IGLC IRELAND 2019
INTERNATIONAL GROUP FOR LEAN CONSTRUCTION
DUBLIN | IRELAND | 1ST - 7TH JULY 2019

TEAM-LEADER WALK AS INTERDISCIPLINARY COMMUNICATION TOOL AT THE BUILDING SITE

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Project KSS
Contract strategies and expert collaboration in building projects

Research question:

Within the context of Last Planner and TAKT production: how can we help team-leaders plan and coordinate three weeks ahead?

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In short:

Within the context of Last Planner and TAKT production: how can we help team-leaders plan and coordinate three weeks ahead?

Solution: Introducing the team-leader walk

Result: it does help team-leaders to plan 3 weeks ahead.

Two cases:

2 Sports arena with offices

1 Hospital building

Method:

- On-site observation
- Interviees
- Research in collaboration with entrepreneur

TAKT planning and production

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1) carpenters, 2) technical, 3) carpenters, 4) painters, 5) ventilation, 6) carpenters

"Involved planning" a Last planner approach

Meeting structure

Type of meeting:	Time horizon:
Team meeting	1 week
Team-leader meeting	1-3 weeks
Operations meeting	4-8 weeks
Construction meeting	More than 8 weeks

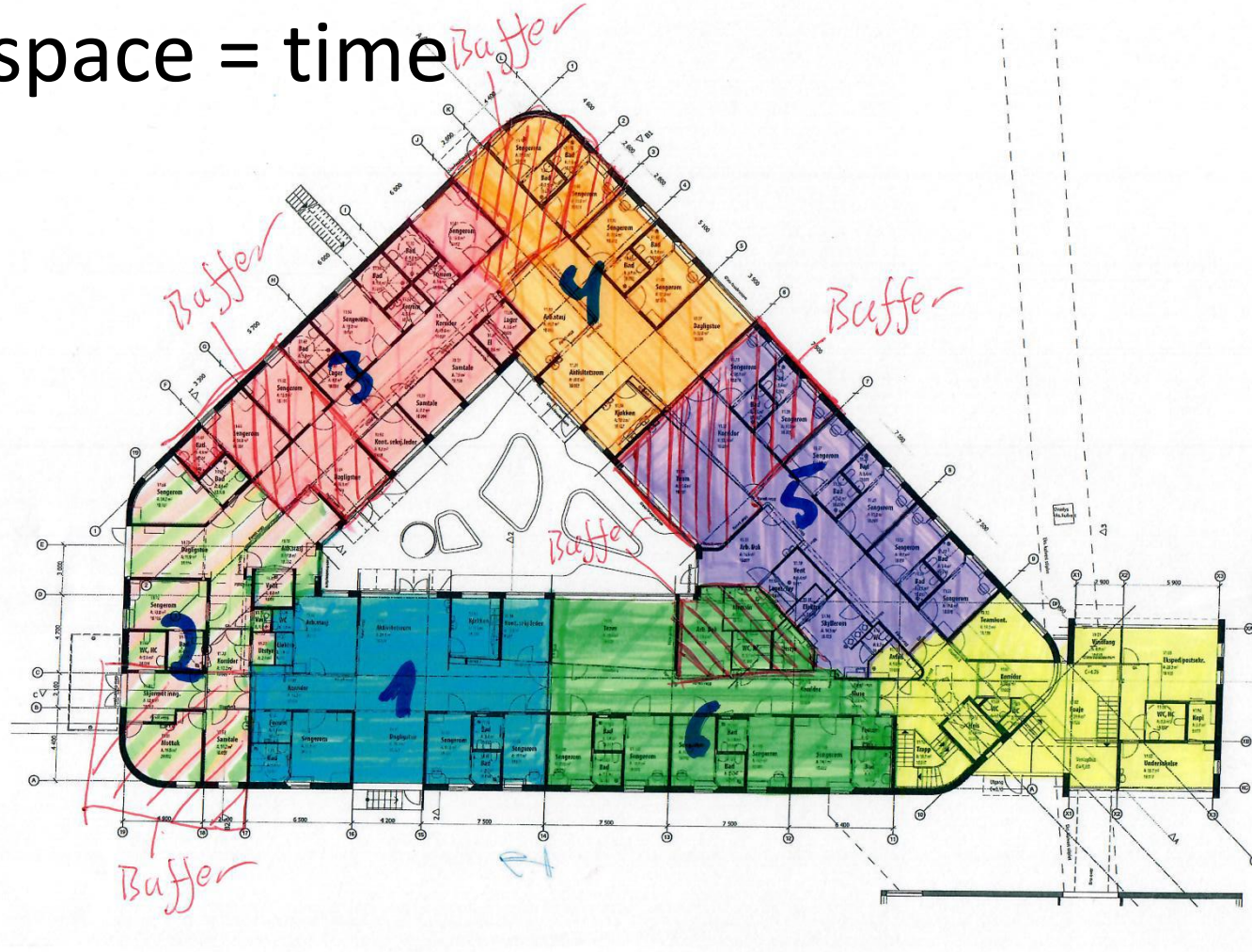
The team-leader meeting

Challenge: seeing 3 weeks ahead

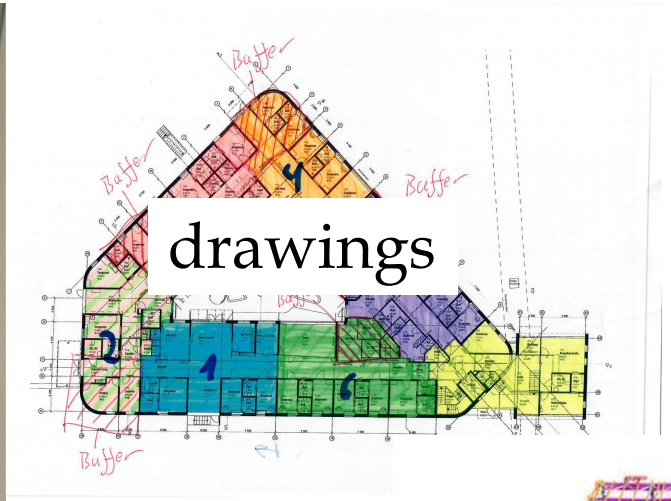
Solution:
Combining the meeting with a structured walk

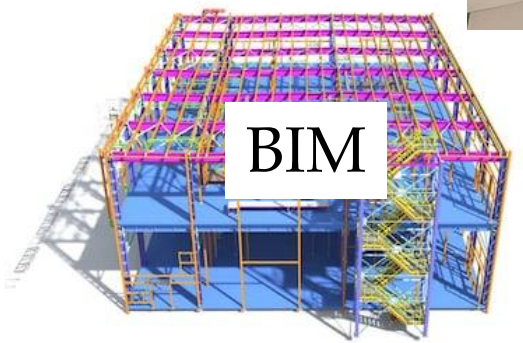
Utilising TAKT organisation: space = time

Challenge: seeing 3 weeks ahead



The building as interaction tool





Experiences gained:

Many things where solved at the walk, freeing up time in the meeting:

- Storage
- Exact locations of pipes, rail and frames
- Exact dimensions of walls, fittings and wholes
- Misunderstandings

Tings not solved at the walk tended to be outside the jurisdiction of the team-leader meeting:

- Mayor deviation from plan
- Issues regarding staffing
- Such things was discovered earlier

The walk helped team-leaders see, plan, coordinate 3 weeks ahead

The walk was more robust than TAKT production…

TAKT had to be given up

TAKT had to be given up

The team-leaders decided to keep the walk

Further studies:

The interaction between team-leader walk and other interaction tools

Possibility of giving feedback to the higher levels in the project in continuous planning

Considering the roles of the various professions

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THANK YOU