Lean Construction for Trades Toolbox Talk Series

Developed by the AGC Lean Construction Forum
Lean Construction for Trades Toolbox Talk Series

Goals

- Introduce Lean Construction concepts in the field through conversational learning
- Recognize opportunities to review and improve current processes
- Describe how to empower each other to identify and eliminate waste, work safely, and reduce overproduction
- Adopt a Lean culture
Lean Construction for Trades Toolbox Talk Session
Goals: Weekly Work Planning

- Understand the purpose of the weekly work planning
- Understand the roles and actions in weekly work planning
- Learn some weekly work planning best practices

“Weekly Work Planning” developed by Colin Milberg, ASKM & Associates
Weekly Work Planning

- What is it and what is the goal?

- What is your role in weekly work planning and what do you need to do?

- How should you behave when weekly work planning?
What is Weekly Work Planning?

A collaborative planning session where Last Planners (typically foremen) make commitments to each other and coordinate their work for the next 5 working days.
What is the goal?

100% Reliability

Don’t over commit or under commit. Either can throw off a teams coordination. Instead commit to what you really think you will accomplish.

Fully Commit to & Coordinate the next 5 days work that can be done.

Learn and Improve team reliability.

Set a baseline for & measure team reliability.

The Weekly Work Plan Rule

Only Plan Ready Work

Work for which you get a commitment to the predecessor during the Weekly Work Plan is considered ready work.
Basic Agenda

- In advance of the meeting each trade posts their detailed daily plan for the upcoming 5 days, verifying the work is ready and based on available manpower.

- Calculate last week's Percent Plan Complete (if not already done).

- **Coordinate and commit to the next 5 days work across all trades.**

- As a team, spend time to review last week's PPC & reasons for misses, select and discuss specific reasons for misses and their root causes, identify & share countermeasures; and make commitments to execute countermeasures.

- Conduct a Plus / Delta on the meeting
What Does that Look Like?

Each Last Planner stands up and addresses the rest of the trades. They explain in detail for each of the next five days:

- What work their crews plan to do, where and what other areas or activities it could impact;
- What work areas they are committing to make available to other crews;
- What commitments they need from other crews to meet their commitments for this week and currently planned work for next week; and
- What back-up work they have and what could trigger using it.

The other trades’ roles are to: listen; interrupt with questions if they don’t understand; evaluate if the plan works with their own; negotiate and coordinate any conflicts while updating the plan; and confirm any requested commitments.

The Supers role becomes facilitating to ensure that the needed communication is happening.
What can you take away from this image? (FYI: Those are only the trades)
Good Set-up Practices

What do you like about the set-up on the left?

Compare the two pictures below.

What do you see that is supporting team collaboration and accountability?
1. A collaborative and committed plan for the next 5 days.
2. Only plan ready work.
3. Measure, learn and improve with a goal of 100% reliability.
4. Make it visual and easy to understand.