

Constructing Excellence In-House Learning Programmes

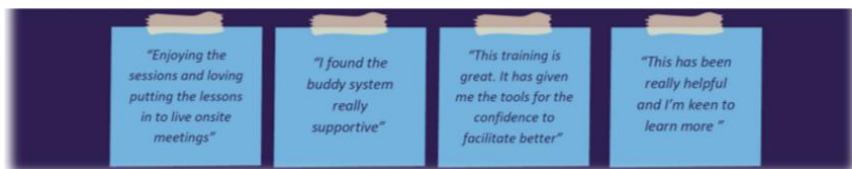
Name of the Programme:	Last Planner System Effective Leadership Skills Equipping Project and Site Managers with the skills to roll-out and sustain a successful LAST PLANNER SYSTEM implementation.
Duration of Module:	Nine-week programme incorporating a weekly zoom session with CENZ facilitators plus application skills homework, buddy groups of 2-3, weekly check-ins and weekly Q&A, Programme Continuous Improvement. Total commitment expected of around 2-3 hours per week including practice.
Core Content:	Effective Leadership and facilitation Skills enabling Project and Site Managers to competently implement the core culture required for a successful Last Planner System, (LPS) implementation* Facilitation Skills <ul style="list-style-type: none"> ➤ What they are ➤ Why use them ➤ How to use them ➤ Increasing confidence in using them
Learning Outcomes:	Construction's Project and Site Managers attending this course will achieve the following: <ul style="list-style-type: none"> ➤ Competency in basic leadership & facilitation skills that will give them the confidence to engage their project teams including subcontractors and designers in a new way of 'Sharing the Square'. ➤ Develop their ability to 'hold the energy of the room' for projects while using the Last Planner System. ➤ Capability to effect discipline in site meetings in a positive and uplifting manner. ➤ Ability to generate a shift from win/lose to win/win scenarios that beneficially impact the working culture and wellbeing of people within the construction site and the organisation as a whole. ➤ Leadership strengths to facilitate difficult discussions successfully with the wider supply partner team at LPS meetings ➤ Ability to both see and then help the team to generate the right 'beat' and 'flow' for work onsite.
Facilitator(s):	<ul style="list-style-type: none"> ● Akasadaka Robison, Consultant, CENZ. ● Amanda Warren, Partner, CENZ. ● Sue Glamuzina, LPS Support CENZ
Venue:	Zoom Based. For buddy group meetings, virtual meetings are recommended but these may be run as face to face (F2F) or part F2Fas required.
Comms:	Emails and a Group WhatsApp set up.
Investment:	\$1950 per person (plus GST)

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<p>Additional Assistance:</p>	<p>Delegates will have access to one to one advice at agreed times. We can assist in developing the infrastructure tools around measurement, recognition of success and celebration of outcomes.</p> <p>NB This programme is designed to sit in between the Lean Construction and Last Planner Certificate and the Implementation of the Last Planner System on projects.</p>	
<p>Terms & Conditions:</p>	<p>Invoices:</p> <p>Will be issued upon receipt of your application form and should be paid prior to the start of the course to secure your place.</p> <p>Cancellation:</p> <ul style="list-style-type: none"> • more than 4 weeks before the starting of the course will be eligible for a refund, • if the cancellation is less then 4 weeks from the start of the course, a credit will be given for a future CE course <p>Payment option via Credit Card is available – click here</p>	
<p>References:</p>	<p>Paul Morgan, Construction, paul.morgan@southbase.co.nz</p>	
<p>Key Contacts:</p>	<p>Renee Ray Training Development Manager email: rrey@constructing.co.nz mobile: 027 556 6110</p>	<p>Amanda Warren Partner email: adwarren@constructing.co.nz mobile: 021 892124</p>



In-Person Workshop and getting the thumbs up



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Last Planner™ Facilitation Skills Programme

Eight Week Programme starting: Option A Tues 27/8/24 Or Option B Thurs 29/8/24

Session Overview All workshops are on Zoom 8am to 9am

Week	Session	Key Question	Skill Focus
1	Alignment Option A 27/8/24 Option B 29/8/24	<i>“What do we need to know about our practice in order to align ourselves in our exploration of the Last Planner System?”</i>	➤ Share common understanding of the LPS practices
2	Purpose Option A 3/9/24 Option B 5/9/24	<i>“What are we aiming for today? This week?”</i>	➤ Becoming purposeful by setting aims and maintaining focus.
3	Culture Option A 10/9/24 Option B 12/9/24	<i>“What is the best way we can work together this week, considering the challenges we have ahead of us?”</i>	➤ Generating collaboration through alignment and taking responsibility.
4	Facilitating Self Option A 17/9/24 Option B 19/9/24	<i>“How do I become comfortable in my own skin so I can effectively facilitate?”</i>	➤ Self-managing
5	Facilitating Individuals Option A 24/9/24 Option B 26/9/24	<i>“How do I attend to individuals in the room that are demanding my attention?”</i>	➤ Powerful Listening ➤ Powerful Speaking
6	Facilitating ‘the room’ Option A 1/10/24 Option B 3/10/24	<i>“What needs to happen next to get everyone working in sync and knowing what their job is today? For the week?”</i>	➤ Working effectively with the whole room to achieve outcomes
7	Intervening Option A 8/10/24 Option B 10/10/24	<i>“When do I intervene to get things back on track? And how do I do this without putting noses out of joint?”</i>	➤ Learning to intervene in the right place and at the right time
8	Chaos and Conflict Option A 15/10/24 Option B 17/10/24	<i>“How do I stop things from going pear shaped?”</i>	➤ Learning how to work with chaos and conflict when it inevitably arises.
9	Integration Option A 22/10/24 Option B 24/10/24	<i>“What have I learned that is valuable for my professional practice?”</i>	➤ Evaluation

Last Planner™ Facilitation Skills Programme

Eight Week Programme:

Session Detail

Week	Session	Content	Learning Outcomes
1	Alignment	<ul style="list-style-type: none"> Sharing our stories 	<ul style="list-style-type: none"> ➤ Alignment of understanding of LPS levels of practice
	Discussion	<ul style="list-style-type: none"> ➤ What do we need to know to lift our ability to implement LPS well? 	
2	Purpose <i>“What are we aiming for today? This week?”</i>	<ul style="list-style-type: none"> What are we doing? Why are we doing it? 	<ul style="list-style-type: none"> ➤ Identifying a higher purpose that we are all in service to (for the project) ➤ Setting developmental aims - for yourself, individuals, and the room ➤ Maintaining focus on the aims
	Practice groups	Practice setting daily developmental aims. Share with your buddies.	
3	Culture <i>“What is the best way we can work together this week, considering the challenges we have ahead of us?”</i>	<ul style="list-style-type: none"> How to generate a healthy and effective onsite working culture why be explicit about doing this? 	<ul style="list-style-type: none"> ➤ Generating alignment (vs agreement) ➤ Getting the room to own it
	Practice groups	Introducing a new element to your meetings that energises culture. Share with your buddies.	
4	Facilitating Self <i>“How do I become comfortable in my own skin so I can effectively facilitate?”</i>	<ul style="list-style-type: none"> Who do you need to become in order to be effectively facilitating Why is this important that you Manage yourself first and foremost? 	<ul style="list-style-type: none"> ➤ Self-observing ➤ Self-remembering ➤ Self-managing
	Practice groups	Noticing what you react to over the week and how this affects you and the quality of work. Share with your buddies.	

Session Detail Cont.

Week	Session	Content	Learning Outcomes
5	Facilitating Individuals <i>“How do I attend to individuals in the room that are demanding my attention?”</i>	<ul style="list-style-type: none"> • How do you effectively facilitate individuals in the room • Why might this be important? 	<ul style="list-style-type: none"> ➤ Listening ➤ Valuing difference ➤ Equal worth (treating everyone equally) ➤ Understanding power dynamics
	<i>Practice groups</i>	<i>Noticing the different expressions and behaviour of individuals in the room. Then develop strategies that will enable choice and participation for the ones you find the most challenging. Use your buddies to help with this.</i>	
6	Facilitating ‘the room’ <i>“What needs to happen next to get everyone working in sync and knowing what their job is today? For the week?”</i>	<ul style="list-style-type: none"> • How do you effectively facilitate the whole room? • What do you need to have at your fingertips in order to do this? 	<ul style="list-style-type: none"> ➤ Best decisions are made by those affected ➤ Peers working cooperatively together ➤ Power of the facilitating role
	<i>Practice groups</i>	<i>Practicing seeing the room as one living breathing organism with its own unique essence. Reflect on what interventions you could make to bring it more to life.</i>	

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Session Detail Cont.

Week	Session	Content	Learning Outcomes
7	Intervening <i>“When do I intervene to get things back on track? And how do I do this without putting noses out of joint?”</i>	<ul style="list-style-type: none"> • Why intervene? • • How to intervene 	<ul style="list-style-type: none"> ➤ A sense of timing ➤ Refocussing the individuals and the room ➤ Removing energy drains
	<i>Practice groups</i>	<p><i>Choose one of your interventions from last week that you would like to try out with ‘the room’. Note the effect and what you learn.</i></p> <p><i>Use the intervention poster/graphic in your meetings to help navigate what intervention to use. Share with your buddies what you have tried and what you are learning.</i></p>	
8	Chaos and Conflict <i>“How do I stop things from going pear shaped?”</i>	<ul style="list-style-type: none"> • How to work with chaos and conflict when it is present in the room • When to attend to it 	<ul style="list-style-type: none"> ➤ Managing your triggers ➤ Sorting individuals and the room out so they are working effectively with each other again ➤ Developing the confidence and courage to play your role, it’s not about you.
	<i>Practice groups</i>	<p><i>Intervene when chaos or conflict arises in the room. Practice getting the room back on track and working their agreed culture. You may need to use all of your cunning and creativity to do this. Reflect on the cause and what preventative counter measure you could introduce for next time.</i></p>	
9	Integration <i>“What have I learned that is valuable for my professional practice as a Project or Site Manager?”</i>	<ul style="list-style-type: none"> • Harvesting: What have you been learning over the past 8 weeks? • Setting up ongoing check-ins with your buddies? 	<ul style="list-style-type: none"> ➤ Ritualising development ➤ Committing to building capability <p>Behavioural principles that will guide the development of an effective facilitation practice.</p>

Constructing Excellence In-House Learning Programmes

Akāśadāka (AK) Robison



Akāśadāka has been working as a professional group facilitator and “Zenergy Facilitation Programme” Leader since 2013. When this experience is combined with his Regenerative Design and Development practice (since 2016) and his mindfulness and meditation practice (since 1996) it becomes a unique and potent recipe for working with client groups at all stages of development. He has a skillset, that has been tested extensively in a variety industry and community contexts, that is capable of working effectively online and in-person with groups of 200+ people.

Akāśadāka's background in working in the Construction industry is from the ground up to executive level. In the early 90's he learned to build houses in Montana, USA as a framer and upon returning to New Zealand ran a franchise in Wellington called the Estimator contracting to the local timber merchants like Placemakers and Carters doing

quantities for builders to put in quotes. After returning from his second OE he shifted careers from sales in ethical giftware in the UK and Europe to group facilitation and eventually facilitation training with Zenergy Global.

Career highlights include:

- Leading Zenergy Globals Art of Facilitation, Essence of Facilitation and Master Class programmes over the past 9 years
- Facilitating the co-design of South Dunedin's Library and Community Complex (2018-19)
- Facilitation training for Visa Business consultants in Singapore (2016)
- Co-curating and co-facilitating Whakaora's One Day Regenerative Design Jam (2022) held @
- AUT. This event sold out with groups from mainly the Design and Construction industry attending and sponsoring, like Firth, Jasmox and Kainga Ora. [Whakaora | Our Thriving City](#)

Akāśadāka works with his clients to make the impossible possible by honouring the spark of genius that exists in all individuals and groups working together.

Amanda Warren (Partner, Constructing Excellence (NZ). Ltd)



Amanda, our esteemed expert in Lean Construction and the Last Planner System, is readily available to provide her invaluable services.

Amanda holds the distinction of being New Zealand's foremost authority on the Last Planner System and Lean Design & Construction. She has been pivotal in introducing and firmly establishing Lean principles and tools, with a particular focus on the Last Planner System, within the New Zealand construction sector.

Amanda's commitment to Lean principles extends to her role as the (founding) Industry Chair of LCI NZ (Lean Construction NZ). She regularly imparts her knowledge of Lean Construction to the industry, sharing her expertise and insights.

As a Project Coach, Amanda has played a crucial role in facilitating the recovery of projects facing challenges and has empowered project teams to achieve enhanced value and efficiency through the implementation of Lean tools and principles. Her dedication to innovation and the application of Lean methodologies is a testament to her role as a trusted expert in the field.