



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE
A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



LEAN ESSENTIALS IMPROVING HOW WE WORK

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2019 Project Management Symposium



Lean Essentials...

Focus on creating value...

the rest is practice





What is value?



What is waste?





Understanding value

Who? What?

- Who are our customers?
- What do they want?
- What gives them value?

How?

- Conversation
- Value stream mapping
- Prioritization



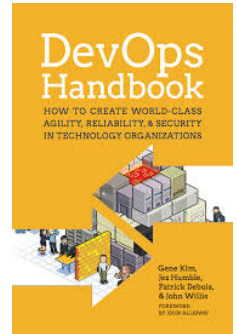
Lean Principles

1. Eliminate waste
2. Deliver as fast as possible
3. Build integrity in
4. Empower the team
5. See the whole
6. Amplify learning
7. Decide as late as possible



Waste in knowledge work

- Partial work
- Extra features
- Heroics
- Defects
- Waiting
- Motion/handoffs
- Extra processes
- Task switching





Focus...Stop Multitasking

40% of our working time is spent multitasking—email, etc.



70% of email are opened within 6 seconds

Thomas W. Jackson, Loughborough University






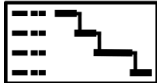




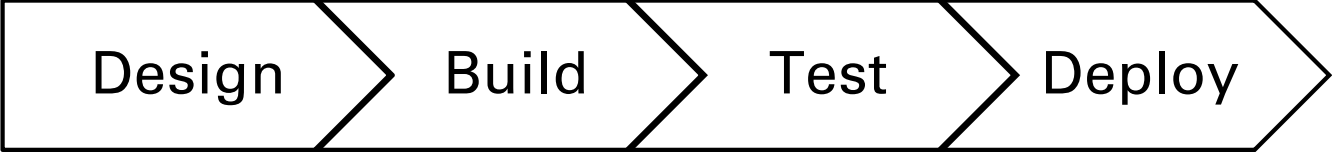
People spend only 11 minutes on one activity before switching

Gloria Mark, University of California, Irvine



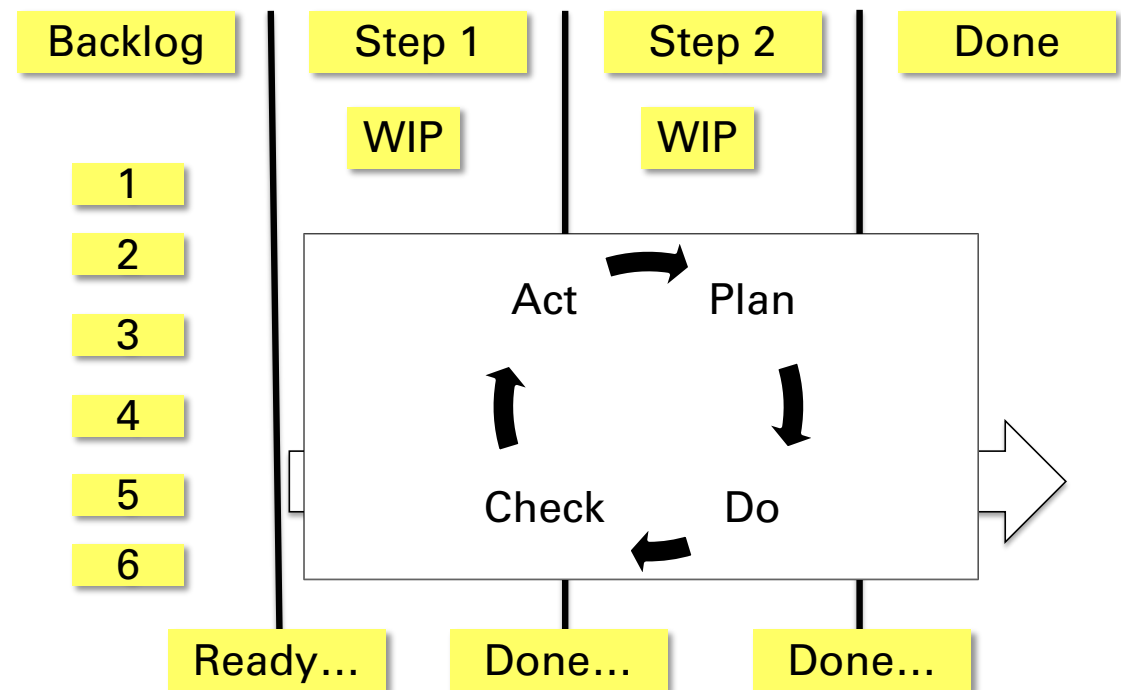


Value Stream Mapping—Identify Waste

Waste					
Supporting • Enabling • Mandatory					
Primary					

Kanban—Focus on **value**

- Visualize the flow
- **Prioritize** the work
- Limit WIP
- Pull work
- Set policies
- Improve continuously





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