



CONSTASK Webinar Lean Thinking 26 May 2020




Webinar on 'Lean Thinking' - Beyond tools & processes

Date: 26th May 2020 | Time : 7 to 8 PM







Expert Insights
Dr. Subhash Rastogi
Founder, Innovative LEAN Mentoring Academy




Expert Insights
Mr. Mani James
Sr. Vice President, Frost & Sullivan




Hosted By
Mr. Tony Jacob
Founder, CONSTASK Management Solutions LLP


You can now follow us at: 



in/drrastogi



in/tonyjacob



in/manijames

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years of


- Project Management Training
- Lean Construction Consulting
- Project Specific Engagements
- On-the-job Implementations



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CONSTASK Management Solutions LLP
www.constask.com


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Er. Tony Jacob, PMP, MIE, PMI-PBA, C Eng.
Director & Principal Consultant
Constask Management Solutions LLP

- BTech (Civil) from NSSCE (Calicut University) and PG Diploma in Construction Management from XIME, Bangalore
- PMP® Certified from 2007, PMI-PBA® from 2015
- Contributed to the development of PMBoK (PMI Standard) Fourth Edition & PMBoK Construction extension
- Volunteer Positions: ILCE Bengaluru Hub leader from 2015, PMI Pearl city Chapter Board member (2014-16) and AVP OutReach, PMI Kerala Chapter (2017-18)

- 17+ yrs experience in Construction industry
 - Working as Management Consultant improving the performance of projects and increasing the productivity of organisations.
 - Specialised in consulting, training and implementation of Lean Construction & Project Management best practices in construction, infrastructure & real estate projects
 - Improved 15-20% project performance in 2 months time in a builder and contractor projects
 - Conducted 60+ workshops on various management concepts
- Worked with Multi National Companies Bovis Lend Lease, Jones Lang LaSalle, Kuwait United Development, Space Matrix, Aconex, StraVis, BT&BT etc in following key areas
 - Project Management- Oracle Campus, Hyderabad (BLL), Microsoft Campus, Hyderabad (JLL), Accenture Projects (JLL), KGL facility, Kuwait (KUD)
 - System Implementation - Al Raha Project, Abu Dhabi (Aconex), Yas Marina Project (Aconex), Abu Dhabi, Dubai World Projects (Aconex)
 - Management Consulting- Microsemi Project- Space Matrix (BT&BT), GE Project - Space Matrix (BT&BT), Bloom Project - Shapoorji Middle East (BT&BT)
- SAP PLM-PS Certified Consultant
- Designed ERP concept for Architectural company



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Dr. SUBHASH RASTOGI
Ph.D., M. Tech., PMP, PMI-ACP
EDUCATOR, RESEARCHER, ENTREPRENEUR, TRAINER, MENTOR

EDUCATION:
B.Tech & M.Tech. (Mech.), IIT, Kanpur, Fellowship (Ph.D.), Industrial Engg., NITIE, Mumbai

EXPERIENCE: total 46 years :

OTHER CERTIFICATIONS:
PMP; PMI-ACP from PMI, USA
Advanced Proj. mgt. from Stanford University, USA
Project management from The George Washington University, USA
Industrial Engineer, Japan Productivity Council, Tokyo

REWARDS & RECOGNITION:
Leadership Award from PMI, USA in 2008, Seattle; Best Academy Award from Corporate University Exchange, USA, 2009 than 40+ Leadership awards from Infosys, HCL Technologies, Tech Mahindra (Satyam)

INDUSTRY & ACADEMIC EXPERIENCE :

Mahindra & Mahindra; Sulzer Pumps; ABC Consultants ;
Academic Leadership Roles at National Institute of Industrial Engineering (NITIE) as Head & Professor, Baan Institute India, Satyam Computers (now Tech Mahindra: set-up Project Mgt. Center of Excellence as REP), Enterprise Academies set-up & headed at Infosys Tech. Ltd , HCL Technologies Founder, Chairman (Retd.) BT & BT Management Consultancy Pte Ltd

CURRENTLY, Founder of Innovative LEAN Mentoring Academy, providing education/ mentoring to SP Jain School of Global Management, Dubai & Singapore, Indian Institute of Management (IIM) Kashipur & Indore in the areas of Lean Project Management, Lean Digital Construction, Operations Strategies and Management, Supply Chain Management. Also training & mentoring to

- L&T Construction's project '23 km Sea-Bridge',
- Ferring Laboratory's project 'Shifting Manufacturing Plant & R&D from Mumbai to Hyderabad',
- Odisha PWD bridges & roads for embracing Lean Construction.

Management Consultancy to Reliance Industries (World's biggest PSF Fibre plant), Asian Paints, Voltas Ltd, ONGC, Mazagon Dock, Indian Navy, National Airport Authority, I&T (Hyd), Gharda Chemicals, Space Matrix Pvt Ltd (Singapore), RCF Ltd, Shapoorji Pallonji Construction MidEast, UAE Odisha Public Works Department, I&T Construction, Ferring Pharmaceutical, Switzerland...etc.

PRESENTED PAPERS: in International conferences at USA, Australia, Thailand, Singapore, Netherlands, Chile, Japan, India ; Total 40+ papers ; **Recently Presented 8 papers on in International/ National Conferences on LEAN CONSTRUCTION, in USA and India.**

BOOK Co-Author: "Global Management Solutions Demystified", Cengage Learning, Singapore (2009)
BOOK under progress (95 % complete):
Construction Quality Management: Some Strategic Perspectives

COMMUNITY ROLES:
Founder & Past-Head, Hyderabad Hub, Institute for Lean Construction Excellence 2013- 2018
Member Advisory Group, REP (representing APAC), PMI, USA 2008-2010;
Member, Community Engagement Committee, PMI Education Foundation, 2011-2013;
VP- Global Alliance, PMI, PCC, 2001-2010

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Mani James



Mani James
Senior Vice President

Frost & Sullivan
Global Innovation Center
Chennai India

Functional Expertise

- 20+ years of strategic CXO advisory experience across multiple sectors and geographies. Mega trends and futuristic thinker delivering complex projects with tangible results consistently in private and public sector domains
- Spent 12 years in the African continent and has supported a number of clients in various sectors with their Africa growth strategy. Over 19 years of management and strategy consulting experience, having worked for clients in North America, South East Asia, Middle East and Africa. Particular expertise in:
 - Mega Trends, future foresight and business modeling
 - Strategy creation and implementation
 - Market entry and expansion strategies
 - Customer analysis and segmentation
 - Competitive strategy
 - Solutions modeling and implementation

Industry Expertise

- Experience base covering broad range of sectors, working with senior executives to develop and implement strategies across a range of geographies, with particular expertise in:
 - Petrochemicals, Biofuels, materials handling, food additives and chemicals, Metals recycling, EV, Specialty chemicals, Fertilisers
 - Industrial Automation, Manufacturing and Supply chain management
 - Public sector policy, regulations advisory, Growth transformation project expertise, Investment advisory

What I bring to the Team

- In-depth and Wide experience of working across multiple domains in many countries and regions
- Expertise in strategy formulation to develop & implement growth strategies
- Experience in management of consulting projects across multiple sectors and regions
- Facilitation and leadership skills

Career Highlights

- Extensive experience in management and strategy consulting:
 - Mukand Engineers Limited, Mumbai India – Senior Project Engineer & Dragoco / Symrise India Limited – Head – Projects;
 - Ramco Systems Limited , Chennai & Durban South Africa – Senior Consultant
 - Frost & Sullivan, Chennai, San Antonio and Cape Town – Team Leader and Head of Chemicals practice

Education

- B.Tech (Mechanical Engineering), National Institute of Technology (NIT), Calicut, India
- Project Management Professional (PMI), USA and PGDCM, XIME, Bangalore, India

FROST & SULLIVAN

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Are you Familiar with these Statements?


Schedule	➔	Only Planner Knows
Completing ON-Time	➔	Mission Impossible
Correction	➔	If Client Insists
Improvement	➔	We are doing for years

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Getting Started

CHALLENGE the current practices	It was always done this way doesn't mean it should continue the same way in future
GO & SEE	Inspiration strikes when you are at the work front and observe the actual work happening
CONTINUOUS IMPROVEMENT	No matter how good you are, there are always opportunities for improvement
RESPECT THE INDIVIDUAL	Every Individual has a role to play and knowledge to share, every view matters
TEAM WORK	Everyone part of the work and should contribute ideas for improvement are

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"The 5 guiding Principles", Recommended Practices for the Application of LEAN Construction Methods to Building New Australian LNG Capacity, Aug 2012

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Lean Thinking – 5 Guiding Principles

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'Lean Thinking' Banish waste and create wealth in your corporation,
James P womack and Daniel T Jones, 1996 , 2003

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Value

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3 Important Questions

1. What does the customer/end user want ?
2. Who decides what they want ?
3. Is every activity/every effort in line with what they want ?

Value : The client cares that it is being done

Waste : Not valuable to the client

7 Basic Type of Wastes

Waste Type	Percentage
Waiting or Delay	30%
Rework or Defect	25%
Over Processing	15%
Transportation	13%
Inventory	10%
Motion	3%
Over Production	3%

Value vs Waste

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Value Stream

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How is Value Created

- Identify the Value creation process
- Think Beyond Functional & Organizational Boundaries
- Identify Bottlenecks and Opportunities

User Requirements

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graph LR
    Design --> TS[Technical Specs]
    TS --> VS[Vendor Selection]
    VS --> SD[Shop Drawing]
    SD --> Proc[Procurement]
    Proc --> RMS[Raw Material Supplier]
    RMS --> TTF[Transport to Factory]
    TTF --> FF[Factory Fabrication]
    FF --> TTS[Transport to Site]
    TTS --> SAS[Storage at Site]
    SAS --> FIY[Fabrication at Yard]
    FIY --> DI[Duct Installation]
    DI --> IWS[Integration with Systems]
    IWS --> TAC[Testing and Commissioning]
            
```

Cool & Clean Air

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Flow

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Waiting for Shop Drawing Approval Waiting for valves Waiting for Other Works

Material Delivery
Fabrication
Pipe Installation
Pressure Test
Sprinklers
Go Live

Waiting for Previous Work to complete Rectification

Environment

Information	Work	Manpower	Material	Space
Partial information	Interruptions	Idle Time	Inventory	Idle Time
Errors	Rework	Rework	Stock out	Cramped Workspace
		Motion	Delayed Delivery	

Safety

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Pull

Engineering Procurement Construction

Designer Contractors Plan

Plastering Conduit Laying

Drains Road Works

Ceiling MEP Works False Ceiling

Pull Planning

- Involve Key Stakeholders Client, Consultant & Contractors
- Agree a Target Completion Date (Milestone)
- Work Backwards from Milestone
- List tasks to be completed & dependency
- Mutually agree & sequence the work & On Completion, Release the work

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Perfection

Fixing Problem or Creating Results?

THINKING

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INTRODUCTION TO PULL PLANNING, Unknown

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Quest for Perfection

Immediate Benefit	Long Term benefit
Drawing Preparation time from 15 days to 5 days	All Drawings Released in 4 Months
Improve Overhead Piping Productivity by 50%	Improve business performance of Piping Contractor
Identify new ways of working and Re sequence work when a critical Equipment delivery is delayed	Ensure that critical Equipment deliveries are not delayed
Solves an existing problem – Accelerate Project Completion	Creates a system that consistently delivers projects on time , on budget without compromising on Quality and customer requirements

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INTRODUCTION TO PULL PLANNING, Unknown

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Lean Thinking

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            graph TD
                VALUE[VALUE] --> VS[VALUE STREAM]
                VS --> FLOW[FLOW]
                FLOW --> PULL[PULL]
                PULL --> PERF[PERFECTION]
                VS --- VS_desc[Understand Value so that you know exactly  
What the (internal) Customer Wants]
                FLOW --- FLOW_desc[Identify value stream and  
Remove steps that Don't add Value]
                PULL --- PULL_desc[Make the remaining value creating flow  
Continuous with shorter lead times]
                PERF --- PERF_desc[Allow the (internal) customer to  
Pull Value as Needed]
                PERF --- PERF_desc2[Never relax till you can deliver  
Pure value with zero waste]
                PERF --- PERF_desc3[Quest for PERFECTION]
            
```

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'Lean Thinking' Banish waste and create wealth in your corporation,
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SUCCESS IS NOT EASY!!!!

Turning around a delayed River Bridge Project: Leveraging Human Emotions and Cost Savings



Agreed to Follow Lean after training
NO Time to practice!!
Promises not kept !!
Lean Culture Building ????

**CAN WE BUILD UP CULTURE IN
 BEAURACRATIC ENVIRONMENT**

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WHAT

The PROJECT :



<p style="text-align: center; font-weight: bold;">PROJECT DETAILS:</p> <ol style="list-style-type: none"> 1. 2.6 kilometer Long 2. 75 Spans: 63 of 36.5 meters 3. 3 Lanes Traffic 4. 14.7 Meters wide 5. Connecting two cities 6. Reducing 36 Km travel to 3 	<p style="text-align: center; font-weight: bold;">NEED for LEAN: How to-</p> <ul style="list-style-type: none"> Change Perception in Govt.- to accelerate Project Speed & save Public money? Build Collaboration among Internal & External Team
	<p style="text-align: center; font-weight: bold;">OBJECTIVES:</p> <ul style="list-style-type: none"> Complete 8 months remaining work in 5 Enhance Lean Tools utility thru' Lean 'Mind-Set'

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WHAT

The SUCCESS !!!




Inaugurated on **1st April 2018**
instead of **1st July 2018**

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WHAT

ACHIEVEMENTS :

- Balance 200 days of work- completed in 115
- 57.5 % faster completion
- CM inaugurated the Bridge 3 months earlier
- PWD Secretary- excited
- Odisha public was gaga over it. Thanked PW
- Saved **1 million Liters of Petrol/ Gas; 1 million USD and 270 K** man-hours of public in these 3 months.
- Contractor added **35 %** more to his planned profit
- Odisha government starts believing in Lean Concepts, (now experimenting with Road Construction)
- VSM, SMED, (simplified) Last Planner, and Gemba Walk are common to some key people in PWD
- Trainer/ Mentor experimented new things and found new success



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HOW

(I) 80% ART & 20% SCIENCE:
- Leverage **SIX HUMAN EMOTIONS**

Can we CREATE **'FIRE IN THE BELLY'** for **A** Project, for **ALL** Stakeholders ?
(by **'DESIGNING & EMBEDDING'** right EMOTIONS to accelerate work)

'KNOWLEDGE' (Biz. & Tech.) not enough for **SUCCESS**
- involving **HUMAN EMOTIONS** is **MUST !!**

PM is 80% ART & 20% Science

DESIGN THINKING

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HOW

Get CREATIVE about Motivation :
6 HUMAN EMOTIONS

CERTAINTY	Feel safe, comfortable, secure, stable, protected, predictable
SIGNIFICANCE	Feel important, achiever, respected, special, needed, & unique
VARIETY	Feel different, challenged, risks, excitement, surprised, entertained
LOVE/ CONNECTION	Feel togetherness, passion, warmth, desired, loved
GROWTH	Feel developing, learning, strengthening, expanding, cultivating
CONTRIBUTION	Feel like- giving, donating, leaving mark, serving, contributing to others

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VALUE for YOU

How can you apply this tomorrow?

PRINCIPLE 1

IDENTIFY, DESIGN & EMBED EMOTIONS in the PROJECT for KEY STAKEHOLDERS

EACH COMPANY, EACH OCCASION, EACH TIME IT IS DIFFERENT.....

IMMERSE, BRAINSTROM, find Most APPROPRIATE, like....."Lean ROADS in PWD"

PRINCIPLE 2

USE of LEAN & PRODUCTIVITY TOOLS INNOVATIVELY

SITUATIONAL

BRAINSTORM & **HAVE FUN**

INNOVATION & FUN.....both "Unexpected"

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VALUE for YOU

How can you apply this tomorrow?

RESOURCES

Your OWN TEAM....Find FRIENDS who are FUN to work withNeed not be EXPERTS

An External TRAINER-cum-MENTOR (not CONSULTANT)

ACTION


JUST DO IT !!

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ADVANTAGE
IN YOUR CAREER
BY EXCELLING IN
PROJECT
DELIVERY**

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FOR PROJECT PROFESSIONALS**

<http://www.constask.com/event>

May 29 & 30, 2020
4.00 PM to 7.30 PM

Lean Construction for Project Professionals

Accelerate your project performance and overcome project delivery challenges with Lean Construction. Implementing Lean Construction in your project can bring consistency in performance and also enhance the stakeholder satisfaction.

High Level Agenda

- Lean Concepts - Theory to Practice
- Identification & Elimination of WASTES in terms of Time & Efforts
- Implementation of Collaborative Planning Framework in Construction Projects
- Application of Value Stream Mapping to improve activities & processes

Date & Time

29th & 30th May 2020 (Friday & Saturday)
4:00 PM to 7:30 PM

Fee

INR 3,540/- (Rs 3,000/- + 18% GST) per participant

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