Motivation to Work with Lean

When a business case is not enough

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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

- Ability to improve my work processes
- Contributing to savings, time reductions
- Contributing to better quality
- Contributing to safer and better work environment
- It is expected of me
- I am not motivated to work with Lean
- I don't know
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**Assistant/Technician**

**Engineer/Consultant/Senior Practitioner**

**Principal/Specialist**

**Workstream Management/Lead**

**Project Senior Leadership**
De-motivation to work with Lean (hindrance)

- Not sufficient knowledge
- Not sufficient time
- See no purpose
- It is not part of my job
- It is not expected of me
- I don't know
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.