Case Study Title: From Paperwork to Ownership: Driving Lean Execution Through Cultural Accountability, Engagement, and Practical Training

Company Overview | COMPLIANCE HUB |

In complex construction and manufacturing environments, Lean tools, Inspection and Test Plans (ITPs), and Quality Management Systems (QMS) often fail to deliver their full potential when treated simply as administrative requirements for securing tenders. Problems arise when plans are prepared but supporting records are not completed during the pre-construction and construction phases. As a result, documentation that should have been recorded as work progressed must be gathered or recreated afterwards, leading to duplicated effort and unnecessary costs. To prevent this, project plans must clearly identify what evidence is required, where it will be recorded and how the agreed procedures will be followed. Responsibility for completing these records must rest with the managers and personnel directly involved in delivering the work. They must ensure that all necessary documentation is completed as the work takes place, rather than leaving the quality management team to gather or recreate records retrospectively.

True operational excellence and waste reduction rely on the foundational Lean pillar: Respect for People. This case study examines how shifting focus from top-down compliance to site-level cultural accountability, interactive training, and psychological safety enabled a 100+ employee structural roofing & cladding enterprise operating across Ireland and Europe to achieve rapid ISO 9001 certification, eliminate rework, and embed a living 'right-first-time' culture.

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Overview & Background to the Lean Initiative

Attribute	Project Profile & Metrics
Organisation	Compliance Hub Construction Client Operations
Workforce Scope	100+ Direct Personnel & Multi-Disciplinary Subcontractors
Geographic Reach	Multi-Site Project Delivery across Ireland and Europe
Primary Frameworks	ISO 9001:2015, Quality Management System
Key Timeline	6-Month Enterprise QMS Build & External Accreditation

Operational Context

- **Organisation:** OrganiGo® Ltd T/A Compliance Hub.
- **Scope:** Get a Multi-site operations across Ireland and Europe involving over 100 personnel, specialised trade subcontractors, and tight project delivery schedules ISO 9001 Quality management system certified.
- **Starting State:** Highly skilled technical teams executing complex structural envelope, roofing, cladding, and facility setups, operating with fragmented documentation and varying levels of engagement with formal quality and safety procedures.

The Core Problem: The Cultural Gap in Lean & Quality Implementation

While executive management understood the necessity of standardised workflows, ISO 9001 compliance, site-level execution teams initially perceived these quality systems as:

- "Extra paperwork" that diverted valuable time and focus from active, physical construction.
- A policing tool used by management to assign individual blame when Non-Conformance Reports (NCRs) occurred.
- Disconnected from the daily reality of site operations and trade craftsmanship.

Without active site-level buy-in, even the best-designed Lean processes, Inspection, Test Plans (ITPs), and digital portals risk becoming passive compliance exercises or being bypassed entirely during high-pressure schedule windows.

Lean Initiative Undertaken – Lean Thinking, Tools, Techniques

To bridge this cultural gap, a strategic operational shift was implemented, placing human-centric leadership and practical engagement at the heart of quality governance:

A. Practical, Interactive Upskilling: Training and Communication

- Replaced traditional, lengthy desk-bound lectures with interactive, practical workshops and targeted site Toolbox Talks tailored specifically for site managers, trade leads, and specialised subcontractors.
- Utilised QQI Level 6 Train the Trainer methodologies to translate abstract standards (ISO 9001) into clear, repeatable, and actionable site habits.
- Upskilled over 80% of management and operational personnel with monthly objectives that feed into the company targets.

Figure 1: ISO : 2015_Quality Management Framework

B. Competency Matrices & Clear Role Ownership

- Developed clear visual site competency and sign-off matrices linking specific installation and verification tasks directly to named individuals' roles and sign-off authority.
- Clarified scope of works and quality requirements, ensuring everybody understood their exact contribution to the overall project value stream and quality boundary.

C. Psychological Safety & Root Cause Analysis (RCA)

- Shifted the organisational culture surrounding Non-Conformance Reports (NCRs) away from punitive measure toward structured continuous improvement (Kaizen) and Root Cause Analysis (RCA) focused on improving the process to remove human error.
- Actively encouraged site personnel to raise Technical Queries (TQs) and call hold points without fear of schedule delay penalties, fostering an environment where stopping work for proactive quality prevention was celebrated.

D. Onsite Engagement & Visual Management

- Conducted & future planned regular joint site walkdowns, internal audits and reviews alongside project leads, foremen, and trade leads to inspect work directly at the point of physical execution.
- Digitised inspection workflows and hold points, making quality performance data visible, transparent, and simple to record in real time.



Figure 2: Digital Quality Management

Lean Initiative Improvements & Impact

- Rapid Certification & Compliance: Built, implemented, and audited a full ISO 9001:2015 Quality Management System (QMS) architecture from concept to external certification within a 6-month timeline for a 100+ employee workforce.
- Initiated the project management process: Achieved a significant, measurable reduction in post-installation snagging and costly rework through disciplined right-first-time execution at critical hold points, planning with the end date the main focus.
- Sustained Cultural Shift: Fostered active, daily site participation in raising TQs and proposing workflow improvements, successfully shifting site culture from passive administrative compliance to active quality ownership.
- Management roles and responsibility defined and communicated ensuring clarity of process ownership and key performance indicators own by department.

Summary and Lessons Learned

1. **Lean is 80% Culture, 20% Tools:** Standard operating procedures and digital quality tools only succeed if site teams understand why they exist and maintain genuine ownership over their execution. Your QMS should embed lean and six sigma into the NCR (continuous improvement) process.
2. **Invest in How You Train: T**echnical subject-matter expertise must be paired with effective adult learning techniques (Train the Trainer) to communicate quality standards in plain, practical language and specific to the role and responsibility.
3. **Redefine NCRs as Improvement** Opportunities: A healthy Lean culture views non-conformances as vital data points for root cause analysis and process refinement, rather than individual failures.
4. **Demarcate Responsibilities Clearly:** Transparent competency matrices and clear contract scope boundaries empower trades and site managers to act decisively without scope ambiguity.