TEAM-LEADER WALK AS INTERDISCIPLINARY COMMUNICATION TOOL AT THE BUILDING SITE

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Project KSS
Contract strategies and expert collaboration in building projects
Research question:

Within the context of Last Planner and TAKT production: how can we help team-leaders plan and coordinate three weeks ahead?
In short:

Within the context of Last Planner and TAKT production: how can we help team-leaders plan and coordinate three weeks ahead?

Solution: Introducing the team-leader walk

Result: it does help team-leaders to plan 3 weeks ahead.
Two cases:

1. Hospital building
2. Sports arena with offices

Method:
- On-site observation
- Intervieees
- Research in collaboration with entrepreneur
TAKT planning and production

1) carpenters, 2) technical, 3) carpenters, 4) painters, 5) ventilation, 6) carpenters


“Involved planning” a Last planner approach

<table>
<thead>
<tr>
<th>Type of meeting</th>
<th>Time horizon</th>
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<tbody>
<tr>
<td>Team meeting</td>
<td>1 week</td>
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<tr>
<td>Team-leader meeting</td>
<td>1-3 weeks</td>
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<tr>
<td>Operations meeting</td>
<td>4-8 weeks</td>
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<tr>
<td>Construction meeting</td>
<td>More than 8 weeks</td>
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The team-leader meeting

Challenge: seeing 3 weeks ahead

Solution: Combining the meeting with a structured walk
Utilising TAKT organisation: space = time
Challenge: seeing 3 weeks ahead
The building as interaction tool

The building

drawings

Meeting room facilities

BIM
Experiences gained:

The walk helped team-leaders see, plan, coordinate 3 weeks ahead

Many things were solved at the walk, freeing up time in the meeting:
- Storage
- Exact locations of pipes, rail and frames
- Exact dimensions of walls, fittings and wholes
- Misunderstandings

Things not solved at the walk tended to be outside the jurisdiction of the team-leader meeting:
- Major deviation from plan
- Issues regarding staffing
- Such things was discovered earlier

The walk was more robust than TAKT production...
TAKT had to be given up
TAKT had to be given up

The team-leaders decided to keep the walk
Further studies:

The interaction between team-leader walk and other interaction tools

Possibility of giving feedback to the higher levels in the project in continuous planning

Considering the roles of the various professions
THANK YOU