



# TRIMMING THE LAYERS IN PROJECT MANAGEMENT – LET'S GO LEAN!

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GRENADA



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# What can we do about waste and lack of flow in PCM?

“The most dangerous kind of waste is the waste we don’t recognise” (Shigeo Shingo)

# What is Lean?

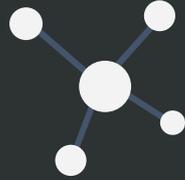
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- Any process step, activity or task that transforms the deliverables of a process such that the customer is aware of it and is willing to pay for it is considered value added. Value is always stated in the eyes of the customer. (Womack and Jones, 1996)
- A continuous improvement discipline of analysing the flow of product, materials, people, information and the systematic elimination of waste

# The 5 Principles of Lean



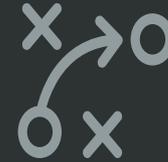
**define  
value from  
customer  
perspective**



**Identify  
and map  
the value  
stream**



**reduce  
waste and  
improve  
flow**



**move  
from  
'push' to  
'pull'  
from  
customer**



**pursue  
perfection  
– “pull  
planning”**

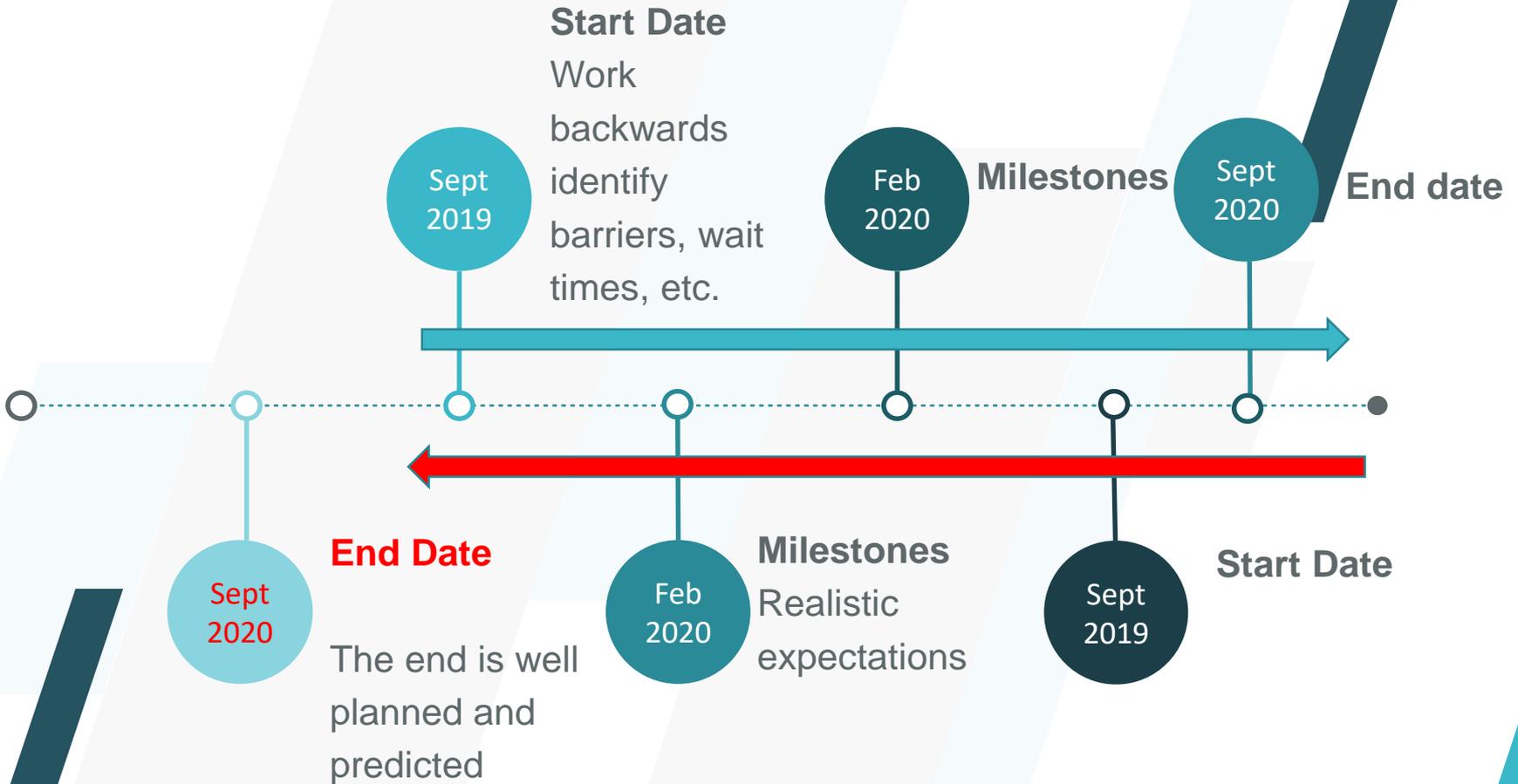
## Identify some of the areas of waste in project management and leadership

Any examples involving people?

What about Over-processing and Overproduction?

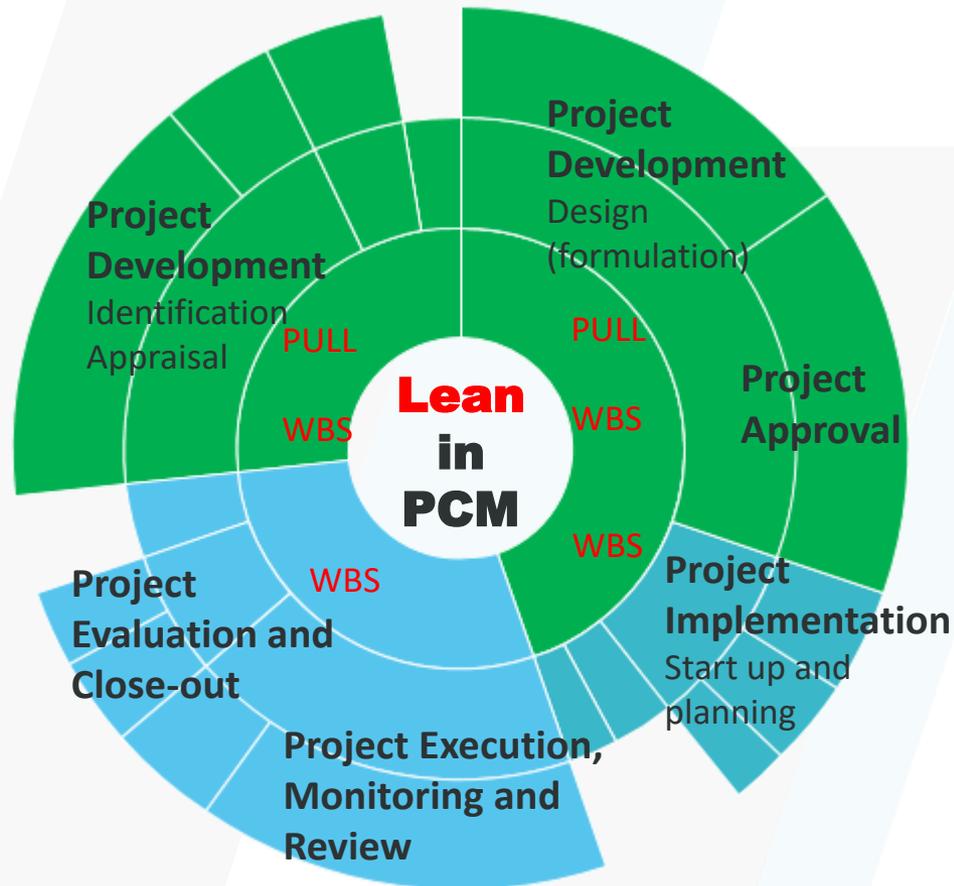
How would you as a leader help to eliminate these waste?

# Traditional Planning



# Pull Planning

# Overlaying PCM and Lean – all about Clients



*Continuous Learning and Improvement, Culture of Trust and Respect  
Improve Flow – eliminate waste in project cycle steps and stages  
Measure Everything  
(WBS = Work Breakdown Structure, customer value)*