

Video Action Team (VAT) Guide

Course 1C: Boots on the Ground

Last Planner System® – Implementing the Schedule and Measuring Reliable Progress



What is a Video Action Team?

It is a small group of 4-8 people who come together on a weekly basis to discuss the Construction Accelerator® videos they are watching and to share their learning. The intent is to clarify the ideas, pick out the most relevant ones for their work, and put what we learn into *Action*. Today.

How to use this guide

Ownership of a Course or purchase of a Pass or Subscription gives us access to the videos. This Guide groups videos in a “small batch” way that allows us to watch about 15 minutes of video before each week’s meeting, then, in the meeting, discuss them for 45 minutes, developing our Action Plans. Meetings can be in person or virtual using Zoom, Teams, etc.

The opening round robin on the next page is a general query to the group to get the conversation going and bring out the thoughts that are top of mind. There are a selection of discussion questions that follow, but don’t feel like we need to go through all of them! Use them to branch out from the round robin discussion or lead the group to explore other ideas in the videos.

The overall goal of the discussions is to give the group good answers to the second Action Round Robin: “What action can you personally take immediately...”

Tips

- **Switch it up!** Swap who leads the discussion each time we meet. A big part of Lean practices involves leading a group through thoughtful discussion to fruitful action. Get some practice here!
- **Stick to a regular schedule!** If we intend to meet once a week and that keeps not happening, then consider shifting to every other week if that helps. Avoid continually shifting or cancelling meetings because things get “busy”. Consistency is key for morale *and* for motivation!
- **Follow your interests!** While this VAT Guide charts a logical path to learning each topic, if your interest – or the demands of your work – take us to a different set of videos, we can let our needs “pull” us in the right direction. Just assure you come back where you let off.

Last Planner System®, Last Planner® and LPS® are registered trademarks of the [Lean Construction Institute](#) and are used by permission.

Video Action Team (VAT) Guide

Course 1C: Boots on the Ground

Last Planner System® – Implementing the Schedule and Measuring Reliable Progress



Session 1: The Daily Huddle

Topic 404

PREPARATION

WATCH: 3 Highlighted Videos: “Daily Huddle: Why”, “Daily Huddle: How To”, and “Daily Huddle: Tips” (Note: this is more than 15 minutes, but the videos are 3 needed parts of the whole discussion.)

DO: The first Action Item if you have a team doing Daily

Huddles: Take a 1 minute video of your team (or just the co-workers around you) in a Daily Huddle asking the 3 Questions: yesterday, today and tomorrow.

Select Course:
Last Planner System® - Pull Planning: COURSE 1C - Bc

Select Topic:
Daily & Weekly Check-ins

DAILY & WEEKLY CHECK-INS	
Daily Huddle: Why	09:10
Daily Huddle: How To	10:54
Daily Huddle: Tips	04:34
Weekly Check-In: How To Run the Session	09:41
Weekly Check-In: Roles and Responsibilities	05:44
Daily Huddles	28:09

Bonus Video: in Blue above watch this 28-minute Webinar Recap of Daily Huddles.

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- What is a Daily Huddle? How is it part of the Last Planner System®?
- Who can/should participate in the Daily Huddle in YOUR work?
- Why are you urged to limit it to 10-15 minutes?
- We bump into each other on the jobsite frequently; so why not just communicate then?
- What is the best room/area “set up” for good Daily Huddles with all teammates standing around the visual? How might this meeting area “evolve” as the project progresses?
- What does this mean?: “We want informed decisions that tie in to one plan, rather than a piecemeal plan that may be out of date by the time you talk to the next guy.”

ACTION ROUND ROBIN

- When is the best time of day for YOUR Daily Huddle?
- Where is the best place for your Daily Huddle; and how will everyone’s work this week be visual to everyone?
- What action for YOU flows from Jeff Sutherland’s admonition: “We want aggressive teams that come out of the Daily Huddle knowing the most important thing they need to accomplish that day and how it fits in with the rest of the team.”

PLUS/DELTA (2 Minutes)

- What did you like about today’s session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

Video Action Team (VAT) Guide

Course 1C: Boots on the Ground

Last Planner System® – Implementing the Schedule and Measuring Reliable Progress



Session 2: Weekly Check-Ins

Topic 404

PREPARATION

WATCH: 2 Highlighted Videos: “Weekly Check-In: How to Run the Session”, and “Weekly Check-In: Roles and Responsibilities”

READ: <https://leandesignconstructionblog.com/kanban-boards-for-constraint-removal/> (This is a recently improved way of tracking Constraints not discussed in the videos.)

Select Course:
Last Planner System® - Pull Planning: COURSE 1C – Bc

Select Topic:
Daily & Weekly Check-ins

DAILY & WEEKLY CHECK-INS	
Daily Huddle: Why	09:10
Daily Huddle: How To	10:54
Daily Huddle: Tips	04:34
Weekly Check-In: How To Run the Session	09:41
Weekly Check-In: Roles and Responsibilities	05:44
Daily Huddles	28:09

DO: The second Action Item below the video: “Weekly Work Plan Boards”.

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- Why is it best to perform the Weekly Check-In at the **beginning** of the foreman’s meeting?
- What is your current PPC? What is your “target” PPC?
- What is the best way for YOU to document your team’s previous week? Is it value or waste?
- Why do we want to assure there is at least one Milestone every week?
- Discuss the flow of the discussion: Did, Should, Can, Will. How does that structure the meeting?
- Why is it important to have your Phase Pull Plan near your Weekly Work Plan boards?
- Why is it valuable to plan weeks 4, 5 and 6 in detail?
- What is the “trigger” for doing the next Phase Pull Plan?
- Discuss: “Flow where you can, pull where you can’t, push when you must.”

ACTION ROUND ROBIN

- Discuss what role each team member should/can play during the Weekly Check-In session.
- What action can you take to make your Weekly Check-In more valuable to the foremen?

PLUS/DELTA

- What did you like about today’s session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

Video Action Team (VAT) Guide

Course 1C: Boots on the Ground

Last Planner System® – Implementing the Schedule and Measuring Reliable Progress



Session 3: Make Work Ready

Topic 405

PREPARATION

WATCH: 2 Highlighted Videos: “What is the Make Work Ready Process?” and “What the Make Work Ready Process Looks Like in Real Life”

Select Course:

Last Planner System® - Pull Planning: COURSE 1C - Bc

Select Topic:

Make Work Ready

MAKE WORK READY	
What Is the Make Work Ready Process?	02:34
What the Make Work Ready Process Looks	08:33

READ if you didn't already in Session 2: <https://leandesignconstructionblog.com/kanban-boards-for-constraint-removal/> (This is a recently improved way of tracking Constraints not discussed in the videos.)

DO: *If you are actually using the Last Planner System, do the 2 Action Items “Mini Milestones” and “Make Work Ready”.*

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- QUESTIONS TO ASK: Besides “What worries you about the 6 Week Lookahead Plan?” and “What’s Missing in the next 6 weeks?”, brainstorm OTHER QUESTIONS can you ask in order for the Make Work Ready process to be effective?
- CATEGORIES: Besides “constraints” and “material availability”, what other kind of things are we looking for (or missing) when we conduct the Make Work Ready process each week?
- Discuss the concept of “Managing to the Milestones”. What is it and how can YOU do it?
- Since there are still so many unknowns in the fifth and sixth weeks, what’s the point of looking out 5-6 weeks for Make Work Ready? What might you discover that takes 5-6 weeks to resolve?
- How can communicating (a) to the designer the specific dates RFI answers are needed, and (b) to the owner what specific dates decisions are needed help you achieve production flow?
- What might happen if you do **not** conduct the Make Work Ready process on a weekly basis?

ACTION ROUND ROBIN

- How can YOU use the Make Work Ready process to help your entire team achieve flow?
- How can you use “visualization” of the upcoming work area to motivate and enable the Last Planners to think deeply about whether all aspects of the work is truly ready?

PLUS/DELTA

- What did you like about today’s session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

Video Action Team (VAT) Guide

Course 1C: Boots on the Ground

Last Planner System® – Implementing the Schedule and Measuring Reliable Progress

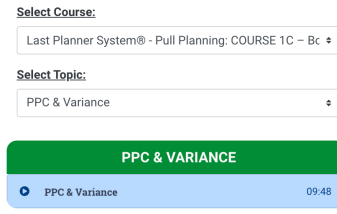


Session 4: PPC and Variance

Topic 406

PREPARATION

WATCH: 1 Video: “PPC & Variance”



DO: IF you are actually doing or starting Weekly Work Planning and Weekly Check-Ins, do the 3 Action Items: “PPC”, “Variance” and “Action Plan”.

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?
- Why did the narrator, Kyle, say, “Reliable Promising is the heart of the Last Planner System”?

DISCUSSION QUESTIONS (Choose from these)

- Why is predictability in planning and executing the work so important to the trades, to the flow of work through the project and to the schedule itself?
- Why did Greg Howell call typical projects “Commitment Free Zones”? Does that describe your project(s)?
- How does the Last Planner System of “small batching” of tasks make measuring Reliable Promising possible?
- Why is it important that PPC be viewed and reported as a “team metric”?
- What is the result of “variability” on your project(s)?
- Why is asking “5 Why” for missed tasks so important to “variance analysis”?
- What is the benefit of updating a plan daily rather than waiting till next week?
- What is the benefit of looking at variance trends over weeks and months?

ACTION ROUND ROBIN

- What are you currently doing to make trade performance and the entire work of the project more predictable? What are one or two things you can do immediately to improve your predictability?
- What can you do to spot variance trends and make corrections now? Whose job is assuring those corrections are made as quickly as possible?

PLUS/DELTA

- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?