



Lean Construction Institute  
Transforming the Built Environment

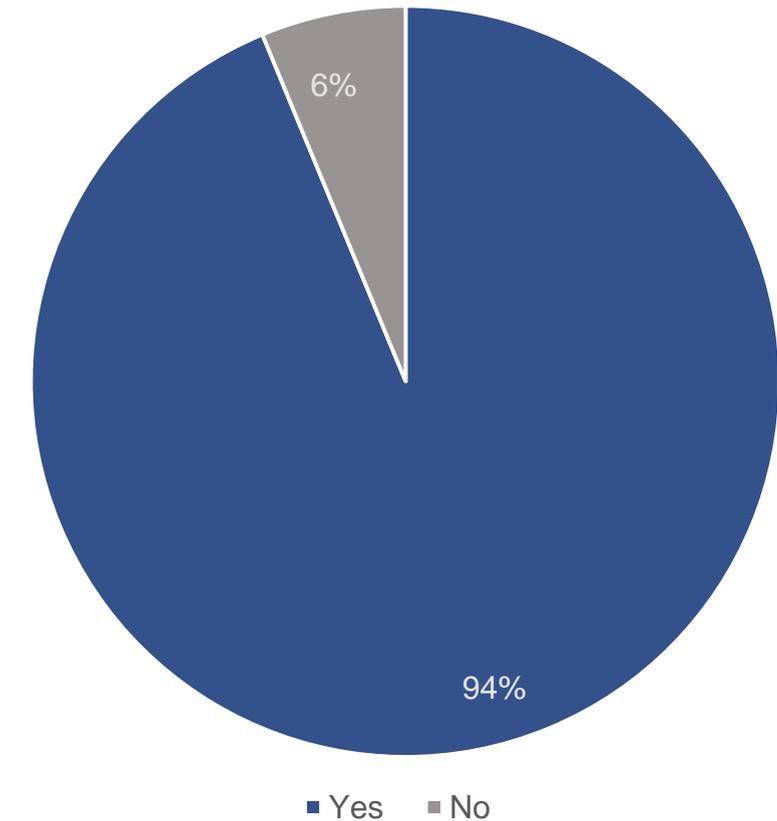
# COVID-19 Survey Results Summary

Lean Construction Institute Corporate  
Members

June 15, 2020

# How have companies adjusted Lean Practices in response to COVID-19?

Has Your Company Adjusted Its Lean Practices in Response to COVID-19?



- Virtual work practices actually seem to have been helpful in improving focus on areas like continuous improvement, innovative milestone planning, and waste reduction.
- Social distancing requirements have prompted revised and somewhat slower-paced work schedules for trade contractors, which actually has served to improve work-flow and trade stacking.
- Enhanced use of visual communications tools and methods are improving safety and making virtual meetings more productive.
- Numerous companies report stronger efforts towards improved communication between and among teams, which has served to promote collaboration and team building.

# How have companies adjusted Lean Practices in response to COVID-19? cont'd

- Several respondents noted successful adaptation of traditional Lean methods to virtual in doing pull planning, retrospectives, continuous improvement, etc.
- Technology is not a panacea, but tools like Trello and SharePoint are enhancing productivity in various ways in the virtual work environment.
- One of the most positive comments made seems to sum up much of our industry's experience in continuing to pursue Lean even in the face of COVID 19 restrictions: "Doing things virtually has been extremely effective, and easier than many people thought it would be."

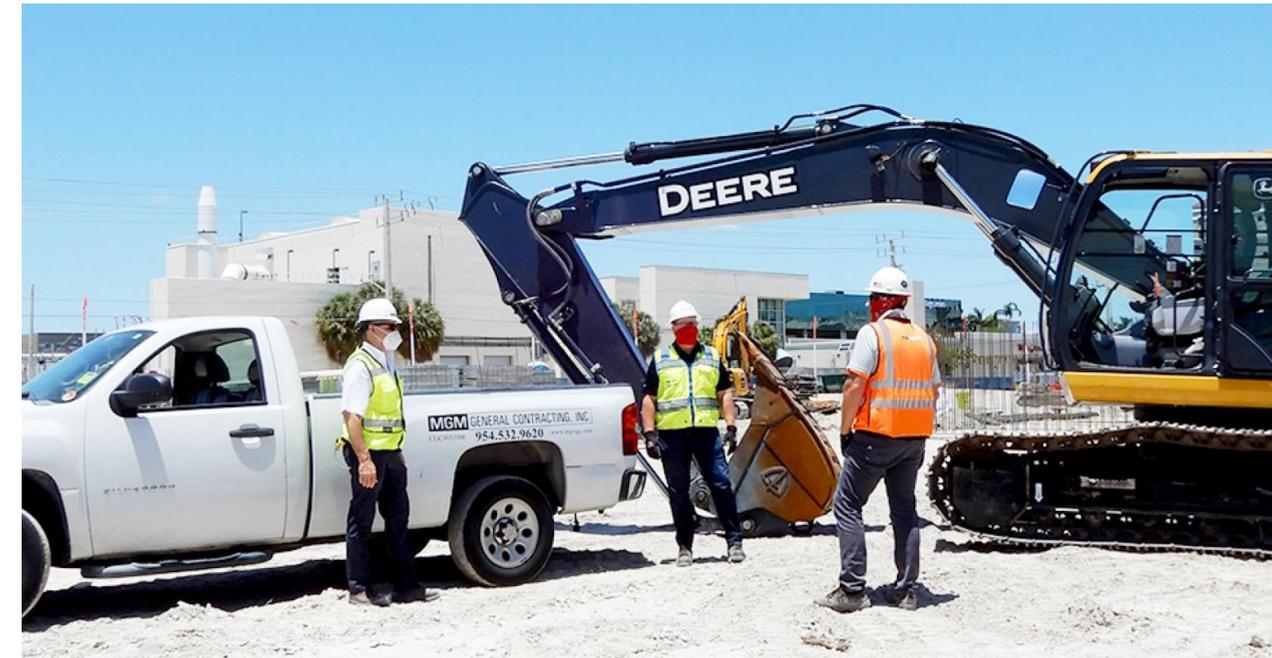


Photo Credit: Balfour Beatty US

# Please elaborate on Lean Practices in the COVID-19 environment

“Lean Daily Management System has proved **invaluable**”



“Lean Coffees have been awesome: sharing best practices and--more importantly--**keeping people connected**”

“Phase Pulls are more critical now. We're taking our projects and breaking phases down a little more to create **mini-milestones** for teams to focus on”

“We use the Trello platform to manage all of our service, installs, and deliveries without in-person contact, and allow everyone to **communicate** in real time with photos, notes, etc.”



“Work scheduling with less trades in one work area has **improved flow** and trade stacking”

“Using SharePoint to sort documents and records”

“Our experience has been helpful in organizing and hosting virtual meetings more effectively for our operations teams. We've also had to **adapt** new ways to pull plan & host retrospectives virtually in order to support the virtual platforms”



“More intensive communication surrounding the reinforcement of our **continuous improvement** practices, especially across Divisions. Encouragement has been the targeted message”

“Virtual teams are able to focus more on delivering **real value** without adding waste”

“Based on a strong structure for our Lean support and resources, we have been able to continue the collaboration and **continuous improvement** virtually”



“Visual communication has been an extremely powerful way to help people remember social distancing”

“It has caused us to **continuously improve.**” We hold weekly manager calls to go over both challenges AND successes for every project. New ideas to execute the work come out of these calls”

# Supporting Articles and Resources



- [HGA](#) wrote a blog post about their use of Lean practices on a project. Their techniques included:
  - 30-minute morning meetings
  - Using wallboards
  - Keeping things “simple, scalable, and structured”
- [Speed Delivery of COVID-19 Hospital Facilities](#) in Atlanta and Miami Beach
  - Atlanta- Brasfield & Gorrie built three ICU and acute nursing units for a total addition of 132 beds
  - Miami- built 400 acute-care patient rooms and 50 isolation rooms in two weeks
- [Senior Living Facility](#) Helps Families Visit During COVID-19
  - Vestavia Hill nursing home installed a plexiglass wall to allow patients to see family members during COVID
- [HGA and The Boldt Company Devise a Prefabricated Temporary Hospital](#) to Manage Surge Capacity During a Viral Crisis
  - The Boldt Company is one of the industry’s leading proponents of Integrated **Lean Project Delivery**
  - Boldt can get the first module up and operational within 14 to 17 days, and complete an entire order within 20 to 28 days