

# Constructing Excellence

## Revolutionary change in Evolutionary Steps



### *Lean Construction Leadership Programme Green Belt (Practitioner) Certificate*

Lean Construction (LC) principles and tools are a proven route to reduced waste, customer excellence and increased margin. The industry operates on a global average of 30% 'waste'. Where is this waste? How can you deliver faster, safer and better value projects?

LC tools deliver swift results if you have engaged the people at the workface or 'Gemba' in a culture of wanting to do things better. To achieve this, you will need to learn how to **Lead Lean Construction**.



**LC Leadership Programme** will help you develop a deeper understanding of the Lean principles so that you can teach them to your team and lead initiatives that reduce waste and improve efficiency on your projects. The programme will take you through all stages of delivering a LC initiative including measuring the resulting savings. **These are typically \$50k delivered as part of the programme.** The programme includes:

- **3 Day Green Belt Practitioner Certificate:** Step by Step development of your ability to lead the design and delivery of a LC improvement initiative. Building on your yellow belt experience, you will become familiar with the DMAIC improvement cycle and suite of tools, (Define, Measure, Analyse, Improve, Control). Your assignment will involve developing your LC initiative on your project. Your assignments ultimately build towards your measured value improvement.
- **Coaching throughout and open clinics for your assignments:** Following the 3 taught days, 3 open clinic sessions will be held for you to receive coaching on your assignment.
- **Presentations and Certificate Award ceremony:** The programme will culminate in presentations of the assignments and value improvements, followed by the award of your LC Green Belt Practitioner Certificate.

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Learning Programme Module	Lean Construction Green Belt (Practitioner) training and certification for a select number of delegates. Including live practical assignments, coaching, mentoring and facilitation of teams running specific LC Initiatives.
Module Time Periods	<b>Lean Construction Green Belt Practitioner (LC-GB 18A)</b> <ol style="list-style-type: none"> <li>Part 1 - 3 full days LC-GB learning programme</li> <li>Part 2 - 3 four hour clinic sessions</li> <li>Part 3 - 1 three/four hour LC-GB presentation and certification session (includes email and telephone support throughout programme).</li> </ol>
Dates	<b>Lean Construction Green Belt (LC-GB 18 A)</b> Workshop days: 18 <sup>th</sup> July, 22 <sup>nd</sup> August, 19 Sept, 2018 Clinic days : 3 x sessions tbc with the group.
Investment	<b>Green Belt (LC_GB 18 A) Only</b> (Must have completed YB) - <b>\$2950 (plus GST) per person.</b>
No. Delegates	<b>All Modules - 6 (min) to 15 (max) delegates.</b>
Venue	Auckland Rose Park Hotel, 92-102 Gladstone Road, Parnell, Auckland
Refreshments	Morning tea, Lunch and Afternoon tea are included and will be provided during breaks.
Benefits and Value Proposition	<p>The value proposition for you and your organisation is to build in-house capability to improve processes that will:</p> <p>As a guide <b>Green Belt projects should target an average of net savings of \$50k per project.</b></p>
Learning Outcomes	<p>Individuals attending this course will achieve the following:</p> <ul style="list-style-type: none"> <li>➤ Understanding in the value of and ability to apply Lean Design and Construction principles to their projects and to the overall business organisation, structure and culture.</li> </ul>

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- Engage project teams in achieving 1% Kaizen type improvements every day on the projects and across the programme, especially around cost savings/value enhancements.
- Empower and equip team members to develop Green Belt level improvement initiatives on their design and construction projects.
- Understand the value and principles of and ability to apply Last Planner and other LC tools on the projects at design and construction stages.
- Follow-up facilitation to share success stories and lessons learned, (part of certification).

### Course Content Details

#### Lean Construction Green Belt Practitioner (LC-GB)

Green Belt training is for Yellow Belts who are looking to co-lead/lead a continuous improvement initiative and therefore, require more 'depth and texture' in terms of the DMAIC process roadmap and tools used. LC-YB is a prerequisite for Green Belts.

The Green Belt (Practitioner level) course is three days practical hands-on training. Three follow up sessions (four hours each) plus a final certification session (three to four hours) are all included as part of the development process.

The assignment builds throughout the module and includes leading/co-leading a real, live LC initiative on your construction project, (or in your business). Your assignment will result in measureable, tangible value improvements or savings, typically in the region of \$50k.

The training includes a pre-reading list and handouts of all the slides used plus certification.

Candidates will receive a LC-GB Practitioner certificate for attending the three days and demonstrating evidence in their assignment that they have co-led or led a project to completion and are proficient in the tools they have used.



### Certificates

All Certificates will be issued based on assignments and learning log evidence approved by Lean6Sigma Ltd and by Constructing Excellence NZ Ltd.

## Lean Construction Green Belt (Practitioner)

LC Principles & Tools	Continuous Improvement Overview Introduction to the National Industry KPIs	Day 1
DMAIC 1.DEFINE	<ul style="list-style-type: none"> <li>• Creating a project contract – scoping, selecting metrics</li> <li>• Forming a Team</li> <li>• Capturing Voice of Customer</li> <li>• Mapping the current process</li> <li>• Managing Change</li> </ul>	

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2. MEASURE	<ul style="list-style-type: none"> <li>Collecting Data</li> <li>Current Process capability</li> <li>Identify the Issues</li> </ul>	Day 2
3. ANALYSE	<ul style="list-style-type: none"> <li>Prioritise the issues</li> <li>Propose Solutions</li> </ul>	
4. IMPROVE	<ul style="list-style-type: none"> <li>Validate solutions using trials</li> <li>Implement improvement</li> </ul>	Day 3
5. CONTROL	<ul style="list-style-type: none"> <li>Putting Controls in Place</li> <li>Assess new process capability</li> <li>Closing the project</li> </ul>	Clinic days
Assignment	Assignment builds through each 1 day module to culminate in a written demonstration of the candidates implemented initiative and a presentation.	Post-teaching

Facilitators	 <p><b>Chris Reed, Associate, Constructing Excellence</b></p> <p>Chris is a Lean Six Sigma Master Black Belt, is qualified to master's degree level and is a highly experienced trainer and facilitator in business, cultural change and Lean six sigma projects. Chris has delivered training courses for 40 Black Belts and 160 Green Belts in Lean Six Sigma in 15+ countries around the world and implemented continuous improvement programmes for Air NZ Technical Operations, Textron David Brown, Westinghouse Brakes and Alvis plus others.</p> <p>Chris's passion is in helping businesses change and improve their performance by coaching and empowering individuals and teams in process improvement and cultural acceptance.</p> <p>Some examples of projects that have successfully used Lean Construction tools to drive out waste and improve efficiencies are Water view, M2PP, Hunua 4, Sky City, Lincoln Road, Kiwirail Electrification, MHX, Dowse to Petone, Victoria Park Tunnel, Auckland Airport, plus many more.</p>	
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