

Video Action Team (VAT) Guide

Course 1A: Last Planner® Foundations



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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Video Action Team (VAT) Guide

Course 1A: Last Planner® Foundations



Session 1: Getting Flow in Your Team

Topic 105

Select Course:

Last Planner System® - Pull P ▾

Select Topic:

Getting Flow in your Team ▾

PREPARATION

WATCH: 2 Highlighted Videos: “Small Batching” and “3 Levels of Thinking”

GETTING FLOW IN YOUR TEAM

▶ Small Batching	03:38
▶ 3 Levels of Thinking	05:04

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?

Video Action Team (VAT) Guide

Course 1A: Last Planner® Foundations



Session 2: Levels of the Last Planner System® -

Part 1

Topic 401

PREPARATION

WATCH: 3 Highlighted Videos (first 3): “Who Are the Last Planners?”, “What’s Working and Not Working with Planning & Scheduling”, and “The Story of the Last Planner System®”

DO: The first 2 Action Items below the video: “Your Scheduling” and “Your Short Term Schedules”. Type into the Action Item boxes your answers to the 5 questions posed.

Select Course:
Last Planner System® - Pull P ▾

Select Topic:
Levels of the Last Planner® S ▾

LEVELS OF THE LAST PLANNER® SYSTEM

Who Are the Last Planners	01:47
Whats Working & Not Working With Planning & Scheduling	03:55
The Story of the Last Planner System™	07:02
A Trade Owner Talks Planning & Scheduling	03:05
The 3 Levels of the Last Planner(R) System	08:37
What is the Difference Between Pull Planning and the LPS?	01:46

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 or 4 things that really ARE working well in your current scheduling?
- What are the 3 or 4 things that are really NOT working well in your current scheduling?
- What is the root cause of the things that are NOT working well? (Dig deep.)
- Why was the Last Planner System developed? What problem were Ballard & Howell trying to solve?
- What is the industry average for foremen completely finishing the work they planned for the week? (In the Ballard & Howell survey?)
- How does that compare with your own experience?
- How does that average impact work flow and on-time completion?
- For what activities or work are you the Last Planner?
- What would “a nice even steady flow of work” look and feel like on your project or in your office?

ACTION ROUND ROBIN

- Examine your team’s “metrics” for scheduling success. Assess if it’s working for you.
- Conduct your own What’s Working? Not Working with our schedules? Enter that insight in the first Action Item on the Video page for this topic.

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 1A: Last Planner® Foundations



Session 3: Levels of the Last Planner System® -

Part 2

Topic 401

PREPARATION

WATCH: 3 Highlighted Videos (last 3): "A Trade Owner Talks Planning & Scheduling", "The 3 Levels of the Last Planner System®" and "What is the Difference Between Pull Planning and the LPS?"

DO: The first 3rd Action Items below the video: "Levels of your Planning". Type into the Action Item boxes your answers to the 3 questions.

DO: Take the Video Quiz.

Select Course:
Last Planner System® - Pull P ▾

Select Topic:
Levels of the Last Planner® S ▾

LEVELS OF THE LAST PLANNER® SYSTEM

Who Are the Last Planners	01:47
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OPENING ROUND ROBIN

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DISCUSSION QUESTIONS

- Traditional scheduling uses Critical Path Method (P6 or MS Project) or Waterfall. Who typically prepares this schedule on your projects?
- How do they get trade input on predecessor work needed and realistic durations?
- From the interview with the Trade Owner, what did you learn about how trades interact with the General Contractor's schedule in these traditional methods?
- What are the 3 levels of the Last Planner System?
- How is the Milestone Level similar to and different from traditional CPM/Waterfall schedules?
- In the middle level "Phase Pull", why would we first identify activities and predecessors without adding dates right then?
- Why do we "pull backwards" in the first two levels of Last Planner System?
- Waste exists in the fumbled handoffs between trades. How does pull planning overcome this?

ACTION ROUND ROBIN

- Discuss how you might strategize introducing Last Planner on your project. How can you get "buy in"?

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?