

shiftLPD Online Workshop: Take the Fast Lane to Lean Project Delivery

Ok, so you have heard that Lean Project Delivery works, you don't have 10,000 hours to develop mastery but you want to Give a Go. Then this 50-hour **shiftLPD: Online Workshop** is for you!

WANTED

Explorers with a passion for creating VALUE



REWARD

High performance TEAMS delivering exceptional LEAN projects

The shiftLPD workshop will prepare participants to kick start and deliver a lean project. In the five weeks we delve into the business case for LPD, lean fundamentals and implementing the systems that enable exceptional projects. Participant will be provided with a framework to be successful as a **Lean Project Practitioner**.

This course will also count toward the 50-hour formal study requirement for Lean Construction Institute-Canada Level 2 LPD Practitioner Certification.

1. Business Case and Lean Project Fundamentals



Toyota is more than 2x more profitable than their next closest competitor! In the first week we learn why some really smart people have developed similar systems for construction and how lean practices enable projects to be delivered in significantly less time, at less cost.

- The current state of a Broken Building Industry
- How Lean Systems drastically improve performance
- Lesson Learned from exceptional projects

Week 1: Build the Business Case (10-hour Credit)

The objectives are to build a strong business case for Lean Project Delivery and sell the boss on using a lean project framework to deliver an upcoming project.

- Monday am, Online lecture WHY Lean Project Delivery
- Homework Assignment: Watch video on Moose Jaw Hospital Project and develop an A3: Business Case for LPD
- Wednesday: Study Action Team on the reading assignment, “The Lean Project Fundamental Guide”
- Test knowledge: The online quiz can be completed any time
- Sunday: Assignment is due, any questions will be addressed online in a group forum

2. Establish the Target and Project Delivery Framework (10-hour Credit)

Team Approach for Better Outcome



Lean can be applied to all project delivery models. This week we need to set the project target and determine which project delivery approach works best for your construction market.

- What represents value?
- What does success look like?
- What project delivery approach will work best?

Week 2: Get Everyone on the Same Page

The objectives are to establish a clear target to get the team on the same page with regards to what represents value and selecting the best project delivery system.

- Monday am, Online lecture on Defining the Target Owner’s Project Requirements (OPR) and alternative project delivery approaches.
- Homework Assignment: Project X OPR Checklist. Review the OPRs for Okanagan NetZero and Mosaic Center NetZero Projects and develop a checklist to be used for creating an OPR
- Wednesday, Study Action Team on the Targets and Project Delivery Framework
- Quiz: Test on the OPR and Project Delivery Frameworks
- Sunday Assignment Due: Project X Owner’s Project Requirements Checklist

3. It’s all about the TEAM (10-hour Credit)



We have just been handed a challenging project with a tight budget and schedule and the boss is on board for adopting whatever project delivery approach is proposed. What’s next?

We need to assemble a team capable of implementing lean system to deliver a fast track challenging project.

- There are no Barriers to Qualifications based Procurement
- Assembling “the best team” is key to the level of success
- Bad Behavior, Not on my project! ... No place to hide!

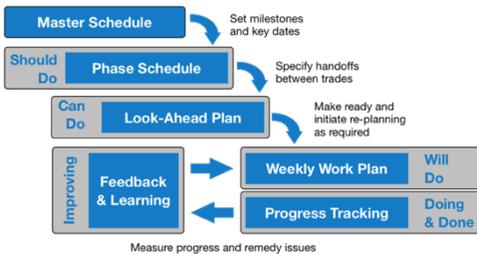
Week 3: Assemble the Team

The most important aspect of delivering a successful project is the ability of a team to work in a spirit of trust and collaboration to deliver value. This is not normally achieved by selecting teams on low price and managing them from the top down. This week we will develop another approach!

- Monday am: Lecture on Team Assembly & Management with a work session to develop the team “Conditions of Satisfaction”.
- Homework Assignment: Review the A3: Request for Proposal and prepare a response
- Wednesday: Interviews
- Quiz: Team Management, Big Room, Onboarding
- Sunday Assignment Due: A3 Response to RFP, Conditions of Satisfaction

4. Execute with Discipline for an Early Construction Start (10-hour Credit)

Last Planner System



We will apply the Last Planner® System (LP®S) to kick start the project with the objective of securing permits, getting in the ground early and establishing the expected project cost.

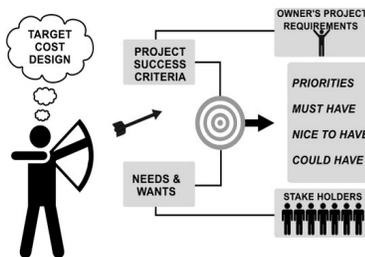
- Set the milestones and establish the next phases of work
- Pull plan the next phase of work
- Execute the work plan to achieve reliable workflow

Week 4: Boot Camp

This week we learn how the team will work together to plan and execute the project with the discipline needed to achieve an early construction start and finish.

- Monday am: Lecture on Last Planner System, Online Pull Plan Planning Session
- Homework Assignment: Prepare sticky notes for Pull Plan Session
- Wednesday: Pull Plan two phases of the Project: Early Construction Start/Commissioning
- Quiz: Last Planner System, Pull Planning
- Sunday Assignment Due: Detailed Weekly Work Plan, Constraint and Issues Logs

5. Establish Go-No Go of the OPR to the Target Cost



Next we learn the Target Value Delivery (TVD) system that enables projects to be delivered at 18% less cost. We will learn how to quickly develop designs to a target cost so that the Owner can make a Go- No Go decision for an early construction start.

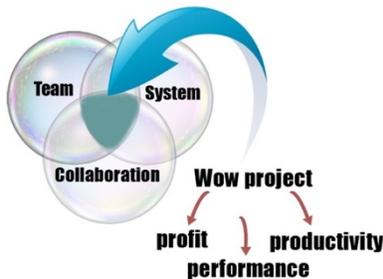
- Apply LPS to the design process
- Develop sets of design alternatives
- Test the design to the OPR and target cost

Week 5: Determine Project Feasibility

We need to focus on determining with confidence if the project can be delivered to cost prior to having construction drawings. We also need to develop a strategy to deliver an exceptional project to a challenging budget.

- Monday am: TVD Lecture with Case Studies, Project X NetZero Alternatives, Choosing by Advantages (CBA)
- Homework Assignment: Develop Project X design alternatives, Watch Video on CBA
- Wednesday: Cluster meetings and report out on Target Cost and Project X Go – No GO
- Quiz: Target Value Delivery System
- Sunday Assignment: A3: Project X NetZero Strategy Recommendation

A Summary of the Learning Objectives



This workshop focuses on the LPD Framework to give an overview of the steps needed to deliver a lean project. Upon successful completion of this workshop participants will have learned how to:

- Make business case for LPD
- Assemble a team based upon a competitive qualifications based process
- Implement the Last Planner System
- Pull plan the design for an early construction start
- Design to target cost and schedule
- Be disciplined in managing work flow and eliminating waste
- Set-up and manage collaborative work
- Will have learned to apply the following methods & tools: A3 Business Planning, Study Action Teams, RFQ Based Team Selection, Choosing by Advantages, Conditions of Satisfaction, Checklists, Issue and Constraint Logs

Why take this Workshop?



This work shop was developed based upon lessons learned on 10+ high performance projects. This is the only workshop that we know of that includes all of the steps required to deliver your own lean project using any type of project delivery contract type. Our approach is that with the right team and disciplined execution of lean project systems, any project will benefit from collaboration, creating flow and becoming more efficient.

Reference Guides: Lean Project Delivery Fundamentals, Cross the Finish Line Early with the Last Planner System and Optimize Project Value with Target Value Delivery

About your Facilitator



Murray facilitates the implementation of lean and more integrated practices to deliver some of the building industries highest performance and best value projects. Murray believes that all projects should be best value, delivered on time, to budget and create a great story on how the project contributed to making the world a better place.

His lean experience includes project management, design facilitation, construction management and commissioning of 10+ successful projects from start to finish. He has learned how to deliver NetZero building projects at less cost than a traditional build.

Murray is always EXPLORING new ways to reduce the impact of the built environment. He is a founding member of Build Saskatchewan Green, was the Project Manager for Saskatchewan's first LEED project and has experience on 5+ NetZero building projects. He is a founding member of Lean Construction Institute – Canada, sits on the board and is currently launching a lean project certification program to help build capacity.

Murray Guy, MBA, P. Eng., LEED^{AP}
Explorer