



## **INSTITUTE FOR LEAN CONSTRUCTION EXCELLENCE (ILCE)**

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### **PART II INTRODUCTION TO LEAN CONSTRUCTION – PRINCIPLES & PRACTICES**

**Mr. Gregory Howell (Chennai 29 & 30<sup>th</sup> November 2010)**

The concluding Workshop on ILCE's series on Lean Concepts and Practices, conducted by Mr. Greg Howell from USA took place at Chennai on 29-30, November, 2010.

The Workshop brought out that the LEAN method of Project Delivery hinges on three components:

- Lean Organization (based on overall synergistic approach involving all stakeholders),
- Lean Operating System (smooth work flow resulting from global project optimization),
- Lean Commercials (based on optimized global relational agreements for allocating risks and pains & gains).

The importance of LEAN operating system was emphasized more. This would ensure smooth overall work flow across the Project arising from integrated project delivery. The Last Planner System (Trade Mark) is an effective tool in this process. The teachings were reinforced by the use of case studies and three interesting games. Application of LEAN concepts in the Indian context was demonstrated by a brief presentation from EDAC's Mr Nandakumar based on their experience at a power plant site.

The chief takeaways from the programme were: Management of a Project should always be looked at from a global sense. For the overall Project gains would be better with integrated project delivery, by strengthening individual work practices in various trades and by optimizing work flow smoothly between them, rather than by blindly increasing quantum of (costly) resources everywhere.

The delegates numbering over 75 participated enthusiastically with good interactions. The Workshop was inaugurated by Mr. K.V.Rangaswami, Member of the Board of Larsen & Toubro Limited and President- ECC Construction Division, a keen supporter of LEAN concepts.

- N.Raghavan, Technical Advisor, ILCE



**Chief Guest exhorting the participants to be "Lean"!**



**LEAN is truly engrossing!**



**Fun 'n Games with the faculty!**



**Teamwork is not a mere game!  
Serious game-players**



**Food for Thought?**



**An Indian experience- the EDAC Story**