DAILY MANAGEMENT APPLICATION IN A DAM CONSTRUCTION PROJECT

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Daily Management

Visual Management  Teamwork Solving Problem  Help Chain  Leadership
OBJECTIVE

- Explore the daily management in the construction context and evaluate the results of its implementation
METHODS

Stage 1

Preparation
Implementation

Month 1

Legend: P = Planning; A = Action; O = Observation; R = Reflection

Stage 2

Cycle 1
Cycle 2
Cycle 3

Implementation
Engineering
Stabilizing

Month 2
Month 3

Stage 3

Final analysis and conclusions

Legend: P = Planning; A = Action; O = Observation; R = Reflection
CASE: TAILING DAM PROJECT

Materials Sieving Process

Transport

Dam
Visual Management

First Version

Second Version
Teamwork Problem Solving

Visual Control of inventories, trucks and machines

Production  
\times 
Productivity
Help chain

**Frequence**
- Every Monday - 05:00 PM
- Every day - 11:30 AM
- Every day - 09:00 AM

**WEEKLY MEETING**
- Engineering/Field

**RECURRING PROBLEMS**

**COUNTERMEASURE**

**DAYLY MEETING**
- Engineering

**PROBLEMS**

**TROUBLESHOOTING**

**DAM**
- Daily Meeting

**MATERIALS PROCESSING**
- Daily Meeting

**RECURRING PROBLEMS**
Leadership
General Results

• Materials Processing task - 4% reduction in cost

• Dam task - 7% reduction in cost

• Transparency through visual management was also positive for the team

• The change of supervisors and engineers behavior who focused not only on production but also on productivity
Conclusion

- Daily management enabled the team to **identify deviations** daily in production.
- Daily support of these practices helped the company **stabilize its processes and also promote improvements**.
- Future research might explore daily management system in other company departments (supply, work safety, and quality). A further study could involve the **top management level on daily problem solving**.