A REQUIREMENT MODEL FOR LEAN LEADERSHIP IN CONSTRUCTION PROJECTS
INTRODUCTION

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

Lean Leadership at
Toyota

Traditional Leadership

Lean Leadership in
construction

Requirement Model

Definition of keywords
### Basic Requirements

<table>
<thead>
<tr>
<th>Characteristics of the Leader</th>
<th>Organizational Structure</th>
<th>Improvement Culture</th>
<th>Hoshin Kanri</th>
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</thead>
</table>
Requirements Model

Situational Analysis
- Leadership Situation
- Self-development Qualification

Leadership Style
- Bureaucratic Manager
- Group Facilitator
- Commander
- Creator of a Learning Organization

Basic Requirements
- Characteristics of the Leader
- Organizational Structure
- Improvement Culture
- Hoshin Kanri
Requirements Model

Leadership Tasks
- Management
- Coaching
- Inspiration

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Basic Requirements
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CONCLUSION

• 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!

• Contacts:

• M.Sc. Rory Walter - rwalter@vollack.de

• Prof. Dr.–Dipl. Kfm. Shervin Haghsheno - shervin.haghsheno@kit.edu

• M.Sc. Carolin Baier - carolin.baier@kit.edu

• M.Sc. Svenja Oprach - svenja.oprach@kit.edu
REFERENCES

