

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

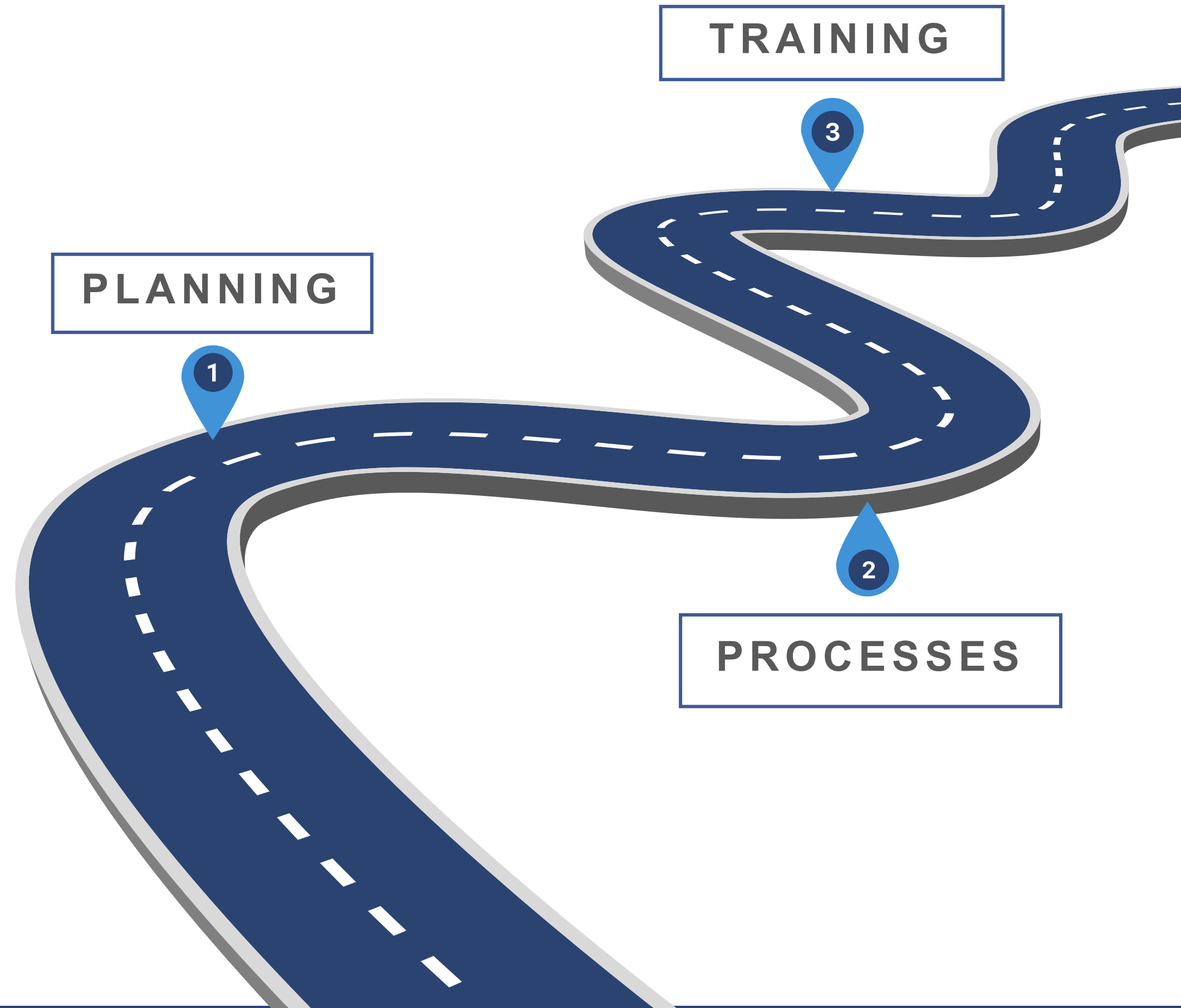
THE ART OF THE BUILDER TAKT PLANNING & LAST PLANNER®

Jason Schroeder, Elevate Construction IST

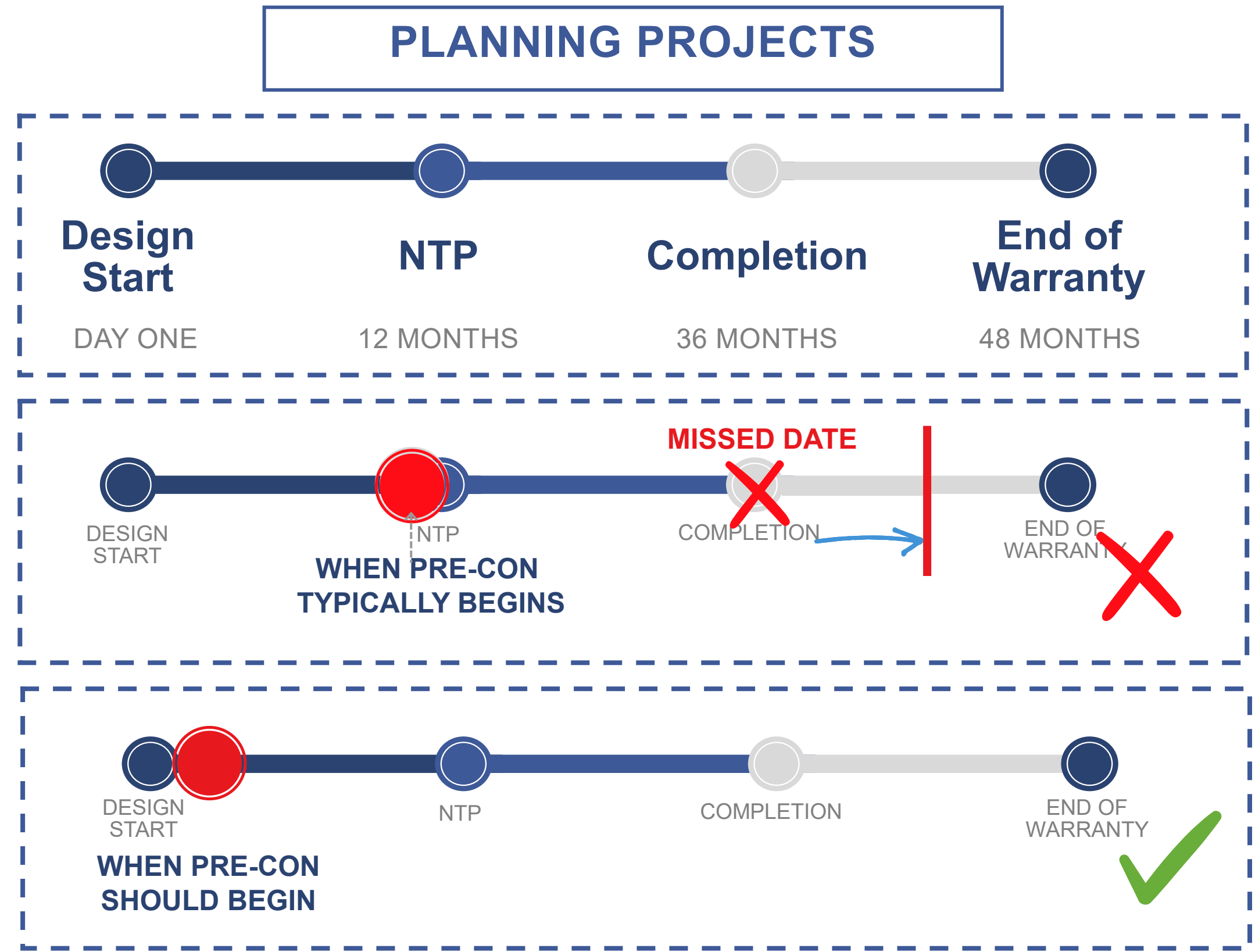
Surfing the Wave of Lean Design and Construction

INSERT PRESENTATION DATE

3 REASONS WHY PROJECTS FAIL



WHY PROJECTS GO WRONG



KEYS TO SUCCESS IN RUNNING REMARKABLE PROJECTS



PLAN IT FIRST

- Anchor to past experience
- Assess and prevent risks
- Pixar Planning
- Include the builders



BUILD IT RIGHT

- Collaborate with trades
- Solve problems
- Adjust to unforeseen conditions



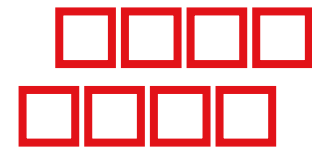
FINISH AS YOU GO

- Finish the work
- Commission systems
- Deliver the project as promised

WHY PROJECTS GO WRONG

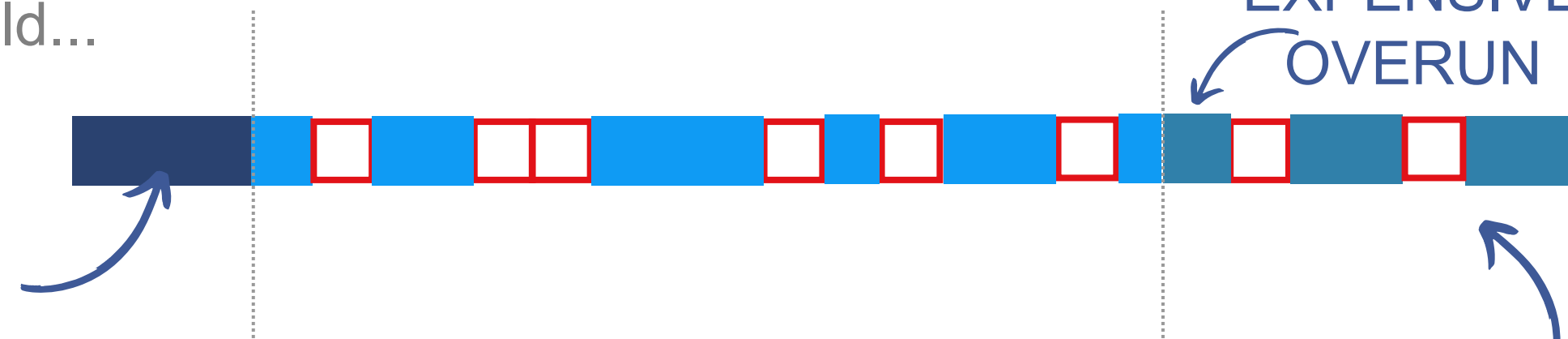
WINDOW OF DOOM

Your project has “x” amount of problems:

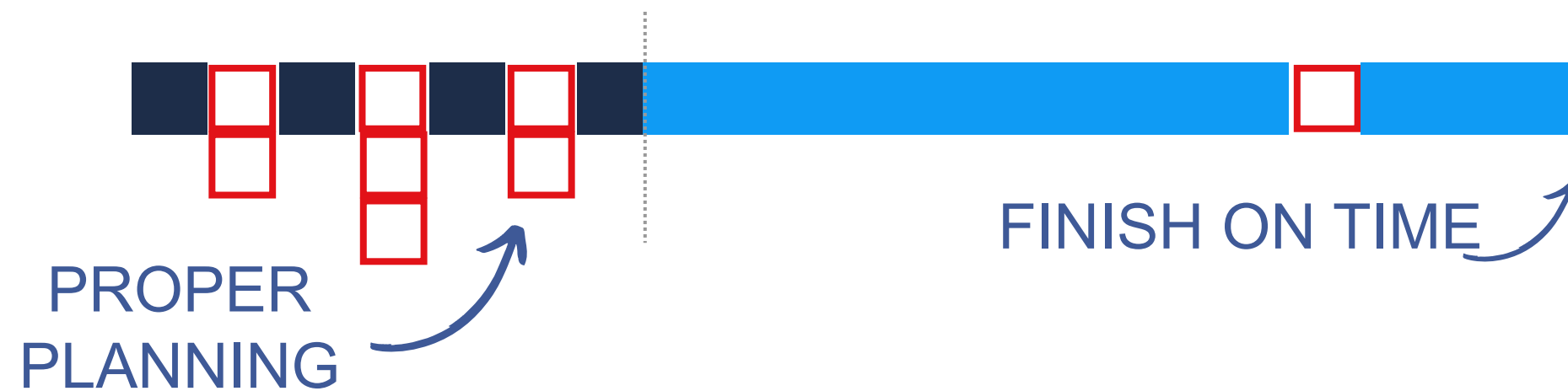


You **will** encounter them in the field...

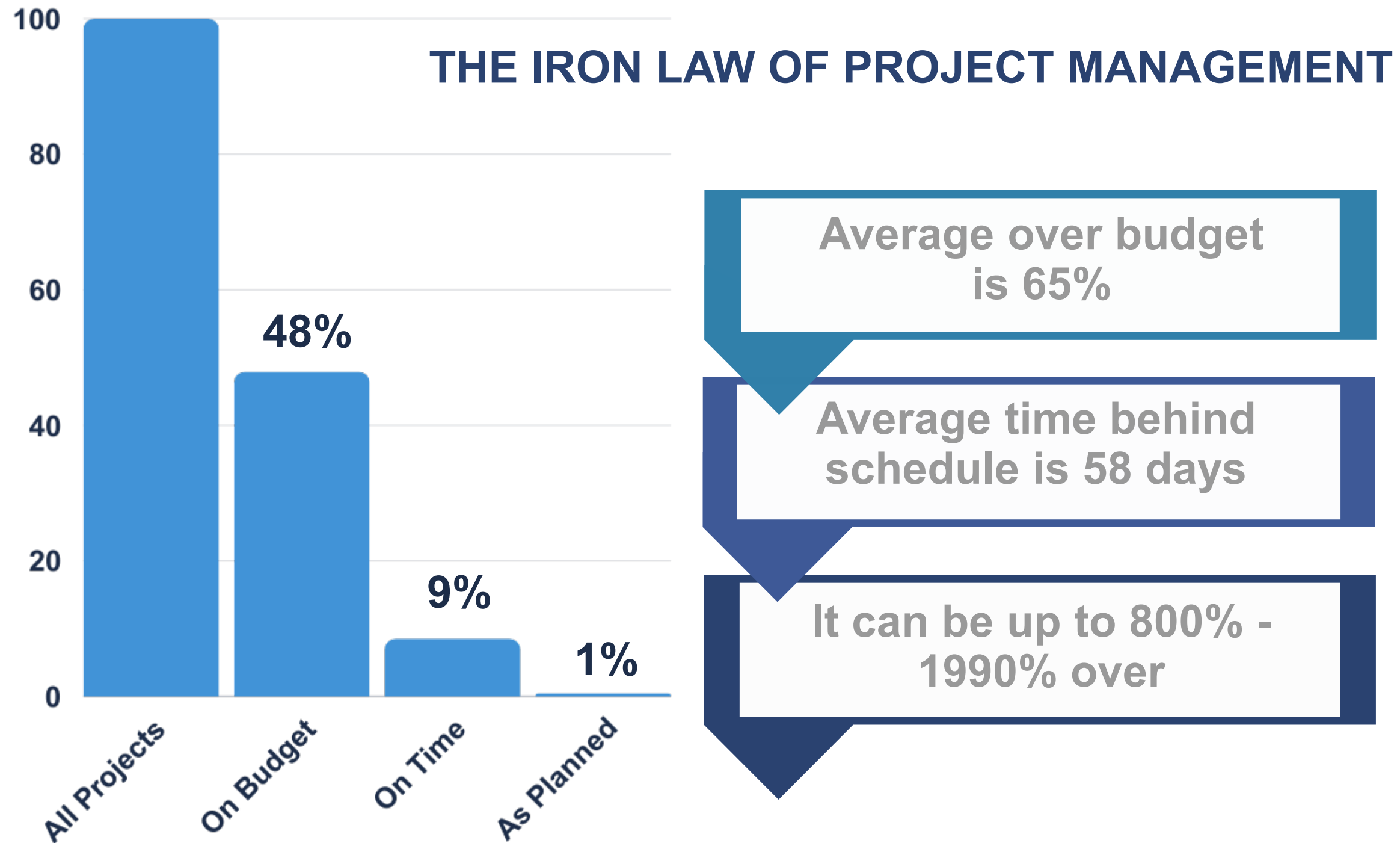
WISHFUL
THINKING



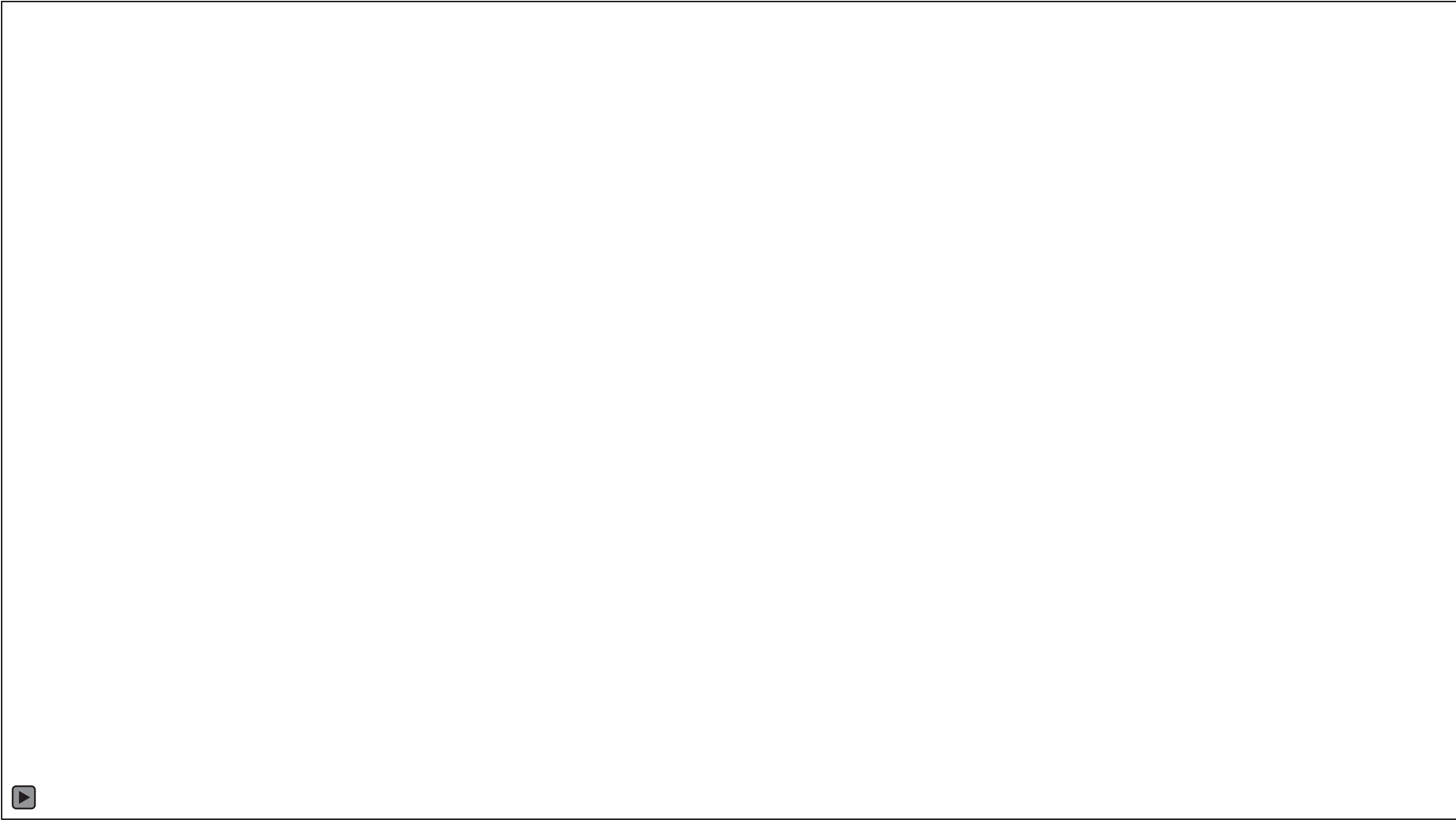
Or you can find them on paper **before** construction:



THE WINDOW WHERE
THE PROJECT KEEPS
RUNNING ON AND ON...
THIS IS THE OPEN
WINDOW THAT IS
LETTING RISKS AND
COSTS FLY OUT.

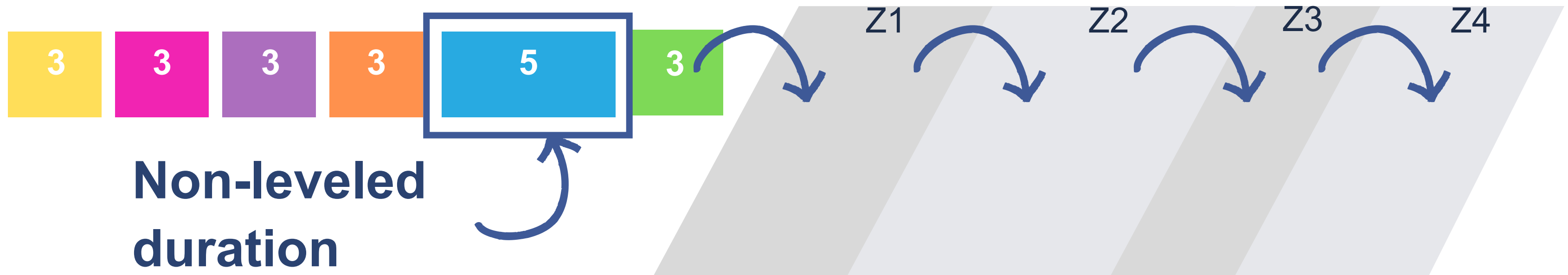


**WHY
PROJECTS
GO WRONG**



WHEN TRADES ARE
NOT PACKAGED
PROPERLY

WHEN TRADES ARE NOT PACKAGED PROPERLY



WITHOUT PROPER WORK PACKAGING FOR SPEED YOU WILL END UP WITH THE FOLLOWING

NO PREP IN PRE-CON

3 DAYS

TAKT TIME #1

3 DAYS

TAKT TIME #2

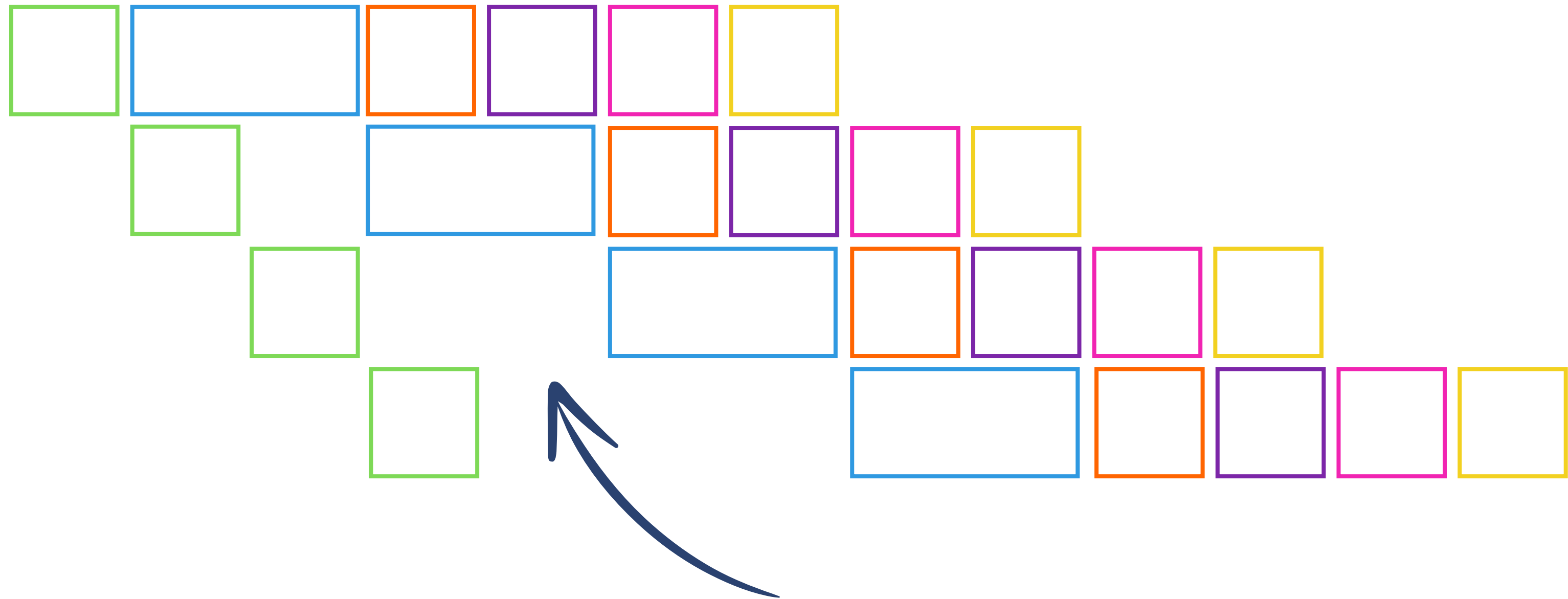
3 DAYS 3 DAYS

TAKT TIME #3

3 DAYS 3 DAYS 3 DAYS

TAKT TIME #4

3 3 3 3

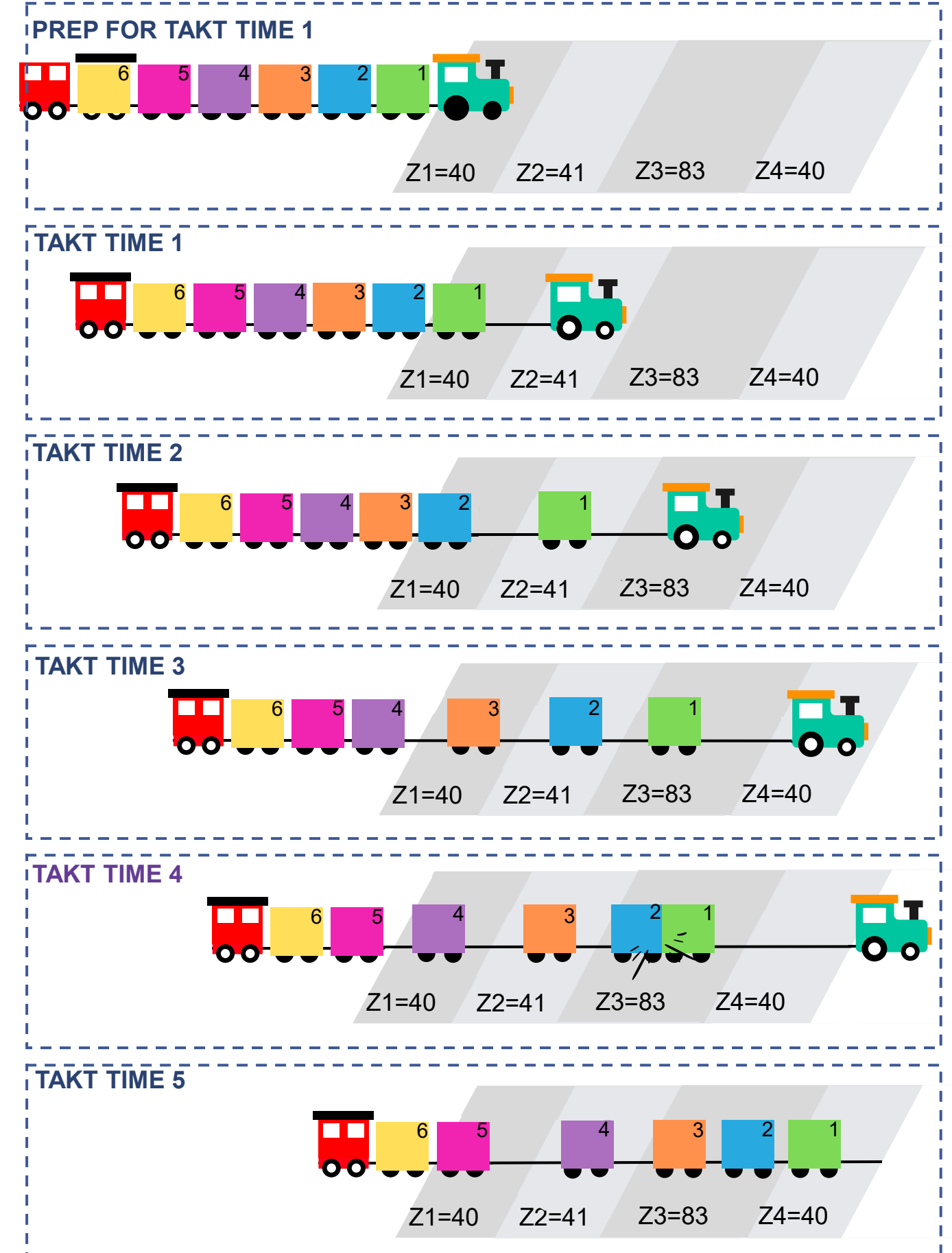


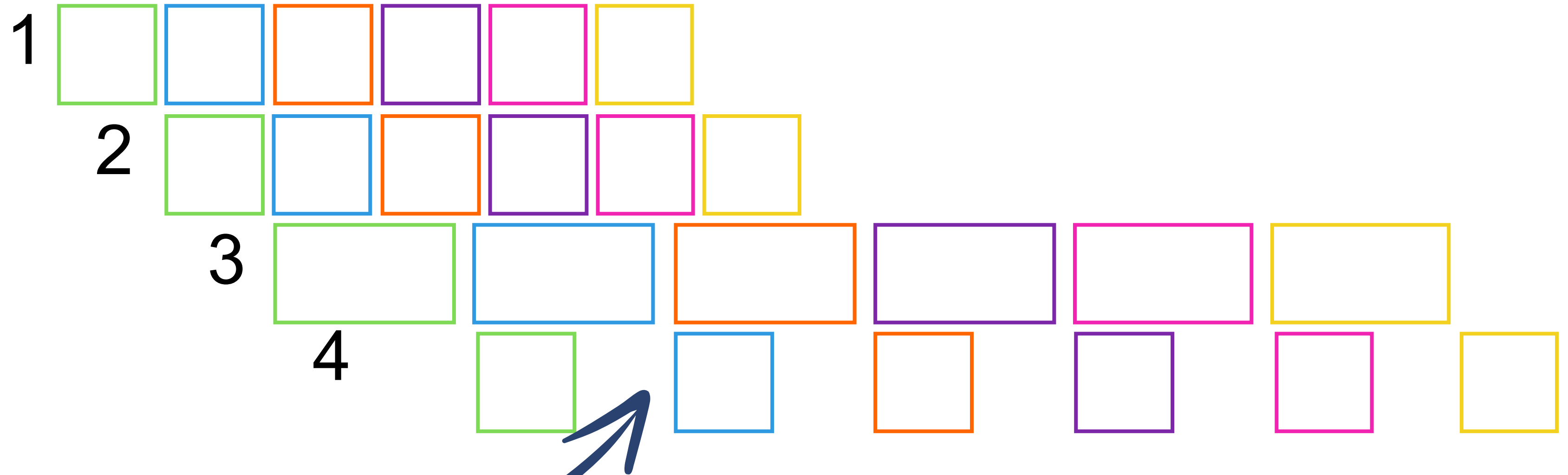
INEFFICIENCY GAP

WHEN ZONES ARE NOT LEVELED



WHEN ZONES ARE NOT LEVELED

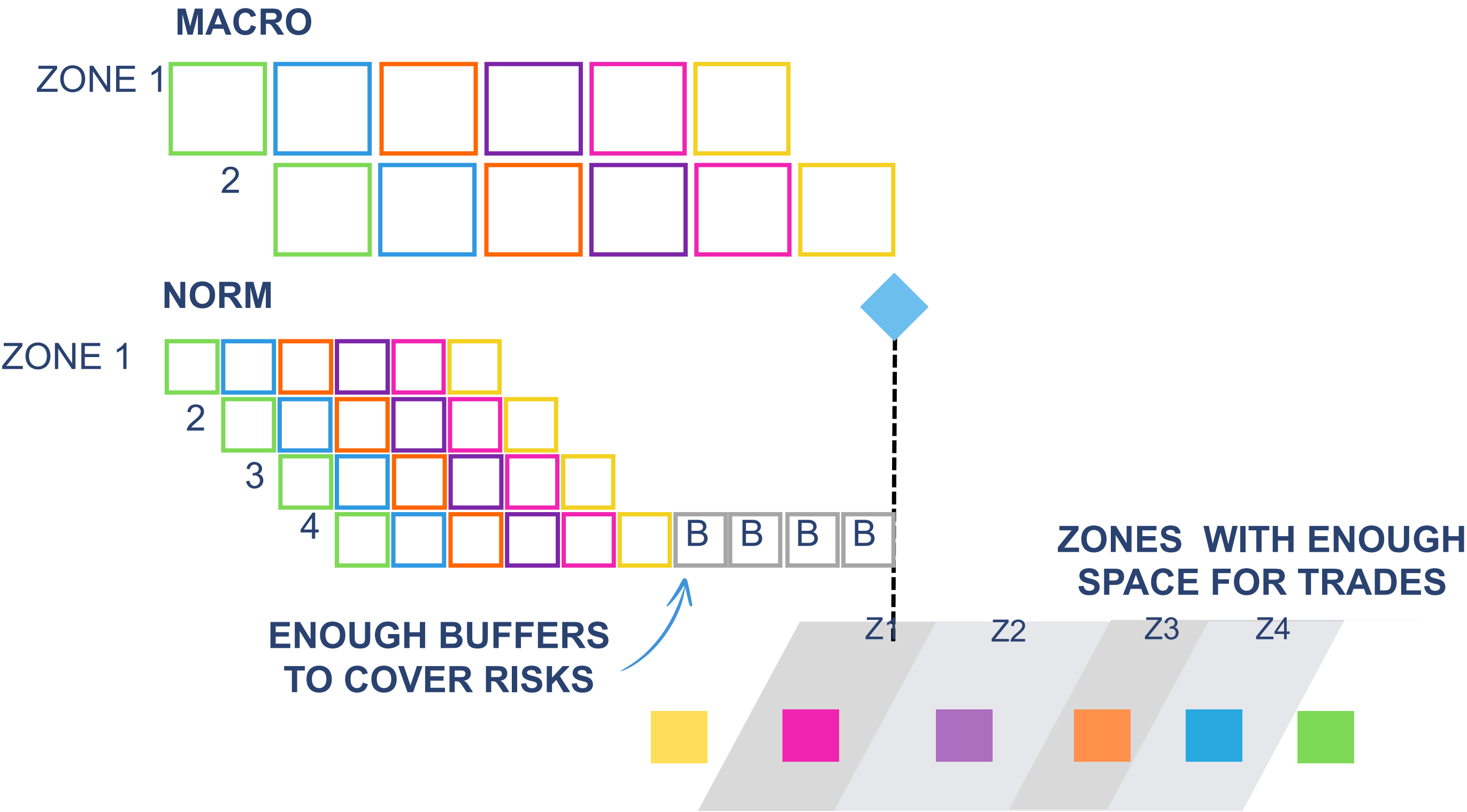




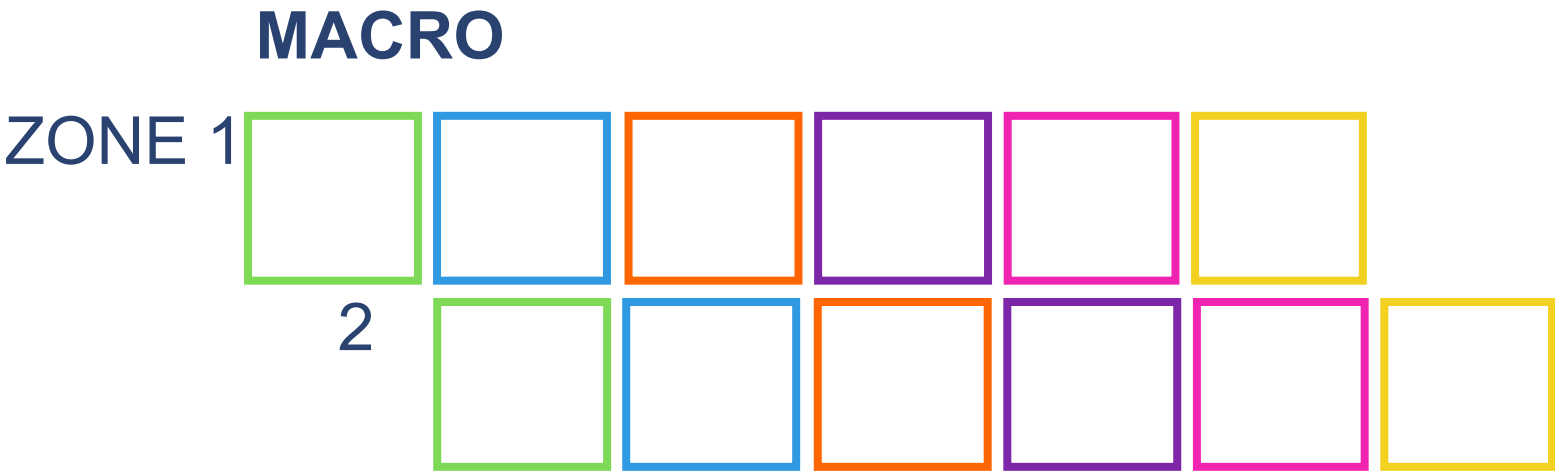
INEFFICIENCY GAP

WHEN YOU DON'T HAVE THE RIGHT NUMBER OF ZONES

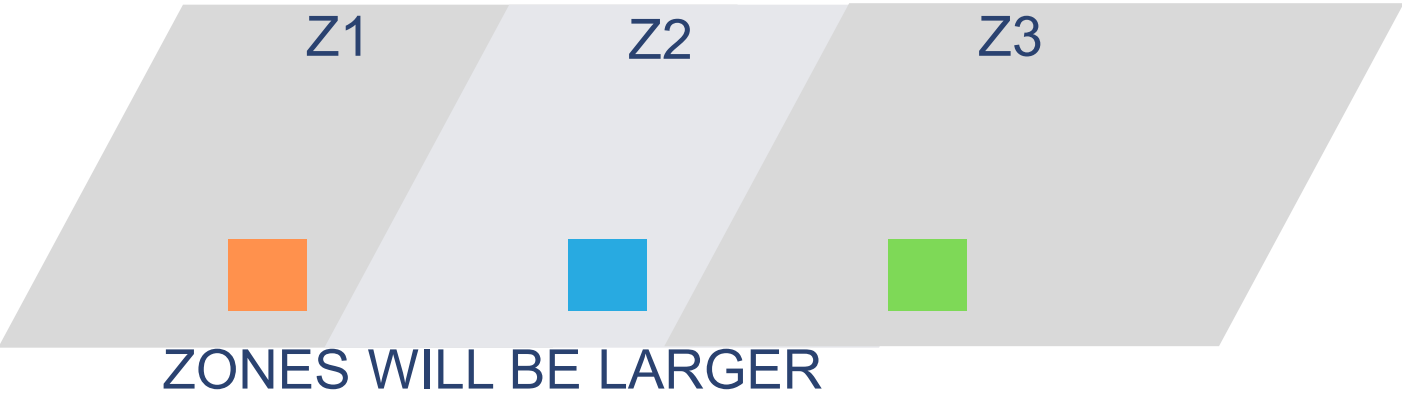
WHEN YOU DO HAVE THE RIGHT NUMBER OF ZONES



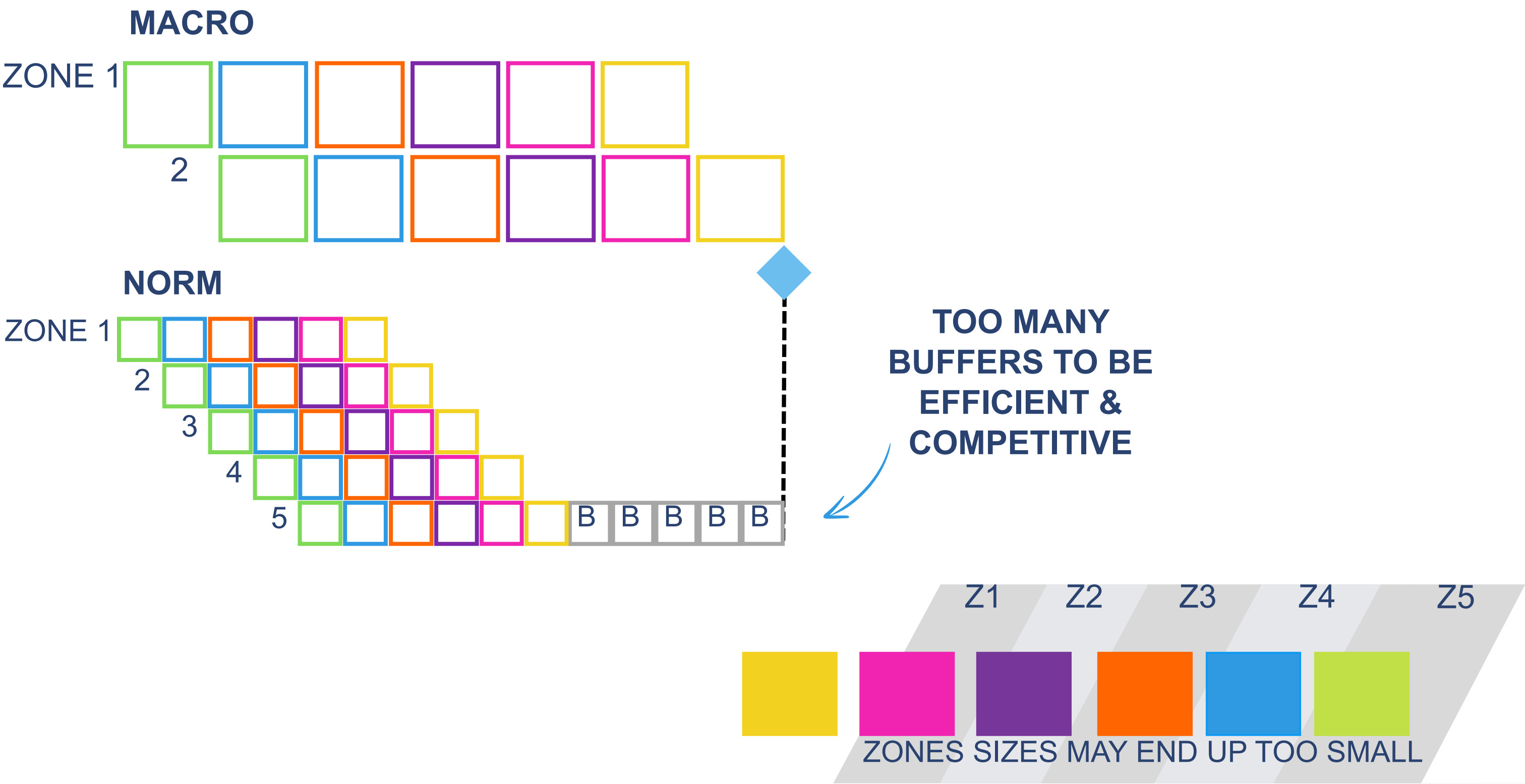
IF YOU HAVE TOO FEW ZONES:



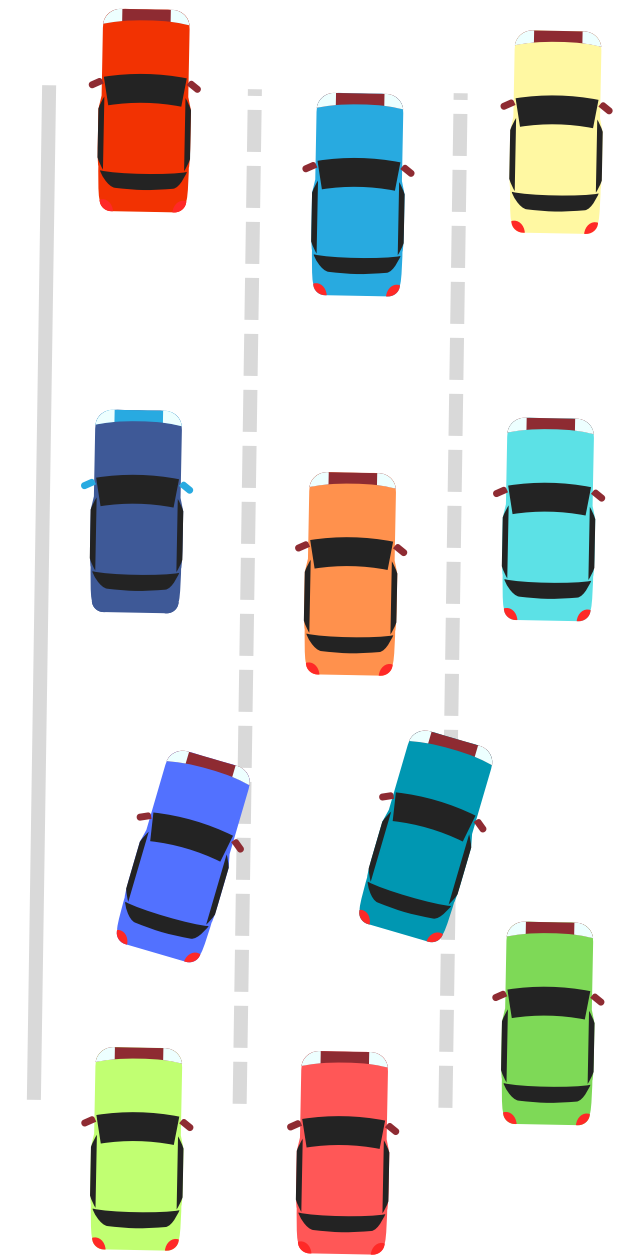
NOT ENOUGH
BUFFERS TO COVER
RISKS



AND IF YOU HAVE TOO MANY ZONES:



YOU MUST ALIGN WIP

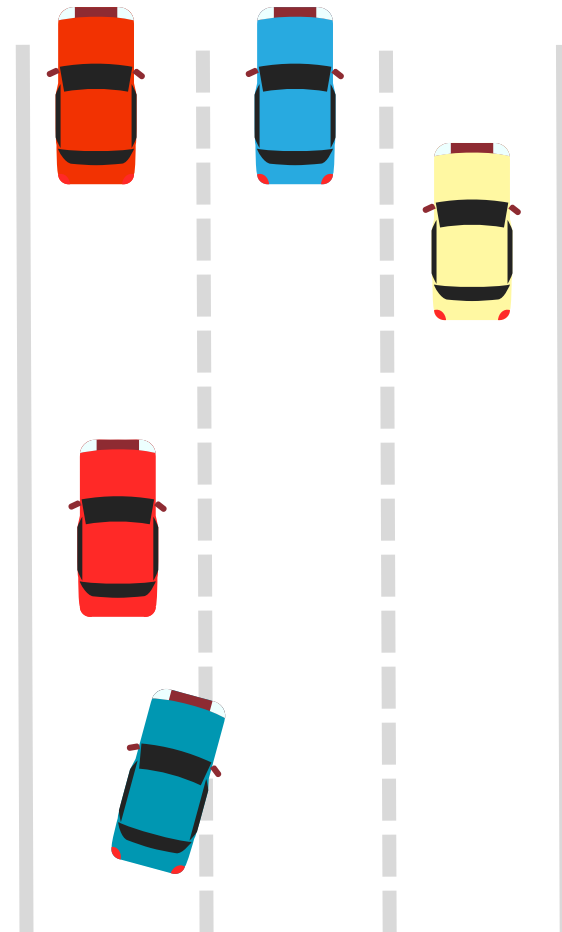


YOU MUST ALIGN
THE UTILIZATION
OF A RESOURCE...

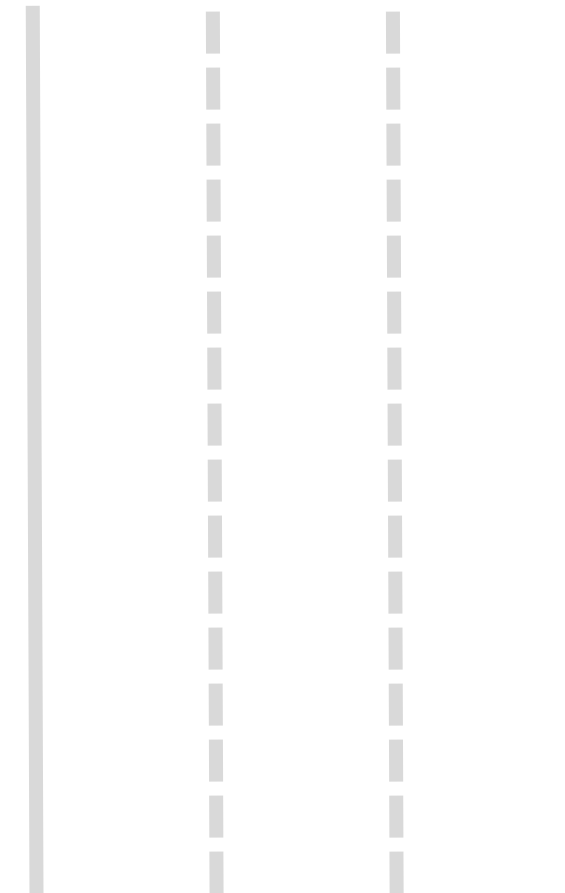
WITH THE
CAPACITY OF THE
RESOURCE

WHAT HAPPENS WHEN WE LIMIT WIP?

LOW RESOURCE
UTILIZATION



NO RESOURCE
UTILIZATION

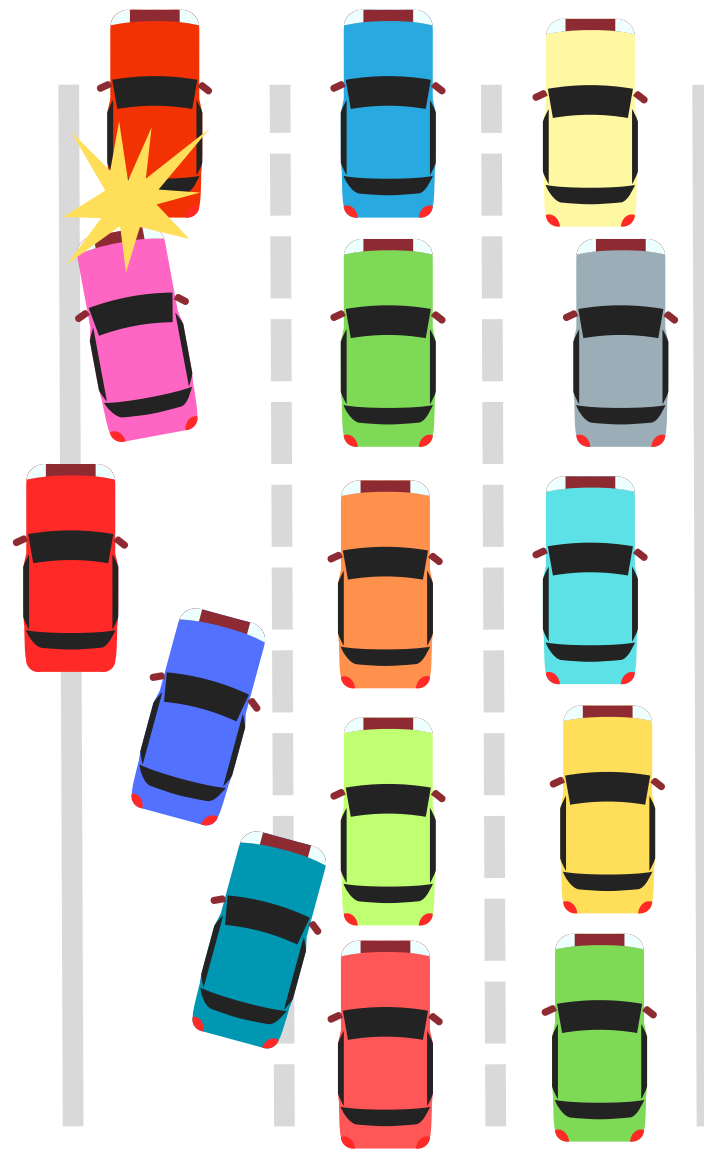


THIS IS BAD BECAUSE IT WASTES TIME AND CAPACITY

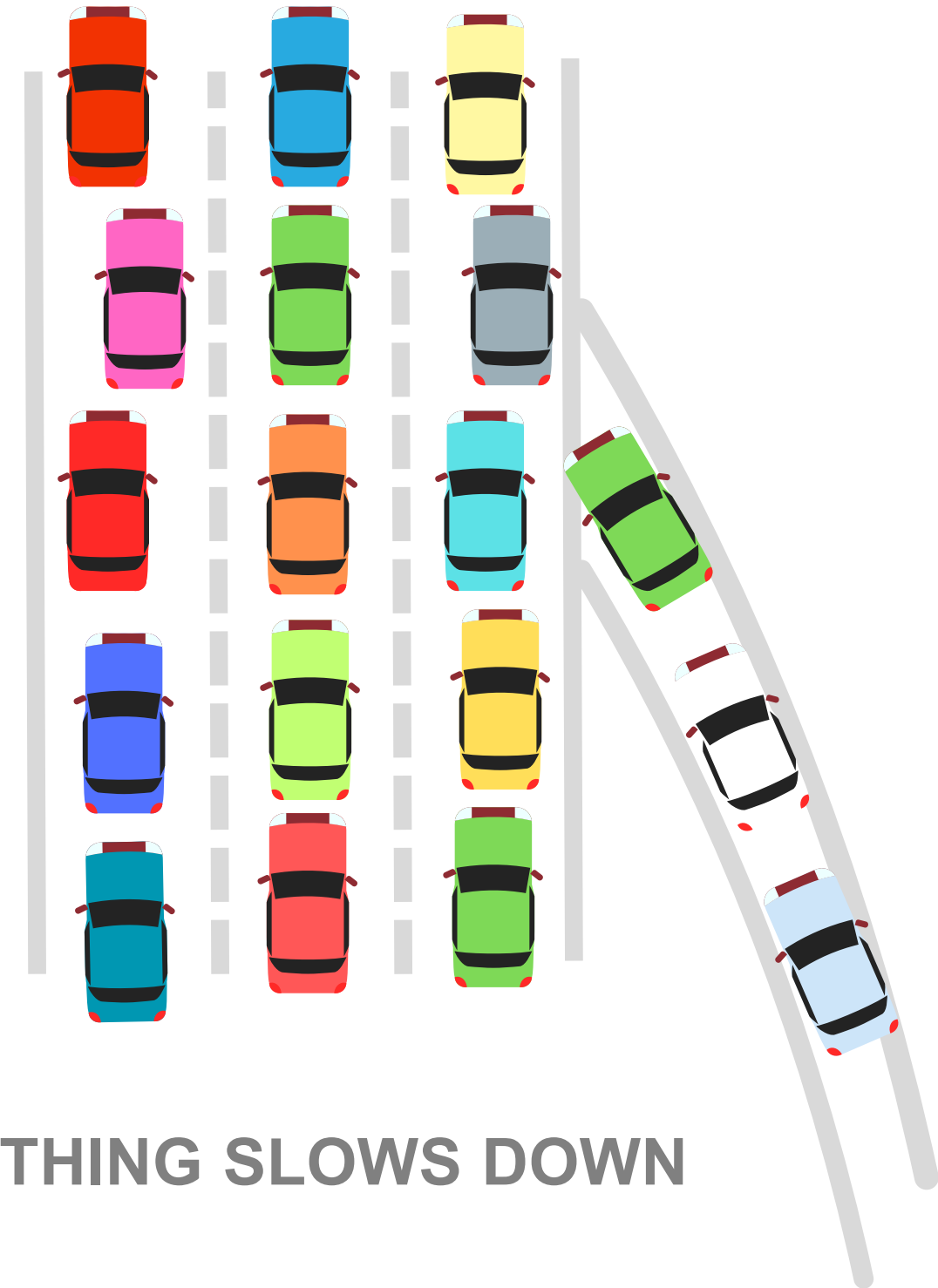
WHAT HAPPENS WHEN WE INCREASE WIP OVER CAPACITY?



HIGH RESOURCE
UTILIZATION



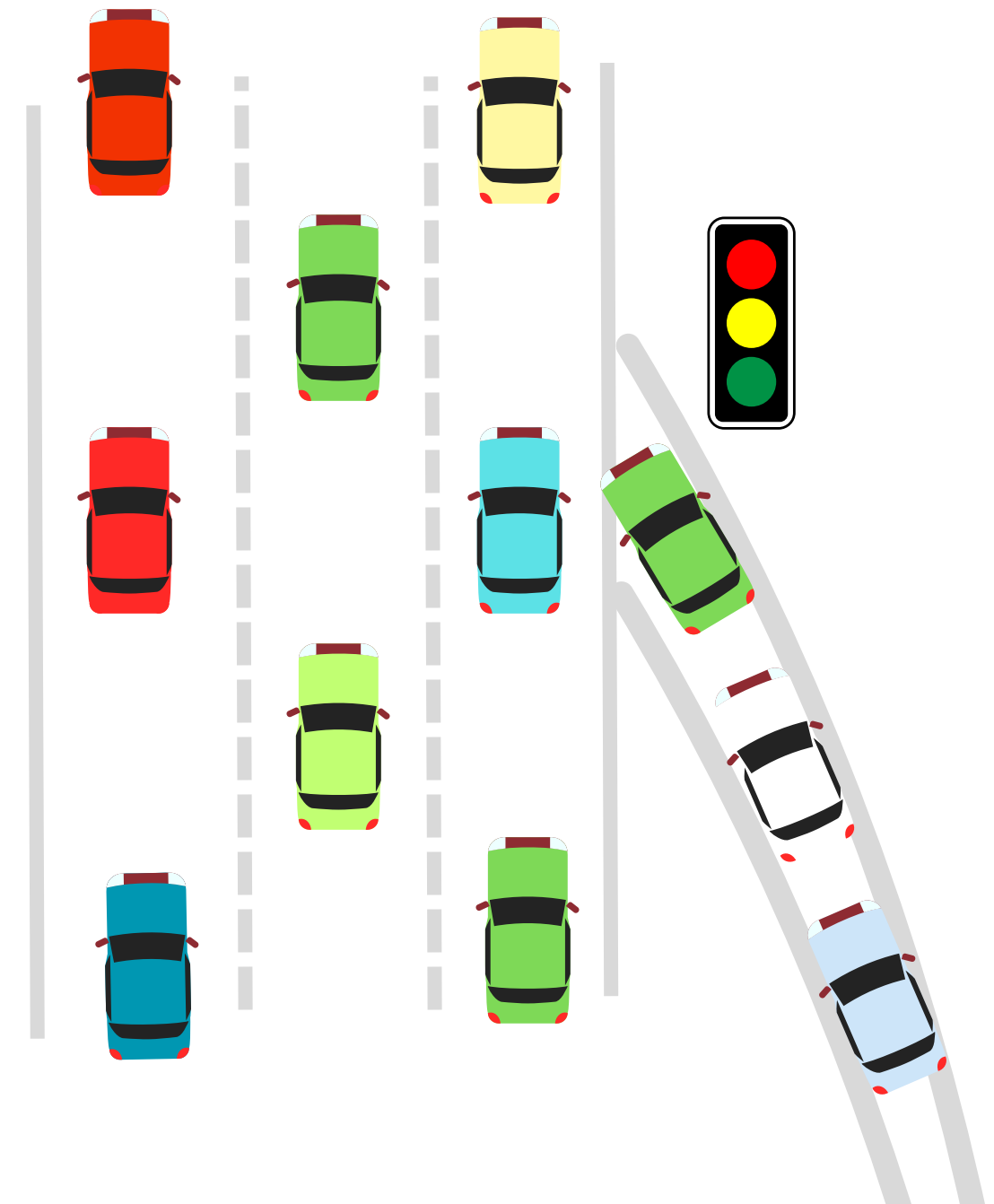
HIGH RESOURCE
UTILIZATION PLUS



THIS IS BAD BECAUSE EVERYTHING SLOWS DOWN

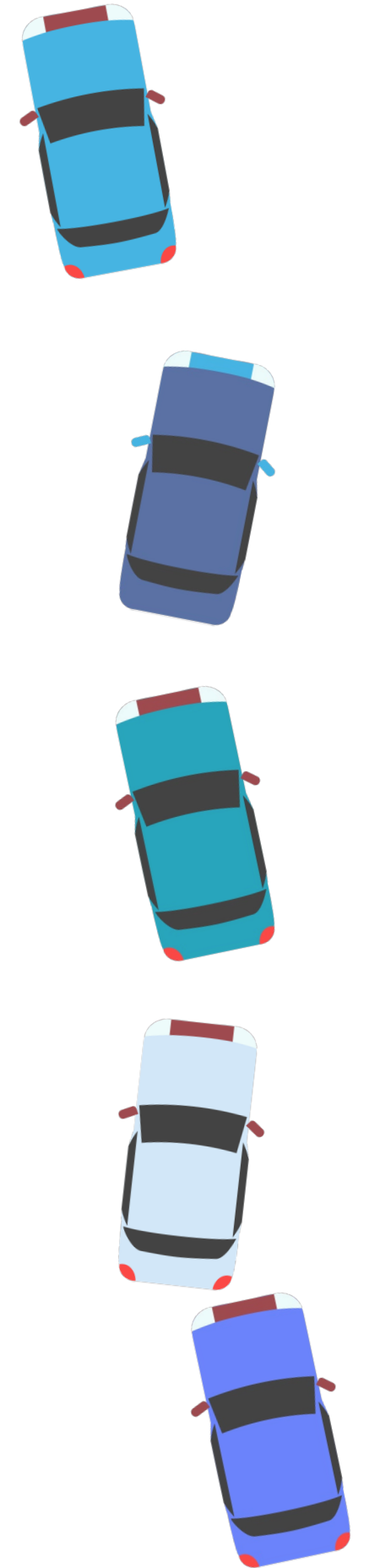
WHAT HAPPENS WHEN WE ALIGN WIP?

THIS IS GOOD BECAUSE
YOU HAVE BUFFERS FOR
VARIATION, SHORTEN
TRAVEL TIMES, AND
MAINTAIN FLOW.



SO...

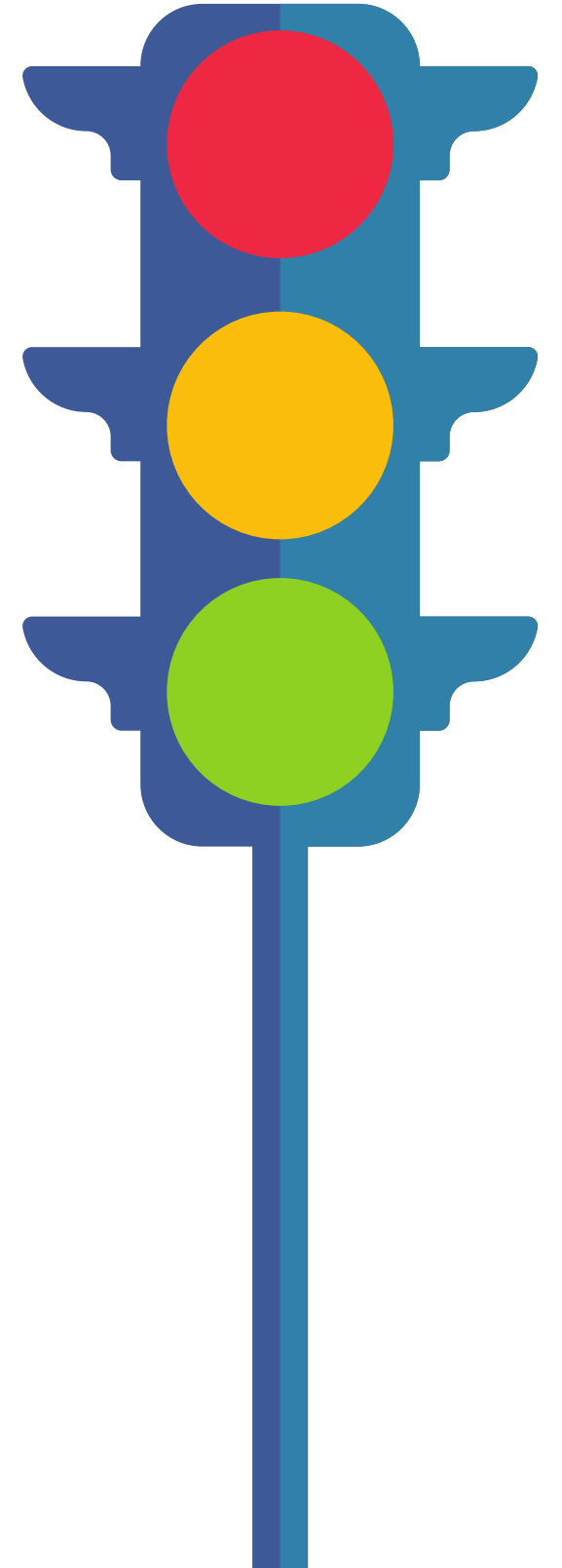
- IF WE WOULD NOT LIMIT FREEWAY TRAFFIC TO ZERO,
- WHY WOULD WE IN CONSTRUCTION?
- IF PACKING A FREEWAY ONLY MAKES EVERYONE'S TRAVEL TIME TAKE LONGER,
- WHY WOULD WE PACK A CONSTRUCTION SITE FULL?
- IF ADDING MORE CARS TO AN ALREADY PACKED FREEWAY OR BEHIND AN ACCIDENT ONLY MAKES IT WORSE,
- WHY WOULD WE ADD CREWS AND LABOR WHEN WE ARE IN TROUBLE WITH OUR SCHEDULE?



SO...

- DON'T LIMIT WIP
- DON'T INCREASE IT
- DON'T PUSH IT
- AND DON'T MEASURE CONSTRUCTION SUCCESS BY HOW MUCH WIP YOU CAN HAVE
- ALIGN YOUR WIP TO THE CAPACITY OF THE RESOURCE

THIS IS LEAN.



LET'S START BY ANCHORING YOU TO THE LAST PLANNER® SYSTEM



THE **LAST PLANNER®** SYSTEM IS DESIGNED TO



Respect People



Collaborate



Plan with Last
Planners®



Create Visual
Environments

YOU WILL KNOW YOU HAVE IMPLEMENTED LAST PLANNER® IF YOU HAVE

WEEKLY MEETING PLAN

1

- 1 A **weekly meeting** to maintain the master schedule.
- 2 A **meeting for pull, look-ahead, & weekly work plans.**
- 3 A **daily huddle** to coordinate work with the Foremen.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
			NO MEETINGS		NO MEETINGS
5AM					
6AM	WORKER DAILY HUDDLE CREW PREPARATION	WORKER DAILY HUDDLE CREW PREPARATION	WORKER DAILY HUDDLE CREW PREPARATION	WORKER DAILY HUDDLE CREW PREPARATION	WORKER DAILY HUDDLE CREW PREPARATION
7AM	SAFETY ORIENTATIONS			SAFETY ORIENTATIONS	
8AM	TEAM WEEKLY TACTICAL	DAILY HUDDLE	DAILY HUDDLE	DAILY HUDDLE	DAILY HUDDLE
9AM				BIM COORDINATION	
10AM		OAC MEETING			
11AM					
12PM					
1PM	FOREMEN DAILY HUDDLE	FOREMEN DAILY HUDDLE	FOREMEN HUDDLE	FOREMEN DAILY HUDDLE	FOREMEN DAILY HUDDLE
2PM	STRATEGIC PLANNING & PROCUREMENT	TRADE PARTNER WEEKLY TACTICAL		COORDINATION MEETING	
3PM				PLACEHOLDER	
4PM					
5PM					
6PM					



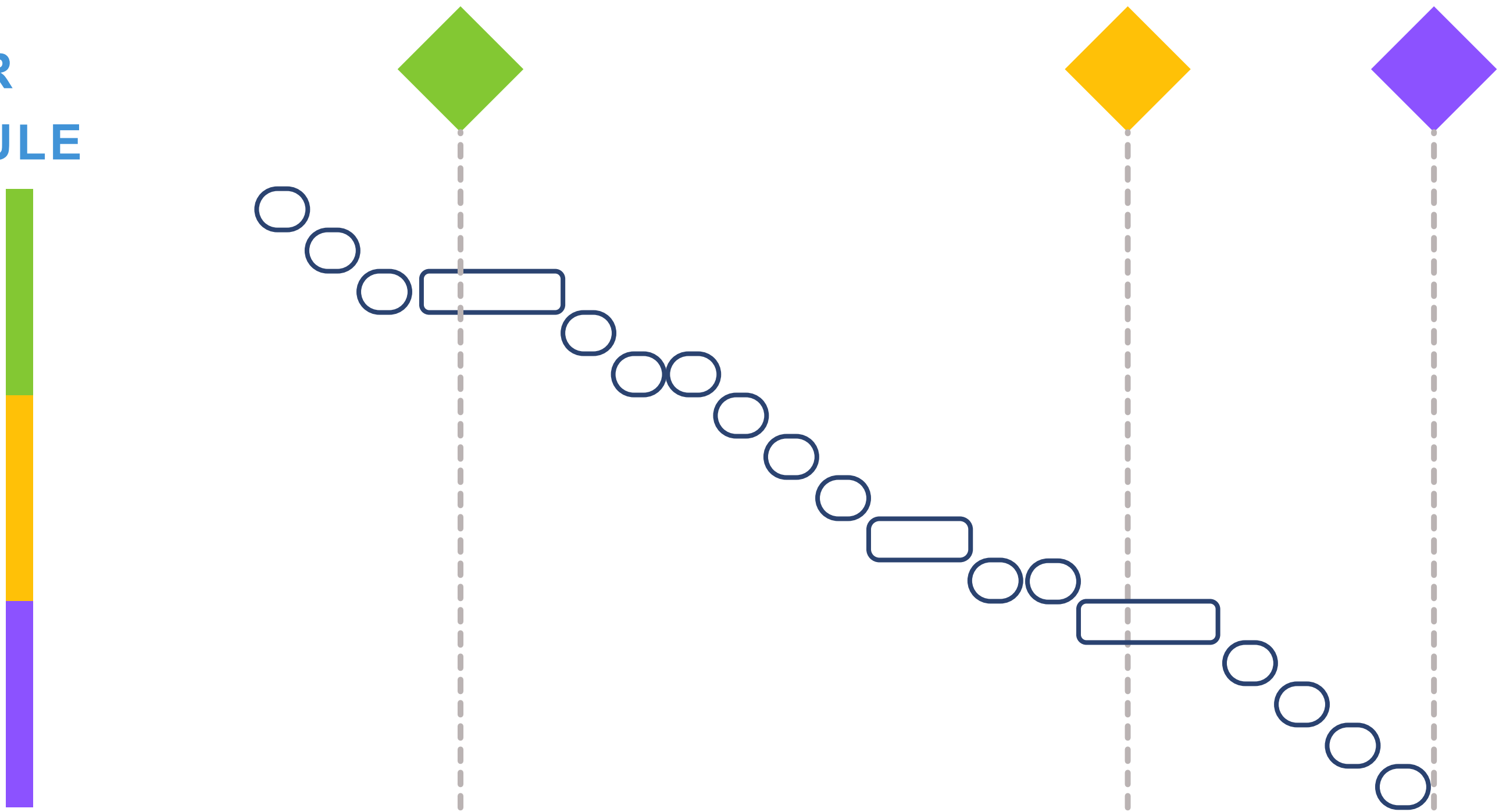
2

Trade Partners are respected, they are collaborating in meetings and with pull plans, and the focus is to see as a group, plan as a group, and act as a group.



3

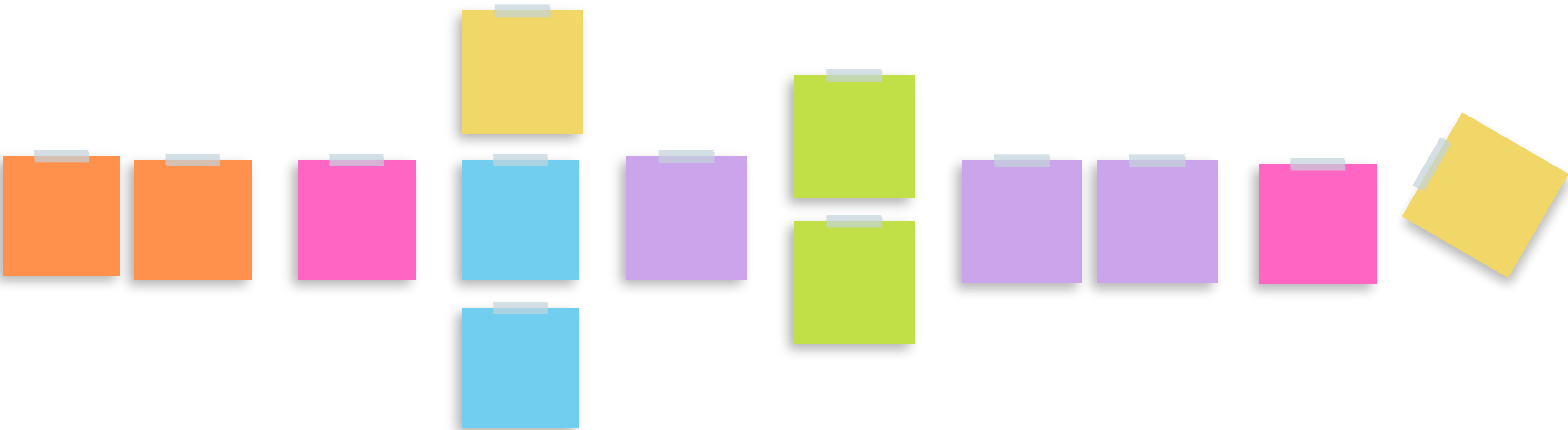
MASTER SCHEDULE



3

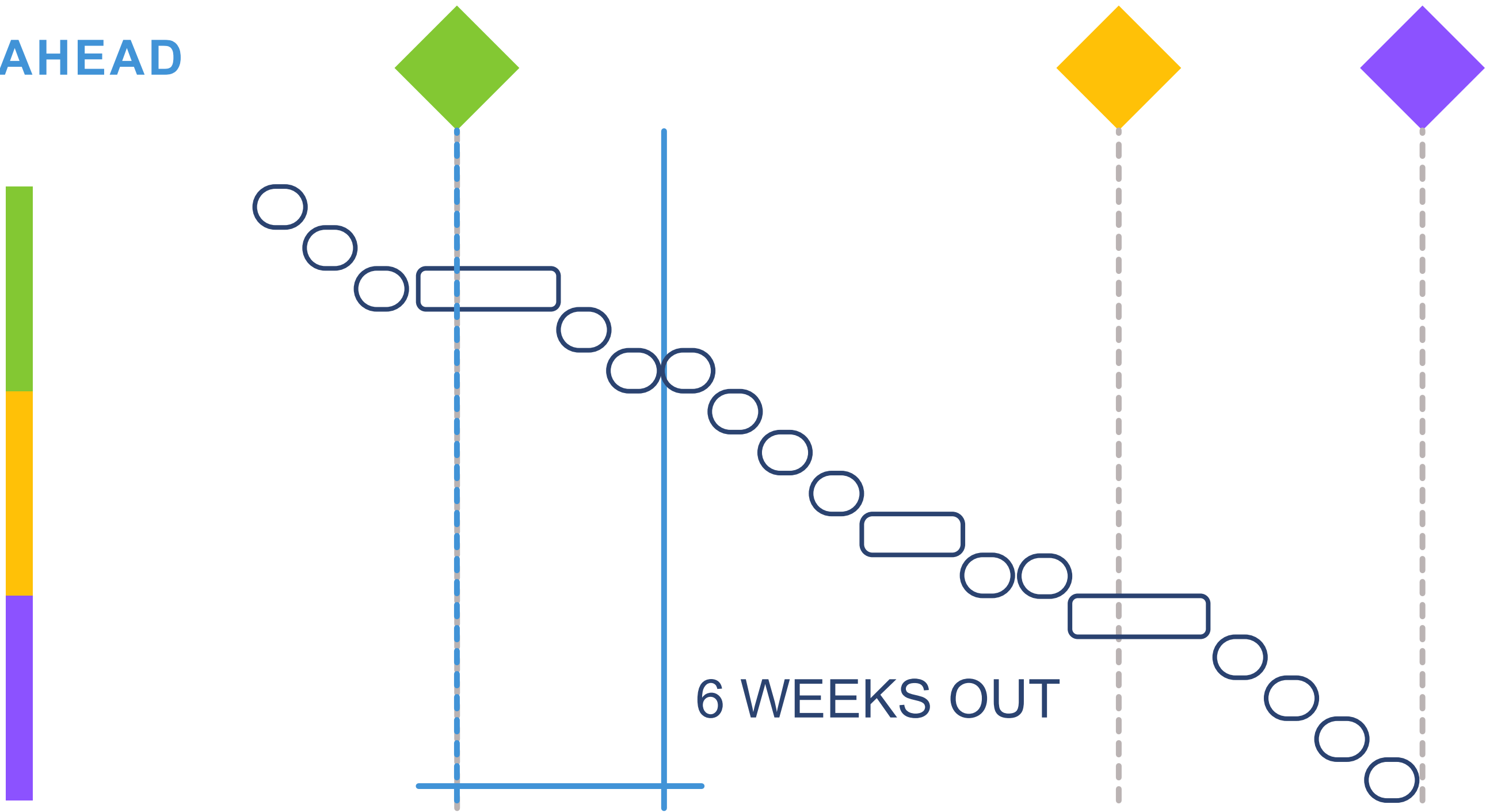
KEY DELIVERABLES

PULL PLAN

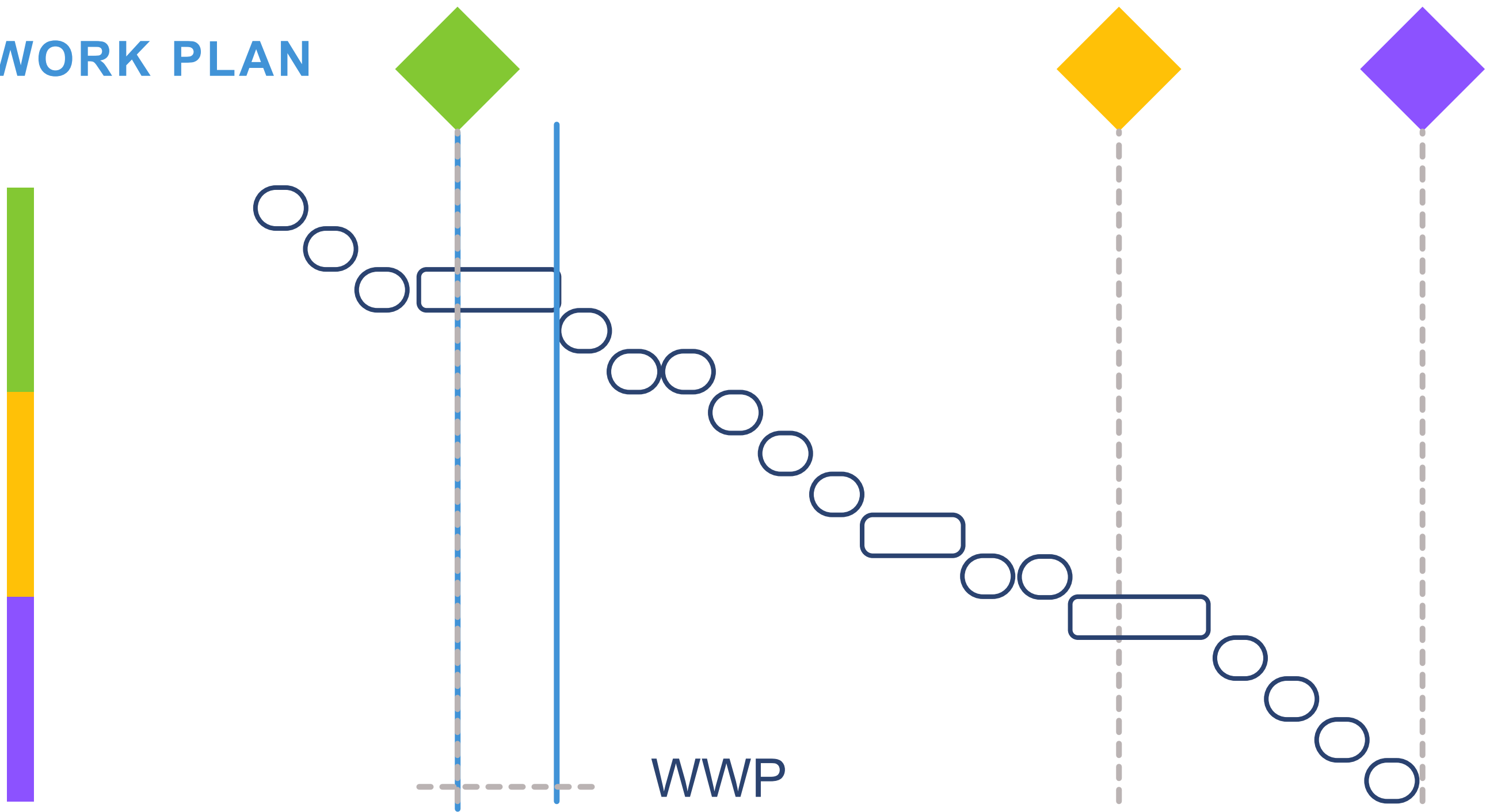


3

LOOK AHEAD



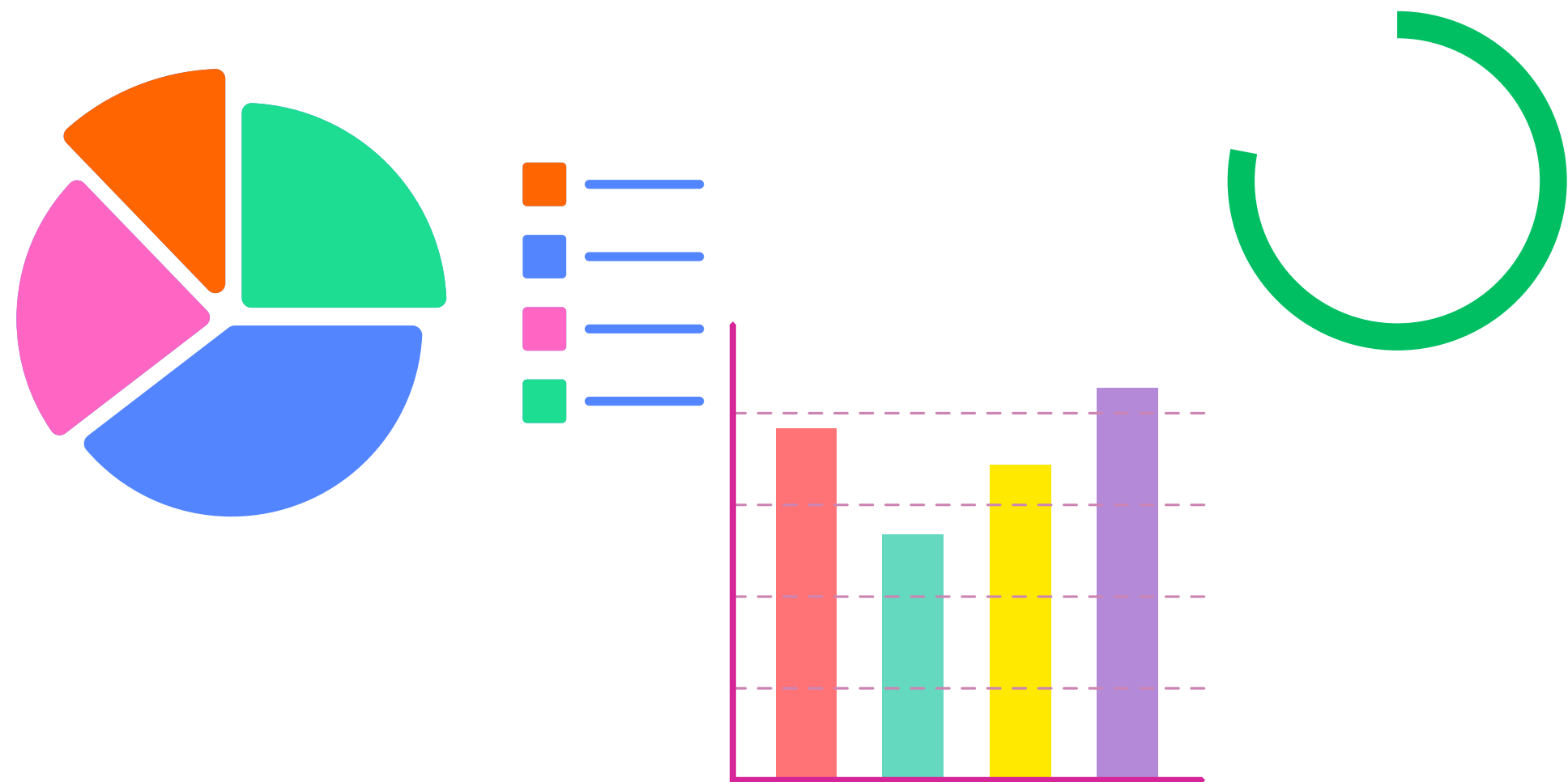
WEEKLY WORK PLAN



DAY PLAN



PERCENT PLAN COMPLETE

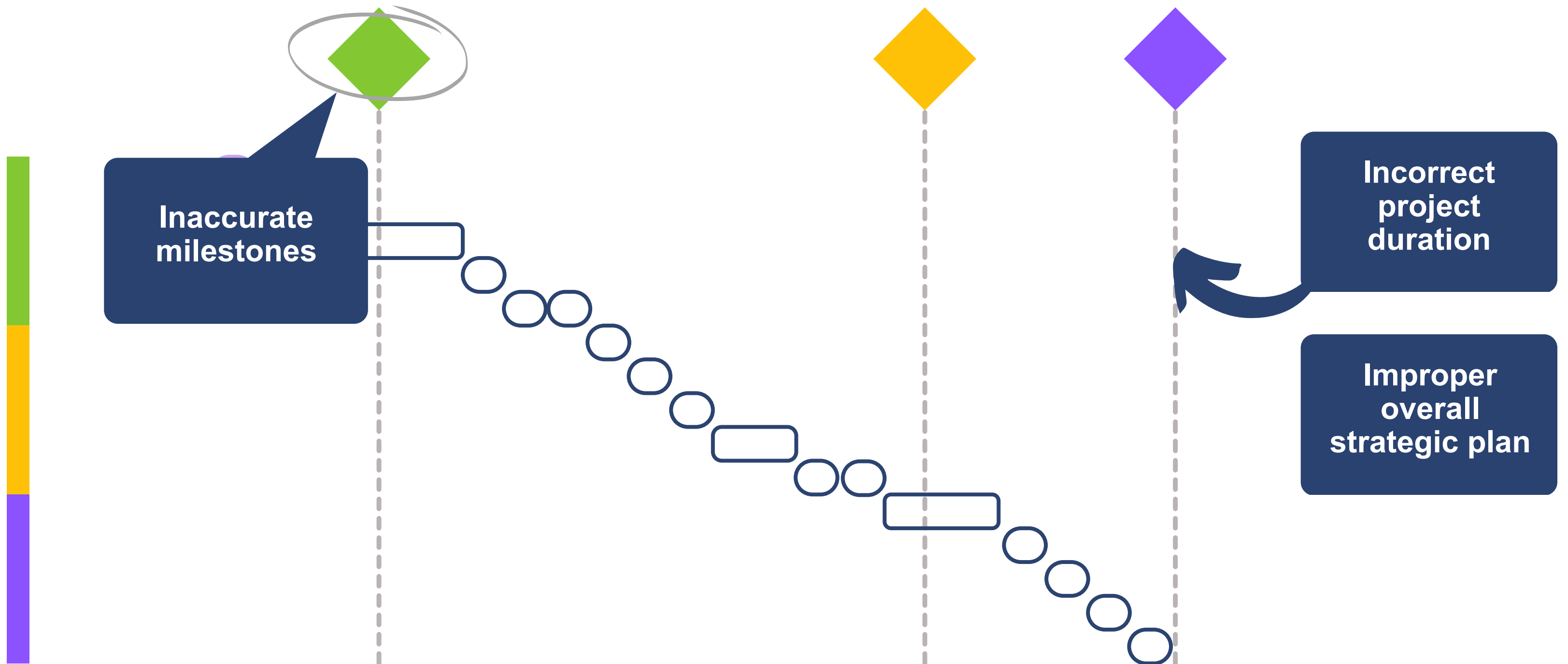


**THE LAST PLANNER®
SYSTEM IS NOT ENOUGH TO
SUCCESSFULLY MANAGE
YOUR PROJECT. YOU MUST
HAVE A WORKING FIRST
PLANNER SYSTEM™ AS
WELL.**



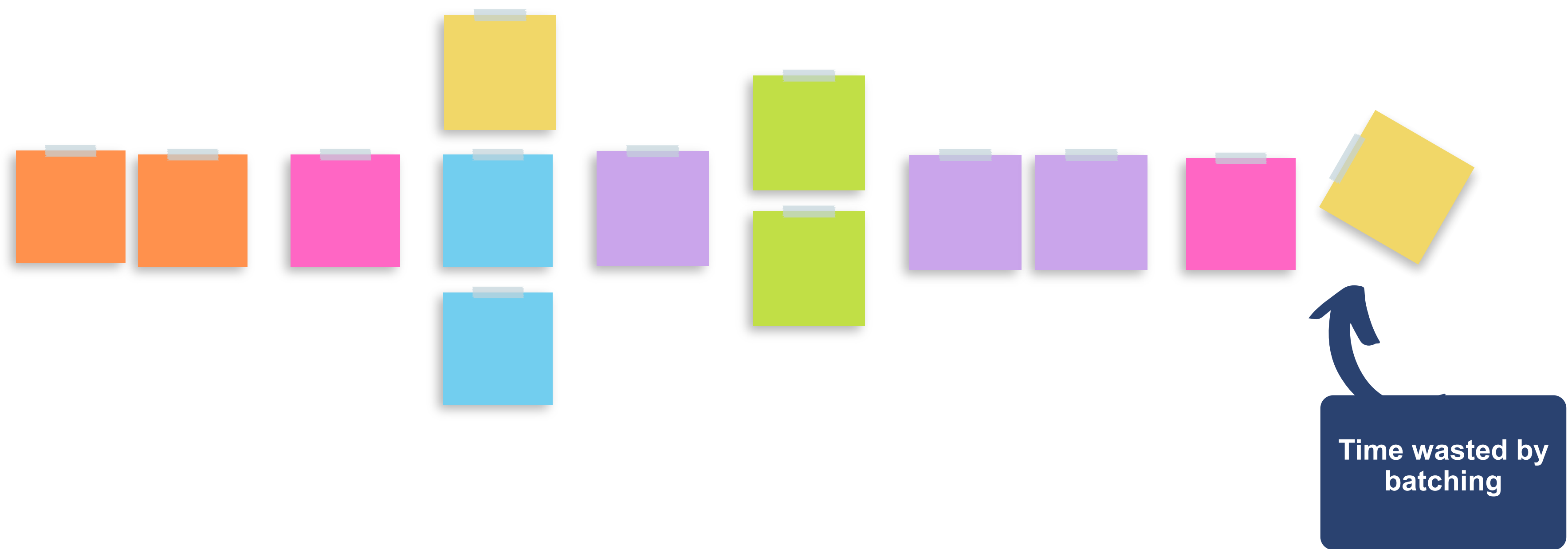
MASTER SCHEDULE

WITH CPM



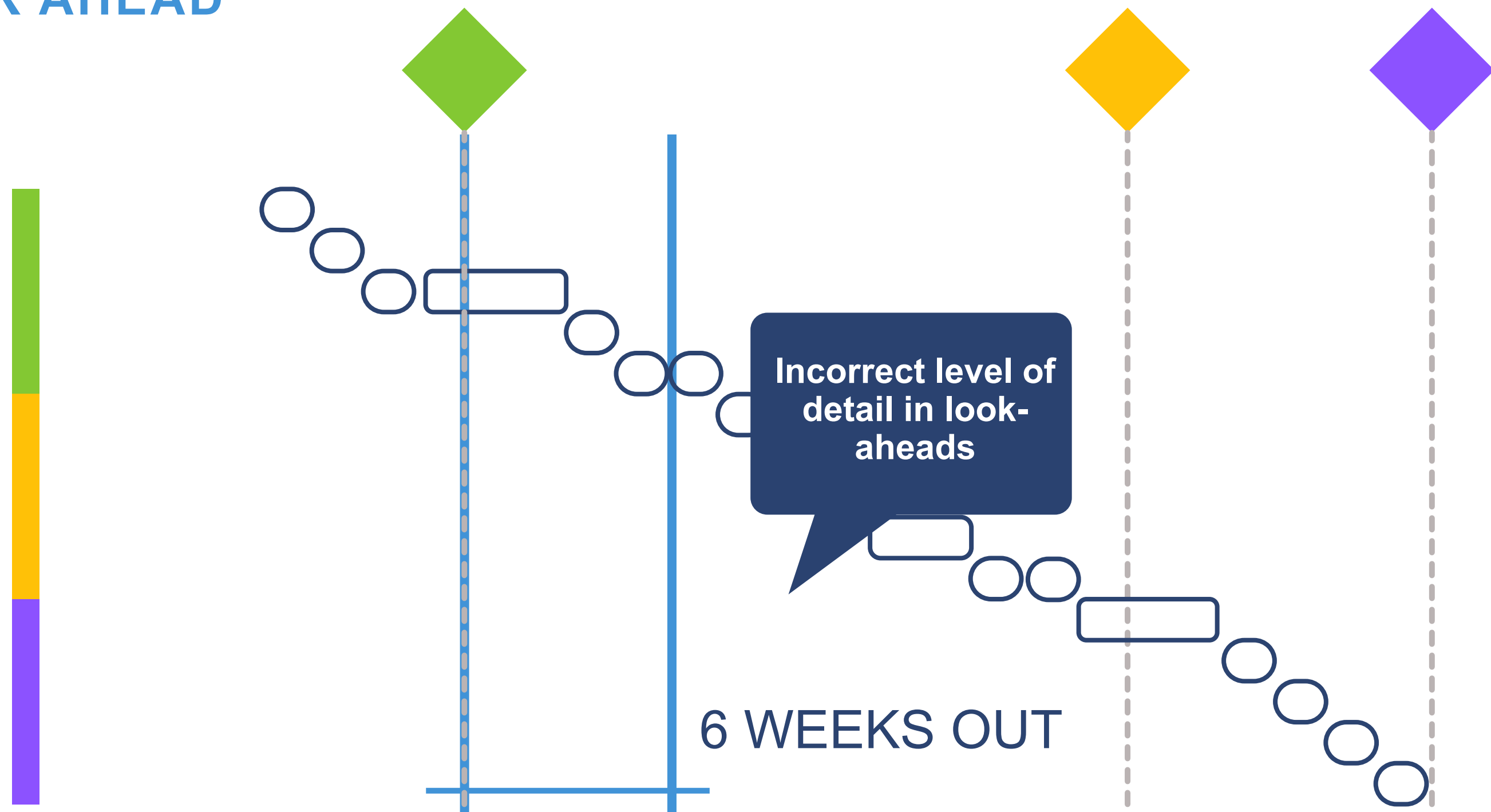
WITH CPM

PULL PLAN

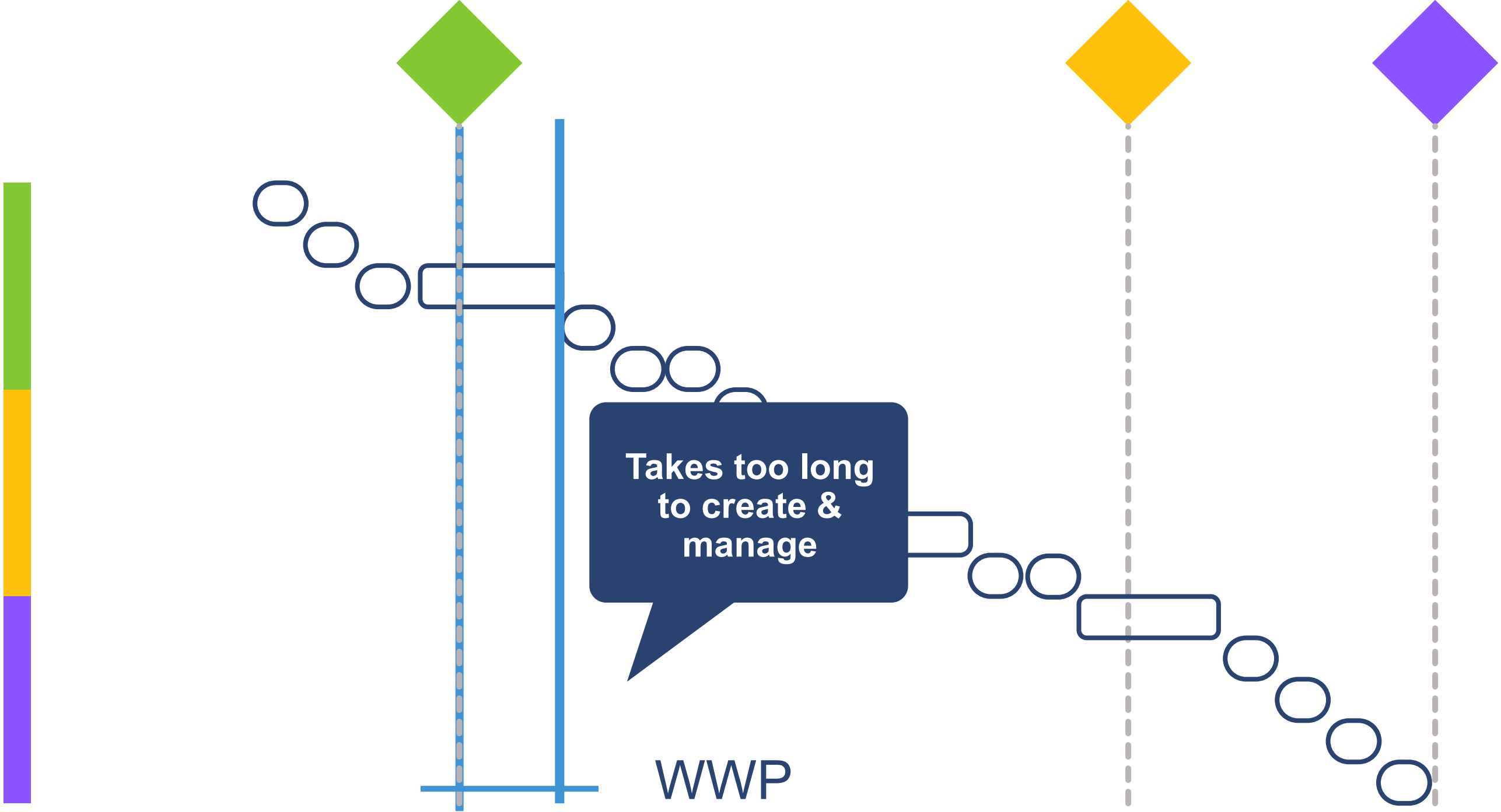


WITH CPM

LOOK AHEAD



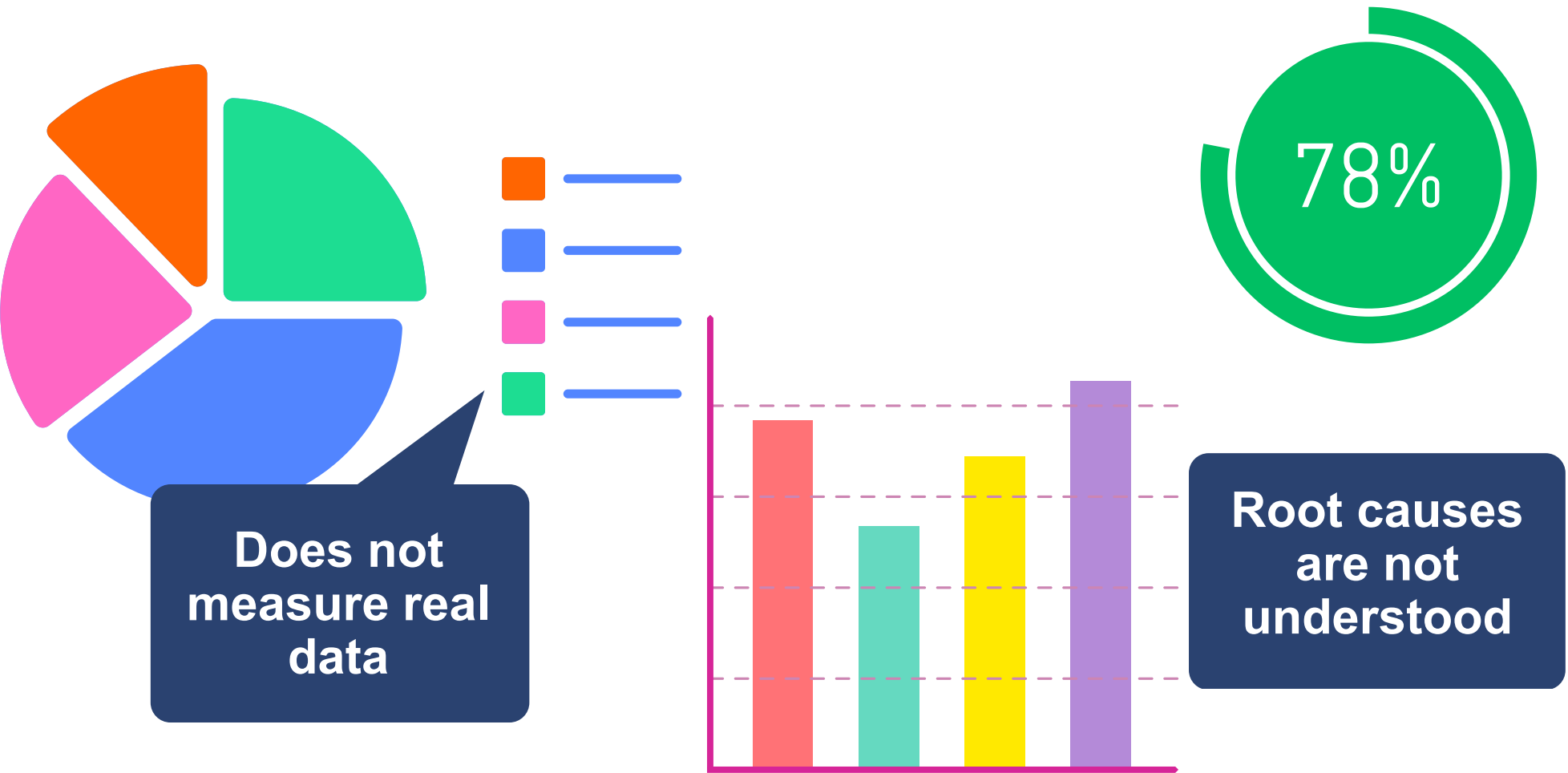
WEEKLY WORK PLAN



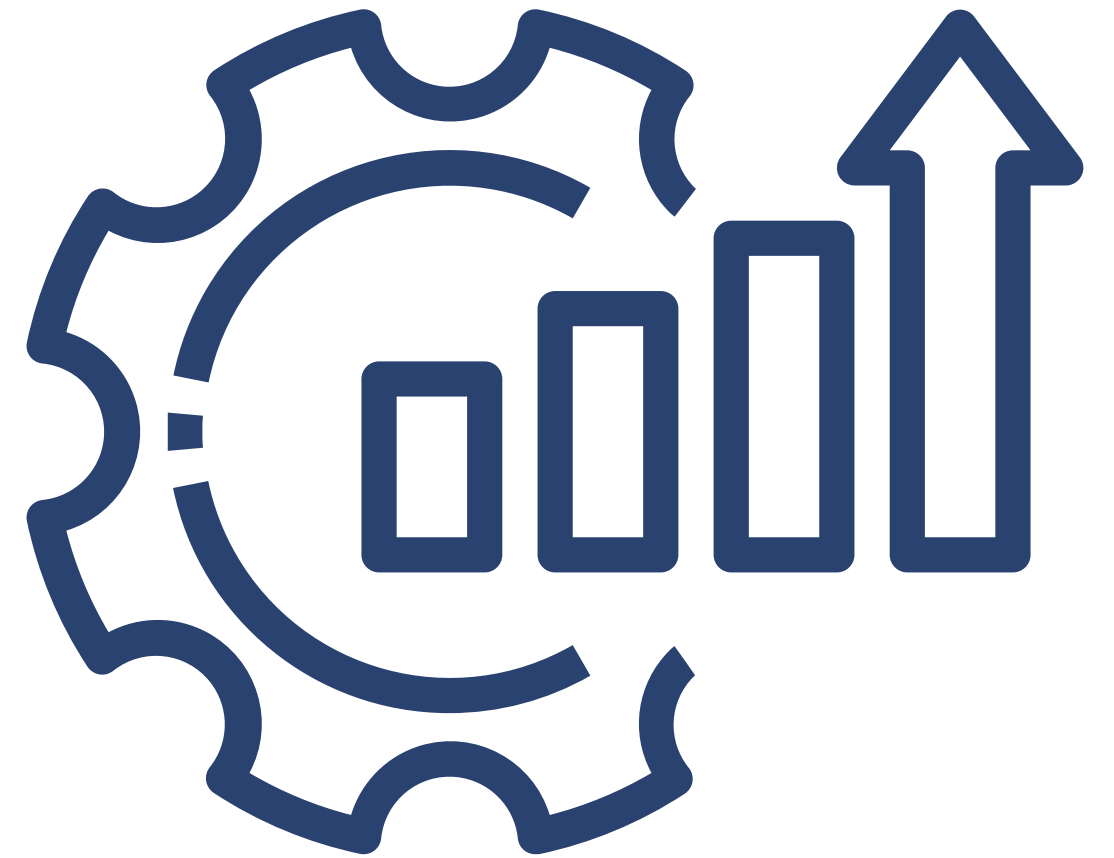
DAY PLAN



PERCENT PLAN COMPLETE

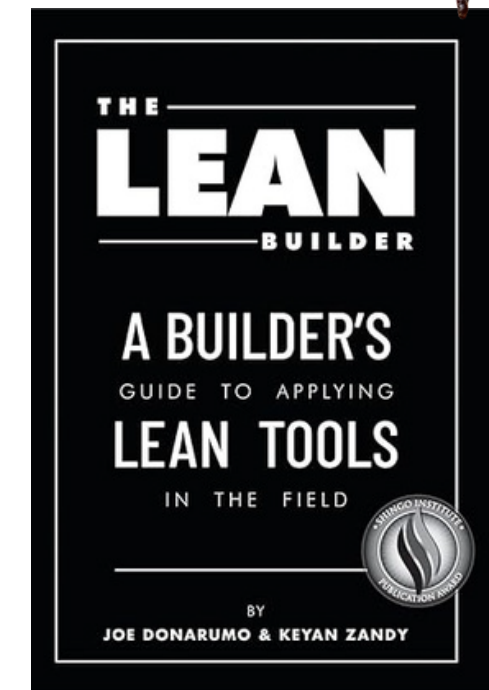
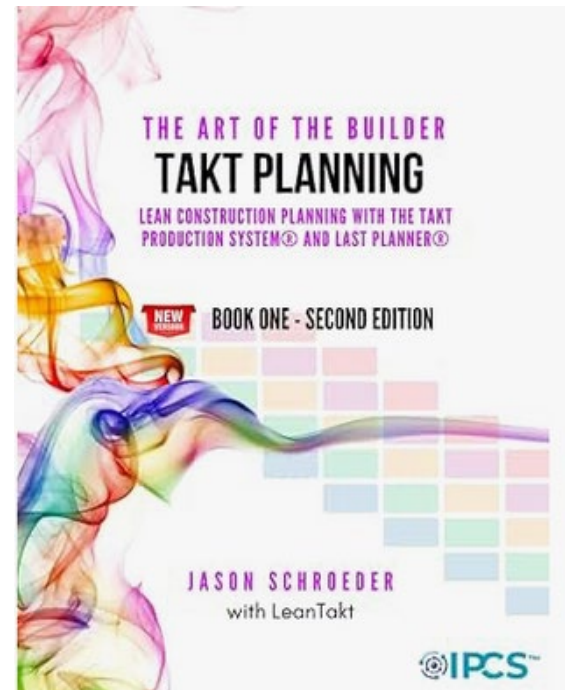
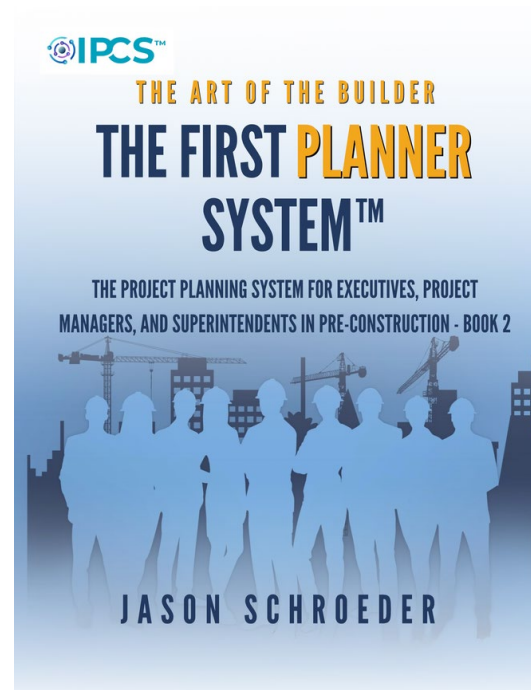


**THE PROBLEM WITH
THE LAST PLANNER®
SYSTEM IS THE
CRITICAL PATH
METHOD.**



THE BOTTOM LINE IS THAT CPM...

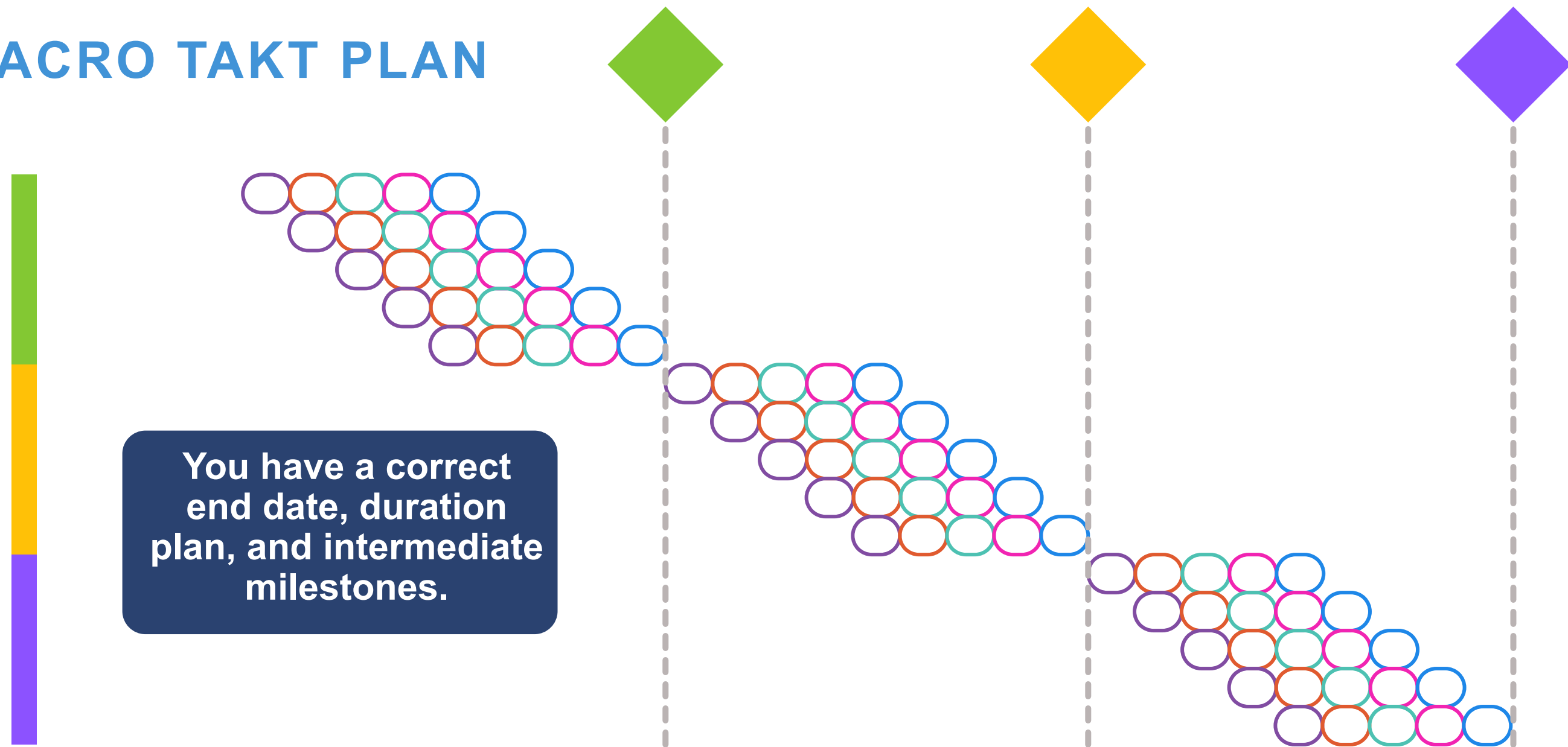
will drain the system like a parasite on a human host.



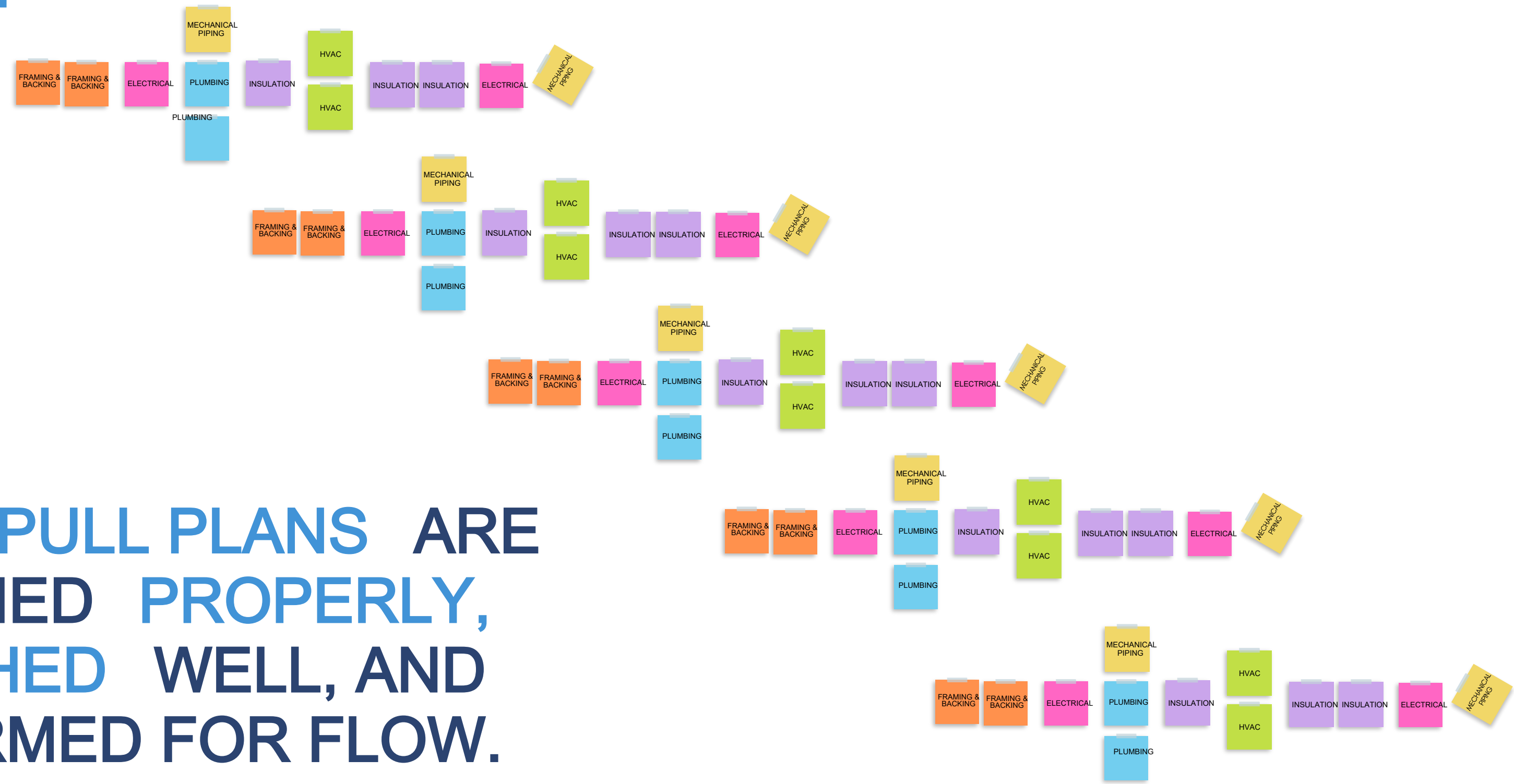
THIS IS LEAN!

THIS IS WHAT HAPPENS WHEN YOU USE LAST PLANNER® WITH THE TAKT PRODUCTION SYSTEM®

MACRO TAKT PLAN

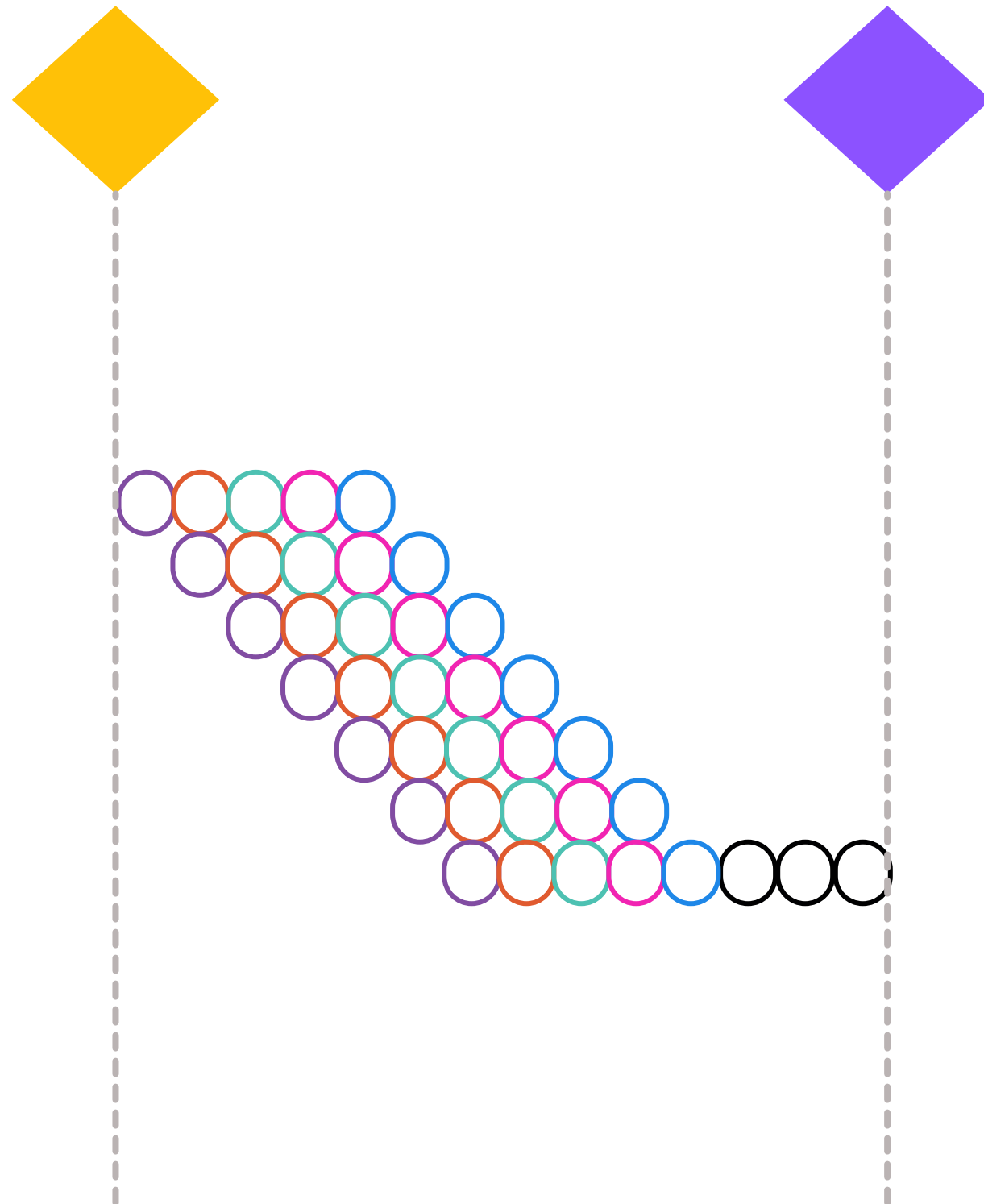


PULL PLAN



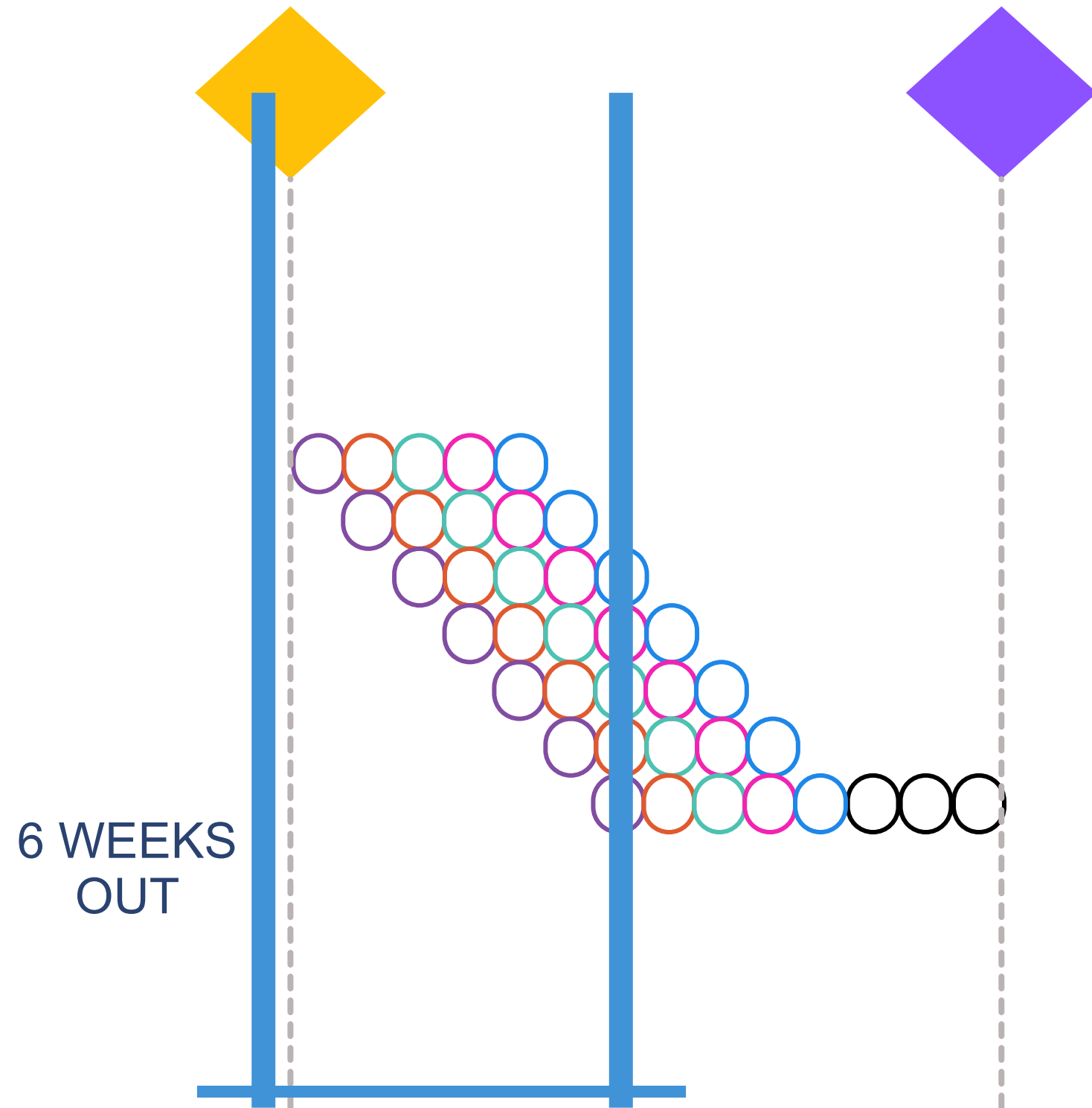
YOUR PULL PLANS ARE
ALIGNED PROPERLY,
BATCHED WELL, AND
CONFIRMED FOR FLOW.

NORM PLAN



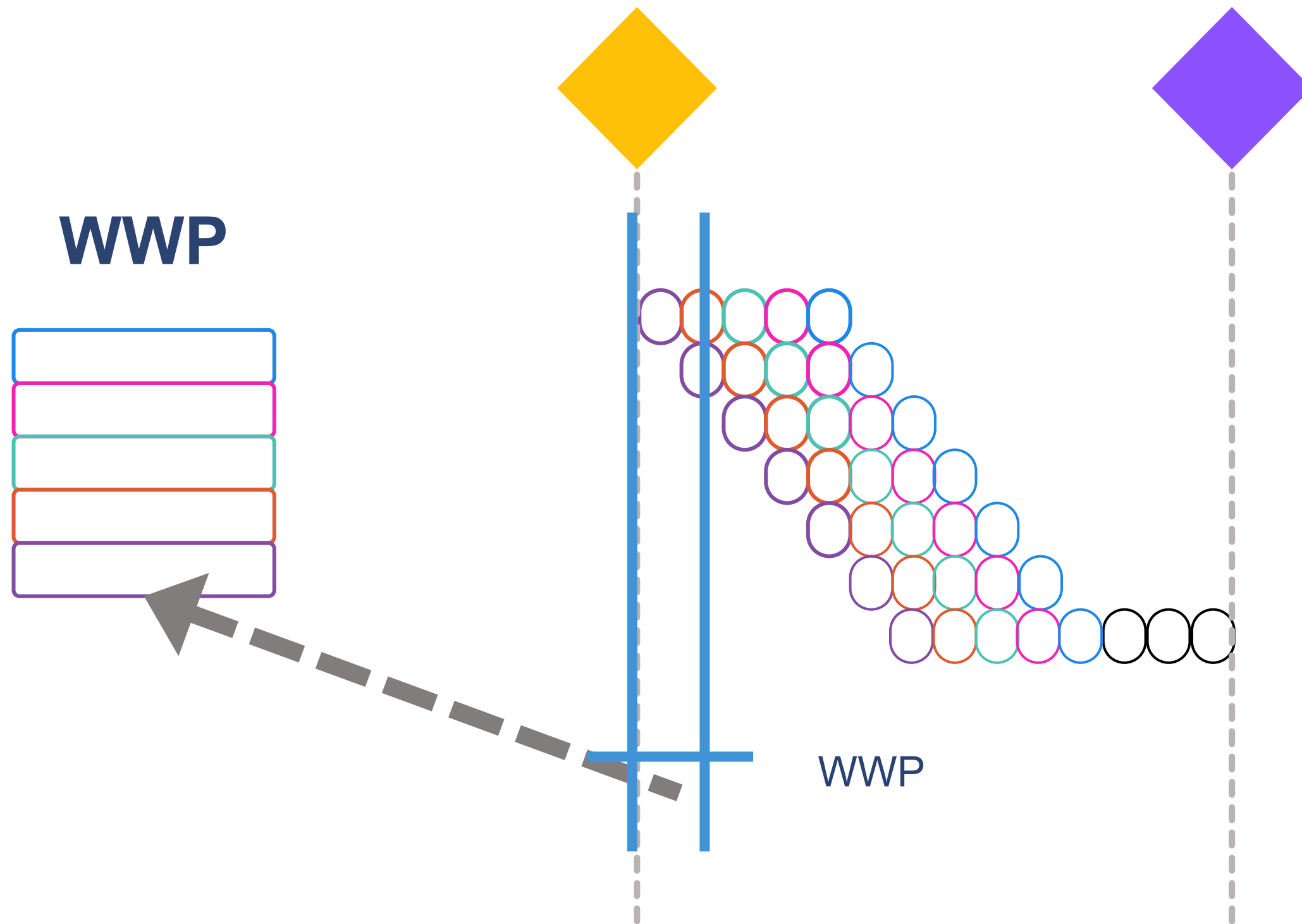
**USING THE TAKT
CALCULATOR YOU CAN
IDENTIFY THE RIGHT
NUMBER OF ZONES,
GAIN BUFFERS, AND
TARGET A GOOD
PRODUCTION PLAN.**

LOOK AHEAD PLAN



**THAT MEANS ALL
LOOK-AHEADS ARE
ACCURATELY
DETAILED, AND
PERFECTLY ALIGNED
WITH THE FLOW
WHICH SYNCHRONIZES
THE SUPPLY CHAIN.**

WEEKLY WORK PLAN



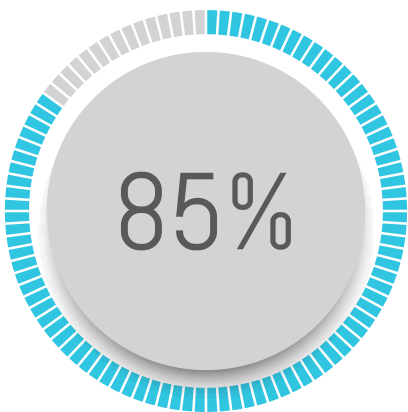
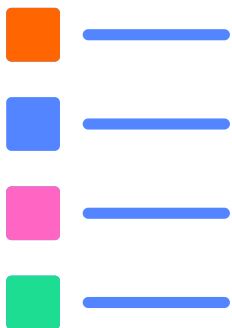
**WEEKLY WORK
PLANS ARE FAST
AND EASY TO
MAKE AND
HANDOFFS ARE
WELL
COORDINATED.**

DAY PLAN



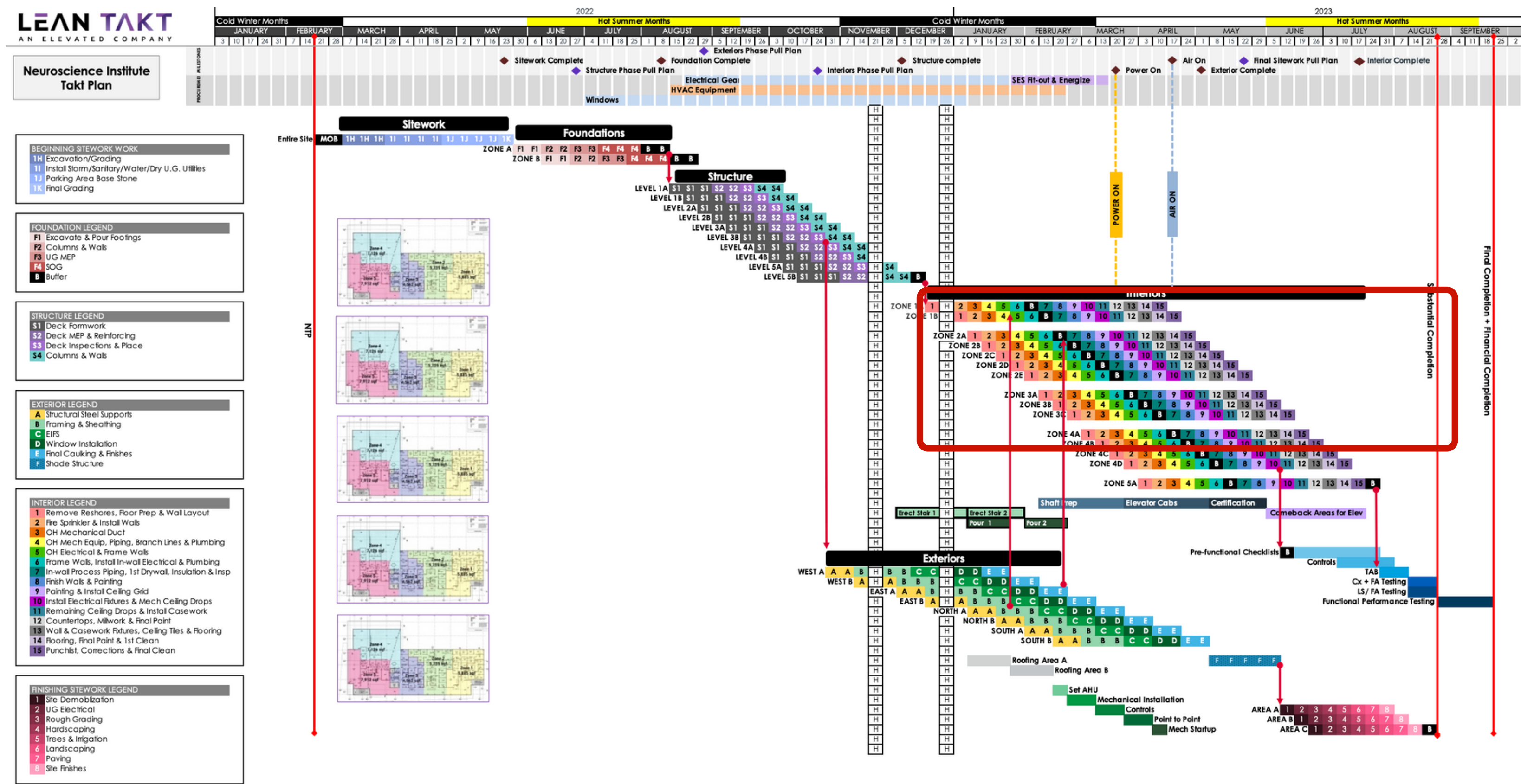
Day plans are now effective and PPC calculates real data.

PERCENT PLAN COMPLETE

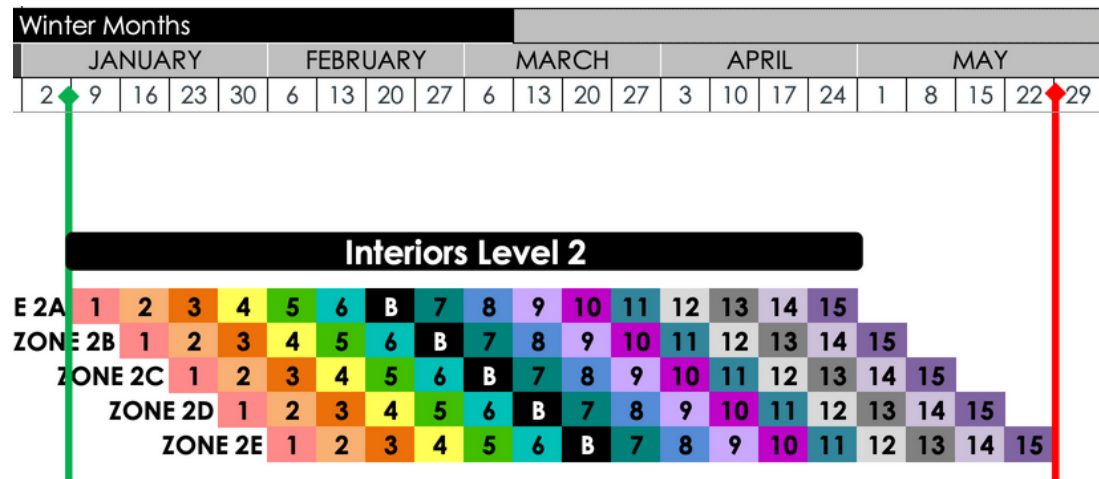


**ALL YOU NEEDED WAS TO
IMPLEMENT ALL THREE OF
THESE LEAN SYSTEMS
TOGETHER IN SUPPORT OF
EACH OTHER.**

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

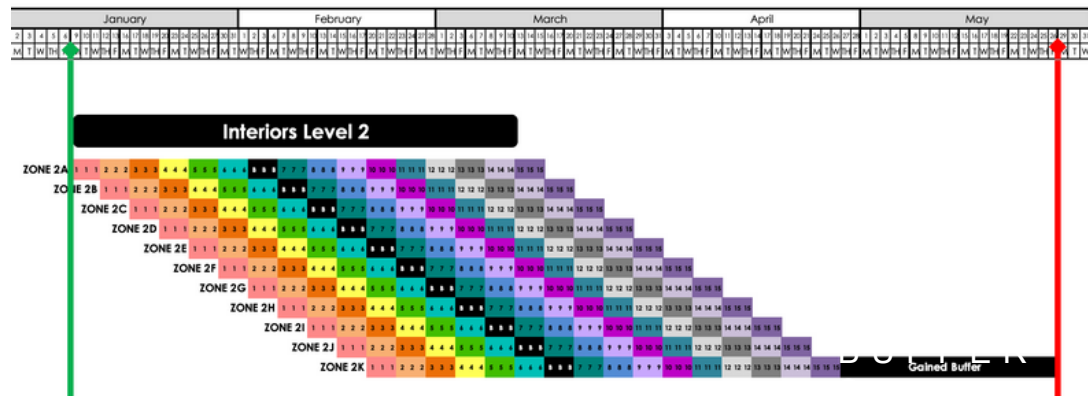


MACRO LEVEL TAKT PLAN



Slowest Speed + Risk Analysis + Reference Class
= Contractual Promise

NORM LEVEL TAKT PLAN



Optimized Speed + Risk Mitigation Strategies + Reference Class Mitigation Strategies + Buffers
= Production Target

**YOU CAN
SHORTEN
YOUR PHASE
DURATION BY
ADJUSTING
YOUR ZONES.**

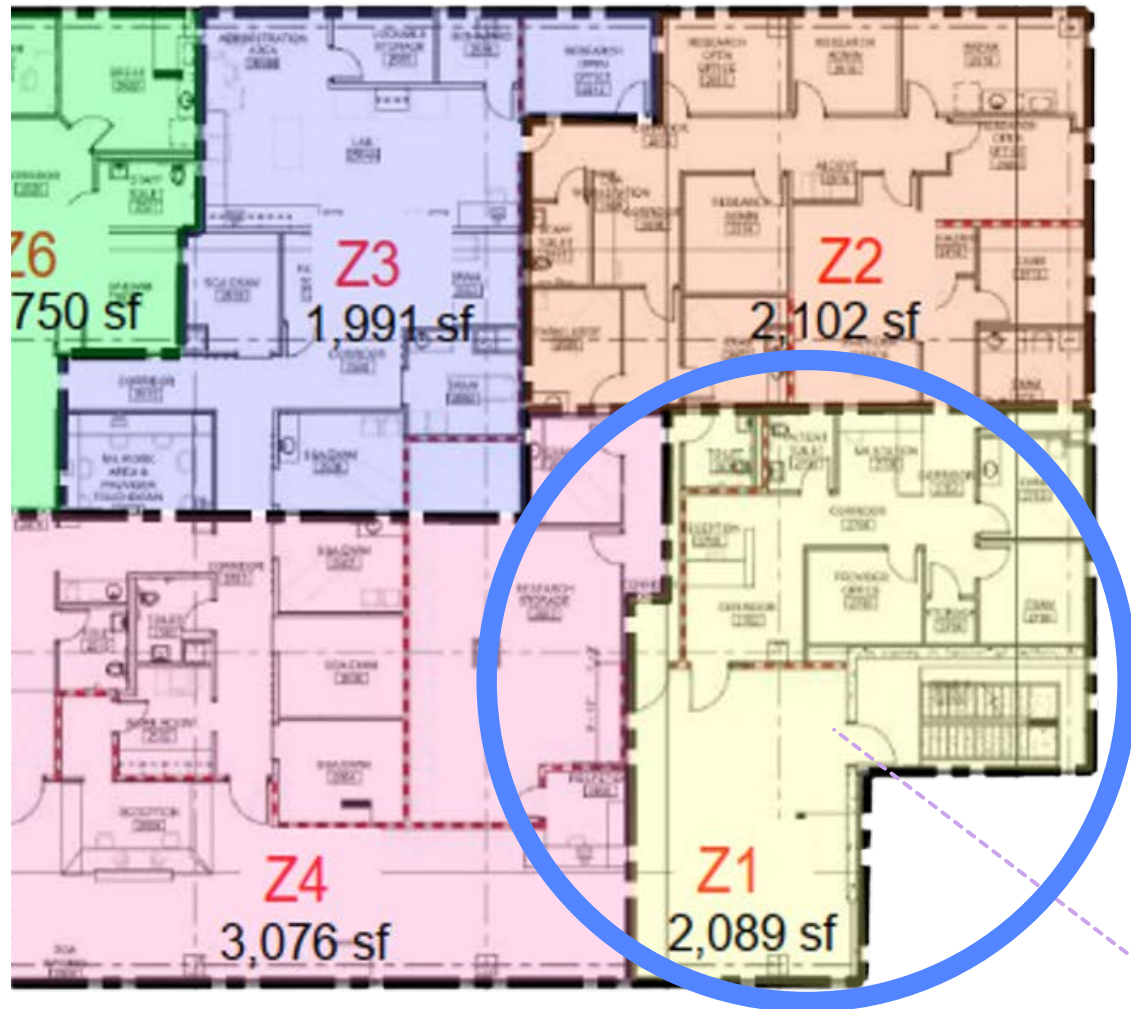
ONCE YOU KNOW HOW MANY ZONES YOU NEED BY CALCULATING THEM...

Optimize the Takt Phase		Takt Wagons	Takt Zones	Takt Time	Duration	Trade Time Gained	Area per Zone	Takt Level	Realized Flow Potential	Efficiency Parametric	Value Parametric
		15	2	13	208	1	24,713	Bad	19%	7.50	15.00
		15	3	9	153	2	16,475	Bad	25%	5.00	7.50
		15	4	7	126	3	12,356	Macro	31%	3.75	5.00
		15	5	5	95	0	9,885	Macro	41%	3.00	3.75
		15	6	5	100	5	8,238	Macro	39%	2.50	3.00
		15	7	4	84	3	7,061	Macro	46%	2.14	2.50
		15	8	4	88	7	6,178	Macro	44%	1.88	2.14
		15	9	3	69	2	5,492	Norm	57%	1.67	1.88
		15	10	3	72	5	4,943	Norm	54%	1.50	1.67
		15	11	3	75	8	4,493	Norm	52%	1.36	1.50
		15	12	3	78	11	4,119	Norm	50%	1.25	1.36
		15	13	2	54	1	3,802	Norm	72%	1.15	1.25
		15	14	2	56	3	3,530	Norm	70%	1.07	1.15
		15	15	2	58	5	3,295	Norm	67%	1.00	1.07
		15	16	2	60	7	3,089	Norm	65%	0.94	1.00
		15	17	2	62	9	2,907	Norm	63%	0.88	0.94
		15	18	2	64	11	2,746	Norm	61%	0.83	0.88
		15	19	2	66	13	2,601	Norm	59%	0.79	0.83
		15	20	2	68	15	2,471	Norm	57%	0.75	0.79
		15	21	2	70	17	2,354	Norm	56%	0.71	0.75
		15	22	2	72	19	2,247	Norm	54%	0.68	0.71
		15	23	2	74	21	2,149	Norm	53%	0.65	0.68
		15	24	2	76	23	2,059	Norm	51%	0.63	0.65
		15	25	1	39	0	1,277	Norm	100%	0.60	0.63
		15	26	1	40	1	1,901	Norm	98%	0.58	0.60
		15	27	1	41	2	1,831	Norm	95%	0.56	0.58
		15	28	1	42	3	1,765	Norm	93%	0.54	0.56
		15	29	1	43	4	1,704	Norm	91%	0.52	0.54
		15	30	1	44	5	1,648	Norm	89%	0.50	0.52
		15	31	1	45	6	1,594	Norm	87%	0.48	0.50
		15	32	1	46	7	1,545	Norm	85%	0.47	0.48
		15	33	1	47	8	1,498	Norm	83%	0.45	0.47
		15	34	1	48	9	1,454	Norm	81%	0.44	0.45
		15	35	1	49	10	1,412	Norm	80%	0.43	0.44
		15	36	1	50	11	1,373	Norm	78%	0.42	0.43
		15	37	1	51	12	1,336	Norm	76%	0.41	0.42

Takt Inputs	
Takt Wagons	15
Takt Zones	5
Takt Time	5
Duration	95

Area Inputs (m ² , sqft)	
Area / Zone	9,885
Min Zone Size	1,000
Max Zone Size	10,000
Total SQFT of Phase	49,425

Shortest Durations		
Best # Zones	Takt Time	Duration
25	1	39
13	2	54
9	3	69
7	4	84
5	5	95
5	6	114
4	7	126
4	8	144
3	9	153
3	10	170



-YOU CAN PULL PLAN ONE REPRESENTATIVE ZONE AND CREATE AN ACCURATE SEQUENCE THAT EASILY HITS THE MILESTONE TARGET.



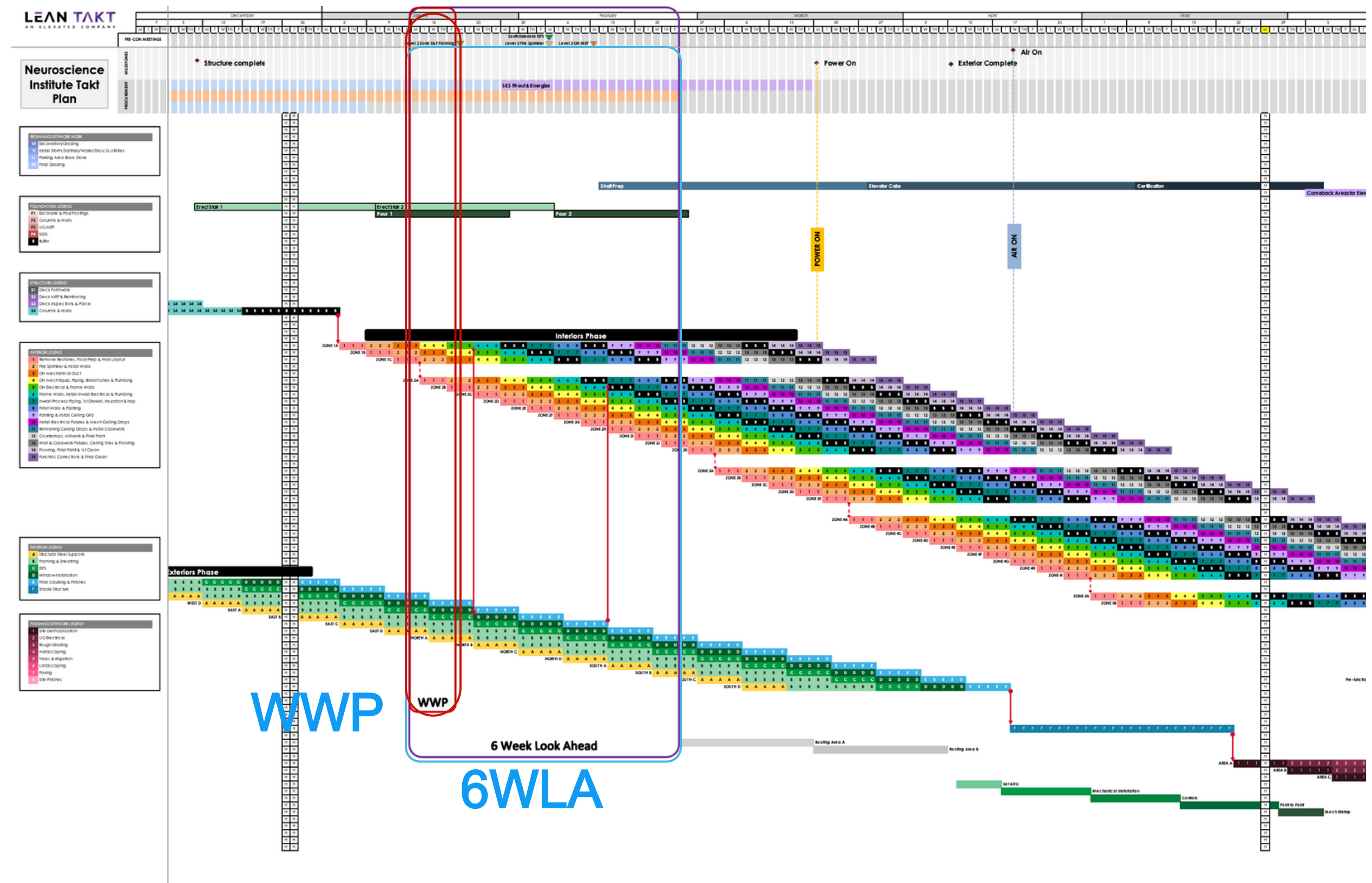
THE PULL PLAN ENABLES YOU TO CREATE YOUR NORM LEVEL TAKT PLAN...



-WHICH BECOMES YOUR PRODUCTION PLAN USED DAILY WITH THE LAST PLANNERS®.



NORM LEVEL
TAKT PLAN



WEEKLY WORK PLAN

WEEKLY WORK PLAN

LEAN TAKT
AN ELEVATED COMPANY

Interior Legend

1

Remove re-shores, Floor Prep, Final Patch Ceiling & Layout Walls

2

Install Fire Sprinkler Main and Branch Lines & Install Priority Walls

3

OH Mechanical

4

OH Mechanical, OH Plumbing

5

OH Electrical & Frame Walls

6

In-wall Electrical & Plumbing

7

In-wall Piping, One-side Dry Wall & In-wall Inspection

8

Second Side Dry Wall, Insulation & Finish Walls

9

Prime 1st & 2nd Coat Paint

10

Ceiling Grid, Lights, Electrical Fixtures & Mechanical Ceiling Drops

11

Casework & Final Pain (Possible)

12

Millwork, Plumbing, Wall and Casework, Ceiling Tiles

13

Flooring

14

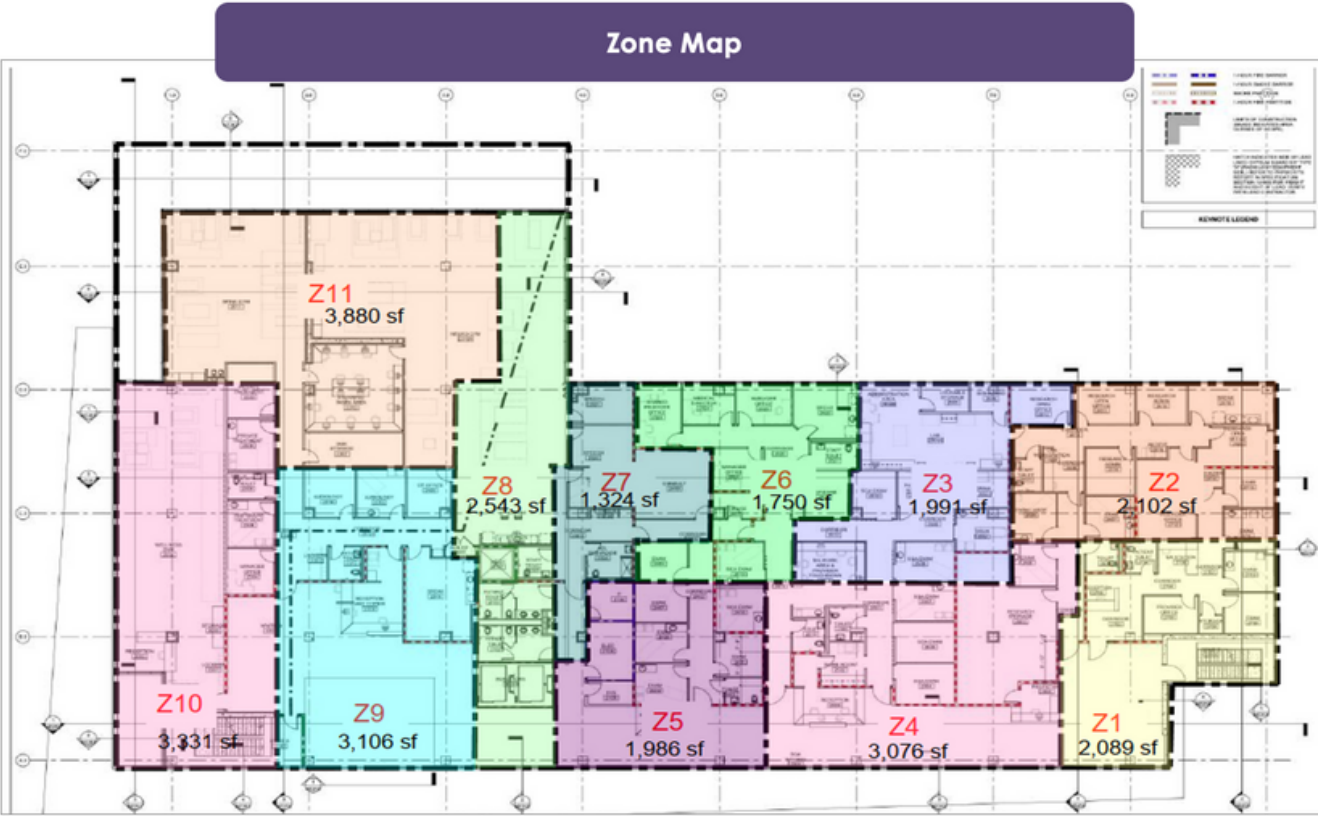
Final Paint, Final Clean 1st Pass & Incomplete Worklist

15

Arch Punchlist, Corrections & Final Clean

ASK QUESTIONS & HAVE A DISCUSSION					TRADE PARTNER WEEKLY TACTICAL				
1. Ask where your bottleneck zone is					1. Make the weekly work plan: 1 - Week				
2. Ask what's your slowest trades					2. Review last week				
3. Discuss any owner changes with the trades					3. Review current week				
4. Remind the team of any key project planning items					4. Review current progress				
5. Discuss key handoffs for the next two days					5. Fill out any one-off activities				
6. Discuss any new activities starting									
7. Discuss any quality meetings needed for new work									
8. Discuss deliveries and ask where they go									

WEEKLY WORK PLAN (JAN 16-20)						HANDOFFS				
PHASE	AREA	ZONE	TRADE	#	ACTIVITY	M	T	W	T	F
Interiors	All Building	All Building								
	AREA 1	Zone 1	Framing	1	Remove re-shores, Floor Prep, Final Patch Ceiling & Layout Walls				RR	
	AREA 2		FS	2	Install Fire Sprinkler Main and Branch Lines & Install Priority Walls					FS
	AREA 1	Zone 2	Framing	1	Remove re-shores, Floor Prep, Final Patch Ceiling & Layout Walls					RR
	AREA 3	Zone 3								
	AREA 1	Zone 4								
	AREA 2	Zone 5								
	AREA 1	Zone 6								
	AREA 2	Zone 7								
	AREA 3	Zone 8								
	AREA 1	Zone 9								
	AREA 2	Zone 10								
	AREA 3	Zone 11								
	ONE-OFF ACTIVITIES	AREA 3	Zone 1							
AREA 1		Zone 2								
AREA 2		Zone 3								
AREA 3		Zone 4								
AREA 3		Zone 5								
AREA 1		Zone 6								
AREA 2		Zone 7								
AREA 3		Zone 8								



DAY PLAN

AFTERNOON FOREMAN HUDDLE

1. Make the day plan: 1 - Day

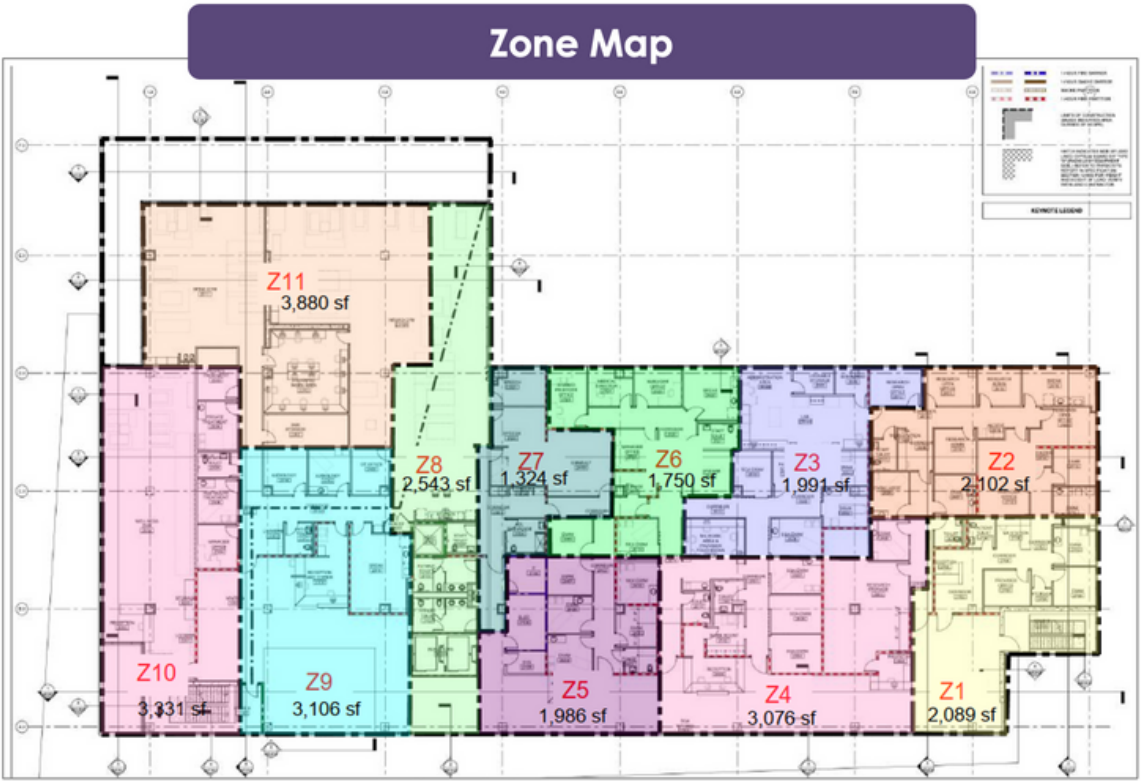
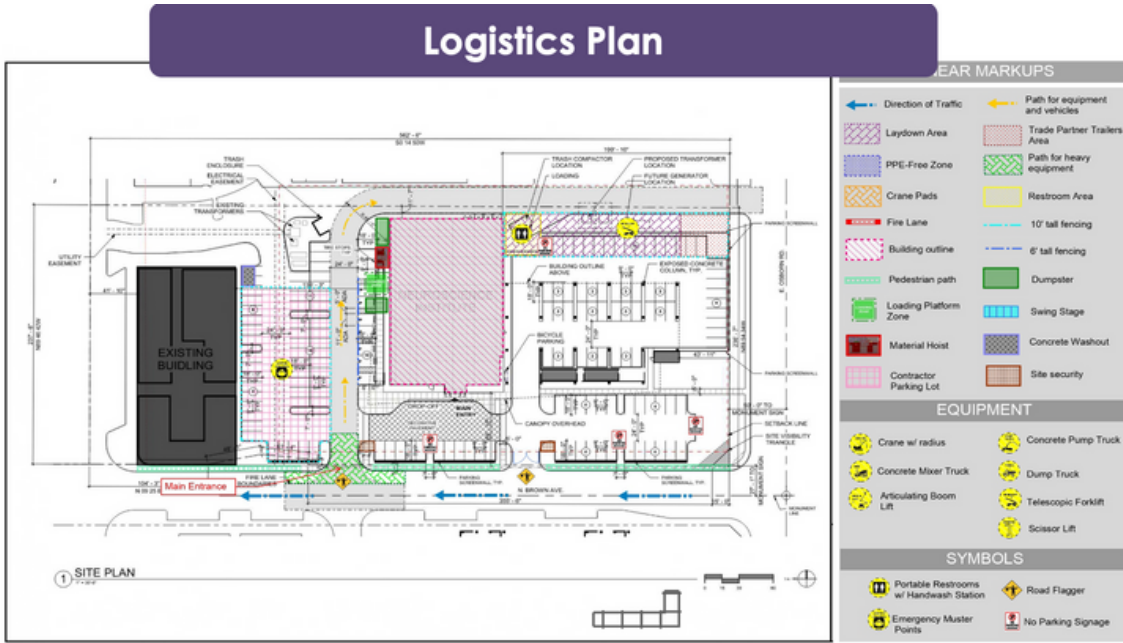
2. Review today

3. Discuss tomorrow

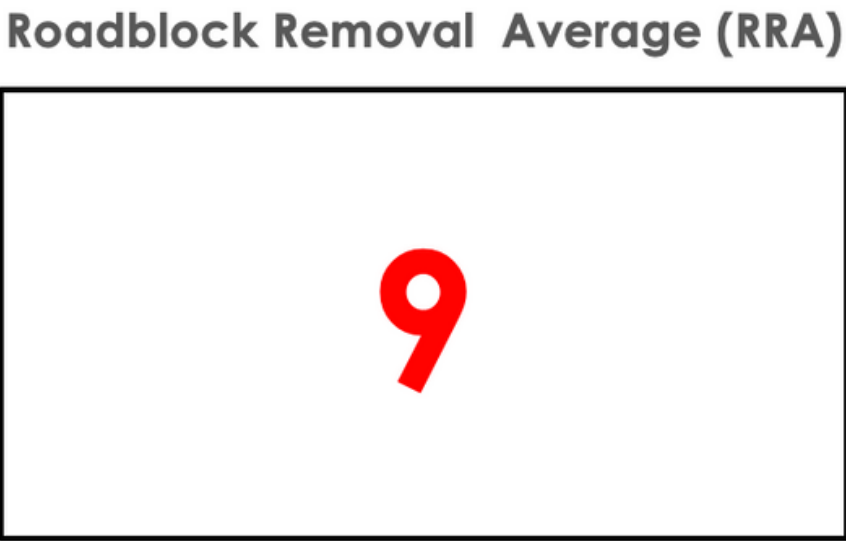
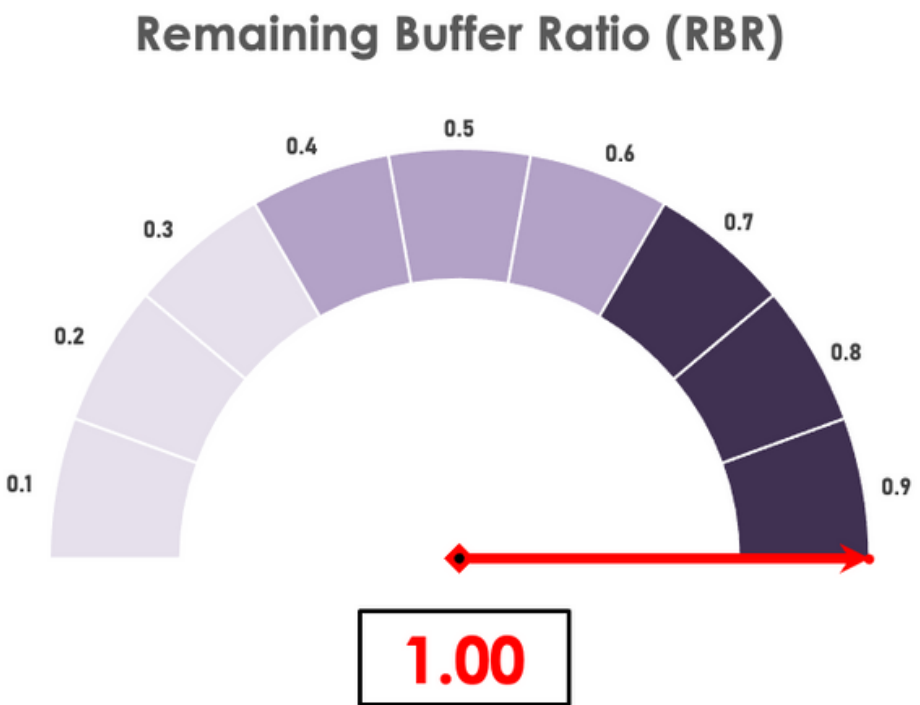
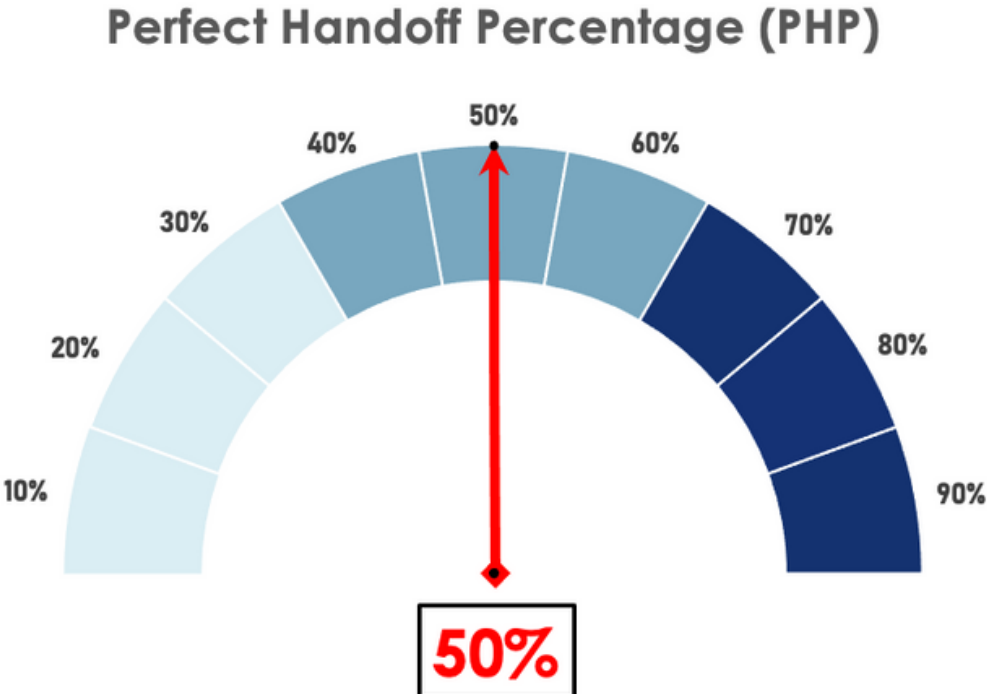
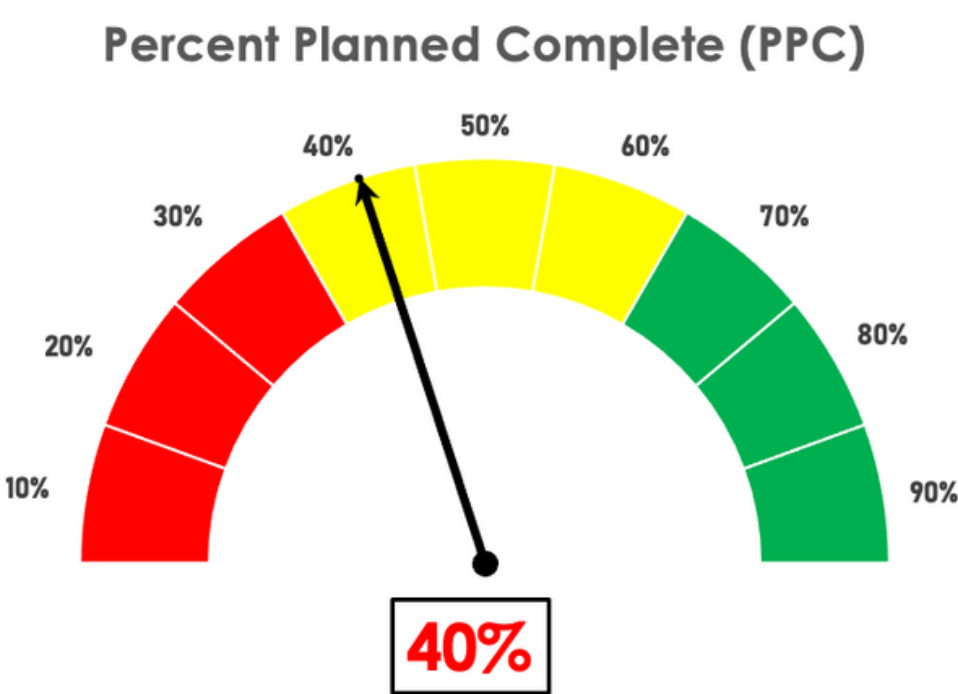
4. Fill out the day plan according to the agenda

5. Fill out any one-off activities

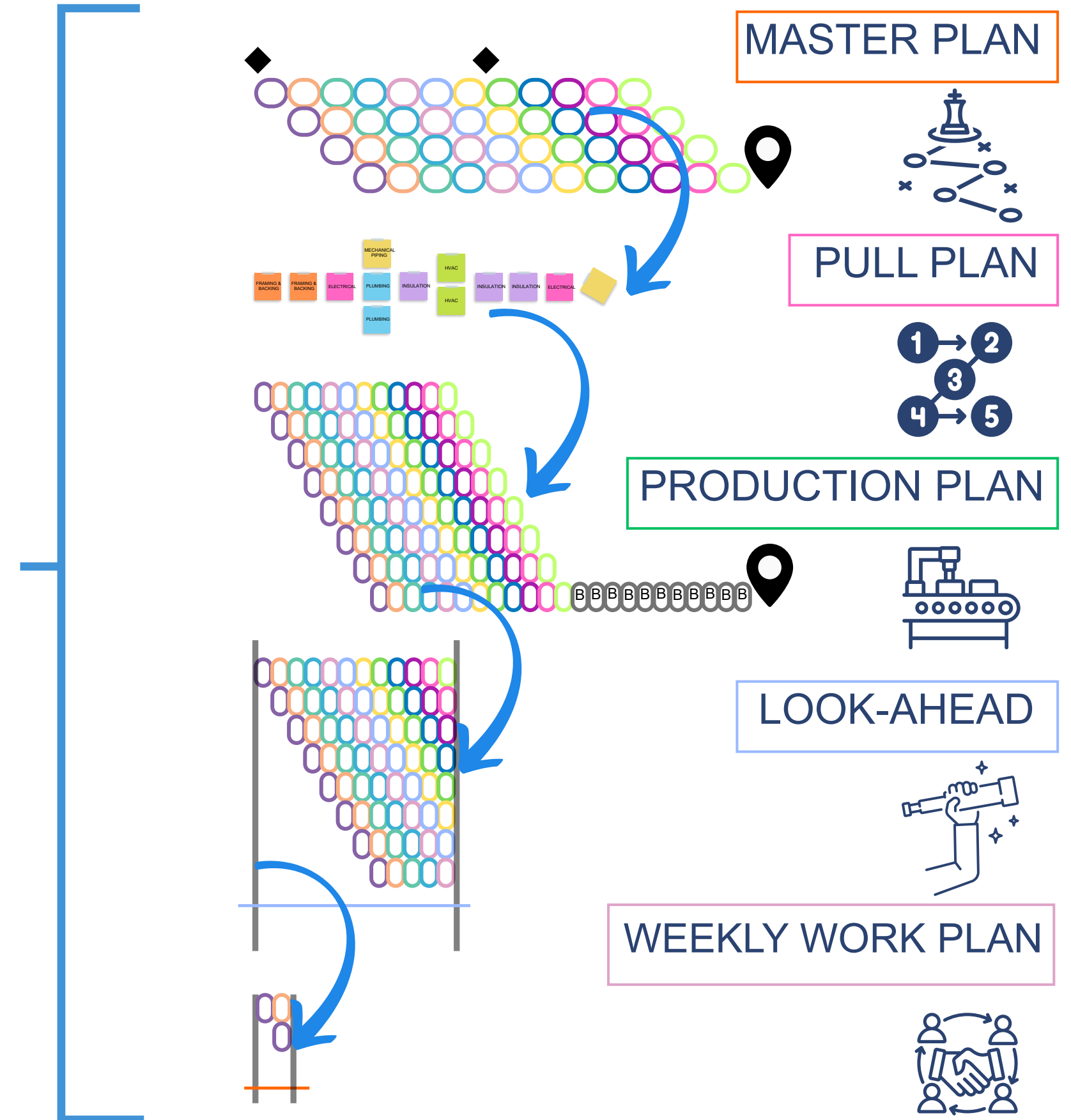
DAY PLAN	
SHOUT OUTS	The Concrete crew is out to a great start. They are cleaning as they go when stripping. Fire Sprinkler Trade is killing it with material staging.
FEEDBACK	Ask crews for feedback on bathrooms and lunch area...
SAFETY FOCUS	Biggest safety focus is being careful around stripping operations and removing all nails from wood stripped.
PERMITS	Electrical contractor has a dig permit at South exterior starting at 8am. Sign-off required before beginning. Also, Structural Steel Contractor has a hot work permit at South Stair. No access and fire watch to stay 30 minutes later.
WEATHER	Clear and Sunny
DELIVERIES	Delivery of Duct on First Floor. Place in room designed on Logistics map.
DAY PLAN	Fire Sprinkler is starting in Zone 1. We have a first in place mockup inspection scheduled for Monday. Concrete continues in Zone 2.



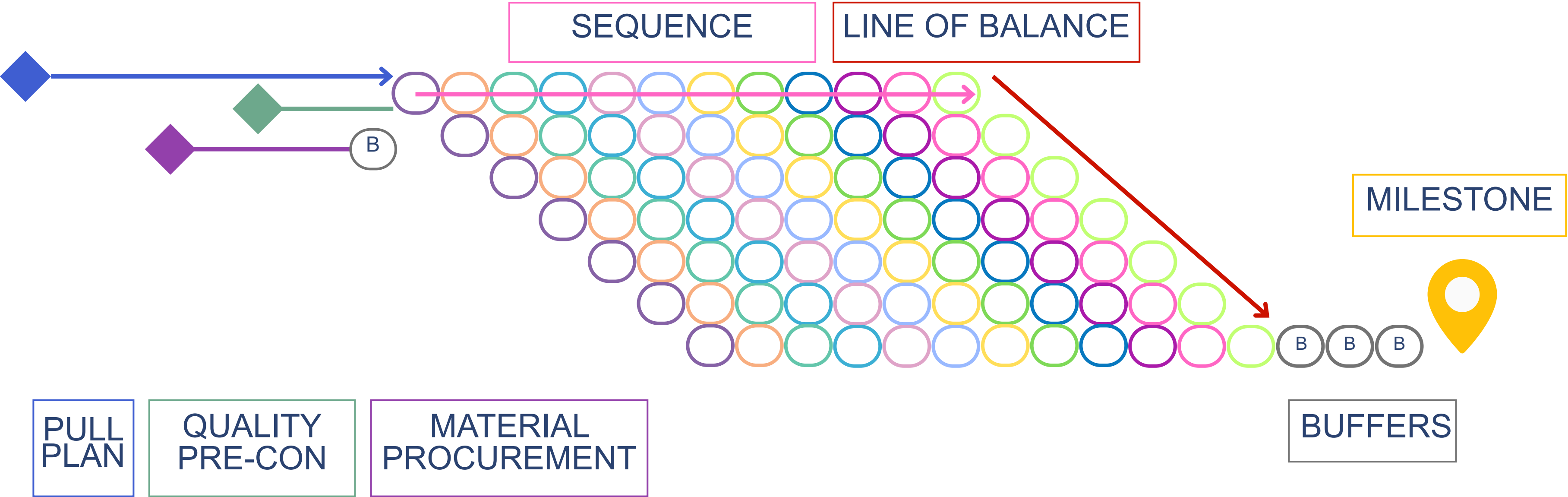
KPI DASHBOARD



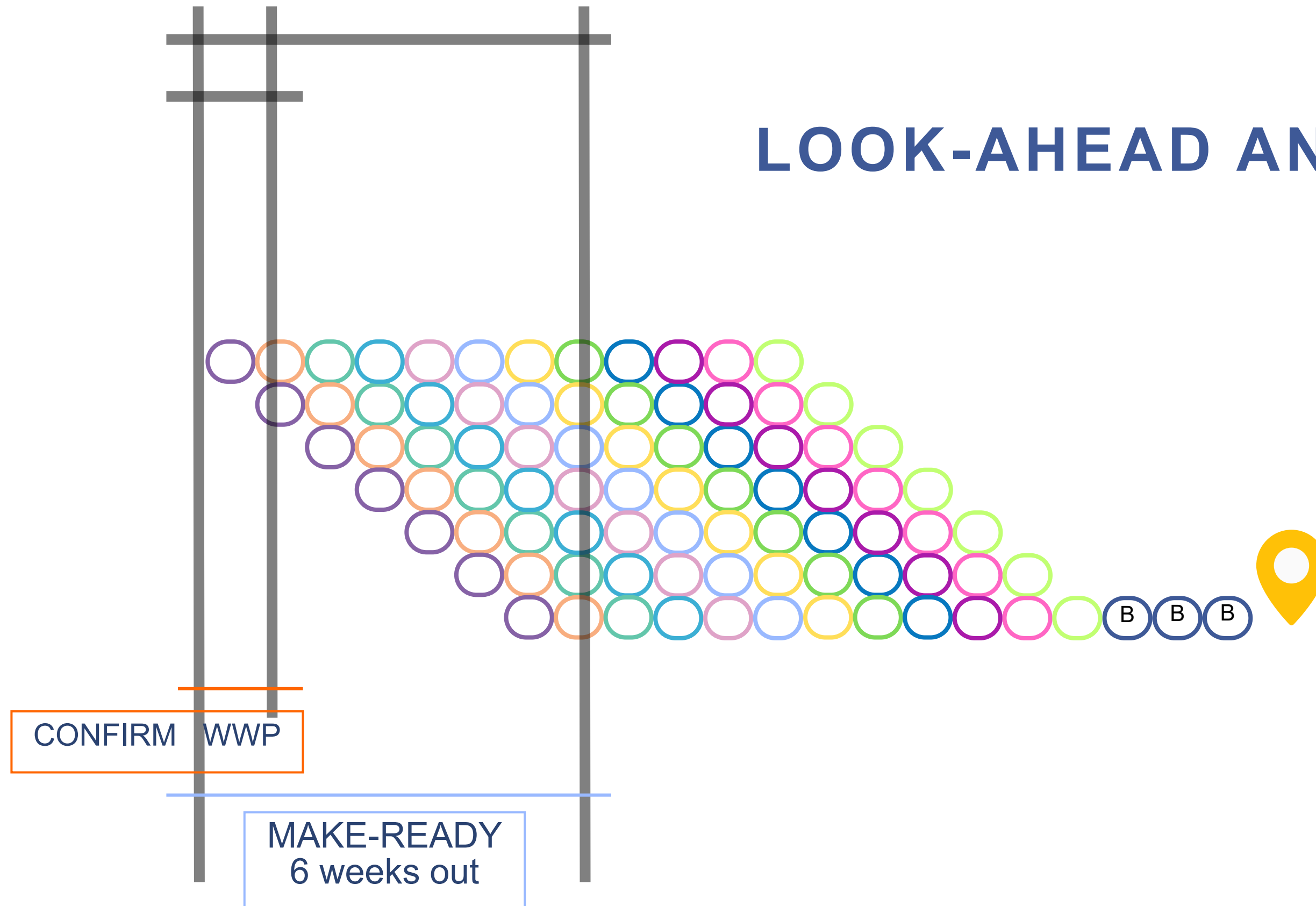
THIS PAGE SHOWS
THE FLOW ON ONE
PAGE SO YOU CAN
VISUALIZE IT.



PRODUCTION SYSTEM

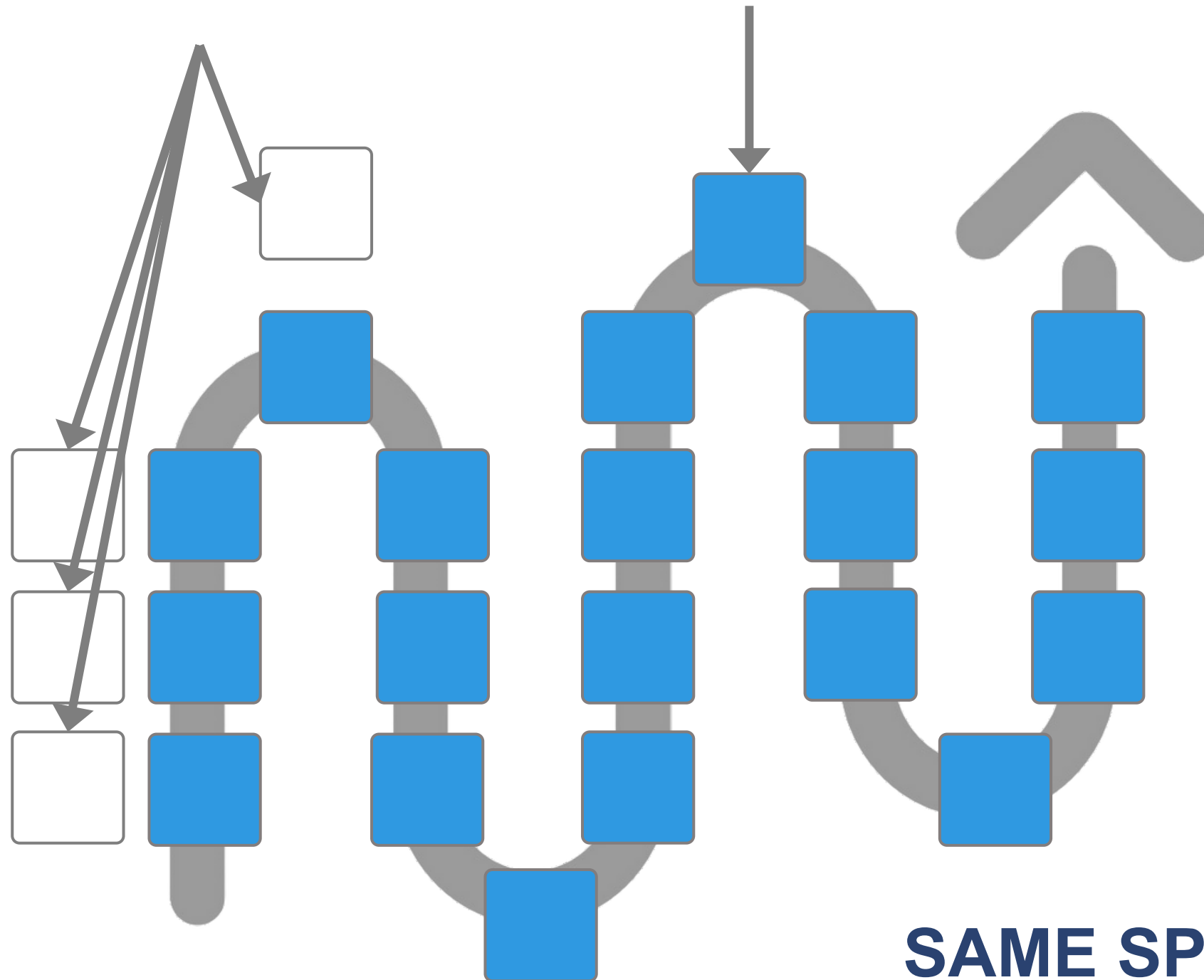


LOOK-AHEAD AND WWP



**Processes -
Fixed Units**

**Car -
Flow Unit**

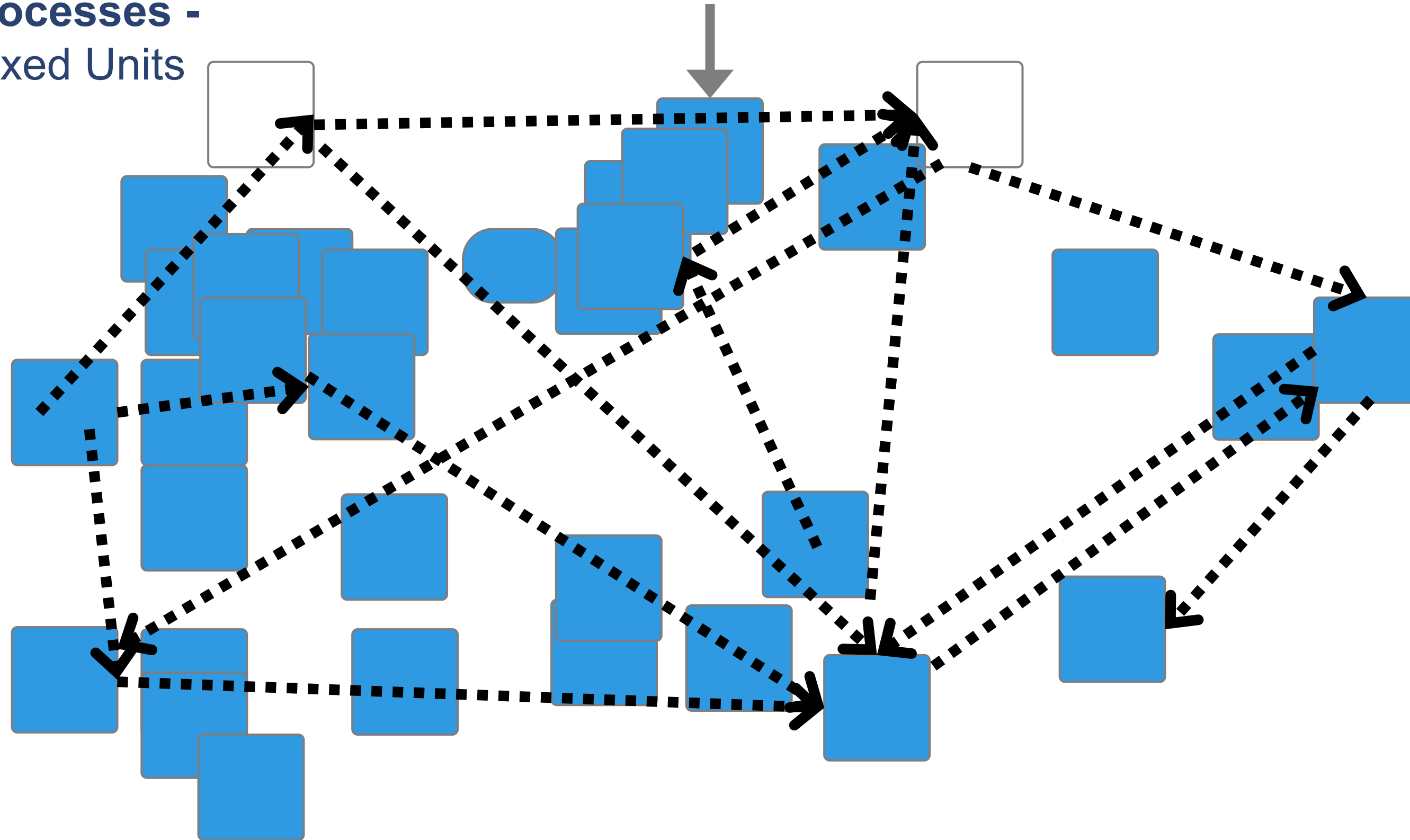


The key to this type of manufacturing is the ability to go the same speed and distance apart from each other as they pass through the plant.



Processes -
Fixed Units

Car - Flow Unit

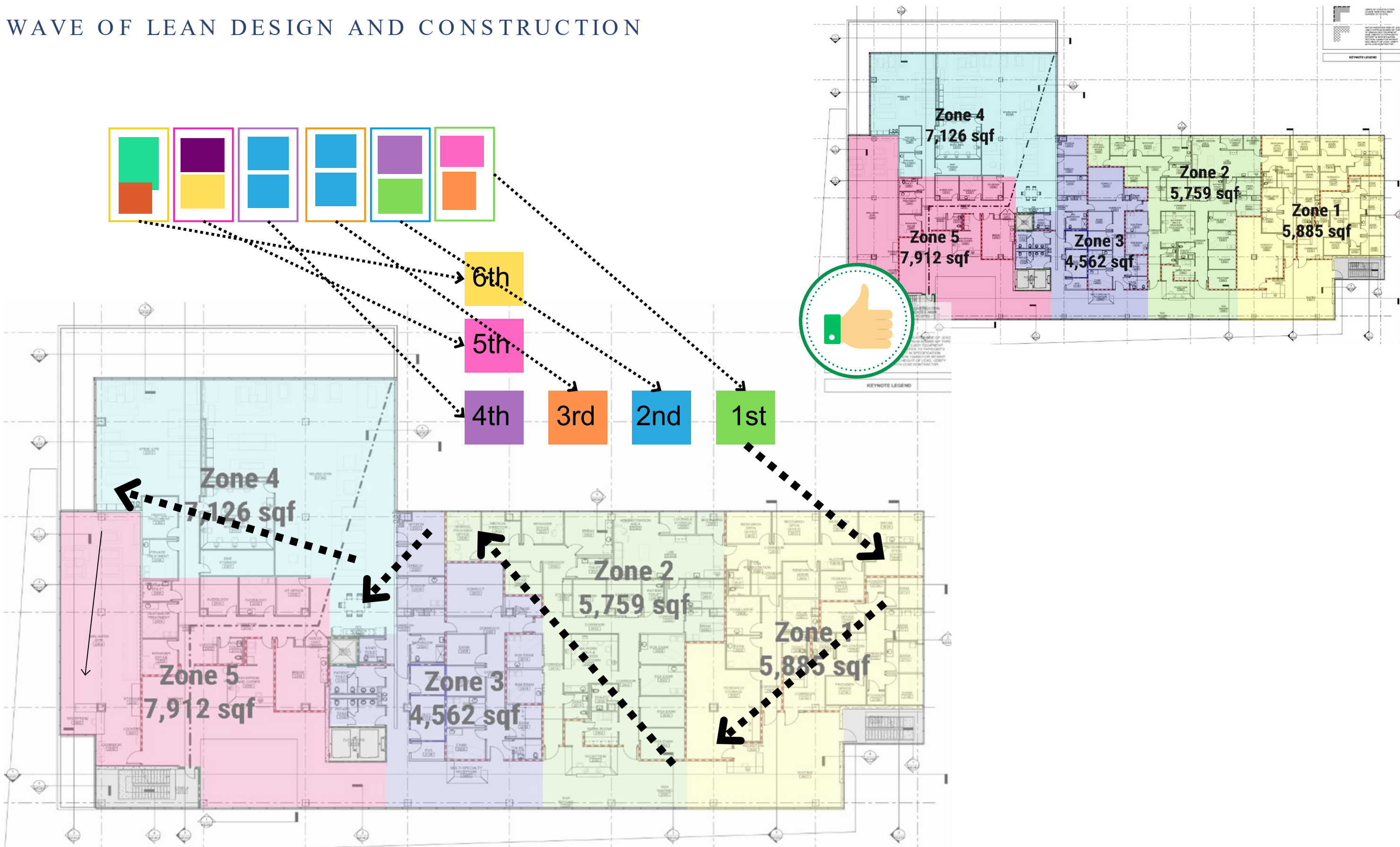


LEVEL 2

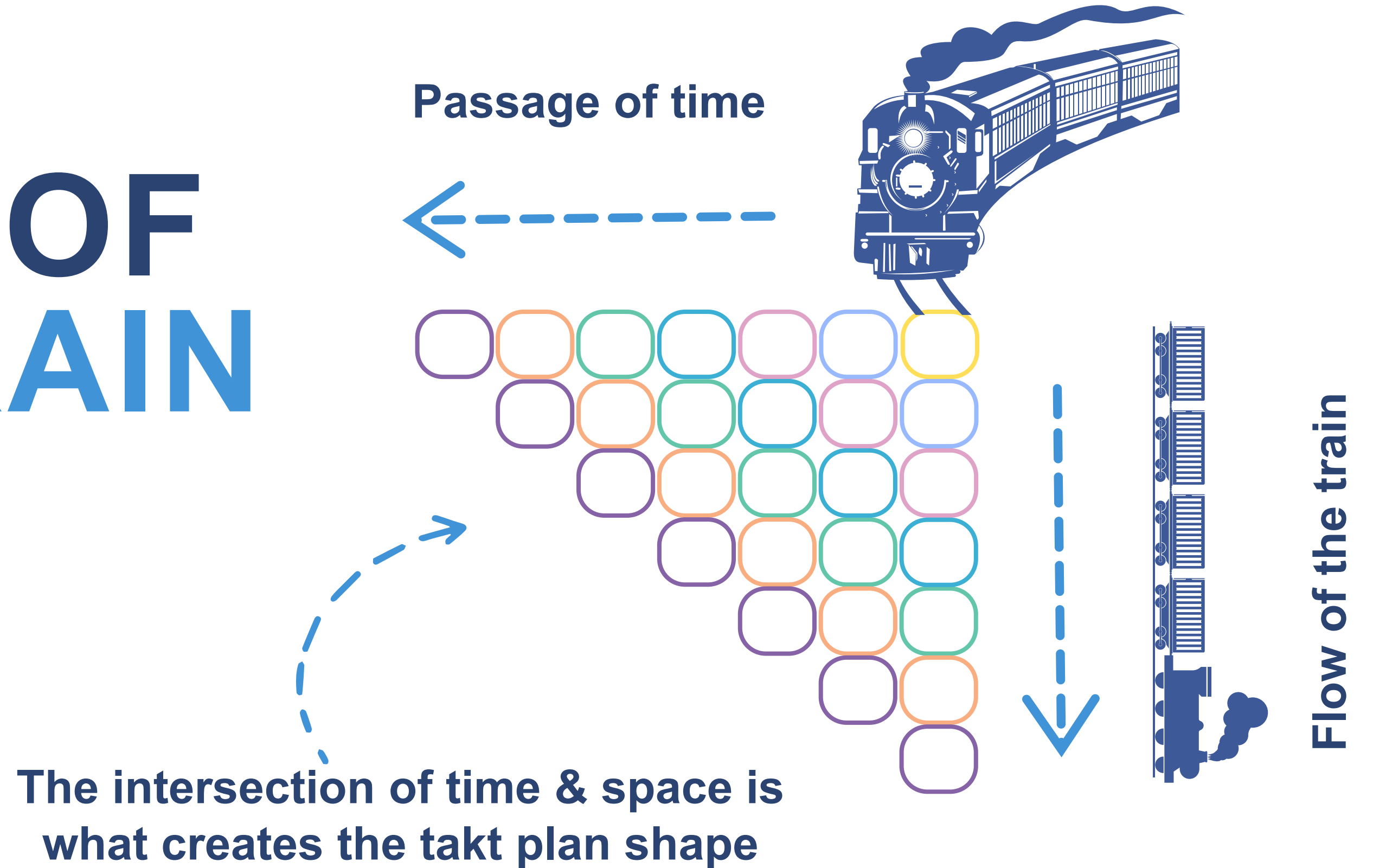


LEVEL 3





FLOW OF THE TRAIN

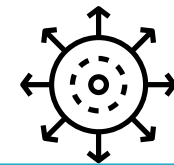




FPST[™] | TPS[®] | LPS[®]

First Planner System[™]

External factors



Power to See the Paradigm

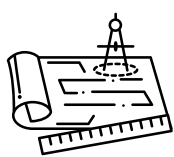
Mindsets & Paradigms

Goals of the System

Structure of the System

Rules of the System

Design & Pre-con



Project Proposal

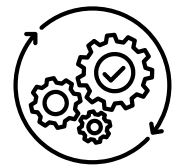
Build the Design Team

Enable Design

Builder Planning

Start Strong

Production System



Team

Build the Project Team

Team Balance

Individual Balance



Plan

The Production Plan

Lean in Contracts

Manage Risks



Supply Chain

Procure Resources

Prefab

Logistics



Culture

Win over The Workforce

Clean, Safe, & Organized Project

Onboarding & Orientation

Trade Partner Preparation process



Buyout

Pre-Mobilization

Pre-Con Meetings

First in Place

Follow-Up Inspection

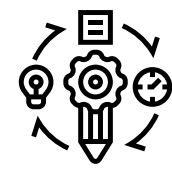
Final Inspection

Safety

Quality

takt production system[®]

Takt Planning



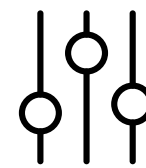
Takt Plan Creation

Plan Use & Management

First Planner[™] & Last Planner[®] Collaboration



Takt steering and control



Constraint Management

Roadblock Removal

Zone Control

Delay Management

accountability



Zero Tolerance

Daily Correction System

Quality at the Source

Contractor Grading

Team Health Score

kaizen



Quality

Continuous Improvement

Customer Needs & Wants

kpis



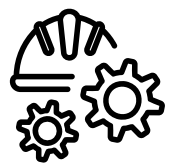
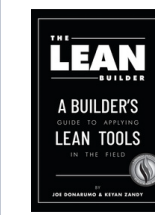
Conditions of Satisfaction

Leading Indicators

Lagging Indicators



Last Planner[®] system

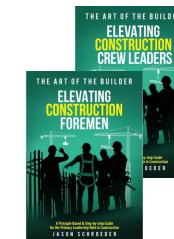


Meeting & Huddle System

Collaboration

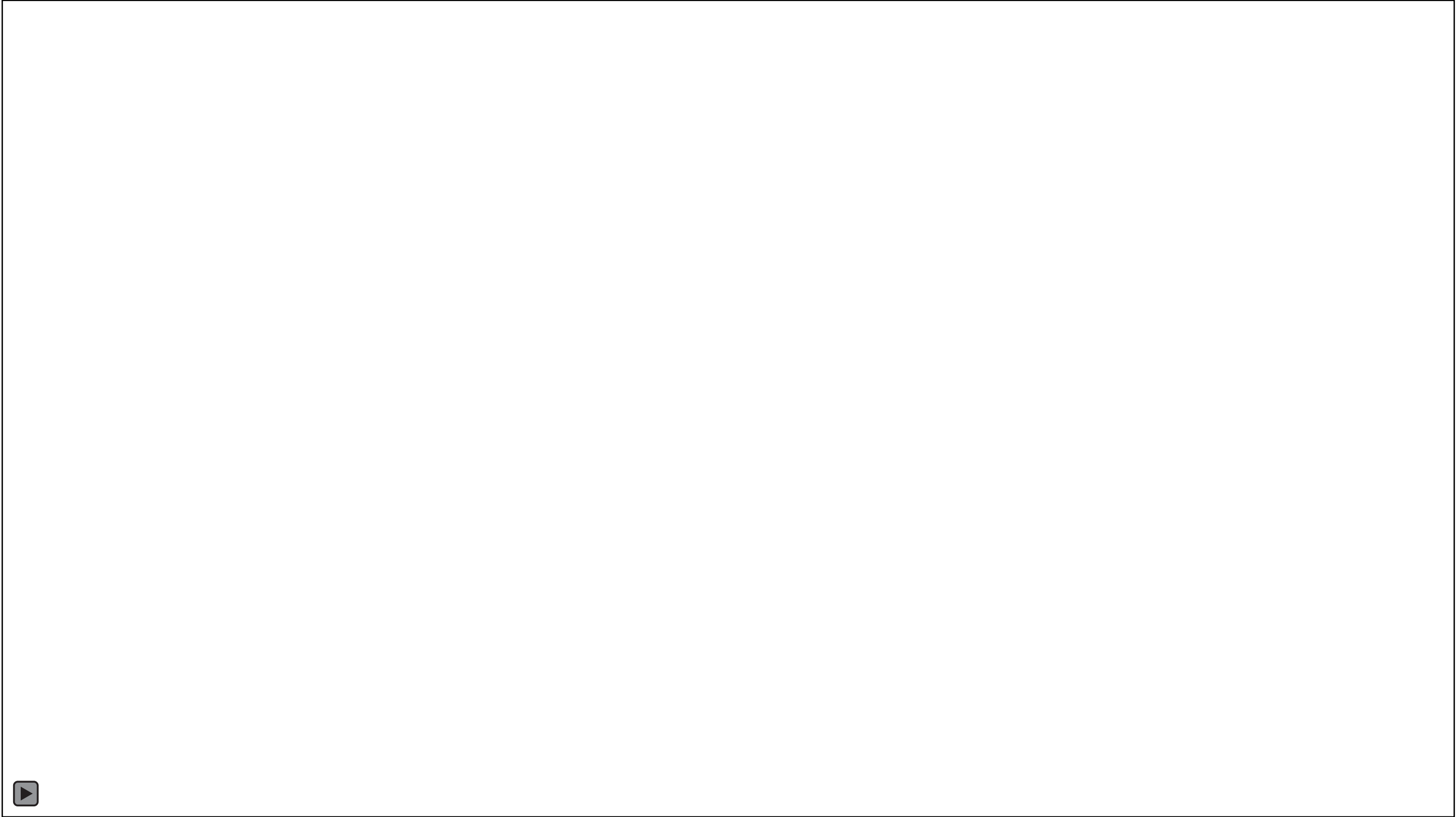
Planning Deliverables

Foremen



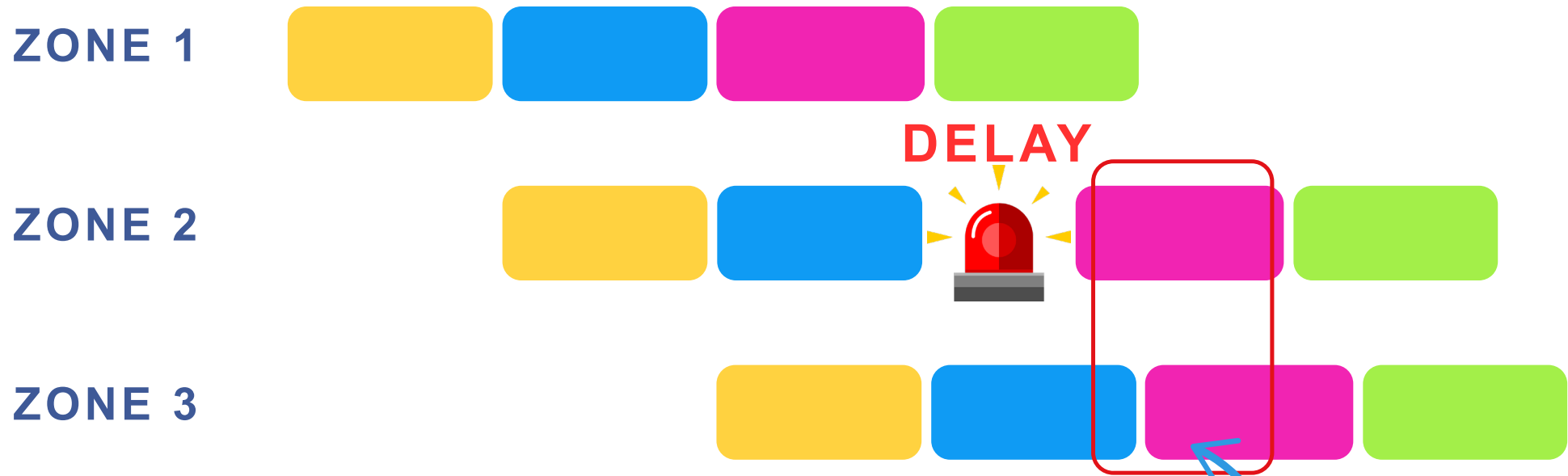
LUCY'S LAW

TAKT STEERING & CONTROL



What We Attempt After a Delay

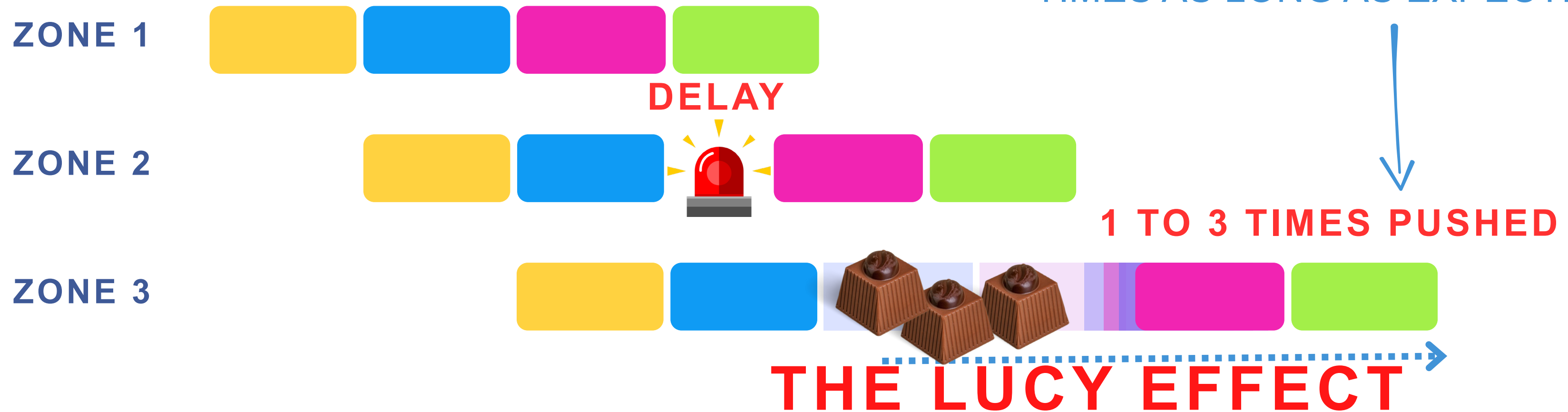
MONTH					MONTH																				MONTH						
WEEK 4					WEEK 1					WEEK 2					WEEK 3					WEEK 4					WEEK 1					WE	
M	T	W	TH	F	M	T	W	TH	F	M	T	W	TH	F	M	T	W	TH	F	M	T	W	TH	F	M	T	W	TH	F	M	T



YOU TRY TO **STACK OR BURDEN** A TRADE TO **OVERCOME A DELAY-**

WHAT WILL HAPPEN

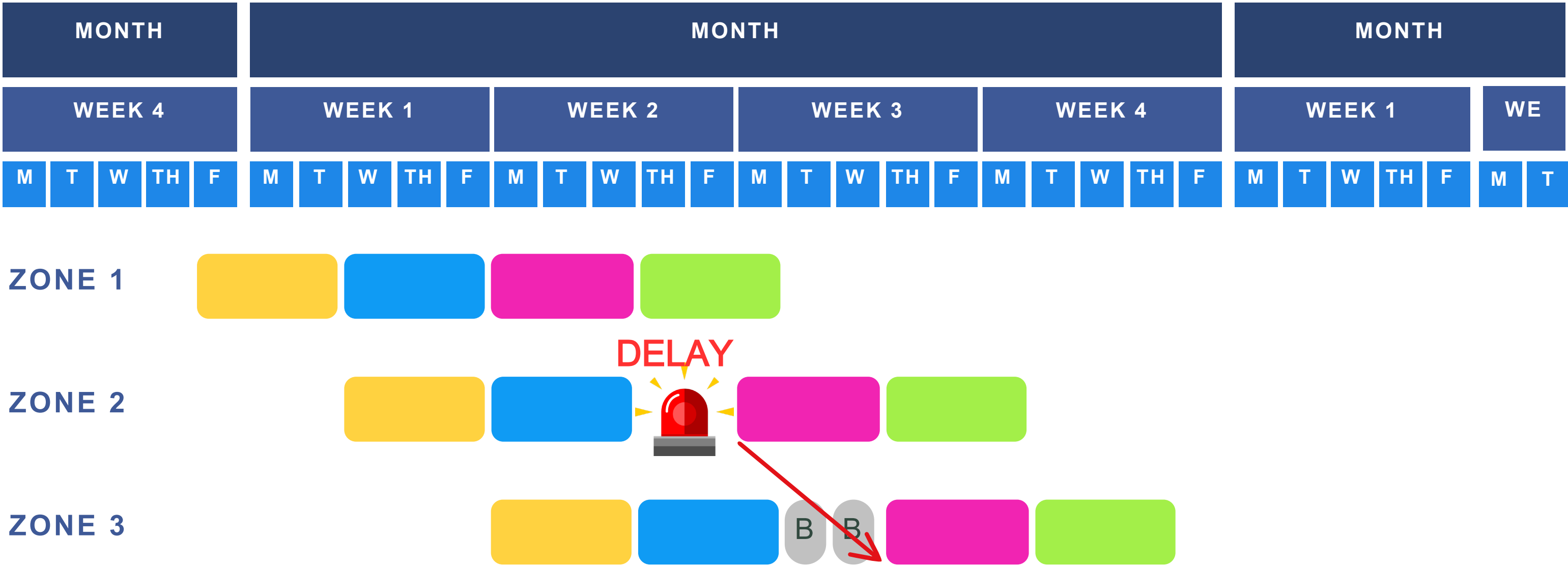
IF YOU TRY TO KEEP THE ORIGINAL SCHEDULE BY ADJUSTING THE TRADE, YOU WILL EXTEND WORK BEYOND THE ORIGINAL PLANNED TIME. WORK CAN TAKE UP TO 3 TIMES AS LONG AS EXPECTED.



UNDERSTANDING TAKT & LUCY'S LAW

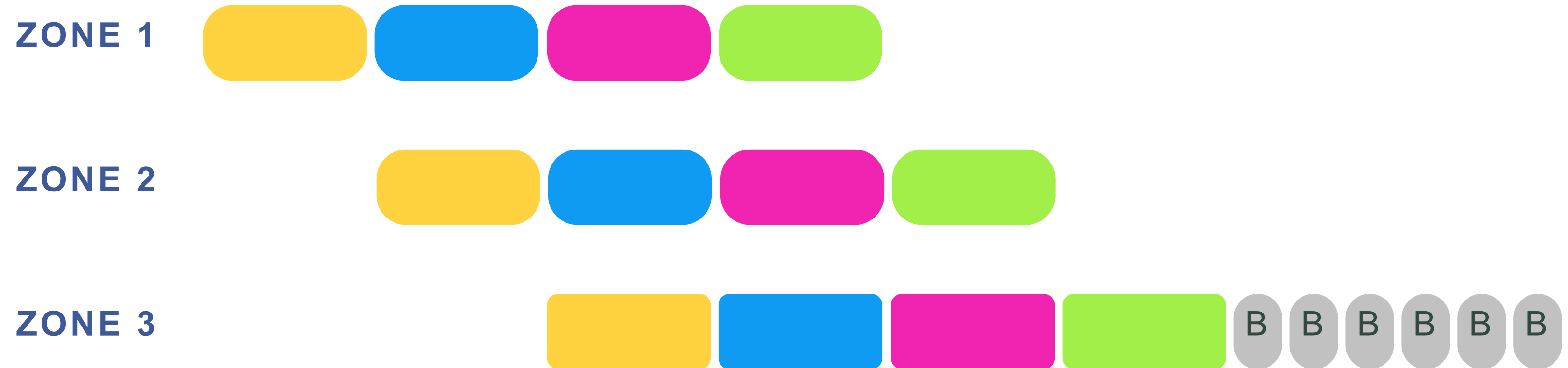


What We Should Do Instead



THE BEST OPTION IS TO MAINTAIN TRADE FLOW AND KEEP CREWS WORKING IN A RHYTHM.

Why It Is Possible with Takt?



WE ARE ABLE TO ABSORB THAT DELAY
BECAUSE WE HAVE BUFFERS BUILT INTO
THE TAKT PLAN.

WHY DOES THE LUCY EFFECT HAPPEN?

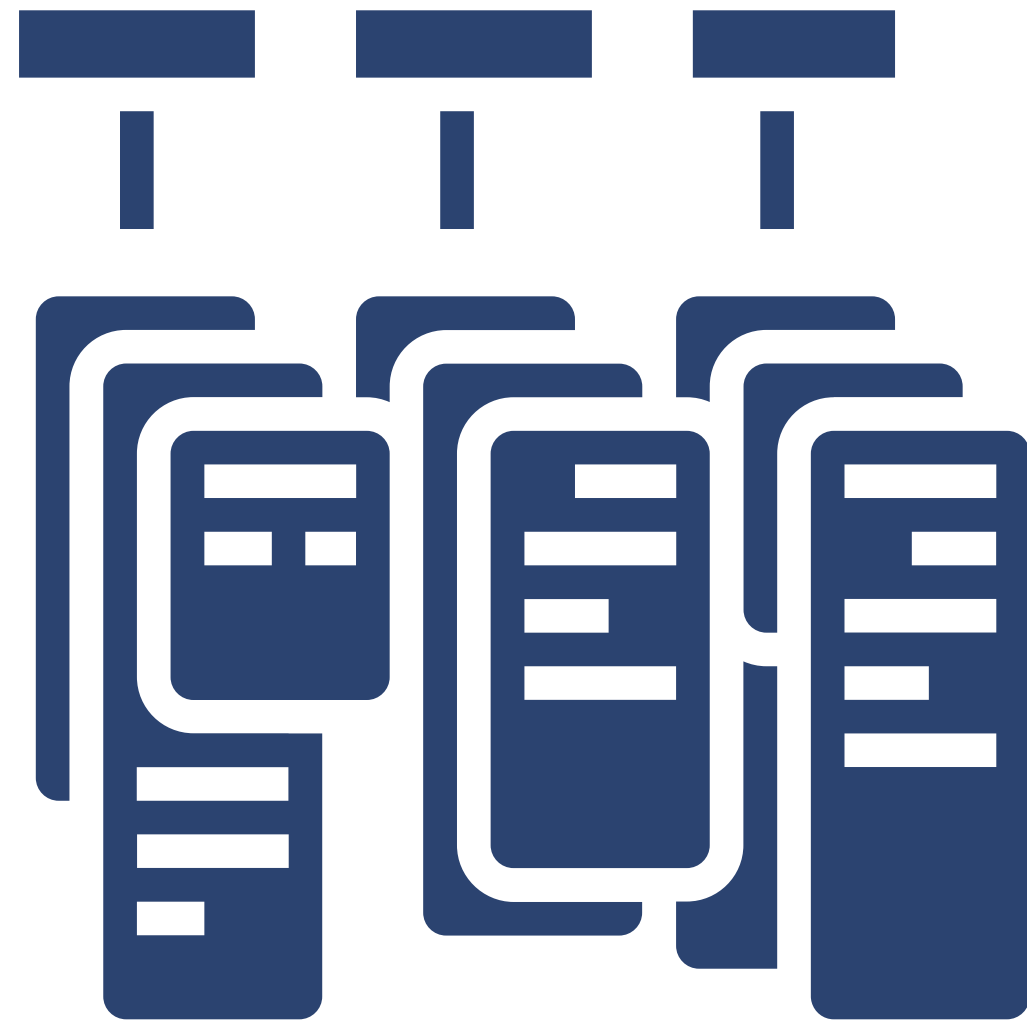


Understanding the Lucy Effect



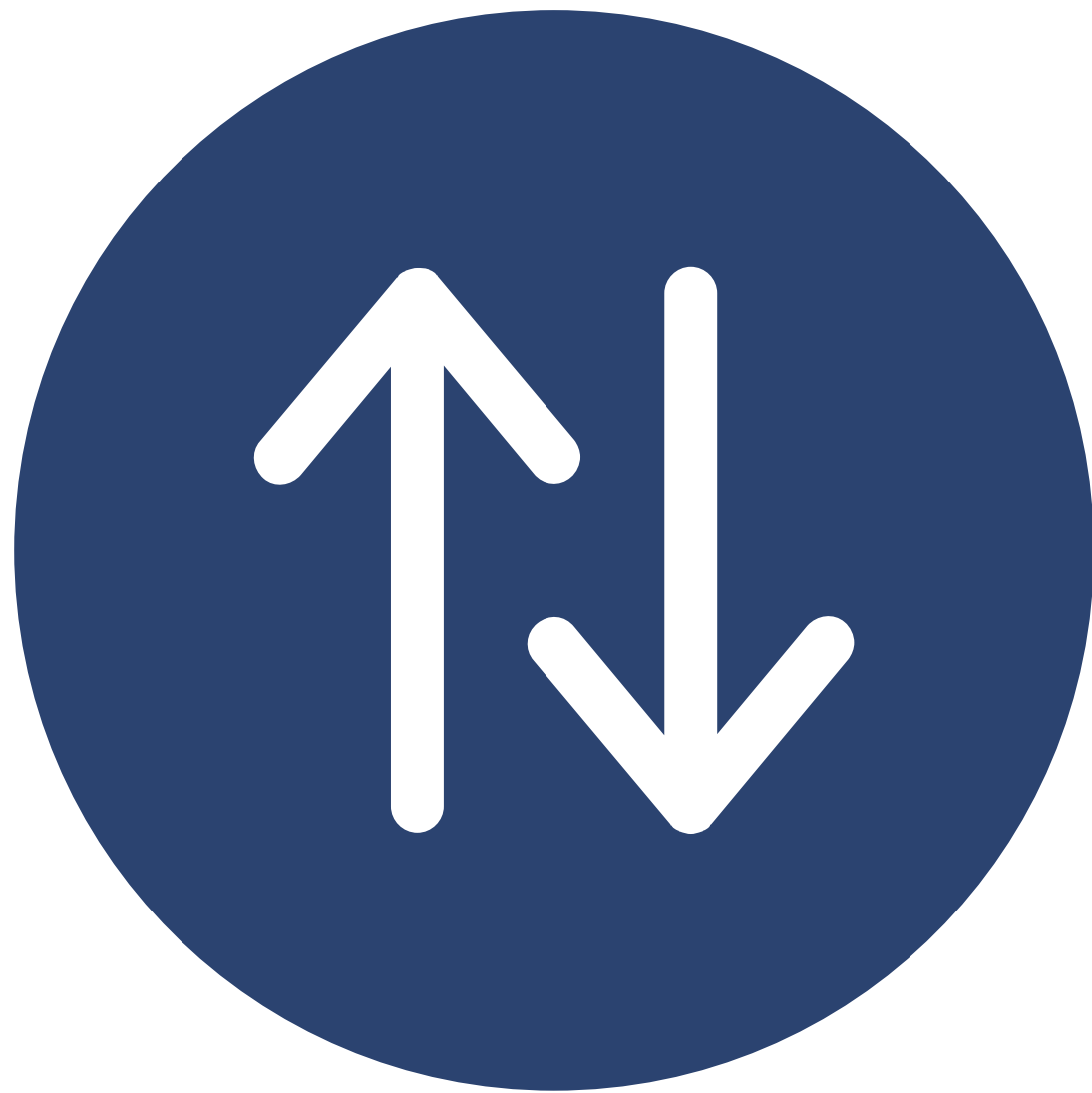
**You bring more
resources.**

Understanding the Lucy Effect



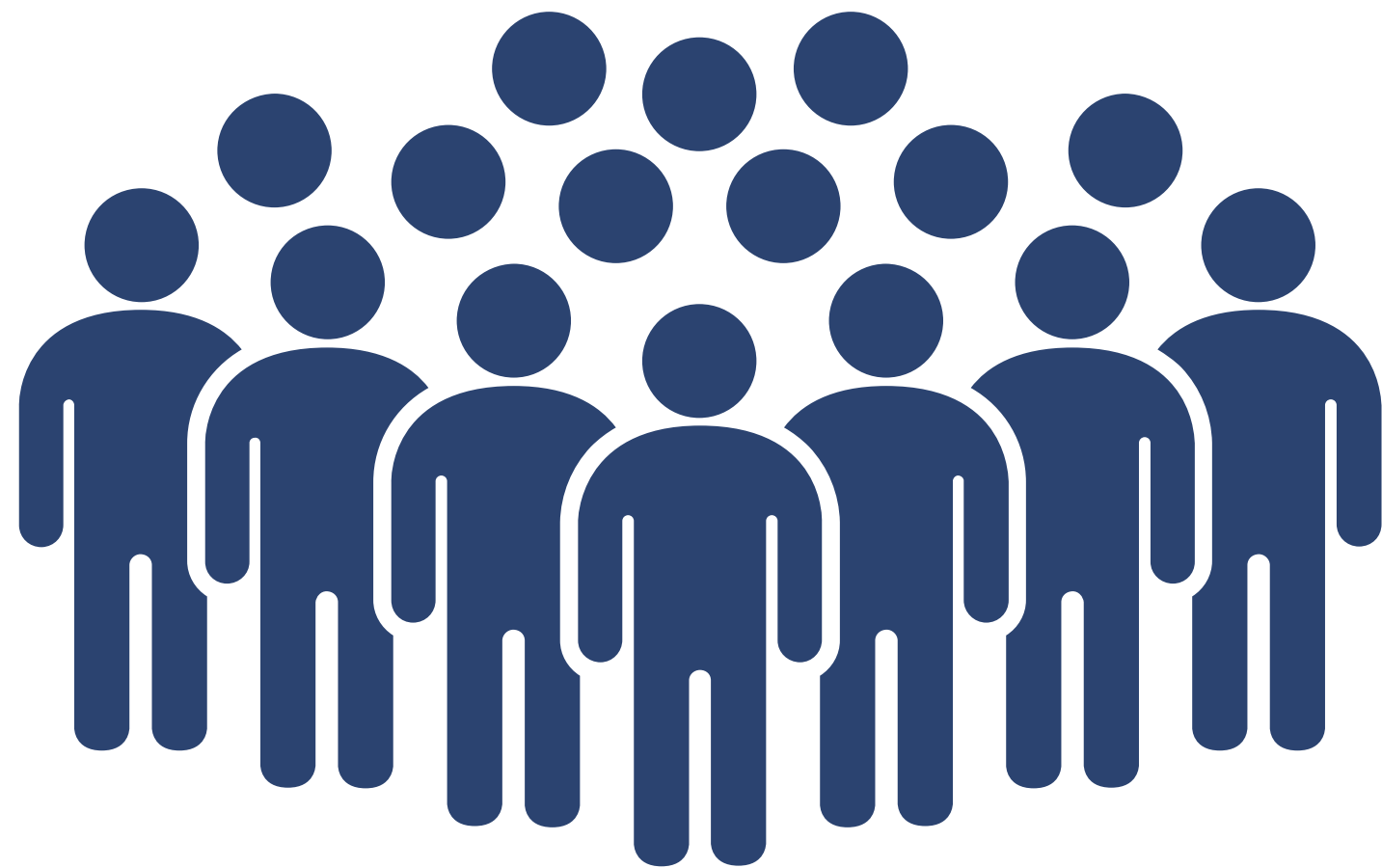
You begin **batching**
work.

Understanding the Lucy Effect



This leads to **context switching.**

Understanding the Lucy Effect



With more people on-site,
or in the crew, the team
size increases, and
**communication gets
more complex.**

Understanding the Lucy Effect



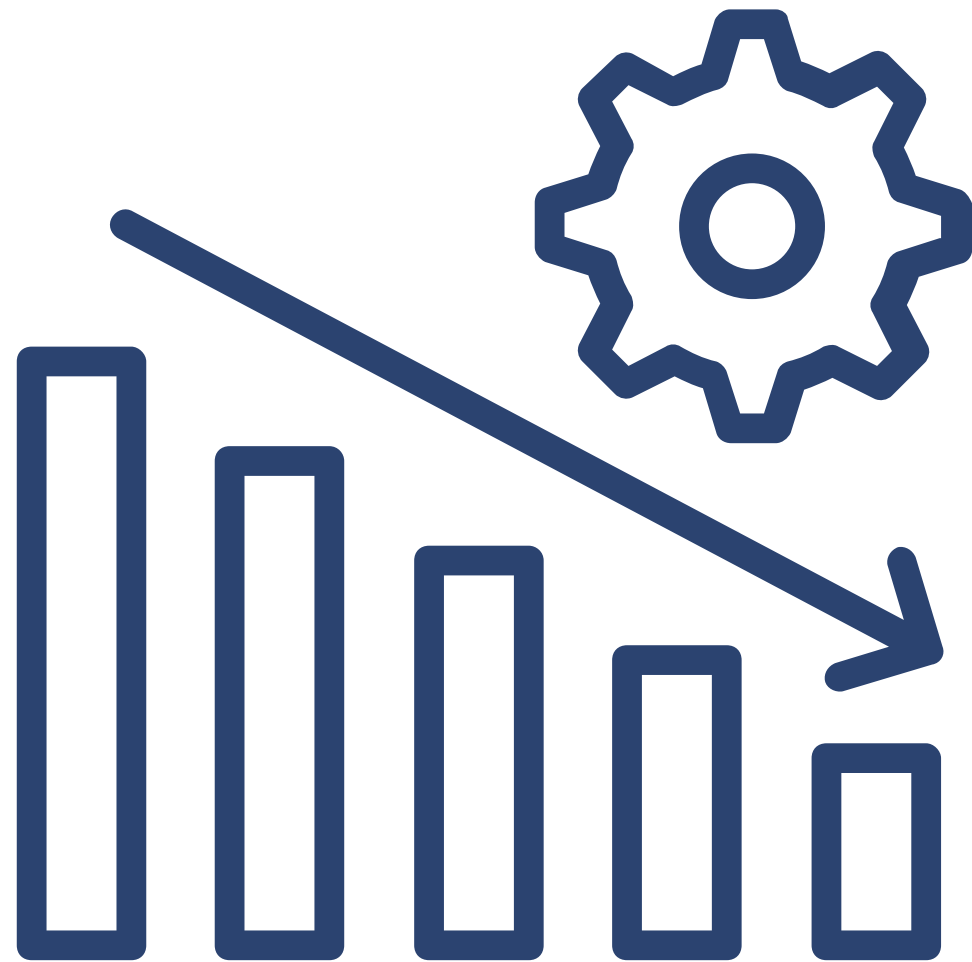
**With more communication
channels to be managed.**

Understanding the Lucy Effect

With more people in crews the composition of **the crews changes and foremen assignments change**. Workers are then separated from their normal environment.

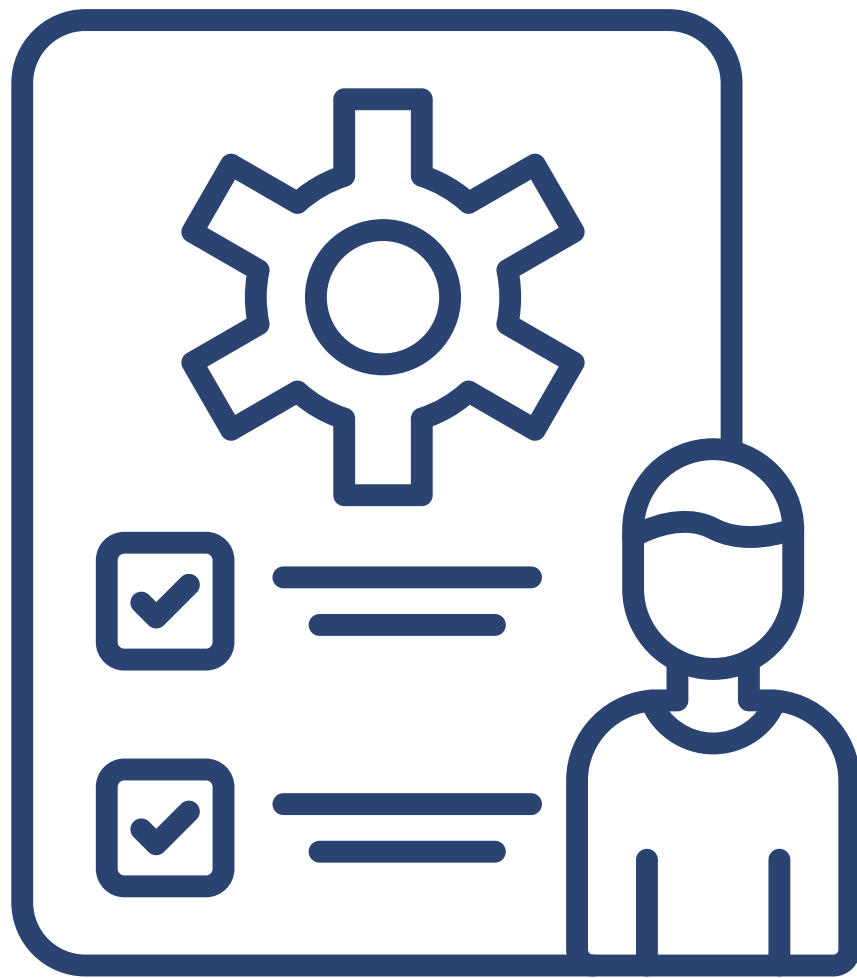


Understanding the Lucy Effect



Without a consistent leader, culture, language, and working habits, the crew loses productivity.

Understanding the Lucy Effect



With new people coming to
crews, they **need to be
onboarded.**

Understanding the Lucy Effect

Onboarding to 100% productivity takes at least 7 days at best. Meaning the newer people are not fully up to speed and productive out of the gate and during crucial times.



Understanding the Lucy Effect



Until new resources reach additional **productivity**, crews typically begin working overtime which **fatigues and overburdens the crew**. This only helps production for a few weeks until it **plummets**.

Understanding the Lucy Effect



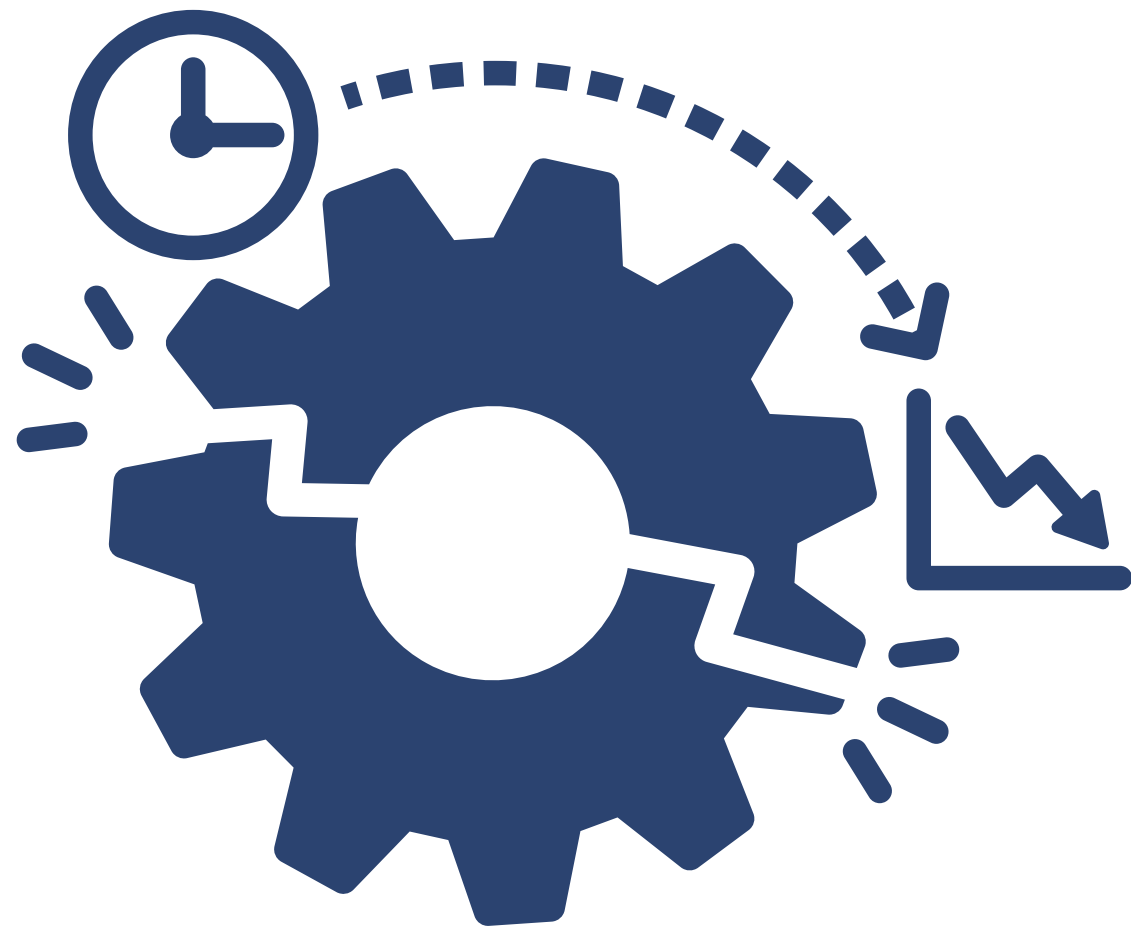
Once overtime begins and new people enter the scene, **the team takes their focus off quality.**

Understanding the Lucy Effect



The crew is now distracted.

Understanding the Lucy Effect



Once distracted they begin installing work wrong and are riddled with rework **which costs 2 to 12 times the original cost and time duration.**

Understanding the Lucy Effect



With all the rework happening the project team loses focus from planning, preventing, and removing roadblocks out ahead and **they begin to experience stops and restarts.**

Understanding the Lucy Effect



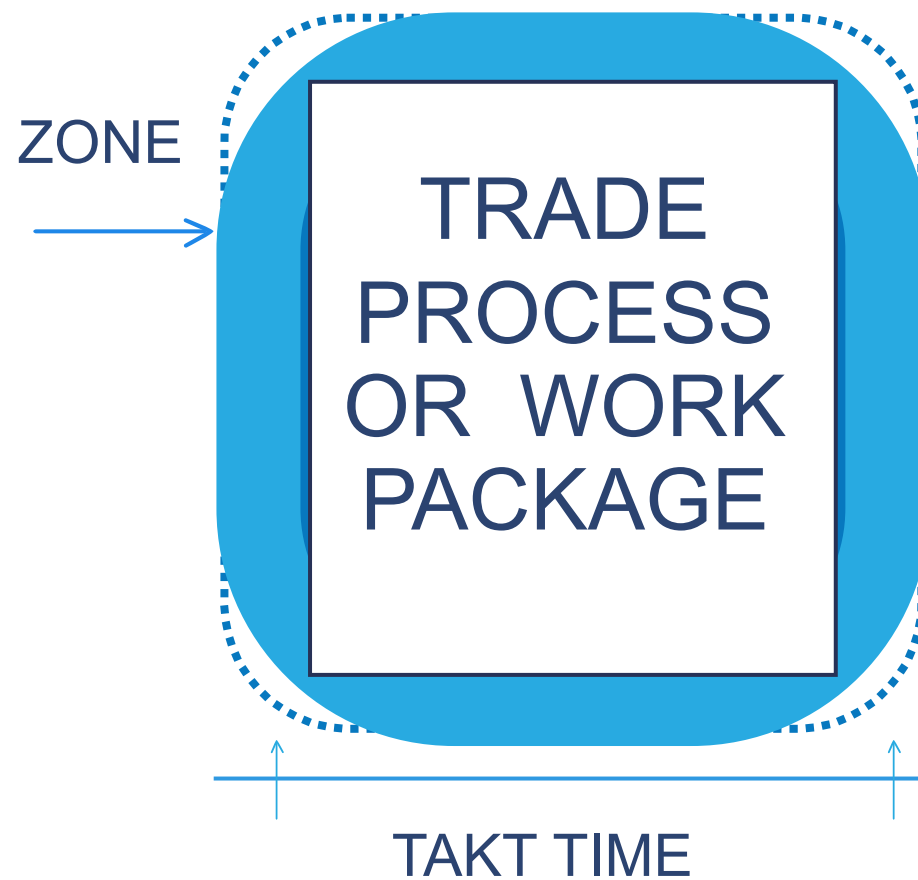
At this point **the project descends into chaos**, much like a dumpster fire inside a burning building, inside a nuclear bomb, during a solar flare.

KINGMAN'S FORMULA

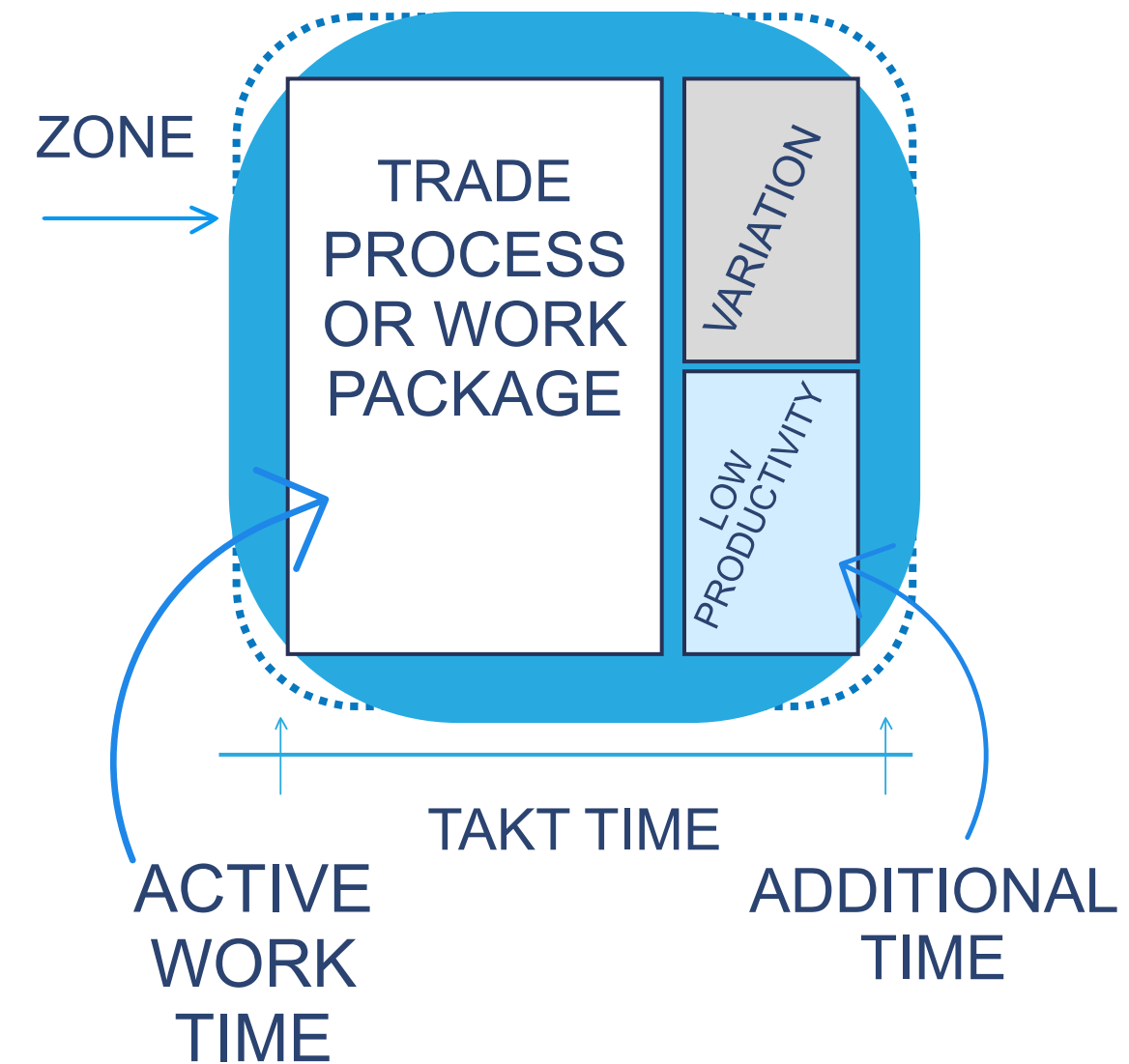


KINGMAN'S FORMULA

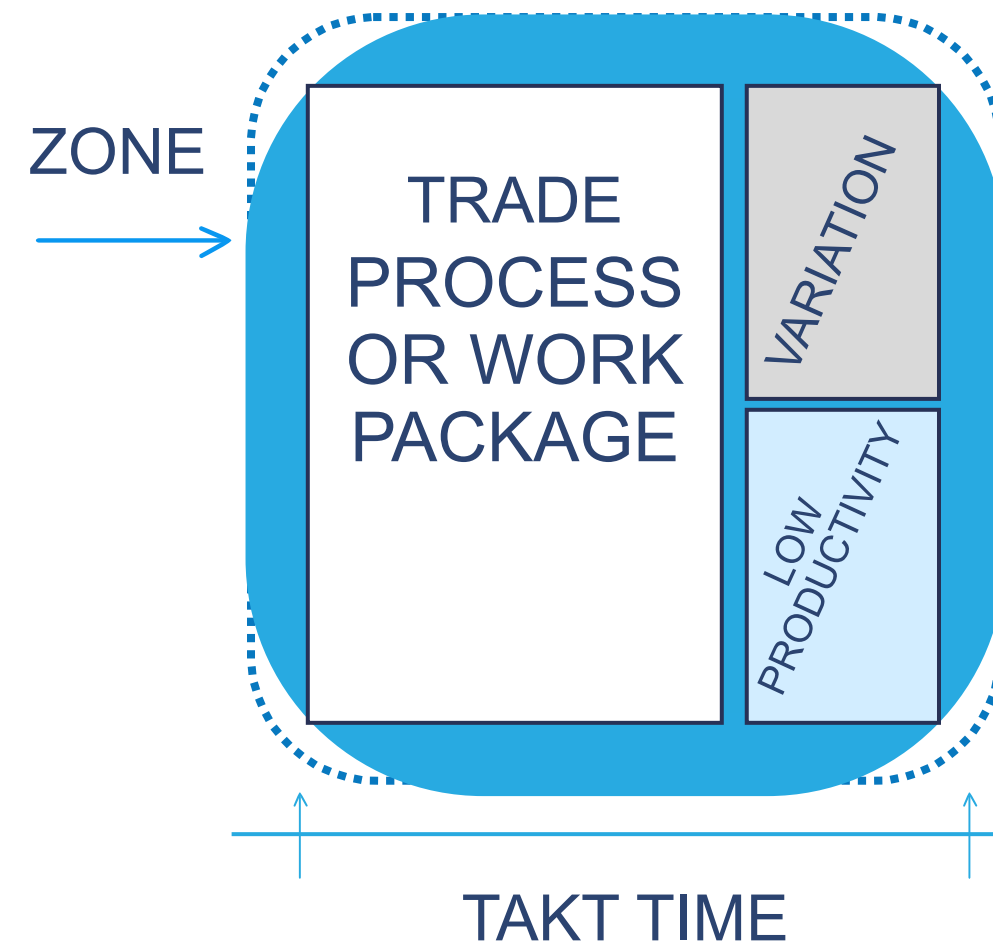
WHAT WE THINK WILL HAPPEN:



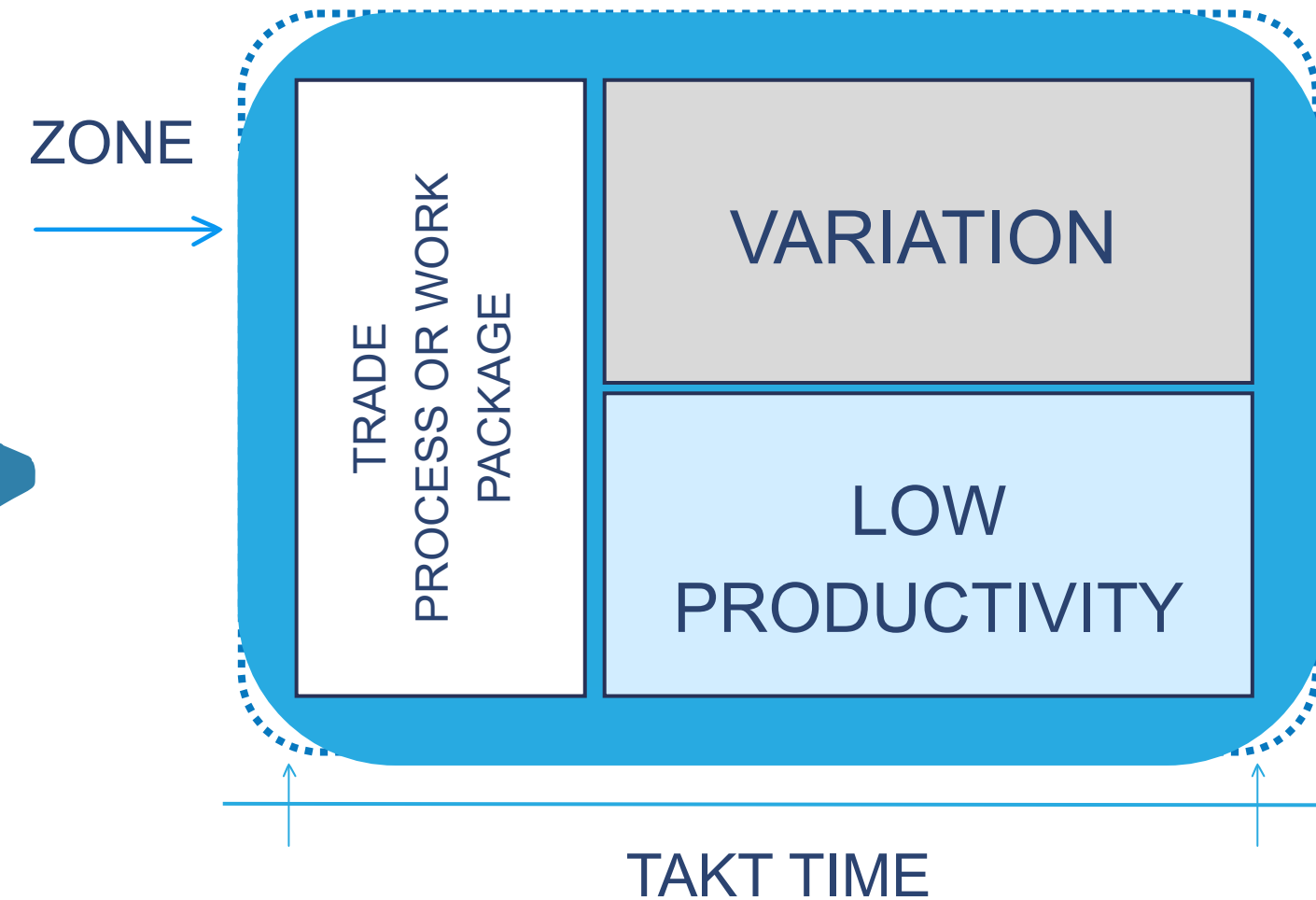
WHAT WILL HAPPEN:

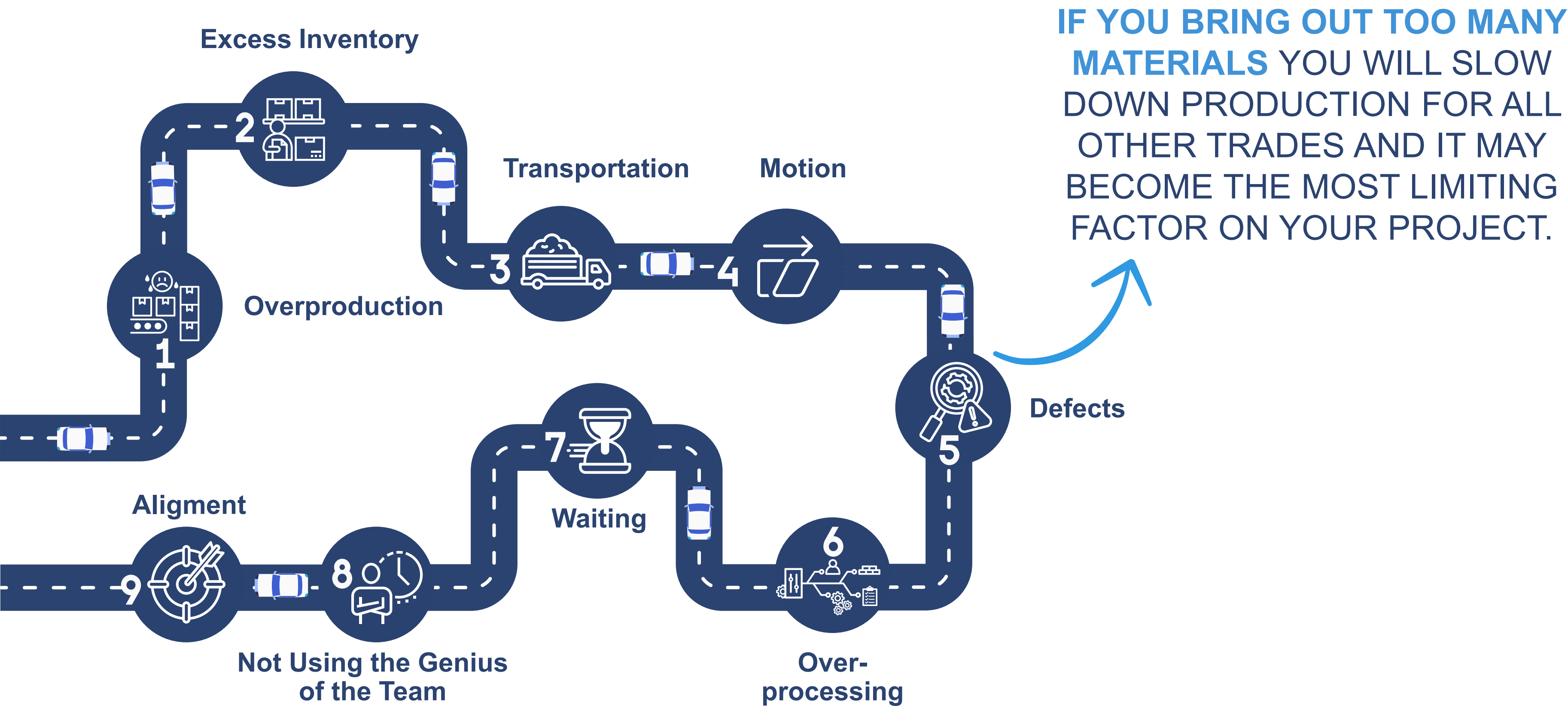


CURRENT CREW WORK:



WHEN ADDING MORE LABOR, YOUR ACTIVITY TIME SHORTENS, BUT YOUR OVERALL CYCLE TIME INCREASES.





PUSHING, RUSHING, & PANICKING LEADS TO...



Inability to focus on tasks.



Increased stress
amongst the team.



Poor decision making due
to clouded judgment.



An erosion of trust
between the leaders, team,
and especially the trades.



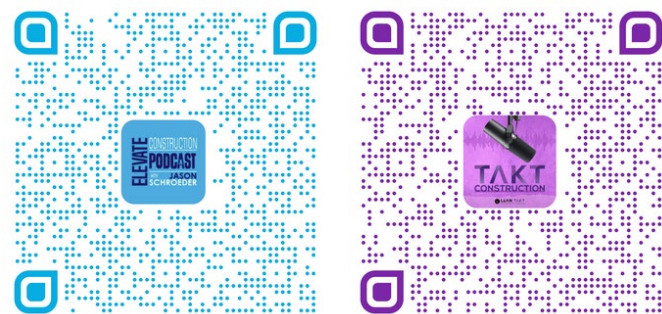
Communication channels
breaking down.



Developing a culture of fear
and anxiety.

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YOUTUBE CHANNELS



Jason Schroeder Channel



LeanTakt Channel



LeanBuilt Channel



LeanSuper Channel

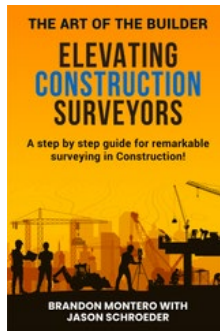
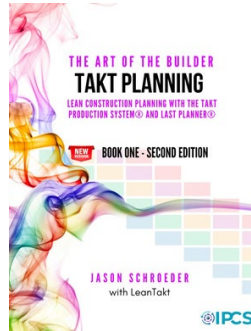
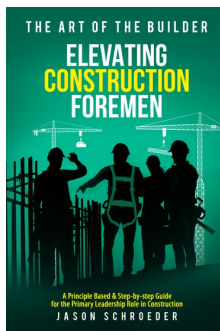
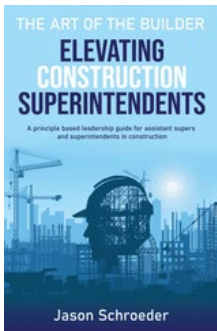
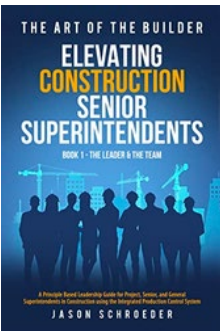
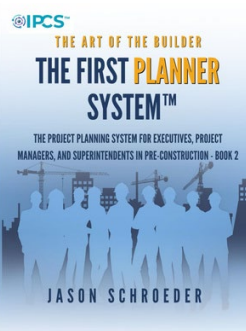


LeanSurvey Channel

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