

Video Action Team (VAT) Guide

Course: Value, Waste & Flow

The Foundations of Lean



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.

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Session 1: Value and Waste

Topic 101

PREPARATION

WATCH: 2 Highlighted Videos: “Value” (in green) and “Waste” (in yellow) – Note: only 7 ½ minutes of video to allow time to read three short pieces, below.

DOWNLOAD and READ: “The Construction Industry Must Change”

READ 2 short Blog Posts: “Lean is All about Providing Value”

<https://leandesignconstructionblog.com/lean-is-all-about-providing-value/> and **“Get a 10:1 ROI on Waste Reduction”**

<https://leandesignconstructionblog.com/get-a-101-roi-on-waste-reduction/>

DO: The first three Action Items: “Who are your Customers?”, “Ask Yourself” and “Look Around” (These may be done before or after this discussion.)

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)

- Was there anything surprising about the question, “Who are your Customers?”
- How does it change behavior when you and the people you work with think of each other as “Customers”?
- Who defines “Value”? How can you know what their definition of “Value” really is?
- Why, in the video, does Andy say, “If it’s not Value, it’s Waste”?
- How can it be possible that 57% of construction labor is waste?
- What are some examples of design waste? How do they cause construction waste?
- What are examples of “necessary waste”?
- How can you reduce “necessary waste”? What’s the role of processes in this?

ACTION ROUND ROBIN

- What is the one example of Waste in your work that you will reduce or eliminate tomorrow?

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?

Select Course:

Value, Waste and Flow – The Foundations of Lean

Select Topic:

Value, Waste and Flow

VALUE, WASTE AND FLOW	
<input checked="" type="radio"/> Value	03:26
<input type="radio"/> Waste	04:56
<input checked="" type="radio"/> Flow	04:06
<input type="radio"/> Stories from the Field: Flow to go Fast	03:34
<input type="radio"/> Lean in Real Life: Qwikinstall Doorframes	03:41

Video Action Team (VAT) Guide

Course: Value, Waste & Flow

The Foundations of Lean



Session 2: Flow

Topic 101

Select Course:
Value, Waste and Flow - The Foundations of Lean

Select Topic:
Value, Waste and Flow

VALUE, WASTE AND FLOW	
<input checked="" type="radio"/> Value	03:26
<input type="radio"/> Waste	04:56
<input type="radio"/> Flow	04:06
<input type="radio"/> Stories from the Field: Flow to go Fast	03:34
<input type="radio"/> Lean in Real Life: Quikinstall Doorframes	03:41

PREPARATION

WATCH: 3 Highlighted Videos: “Flow”, “Stories from the Field: Flow to go Fast” and “Lean in Real Life: QuikInstall Doorframes” (in yellow)

DO: The last 2 Action Items below the video: “Think about Flow” and “Discuss What Blocks Flow”

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 YOUR definition of “Flow” as it relates to the processes of construction? (Round Robin discussion)
- What are examples of good flow from your current or past projects?
- What BLOCKS flow (examples from real life)?
- What are the benefits of good flow: for the owner, for the whole project, for individuals?
- What was one big takeaway about Flow from the interview with the PM and Superintendent using Last Planner (the video “Stories from the Field: Flow to go Fast”)?
- What was your overall observation about how products like Quikinstall Doorframes can increase flow on a project?
- How could similar Lean products and the use of modularization and off-site construction increase flow on a project? When do we need to start planning for using these?

ACTION ROUND ROBIN

- What is one thing you will do tomorrow to unblock/increase Flow in your own work?
- What is one thing you will discuss with your teammates tomorrow to identify and unblock/increase Flow in your team’s work?

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?

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Session 3: Getting Flow in Your Team

Topic 105

(Note: this Topic is also included in the Last Planner Course 1A and this Video Action Team session also appears there. You only need to conduct this discussion once.)

Select Course:

Value, Waste and Flow – The Foundations of Lean

Select Topic:

Getting Flow in your Team

GETTING FLOW IN YOUR TEAM	
Small Batching	03:38
3 Levels of Thinking	05:04

PREPARATION

WATCH: 2 Highlighted Videos: “Small Batching” (in green) and “3 Levels of Thinking” (in yellow)

DOWNLOAD and REVIEW: “The 3 Levels of Thinking on a Project”

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

- What are the 3 Levels of Thinking on a project?
- In which Level do you spend most of your time?
- When there's a conflict or disagreement, at what Level does that usually occur?
- If the discussion turns negative or “personal” to what Level does that drive the other person?
- How can our team achieve “Project First” thinking?
- What is the benefit of small batching?
- What are some of the reasons the video recommends “one piece flow” as the best method?
- What are some examples of “large batching” in our own work? Let's be specific.
- How, specifically, does “large batching” slow us down?
- What is one activity or process where we could “small batch” and achieve better flow?

ACTION ROUND ROBIN

- What action can you personally take immediately from what you learned in this discussion?
- What action can you or your team take to make at least one slight improvement today?

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?