

# The 4th Annual Lean Project Congress



## Introduction to Lean Project Delivery Annual Lean Project Congress

August 2nd, 2002 • Radisson Marina Hotel, Berkeley, CA

### What is Lean Project Delivery?

*Lean Project Delivery is a new way to manage work over the life of a project. It generates greater value more quickly at less cost.*

The Lean Project Delivery System™ is a production management-based approach to managing project delivery. The application of lean production management to manufacturing caused a revolution. Applied on complex, uncertain and quick projects, Lean is having a similar impact. Projects managed using lean concepts and techniques show reductions in both cost and duration that range up to 20% along with improved quality. In addition, managers report they spend less time responding to crisis, and are better able to cope with change. The time-cost-quality-tradeoff dilemma faced in current practice is challenged and replaced by a system that reduces rework, improves performance and shortens durations.

*Introduction to Lean Project Delivery* presents the underlying theory, basic concepts and essential techniques of this new approach and shows their relationship with current practice.

When the Lean Project Delivery System™ is used on construction projects:

- The facility and its delivery process are designed together to better reveal and support customer purposes. Positive iteration within the process is supported and negative iteration reduced.
- Work is structured throughout the process to maximize value and to reduce waste at the project delivery level.
- Efforts to manage and improve performance are aimed at improving total project performance because improvement there is more important than reducing the cost or increasing the speed of any activity.
- “Control” is redefined from “monitoring results” to “making things happen.” The performance of the planning and control systems is measured and improved.
- Coordination is improved because the release of work from one specialist in design, supply, and assembly to the next is more reliable.

***The Lean Project Delivery System emphasizes the reliable and speedy delivery of value. It challenges the belief that there is always a trade between time, cost, and quality.***

## Who Should Attend?

People who are dissatisfied with the results achieved from current practice. While our initial focus was on construction, the system presented has worked in a variety of project settings that require designing and making unique products to order. These projects always include designing the “product” – whether software, implementation of a new IT system, training program, or a new production system - and its delivery process. Uncertainty and complexity are often high and time always short.

We suggest that -

- Organizations considering the use of Lean Project Delivery send two representatives: a senior executive, such as a program manager or manager of operations; and a person very close to the work, such as a design leader, site superintendent or foreman, or fabrication shop manager.

- Clients will benefit by having their project and/or procurement managers and their project developers, designer and construction managers attend.
- Suppliers will discover new ways to improve their products, services and performance.

The **4th Annual Lean Project Congress** will feature reports by people who have implemented Lean Project Management in a variety of settings. Each will report their experiences and what they have learned managing projects with Lean concepts.

The Seminar and Congress are sponsored by the Lean Construction Institute, a division of the Center for Innovation in Project and Production Management.

For more information visit [www.leanconstruction.org](http://www.leanconstruction.org)

## About the Lean Construction Institute

LCI was formed in August 1997. Now a nonprofit corporation, we are working to develop knowledge concerning the management of production in the design, engineering, supply, and construction of capital facilities, and to support implementation of the results. We conduct research with

contributors and our own staff, and support research in related universities.

For more information on The Lean Construction Institute, please visit our web site at: [www.leanconstruction.org](http://www.leanconstruction.org)

# Agenda

## *Introduction to Lean Project Delivery*

**8am-4:30pm, Wednesday, July 31st**

Start up

The Physics of Production - Work Flow

- Production System Control:  
The Last Planner System

The Physics of Production - Design

- Theater Stage Case

**8am-4:30pm, Thursday, August 1st**

Work Structuring/Production System Design

- Hollow Metal Doors Case
- Airplane Game
- Precast Concrete Case

Implementation and Organization

Wrap up

**Reception for Intro and Congress Participants**  
**5:30-7:30 pm, August 1st**

## *Annual Lean Project Congress*

**8am- 4:30pm Friday, August 2nd**

Presentations will include:

**Optimizing the Total Value Stream: a case study of the T5 rebar production system**

*Express O'Rourke*

**Integrating Engineering and Detailing in Mechanical Design-Build**

*Southland Industries*

**Applying Lean Thinking to Oil Field Development**

*Aera Energy*

**Boldt's Lean Trajectory: An Update**

*The Boldt Company*

**Lean Project Delivery in Engineered-to-Order Environments**

*Lockheed-Martin*

**Lean Project Management and Safety: The Danish Experience**

*MT-Hojgaard & The Benchmark Center  
for the Danish Construction Sector*

**Linbeck's Lean Journey: Where We Are and Where We're Going**

*Linbeck Construction*

# Coming Events

**July 31/Aug 1** Introduction to Lean Project Delivery,  
Berkeley, CA

**Aug 2** 4th Annual Lean Congress  
Berkeley, CA

**Aug 6-8** 10th Annual Conference  
for Lean Construction  
Gramando, Brazil

**Sept 23-25** IAARC Nineteenth International  
Symposium on Automation and Robotics  
in Construction  
Washington D.C.

## Registration Information

### Introduction to Lean Project Delivery:

\$1200 - Non members (25% off for additional attendees; plus 10% off registrations received 30 days before seminars)

\$400 - LCI members, and their demand and supply chain affiliates; no discounts apply

### Annual Lean Congress

\$600 - Non members Discounts as above.

\$300 - LCI Members

### Combination: Introduction to Lean Project Delivery & Annual Lean Congress

\$1600 - Non members Discounts as above.

\$600 - LCI members

Registration Payment by check, Visa or Mastercard. Include Card Number, cardholder name and signature.

Send to: Lean Construction Institute

Box 1003, Ketchum, ID 83340

VOICE: 208/726-9989 • FAX: 707/248-1369

ghowell@leanconstruction.org - Send us a note and receive announcements by email.

Contact the Radisson Berkeley Marina Hotel for accommodations **800/243-0625** or **510/548-7920**. Ask for the Lean Construction Institute rate available until July 1, 2002.

Cancellation: Accepted and fee refunded until 2 weeks before seminar, \$150 cancellation fee thereafter.

A continental breakfast is provided at 7:30. Sessions begin at 8:00 and closing each day is 4:30. A Workbook, Lean Reader and lunch are provided.

## Seminar/Congress Registration Form

Name \_\_\_\_\_

Email \_\_\_\_\_

Company \_\_\_\_\_

VISA/MC (circle one)

Address \_\_\_\_\_

Card # \_\_\_\_\_ Exp \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Cardholder Name \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

Signature \_\_\_\_\_