

# Constructing Excellence

## Revolutionary change in Evolutionary Steps



## Lean Construction Leadership Programme

### Yellow Belt 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**.



Our **Lean Construction Leadership Programme** will help you develop a deeper understanding of the principles so that you can teach them to your team and lead initiatives that reduce waste and improve efficiency on your projects. The Leadership programme starts with the Yellow Belt Certificate.

You may have attended a Foundation course on site or a White Belt Senior Leaders introduction, been involved in Last Planner or perhaps this is your first foray into the world of Lean Construction. Either way, your journey into Leadership of Lean Construction in your project or your business begins in earnest with this qualification.

**The Yellow belt programme** will introduce you to the principles and tools of Lean Construction including

- Last Planner
- Site Organisation (5S)
- Waste & Improvement Cards
- Target Value Design
- Poke Yoke
- PDCA (Plan Do Check Adjust)

You will cement your learning through an assignment\* which includes presenting the principles to your team and implementing one of the principles or tools that you learn about in class. Yellow Belt assignments often contribute to **savings on site of typically \$10k**.

**Next Steps.** Once you have completed your Yellow Belt Certificate, you can go onto become a Green Belt or you may wish to become a qualified Last Planner Practitioner. Either way, your Yellow Belt Qualification will open these routes to you.

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### Your Programme



Learning Programme Module	Lean Construction Yellow Belt 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	<ol style="list-style-type: none"> <li>1. <b>Module 1 Yellow Belt training and certification (LC-YB 16C)</b> <ol style="list-style-type: none"> <li>a. Part 1 – 2 full days LC-YB learning programme</li> <li>b. Part 2 - LC-YB Assignment (includes email and telephone support throughout programme).</li> </ol> </li> </ol>
Dates	<b>Module 2 Lean Construction Yellow Belt (LC-GB 16C)</b> Tuesday 6 <sup>th</sup> & Wednesday 7 <sup>th</sup> September 2016. Final certification November 2016
Investment	<b>1. Lean Construction Yellow Belt (LC-YB 16B) \$1450 (plus GST) per person, Members. \$1565 (plus GST) per person, Non-Members.</b>
No. Delegates	<b>10 (min) to 15 (max) delegates.</b>
Venue	Auckland
Refreshments	Morning tea, Lunch and Afternoon tea are included and will be provided during breaks.
Benefits and Value Proposition	The value proposition for you and your organisation is to build in-house capability to improve processes that will reduce cost, increase efficiency and can rescue projects which are in trouble. <b>As a guide Yellow Belt activities should target an average of net savings of \$10k on the construction project or in the business.</b>

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<p><b>Learning Outcomes</b></p>	<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> <li>➤ Participate in project teams in achieving 1% Kaizen type improvements every day on the projects and across the programme, especially around cost savings/value enhancements.</li> <li>➤ Understand the value and principles of and ability to apply Last Planner and other LC tools on the projects at design and construction stages.</li> <li>➤ Follow-up facilitation to share success stories and lessons learned, (part of certification).</li> </ul>
<p><b>Course Content Details</b></p>	<p><b>Lean Construction Yellow Belt (LC-YB)</b></p> <p>Yellow Belt training in Continuous Improvement is for team members who are looking to take part in a project and require the fundamentals of LC tools and roadmaps.</p> <p>The training is a two day module and will include hands-on tuition covering</p> <ul style="list-style-type: none"> <li>• LC Principles and Case Studies</li> <li>• Last Planner</li> <li>• Lean Toolkit.</li> <li>• 5S, STOP, Target Value Design, Waste Cards, Kanban</li> <li>• Continuous Improvement &amp; Problem Solving roadmaps including Plan Do Check Adjust.</li> <li>• Intro to change acceptance.</li> </ul>  <p>The training includes a pre-reading list, a LC Handbook and handouts of all the slides used plus certificates. Candidates will receive an YB certificate for attending the two days and showing evidence in their assignment that they have taken part in implementing some of the tools.</p>
<p><b>Certificates</b></p>	<p>All Certificates for the Yellow Belt Certificate will be issued based on assignments and learning log evidence approved by Lean6Sigma Ltd and by Constructing Excellence NZ Ltd.</p> <p>Key Contact: Amanda Warren    m: 021 892 124    t: 09 585 2218</p>
<p><b>Endorsements</b></p>	<p><b>Andy Spittal, Manager, Major Projects, Watercare – 2 one day training sessions for 30 PMs</b></p> <p><i>Thank you for the high quality workshop sessions you facilitated for Watercare. Both (training) sessions were extremely well received by our projects team and served to extend the thinking of our audience beyond the 'business as usual' management techniques.</i></p> <p><b>Callum McCorquodale, Fletcher Construction, Waterview Well-Connected Alliance</b></p> <p><i>I have worked with Constructing Excellence for more than 3 years. The introduction of Lean has had the biggest influence on reducing waste and improving efficiency across the project.</i></p> <p><b>James Worthington, Worthington Contractors</b></p> <p><i>The Constructing Excellence training has challenged our culture of thinking... the course material is relevant and interesting with a practical interactive content that demands attendees' buy-in, all our staff enjoyed the training sessions thanks to the factual and fun structure. Highly recommended.</i></p>

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### Facilitators



Chris Reed, Associate, Constructing Excellence

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.

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.



Amanda Warren, Partner, Constructing Excellence

Amanda is a leading expert in Lean Design & Construction and has played a key role in establishing Lean principles and tools, in particular, Last Planner across the New Zealand construction industry.

Amanda is a past, (founding) Industry Chair of LCI NZ, (Lean Construction NZ). She teaches Lean Construction regularly to the industry. As Project Coach, Amanda has assisted a number of 'project rescues' for projects in distress as well as helping project teams to realise better value and efficiencies through innovation and empowerment of Lean tools and principles.

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.

### Key Contacts

Renee Ray, Training Manager  
Constructing Excellence NZ  
e: [rrey@constructing.co.nz](mailto:rrey@constructing.co.nz)  
m: 027 556 6110  
t: 09 585 2218

Amanda Warren, Senior Partner  
Constructing Excellence NZ  
e: [adwarren@constructing.co.nz](mailto:adwarren@constructing.co.nz)  
m: 021 892 124  
t: 09 585 2218

