Breakout Session 1

Last Planner System Path Clearing Approach
The Last Planner® System - Path Clearing Approach

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What is the Last Planner System?
Creating and maintaining reliable workflow
LPS Background and Benefits

- Plan Compression
- Reduced Variability
- Cost Reduction
- Support Collaboration
- Better Coordination

Emerged from practice:
- Decision Making
- Flow
- Language Action

Croke Park, Dublin, 18 January 2018
Context of Research

Partial implementation UK, Denmark, Norway S.Korea

Implementation stalled at "CAN"

Current focus on project only
Context of Research

- Partial implementation UK, Denmark, Norway S.Korea
- Implementation stalled at "CAN"
- Current focus on project only
- No clear guidance
- Broader approach needed
LIMITED REALISATION
OF LPS BENEFIT

How do we move
from here............
LIMITED REALISATION OF LPS BENEFIT

How do we move from here to here?

FULL BENEFIT REALISATION
FULL BENEFIT REALISATION

LIMITED REALISATION OF LPS BENEFIT

Path Clearing Approach to guide stakeholders!
HOW DID WE DO IT? Investigated projects: Building, Rail and Road

30 respondents interviewed
15 Projects observed
3 in-depth case study
What did we find out?

• Support needed at 3 levels:
  1. Organisation
  2. Project
  3. Sector

• Transparency and discipline are key social behaviours

• Organisations need strategic capability and specific implementation strategies
How was it developed?

- Developed the LPS Path Clearing Approach to address these findings
- Evaluated the approach with practitioner experts
- Tested the LPS-PCA in a company – subsequently adopted into their processes
What is the LPS-PCA?

- At organisational level – 5 steps
- At project level – 8 steps
- At sector level – 2 steps
LPS-PCA Organisational Level – Step Actions

1. Create the imperative for LPS leadership
2. Identify and understand the drivers and benefits for LPS implementation
3. Develop strategic capability and commitment to support LPS implementation
4. Identify behaviours arising from the contract
5. Create awareness on the strategic capability commitment for the implementation
LPS-PCA Project Level – Step Actions

1. Explicitly align PL with the OL strategy
2. Review current production planning and control practice
3. Review practice using the LPS Principles
4. Create enablers for LPS implementation
5. Adopt a standard approach
6. Understand and practice desired social behaviours
7. Gauge Practice
8. Gauging LPS implementation
LPS-PCA Sector Level Enablers – Step Actions

1. Engage with the external enabling factors
2. Continuous learning action and feedback loop
And finally......

*Lean construction* research seeks practical and applied solutions.

Working with a University has many benefits:
- objective, unbiased (not a conduit to “the bosses”)
- access to global knowledge and expertise
- expertise in developing experimental action cycles for performance improvement

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Further Readings and Bibliography


The Centre for Lean Projects at Nottingham Trent University is a leading research group entirely focussed on adapting Lean Production philosophy to the Architectural, Engineering and Construction (AEC) sector. Relating our research to practice is a guiding principal for the Centre and a large proportion of our work is undertaken with and within companies willing to experiment with new ideas and incorporate them into their processes and production systems. Based on nearly 20 years of research effort the Centre has a combination of funded Research Fellows and PhD researchers working collaboratively on an integrated set of research objectives.

This event will show case the latest research in the following areas:

- **The leading edge of construction planning:**
  - The final results from phase 3 of a case study in Brussels;
  - Reporting how a company is using Last Planner® System principles to guide business delivery;
  - New thinking about risk management;
  - Try out a new approach to create reliable workflow by making and eliciting reliable promises.

- **Exposing issues surrounding prevailing commercial systems:**
  - Evidence of waste created through procurement;
  - Explore the idea of collaborative costing;
  - A case study exploring whether *Target Value Delivery* can be used outside the USA.

The sessions will be a combination of activity, discussion and presentation.