



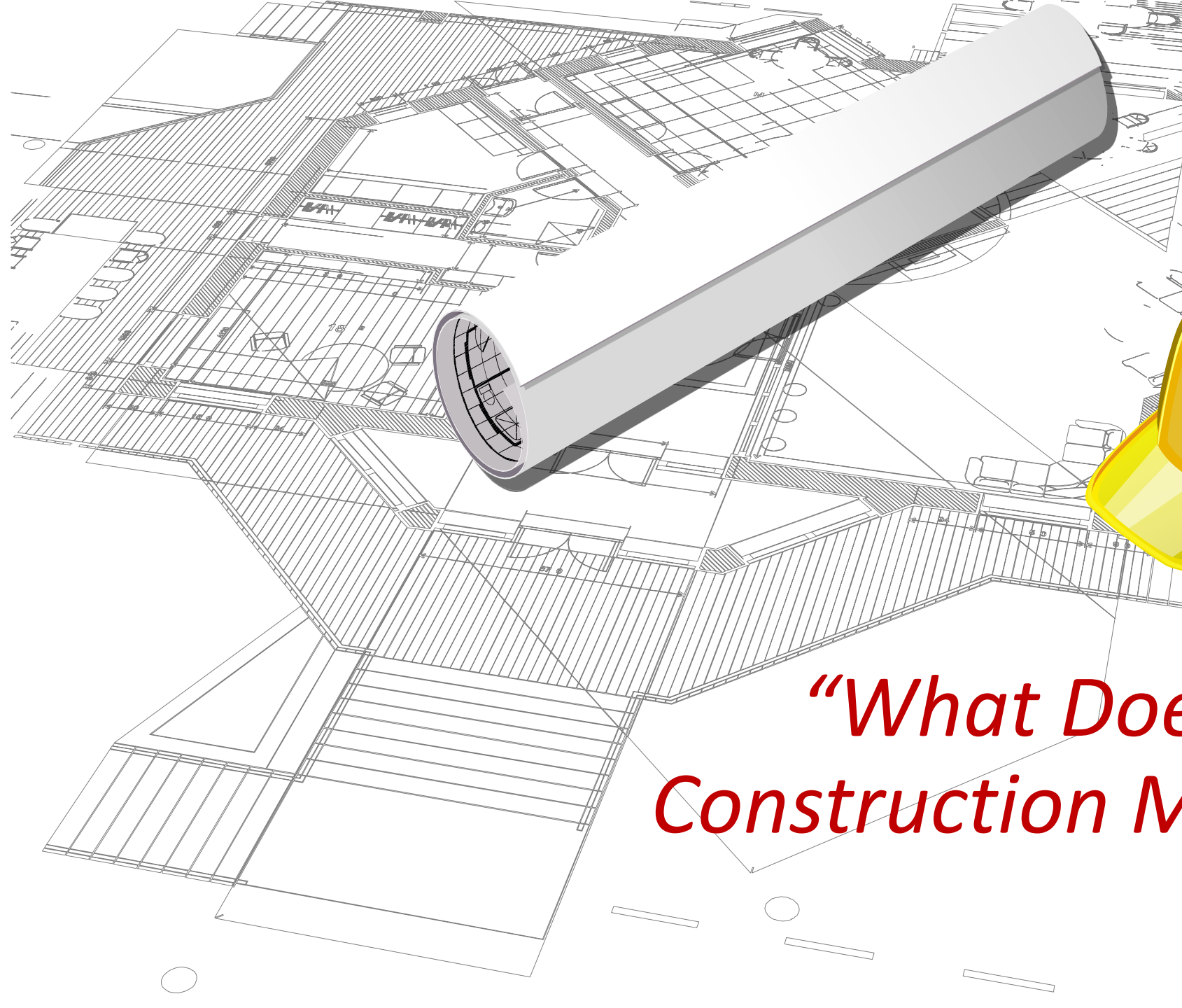
CRYSTAL LEAN
SOLUTIONS



5 Critical Success Factors for Lean Deployment

Presented by

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Crystal Lean Solutions



*“What Does Lean in
Construction Mean to You?”*



5 Critical Success Factors

1
Know Yourself

2
Purpose

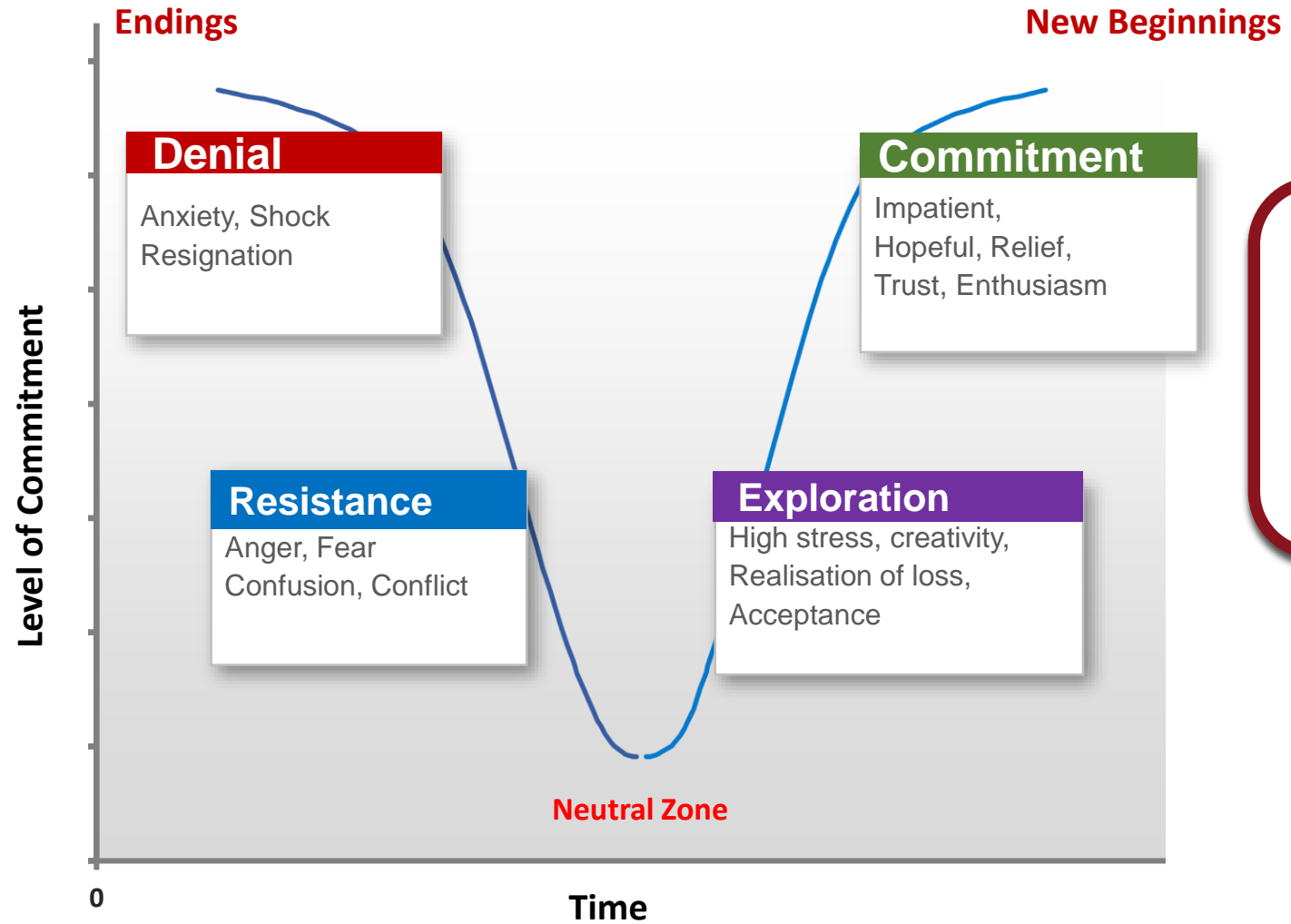
3
Strategy

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

Bridge and Mitchell, 2000



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



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What is Lean?

It's an approach to managing your business

Deliver Your Purposetogether!



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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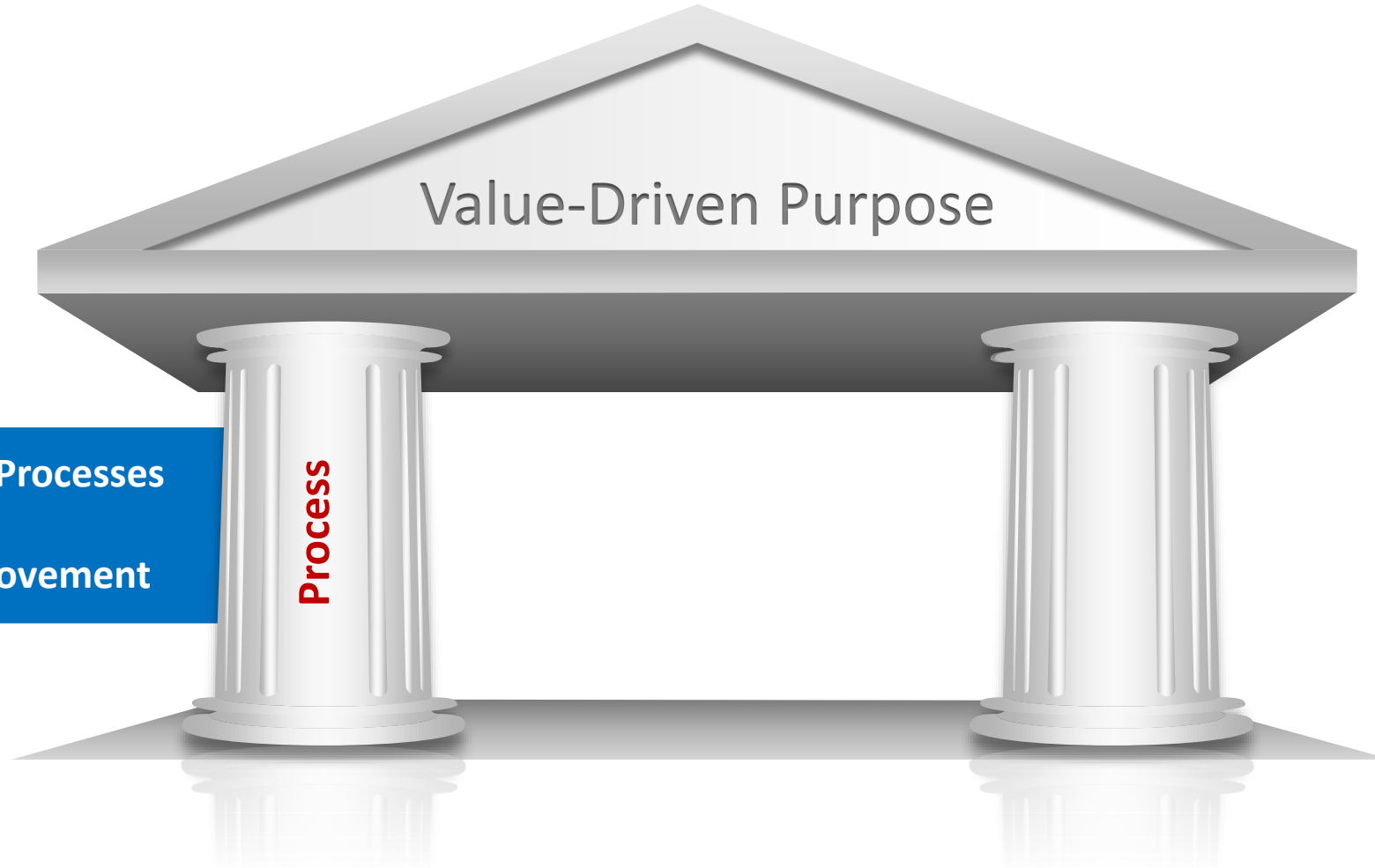
Deliver Projects Better, Faster, Together

**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



Planning Process: Daily Huddle

Process Charter

| Daily Huddle Meeting Charter | | CRYSTAL LEAN SOLUTIONS | |
|---|---------------------------|---|----|
| Purpose of Tiered Meeting: <i>To Review Status of Work per WWP</i> | | | |
| Customer of Tiered Meeting: Client | | | |
| Location | Time | Frequency | |
| Cabin 1 Board | 8:10 am | Daily | |
| Inputs | Responsible | Outputs | |
| 1. Update WWP 2. Identify gaps to plan | JM/SH Site Mgn | 1. Performance Gaps clearly identified 2. Clear & Agreed Actions with assigned owners 3. Escalation rules followed 4. Everyone clear on their responsibility | |
| Agenda | Function | Required Attendees | |
| 1. WWP Review 2. Identify gaps 3. Identify Actions 4. Review Remainder of Week Actions 5. Identify potential constraints 6. Agree Actions 7. Process Confirmation | Update WWP Action Lead | Name Team | JS |
| Meeting Rules | | | |
| <i>Be on time all of the time</i> <i>Update huddle board prior to the meeting</i> <i>No phone calls, E-mail or other distraction</i> <i>Focus on the Process</i> <i>Facts not Opinions</i> <i>Own your actions</i> <i>Stay on topic</i> | | | |



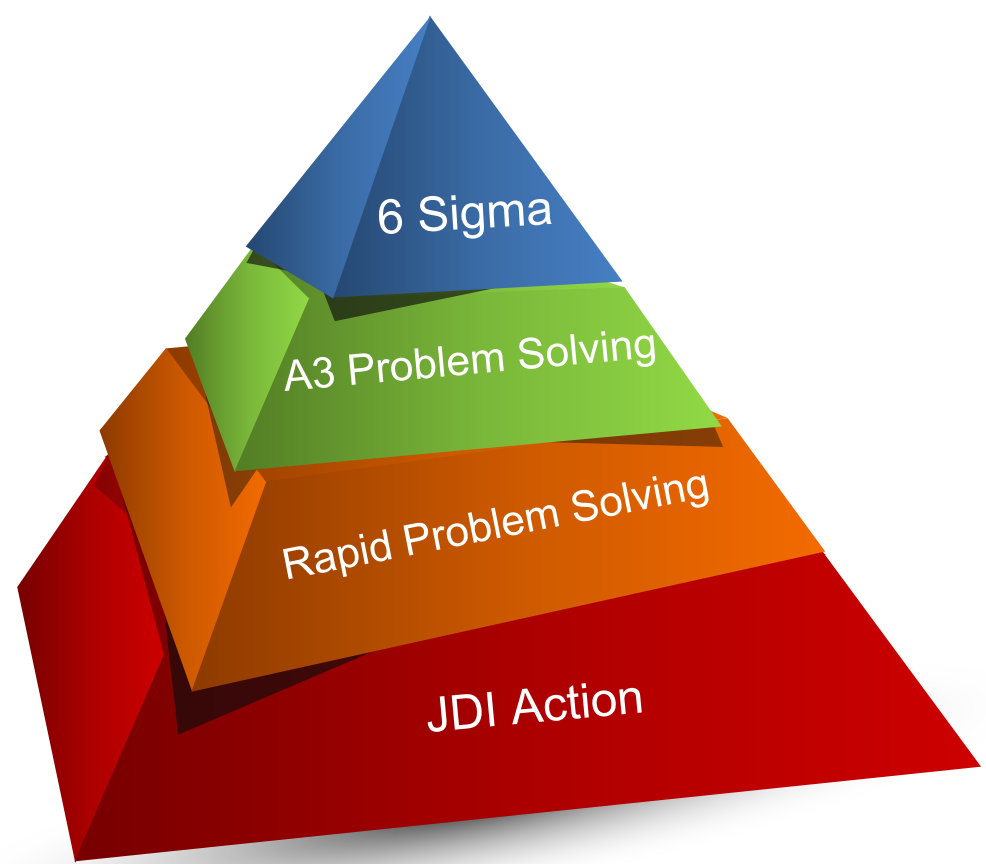
Process Confirmation

| CRYSTAL LEAN SOLUTIONS | | Daily Huddle Process Confirmation | | | | | | | | | | | | | | |
|-----------------------------------|--|-----------------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| Required Attendees | | Week No. | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| Name | | | | | | | | | | | | | | | | |
| Name | | | | | | | | | | | | | | | | |
| Name | | | | | | | | | | | | | | | | |
| Name | | | | | | | | | | | | | | | | |
| Name | | | | | | | | | | | | | | | | |
| Criteria | | Week No. | | | | | | | | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| Start and Finish on Time | | | | | | | | | | | | | | | | |
| All required Attendees Present | | | | | | | | | | | | | | | | |
| Action Taker | | | | | | | | | | | | | | | | |
| All Promises up to date on board | | | | | | | | | | | | | | | | |
| Values and Behaviours evident | | | | | | | | | | | | | | | | |
| All Due Actions Closed Out | | | | | | | | | | | | | | | | |
| Stayed relevant to Agenda | | | | | | | | | | | | | | | | |
| Problems Solving Process Followed | | | | | | | | | | | | | | | | |

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

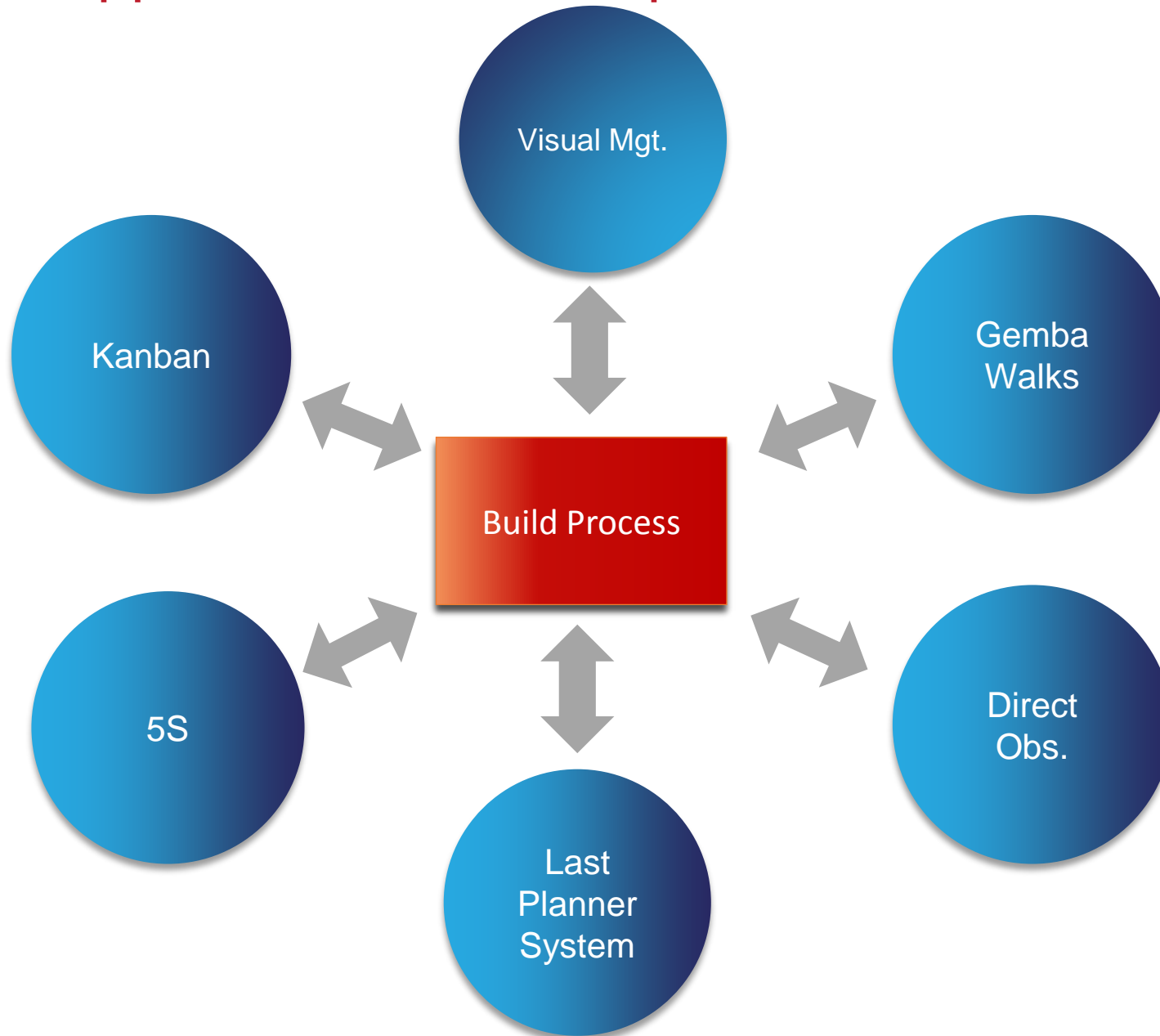
- Measure of Effectiveness
- Measure of Behaviours
- Measure of Action Status

Problem Solving Based Approach

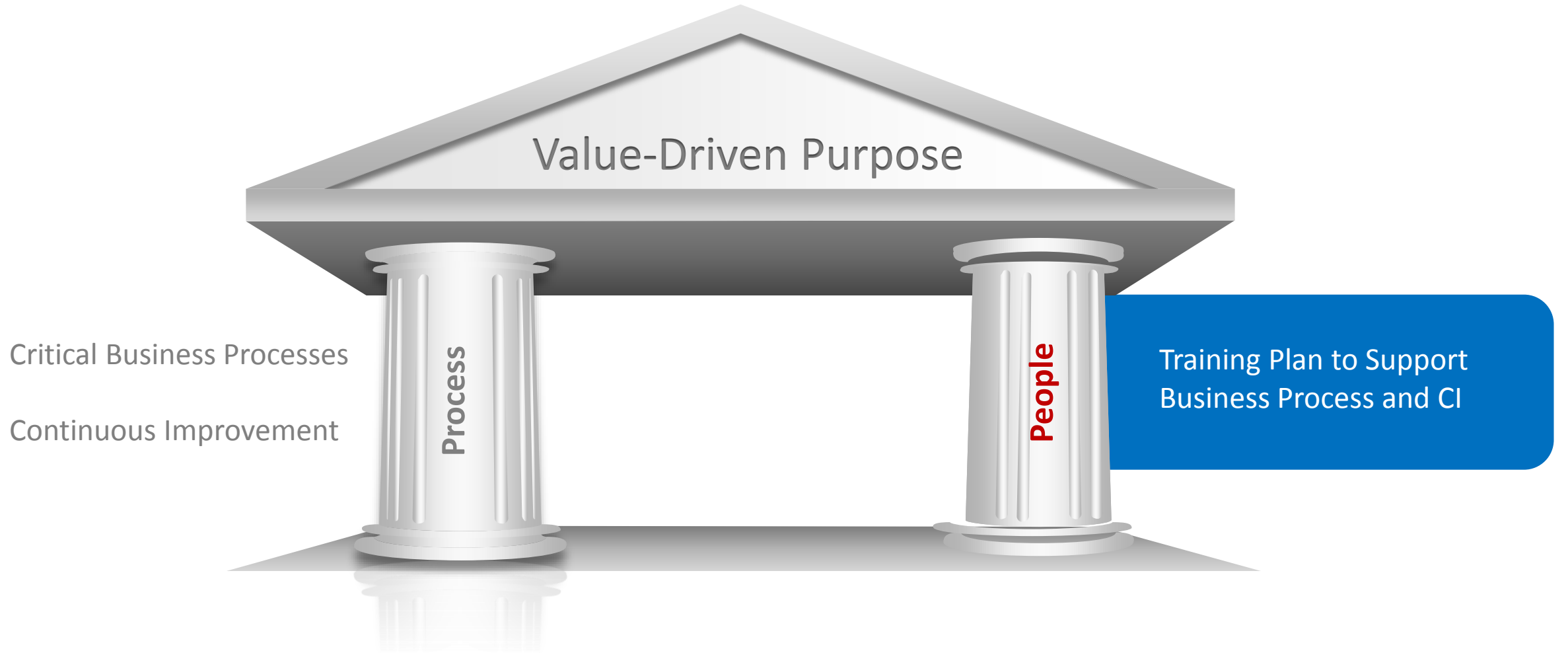


- Complex problems across projects that require significant data analysis to prevent reoccurrence
- Problems that reoccur from Daily Huddle and WWP Monthly Variance Analysis Process
- 80% of Problems Addressed here From daily huddles and Weekly Work Plan

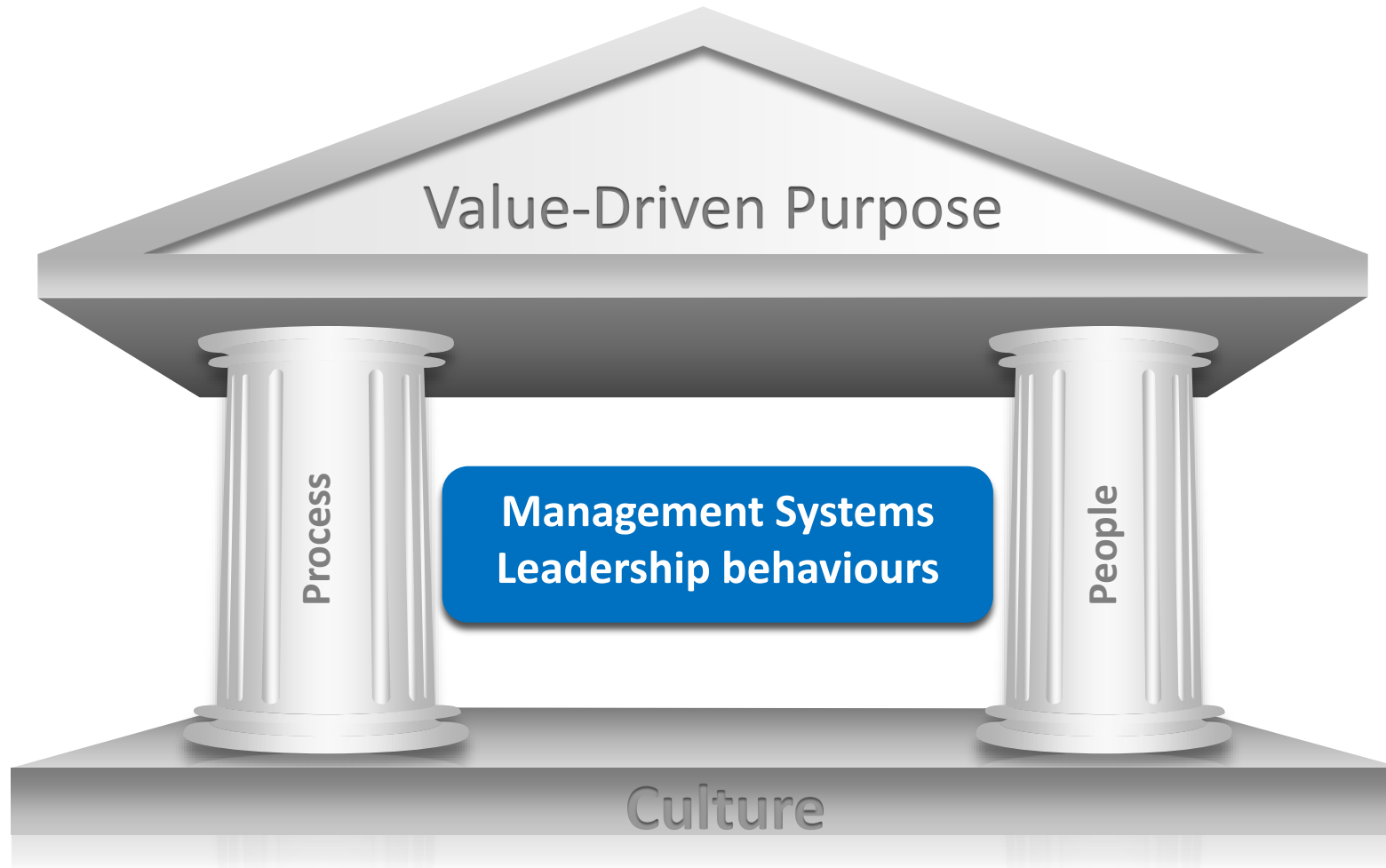
Lean Tools to Support Continuous Improvement



People: Training Plan

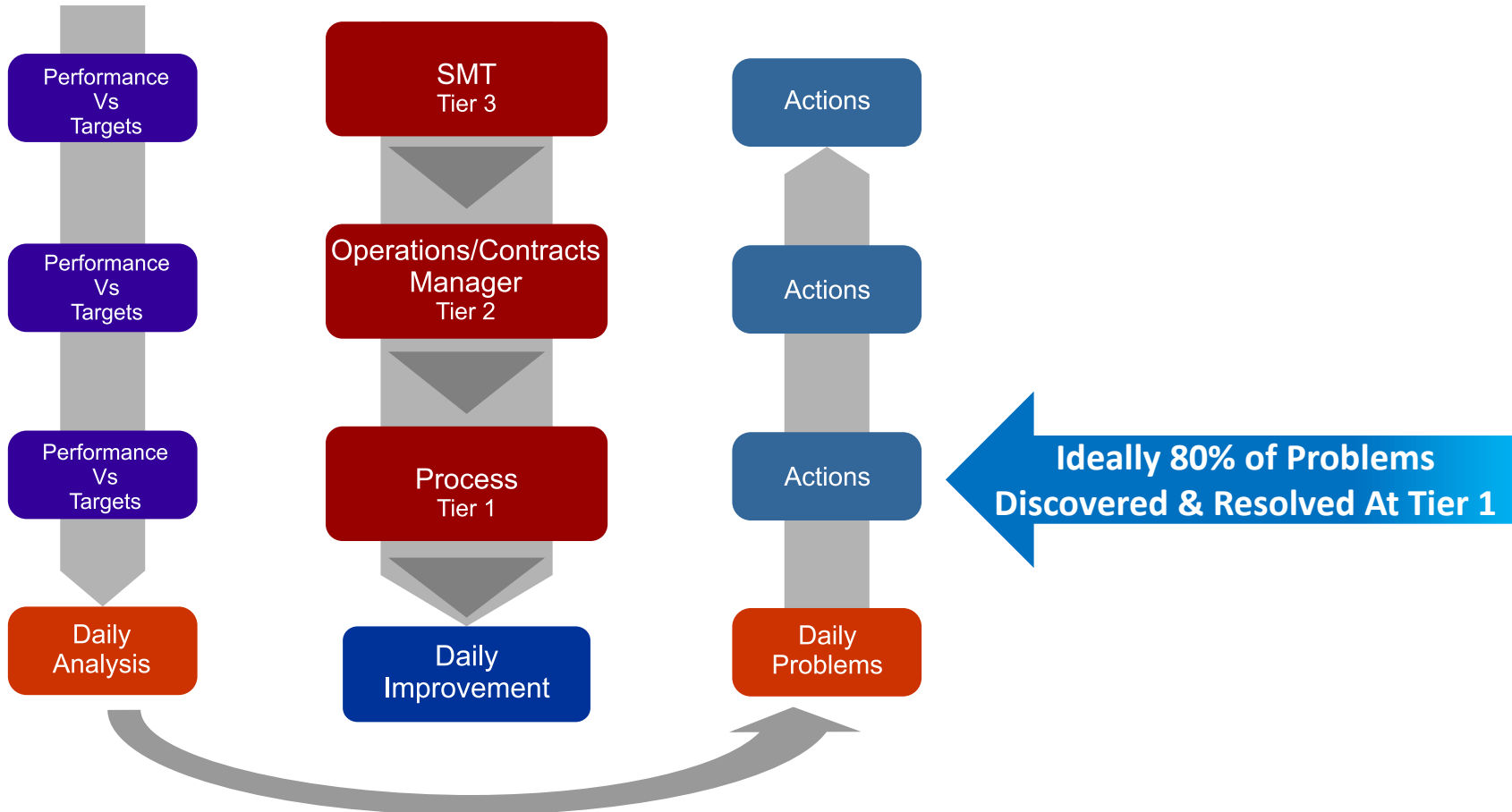


Management Systems & Behaviours



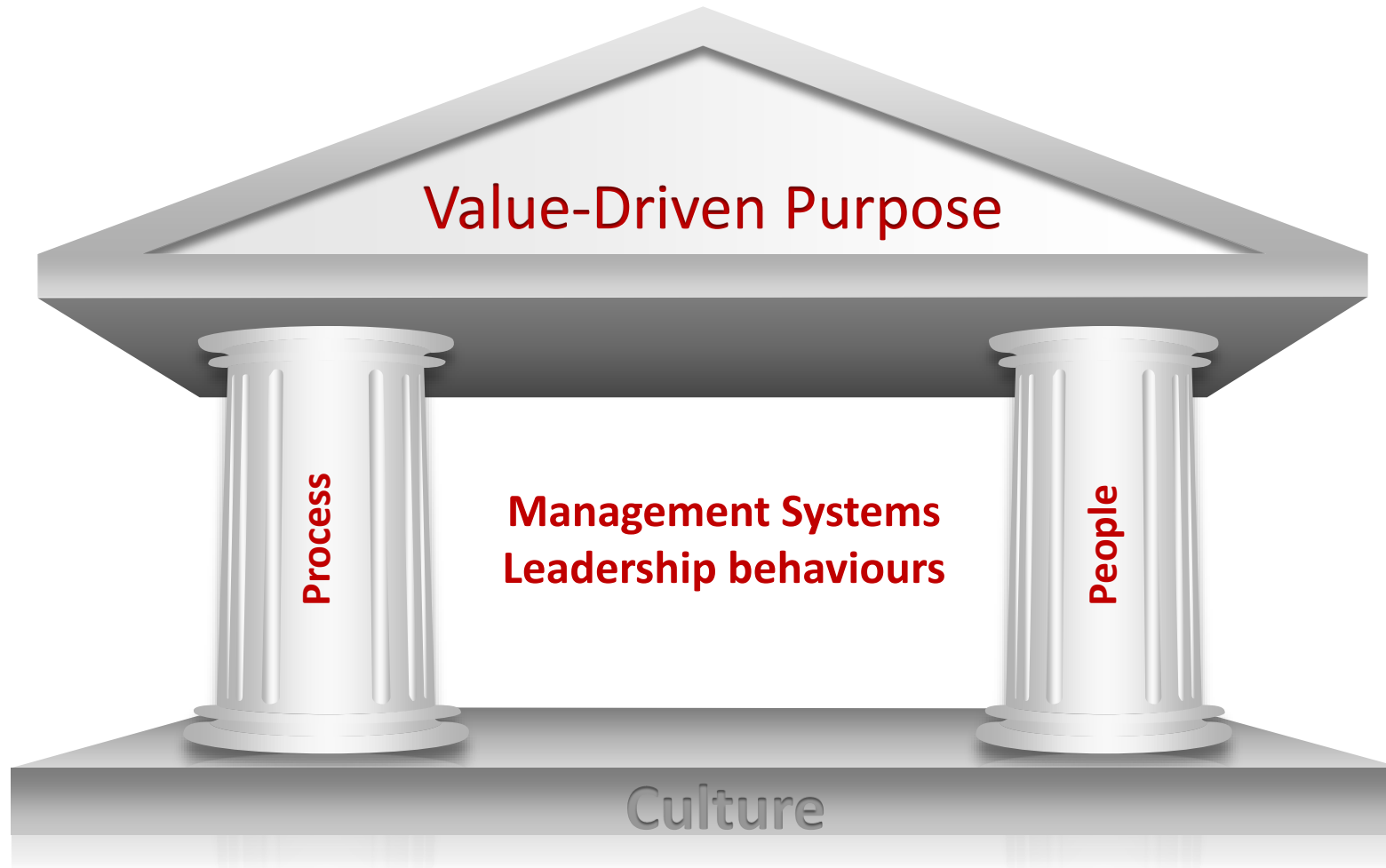
Management Systems

Daily Escalation Process



Trust Your People to Manage Business Processes

Transformational Framework



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 |

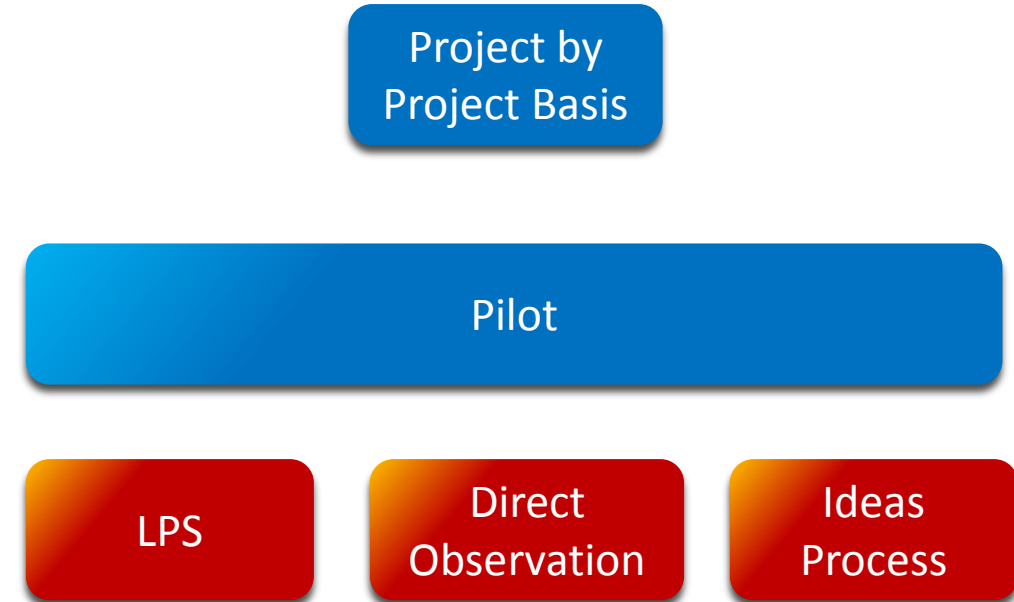
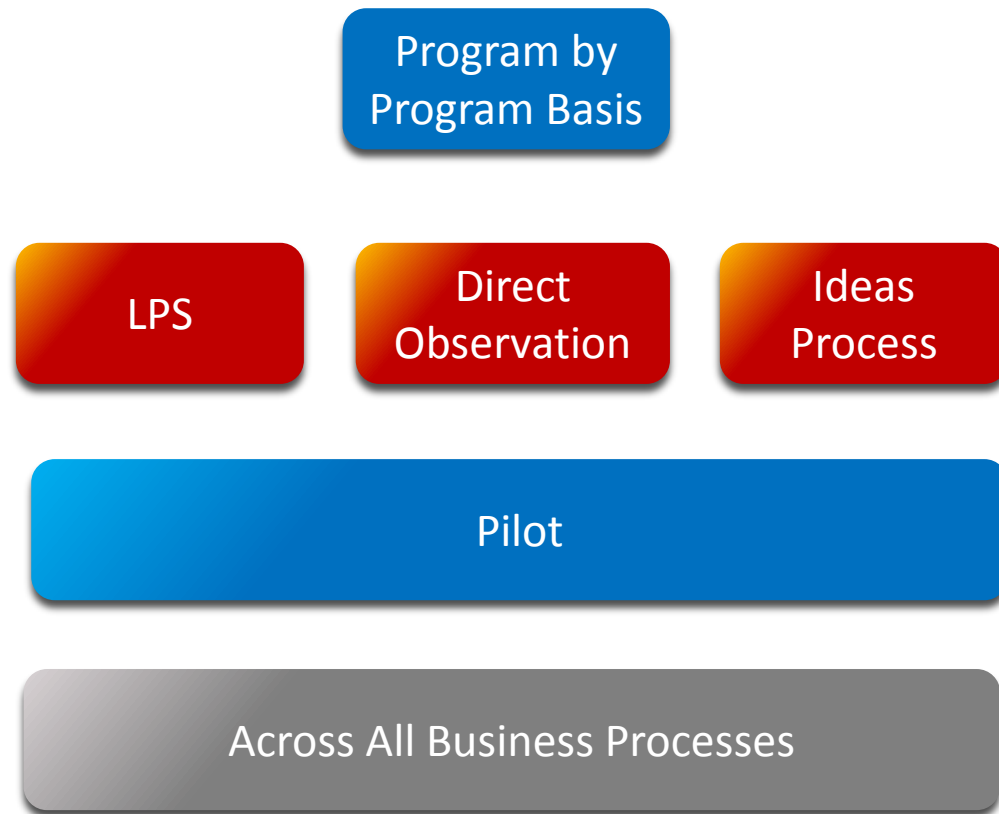
| Lean Steering Team |
|---|
| Develop Lean Strategy Monitor Recognise Success Coaching and Mentoring Behaviours |

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

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



Lean Deployment



No One Size Fits All

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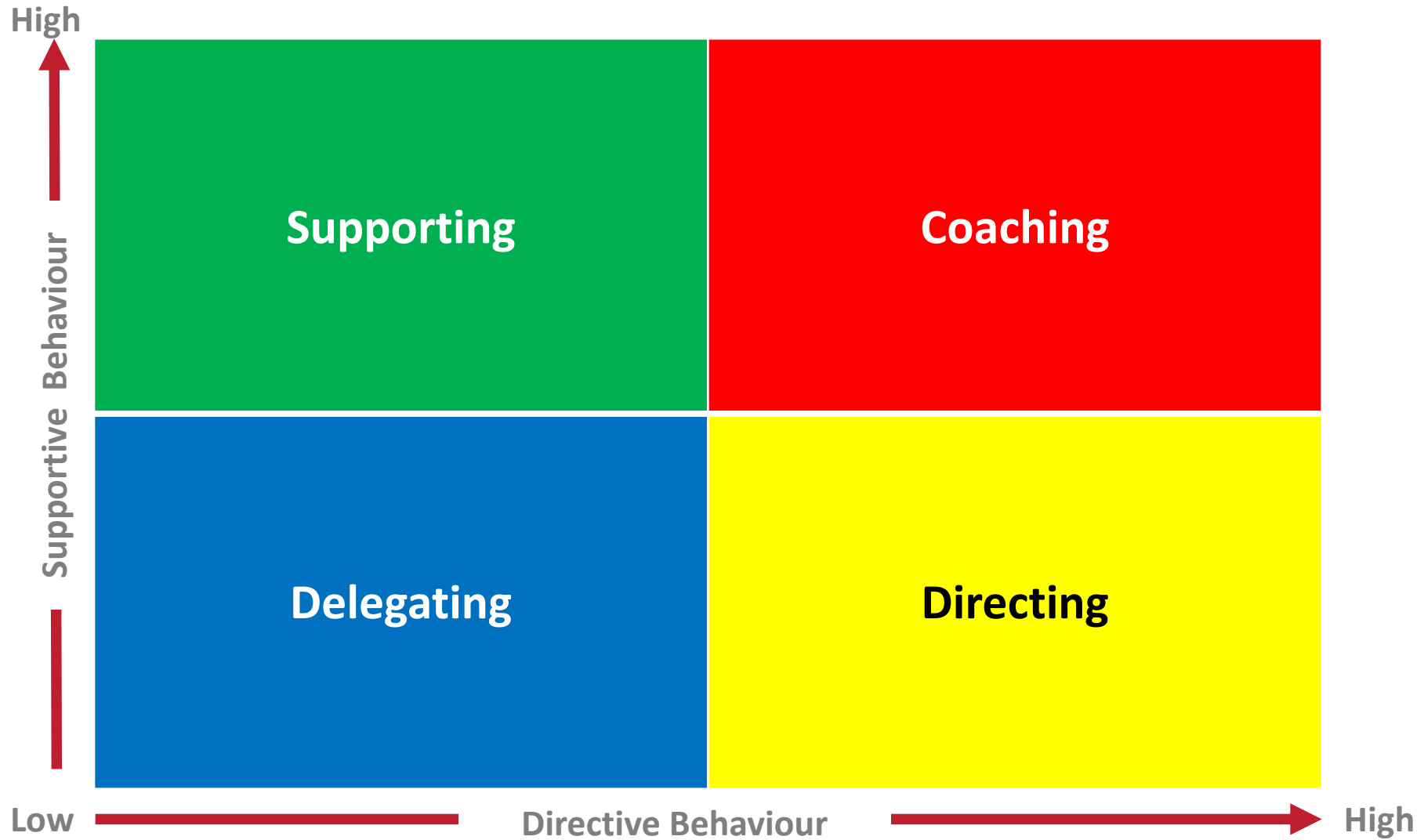
4

Structure

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Behaviours

Situational Leadership





The Power of Thank You

Process to Recognise:

- Behaviours
- Results
- Good Ideas



Thank You