5 Critical Success Factors for Lean Deployment

Presented by
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“What Does Lean in Construction Mean to You?”
5 Critical Success Factors

1. Know Yourself
2. Purpose
3. Strategy
4. Structure
5. Behaviours

People + Process + Purpose = Performance
How Does Change Occur?

Goal of a Change agent is to
1. Reduce the depth
2. Compress the time
What is Your Influencing Style?

Pushing Styles
- Rational: Use data to influence
- Asserting: Use Power to influence

Pulling Styles
- Negotiator: Use compromise and cooperation
- Inspirational: Use Story Telling to influence
- Bridging: Team Based approach to influence

Reference: HBR
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What is Lean?

It’s an approach to managing your business

Deliver Your Purpose ......together!
What is the Purpose of Your Business?

“Kirby aspires to be the most trusted provider of high-value engineering and construction services”

“Our vision is to be the contractor of choice for clients, and the workplace of choice for great people”

“Deliver Projects Better, Faster, Together”
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Purpose

Deliver Projects Better, Faster, Together
2018: 0 Accidents, 0 Customer Complaints,
90% Schedule Compliance, 90% Process Confirmation

Zero Accidents, No 1 for Delivery and Quality, 5% Cost Reduction
All achieved through Continuous Improvement & Teamwork
Process Based Approach

Start → Design and Tender → Procurement → Plan and Build → Handover → Accounts Receivable → End
Planning Process: Daily Huddle

**Process Charter**

- **Purpose**
- **Customer & Requirements**
- **Roles and Responsibilities**
- **Behaviours Expected**

**Process Confirmation**

- **Measure of Effectiveness**
- **Measure of Behaviours**
- **Measure of Action Status**
Problem Solving Based Approach

80% of Problems Addressed here
From daily huddles and Weekly Work Plan

Problems that reoccur from Daily Huddle and WWP
Monthly Variance Analysis Process

Complex problems across projects that require significant data analysis to prevent reoccurrence

Promoting a Learning Organisation
Lean Tools to Support Continuous Improvement

- Kanban
- 5S
- Last Planner System
- Visual Mgt.
- Gemba Walks
- Direct Obs.
People: Training Plan

Value-Driven Purpose

Critical Business Processes
Continuous Improvement

Process
People

Training Plan to Support Business Process and CI
Management Systems & Behaviours

Value-Driven Purpose

Management Systems
Leadership behaviours

Process
People
Culture
Management Systems

Daily Escalation Process

- Daily Analysis
- Performance Vs Targets
- Performance Vs Targets
- Process Tier 1
- Operations/Contracts Manager Tier 2
- SMT Tier 3
- Actions
- Actions
- Actions
- Daily Problems

Ideally 80% of Problems Discovered & Resolved At Tier 1

Trust Your People to Manage Business Processes
Transformational Framework

Value-Driven Purpose

Management Systems
Leadership behaviours

Process

People

Culture

LEI: https://www.youtube.com/watch?v=oeRXOT8lv0g
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Organisation Structure to Support Lean Deployment

- **Management Team**
  - Purpose
  - Communication
  - Values and Behaviours
  - Behaviours

- **Lean Steering Team**
  - Develop Lean Strategy
  - Monitor
  - Recognise Success
  - Coaching and Mentoring
  - Behaviours

- **Lean Champion**
  - Business Processes
  - Coaches and Mentors
  - Training Plan
  - Behaviours

- **Lean Program Leaders**
  - Researches Program
  - Implement plan
  - Monitor Program
  - Behaviours

**Resilient, Persistent and Authentic**
Lean Deployment

Program by Program Basis

LPS
Direct Observation
Ideas Process

Project by Project Basis

Pilot

LPS
Direct Observation
Ideas Process

Across All Business Processes

No One Size Fits All
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Situational Leadership

- **Supporting**
- **Coaching**
- **Delegating**
- **Directing**

Low - Directive Behaviour
High - Directive Behaviour
Recognition

The Power of Thank You

Process to Recognise:
- Behaviours
- Results
- Good Ideas

No One Size Fits All
Thank You