

Master Planning



In pursuit of **building perfection®**

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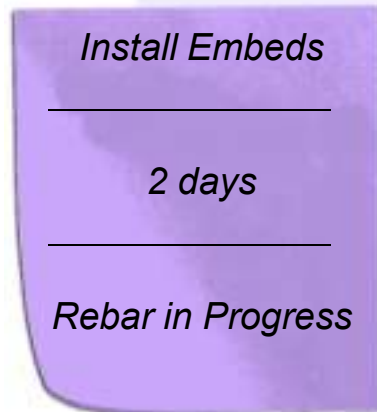
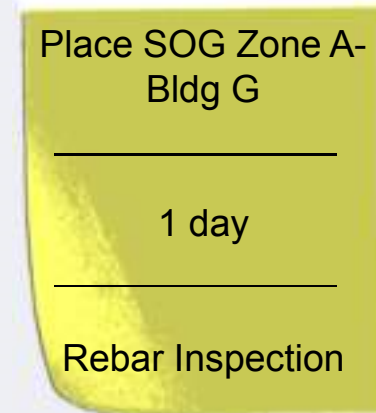
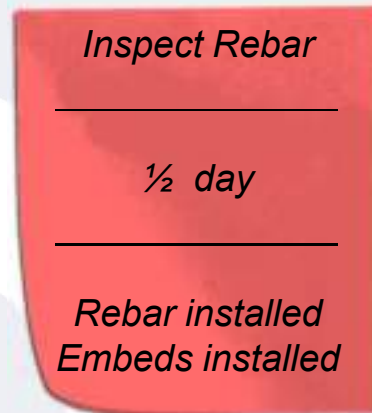
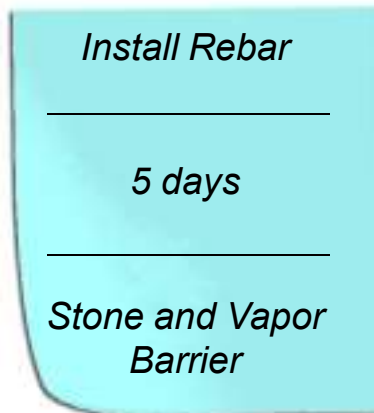
Pull Planning Process



- Focuses on the handoffs
- Includes all trades involved in the milestone
- Starts with the milestone completion and works backwards
- Shows only the tasks associated with that milestone
- Results in a phase plan

Posting the Stickies

beginning of phase



Milestone:
Sept. 15



end of phase



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Desired Outcome of Pull Planning

- Better understanding of project milestones
- Reduced uncertainty
- Activate the Network of Commitments
- Establish a coordinated Plan of Action amongst the team
- Reduce variability and create reliable workflow
- Improve milestone delivery date

Questions

- What does the team do to prepare in advance?
- What does the team do to create alignment around the milestone?
- What roles should be filled?
- How are constraints being identified and captured?
- What visuals are necessary?
- What is the mood in the room?



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- Activity Effected
- Customer
- Constraint
- Performer
- Champion

- Date Identified
- Date Required
- Date Promised
- Date Accepted

Weekly Work Plan

WEEKLY WORK PLAN					
Area:		CATEGORIES OF PLAN VARIANCE			
Subcontractor:		1. Coordination	4. Weather	7. Materials	10. Approvals
Shift:		2. Exp/Design	5. Prerequisite Work	8. Contracts/CO's	11. Equipment

[illegible]

Definition of a task

- What will be done – install lights
- Where it will be done – Rooms 300-312
- When it will be done – Thursday and Friday
- Who will do it – Jack Foreman
- Tasks will complete by the end of the week
 - No phrases like “beginning”, “ongoing”, “continuing”, etc

Weekly Meeting Agenda

- Safety Moment
- Review 6-week look-ahead for constraints
- Review last weeks performance
- Finalize next weeks plan
- General discussion
- Do Again/Do Better

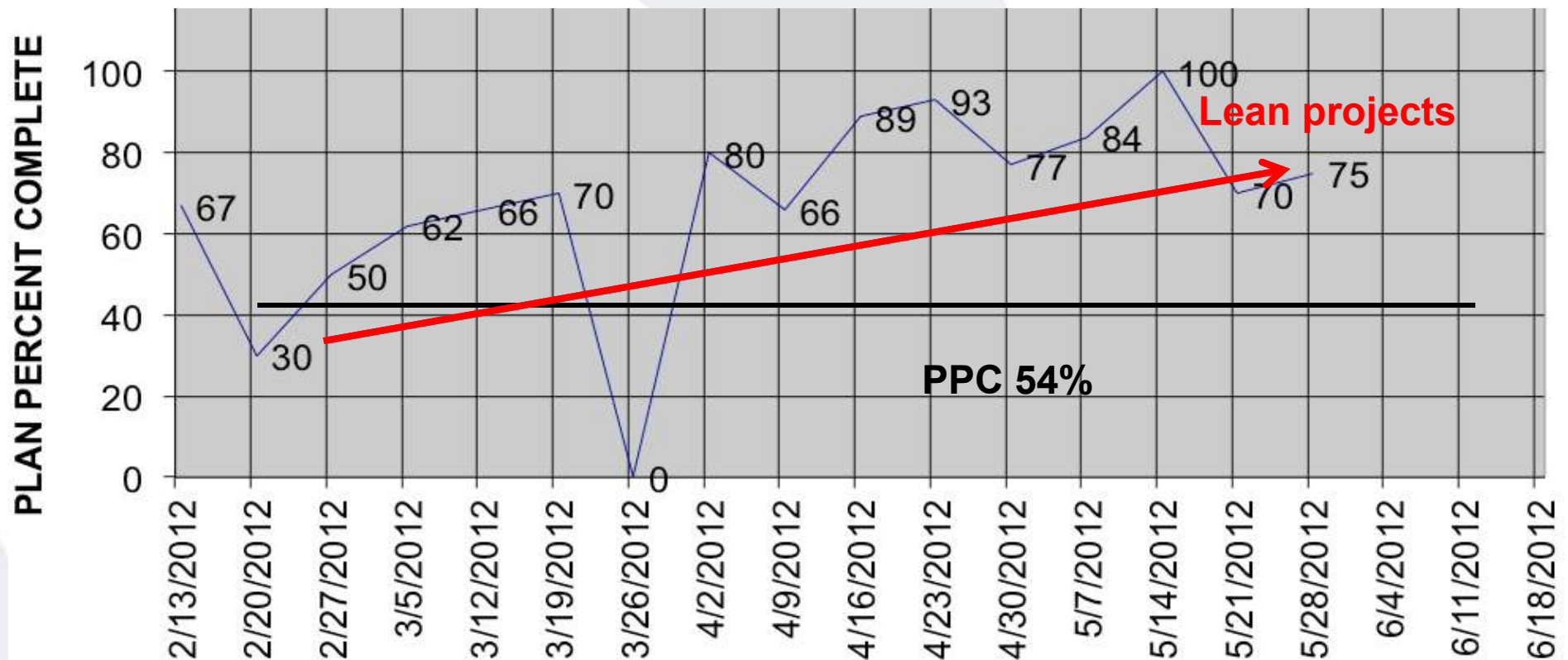
Daily Stand-Up

- I got this done since our last stand-up
- I'll get this done by the next
- Let's replan where necessary
- How can we prevent this from happening again?

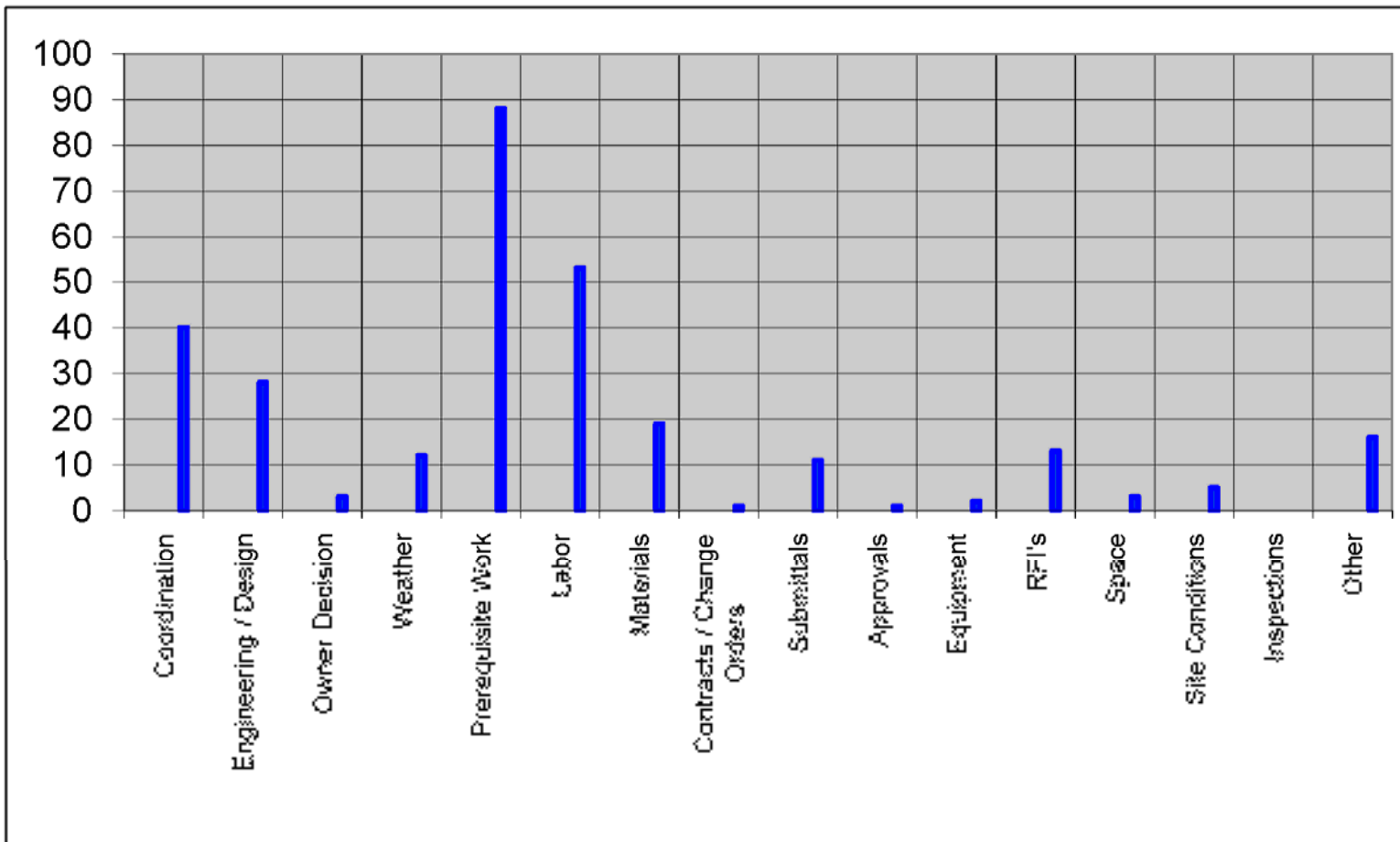


PPC Chart

Commitments, Reliability, Handoffs



Variance Chart



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Questions – Weekly Meeting

- What does the team do to prepare in advance?
- Who is doing the speaking?
- How is the group ensuring work flows between the trades?
- How are repeated failures being addressed?
- How is PPC discussed and in what context?
- What is the mood in the room?

Questions – Daily Huddle

- What materials are needed?
- Who is doing the speaking? Why?
- How do we avoid getting sidetracked?
- How are failures being addressed?
- What is the mood in the huddle?

Leadership Comparisons

Traditional

- Dictates
- Local optimization
- Hide the problem
- Can't afford to stop the process
- Leader is the boss
- Refers to charts and graphs
- Asks Who?
- Quick to plan, slow to act

Lean

- Encourages collaboration
- Overall system optimization
- Make the problem visible
- Stop and fix the problem
- Leader is a teacher/coach
- Go see at the workplace
- Asks Why?
- Slow to plan, quick to act

Leadership must be engaged...not just supportive

- Leaders must be teachers
- Create tension, not stress
- Eliminate both fear and comfort
- Lead through participation, not proclamation
- Build lean into your personal practices

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Remember the difference
between a
boss and a leader;
a boss says "Go!"
a leader says "Let's go!"

–E.M. Kelly