



# IMPLEMENTING VALUE THROUGH LEAN DESIGN MANAGEMENT

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# OVERVIEW

- Paper has been written based on the approach to design management by NIRAS and MTHøjgaard
- Focus is on interaction between actors, via the workshop method (as part of a 'lean' approach)

# INTRODUCTION

- Lean philosophy – is about getting the right culture at the start
  - Too? Much emphasis on construction problems
  - Not enough? Emphasis on design approach
  - Very little recognition of the importance of interpersonal communication (soft issues)



# ESTABLISHING VALUES AND VALUE PARAMETERS

- Perception of value
- Values will change over time
- Important to discuss values (and the only way to do that is face to face in facilitated meetings)
- Agree value parameters (all actors)



# CREATIVE WORKSHOPS

- Konrad Wachsmann and Walter Gropius – teamwork method (1940s)
- Group performance/multi-disciplinary working/interpersonal communication
- Complex interactions within groups

# THE WORKSHOP METHOD

- W.0 - Building effective relationships
  - W.1 - Vision
  - W.2 - Realism
  - W.3 - Criticism
  - W.4 - Design planning
  - W.5 - Planning for execution
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- Meeting schedule
  - Customer satisfaction



# REFLECTION – GOING BEYOND LEAN?

- Commitment to lean thinking within a value-based design management framework
- Interpersonal communication and development of effective dialogue



# CONCLUDING THOUGHTS

- Simple model
- Independent analysis
  
- Workshops (are time consuming)
- Facilitation (a challenge)
  
- Emphasis on people and communication is encouraging