



LEAN UNIVERSITY:

Building a Culture of Continuous Improvement

Presented by:
Grace Eovaldi + Jill Katic



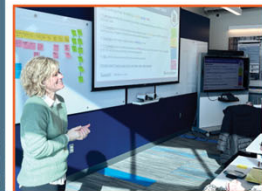
INTRODUCTIONS



**GRACE
EOVALDI**



**JILL
KATIC**



BUILDING A CULTURE OF
CONTINUOUS IMPROVEMENT



AGENDA

The screenshot shows a Barton Malow project management dashboard. It includes a sidebar with navigation links like 'Project', 'All Projects', 'All Collaborators', 'All Reports', 'All Data', 'Programs', 'Order Process', 'Approved', and 'New Item'. The main content area displays a table with columns for 'Name', 'Status', 'Due Date', 'Priority', and 'Comments'. The table lists several projects, including 'Project A', 'Project B', 'Project C', 'Project D', 'Project E', 'Project F', 'Project G', 'Project H', 'Project I', 'Project J', 'Project K', 'Project L', 'Project M', 'Project N', 'Project O', 'Project P', 'Project Q', 'Project R', 'Project S', 'Project T', 'Project U', 'Project V', 'Project W', 'Project X', 'Project Y', and 'Project Z'. Each project row has a status indicator (e.g., 'On Track', 'At Risk', 'Delayed') and a due date.

- INTRODUCTION
- ICEBREAKER + SAFETY MOMENT
- BARTON MALOW'S LEAN JOURNEY
- A3 THINKING FORMAT
- DAY 1 - 5
- LEANU SUCCESS



BUILDING A CULTURE OF
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ICEBREAKER

How far did you travel to join the Lean Summit?



10 - 50 MILES?



500 - 1000 MILES?



50 - 100 MILES?



1000 - 2000 MILES?



100 - 500 MILES?



2000+ MILES?



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SAFETY MOMENT: OCEAN SAFETY

ESTABLISH AND ENFORCE RULES AND SAFE BEHAVIORS

- ✓ Always swim in a lifeguarded area
- ✓ Never swim alone, regardless of your age or level of swimming skills
- ✓ Enter the water feet first for your safety
- ✓ Keep within your fitness and swimming capabilities
- ✓ Be aware of weather and water conditions and heed warnings



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BARTON MALOW

MARKET DIVERSITY



HIGHER ED
K12 EDUCATION
SPORTS
HEALTHCARE
ENTERTAINMENT

ENERGY
COMMERCIAL
MULTI-USE
AUTOMOTIVE
INDUSTRIAL

ONE
VISION

3,000
TEAM MEMBERS
ACROSS NORTH
AMERICA

14
OFFICES

BUILT ON A
LEGACY OF
100 YEARS



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CONTINUOUS IMPROVEMENT



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THE LEAN EVOLUTION

LEAN PILLARS

RESPECT FOR PEOPLE



GO + SEE



ENGAGE



EMPOWER

CONTINUOUS IMPROVEMENT



EXPOSE



IMPROVE



SYSTEMIZE

HOW TO BUILD A LEAN CULTURE

PEOPLE

LEAN
LEARNING

PARTNERING
+ TEAM HEALTH

ENGAGEMENT

PROCESS

STANDARD
PRACTICES

KAIZEN
EVENTS

VALUE STREAM
WORKSHOPS



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WHY LEAN UNIVERSITY?

LEAN LEARNING

Design enterprise lean programs to develop team members' knowledge, skills, and abilities to drive better business results.

LEAN UNIVERSITY

Train new Lean Champions to lead by example and proliferate Lean thinking throughout the organization.



EMPOWER

We trust our people to develop solutions for their work. We value the work of their hands, and the insights in their minds.



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- ✓ Collaborative, trusting, and forward-thinking
- ✓ Humble and open to change while willing to experiment and innovate on fast-paced projects
- ✓ Able to influence team members, clients, and partners
- ✓ Highly communicative and transparent, interested in whole team integration
- ✓ Demonstrated ability to continuously improve through successes and failures
- ✓ Willing to challenge the status quo while showing Respect for People (building team trust and alignment)
- ✓ Open to learning and applying new ideas and practices

[illegible]

SCHEDULE

KICK-OFF SESSION | VIRTUAL/90MIN

- Intro to Lean
- LeanU Overview
- Identifying a Problem

Barton Malow

Project: _____ A3 Champion: _____ A3 Collaborators: _____ A3 Approver: _____ A3 Status: _____ In progress: _____ Under Review: _____ Approved: _____ Declined: _____

TITLE

State the **ISSUE** or **OPPORTUNITY** with a **PROBLEM** in this A3 document.

BACKGROUND

Describe an issue / opportunity for which this A3 document is prepared:

- Be very concise.
- Communicate **WHAT** this issue / problem is.
- Communicate **WHY** it's an issue / a problem **ISOC**.
- COLLABORATE**.

CURRENT CONDITION

ISOC is work beyond the **ISOC**:

- Verify the problem exists.
- Use data: facts, etc.
- Use charts, graphs, sketches, etc.
- COLLABORATE**.

TARGET CONDITION

ISOC is the desired state / condition you are trying to **ACHIEVE**:

- Describe an identifiable target(s) or measurable (improvement(s)).
- Is performance attribute a process outcome.
- COLLABORATE**.

ANALYSIS

ISOC are the **ISOC** **ISOC** underlying the work from top-level or reaching the target condition?

ISOC are the **ISOC** **ISOC** current and target condition **ISOC**:

- Use simple problem-solving tools to find root causes of the problem.
- For simple fishbone diagram: process analysis tree, choosing by advantages, etc.
- COLLABORATE**.

COUNTERMEASURES

ISOC are actions which will **PREVENT** **ISOC** in the future?

ISOC are actions which will **FIX** the existing gap?

- Are actions to fix with causes which were identified in "Analysis".
- COLLABORATE**.

IMPLEMENTATION

ISOC will a countermeasure be implemented to **PREVENT** **ISOC** the recurrence?

- Use Plan-Do-Check-Act cycle.
- COLLABORATE**.

PLAN DO CHECK ACT

PLAN	DO	CHECK	ACT
What	When	Who	How
Outcome & Lesson Learned			

Add notes as needed.

Note: Copy this table to a new page if additional space is required.

ACT - the next step.

- Is this a desired outcome achieved?
- Is there a need for a new PDCA cycle?

FOLLOW UP

- What is an **ISOC** which may hinder?
- Is there a need for a new PDCA cycle?

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SCHEDULE

DAY 1 | FULL DAY

- Value, Waste, Respect
- A3 Thinking
- Problem Statements
- Going to Gemba

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Project: _____ A3 Champion: _____ A3 Collaborators: _____ A3 Approver: _____ A3 Status: _____ In progress: _____ Under Review: _____ Approved: _____ Declined: _____

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BACKGROUND

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- Communicate **WHY** it's an issue / a problem **ISOC**.
- COLLABORATE**.

CURRENT CONDITION

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IMPLEMENTATION

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What	When	Who	How
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- Is there a need for a new PDCA cycle?

FOLLOW UP

- What is an **ISOC** which may hinder?
- Is there a need for a new PDCA cycle?

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SCHEDULE

- DAY 2 | FULL DAY**
- Understanding the Current State
 - Force Field Analysis
 - Value Stream/Process Mapping
 - Goals/Metrics/Target

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Project: _____ A3 Champion: _____ A3 Collaborators: _____ A3 Approver: _____ A3 Status: _____ In progress Under Review Approved Declined

Date: _____

TITLE

State the **ISSUE** or **OPPORTUNITY** with a **PROBLEM STATEMENT** in this A3 document.

BACKGROUND

- Describe an issue / opportunity for which this A3 document is prepared:
- Be very concise.
- Communicate **WHAT** this issue / problem is.
- Communicate **WHY** it's an issue / a problem **HOW**.
- COLLABORATE**.

CURRENT CONDITION

- WHAT** is the current state / condition you are trying to **ACHIEVE**?
- Describe the problem state.
- Use clear facts, etc.
- Use charts, graphs, sketches, etc.
- COLLABORATE**.

TARGET CONDITION

- WHAT** is the desired state / condition you are trying to **ACHIEVE**?
- Describe an identifiable target(s) or measurable improvement(s).
- A specific value, attribute, a process outcome.
- COLLABORATE**.

ANALYSIS

- WHAT** are the **ROOT CAUSES** underlying the work from mapping or reaching the target condition?
- WHAT** does the **ISSUE** (between current and target condition) **REVEAL**?
- Use simple problem-solving tools to find root causes of the problem.
- For simple fishbone diagram: process analysis tree, choosing by advantages, etc.
- COLLABORATE**.

COUNTERMEASURES

- WHAT** are actions which will **PREVENT** **RECURRING** the situation?
- WHAT** are actions which will **CLOSE** the existing gap?
- Address it in the value stream which were identified in "Analysis".
- COLLABORATE**.

IMPLEMENTATION

- HOW** will a countermeasure be implemented to **PREVENT** **RECURRING** the situation?
- Use Plan-Do-Check-Act cycles.
- COLLABORATE**.

PLAN DO CHECK ACT

PLAN	DO	CHECK	ACT
What	When	Where	How
Outcome & Lesson Learned			

Note: Copy this table to a new page if additional space is required.

ACT - the next step.

- Is this a desired outcome achieved?
- Is there a need for a new PDCA cycle?

FOLLOW UP

- What is an **OUTCOME** which may transpire?
- Is there a need for a new PDCA cycle?

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SCHEDULE

- DAY 3 | FULL DAY**
- Root Cause(s) Analysis

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Project: _____ A3 Champion: _____ A3 Collaborators: _____ A3 Approver: _____ A3 Status: _____ In progress Under Review Approved Declined

Date: _____

TITLE

State the **ISSUE** or **OPPORTUNITY** with a **PROBLEM STATEMENT** in this A3 document.

BACKGROUND

- Describe an issue / opportunity for which this A3 document is prepared:
- Be very concise.
- Communicate **WHAT** this issue / problem is.
- Communicate **WHY** it's an issue / a problem **HOW**.
- COLLABORATE**.

CURRENT CONDITION

- WHAT** is the current state / condition you are trying to **ACHIEVE**?
- Describe the problem state.
- Use clear facts, etc.
- Use charts, graphs, sketches, etc.
- COLLABORATE**.

TARGET CONDITION

- WHAT** is the desired state / condition you are trying to **ACHIEVE**?
- Describe an identifiable target(s) or measurable improvement(s).
- A specific value, attribute, a process outcome.
- COLLABORATE**.

ANALYSIS

- WHAT** are the **ROOT CAUSES** underlying the work from mapping or reaching the target condition?
- WHAT** does the **ISSUE** (between current and target condition) **REVEAL**?
- Use simple problem-solving tools to find root causes of the problem.
- For simple fishbone diagram: process analysis tree, choosing by advantages, etc.
- COLLABORATE**.

COUNTERMEASURES

- WHAT** are actions which will **PREVENT** **RECURRING** the situation?
- WHAT** are actions which will **CLOSE** the existing gap?
- Address it in the value stream which were identified in "Analysis".
- COLLABORATE**.

IMPLEMENTATION

- HOW** will a countermeasure be implemented to **PREVENT** **RECURRING** the situation?
- Use Plan-Do-Check-Act cycles.
- COLLABORATE**.

PLAN DO CHECK ACT

PLAN	DO	CHECK	ACT
What	When	Where	How
Outcome & Lesson Learned			

Note: Copy this table to a new page if additional space is required.

ACT - the next step.

- Is this a desired outcome achieved?
- Is there a need for a new PDCA cycle?

FOLLOW UP

- What is an **OUTCOME** which may transpire?
- Is there a need for a new PDCA cycle?

- Impact/Difficulty Charting
- Standard Work

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SCHEDULE

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Project: _____ A3 Champion: _____ A3 Collaborators: _____ A3 Approver: _____ A3 Status: _____ In progress Under Review Approved Declined

Date: _____

TITLE

Make the CLIMATE a PERFORMANCE with a REQUIREMENT on A3 documents.

BACKGROUND

- Describe an issue / problem for which this A3 document is prepared.
- Be very concise.
- Communicate WHAT the issue / problem is.
- Communicate WHY it's an issue / a problem BECAUSE.
- COLLABORATORS.

CURRENT CONDITION

- BECAUSE I work together BECAUSE.
- Verify the problem exists.
- Use data: facts, etc.
- Use charts, graphs, pictures, etc.
- COLLABORATORS.

TARGET CONDITION

- WHAT is the desired state / condition you are trying to ACHIEVE?
- Does the gap between current and target condition EXIST?
- Is your initial attribute a process outcome?
- COLLABORATORS.

ANALYSIS

- WHAT are the ROOT CAUSES hindering the work from improving or meeting the target condition?
- WHAT does the gap between current and target condition EXIST?
- Use simple problem-solving tools to find root causes of the problem.
- For simple fishbone diagram: process analysis tree, choosing by advantages, etc.
- COLLABORATORS.

COUNTERMEASURES

- WHAT are options which will REPAIR / FIX the situation?
- WHAT are options which will CLOSE the existing gap?
- Process to fix with causes which were identified as "Analyze".
- COLLABORATORS.

IMPLEMENTATION

- BECAUSE will a countermeasure be implemented to ADDRESS / RESOLVE the root cause?
- Use Plan-Do-Check-Act cycle.
- COLLABORATORS.

PLAN	DO	CHECK	ACT
What	Where	When	How
Outcome & Lesson Learned			

Add rows as needed.

Note: Copy this table to a new page if additional space is required.

ACT - the next step.

- Is the desired outcome achieved?
- Is there a need for a new PDCA cycle?

FOLLOW UP

- What is an ONGOING activity you provide?
- Frequency/effort (e.g., "Daily")
- Learning/Support/Control?

DAY 4 | FULL DAY

- Visual management
- 5S+Safety
- Effective Meetings
- RACI



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SCHEDULE

KICK-OFF SESSION | VIRTUAL/90MIN

- Intro to Lean
- LeanU Overview
- Identifying a Problem

DAY 1 | FULL DAY

- Value, Waste, Respect
- A3 Thinking
- Problem Statements
- Going to Gemba

DAY 2 | FULL DAY

- Understanding the Current State
- Force Field Analysis
- Value Stream/Process Mapping
- Goals/Metrics/Target

DAY 3 | FULL DAY

- Root Cause(s) Analysis
- Impact/Difficulty Charting
- Standard Work

DAY 4 | FULL DAY

- Visual management
- 5S+Safety
- Effective Meetings
- RACI
- A3 Review + Showcase Prep

DAY 5 | FULL DAY

- IPD Overview + LPS Overview
- Team Sharing + Celebration
- Showcase



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A3 THINKING FORMAT

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Project: _____ A3 Champion: _____ A3 Collaborators: _____ A3 Approver: _____ A3 Status: _____ In progress Under Review Approved Disposed

Date: _____

TITLE

Make the **CLIMATE** a **PERFORMANCE** with a **REQUIREMENT** in the A3 document.

BACKGROUND

- Describe an issue / problem for which the A3 document is prepared.
- Be very concise.
- Communicate **WHAT** the issue / problem is.
- Communicate **WHY** it is an issue / a problem **HOW**.
- COLLABORATORS**.

CURRENT CONDITION

- WHAT** is the current state of the process?
- Include the problem data.
- Use data: facts, etc.
- Use charts, graphs, pictures, etc.
- COLLABORATORS**.

TARGET CONDITION

- WHAT** is the desired state / condition / process that is to be achieved?
- Describe an identifiable target or a measurable improvement.
- COLLABORATORS**.

ANALYSIS

- WHAT** are the **ROOT CAUSES** underlying the work flow impediment or resulting the target condition?
- WHAT** does the **gap** between current and target condition **REQUIRE**?
- Use simple problem-solving tools to root-cause the problem.
- Use a fishbone diagram: process analysis tree, choosing by advantages, etc.
- COLLABORATORS**.

COUNTERMEASURES

- WHAT** are actions which will **REQUIRE** **REQUIRE** the solution?
- WHAT** are actions which will **REQUIRE** the existing gap?
- WHAT** are actions which will **REQUIRE** the existing gap?
- WHAT** are actions which will **REQUIRE** the existing gap?

DO CHECK ACT

DO	CHECK	ACT
What	How	Outcome & Lesson Learned
What	How	Outcome & Lesson Learned
What	How	Outcome & Lesson Learned
What	How	Outcome & Lesson Learned

ACT - the next step

- What is the **REQUIREMENT** which may be made?
- Problem-solving efforts (e.g., "WHAT")
- Learning opportunities?



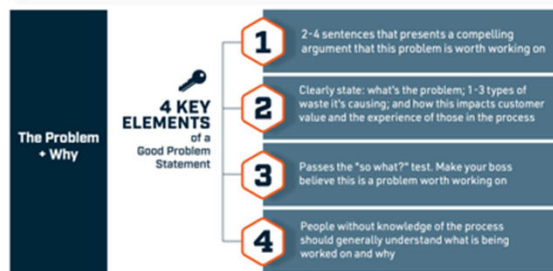
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VIRTUAL KICK-OFF

KICK-OFF SESSION | VIRTUAL/90MIN

- Intro to Lean
- LeanU Overview
- Identifying a Problem



PURPOSE:



Introduction to Lean: Origin and role it plays in our organization and industry



What to expect from Lean University: Format, expectations and commitment



Our A3 journey begins with a Problem: Identify a problem worth solving and developing a clear problem statement



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Customer Value = Desired Outcomes
= **CONDITIONS OF SATISFACTION**



VALUE

FUNCTIONAL | EMOTIONAL | MONETARY

what the customer wants, when they want it,
in the amount they want, where they want it delivered!

LeanU | CORE SERVICES – DAY 1

Barton Malow

Customers

Customers + Values of a Good Night's Sleep



Who are **customers**?

Anyone who is affected by how well the process solves the problem and delivers the needed value. Be sure to consider both “internal” and “external” customers.

Customers

You

Your
Coworkers

Your
Spouse /
Partner /
Family

LeanU | CORE SERVICES – DAY 1

Barton Malow

Functional

Customers + Values of a Good Night's Sleep



What is **functional value**?

The attributes a process or task needs to deliver that allows the customer to perform and meet *their* job requirements.

Customers

You

Your
Coworkers

Your
Spouse /
Partner /
Family

Functional

Body + mind
rejuvenated

On time for
early meeting

Being
refreshed +
alert

LeanU | CORE SERVICES – DAY 1

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Emotional

Customers + Values of a Good Night's Sleep



What is **emotional value**?

The positive feelings or emotional states the customer experiences during or after the process

Customers

You

Your
Coworkers

Your
Spouse /
Partner /
Family

Functional

Body + mind
rejuvenated

On time for
early meeting

Being
refreshed +
alert

Emotional

Feel Less
Stressed

Pleasant to
work with

You're in a
good mood

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Monetary

Customers + Values of a Good Night's Sleep



What is **monetary value**?

It's just what it sounds like. It's the financial benefits to the customer during or after the process.

Customers	Functional	Emotional	Monetary
You	Body + mind rejuvenated	Feel Less Stressed	Able to work a full day
Your Coworkers	On time for early meeting	Pleasant to work with	Better financial decisions
Your Spouse / Partner / Family	Being refreshed + alert	You're in a good mood	Good work leads to raise

EXERCISE: APPLICATION OF VALUE



INSTRUCTIONS

You will work in groups each at a poster. Each group will identify customers of “learning opportunities within your organization” and what they value.

1. Identify the customers and key stakeholders

1 per **YELLOW** post-it.

(What do you see? Are some customers more important than others? Can some be grouped?)

CUSTOMER

2. Come up with as many examples of **emotional**, **functional**, and **monetary value** as you can.

1 per **GREEN** post-it.

VALUE















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EXERCISE: APPLICATION OF VALUE



Who are the **CUSTOMERS** of “learning opportunities within your organization” and what do they **VALUE**?

CUSTOMER	VALUES		
	Functional	Emotional	Monetary
			
			
			

Reflect and discuss what you see in your group

- What did you see?
- What surprises you?
- What are the MOST important values?
- What themes are emerging?
- Which are the most important customers and value....and how do you know?

LeanU | CORE SERVICES – DAY 1

Barton Malow

DAY 1

DAY 1 | FULL DAY

- Value - Customer Value Assessment
- Waste - DOWNTOWN
- Respect - People Closest to the Work
- A3 Thinking Review
- Problem Statement Review
- Going to Gemba

EXERCISE: MAKE A GEMBA PLAN

Plan to go and see for yourself what's actually happening!

INSTRUCTIONS

1. On your own, start your **Gemba Action Plan** (15 min)
Take 1-2 min to review Go to Gemba Guidance, then use the rest of the time to develop your Go to Gemba Action Plan
2. With your partner, check/adjust your **Go to Gemba Action Plan** (5 min each, 10 in total)
3. Quick share: Did anyone adjust their plan?
If you still need help, let us know!



Understanding Value: What the customer wants, when they want it, in the amount they want it



Identifying Waste: Viewing waste in the context of value and discovering waste in our work



Showing Respect: How to engage and empower the people closest to the work by “Going to Gemba”

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WHAT WENT WELL	WHAT I LEARNED	WHAT COULD BE IMPROVED


CORE SERVICES – DAY 1





HOMEWORK





WORKSHEETS + READING







TEAMS COLLABORATION






REGULAR COACHING SESSIONS

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DAY 2

- DAY 2 | FULL DAY**
- Understanding the Current State
 - Force Field Analysis
 - Value Stream/Process Mapping
 - Goals/Metrics/Target

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Project: _____ AS Champion: _____ AS Collaborators: _____ AS Approver: _____ AS Status: _____ In progress: _____ Under Review: _____ Approved: _____ Defunct: _____

TITLE

State the ISSUE or OPPORTUNITY with a PROBLEM or GOAL in 1-2 sentences.

BACKGROUND

- Research or issue / problem for which the AS document is prepared.
- By whom created.
- Communicate ISSUE to the issue / problem.
- Communicate GOAL to the issue / problem.
- COLLABORATORS

CURRENT CONDITION

- ISSUE is the current state.
- State the problem clearly.
- Use clear facts, etc.
- Use clear goals, metrics, etc.
- COLLABORATORS

TARGET CONDITION

- GOAL is the target state / consider you are trying to ACHIEVE.
- Describe or identify target(s) or measurable (improvement(s)).
- Performance metrics, a process outcome.
- COLLABORATORS

ANALYSIS

- ISSUE are the ISSUES hindering the work from improving or reaching the target condition?
- GOAL does the GOAL between current and target condition GOAL?
- Use simple problem analysis tools to find root causes of the problem.
- For larger fish bone diagram process analysis tree choosing by advantages, etc.
- COLLABORATORS

CONTRIBUTORS

- ISSUE are the ISSUES hindering the work from improving or reaching the target condition?
- GOAL does the GOAL between current and target condition GOAL?
- Use simple problem analysis tools to find root causes of the problem.
- For larger fish bone diagram process analysis tree choosing by advantages, etc.
- COLLABORATORS

IMPLEMENTATION

- ISSUE will a countermeasure be implemented to ACHIEVE the GOAL?
- Use Plan/Do/Check/Act cycle.
- COLLABORATORS

PLAN DO CHECK ACT

PLAN	DO	CHECK	ACT
What	When	Who	How
Customer & Service Learned			

Note: Copy this table to a new page if additional space is required.

ACT - the next step.

- Is there a need for a new PDCA cycle?
- Is there a need for a new PDCA cycle?

FOLLOWUP

- Which GOALS will be the next step?
- Problem-solving efforts (e.g., /USAP)
- Learning opportunities?

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DAY 2

DAY 2 | FULL DAY

- Understanding the Current State
- Force Field Analysis
- Value Stream/Process Mapping
- Goals/Metrics/Target



Understand the Current State: Utilize tools to analyze and visualize what's actually happening



Set achievable goals: Develop goals that support the target condition




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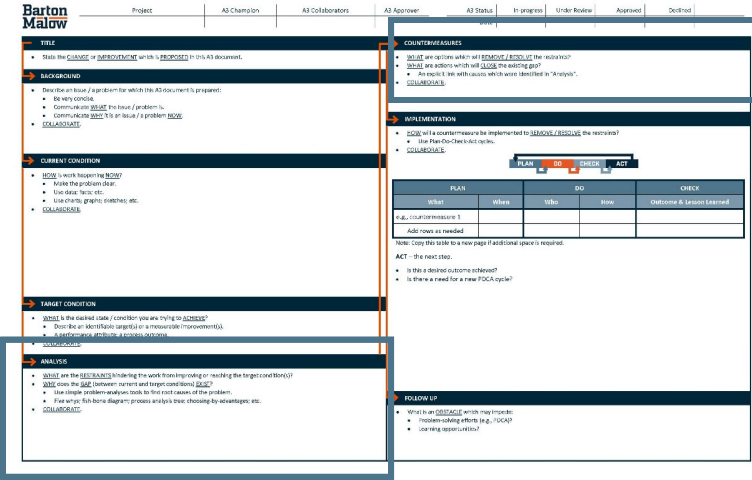
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DAY 3

DAY 3 | FULL DAY


- Root Cause(s) Analysis



• Impact/Difficulty Charting
Standard Work

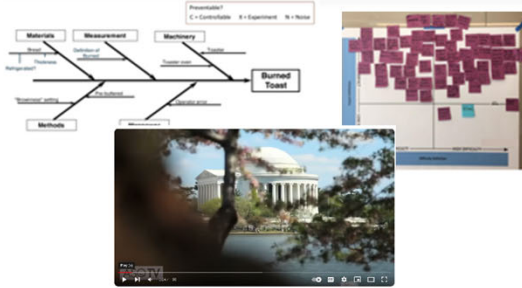
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DAY 3

DAY 3 | FULL DAY

- Root Cause(s) Analysis
- Impact/Difficulty Charting
- Standard Work



Identifying the root cause: Utilize tools to determine the root cause of why a problem is occurring



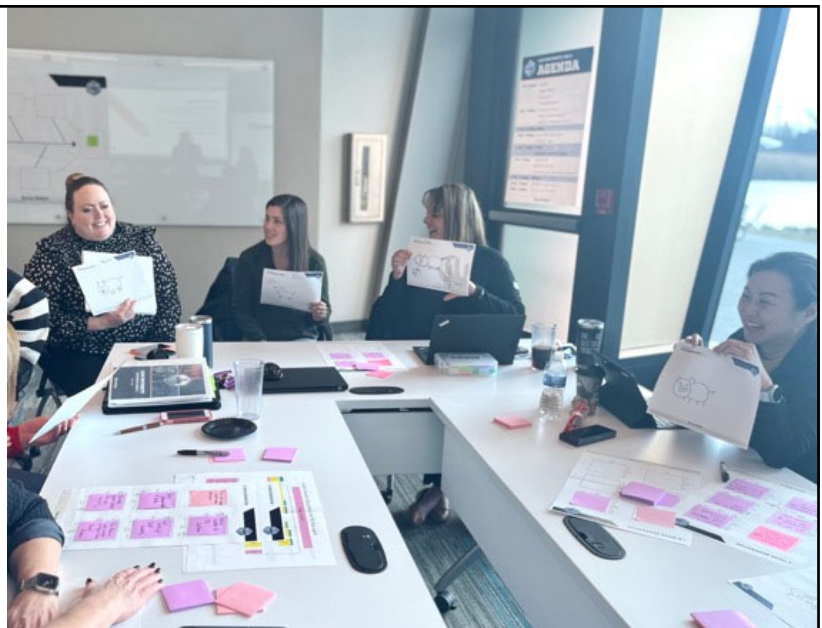
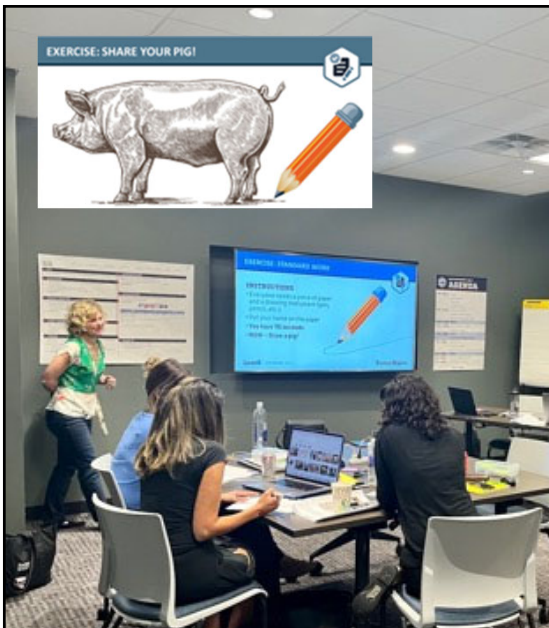
Identifying solutions: Utilize tools to productively brainstorm ideas and prioritize their impact



Understanding the importance of standard work: The necessary foundation on which tomorrow's improvement will be based



BUILDING A CULTURE OF
CONTINUOUS IMPROVEMENT



BUILDING A CULTURE OF
CONTINUOUS IMPROVEMENT



2024

Lean Summit

DAY 4

Barton Malow

Project: A3 Champion: A3 Collaborators: A3 Approver: A3 Status: In progress Under Review Approved Declined

Date:

TITLE

Make the **CLIMATE** a **PERFORMANCE** with a **PROCESS** in this A3 document.

BACKGROUND

- Describe an issue / problem for which this A3 document is prepared.
- Be very concise.
- Communicate **WHAT** this issue / problem is.
- Communicate **WHY** it's an issue / a problem **BECAUSE**.
- COLLABORATORS**.

CURRENT CONDITION

- BECAUSE** I work between the **BECAUSE**.
- Verify the problem exists.
- Use data: facts, etc.
- Use charts, graphs, pictures, etc.
- COLLABORATORS**.

TARGET CONDITION

- WHAT** is the desired state / condition you are trying to **ACHIEVE**.
- Describe an identifiable target(s) or a measurable (improvement(s)).
- A specific measurable process outcome.
- COLLABORATORS**.

ANALYSIS

- WHAT** are the **BECAUSE** underlying the work from improving or meeting the target condition?
- WHAT** does the **BECAUSE** between current and target condition **BECAUSE**.
- Use simple problem-solving tools to find root cause(s) of the problem.
- For simple fishbone diagram: process analysis tree, choosing by advantages, etc.
- COLLABORATORS**.

CONTRIBUTORS

- WHAT** are options which will **BECAUSE** **BECAUSE** the solution?
- WHAT** are options which will **BECAUSE** the existing gap?
- Process it to the status which were identified as "Analyze".
- COLLABORATORS**.

IMPLEMENTATION

- BECAUSE** will a countermeasure be implemented to **BECAUSE** **BECAUSE** the root cause?
- Use Plan-Do-Check-Act cycle.
- COLLABORATORS**.

PLAN DO CHECK ACT

PLAN	DO	CHECK	ACT
What	Where	When	How
Outcome & Lesson Learned			

Add rows as needed.

Note: Copy this table to a new page if additional space is required.

ACT - the next step.

- Is this a desired outcome achieved?
- Is there a need for a new PDCA cycle?

FOLLOW UP

- What is an **ACT** with new friends?
- Is there a need for a new PDCA cycle?
- Learning opportunities?

DAY 4 | FULL DAY

- Visual management
- 5S+Safety
- Effective Meetings
- RACI

Barton Malow



BUILDING A CULTURE OF
CONTINUOUS IMPROVEMENT



DAY 4

DAY 4 | FULL DAY

- Visual management
- 5S+Safety
- Effective Meetings
- RACI
- A3 Review + Showcase Prep



Incorporating visuals: Utilize visual management to improve a process



Creating a functional work environment: Utilize 6S to improve and maintain



Effective implementation: Decrease waste by clearly depicting who does what for a given task


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2024
Lean Summit







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CONTINUOUS IMPROVEMENT



DAY 4

DAY 4 | FULL DAY


- Visual management
- 5S+Safety
- Effective Meetings
- RACI
- A3 Review + Showcase Prep



EXERCISE: BUILD A RACI CHART IN BREAKOUT GROUPS

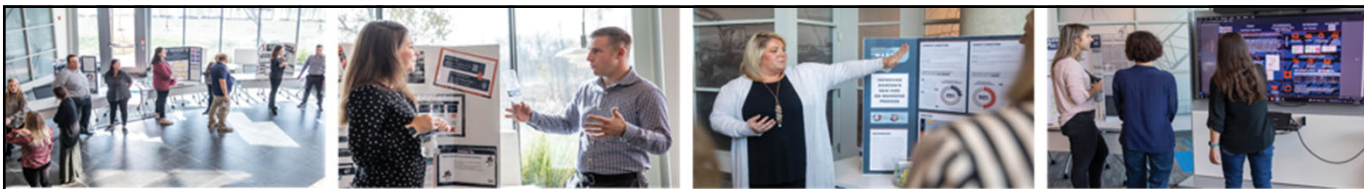
- Break into teams and gather near the blank RACI chart prints
- Go into teams and open up "RACI" template brackets in Excel and access your Group's tab
- You already have a list of 15 tasks necessary to plan and conduct a super fun dinner party for the guests and hosts that does not require burlesque effort. (Hint: that's customer value!) There are 3 people/roles involved in the process
- Designate a time keeper, and a process facilitator within your team right away
- Together, your job is to review the tasks, and decide who should be Responsible, Accountable, Consulted, or Informed for EACH task.
- You have 30 min

- 
 Incorporating visuals: Utilize visual management to improve a process
- 
 Creating a functional work environment: Utilize 6S to improve and maintain
- 
 Effective implementation: Decrease waste by clearly depicting who does what for a given task
- 
 Preparing for the showcase: Clear direction on expectations for final presentation

BUILDING A CULTURE OF
CONTINUOUS IMPROVEMENT





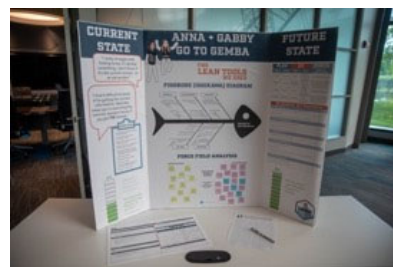
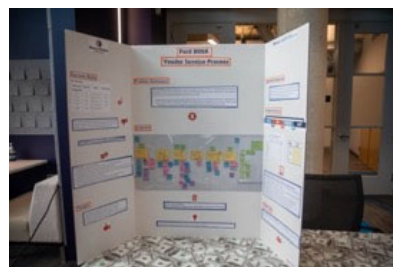
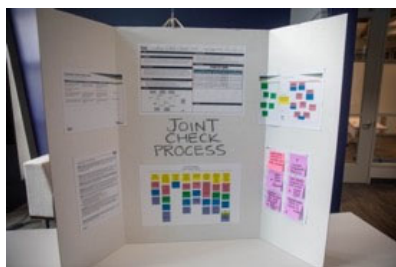
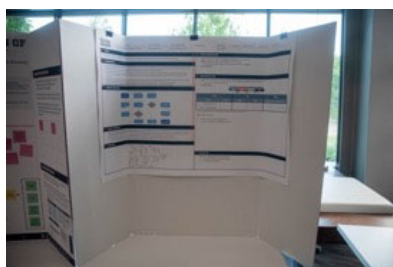
SHOWCASE PREPARATION + EXPECTATIONS

- Each individual/team will have a 'booth' spot
- Prepare a tri-fold presentation board to display the contents of your A3 and the work you've done throughout LeanU
- Prepare to speak with Barton Malow leaders and team members about
 - your problem statement
 - your A3 progress
 - what's next?
 - highlights of what you learned in LeanU
- Book a coaching session with Jill or Grace if support is needed

LeanU | CORE SERVICES – DAY 1

Barton Malow

BEFORE *"I feel like I had a lot of anxiety about getting my board ready, more so than presenting."*

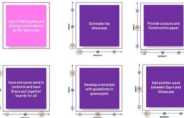




...Let's use A3 Thinking !

LeanU | CORE SERVICES – DAY 1

Barton Malow

Project	A3 Champion	A3 Collaborators	A3 Approver	A3 Status	In-progress	Under Review	Approved	Declined
LeanU Showcase Board	Grace Eovaldi	Jill Katic, Anne Emerick, Karly Galls, Katie Gandy	Jill Katic	Date				

<p>TITLE</p> <ul style="list-style-type: none"> improving the LeanU showcase preparation process for participants 	<p>COUNTERMEASURES</p> <ul style="list-style-type: none"> Develop showcase template for all participants Include icons and graphics that are easily accessible Create variations in templates to allow for some flexibility Provide clear direction on printing and adhering to the board 																																								
<p>BACKGROUND</p> <p>The LeanU showcase provides participants the opportunity to share a current problem, their analysis, tools utilized and potential solutions to other team members and leadership. Participants are struggling with preparing for the showcase and creating a visual of their content with a display board. Our current process allows for creative flexibility and gives limited direction. Participants are feeling stressed and overwhelmed in figuring out their board execution plan. Excessive time is spent developing a plan, printing, cutting and pasting. Additionally, time is wasted searching for materials as well as the cost of acquiring those materials when not found in-house. The waste causes participants to feel unprepared and stressed making it challenging to present their content confidently and effectively during the showcase.</p>																																									
<p>CURRENT CONDITION</p> <ul style="list-style-type: none"> LeanU participants are feeling overwhelmed by the task of creating a showcase board. Currently a lot of flexibility in the direction that participants can take in the creation of their board. Lack of clear guidelines, standards, and tools Team members are struggling to be efficient with their time to accomplish this task and are feeling overwhelmed. Average over 4 hours per participant/team <p>GOING TO GEMBA:</p> <p>"We spent longer than efficient on this poster between finding BM artwork to supplement our poster, printing, cutting, using packing tape to create it, etc."</p> <p>"We are all really busy, not everyone is creative, and not everyone has the resources to put something together that looks professional enough to present out to the enterprise."</p> <p>"I feel like I had a lot of anxiety about getting my board ready, more so than presenting."</p> <p>"I was a little intimidated by putting an acceptable board together and spent way too much time I didn't have on it."</p> 	<p>IMPLEMENTATION</p> <p>IMPLEMENTATION PLAN</p> <table> <tr> <th>TASK</th><th>RESPONSIBLE</th><th>ACCOUNTABLE</th><th>CONSULTED</th><th>INFORMED</th></tr> <tr> <td>Develop size appropriate background in PPT</td><td>Grace</td><td>Grace</td><td>Anne</td><td>Jill</td></tr> <tr> <td>Create 2 layouts and 48x36in background to allow for some flexibility</td><td>Grace</td><td>Grace</td><td>Anne</td><td>Jill</td></tr> <tr> <td>Develop graphics and icons, and include tools that are easily accessible</td><td>Grace</td><td>Grace</td><td>Karly</td><td>Jill</td></tr> <tr> <td>Upload completed template to LeanU Teams folder by start of cohort 3 (January 11)</td><td>Grace</td><td>Grace</td><td>Jill</td><td>LeanU Participants</td></tr> <tr> <td>Create example board using template process by Day 4 (March 7)</td><td>Grace</td><td>Grace</td><td>Katie</td><td>Jill</td></tr> <tr> <td>Print example and adhere to showcase board</td><td>Grace</td><td>Grace</td><td>Damion</td><td>Jill</td></tr> <tr> <td>Include template and guidelines in Day 4 presentation</td><td>Grace</td><td>Grace</td><td>Jill</td><td>LeanU Participants</td></tr> </table>	TASK	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED	Develop size appropriate background in PPT	Grace	Grace	Anne	Jill	Create 2 layouts and 48x36in background to allow for some flexibility	Grace	Grace	Anne	Jill	Develop graphics and icons, and include tools that are easily accessible	Grace	Grace	Karly	Jill	Upload completed template to LeanU Teams folder by start of cohort 3 (January 11)	Grace	Grace	Jill	LeanU Participants	Create example board using template process by Day 4 (March 7)	Grace	Grace	Katie	Jill	Print example and adhere to showcase board	Grace	Grace	Damion	Jill	Include template and guidelines in Day 4 presentation	Grace	Grace	Jill	LeanU Participants
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<p>TARGET CONDITION</p> <ul style="list-style-type: none"> All LeanU participants feel prepared and confident in their ability to create a showcase board. Participants have the tools and resources available and accessible to efficiently complete the task without stress. METRIC: Reduce the amount of time spent creating the showcase board by 50%. (less than 2 hours spend preparing) 																																									
<p>ANALYSIS</p> <p>5 Whys?</p> <p>Participants are feeling overwhelmed and stressed leading up to the completion of LeanU</p> <p>Why? It's the showcase that we have to create and present</p> <p>Why? Creation of the LeanU board is taking a significant amount of time that team members do not have</p> <p>Why? Team members do not know where to begin in the creation of the board and struggle with execution</p> <p>Why? Team members are given flexibility in the creation of the board</p> <p>Why? Guidelines and standards practices in the creation of the showcase board do not currently exist</p>	<p>FOLLOW UP</p> <ul style="list-style-type: none"> Continue to go to Gemba and get feedback from latest cohort during showcase and via survey Create a process map after implementation Revisit target condition to ensure goals and metrics are still aligned prior to start of next cohort 																																								



IMPROVING THE LEANU SHOWCASE PREPARATION PROCESS FOR PARTICIPANTS



GRACE EOVALDI
Lean Manager

BACKGROUND:

The LeanU showcase provides participants the opportunity to share a current problem, their analysis, tools utilized and potential solutions to other team members and leadership. Participants are struggling with preparing for the showcase and creating a visual of their content with a display board. Our current process allows for creative flexibility and gives limited direction. Participants are feeling stressed and overwhelmed in figuring out their board execution plans. Excessive time is spent developing a plan, printing, cutting and pasting. Additionally, time is wasted searching for materials as well as the cost of acquiring those materials when not found in-house. The waste causes participants to feel unprepared and stressed making it challenging to present their content confidently and effectively during the showcase.

CURRENT CONDITION:

LeanU participants are feeling overwhelmed by the task of creating a showcase board. There is currently a lot of flexibility in the direction that participants can take in the creation of their board. With this flexibility comes a lack of clear guidelines, standards, and tools. Team members are struggling to be efficient with their time to accomplish this task, and are feeling overwhelmed.

>4 HOURS SPENT PREPARING THE SHOWCASE BOARD

"We spent longer than efficient on this poster between finding BM artwork to supplement our poster, printing, cutting, using packing tape to create it, etc."
"We are all really busy, not everyone is creative, and not everyone has the resources to put something together that looks professional enough to present out to the enterprise."
"I feel like I had a lot of anxiety about getting my board ready, more so than presenting."
"I was a little intimidated by putting an acceptable board together and spent way too much time I didn't have on it."

TARGET CONDITION:

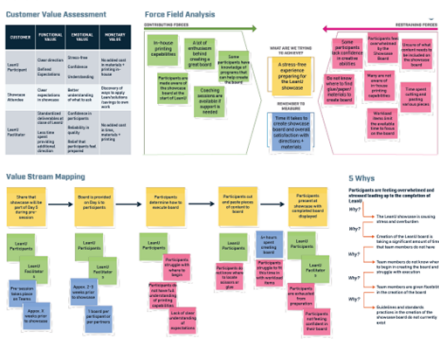
All LeanU participants feel prepared and confident in their ability to create a showcase board. Participants have the tools and resources available and accessible to efficiently complete the task without stress.

METRIC: Reduce the amount of time spent creating the showcase board by 50%.

<2 HOURS SPENT PREPARING THE SHOWCASE BOARD



ANALYSIS:



COUNTERMEASURES:

- Develop showcase template for all participants
- Include icons and graphics that are easily accessible
- Create variations in templates to allow for some flexibility
- Provide clear direction on printing and adhering to the board

IMPLEMENTATION:

TASK	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
Develop sltc appropriate background in PPT	Grace	Grace	Anne	Jill
Create 2 layouts and 4x6x6in background to allow for some flexibility	Grace	Grace	Anne	Jill
Develop graphics and icons, and include tools that are easily accessible	Grace	Grace	Karly	Jill
Upload completed template to LeanU Teams folder by start of cohort 3 (January 11)	Grace	Grace	Jill	LeanU Participants
Create example board using template process by Day 4 (March 7)	Grace	Grace	Katie	Jill
Print example and adhere to showcase board	Grace	Grace	Damion	Jill
Include template and guidelines in Day 4 presentation	Grace	Grace	Jill	LeanU Participants

PLAN DO CHECK ACT

FOLLOW UP:

- Get feedback from Lean Champions at showcase and via survey
- Revisit target condition to confirm goals and metrics are still aligned prior to start of next cohort

DAY 5: CELEBRATION + SHOWCASE

DAY 5 | FULL DAY

- IPD Overview + LPS Overview
- Team Sharing + Celebration
- Showcase



Introduction to Project Delivery tools: Provide overview of Integrated Project Delivery and Last Planning System



Celebrate!



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Malow**



BUILDING A CULTURE OF
CONTINUOUS IMPROVEMENT



LEAN UNIVERSITY | CORE SERVICES- COHORT 5 SHOWCASE

Tuesday
MARCH
12

WHAT
LeanU Core Services Showcase
WHERE
The Atrium at Barton Malow Headquarters
WHEN
1:30 - 3pm

Join our Lean Champions as they present their problem statements, analysis, and action plans in this open-house style showcase.

Lean University is a vital program that enables our teams to implement Lean principles, helping to create a workforce focused on respect for people and continuous improvement, ultimately resulting in enhanced project performance.

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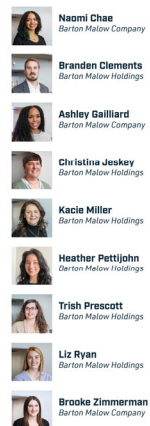
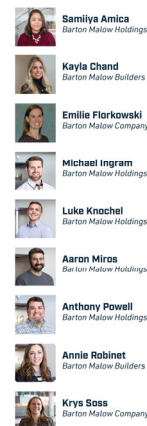


The Lean University program consists of 40 hours of in-person learning and hands-on exercises working to solve a current problem our participants have been experiencing in their work.

To better understand the projects our Lean Champions are presenting, consider asking the following:

- What is your problem statement?
- What Lean tools did you utilize to understand the current condition?
- Were you surprised by any of your findings?
- What are your goals, metrics, and targets?
- What did you determine is the root cause of your problem?
- How did you prioritize which countermeasures to move forward with?
- What are your next steps?
- What was your "aha moment" during LeanU?
- What Barton Malow Team Members would you recommend to apply for LeanU?

CONGRATULATIONS TO OUR LEAN CHAMPIONS!



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2024 Lean Summit

CONTINUED ENGAGEMENT

- ✓ IMPLEMENTATION DAYS
- ✓ BOOK CLUB
- ✓ LEAN CHAMPIONS TEAMS CHANNEL



**EVERYTHING I
KNOW ABOUT LEAN,
I LEARNED IN
FIRST GRADE**



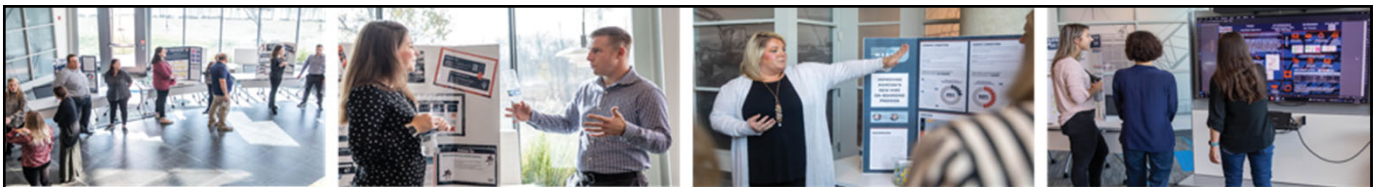
Written by:
Robert O.
Martichenko



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EMPOWER

We trust our people to develop solutions for their work. We value the work of their hands, and the insights in their minds.

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QUESTIONS?



WHAT WENT WELL

WHAT I LEARNED

WHAT COULD BE IMPROVED



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