

Innovative Project Management

Ali Mafi

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Clients List:

- United Utilities
- Yorkshire Water
- Marks & Spencer
- Ministry Of Justice
- Highways Agency
- Durham CC
- Nottinghamshire CC
- Warwickshire CC
- Balfour Beatty
- BP
- Gleeson Civil Engineering
- Morrison/Galliford Try
- Carillion
- Robert Woodhead
- Halcrow
- Amey Mouchel
- Fusion 21
- South West Water
- Emcore
- Black & Veach
- Wates
- Earth Tec
- Geoffrey Osborne
- Nuttall Construction
- OGC
- Wallis
- BAA

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This session will cover:

- The most effective way to work & improve Project performance
- The most effective way to protect the project end date.
- The best way to monitor & control projects

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This methodology will help deliver:

- Improved margins
- Radical improvement in cash flow
- The best and most accurate & visible project monitoring & control system
- Radical improvement in project completion on or ahead of time.

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What is Project Management?

It is basically planning, execution to plan, monitoring, learning and replanning if necessary in order to deliver an output (product or service).

Is Project Delivery: Art or Science?

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What is World Class / Innovative Project Management?

A way to deliver more & more projects with less & less

Less time, less cost & less defects whilst providing customers with exactly what they want

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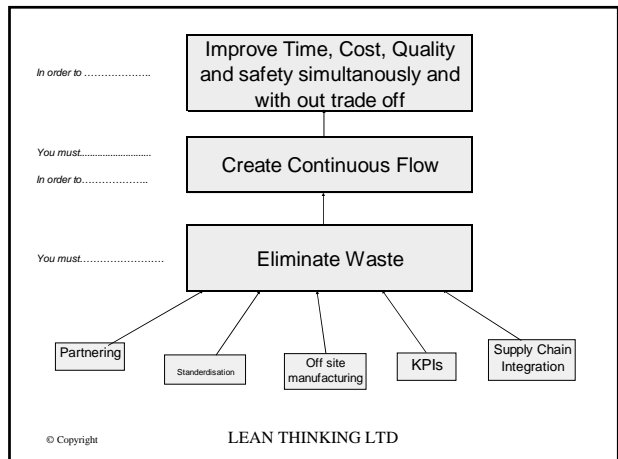
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How?

- By eliminating **Waste**
- By creating **Continuous Flow**

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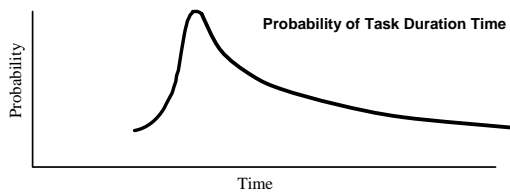
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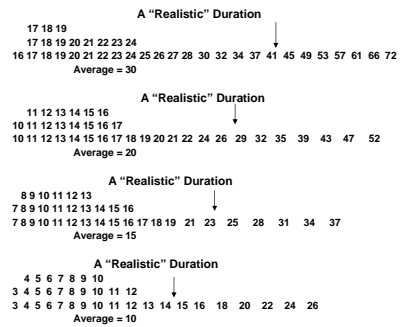
Which Time Are You Likely to promise?



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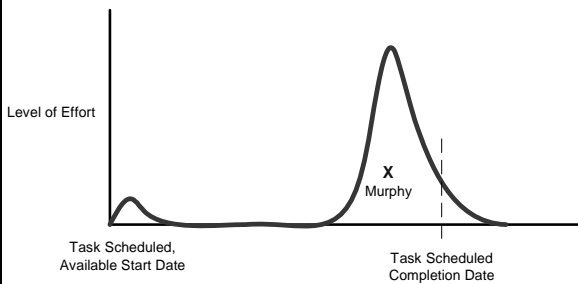
Duration Distributions



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The Student Syndrome

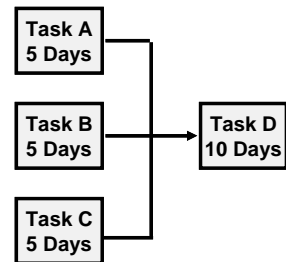


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Delays Are Passed On Gains Are Not

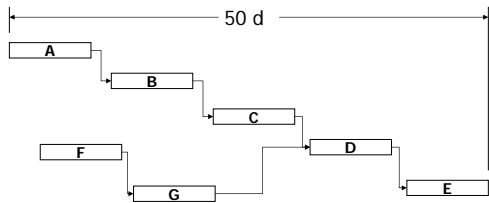
- Merging paths don't allow us to benefit from tasks completed early - What's the impact on the total project if Task A is done in only 3 days?
- What if Task C takes 8 days?
- What if Tasks A, B, and C, through some miracle, all get done in 2 days? (Will Task D be ready to start 3 days early?)



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Current

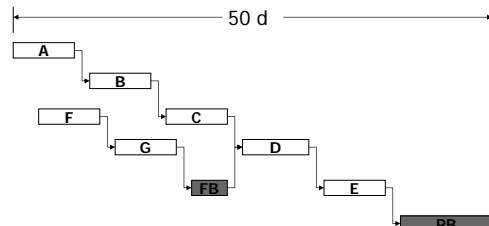


All tasks 10 days long

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Future

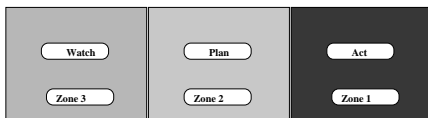


All tasks 8 days long
PB 10 days long
FB 4 days long

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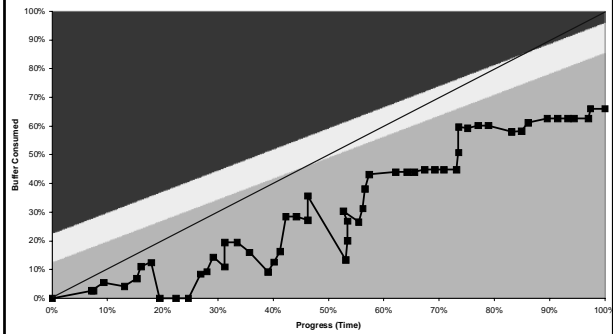
Buffer Management is the control mechanism for Lean Construction Project Management.



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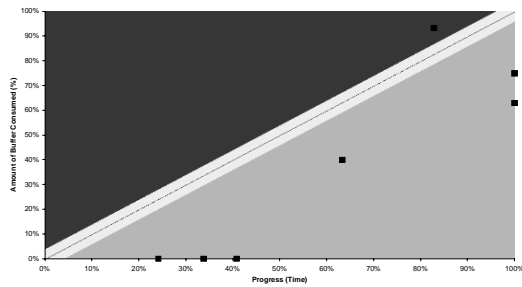
Winchester - Buffer Chart



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MoJ Projects - Buffer Chart

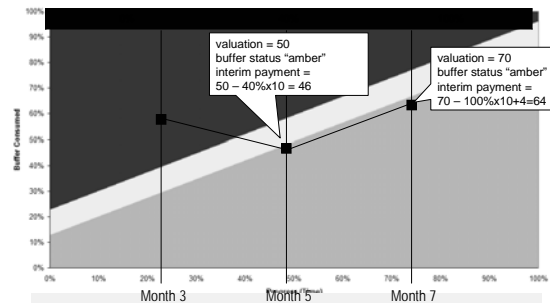


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Incentivising programme

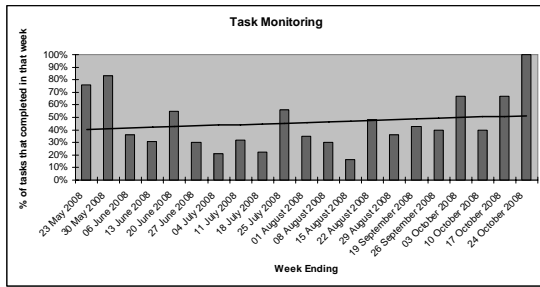
Example Buffer Chart



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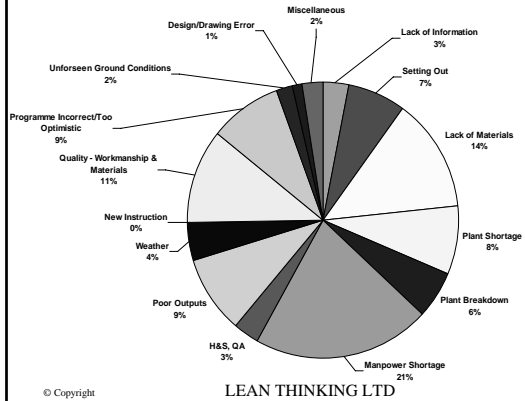
Activity measurement



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Reasons for Delay



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Preparation

Project Name : The Westminster Central Hall
Section Manager: PE

MSP ID	Activity / Task	Preparation Categories								Actions Required	Assigned to	Due Date	
		READY	Design/Drawings	Design and Method	Method Statement	Approval	Setting out	Temporary Works	Main power				Material
Task 3 - Core G (new lift shaft)													
66	Demo stair core G												
67	Form lift shaft pits												
68	Erect internal bird cage scaffolding												
69	Commence Padstone/ steelwork												
74	Install new door lintels												
75	Make new door openings												
Task 14 - North light well													
253	Cast iron pipework remove & install												
254	Continue Remove & install new cast iron pipes												
255	Relatish windows												

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Weekly Plan & Delay Information

Project Name : The Westminster Central Hall
Section Manager: Peter Epps

ID	Task	Complete (%)	WC: 28 Feb 2005							Reasons for Delay											
			Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Lack of information	Setting out	Lack of materials	Plant shortage	Plant break down	Manpower shortage	H.S. QA	Poor outputs	Weather	New instruction		
Task 3 - Core G (new lift shaft)																					
66	Demo stair core G																				
67	Form lift shaft pits																				
74	Install new door lintels																				
Task 14 - North light well																					
253	Cast iron pipework remove & install																				
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Innovative Project Management System to Maximise Value

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