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?

- 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

1. Define value from customer perspective
2. Identify and map the value stream
3. Reduce waste and improve flow
4. Move from ‘push’ to ‘pull’ from customer
5. 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

Start Date
Work backwards identify barriers, wait times, etc.

Milestones
Realistic expectations

End Date
The end is well planned and predicted
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)