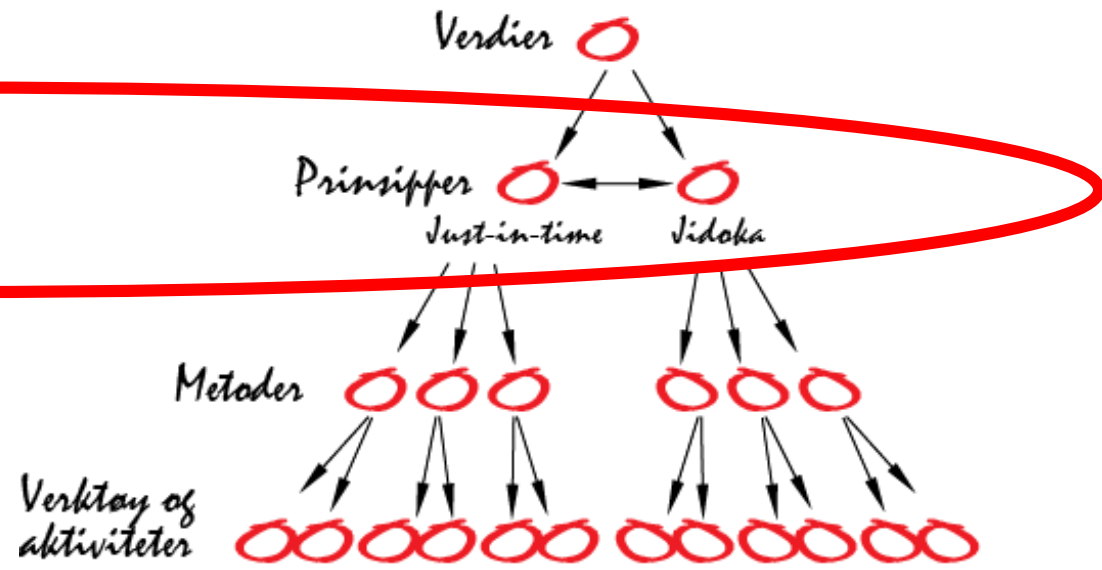
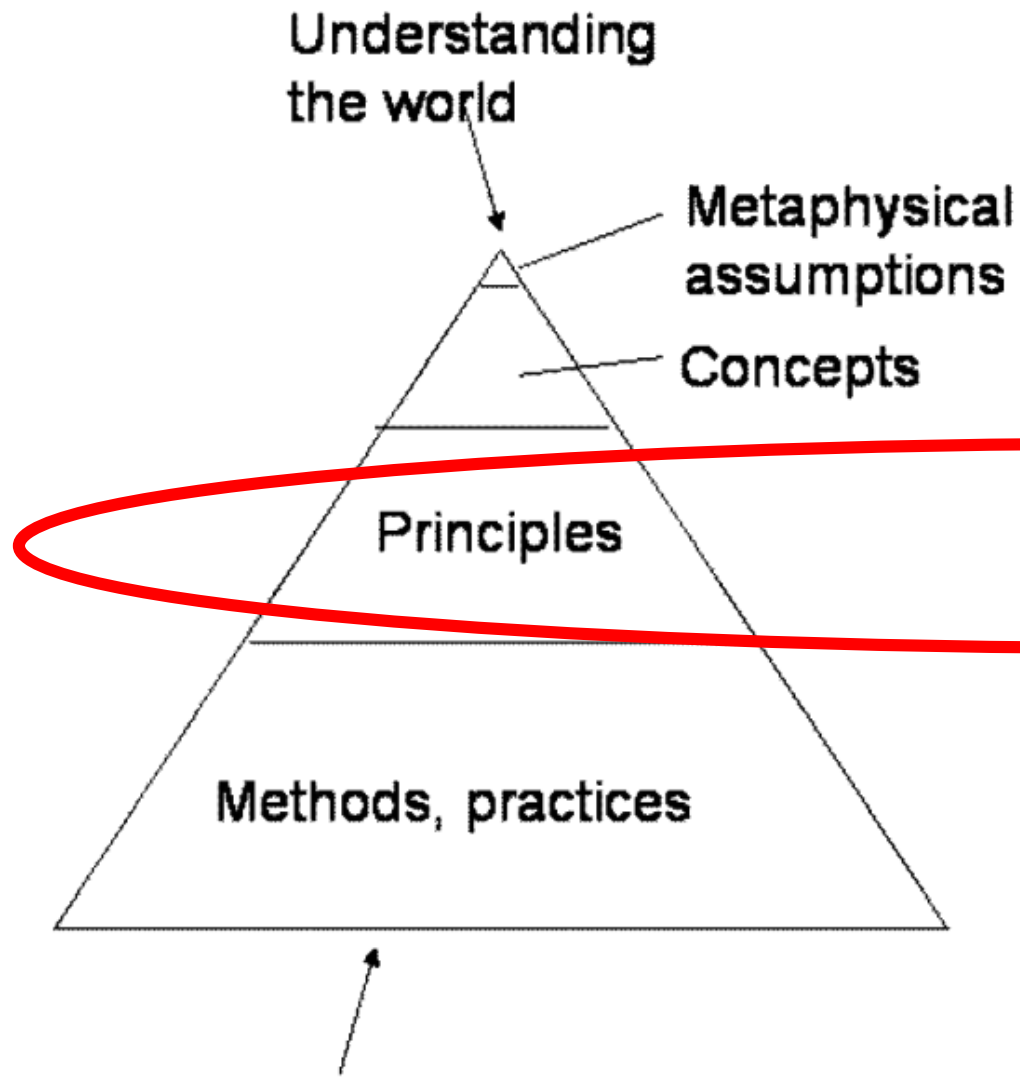




The power of lean principles

Use of lean principles in an effort to accomplish continuous improvement



“This is lean” by Niklas Modig and Pär Ålström, 2011

“On the methaphysics of Production” Lauri Koskela and Mike Kagioglou, IGLC 2005



• **Problem**

- **Lack of training**
- **Lack of leadership**
- **Organizational inertia & resistance to change**

(“Last Planner System Implementation Challenges»

Vishal Porwal, Jose Fernández-Solís, Sarel Lavy & Zofia K. Rybkowski,
IGLC 2010)

Experiment

«MCE»

Minimal Causal Experiment

The problems and action iterations

- Lack of leadership
- Organizational inertia & resistance to change
- Lack of training

(Porwal et al., 2010)



Action with «Minimal Viable Experiments»

- Use lean principles
- Legitimize examples
- Inform/Educate

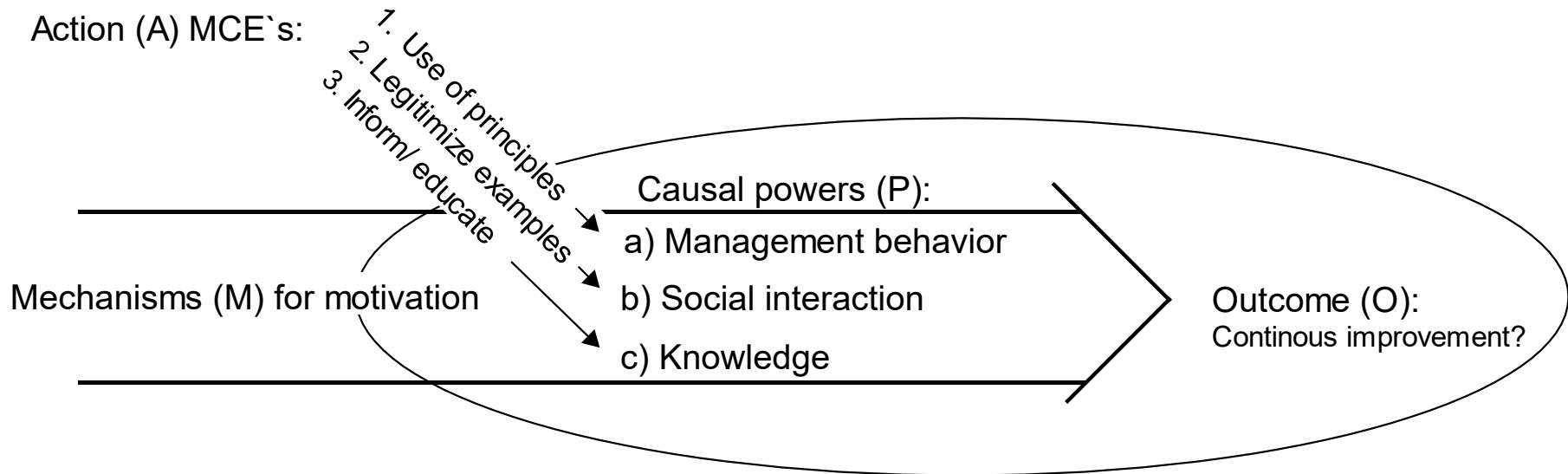
(Skaar, 2019)

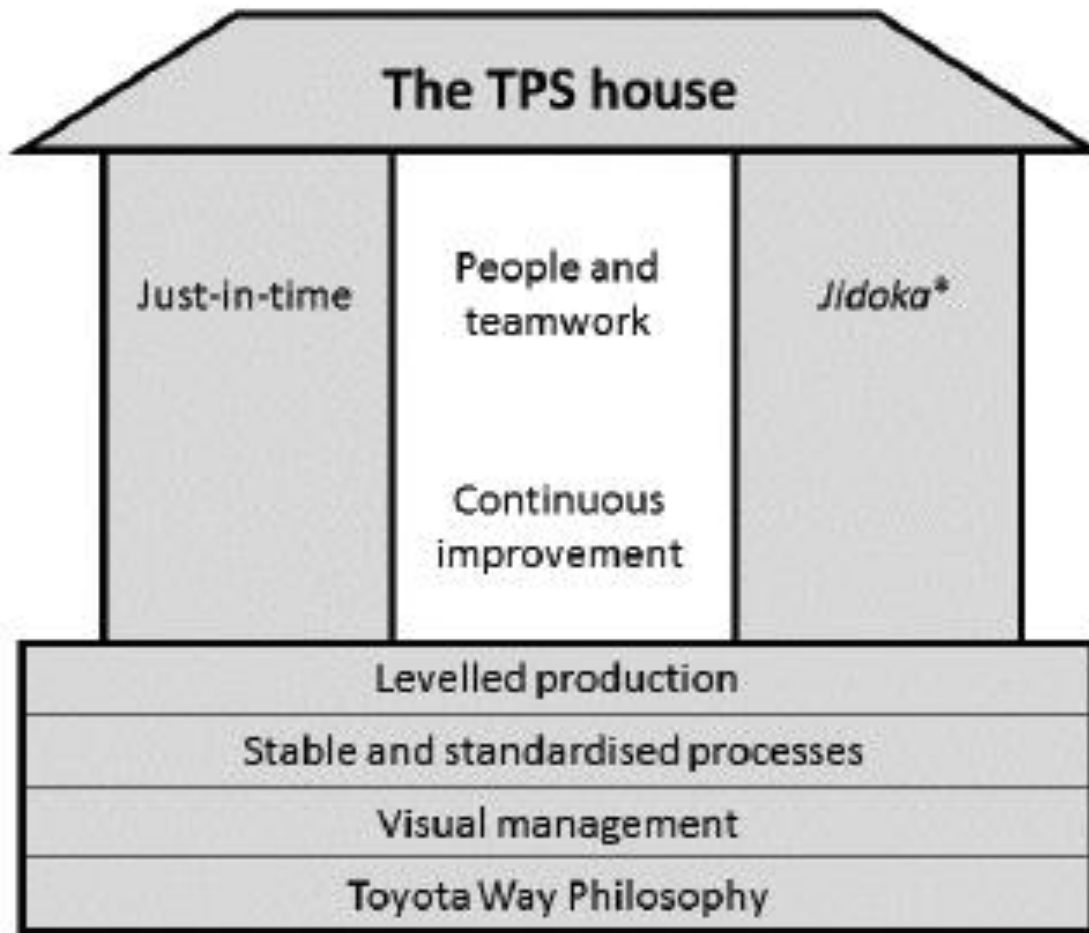
Experiment

«MCE»

Minimal Causal Experiment

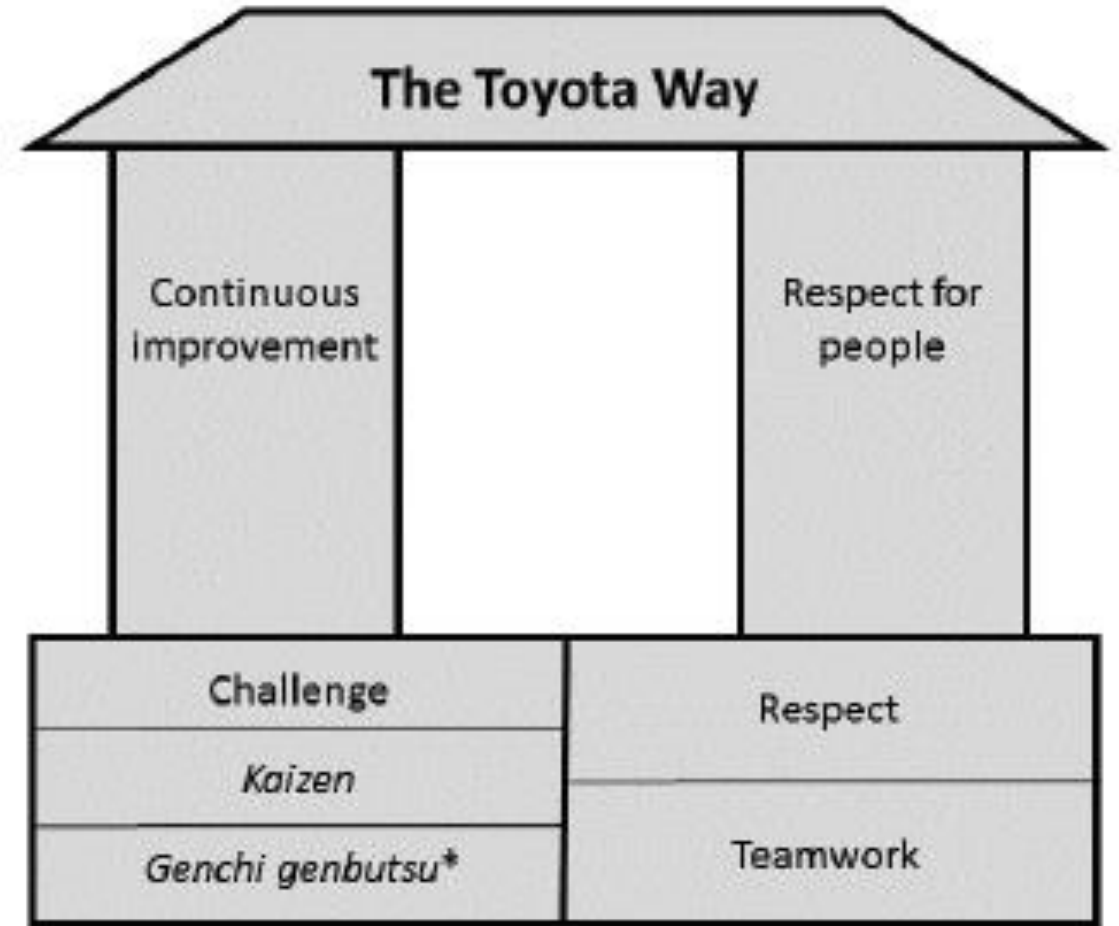
What string of actions create outcome?





*Japanese term for a machine that automatically stops working as soon as a problem/defect is detected.

a) The TPS house



*Japanese term for 'go and see for yourself'

b) The Toyota Way model