



INSTITUTE FOR LEAN CONSTRUCTION EXCELLENCE (ILCE)

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NEWS LETTER NO. 50

ILCE Workshop “Lean Construction and the Last Planner System”

Prof.Carlos Formoso at Chennai, Delhi and Mumbai on 21st , 23rd and 25th January 2013.

Synopsis with further Clarification (Continued from News Letter no. 49)

Earlier Newsletter No. 49 spoke of three stages of Planning

Long Term Planning(Master Plan)

Medium Term Plan (look ahead Plan)

Short term Plan(Last Planner)

The departure from traditional is mainly in the short term Plan.

Herein the actual players in the field are empowered to fix their target for the week.

The targets can be floating targets varying every week.

They are encouraged to take ownership of their part of work including the mile stones fixed up in the Midterm Plan.

TRADITIONAL	X	LAST PLANEER
Mostly based on CPM, for all planning levels		Combination of (fairly simple) techniques
Details are defined at the beginning		Gradual detailing of plans (more information)
Centralized, little participation		Decentralized, much participation
Only push planning is formalized		Both push and pull planning are formalized
Monitoring report		Local control
Long control cycle		Short Control cycle
Project result measures		Both process and project result measures

SOME VIGNETTES

- 200 building companies in Brazil have adopted Lean Construction
- Inspiration of Lean Construction is from Toyota Production System (TPS)
- The pillars of Lean Construction
 - (a) Quality (Focused management)
 - (b) Just in Time (JIT)
- Quality Focused Management – Standardized work and continuous improvement
- Just in Time – Reduction of inventory (Work in progress)
 - Reduction of batch sizes
 - Reduction of cycle time

CONCLUSION

Lean Construction (Last Planner) by bringing in all stake holders with their expertise and experience enthuse and also enforces extraordinary improvement in performance.

We do expect soon, all in the Construction to adopt Lean Construction
The Charm of Lean Construction is its being a self driven exercise with no need for costly Consultants

ILCE will always be free to answer any queries

WHAT LEAN PRACTITIONERS SAY

1. Mr. Tushar Lahoti – Sr. Manager, Godrej & Boyce Mfg. Co. Ltd

Email : tlahoti@godrej.com

" We have recently started practicing lean construction and last planner system. Though initially it is tough to get everybody on same page due to past habit of working in silos, now everybody is finding this last planner system interesting. It makes person accountable and look ahead plan helps to encounter the problem much ahead of execution. This helps project run smoothly and very important without conflicts. We are committed to use last planner in all our future projects."

2. Ms. Smita Yamgar – Librarian And Bhagwan Gaikwad – Project Manager - TCS, Pune

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LEAN CONSTRUCTION IS MAINTAINING FLOW & COLLABORATION.

"The basic fundamentals of lean construction are OPTIMISATION & WASTE REDUCTION.

Other fundamentals are Target, Kaizen, Monitoring at close intervals, Pull, team, cheering.

At our site, we have started with the process implementation of lean construction since more than three months under the valuable guidance of Mr. Sampath. (ILCE Representative)

The process started with a kick off meeting at our site, which was attended by Project in charge and all sectional heads, wherein the basic concept and ideology was shared with all.

Womack's 5 principles were explained – Value, Value Streams, Flow, Pull, Perfection.

The entire process of Lean construction implementation was explained to all in steps.

What came out from the discussions was that people were practicing to have meetings for fixing of targets at site but not all stakeholders of the job were being a part of the meeting.

It was emphasized to have all Engineers, supervisors, contractors to be attending the meeting.

The concept of task force was explained to all. It was decided to have dedicated task forces working under identified task force leader. Members of the task force to include engineers, supervisors, contractor's supervisors and other related persons for example the MEP or PMV support if for specialized job.

An indicative format for recording task force meetings was shared with all.

It was emphasized that this process is for the betterment of each individual member. It was also stressed that the buying of the process will only happen if each member finds that the process is rewarding to him.

The concept should work out mainly because it is based on TEAM WORK. Also it is based upon people and only people. There are no associated cost of consultants or software & technology. It is based upon

- ✓Equity of all participants*
- ✓Collaborative and interactive participation*
- ✓Bottom up*
- ✓Floating targets*
- ✓No blame game*
- ✓Peer Pressure on Participant*
- ✓Weak link identification*
- ✓Mind set change*
- ✓Capturing back Childhood days*

*The main focus of Mr. Sampath was on motivation and Appreciation
Stages of Implementation*

- Selection of Task Force Leader*
- Selection of Team members by task force leader*
- Weekly Meeting with the team*

Major Achievements

- On 29 Dec '12; we have poured 515 cum concrete in P3 building, Pour - 12 at Plaza level. It was done in almost 15 hours (started at 12:10pm and completed by 2:45am). By*

this, we improved productivity up to 35cum/hr. This is a great example of coordination between Site team, Quality team, Stores team & PMV team.

- *In S3 Building - Staircase No. 4 & 6 (8 flights) was completed within 10 days.*

Generally 1 Flight takes 6 days.

- *Productivity increased Healthy communication between departments.*
- *We are able to change the negative mindset of some people towards Lean construction.*
- *There is a proper flow of work as this is one of the main reasons for delays.*
- *People are working as a team; and not with their individual department only.*

Example: Civil, Structural, MEP"

3. Mr. Manish Agarwal – Planning Engineer, TCS, Nagpur

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" Lean Construction has helped us in channelizing the energy, efforts and resources of our organization.

It has significantly helped us in achieving our targets for instance it has helped to reduce slab cycle time by proper synchronization amongst team members.

The concept of having dedicated task forces and partnering with all stakeholders has worked out well.

Although we are in the initial phase of the process implementation but down the line we are confident to achieve great results with this simple, no cost tool."

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