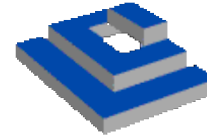


Now more than ever, success depends on lean project delivery

Implementing the Last Planner System™

Wotton House, Dorking, UK

29-30 July 2004



Lean Construction Institute
Building knowledge in design and construction

[About the workshop](#)

[What others say](#)

[Tutors](#)

[Cost & Venue](#)

[Booking](#)

Making Last Planner™ work for you

How well do your project programmes work? When was the last time everything on your project went as scheduled even for one week? On most projects much of the work that was promised for last week wasn't completed on time. This creates additional cost, delays, waste and frustration.

Since 1997, the *Lean Construction Institute* (LCI) has been developing effective methods to ensure that the work that must get done is done. The Last Planner System™ (LPS™) is the result.

LPS improves project performance by making workflow more reliable. Productivity increases when work teams/crews work with fewer interruptions and interferences. Projects are completed sooner and accidents and sickness absence reduced.

The system works by ensuring that work can be done when required in the agreed schedule, and those responsible are committed to its completion. There is no point in putting work into production if an essential pre-requisite is not complete or if there is no explicit commitment to its completion.

Rubicon Associates are developing Collaborative Programming at the front end of the LPS and applying ideas from lean thinking and production to the overall process to enable construction teams to compress agreed programmes.

Because LPS improves coordination and speeds learning, it is particularly suited to complex and/or uncertain projects and those that need to be completed more quickly than usual.

This practical workshop uses a combination of simulations, lectures, discussions, and group work to help you learn how to initiate and implement this system.

Learn how to

- Design, operate and improve construction programmes to ensure work that should be done can be done.
- Manage planning meetings and discussions at every level of detail to ensure work will be ready when needed.
- Identify and remove obstacles to the completion of tasks.
- Assure the responsible team is committed to completing their work each week.
- Measure and improve planning system performance.
- Quickly learn from and adapt to the successes and failures each week.
- Improve coordination among a project's designers, suppliers and contractors.

and hear about a number of tools and strategic approaches that complement LPS and are currently being used both in the USA and UK.

Who should attend:

We suggest that interested companies send **two representatives** to the workshop. One should be **directly involved in managing a project** (project manager, procurement manager, site manager/ superintendent, shop manager, construction manager), and the other should be a **corporate manager responsible for improving performance** (operations manager, division head, training or production manager).

Participants find this approach helps them understand how the Last Planner System can improve both project and corporate performance.

Agenda: Implementing the Last Planner System

- Cause and consequences of unreliable work flow.
- What is the Last Planner System?
- Implementing the system on a project.
- Developing essential skills
- Managing and improving performance

What you will receive In addition to the workshop manual, participants will receive a computer disk containing the "Guide to the Last Planner System," planning templates, and supporting training materials. With these materials participants will be able to implement the LPS on a project.

The workshop is aimed at:

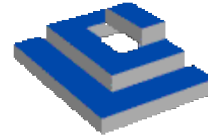
- Project owners/clients
- Architects / Engineers
- Design-Build (EPC) contractors
- Designers
- Contractors and sub-contractors
- Suppliers (equipment and services)

Now more than ever, success depends on lean project delivery

Implementing the Last Planner System™

Wotton House, Dorking, UK

29-30 July 2004



Lean Construction Institute
Building knowledge in design and construction

[About the workshop](#)

[What others say](#)

[Tutors](#)

[Cost & Venue](#)

[Booking](#)

About the Tutors

Greg Howell: A civil engineer with more years than he likes to admit working on improving performance in the construction industry. He has worked in the industry as an officer in the Navy with the SeaBees, a project engineer and manager, consultant and professor. A co-founder of the **Lean Construction Institute**, he has been actively applying lean in project settings since the early '90s. He is an experienced and popular speaker and teacher.

LCI is a non-profit research organization dedicated to developing and improving our knowledge about managing production in project settings. Learn more about us at <http://www.leanconstruction.org> and e-mail us at mail@leanconstruction.org to receive future announcements by e-mail.

Alan Mossman: An architect by training, Alan is a socio-technical systems consultant working with **Rubicon Associates** in the UK. After a management development and consultancy career spanning service and manufacturing organisations, for the last five years he has been involved in adapting lean thinking and lean tools for construction applications. Alan is a Best Practice Advisor for Construction Best Practice in UK and regularly runs workshops on Lean Construction and the Last Planner approach to design and project management. He is developing an end-to-end Lean Construction Delivery System with selected clients in the UK.

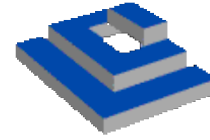
Rubicon Associates is an organisation development consultancy working in service, manufacturing and construction. Learn more about us at <http://www.rubiconassociates.com> and e-mail us at lci@rubiconassociates.com to receive future announcements by e-mail.

Now more than ever, success depends on lean project delivery

Implementing the Last Planner System™

Wotton House, Dorking, UK

29-30 July 2004



Lean Construction Institute
Building knowledge in design and construction

[About the workshop](#)

[What others say](#)

[Tutors](#)

[Cost & Venue](#)

[Booking](#)

What others have said about the Last Planner System:

"This is an excellent production tool that **engages the supply chain in the project delivery process and ensures we harness their collective knowledge and experience.** I have seen it bring significant benefits. **Warings will apply Last Planner to all its future projects.**"

Andrew Moore, Process Development Manager, Warings Construction Group

"The LPS is an effective set of tools for leveraging the shared knowledge of all members of the project team. Without LPS a project manager is guessing at what can be accomplished versus knowing how the job will get done."

Tom Richert, Program Manager, Linbeck Construction

"MT Højgaard - the largest construction company in Denmark - has applied the Last Planner System on more than 25 building projects during the last two years. No matter what the size or type of project, **the Last Planner System improves the building process and hence the overall result – reduction in costs, projects that are on or ahead of schedule, and a shorter punch list.** However, the most significant improvement is the **lower accident frequency and severity.**"

Mikkel Andreas Thomassen, Project Manager, MT Højgaard

"Results have shown a **30% improvement in the rebuilding times for runways** since Last Planner was introduced, and predictability is far more certain."

Gerry Chick, Supply Chain Development Manager, BAA plc

"The Last Planner System provides a management tool for our site supervisors to be able to **plan their workload on a weekly basis** and assess their team's performance on a daily basis; this enables us to make an accurate prediction of the labour required on a weekly/daily basis. **This plan is based on facts, not a site manager's wish list.** And LPS gives our site supervisors a better understanding of the planning that goes into a job from the home office. This has created a closer working relationship between directors, managers, and on-site supervisors/foremen. Once the supervisors have understood the working of Last Planner, and are confident in using the documentation, it can reduce the frequency of senior management visits to site. The foremen are capable of handling situations as they arise as their decisions are based on facts that are documented weekly."

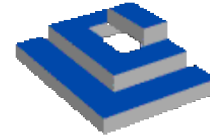
Nick Wain, MD, Image Decorations Ltd

Now more than ever, success depends on lean project delivery

Implementing the Last Planner System™

Wotton House, Dorking, UK

29-30 July 2004



Lean Construction Institute
Building knowledge in design and construction

[About the workshop](#)

[What others say](#)

[Tutors](#)

[Cost & Venue](#)

[Booking](#)

Registration/Booking Information:

Fees: £500.00 + VAT = £587.50 per delegate. This includes all workshop materials, lunch, refreshments and the materials listed above. [3 or more delegates booking and paying at the same time £450 + VAT each]

LCI members £450.00 + VAT = £528.75 per person

Bed, Breakfast and evening meal are not included.

Participants are invited to join LCI, a non-profit organization, to support further research and participate in implementing lean theory. Learn more at www.leanconstruction.org

[Registration form/booking form below](#)

Venue

The Workshop will be held in UK at **Wotton House Conference Centre**, Guildford Road, Wotton, Dorking, Surrey RH5 6HS [+44 1306 730000 fax +44 1306 731566 wotton@hayleycc.co.uk <http://www.hayley-conf.co.uk/pages/wotten.html>]. If you require accommodation, a block of rooms have been set aside for delegates to the workshop. Advise reservations that you will be attending "*Implementing Last Planner*" on July 29-30.

Sessions begin each day at 0830 and close at 1700 on the 29th and 1500 on the 30th.

Wotton House is a large country house set in 20 acres of parkland. Recently converted to a residential training centre, it features an indoor swimming pool, spa pool and sauna plus a well equipped gymnasium. Outdoors you'll find tennis and jogging trails.

This hotel is 16 miles from Gatwick Airport with easy connections to Copenhagen for IGLC'04 <http://www.IGLC2004.dk> the following week. There is also easy access to London from Dorking 4 miles away and the Sussex Downs and coast for weekend sightseeing.

Cancellations

Delegate places are transferable at any time. All cancellations must be made in writing to lci@rubiconassociates.com. We will refund 50% if cancellation is received on or before 29 June. If you cancel between 30 June and 6 July we will refund 40% between 7 and 13 July will refund 25%. No refunds can be made if you cancel on or after 14 July 2004 or if you fail to attend without prior written cancellation under the above terms - pre-payments will not be refunded and invoiced sums will be payable in full, except in cases where it has been possible to mitigate loss.

Implementing the Last Planner System™

Wotton House, Dorking, UK

29-30 July 2004

Booking Form

Copy form for additional delegates

Delegate 1 first name	last name
tel	fax
job title	email
company	
address	
town/city	postcode
nature and size of business	

Payment or a purchase order must be received prior to the event

£500.00 + VAT = £587.50 per delegate. This includes all workshop materials, lunch, refreshments and the forms required to implement Last Planner on your sites. [3 or more delegates booking and paying at the same time £450 + VAT each]

- I enclose a cheque payable to "**Lean Construction**"
 Please debit my mastercard/visa card/switch/delta/electron/JCB/Maestro/Solo:

Name on card	Card no
Expiry date	Issue no if Switch:
Signed	Date:

- I enclose a purchase order # _____ to "**Lean Construction**" please invoice my company

Invoices are due for payment within 14 days. If payment is not made by the due date we will claim interest and compensation for debt recovery costs under the terms of the Late Payment of Commercial Debts (Interest) Act 1998 and the Late Payment of Commercial Debt Regulations 2002.

Details of person making booking/invoice address if different from above

first name	last name
tel	fax
job title	email
company	
address	
town/city	postcode

Cancellations: Delegate places are transferable at any time. All cancellations must be made in writing to the address below. We will refund 50% if cancellation is received on or before 29 June. If you cancel between 30 June and 6 July we will refund 40%; between 7 and 13 July will refund 25%. No refunds can be made if you cancel on or after 14 July 2004 or if you fail to attend without prior written cancellation under the above terms - pre-payments will not be refunded and invoiced sums will be payable in full, except in cases where it has been possible to mitigate loss.

Signed	Date:
--------	-------

Please return to: **Joan Simons, Hodore Farm, Parrock Lane, Upper Hartfield TN7 4AR UK**
T: 01892 771042 F: 01892 771039 E: info@rubiconassociates.com