

# Rebecca & Eric Snelling

## JE Dunn Construction

#LeanLPS

Organiza y promueve

Promueve



The Change Business Ltd  
developing people + delivering projects



Patrocina



Media Partners



infoconstrucción



DPA ARQUITECTURA

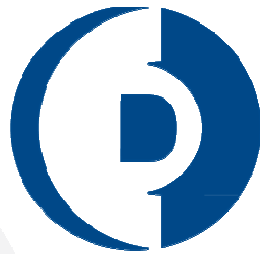
BIM Community

Con la colaboración de



# Leadership and the Last Planner System

Rebecca Snelling  
Eric Snelling  
13 May 2016



**JEDUNN<sup>®</sup>**  
**CONSTRUCTION**

WE EXIST TO  
ENRICH LIVES  
THROUGH INSPIRED  
PEOPLE AND PLACES

**JEDUNN®**

# JE Dunn BY THE NUMBERS

A family- and employee-owned business founded in 1924 by John Ernest Dunn, Sr. in Kansas City (our corporate headquarters). With **4 regions** and **20 offices** across the United States, we have the ability to complete nearly any type of project in the country.



JE Dunn Rankings  
*Engineering News-Record (ENR) Rankings for JE Dunn Construction*

13 CM at Risk	15 Solar	5 Data Centers
10 Domestic General Building	12 Education	21 Entertainment
6 Healthcare	16 Government	25 Green Construction



## COMPANY VISION STATEMENT

Our vision is to be an indispensable business partner for our clients by first understanding their purpose, goals and customers and then delivering transformational solutions with certainty of results.

TWENTY OFFICES NATIONWIDE

# Who we are

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**Rebecca Snelling**



**National Lean Director**

**Eric Snelling**



**Director of Field Operations**

# Agenda

9:00 – 14:00

- Introductions and Overview
- JE Dunn's journey with Last Planner® System (LPS)
- Lean Leadership Learning Sessions
- LPS Executive Training Program
- Reliable Promises
- LPS Details
- Traditional Leadership vs. Lean Leadership
- Wrap up
- Do Again/ Do Better

# Dunn Lean Beginnings - 2012

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- Clients telling us we were behind
- First Integrated Project Delivery
- First Last Planner® System Project
- Joined Lean Construction Institute
- Leadership visits to Lean organizations
- Corporate Commitment to Lean!

*What did that mean to us?*





**LEAN = Pull Planning = Sticky Notes**

In pursuit of **building perfection®**

**JEDUN®**

# “You will do Lean!”



In pursuit of **building perfection®**

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[illegible]

6th Floor		SUBCONTRACTOR WEEKLY WORK PLAN										April 8, 2013			
Area		Address/Zip		CATEGORY OF PLANT BUILDING										TOTAL ACTIVITIES	
Subcontract		City/State/Zip		1 Commercial Unit		2 Warehouse		3 Cold Storage		4 Cold Storage		ACTIVITY COMPLETION			
Unit Types		Phone/Fax		5 Greenhouses		6 Cold Storage		7 Cold Storage		8 Cold Storage		PERCENT PLANNED			
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# Learning

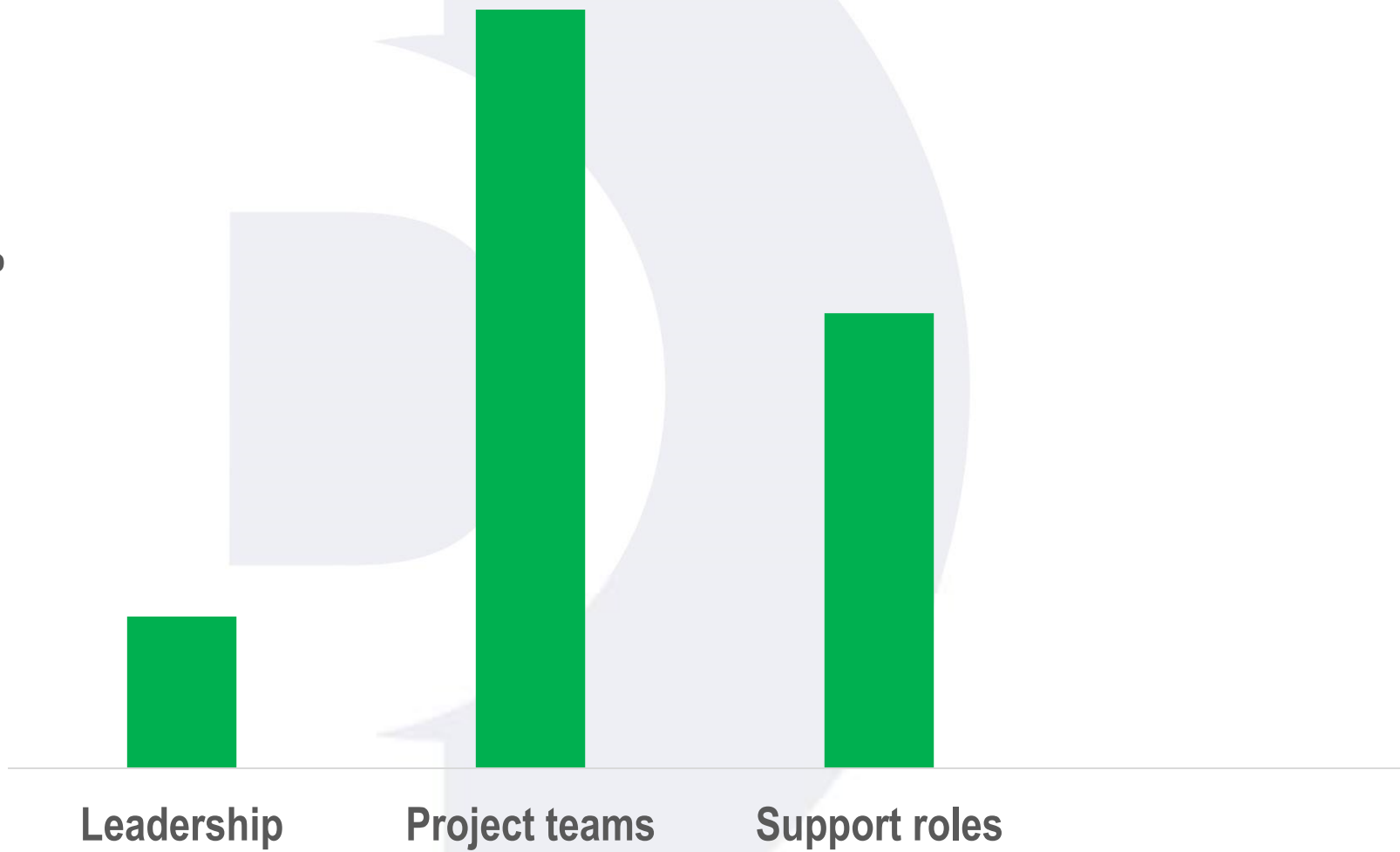


# Coaching & Doing

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Understanding of Lean



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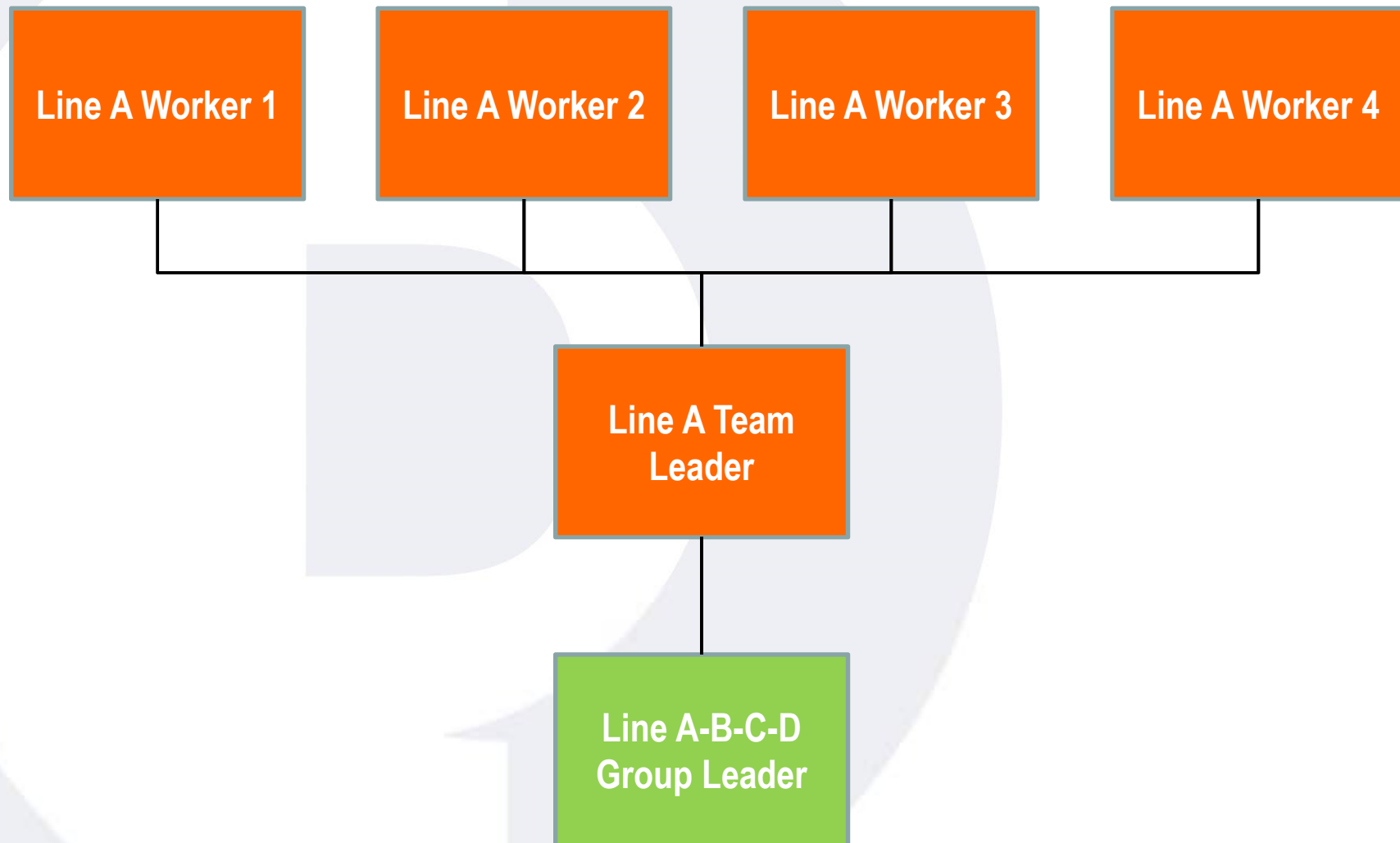
# Leadership Learning Sessions

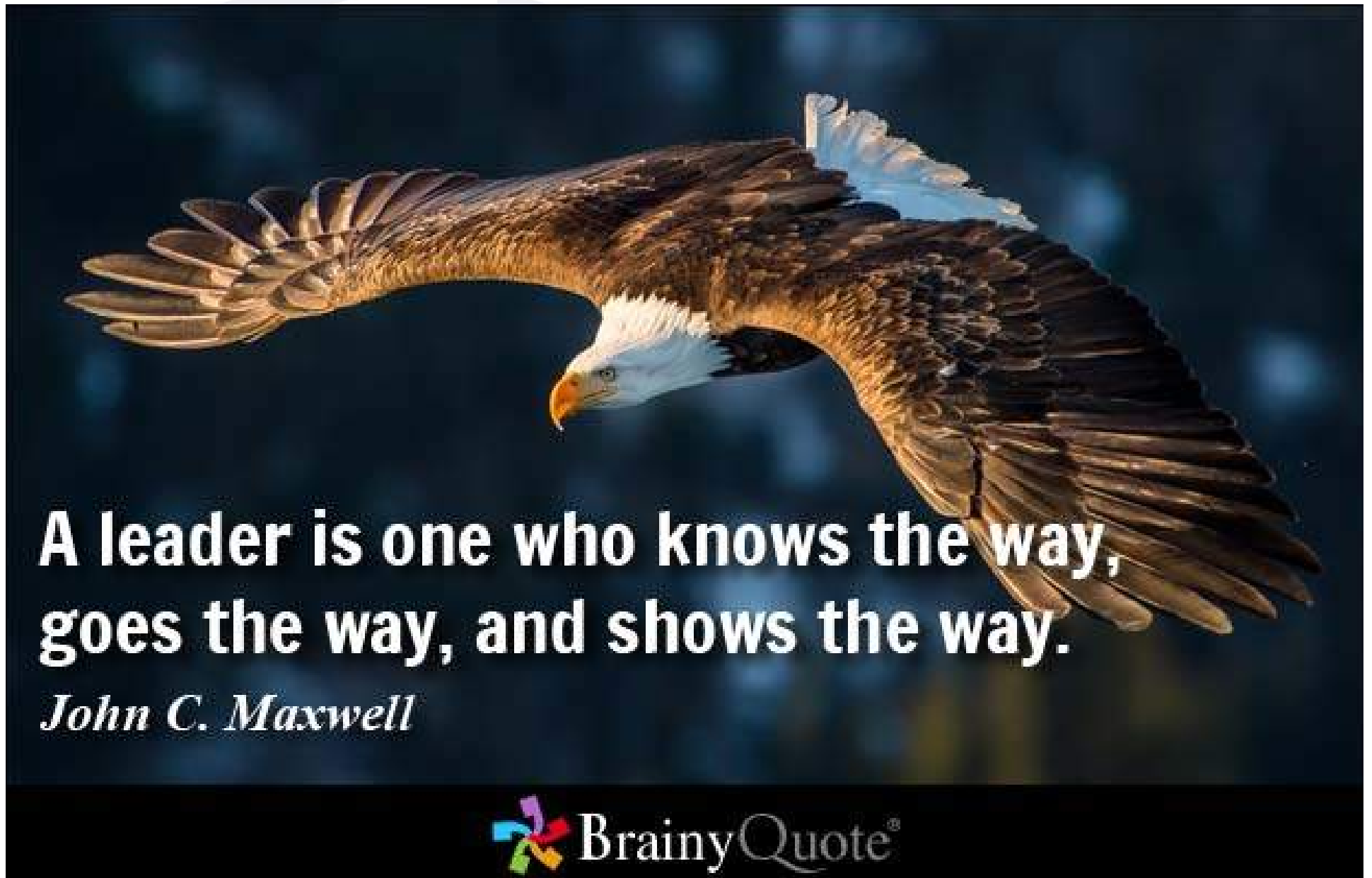
- Regional Executives
- Article and Video Discussions



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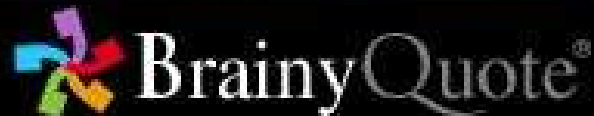
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**A leader is one who knows the way,  
goes the way, and shows the way.**

*John C. Maxwell*



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# Executive Last Planner Training

- Create an in depth understanding of Last Planner System
- Help their teams facilitate all parts of LPS
- Understand if their teams are on track, learning appropriately
- Identify opportunities for their teams to improve their work with LPS

- Intro phone call with overview of the program
- Last Planner Basics Video Conference (2 hours)
- Attend Last Planner Sessions with Observation forms
- Classroom training
- Attend Last Planner Sessions – help teams facilitate
- Classroom training



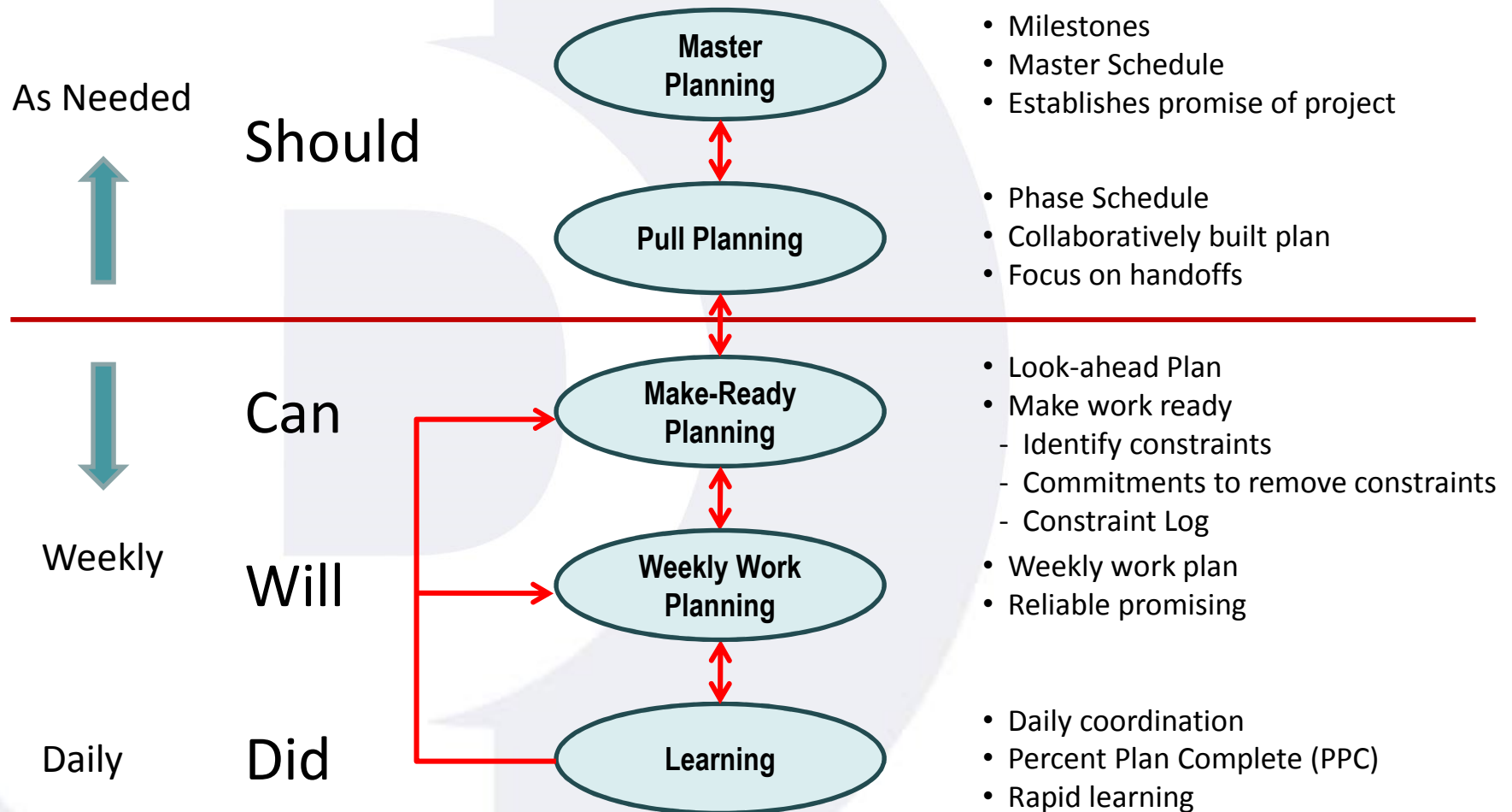


# The Last Planner System

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# Last Planner® System Should-Can-Will-Did Planning



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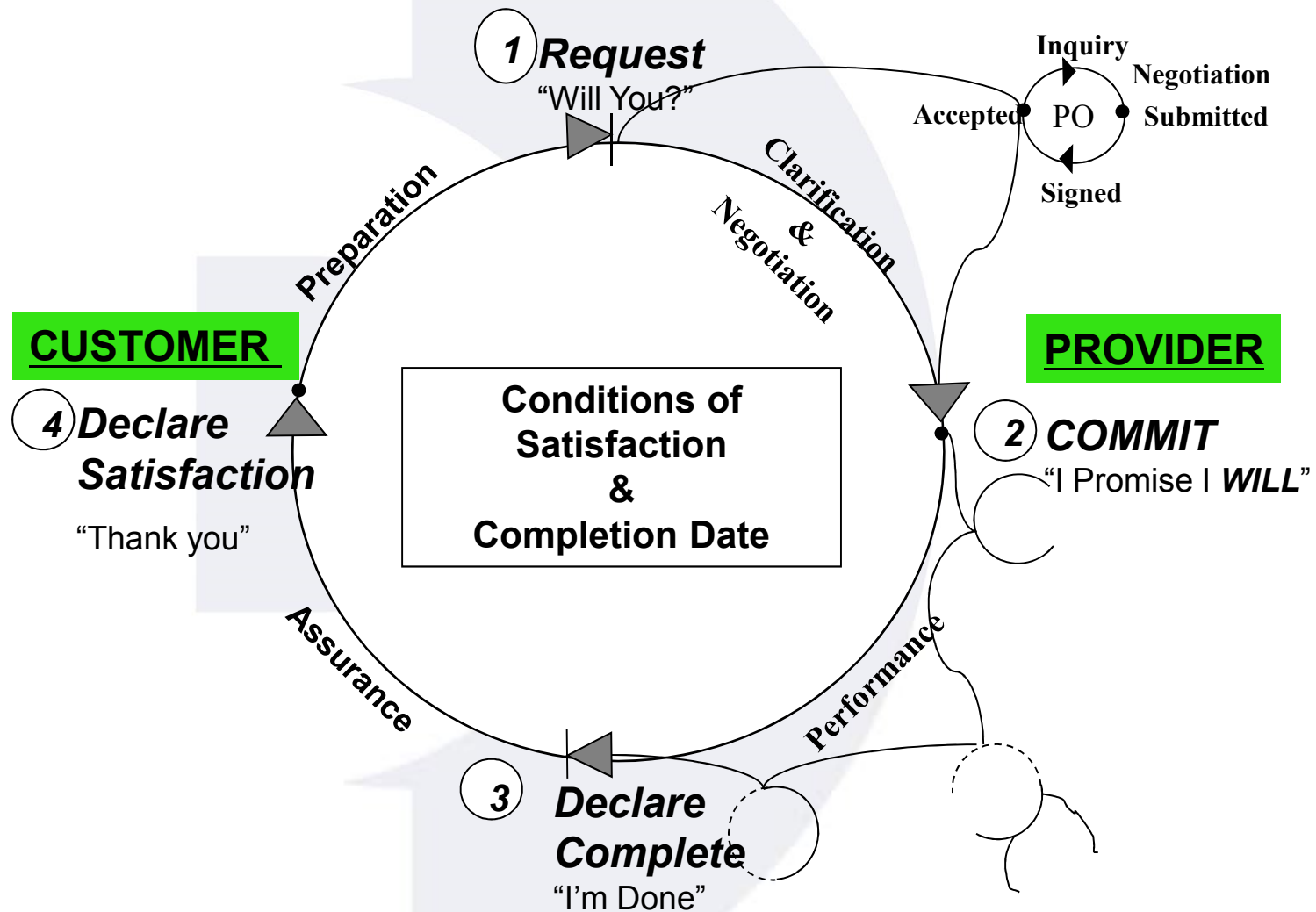


# Reliable Promising – Creating a System of Accountability

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# The Workflow Loop



# Making Reliable Promises

I can be accountable when...

- I have the ability to say no
- I am competent to perform or have access to competent people
- I estimate and plan how long it will take
- I have the capacity and I'll allocate it
- I'm not having a private unspoken conversation with myself
- I'm not hoping someone else will break their promise first, letting me off the hook
- I will be responsible for success or failure of delivery



# Which of these are reliable promises?

- I will do...
- Yes, maybe I can do...
- I'm shooting for...
- I hope to...
- Yes I will do...if...
- I could do it
- No I cannot do it
- Sure, I'll try to do...

# Master Planning

- High level view of project with limited detail with three purposes:
  1. Confirms feasibility of project
  2. Highlights long-lead items
  3. Identifies phases