

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Focused Project Health Walks

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SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

10/24/24

Background Information

- Hotel and Casino Project
- Overhead ceilings were priority



Spinning in Place

Low productivity +
numerous constraints

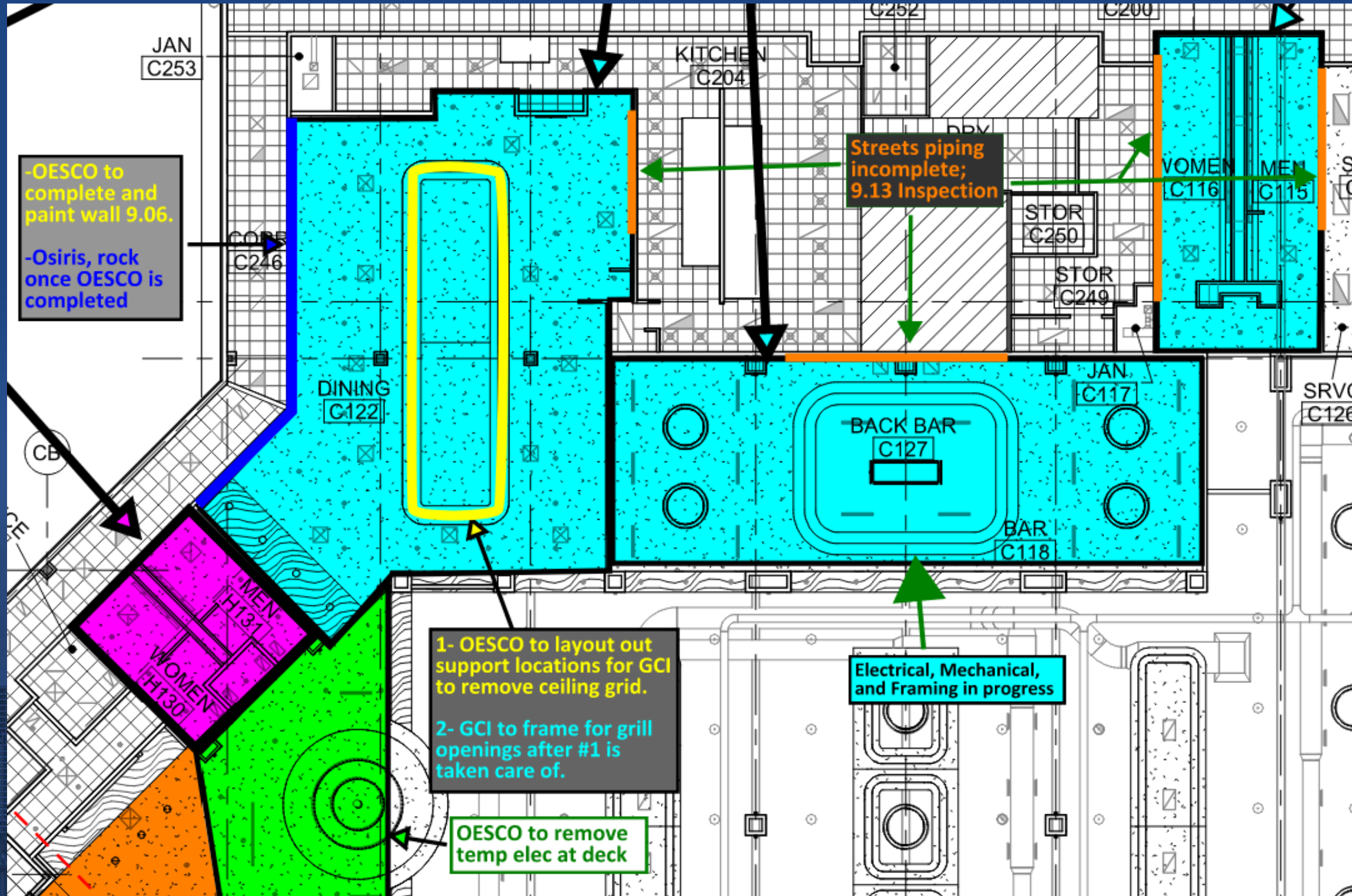
Implement weekly
project health walk
(Inspired by Gemba Walks)

Modifying the process
to find what works 

Common Constraints:

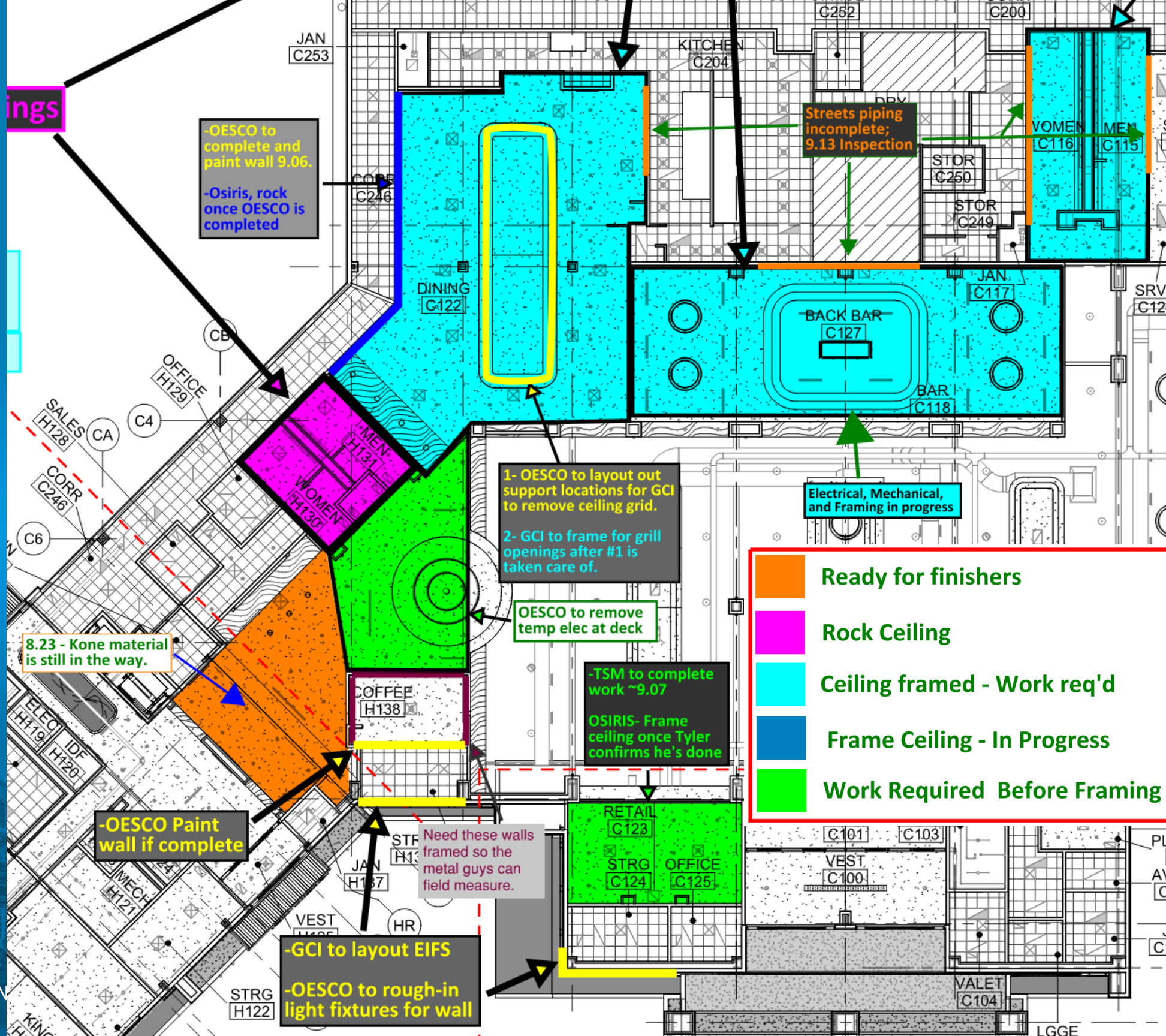
- No material
- Low manpower
- Waiting on O/A direction
- Waiting on another TP

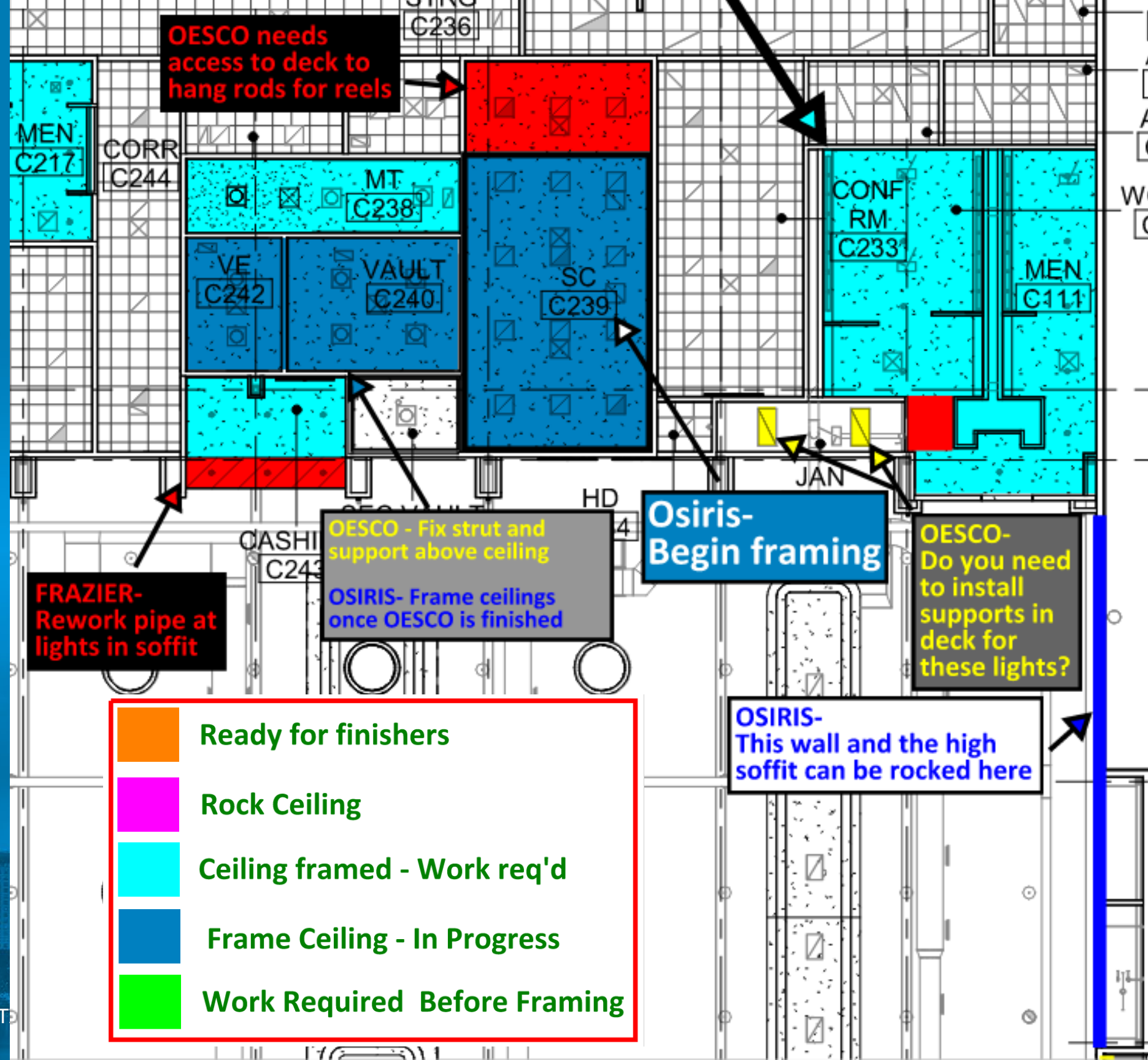
Visual Example



The Process

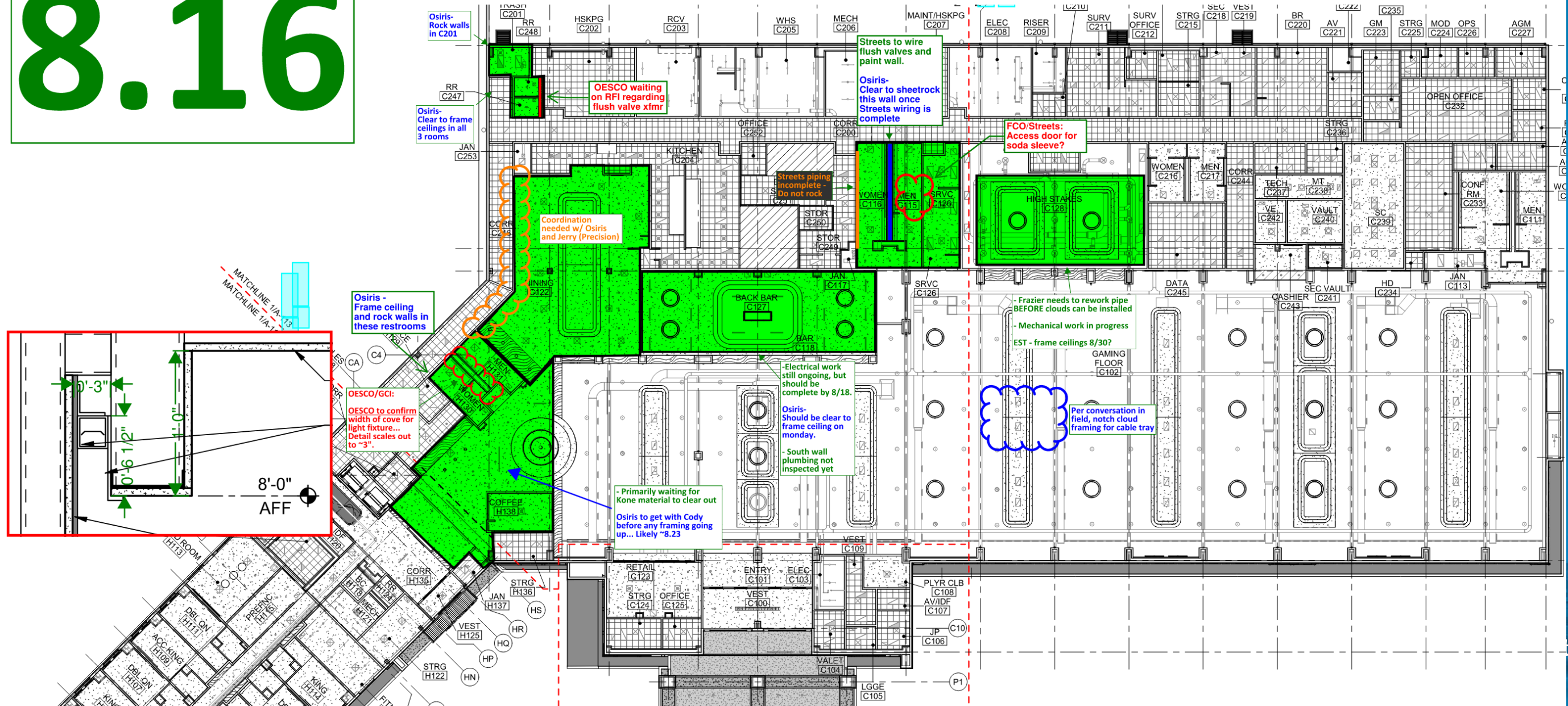
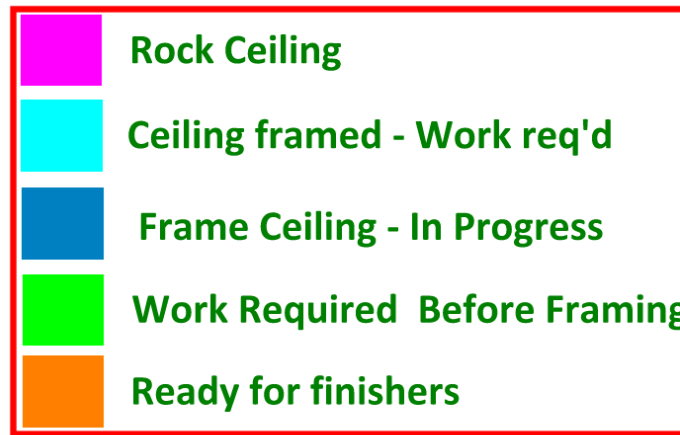
1. Be selective about who is on the walk
2. Take detailed notes
Floorplan, responsibilities, constraints
3. Transfer notes to a useful document
Be direct and concise
4. Distribute to all applicable team members
5. Follow up – Daily Huddles, TP meetings, Typical site walks










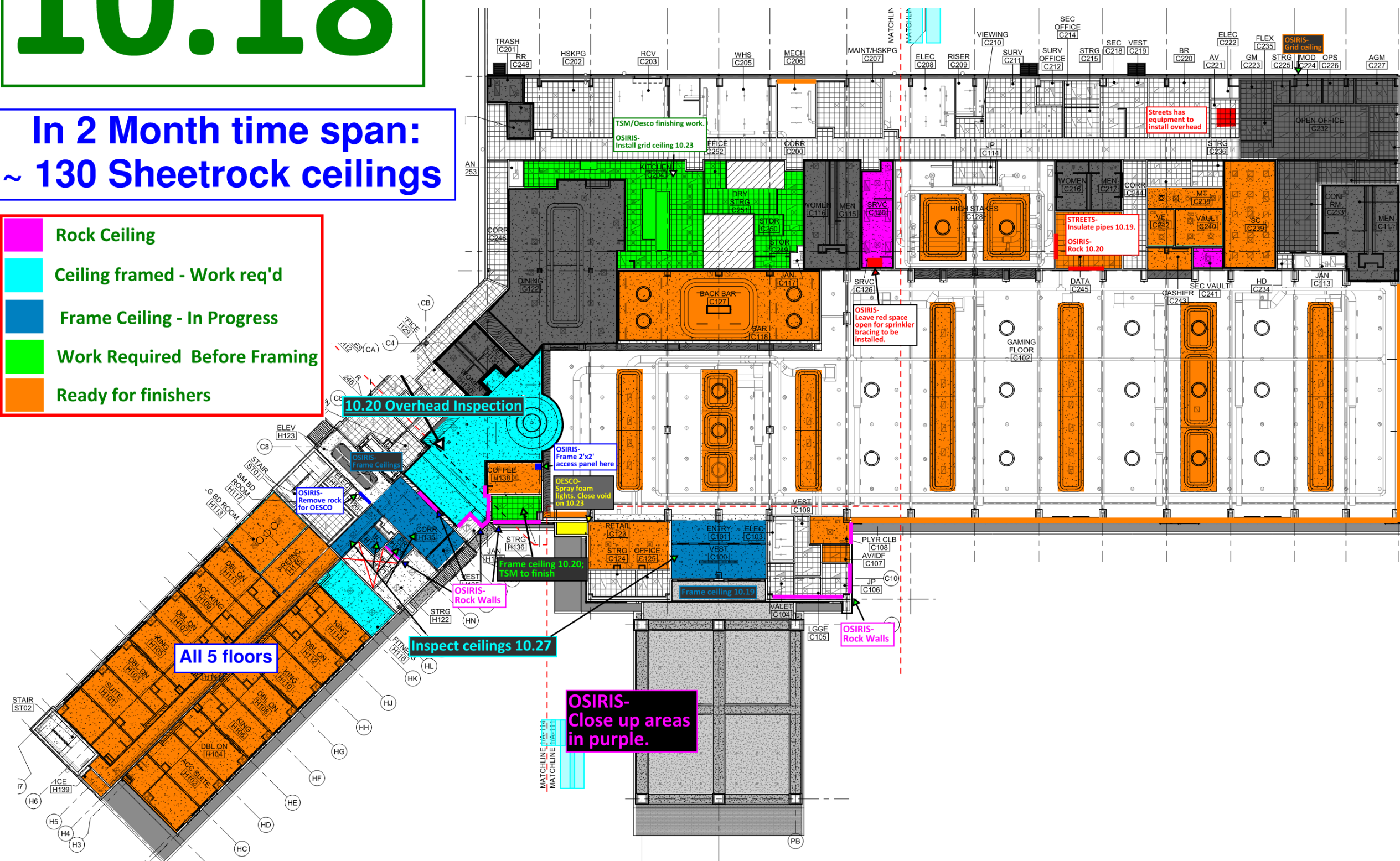
FIRST WALK

8.16







LAST WALK

-  Rock Ceiling
-  Ceiling framed - Work req'd
-  Frame Ceiling - In Progress
-  Work Required Before Framing
-  Ready for finishers



Field Impacts

- The change in productivity was incomparable 
- We saw improved: Morale, Field communication & Owner trust 
- Improved safety by: reducing rework and stacked work 
- Less wasted material and a cleaner jobsite 

How can you apply this tomorrow?

1. Implement a site walk focusing on:
Particular area OR activity sequence
2. *Create a visual to capture notes from site walk*
Markup drawings: on iPad as you walk, on paper, on PDF software
3. *Ask the right questions:*
BIC, constraints, “what do you need”, completion date



SIX TENETS OF LEAN CONSTRUCTION

- 1 Respect for People
- 2 Optimize the Whole
- 3 Generate Value
- 4 Eliminate Waste
- 5 Focus on Flow
- 6 Continuous Improvement



Questions?

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Thank you for attending this presentation. Enjoy the rest of the 26th Annual LCI Congress!