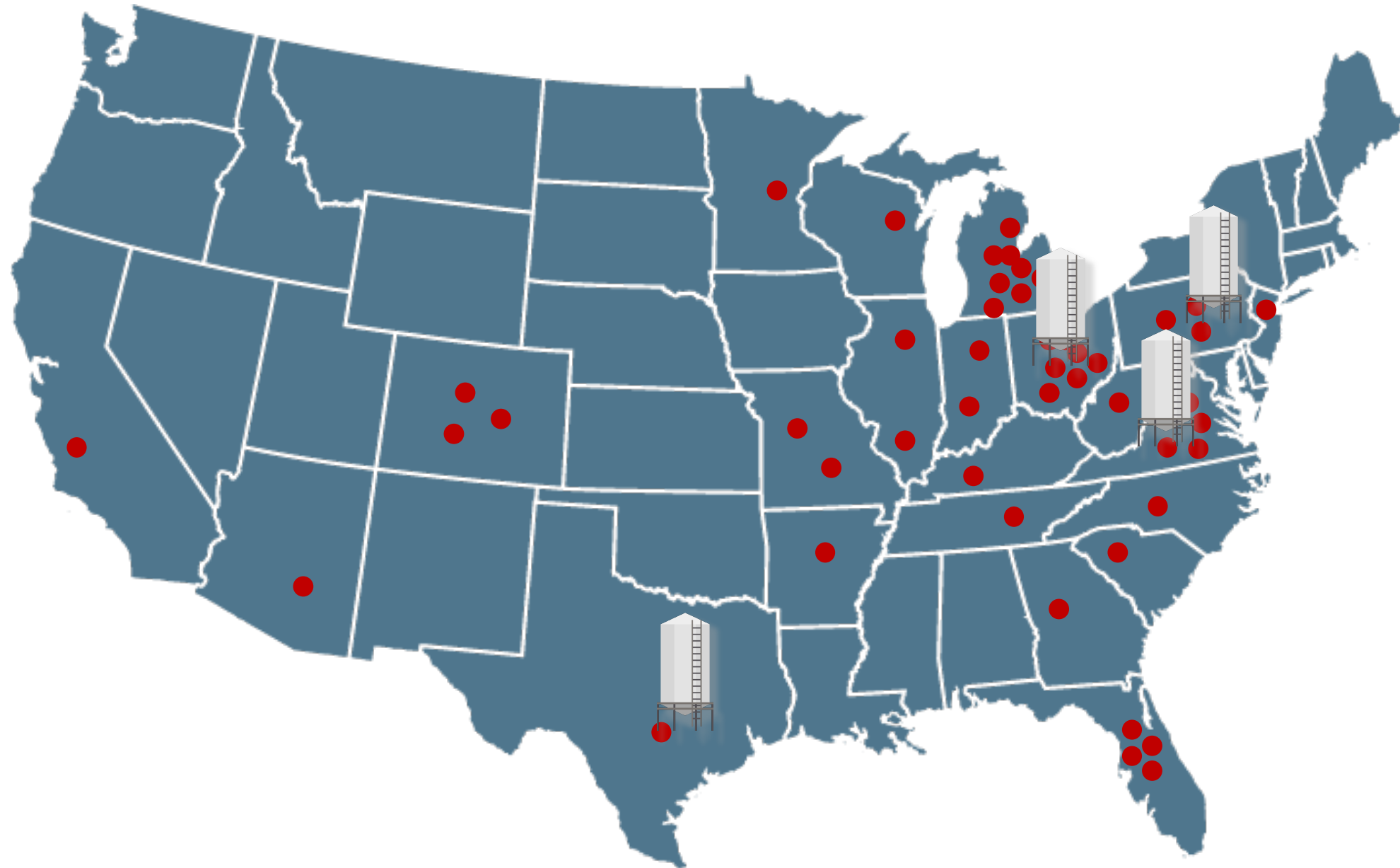
Introductions



Key Takeaways

- Incorporate Lean behaviors
- Develop Lean learning programs and champions
- Understand how Kaizen events and standard work build continuous improvement

History of Lean at Barton Malow



History of Lean at Barton Malow

FOR THE ORGANIZATION



FOR THE TEAM MEMBER



Why a Lean Evolution?



Driving Lean Behaviors | Continuous Improvement



EXPOSE

We focus on differentiating value from waste and celebrate the discovery of waste in our processes.



IMPROVE

We prioritize time to find the root cause of waste and make things better.



SYSTEMIZE

We standardize and document what works to establish a new baseline for improvement.

“Respect” in the context of Lean:

Engage and empower the people closest to the work so that they can assess the current condition, create solutions to problems, and standardize what's working.

Eric Peabody, Taylor Design

Source: <https://leanconstructionblog.com/Respect-for-People-is-Key-to-Lean-Driven-Culture-Change.html>



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Driving Lean Behaviors | Respect for People



GO + SEE

We respect people by “going to the Gemba” to see the work for ourselves rather than theorizing from our desks.



ENGAGE

We seek to understand the current process from the people closest to the work.



EMPOWER

We trust our people to develop solutions for their work. We value the work of their hands and the insights of their minds

Driving Lean Behaviors

RESPECT FOR PEOPLE



GO + SEE

We respect people by "going to the Gemba" to see the work for ourselves rather than theorizing from our desks.



ENGAGE

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CONTINUOUS IMPROVEMENT



EXPOSE

We focus on differentiating value from waste and celebrate the discovery of waste in our processes.



IMPROVE

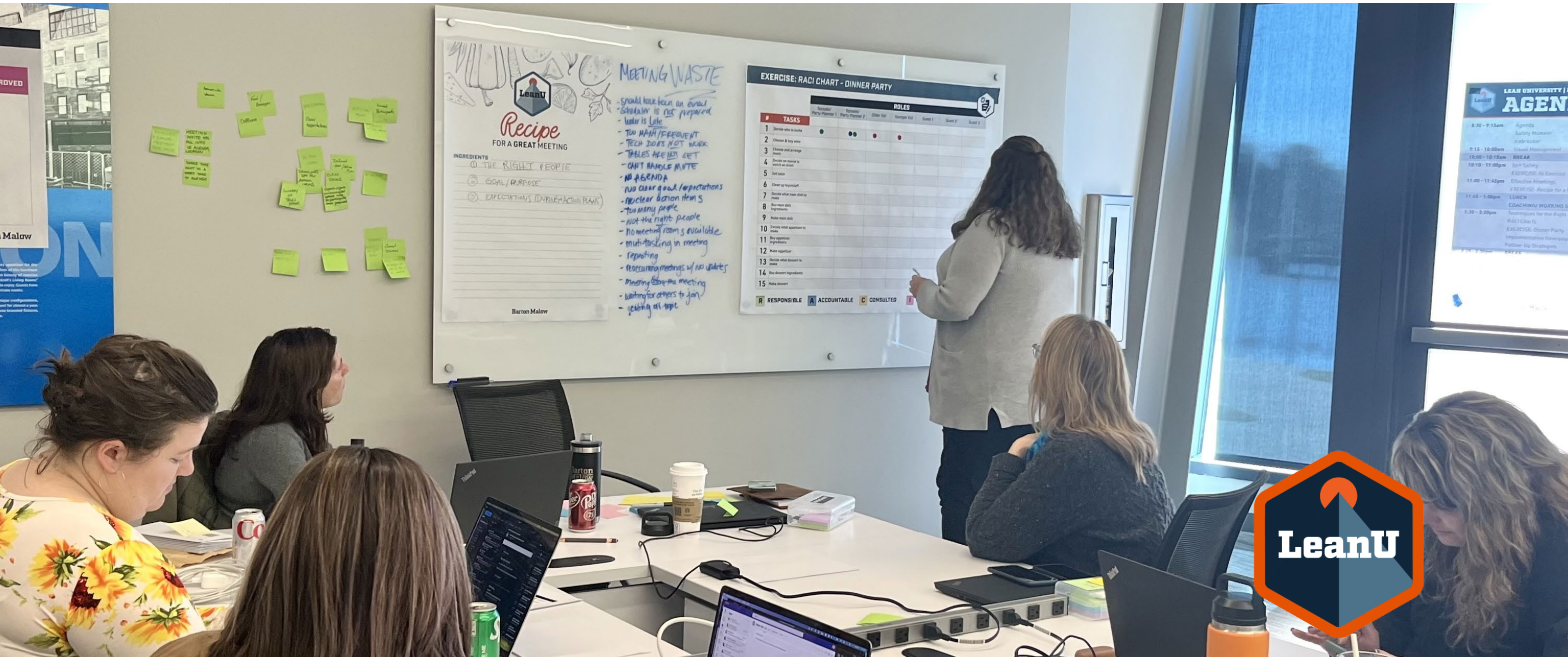
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SYSTEMIZE

We standardize and documents what works to establish a new baseline for improvement.

Develop Lean Learning Opportunities



Barton Malow Celebrates Lean Champions



Lean Champions Support Our Lean Evolution



Lean Tools Are Practiced With Teams



Lean Tools

EXERCISE: RACI CHART - DINNER PARTY

#	TASKS	ROLES						
		Spouse/ Party Planner 1	Spouse/ Party Planner 2	Older Kid	Younger Kid	Guest 1	Guest 2	Guest 3
1	Decide who to invite	●●	●	●	●	●	●	●
2	Choose & buy wine	●	●	●	●	●	●	●
3	Choose and arrange music	●	●	●	●	●	●	●
4	Decide on movie to watch and rent	●	●	●	●	●	●	●
5	Set table	●	●	●	●	●	●	●
6	Clean up toys/stuff	●	●	●	●	●	●	●
7	Decide what main dish to make	●	●	●	●	●	●	●
8	Buy main dish ingredients	●	●	●	●	●	●	●
9	Make main dish	●●	●	●	●	●	●	●
10	Decide what appetizer to make	●	●	●	●	●	●	●
11	Buy appetizer ingredients	●	●	●	●	●	●	●
12	Make appetizer	●	●	●	●	●	●	●
13	Decide what dessert to make	●	●	●	●	●	●	●
14	Buy dessert ingredients	●	●	●	●	●	●	●
15	Make dessert	●	●	●	●	●	●	●

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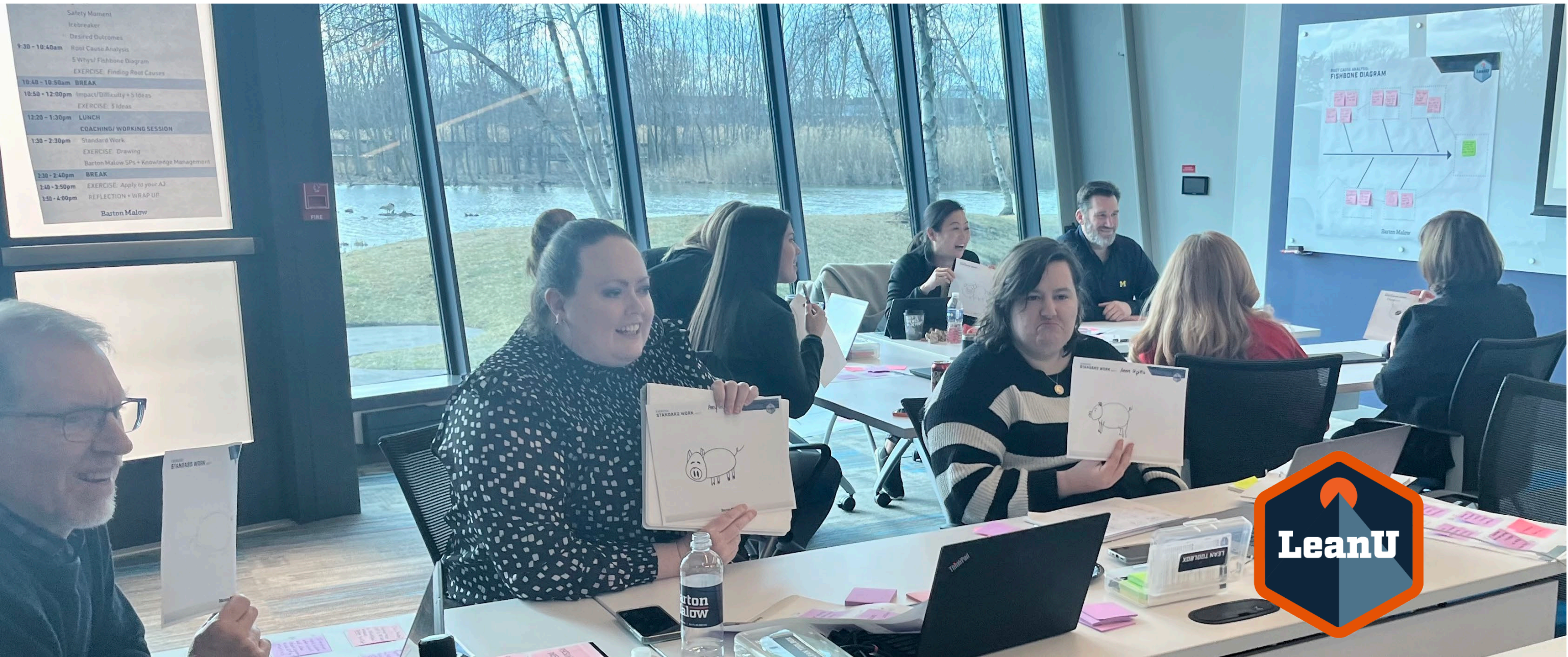
- You already have a list of tasks for the dinner party for the group (hint = that's custom)
- Designate a time-keeper
- Together, your job is to be Responsible, Accountable, and Committed
- You have 30 min

CORE VALUES - DAY 4

Barton Malow



Lean Learning is FUN



改

CHANGE

善

GOOD

KAIZEN

An event in which team members devote 100% of a defined period (3-5 days) to focus *solely* on **implementing rapid improvement** to a specific process.



Kaizen | GMP Review Process



- New Standard Practice creates clarity, consistency + reduces risk
- Integrated GMP review into Project Life Cycle

Kaizen | Installation Work Packages



- New Standard Practice and standard templates

Kaizen | Joint Checks



- New Standard Practice
- 51% process time reduction
- 37% cycle time reduction

Kaizen | Daily Reports



- Eliminated duplicate entry of daily data into the daily report and referenced source data

How can you apply this tomorrow?



Incorporate Lean behaviors



Develop Lean learning programs and champions



Understand how Kaizen events and standard work build continuous improvement



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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 25th Annual LCI Congress!