

Motivation to Work with Lean

When a business case is not enough

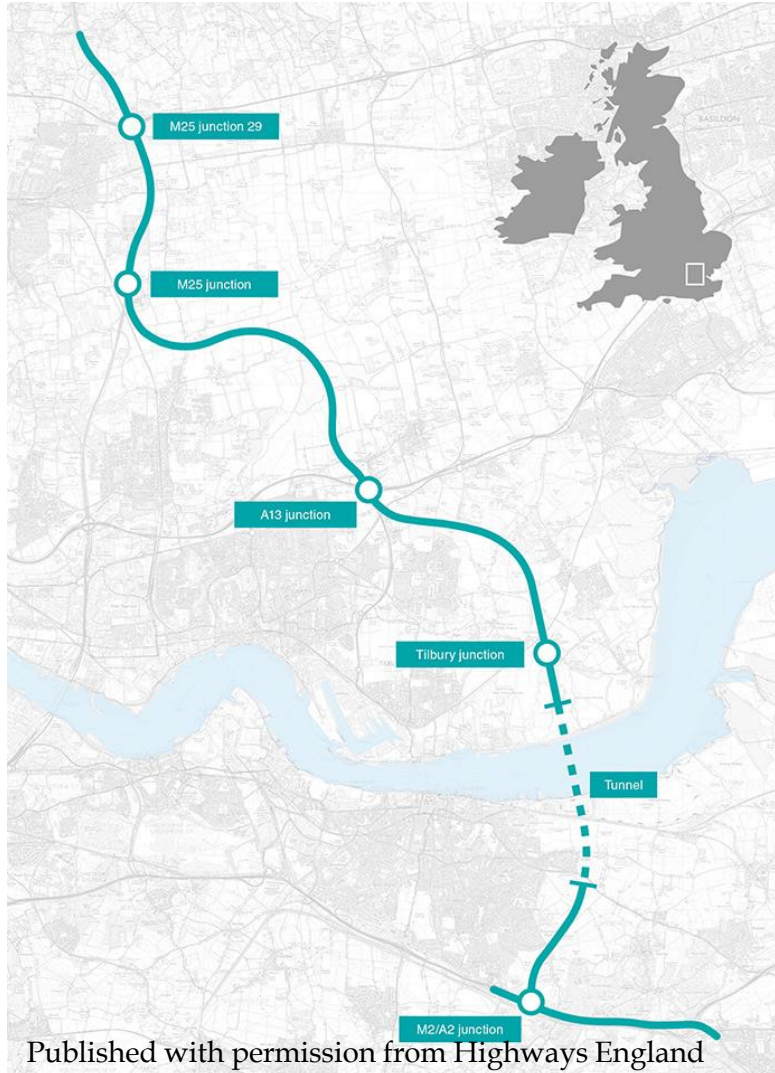
Randi Christensen, Stephen Greenhalgh & Anja Thomassen

Business case



Extrinsic motivation
Intrinsic motivation
Sense making





Lower Thames Crossing

- Most ambitious road scheme in the UK linking Kent, Thurrock and Essex
- £5.3-£6.8bn estimated cost
- 14.5 miles of dual-3 lane expressway
- Over 50 new bridges
- One of the world's largest bored tunnels
- Longest road tunnel in the UK
- Open for traffic in 2027
- Currently in preliminary design

Survey:

- 260 recipients
- 167 completely filled out
- 60% response rate

Key Questions:

- Knowledge of Lean
- Motivation to work with Lean
- Demotivation to work with Lean

Observations

Lean Assessments, Lessons Learned:

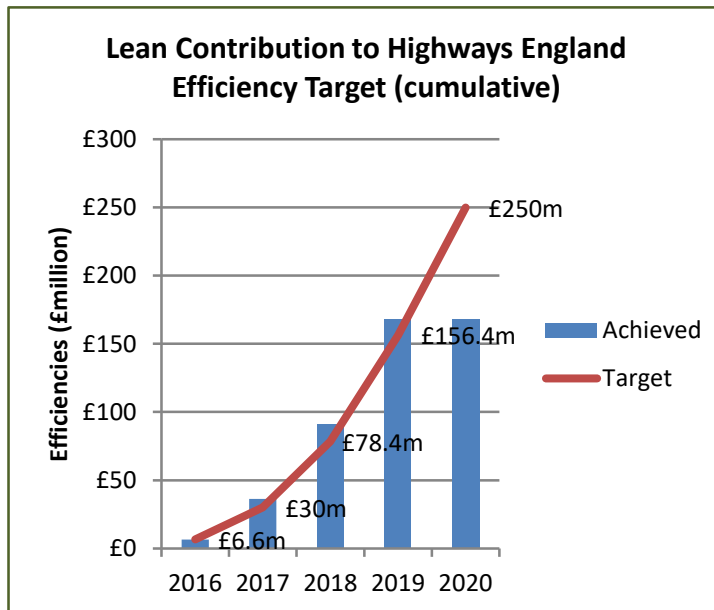
- Randi Christensen PhD, COWI, Lean Manager on Case project
- Stephen Greenhalgh BSc, Lean Manager Highways England

Support and critique:

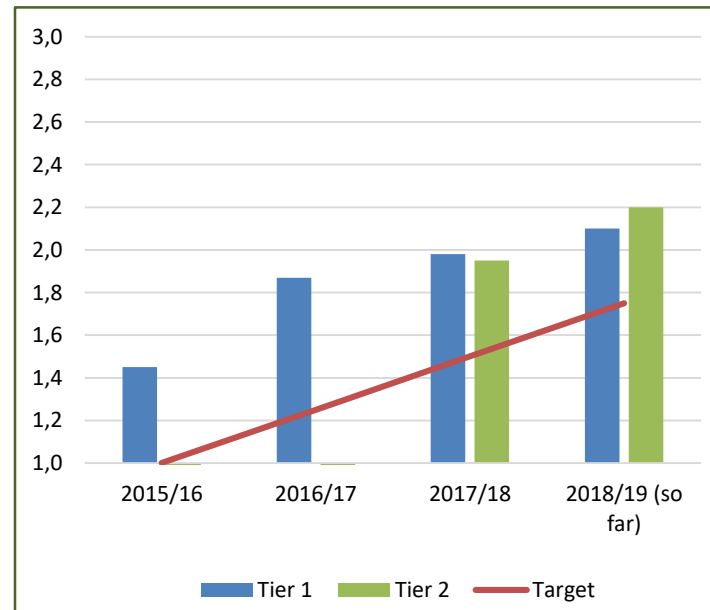
- Anja Thomassen PhD, Associate Professor, Department Learning and Philosophy, Aalborg University

Motivation mechanisms from Highways England

Efficiencies



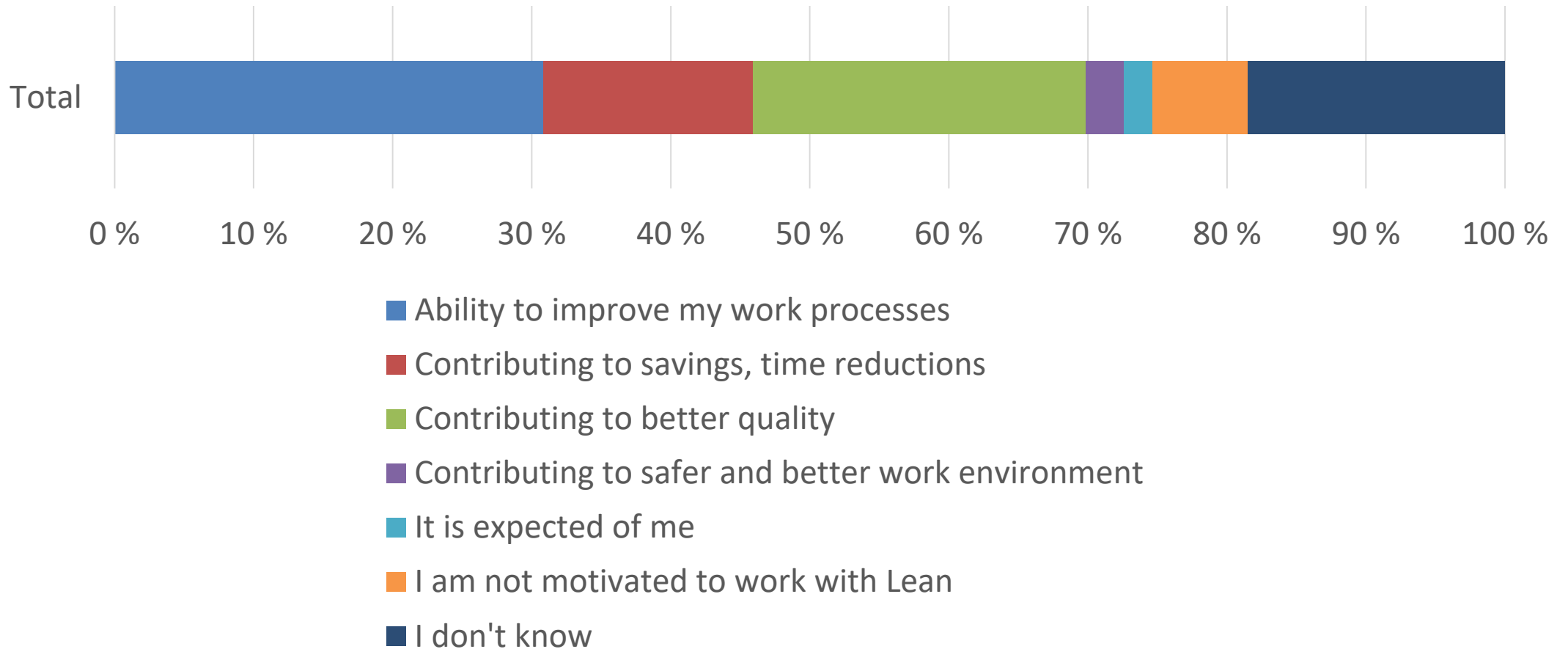
Lean Assessment



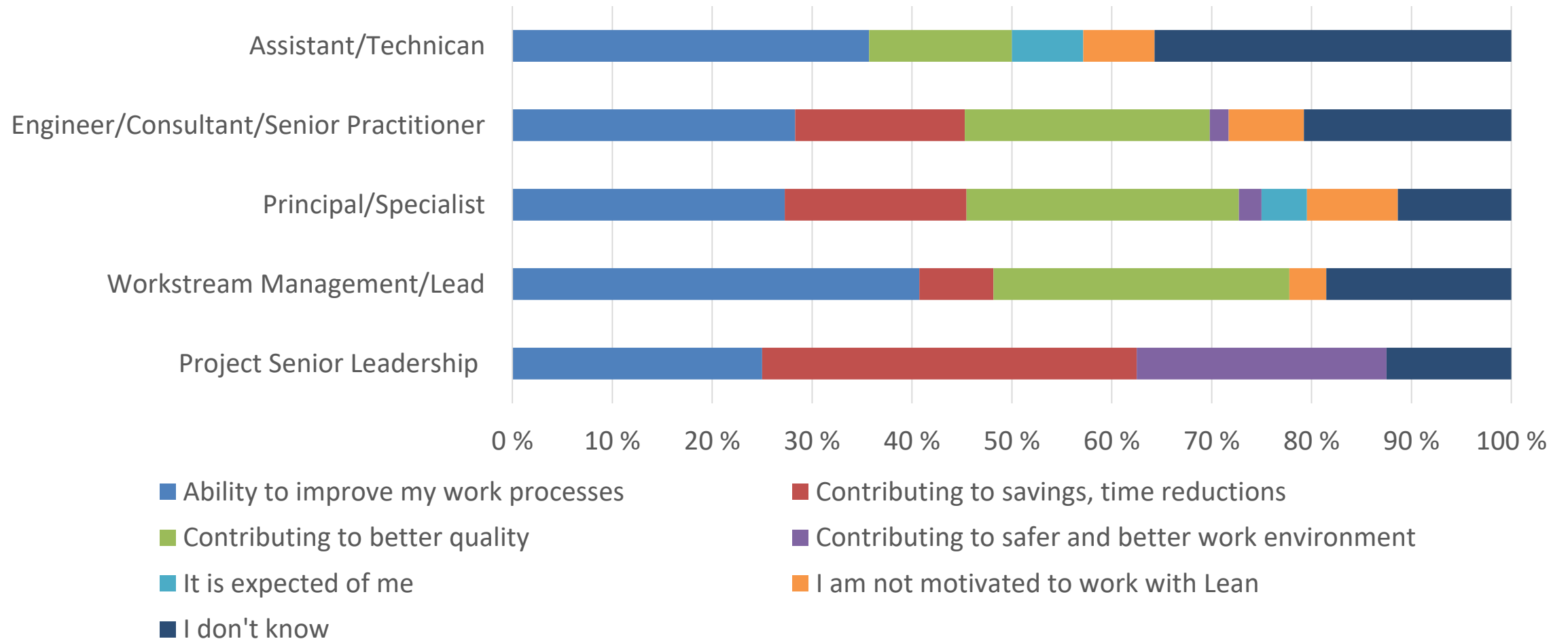
Support and knowledge sharing

- Network
- Knowledge sharing
- Coaching
- Training
- Friendly support when needed

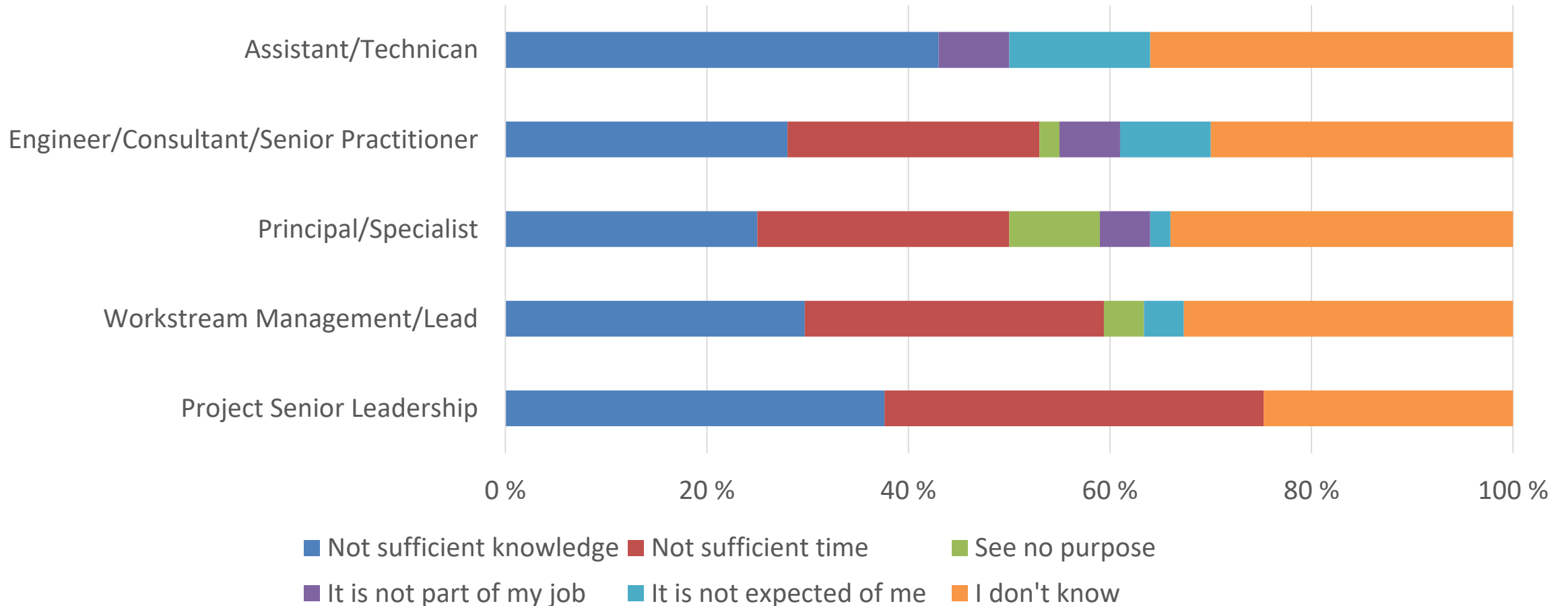
Motivation to work with Lean



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De-motivation to work with Lean (hindrance)



Conclusion

- Motivation depends on perspective and position
 - Extrinsic motivation has most impact on senior managers
 - Intrinsic motivation seems to have most influence on the rest of the organisation
- Highways England employs both extrinsic and intrinsic motivating through:
 - Contractual demands
 - Efficiency targets
 - Lean assessments
 - Support and training
- Too much focus on extrinsic incentive measures can inhibit creative problem solving and engagement with Lean.