

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

How Trade Partners Are Being Impacted By “Fake Lean”

Michael Villar, Nevell Group Inc.

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

10/20/22



Say It With Me...

Identify and Remove Constraints



Before We Start

- A little about me and NGi
- I understand Lean \neq Last Planner System®
- I will emphasize issues I see with Last Planner System®

Problem Statement

- When project teams are not fully trained or committed to implementing all 5 levels of Last Planner System®, it has a negative impact on quality, budget, schedule, and safety for the entire project

Goals of This Presentation

- This presentation will give 10 indicators that you may be faking Last Planner System® on your project
- We will work together to identify some of the impacts on your project when we “fake lean”

That means I am going to need your help

Who Is In the Audience?

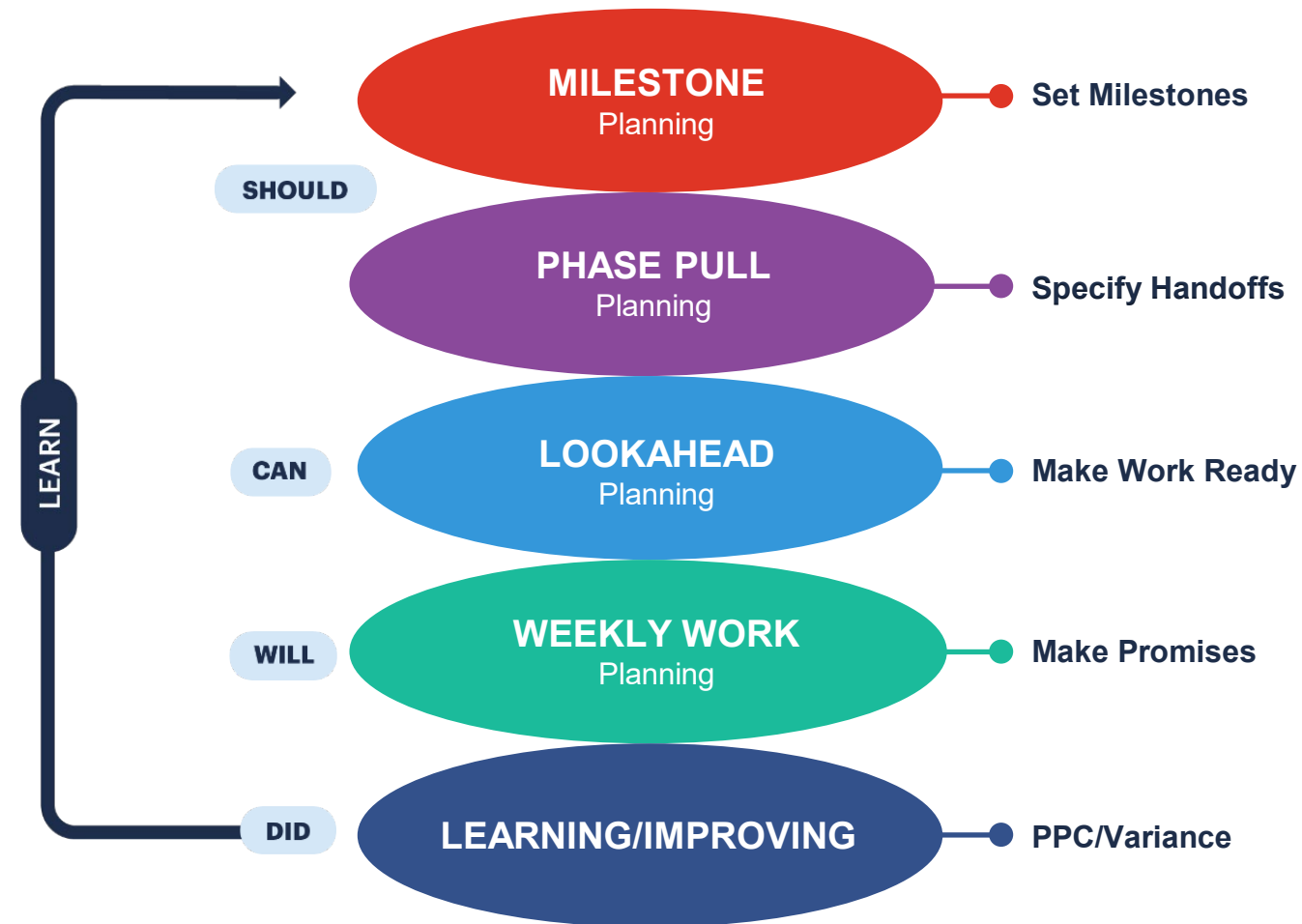
- Trade Partners
- General Contractors
- Owners
- Designers/Architects

You all should be concerned about “Fake Lean”

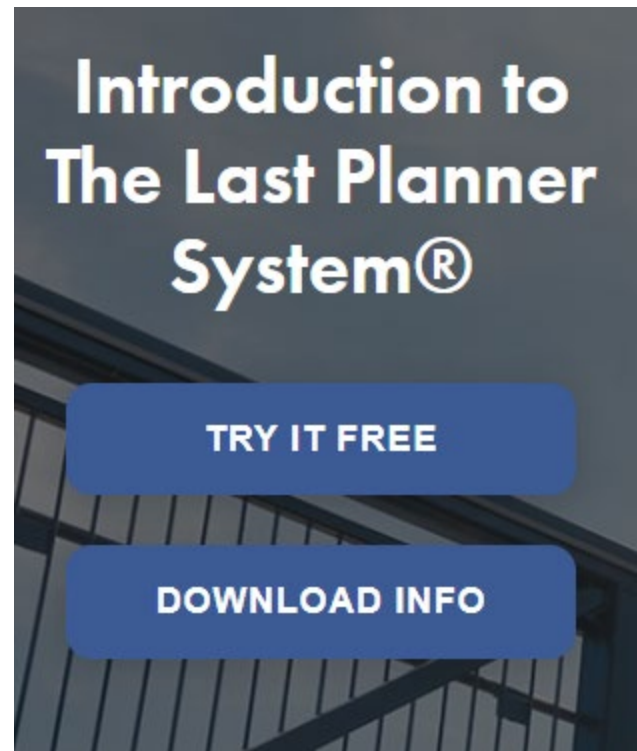


Do You Recognize This?

5 Connected Conversations



If Not, Start Here...



Is It Worth The Effort?

- What are the advantages of using Last Planner System®?
 - Shout out your answer



Show of Hands...

- How many of you have used Last Planner System® on a job (or have seen it used)?
- How many of you feel it was used as designed or to its fullest?

Tell Me Your Issues

- What are the problems you have had with using Last Planner System®?
 - Shout out your answers

Where Are All The Great Planners?

- Year after year we hear presentations at LCI Congress that tout how great they are utilizing LPS®

WHERE ARE ALL OF THESE JOBS???

Your Perspective

- Let's hear from our trade partners...where are GCs falling short?
- Let's hear from our GCs...where are trade partners falling short?

10 Indicators You Are Faking LPS®

1. CULTURE...

Have you built up trust amongst your teams?

10 Indicators You Are Faking LPS®

2. Do the trades BELIEVE or is it just in the contract?

10 Indicators You Are Faking LPS®

3. How far does your internal training and knowledge go?

10 Indicators You Are Faking LPS®

4. Are your trade partners trained?



10 Indicators You Are Faking LPS®

5. Milestones, Milestones, Milestones



10 Indicators You Are Faking LPS®

6. Can you see all 5 levels?



10 Indicators You Are Faking LPS®

7. Don't be afraid of PPC and variance



10 Indicators You Are Faking LPS®

8. Are your trades using stickies as commitments and does “done” mean “DONE”?

10 Indicators You Are Faking LPS®

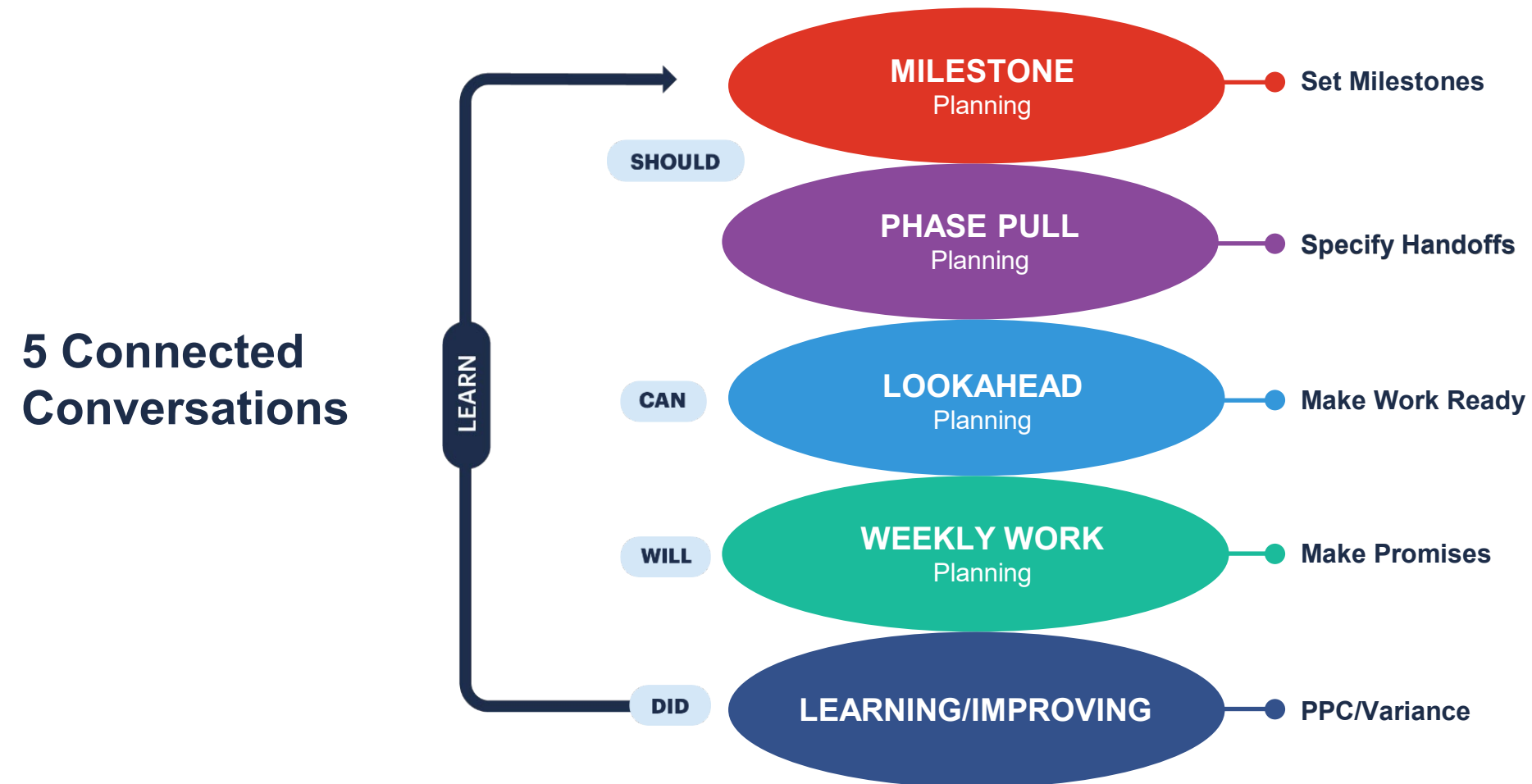
9. Is your plan stuck in the big room?

10 Indicators You Are Faking LPS®

10. Single most important output of Look Ahead Planning is...

THE CONSTRAINT LOG
(but let's stop faking that too)

Last Planner System®



What are the Impacts to the Trade Partners?

- Shout out your answers
- Here are some of mine:
 - Constraints are not identified and managed
 - We cannot manage are crew size
 - Material is delivered and sits
 - Trade partners lose trust in each other and the GC
 - GC's lose trust in the trade partners

Here Is How You Will Know It Is Working

- Go watch the field...is it actually helping work get put in place more efficiently and effectively?
- Go look for leave outs...if your project has excessive leave outs, that means the constraint log was not managed
 - This leads to unhappy trades



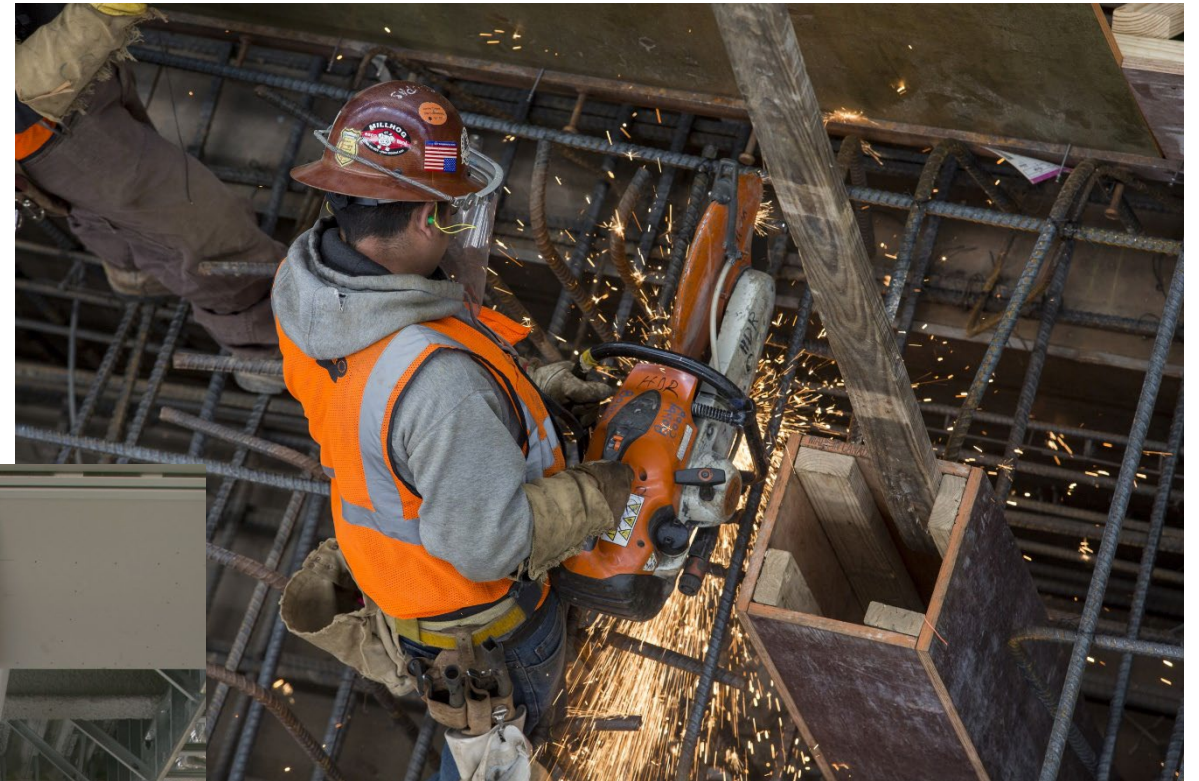
Direct Impact to NGi

Cost Code	Description	UOM	Non-LPS Jobs	24/Harrison	Fullerton College	City of Hope	C3C
10.02	Interior Framing	LF	24	55		18	68
10.20	Ceiling Framing	SF	142	69		145	
10.22	Soffit Framing	LF	20				42
11.00	Hang Walls	SF	481	780		462	880
11.04	Hang Ceilings	SF	309	1519		359	480
12.00	Taping	SF	472	723		507	1163
20.02	Ext Framing	SF	16	17	7	45	20
21.00	Sheathing	SQYD	402	266	427	759	624
21.04	Lath	SQYD	16		40		19

Things You Can Do Right Away

- Get passionate
- Get a coach
- Commit to all 5 levels
- Be true to constraint management
- Do a correct Look Ahead Plan meeting...stop calling it “Pull Planning”

Why We Do Lean





24TH LCI CONGRESS
OCTOBER 18-21



In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.



Contact Us

Michael Villar

Nevell Group Inc, Lean Director

mvillar@nevellgroup.com



24TH LCI CONGRESS
OCTOBER 18-21

Thank you for attending this presentation. Enjoy the rest of the 24th Annual LCI Congress!



Questions

