Master Planning



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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

phase of beginning

Install Rebar

5 days

Stone and Vapor
Barrier

Install Embeds

2 days

Rebar in Progress

Inspect Rebar

½ day

Rebar installed Embeds installed Place SOG Zone A-Bldg G

1 day

Rebar Inspection

Milestone: Sept. 15

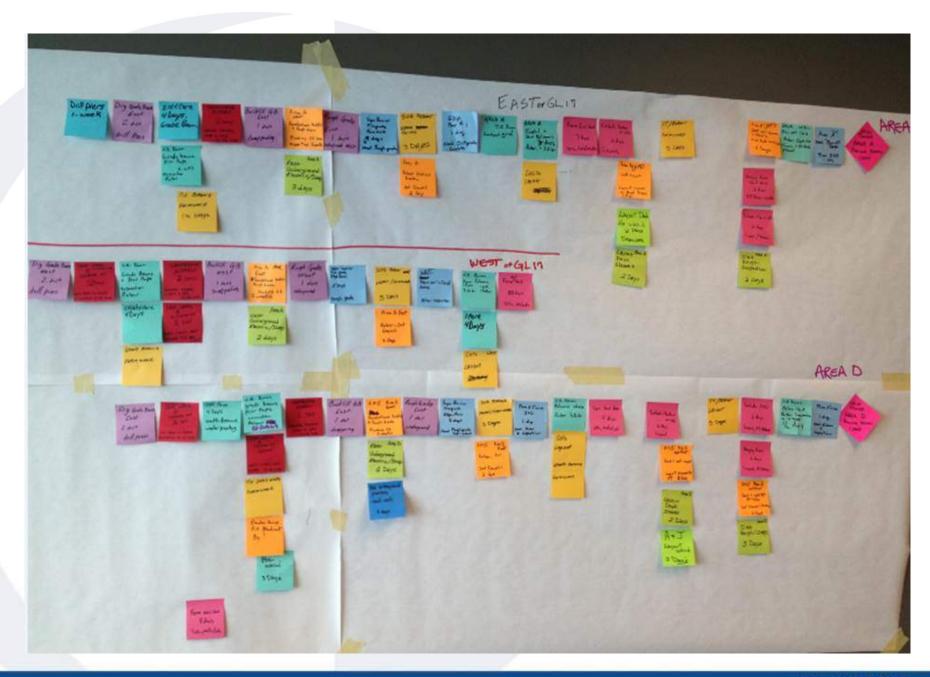
> SOG Zone A Bldg G

> > end of phase

Add post-its from right to left

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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

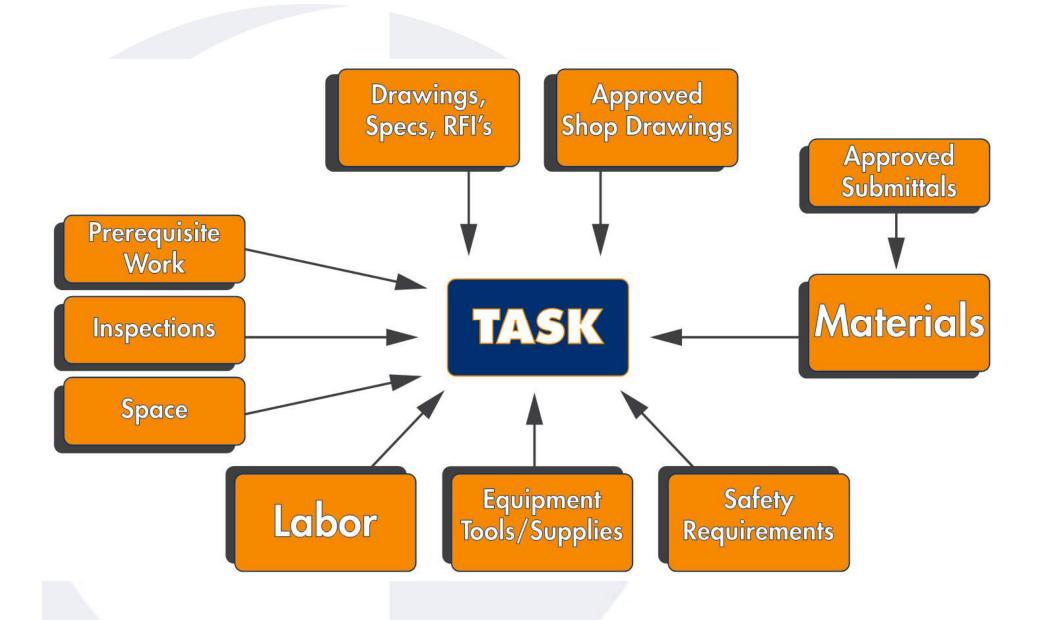
- What does the team do to prepare in advance?
- What does the team do to create alignment around the milestone?
- What roles should being filled?
- How are constraints being identified and captured?
- What visuals are necessary?
- What is the mood in the room?





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Make Ready Planning

- Activity Effected
- Constraint

- Customer
- Performer
- Constraint
 Champion

PROJECT: PHASE:										
RESPONSIBLE Constraint #		Activity Affected by Constraint	Constraint Description	Customer (name)	Constraint Champion (name)	Performer (name)	Date Identified by Customer	Date Required by Customer	Promised by Performer	Accepted b
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- Date Identified
- Date Required

- Date Promised
- Date Accepted

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Weekly Work Plan

WEEKLY WORK PLAN													JEDUNN'			
Area: CATEGORIES OF PLAN VARIANCE													TOTAL ACTIVITIES			
Subcontractor:				1 Coordination	10 Approvals 13 Site Conditions								ACTIVITIES COMPLETED			
Shift: Last Planner:		3		2 Eng/Design			11 Equipment					pectic	ins		PERCENT PLANNED COMPLETE	
				3 Owner Decision	6 Labor	9 Submittals	12 RFI's			_	15					
Activity ID	Area	Level		COMMITM	Responsible	Start Date			d Thu Fri Sat Sun			Done?	LEARNING			
				Safe - Defined - Sound - Proper Sequence - Right Size		ize - Able to Learn	Pes		166	*****		711 34	300	Y/N	REASONS FOR VARIANCE	Category
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			Work	able Backlog (What wor	k can I do w/o affecting	other trades if					Ц	4				
	- 4			plan breaks down or if i		Store O'Buca II			H			+	e-v			
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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?

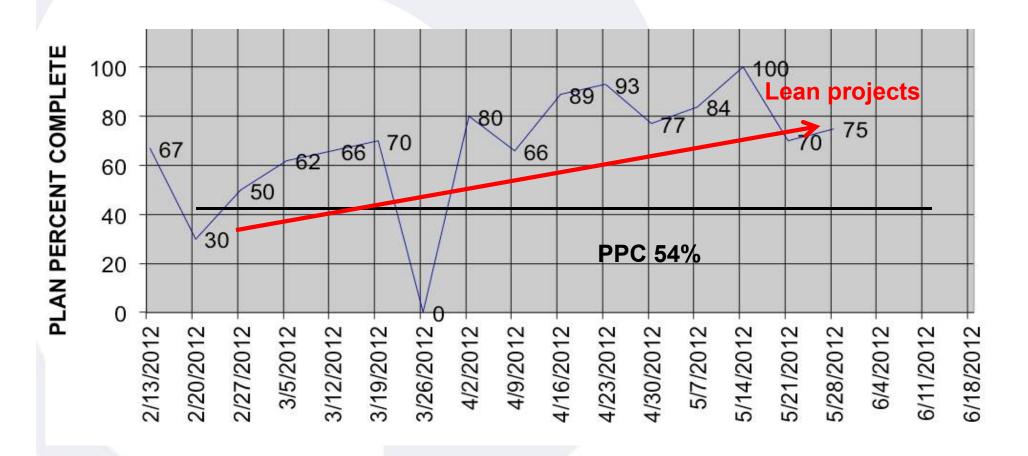


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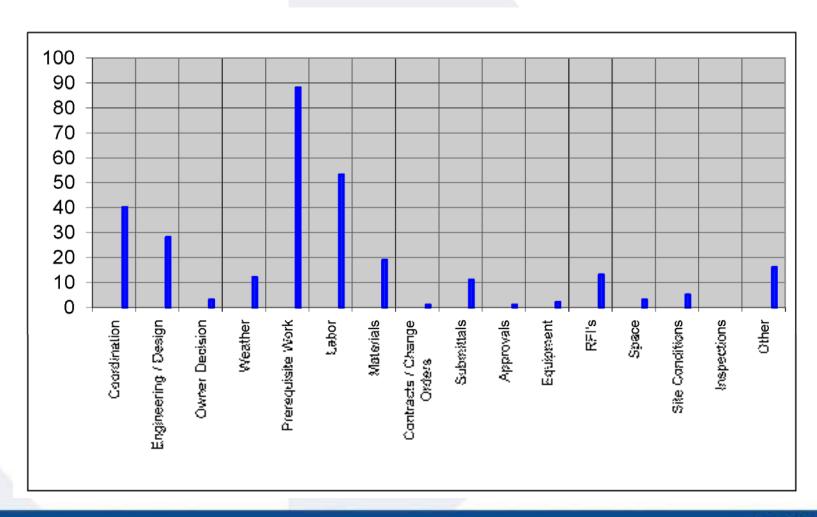


PPC Chart

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

<u>Lean</u>

- 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



