

# WEITZ

## WHAT IS LEAN

LEAN is a **shift in our thought process towards collaborative project efficiency and quality** to promote:

- Delivering a project (product) to our clients while
- Maximizing value (what they need at the best reasonable price, when they need it in the most reasonable time frame) and
- Minimizing waste (eliminating anything not needed for delivering value) and
- Pursuing perfection (never stop striving to achieve better results)

The goals in providing this product are:

- Constant simplification of processes
- Encourage input and **collaboration** from all stakeholders (from the Owner to the sub-contractors field foremen)
- Decrease waste (materials, manpower, re-work, JIT - just in time, promote safety)
- Increase efficiency (more shop fabrication, level crew sizes)
- Create predictable work flow
  - **Complete small batches** of work allowing the project to flow smoothly and allow craftsmen to maintain consistent production with no idle time
  - **Throughput is more important than point speed** and productivity
  - Strategy - reduce workflow variability then go for speed to increase throughput
  - Reduce material and tool inventory

This requires a **top down commitment to bottom up action.**

## **Do not confuse the shift to LEAN thinking with the tools used to promote the LEAN process.**

The tools will be of no value (and will not likely be used) if the thought process is not understood and embraced!

Our tool boxes contain:

- **Critical path scheduling**
- **Virtual models**
- **Last Planner System**
  - **The last planners are the field foremen and superintendents**
- **Visual Workplace Management (6S)**
  - **Sort - Distinguish between what is needed and not needed and to remove the latter.**
  - **Stabilize - Enforce a place for everything and everything in its place.**
  - **Shine - Clean up the workplace and look for ways to keep it clean.**
  - **Standardize - Maintain and monitor adherence to the first three Ss.**
  - **Sustain - Follow the rules to keep the workplace 6S-right—"maintain the gain."**
  - **Safety - Eliminate hazards.**
- **Project Kaizen**
  - **Continuous Improvement-- slow, incremental but constant**