

# WORKSHOP DAY

CEPT  
UNIVERSITY  
FACULTY  
OF TECHNOLOGY

ILCE  
INSTITUTE FOR  
LEAN CONSTRUCTION  
EXCELLENCE

Indian Lean Construction Conference  
“Reinventing with Lean PostCovid.”

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## USING LAST PLANNER SYSTEM-LPS TO IMPROVE PRODUCTIVITY



By  
Mr. Alan Mossman,  
Principal of **The Change** business,  
a UK-based Lean design and Lean consultation company.

The purpose of the workshop is to enable participants to learn how they can work effectively with the Last Planner System® (LPS) to improve productivity in design and construction. The plan is to build the workshop around reports from 2-3 projects in India that are using LPS. The workshop will use a variety of short presentations, small group discussion, noting key points and questions.

Since the declaration of the Covid pandemic, when construction workers returned to their communities with little or no support, the construction sector in India has faced considerable challenges to find the labour they need to deliver projects. For many years the sector has relied on workers with little formal education or construction skill training who travel long distances to work on projects for months at a time. In this environment construction productivity is low, safety is poor and so is product quality. Customers want quality product. It is the workers who create quality (value) for customers. Quality product is easier to produce in a factory but off-site fabrication needs reliable and predictable production on-site to realise the full benefits. LPS can help deliver reliable and predictable on-site production.

The sector needs a new approach that treats all workers with respect to realise maximum benefits for its customers. For full benefits, the changes involved will be implemented at sectoral, corporate and project levels.

**Alan Mossman** originally trained as an architect and then in management and organisation development. After working in local government and higher education, he has worked as a socio-technical systems consultant since 1988. He returned to construction in 2001 to apply his knowledge, understanding and skills in design, collaboration, systems thinking, organisation development, variation, quality and lean.

Based in UK, he has coached design and construction teams adopting lean thinking for clients in across four continents as well as working with students at a number of universities. At Centrale Lille in France he is teaching aspects of Construction 4.0 as well as lean construction and Last Planner®. He is a co-developer of the Villego® Last Planner Simulation.

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