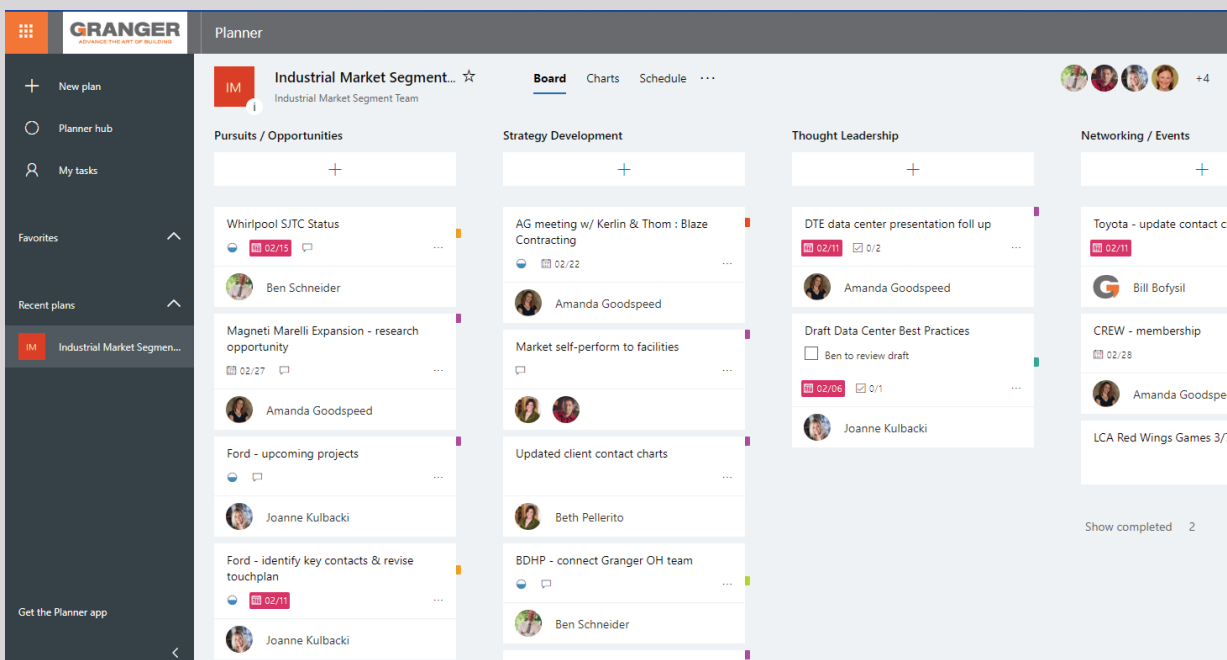


# LEADERSHIP THROUGH LEAN PRACTICES + ROUTINES

## KANBAN

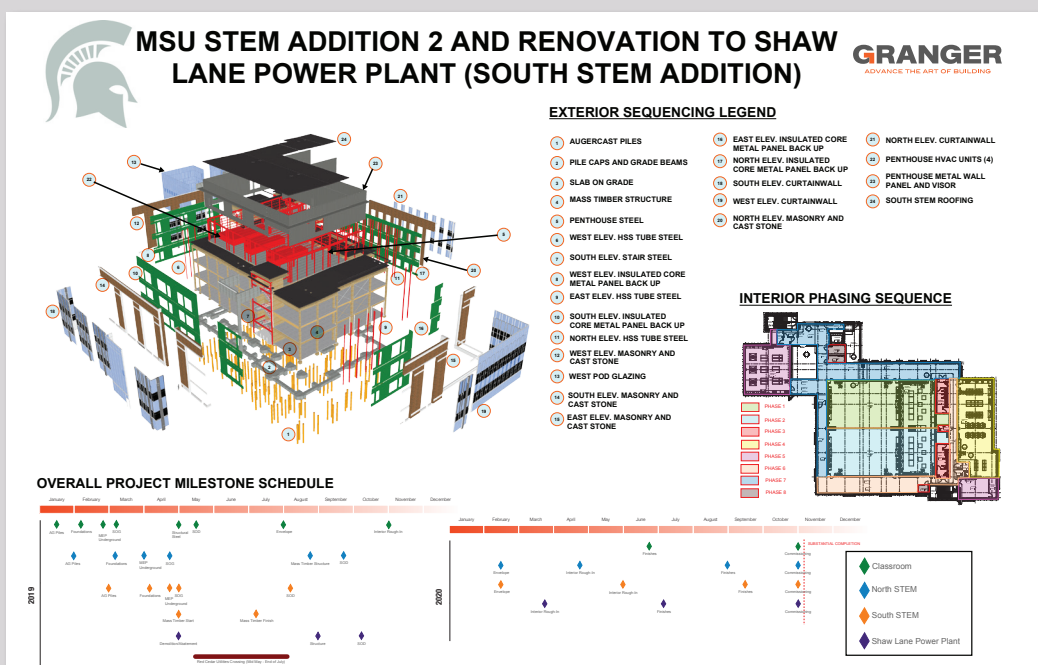


**WHO**  
**WHEN**  
**WHY**  
**TOOLS**

**Team Leader**  
As soon as team is assembled, establish meeting rhythm; daily, weekly, monthly  
Create flow transparency and accountability in work to be done  
Mondays, MS Planner, Trello, Whiteboard

- BEST PRACTICES**
- Arrange tasks chronologically
  - Use labels to help organize tasks
  - Rotating “Flow Manager” / facilitation among team
  - Keep going; don’t stop when things are going well
  - Focus on limiting work in progress
  - Use process to promote continuous improvement

## VISUAL PHASING PLANS

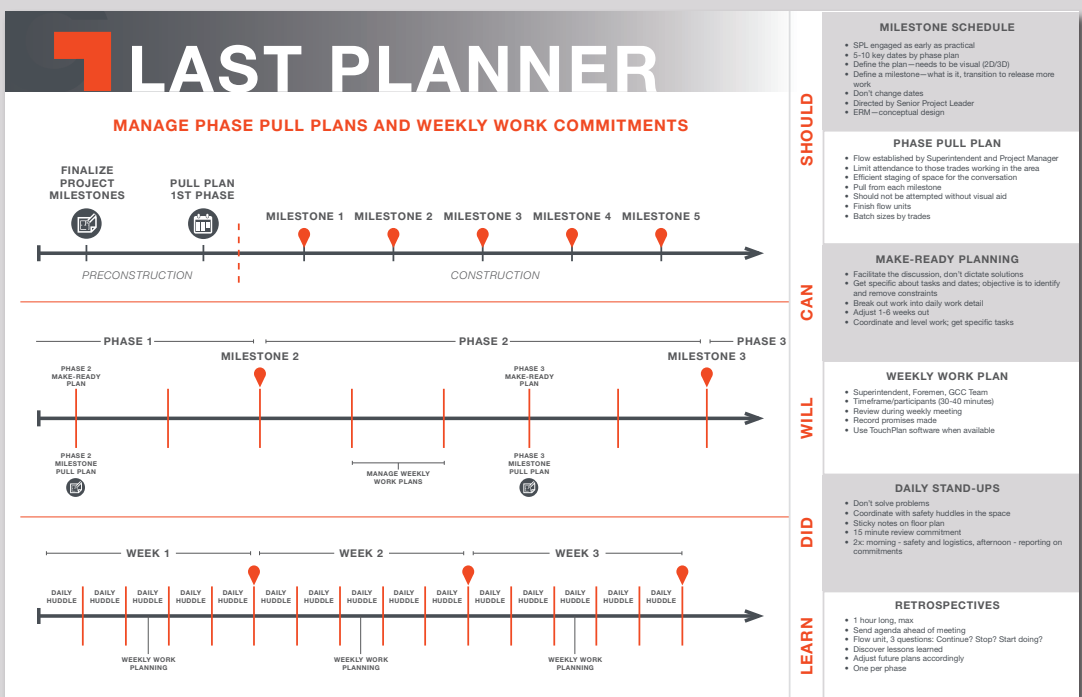


**WHO**  
**WHEN**  
**WHY**  
**TOOLS**

**Project Team with MarComm assistance**  
Conceptual/schematic and prior to engaging trade partners  
Greatly improves understanding, absorption and alignment around a proposed plan; *a picture is worth a thousand words*  
Bluebeam, SketchUp, Revit

- BEST PRACTICES**
- Each project is unique; don’t rely on a prescribed template
  - Ensure coordination with milestone schedule
  - Use color to divide project into areas
  - Use this tool to introduce pull planning, focus efforts and demonstrate efficiency
  - Update regularly to show progress
  - Engage the designer and owner

## LAST PLANNER

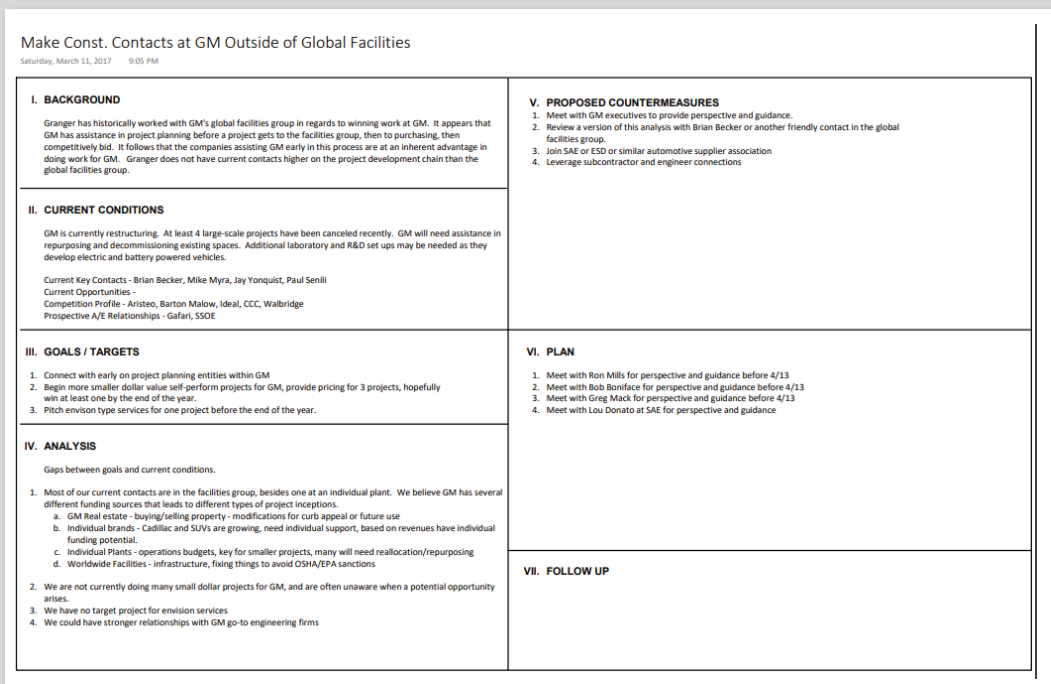


**WHO**  
**WHEN**  
**WHY**  
**TOOLS**

**Project Team**  
Starts during design phase  
Creates opportunity for flow efficiency, ensures commitment, promotes transparency, facilitates timely resolution of issues  
TouchPlan, Whiteboards, open mind, positive attitude

- BEST PRACTICES**
- Small batches
  - Use visual phasing plans to improve communication and increase efficiency
  - Create visibility around scaled goals with milestone schedules
  - Utilize pull planning to ensure buy-in
  - Engage in weekly make ready work planning
  - Utilize huddles for accountability

## A3



**WHO**  
**WHEN**  
**WHY**  
**TOOLS**

**Any interested team member**  
When there is a recurring problem or to solve or an identified area for improvement  
Provides a methodical approach to analyzing situations and can serve as a coaching tool  
GCC A3 template, “Toyota Secret” article

- BEST PRACTICES**
- Keep to one page and focus on process
  - Topic should be finite and should benefit the writer’s personal development while adding value to the project/company
  - A3s are iterative documents; they should be catalogued and searchable
  - Choose reviewers who are both directly involved and third-party facilitators
  - Share findings with Continuous Improvement Team

## 5 WHY



**WHO**  
**WHEN**  
**WHY**  
**TOOLS**

**Team struggling with a problem**  
During analysis section of A3, or when a structured process can enhance learning  
Helps avoid premature or poorly-guided conclusions  
LPC 5-Why Template

- BEST PRACTICES**
- Approach with a learning mindset, not blaming
  - This is a problem-learning process; don’t jump to a preconceived solution
  - Choose a medium that’s easy to modify and expect to erase and revise
  - Involve people who experience the problem; SMEs and stakeholders
  - Distinguish causes from symptoms