Current construction project delivery practices fail to provide a solid basis for improvement and are inadequate when projects are complex, uncertain and quick. Meanwhile the manufacturing industry has experienced significant performance increases. The Lean Construction Institute aims to extend to the construction industry the Lean Revolution that was started in manufacturing, most notably Toyota. This approach maximizes the value delivered to the customer while minimizing waste.

**1. Background / Current Condition**

![Graph showing productivity index over years](image)

These concepts will be presented in a way to surprise and provoke the participants and to shift common sense. On completion, participants will understand the essential actions necessary to take advantage of each opportunity and will be able to design their own plan for moving forward.

**2. Future State**

The group has gathered in this session today to learn about Lean Principals. The agenda for this session is built around three linked opportunities:

1. Impeccable Coordination
2. Projects as Production Systems
3. Projects as Collective Enterprise

**3. Implementation Plan**

Often the participants miss the larger concepts of lean construction by focusing on the tools that support the lean ideas i.e. Last Planner system etc. For Lean Training to be successful, participant must be able to clearly see the difference between lean and current practice. This A3 strives to focus the participant observations on the clear differences between lean and current practice.

The training class will include three simulations. Participants are asked to focus on their role as an observer during the simulation — what the simulation has shown them and how they will take action on it. These observations should be recorded in this A3.

**Silent Square Game**

What issues are raised by this simulation: ____________________________________________________________

What are the results of the current way of coping: ________________________________________________________

What are the possibilities for improvement: ________________________________________________________________

**Lego Airplane**

What issues are raised by this simulation: ____________________________________________________________

What are the results of the current way of coping: ________________________________________________________

What are the possibilities for improvement: ________________________________________________________________

**Parade of Trades**

What issues are raised by this simulation: ____________________________________________________________

What are the results of the current way of coping: ________________________________________________________

What are the possibilities for improvement: ________________________________________________________________

**4. Path Forward/Follow-up**

Reflect on how the possibilities developed from the seminar reframe your current work situation. Begin by examining current practices in from the lean perspective. Where are opportunities to increase total company or project performance by rethinking cooperation and competition? How are administrative, design and field operations designed? Do they rely on push or pull? Is a network of commitments in place and active? How well does your planning system produce predictable workflow and rapid learning? What are the real costs & consequences of your planning system in terms of time spent, fires not prevented, local optimization hindering larger improvement? Design your first steps to improvement based on the Lean concepts from this class — be specific. First steps:

1. ________________________________________________________________
2. ________________________________________________________________
3. ________________________________________________________________

Post this A3 in a highly visible location where you can be reminded of this training on a daily basis. On a weekly basis assess your progress against the steps listed above. As those steps lead to accomplishments, develop additional A3s that constantly move the bar higher.