Principles as a bridge between theory and practice

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Agenda

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
Method and approach

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

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

- Theory and/or practice based
- Deduced from logical thinking and induced from practical learning.
What are principles?

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Principles history from warfare

• Principles of War established to represent 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)
Principles history towards lean

- 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.
- Ballard (2009) defines 5 principles that inspired the Last Planner System.
What is not a principle?

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

• 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.
Conclusion

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