

Meeting Notes
International Group For Lean Construction
August 6-8, 2001
National University of Singapore

August 6, 2001 - Summary of key points, highlights, observations

1. Theory of Language - Action is opposed to semantic
2. Lean Construction should not solely focus on methods and processes without addressing human behavior to achieve effective implementation.
3. Open Building – Postponement of supply chain management promotes flexibility & agility.
4. Introduce the concepts through learning processes
5. Leadership role has not been discussed from corporate management
6. Business relationships sharing of benefits – Requires restructuring of business relationships.
7. Design process and planning: (Picchi?) New Book advocating reduced emphasis on planning.

August 7, 2001 - Summary of key points, highlights, observations

1. Luis Alarcon's tool for evaluating implementation progress
2. Discussion of Toyota Production System or not?
3. PPC as process control. Too many factors beyond control?
4. Research question:
 - a. Integration of control systems
 - b. How to cope with complexity
 - c. Interaction between core production principles
 - i. Ballard and Production system design & or vs Picchi and TPS
5. Iris Tommelein's presentation regarding Butler. This is an important kind of analysis.
6. Moving closer to understanding but still see a lack of theory.
7. Formoso on safety
 - a. Many integrated systems involved
 - b. Need to combine 4 components.

August 8, 2001

Summary thoughts on all sessions:

1. Collaboration internationally between meetings is needed.
2. New people are coming into the human aspects
 - a. Carlos Formoso - Learning
 - b. – Dynamic system models
 - c. Lauri Koskela – Language Action

3. Ethnographic discussion shows a broadening base, accommodating the local culture
4. Advances on many fronts. Papers are very good.
5. More to grip with project managing in particular differences between the master scheduling and last planner approach.
6. Challenges of implementation: More systematic evaluation as suggested by Luis Alarcon's paper.
7. Linking to business strategy - How do you make money from Lean?
8. Increased the urge to look in greater detail
9. Our research frontier is widening
 - a. What is implicit and explicit at the edge? What is known and where does it end?
 - b. Should the frontier be made explicit?
10. Explore overlaps between open building and Lean – improve organizational contacts.
 - a. Add Lean Construction session in Open Building meeting and vice versa.

Meeting evaluation

Plus	Delta
+ Page numbers in program	- Convert web files to PDF
+ Stick to standard copyright forms	- Post files in 2 versions to facilitate downloads with and without pictures.
+ Good format for meeting	Post paper earlier <ul style="list-style-type: none"> - Post in smaller batches - Post by topics
+ Review process was very good – 2 to 4 reviewers per paper.	- Review procedures
? Do we need written proceedings? Strong yes in meeting.	- Important subjects not covered – complexity (Suggest book “At Home in the Universe”)
+ kept single session format – do not move to parallel sessions.	- Need more time to debate
	- Session management can be more pointed as to revealing contradictions & weaknesses in presentations. Also need more forceful time management.

Next Year

The plan is to identify focus areas with passionate and involved leaders who will work to prepare a report on the issue in time for the IGLC meeting in Brazil. These leaders will enlist others in the investigation, encourage the preparation of papers and organize an IGLC session devoted to the subject. In this way we hope to better understand the current circumstance, the research underway and the ideas for advancement We encourage the leaders to make conflicting positions explicit in the session in order to stimulate debate.

Leader and issues:

Theory of Project Management – Lauri Koskela

Buffer Management - Michael Horman

Change management in organizations – Luis Fernando Alarcon

Integration of Quality – Marton Marosszeky

Safety – Greg Howell

Complexity – Sven Bertlesen

Design management & value generation – Peter Hauck

Reducing lead time in fabrication shops – Glenn Ballard

Business relationships – M. Dulaimi

Connections between units (lean and open buildings?) – Iris Tommelein

Flow and Pull – Picchi