



Principles as a bridge between theory and practice

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Agenda



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- 1. Introduction**
- 2. Method and approach**
- 3. What are principles?**
- 4. The history**
- 5. What is not a principle?**
- 6. Discussion of principles**
- 7. Conclusion**

“A leader leads by example, not by force.”

Uncertain origin but often used as a Sun Tzu quote

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Method and approach

- Philosophical conceptualization
- Literature review
- Theoretical reasoning
- Discussion of the characteristics and what that means.

1. Introduction

2. Method and approach

3. What are principles?

4. The history

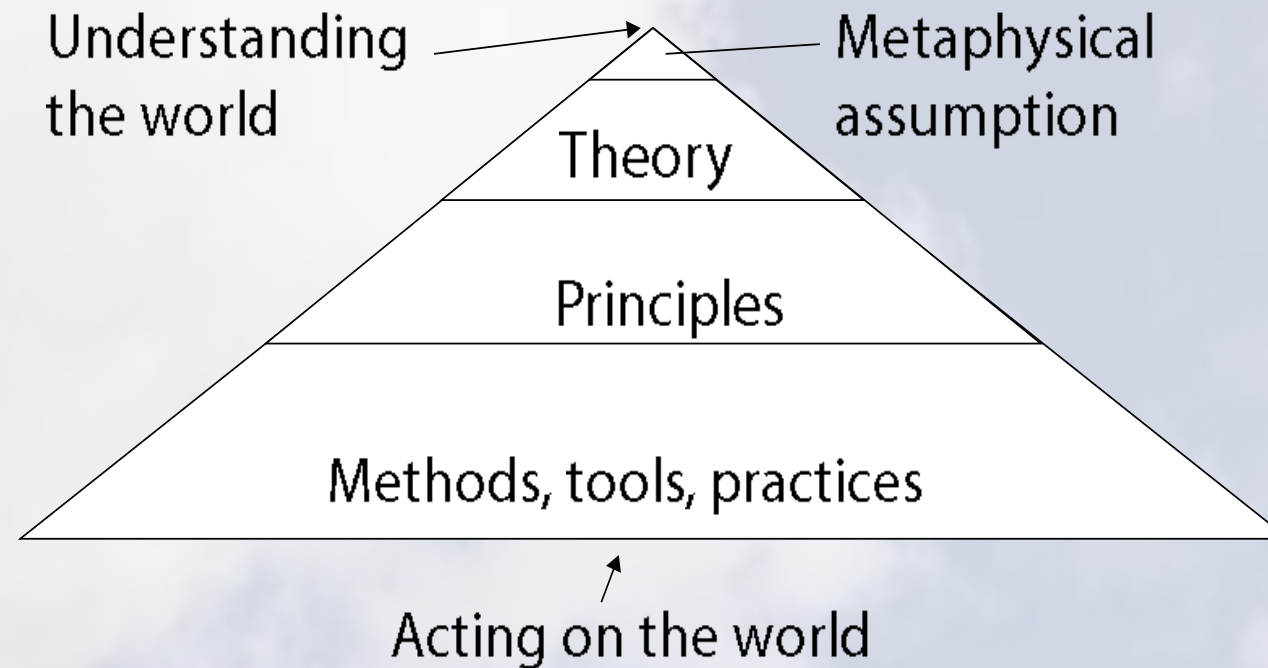
5. What is not a principle?

6. Discussion of principles

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What are principles?



The relationship between theory, principles and methods.
Based on a similar figure by Koskela and Kagioglou (2005)

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What are principles?

- Theory and/or practice based
- Deduced from logical thinking and induced from practical learning.

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What are principles?



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Skaar, 2019

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Principles history from warfare



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- Principles of War established to represents the “Art of War” (Griffith 1963)
- Two schools still debated in modern warfare (Bassford 1993):
 - Antoine-Henri Jomini: Static, absolute rules.
 - Carl von Clausewitz: Dynamic, principles should be used wisely, and action should be adjusted according to context.
- Henri Fayol took strategy from warfare to business and introduced principles for management. (Fayol 1916)

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Principles history towards lean



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- The Principles of Scientific Management (Taylor 1911)
- Deming (1982), 14 points/principles for a new philosophy.
- Womack and Jones (1982) introduces 5 principles for lean.
- Liker (2004) introduces 14 principles for lean management.
- Ballard (2009) defines 5 principles that inspired the Last Planner System.

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What is not a principle?

- Scientific laws
- Absolute rules
- Methods and tools
- Should be action-oriented, not conclusive.

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Discussion of principles



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- The fit between principles
 - Creates dynamic
 - Different combinations and individual
- Represent lean theory?
 - Something more or something less?
 - Customized.
 - Process view vs substance view.
 - Yet to be phrased.

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- Guiding
- Dynamic
- Adjustable
- Durable
- Action-oriented
- Both prescriptive and descriptive capabilities
- Capacity to facilitate abductive reasoning

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