

Bill Seed Lean Construction Institute

#LeanLPS

Organiza y promueve

Promueve



Patrocina



Media Partners



Con la colaboración de



Last Planner: an owner's Perspective

Bill Seed, Chairman, Lean Construction Institute

Collaboration. NOT!

- ▶ Appropriate space is necessary
- ▶ Remove chairs
- ▶ Do your own stickies
- ▶ Rotate leadership
- ▶ Owner should not isolate
- ▶ Speak up, don't just agree
- ▶ Be honest about effort
- ▶ Why is not a bad word



New Concept, New Team



- ▶ Pull?
- ▶ You finish yours, I will add mine
- ▶ I need 3 months
- ▶ Education/onboarding is critical
- ▶ Don't bypass the basic training
- ▶ Teams are not used to Collaborating
- ▶ Alignment is critical to waste elimination

Strong Facilitation: Improved Outcomes



- ▶ Keep team focused
- ▶ Clearly defined outcome
- ▶ Everyone at the wall
- ▶ Negotiate handoffs
- ▶ Understand what is being requested
- ▶ Right people, right time
- ▶ Limit sidebars
- ▶ Parking Lot!

Engagement!

- ▶ One conversation
- ▶ Understanding of impact of my work on yours
- ▶ Visual reminders
- ▶ Regular review of future work
- ▶ Re-planning is OK

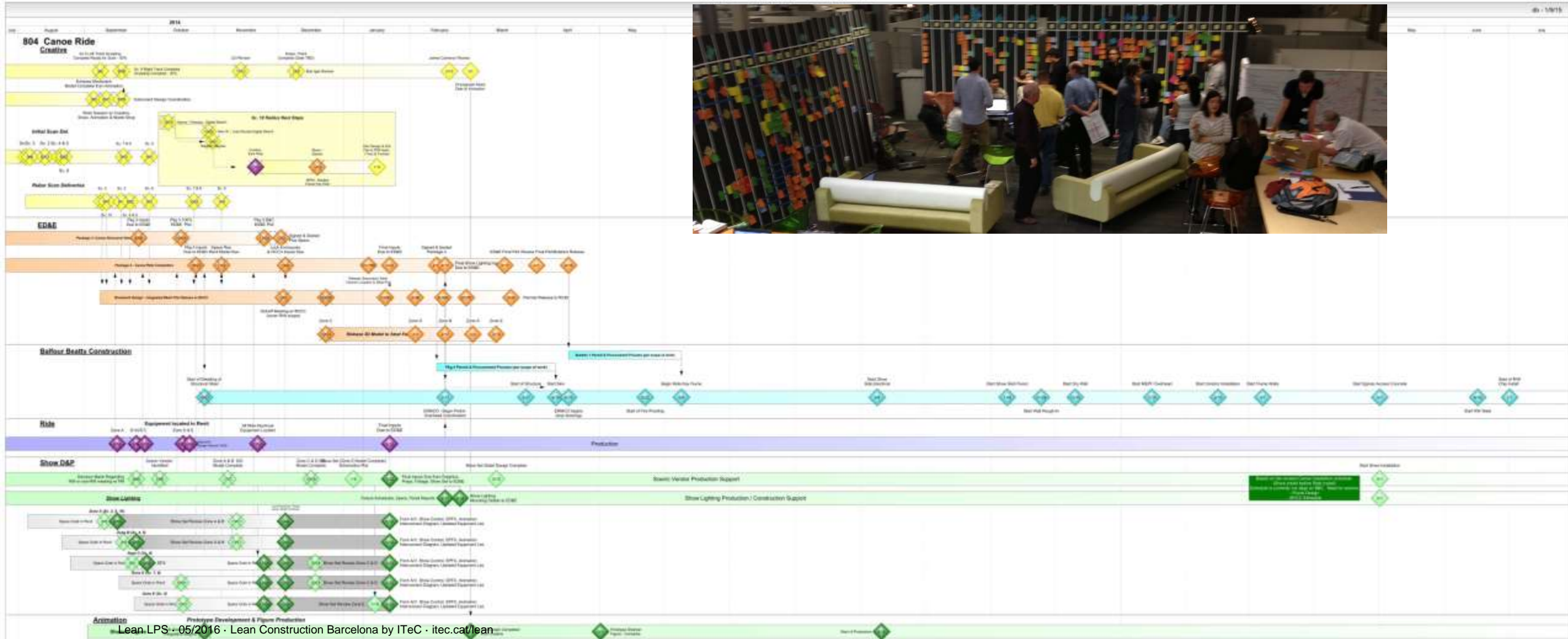


Planning started by identifying **specific needs** to support early packages; the needs become milestones, and activities can be pulled from the milestones



Start analog, go digital

Schedule developed and managed in Milestones Professional;



What Worked: re-organize/prioritize design input sequence

- Early Packages Cluster
- “Holding the Line” on Packages - Concrete, Steel, Deep Utilities
- Investing in Flexibility
- More Disciplines moving into Revit
- Earlier equipment/process vendor Engagement in Design

What Worked

- Last Planner Concepts applied to Concrete and Steel
 - Focus on specific needs tailored to this project
 - Sharing Incomplete Information
 - Last Responsible Moment (in service of development flexibility)
 - Willingness to think differently - getting away from the *I don't do that in this phase* mentality



Lessons & Opportunities

- It appears inevitable that Project Schedules will demand Early Packages
 - What do Design Inputs look like in this Fast Tracked environment? Risk, Flexibility, not yet known
 - How can we be more thoughtful in the Package & Bulletin Strategy? Build sequence influences document sequence
- Civil Infrastructure Planning re-thought in the context of ILPD Partner strategy
- We focus on early packages, but what can we allow to go late? (i.e. Electrical control systems as post-B&C package)