

Video Action Team (VAT) Guide

Course 1D: The Last Planner System® in Design



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 1D: The Last Planner System® in Design



Session 1: Milestone Planning in Design

Topic 407

PREPARATION

WATCH: 2 Highlighted Videos: “Milestone Planning” (in green) and “Design Stages” (in yellow)

READ: <https://leandesignconstructionblog.com/using-last-planner-system-in-design/> (This will help you clarify the benefits and results of LPS in design – and offer some tips on increasing its effectiveness.)

DO: The first two Action Items: “Create a Milestone Schedule” and “Conditions of Satisfaction” (Note: *if* you have a team working on a real project use real data, if NOT, imagine a typical project and use that type of data.)

Select Course:	
Last Planner System® - Pull Planning: COURSE 1D - La	
Select Topic:	
LPS in Design	
LPS IN DESIGN	
<input checked="" type="radio"/> Milestone Planning	10:15
<input type="radio"/> Design Phase-Stage Pull Planning	09:09
<input type="radio"/> Stage Check-Ins	07:36
<input type="radio"/> Early Days	04:31
<input type="radio"/> Dont do this!	08:45
<input checked="" type="radio"/> Design Stages	05:00
<input type="radio"/> Getting it Right	05:54

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 Milestone Planning in design one of the most valuable levels of the Last Planner®?
- What are some of the categories of Milestone planning that are or will be most valuable for your project(s)? (For example, design process milestones, document delivery moments, owner decisions...)
- Who should participate with the design team in design Milestone Planning? (Hint: those who affect the outcome of the design.)
- Why should you try to free yourself from rigid SD, DD, CD stages when doing a Milestone Plan?
- What are some examples of “Project Level Milestones”?
- What is the benefit of NOT identifying months or dates (except contractual dates) in the initial Milestone Plan?

ACTION ROUND ROBIN

- Strategize what Team Level Milestones would be appropriate to the type of project you are working on or will be working on. If you have an actual project going, be specific. If not, think generally about what those might be. Remember to start at the end and “pull” backward.
- Strategize what venues you might use (the right sized room, with at least one 16’-20’ uninterrupted flat wall) for your next design Milestone Plan. Discuss how you would set up the room with plotter paper, supplies, etc.

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 1D: The Last Planner System® in Design



Session 2: Phase/Stage Pull Planning

Topic 407

PREPARATION

WATCH: 2 Highlighted Videos: “Design Phase-Stage Pull Planning” (in green) and “Early Days” (in yellow)

READ: <https://leandesignconstructionblog.com/comparison-of-last-planner-in-construction-vs-design/> (This will help you clarify the differences between LPS in construction and design – and the many similarities.)

Select Course:
Last Planner System® - Pull Planning: COURSE 1D - Lp ▾

Select Topic:
LPS in Design ▾

LPS IN DESIGN	
○ Milestone Planning	10:15
○ Design Phase-Stage Pull Planning	09:09
○ Stage Check-Ins	07:36
○ Early Days	04:31
○ Dont do this!	08:45
○ Design Stages	05:00
○ Getting it Right	05:54

DO: The second Action Item below the video if you have a team working on a real project:
“Create a Phase/Stage Pull 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?

DISCUSSION QUESTIONS (Choose from these)

- What are some of the considerations you might use to select which phase/stage of the design to pull first or next?
- How would you compare use of the word “phase” with use of the word “stage” in describing the design planning process? How does using new words and ways to describe work free the team to think creatively?
- What is the role of “small batching” in planning and executing your design?
- How can each team member communicate what they need from others in order to begin and complete each of their small-batch pieces of the work? When should this be done?
- What are the benefits of collaboratively “doing work first that releases other work”?
- What can you do to clarify the Customer’s Conditions of Satisfaction for each of the deliverables?

ACTION ROUND ROBIN

- Select one or two upcoming “deliverables” for a “Customer” (the owner or another design team member) and write down **your** understanding of what their Conditions of Satisfaction are. Be detailed. Then take that list to them, review it and clarify if the communication has been impeccable.
- In the next VAT session, share with the others what you’ve learned from the above action.

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 1D: The Last Planner System® in Design



Session 3: Stage Check-Ins

Topic 407

PREPARATION

WATCH: 2 Highlighted Videos: “Stage Check-Ins” (in green) and “Getting it Right” (in yellow)

READ: <https://leandesignconstructionblog.com/how-to-use-kanban/> and <https://leandesignconstructionblog.com/?s=constraint>

Select Course:
Last Planner System® - Pull Planning: COURSE 1D - La

Select Topic:
LPS in Design

LPS IN DESIGN	
Milestone Planning	10:15
Design Phase-Stage Pull Planning	09:09
Stage Check-Ins	07:36
Early Days	04:31
Don't do this!	08:45
Design Stages	05:00
Getting it Right	05:54

DO: the last 3 Action Items: “Team Check-In”, “Daily Huddle” and “Your Weekly/Bi-Weekly Meeting” (Note: *if you have a team working on a real project use real responses, if NOT, imagine a typical project and respond how it could/should be.*)

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?
- Share with each other what you learned from Session 2's Action Round Robin assignment: your understanding of your customer's Conditions of Satisfaction.

DISCUSSION QUESTIONS (Choose from these)

- Why is it important to keep the team's collaborative plan visual to everyone?
- How could you use Kanban to manage the work within a stage of 2 weeks, for example?
- How could you use Kanban to manage “constraints” to overcome variances in your plan? (This was part of the “READ” section above.)
- Discuss why keeping “PPC” (Percent of Promises Complete) can help teammates hold themselves accountable to each other and the overall team.
- Besides the design team members, who else should or could participate in weekly or bi-weekly stage check-ins? What value could they bring?
- What lessons did you learn from the Case History #5 “Getting it Right”?
- How can we get good flow in the design process? What did Case History #5 tell us? (Hint: clear goals and predecessors and elegant handoffs.)

ACTION ROUND ROBIN

- Identify two or three possible ways you could/will keep your stage tasks visual to everyone. For example, if you're working co-located it might be a large sheet or projection in the Big Room; but if you're dispersed and only meeting occasionally it might be electronically in any of a dozen programs from Excel to Miro/Mural, to Touchplan, Nialli, Bosch RefinemySite or vPlanner (shown in the video).

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?