



**IGLC 28**

BERKELEY, CA 6-12 JULY 2020

28<sup>th</sup> ANNUAL CONFERENCE OF THE  
INTERNATIONAL GROUP FOR LEAN CONSTRUCTION

# **A REQUIREMENT MODEL FOR LEAN LEADERSHIP IN CONSTRUCTION PROJECTS**



# INTRODUCTION



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## Why Lean Leadership?

- Essential component for a cultural change [1]
- Impact on work efficiency [2]



## Current focus in research:

- **How** to train leaders and their team? e.g. [3]

## Research question:

- **Which** requirements does a Lean leader need?



# METHODOLOGY: LITERATURE STUDY



# Requirements Model



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## Basic Requirements

Characteristics of  
the Leader



Organizational  
Structure



Improvement  
Culture



Hoshin Kanri



# Requirements Model



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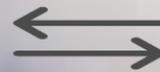
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## Situational Analysis

Leadership Situation



Self-development  
Qualification



## Leadership Style

Bureaucratic Manager



Group Faciliator



Commander



Creator of a Learning Organization



## Basic Requirements

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# Requirements Model



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# CONCLUSION



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- The requirements model gives an overview as basis for further research
- A first empirical study was done based on the model
- First results show the advantages of implementing lean tools and methods → Basic requirements are being fulfilled
- But: Not all requirements are satisfied
- Further empirical studies are already planned



# Thank you for your Attention!



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# REFERENCES



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