



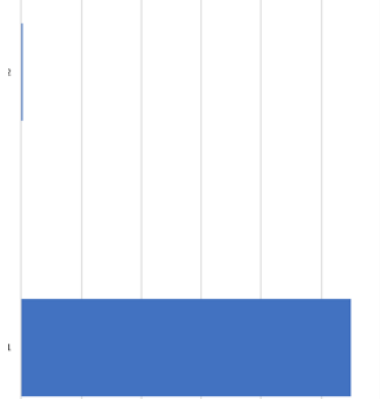
Enthusiasm for Lean

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Is Lean the Scientific Approach to Work?



Conscious Awareness



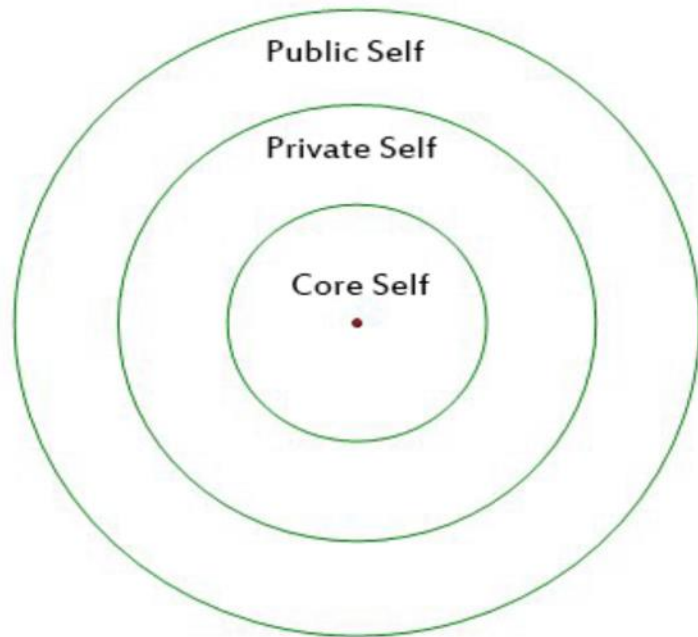
Unconscious Exposure

According to neuroscientist Antonio R. Damasio, the brain constantly needs to update its information on the body's state in order to regulate the many processes that keep it alive. And, it needs to translate those emotions into actionable feelings. In an ever-changing environment, this is the only way an organism can survive.

Artists Provide a Fresh, Holistic Perspective on Lean



Identity

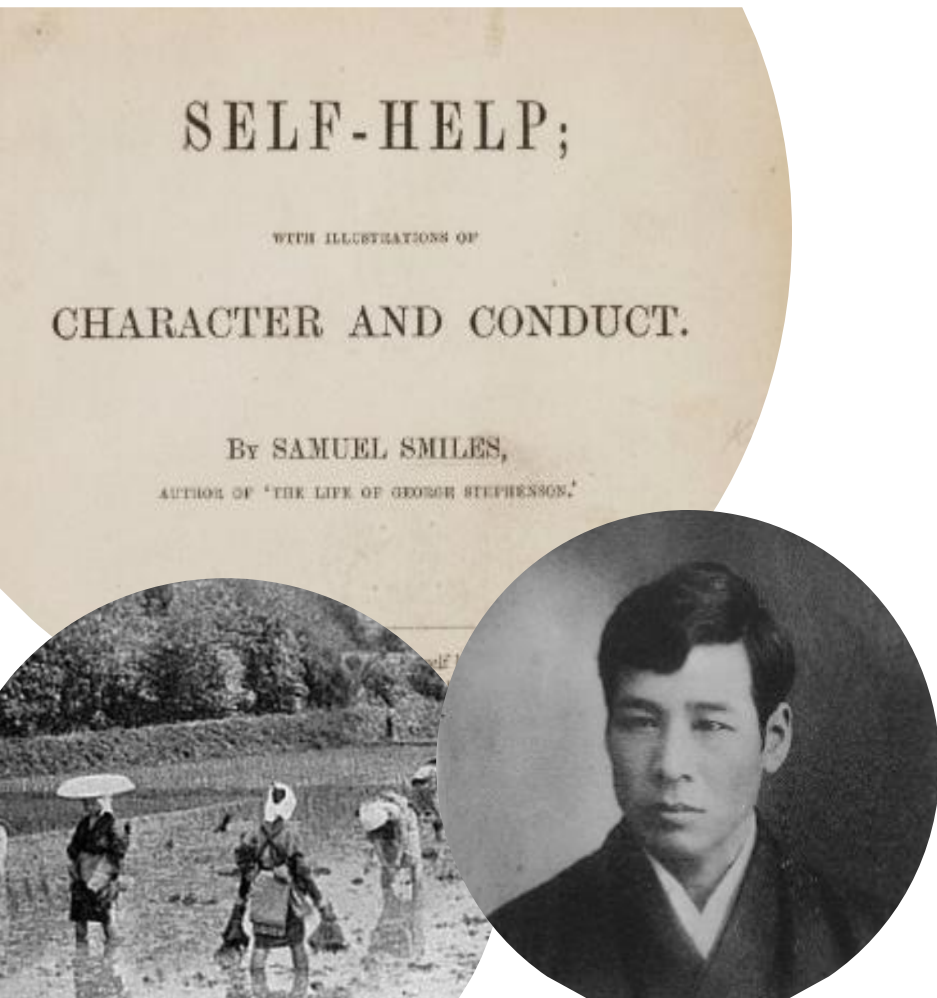


Explorer	Scientist	Visionary
Protector	Thinker	Executive
Analyst	Doer	Builder
Diplomat	Guardian	Creator
Mechanic	Performer	Advocate
Nurturer	Caregiver	Mediator
Artist	Inspirer	Planner
Idealist	Giver	Connector
Leader	Provider	Encourager

“You cannot present to others what you have not presented to yourself.”

Jean Piaget

Toyota's Shared Identity – The Five Precepts



- Be contributive to the development and welfare of the country by working together, regardless of position, in faithfully fulfilling your duties.
- Always be studious and creative, striving to stay ahead of the times.
- Always be practical and avoid frivolousness.
- Always strive to build a homelike atmosphere at work that is warm and friendly.
- Always have respect for God and remember to be grateful at all times.

Connection



To be known and valued.

Nurturing of personal relationships with an individual's work team, including the composition of a shared core identity aligned with team purpose.

Cognition



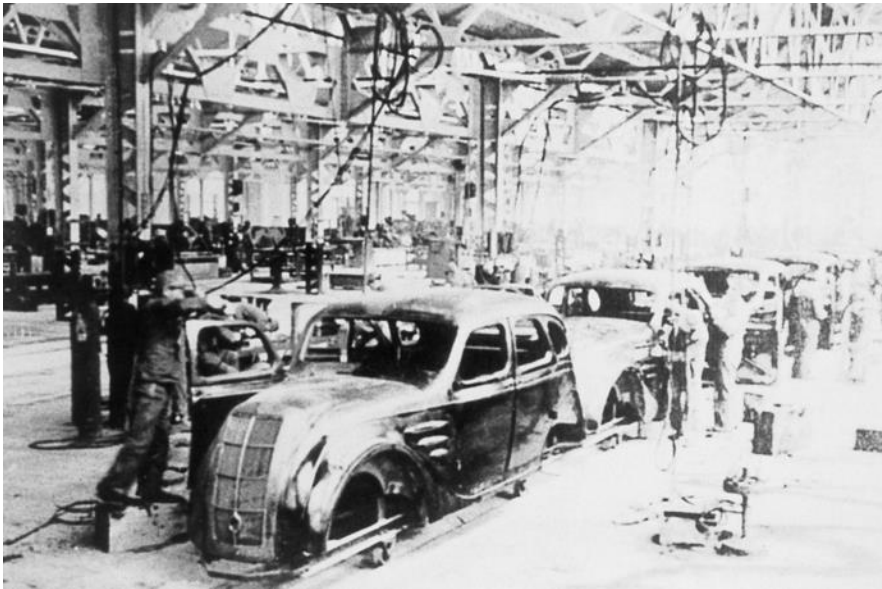
Daily awareness of others and the surrounding world through observational experience practiced along with mindfulness of knowing how you, as an individual, show up in relationship to purpose.

Commitment



Engaged dedication and clarity regarding one's core identity, team shared core identity, responsibilities to others on and outside the team, and the challenge the team has undertaken.

Challenge



Challenge sets before us a path to discovery and exploration. A meaningful goal, aligned with purpose, that is not possible given the team's current capabilities and knowledge. This impossibility informs the team's needed growth.

A Review of Current Knowledge

**Connection
Cognition
Commitment
Challenge**

Skinnarland, S., and Yndesdal, S. (2010). "Exploring the Development of Collaboration in Construction Projects: A Case Study." *Proceedings IGLC-18, July 2010, Technion, Haifa, Israel.*

Tillman, P., Tzortzopoulos, P., Formoso, C. T., and Ballard, G. (2013). "Contributions of Existing Practices to Pursuing Value in Construction Projects." *Proceedings IGLC-21, Fortaleza, Brazil.*

Pasquire, C., and Court, P. (2013). "An Exploration of Knowledge and Understanding - The Eighth Flow." *Proceedings IGLC-21, Fortaleza, Brazil.*

Korb, S. (2016). "'Respect for People' and Lean Construction: Has the Boat Been Missed?" *Proc. 24th Ann. Conf. of the Int'l. Group for Lean Construction, Boston, MA, USA.*

Conventional Change Model

Train People to Engage in Lean Behaviors

Behaviorism Implies...

Nominalism

Materialism

No Free Will

No Purpose in Life

Behaviorism violates the *Respect for the Human Nature* principle.

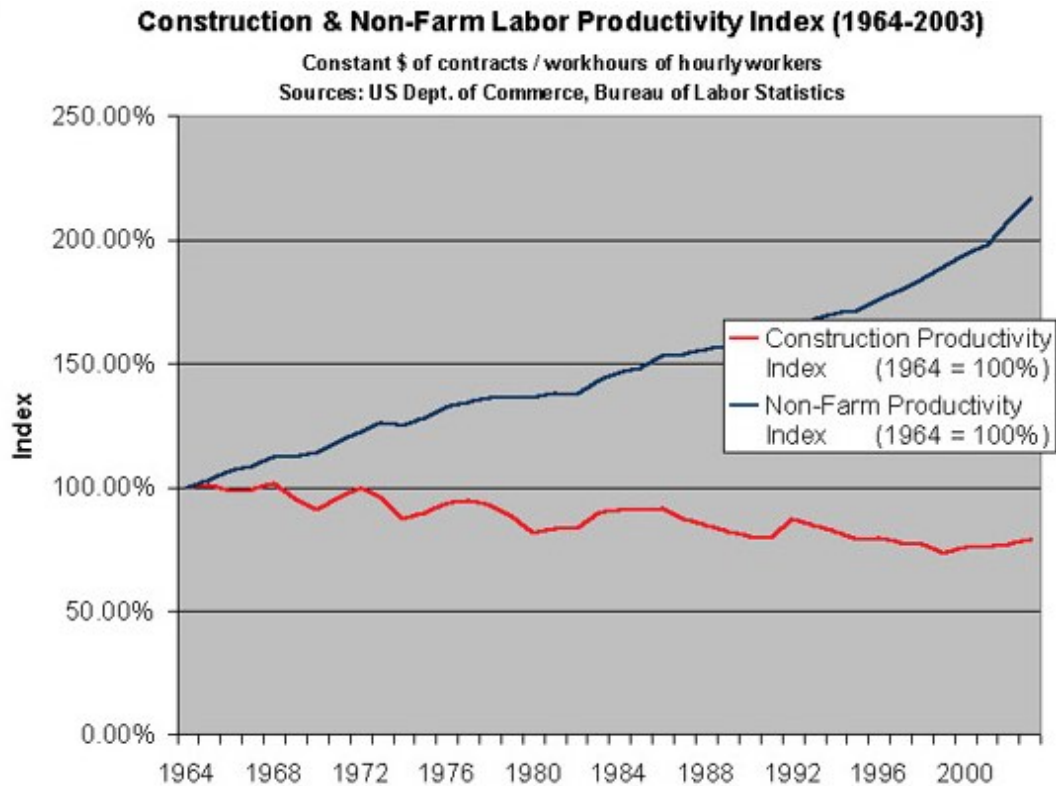


Proposed Research

Deliberate Application of Transformational Legacy to Project Work

- Discover Individual Core Identity
- Create True Connection Between Members of the Team
- Understand Purpose of Team and Create an Aligned Shared Core Identity
- Select an Impossible Challenge for the Project
- Design the Network of Commitments Required to Build New Capabilities
- Engage in Daily Cognition Practices that Support Enthusiasm

Why Enthusiasm for Lean is Important



The results so far suggest that, contrary to earlier studies, productivity growth has typically been positive. This evidence contrasts sharply with the aggregate evidence, which indicates that productivity growth in construction, as a whole, has been negative or zero for half a century.

- Monthly Labor Review
Bureau of Labor Statistics
January 2018

Why Enthusiasm for Lean is Important

Suicides per 100,000 by Occupation



Suicide in the Construction Industry: Breaking the Stigma and Silence

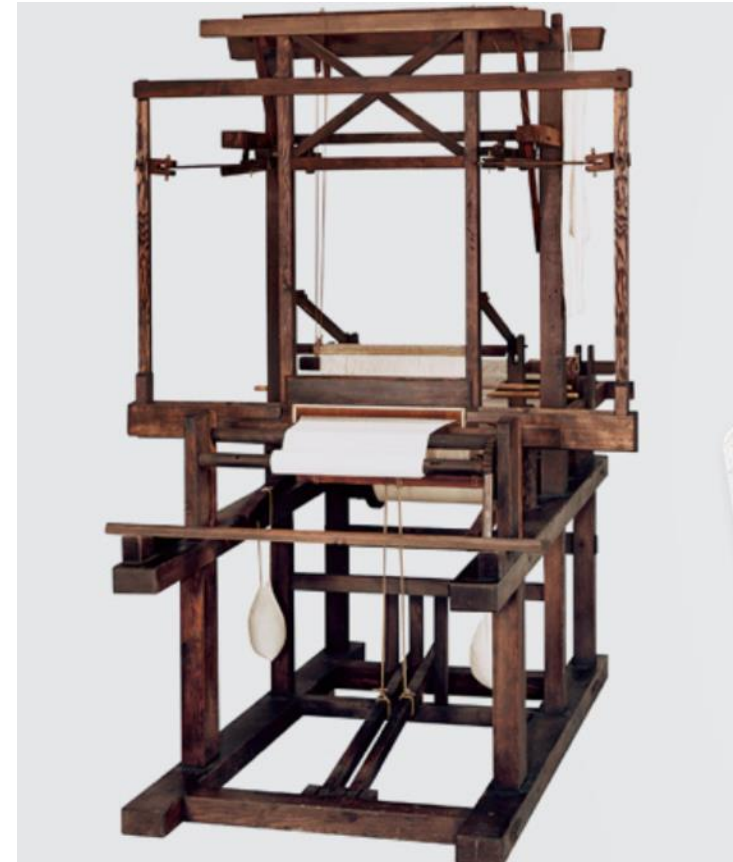
Lean Practices Were Developed to Heal a Nation



For their part, peasants, 80 percent of the Japanese population, were forbidden from engaging in non-agricultural activities, thus ensuring consistent income for landowning authorities.



1890



Enthusiasm for Lean: Richert | McGuffey