What is a Video Action Team?

It is a small group of 4-8 people who come together on a weekly basis to discuss the Construction Accelerator® videos they are watching and to share their learning. The intent is to clarify the ideas, pick out the most relevant ones for their work, and put what we learn into *Action*. Today.

How to use this guide

Ownership of a Course or purchase of a Pass or Subscription gives us access to the videos. This Guide groups videos in a "small batch" way that allows us to watch about 15 minutes of video before each week's meeting, then, in the meeting, discuss them for 45 minutes, developing our Action Plans. Meetings can be in person or virtual using Zoom, Teams, etc.

The opening round robin on the next page is a general query to the group to get the conversation going and bring out the thoughts that are top of mind. There are a selection of discussion questions that follow, but don't feel like we need to go through all of them! Use them to branch out from the round robin discussion or lead the group to explore other ideas in the videos.

The overall goal of the discussions is to give the group good answers to the second Action Round Robin: "What action can you personally take immediately…"

Tips

- **Switch it up!** Swap who leads the discussion each time we meet. A big part of Lean practices involves leading a group through thoughtful discussion to fruitful action. Get some practice here!
- **Stick to a regular schedule!** If we intend to meet once a week and that keeps not happening, then consider shifting to every other week if that helps. Avoid continually shifting or cancelling meetings because things get "busy". Consistency is key for morale *and* for motivation!
- **Follow your interests!** While this VAT Guide charts a logical path to learning each topic, if your interest – or the demands of your work – take us to a different set of videos, we can let our needs "pull" us in the right direction. Just assure you come back where you let off.

> Last Planner System®, Last Planner® and LPS® are registered trademarks of the Lean Construction Institute and are used by permission.

Video Action Team (VAT) Guide
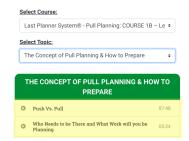## Course 1B: Last Planner® Leadership

Session 1: The Concept of Pull Planning
Topic 403

PREPARATION
WATCH: 2 Highlighted Videos: "Push vs. Pull" and "Who Needs to be There and What Work will you be Planning?"

DO: The first Action Item: Think about your own work, your own company, your own project(s). Make 2 lists (a) actions or processes which exhibit "pull" and (b) actions or processes which exhibit "push" as described in the video.

OPENING ROUND ROBIN
- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS
- Why do auto manufacturers use "pull" production to regulate inventory?
- What is an example in our own world of "push" production in design or on a construction project?
- Why isn't "do any work you can as quickly as you can, just get it in place" not the best approach?
- How does "pull" increase "flow"?
- What is "workable backlog"? Why is it valuable to identify "workable backlog" on your plan?
- Is a typical CPM waterfall schedule a "pull" schedule or a "push" schedule? Why?
- What question should you ask to determine who needs to participate in a "pull planning" session?
- Who are the Last Planners?
- Why would you benefit from a Process Master? Who might that be on your team?
- How much time should we allow for our first "pull planning" session?

ACTION ROUND ROBIN
- What action can you personally take immediately from what you learned in this discussion?
- What action can you or your team take to make at least one slight improvement today?

PLUS/DELTA (2 Minutes)
- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN
In two words what is your big Takeaway today?

Session 2: Logistics of Pull Planning
Topic 403

PREPARATION
WATCH: 2 Highlighted Videos: "Room Selection, Supplies and Other Logistics" and "Planning Action Items"

DOWNLOAD: LPS Kickoff Logistics & Supplies Checklist

DO: The next 3 Action Items below the video: "Room Selection", "Planning Action Items" and "Planning Action Items 2"

Select Course:

Last Planner System® - Pull Planning: COURSE 1B – Le ⬍

Select Topic:

The Concept of Pull Planning & How to Prepare   ⬍

THE CONCEPT OF PULL PLANNING & HOW TO PREPARE	
⊙ Push Vs. Pull	07:48
⊙ Who Needs to be There and What Work will you be Planning	05:24
⊙ Room Selection, Supplies, & Other Logistcs	13:35
⊙ Planning Action Items	01:30
⊙ Starting the Session	07:42
⊙ The Milestone Pull	09:01
⊙ The Phase Pull Plan	13:38
⊙ How to Fill out and Activity Tag	03:33
⊙ The WWP	06:35

OPENING ROUND ROBIN
- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS
- Why did the video spend so much time discussing the details of preparation?
- How early, before first activities start, should you start planning your Milestone Pull and Phase Pull sessions?
- For pull planning, why must you want to choose a room WITHOUT a big table in the middle?
- Why would you NOT want to meet in an all-concrete utility room or outdoors?
- How would you arrange the space so Last Planners have access to the wall and the Post-Its and can move around and converse with each other as they pull?
- Why does each trade and owner, designer, etc. need their own color of Post-Its?
- Will you use a laminated site plan/floor plan or BIM projection? What are advantages of both?
- How many weeks or months should the phase pull cover? Why not pull plan the entire project at once?
- What are "swim lanes" and what areas might they designate on your project?

ACTION ROUND ROBIN
- If you have a project pull planning session coming up, discuss what role each person should/can play in the preparation and actually during the session.
- If you don't have a pull plan on the horizon, what "practice" with a smaller component can you get in the meantime? For example, can you pull plan an RFP response? Or a meeting coming up?

PLUS/DELTA
- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN
In two words what is your big Takeaway today?

Session 3: Starting the Pull Planning Session with the Milestone Pull
Topic 403

PREPARATION
WATCH: 2 Highlighted Videos: "Starting the Session" and "The Milestone Pull"

DO: IF you are ready to actually do Pull Planning, do the next 3 Action Items 2 "Starting the Session" and "Starting the Session 2".
DO: Take the Video Quiz "Levels of the Last Planner System".

OPENING ROUND ROBIN
- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS
- What are the 3 Levels of the Last Planner System?
- What is unique about Milestones (vs. Activities)? What are their characteristics?
- What is the value of totaling up the numbers of years of experience among the Last Planners?
- How will you explain the Last Planner System to your team? What are key points to cover?
- Why is it key to start with having the trade foremen create their own "key tag" with name, company, trade and phone number? (Hint: it gets them writing tags and subtly committing to the process.) Why the phone number?
- If you have milestones in a CPM (P6, MS Project, etc.), why do a Milestone Pull?
- You have Project Milestones. What is the value of Trade Milestones (created by foremen)?
- What "atmosphere" needs to be created for pull planning? What words describe this?
- What are the roles of the Superintendent or facilitator during the session? (Examples: ask great questions, encourage, challenge with questions not directives.)

ACTION ROUND ROBIN
- As you watched Kyle do the forward pass, what good behaviors did he use to interact with the planners but also keep the process moving?

PLUS/DELTA
- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN
In two words what is your big Takeaway today?

Video Action Team (VAT) Guide
Course 1B: Last Planner® Leadership

Session 4: Performing the Phase Pull Plan
Topic 403

PREPARATION

WATCH: 2 Highlighted Videos: "The Phase Pull Plan" and "How to Fill Out an Activity Tag" (Note: this second video is also contained within the first, but is shown separately on the list so you can use it as a refresher.)

DO: IF you are ready to actually do Pull Planning, do the last 2 Action Items: "The Milestone Pull" and "The Phase Pull".

OPENING ROUND ROBIN
- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS
- What are the biggest differences between a Milestone tag and a Phase Pull tag?
- What's the best definition of a phase pull "activity"? Why does it need a noun and a verb?
- What is the difference between a "predecessor" and a "constraint"? Give some examples.
- For people who are used to 54% reliability in others, how could you coach them to more accurately estimate duration of each activity?
- What is the purpose of numbering the tags with a unique number? By whom and when should this be done?
- When a processor tag is missing, why do we coach Last Planners to say to the predecessor trade, "I have a request…"?
- During the phase pull, what does it symbolize when the facilitator turns a tag 45 degrees?
- What is the significance of the group "buzz" or "hum" described in the video?
- Without dates shown, how can you estimate the amount of time being shown between Milestones?

ACTION ROUND ROBIN
- Do you feel prepared – individually or as a group – to conduct your own Milestone and Phase Pull planning meetings? What additional preparation or assistance do you need? From whom?

PLUS/DELTA
- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN
In two words what is your big Takeaway today?

Session 5: The Weekly Work Plan and Updating Your Plan
Topic 403

PREPARATION
WATCH: 3 Highlighted Videos (last 3): "The WWP", "Updating Your Plan" and "How the 3 Levels of LPS Work Together"

DOWNLOAD IF YOU CAN'T BE IN PERSON: VIRTUAL LPS Kickoff Logistics Checklist

Select Course:
Last Planner System® - Pull Planning: COURSE 1B – Le ⇕

Select Topic:
The Concept of Pull Planning & How to Prepare ⇕

THE CONCEPT OF PULL PLANNING & HOW TO PREPARE	
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⊙ How to Fill out and Activity Tag	03:33
⊙ The WWP	06:35
⊙ Updating your plan	05:23
⊙ How the 3 Levels of the LPS Work Together	02:22

OPENING ROUND ROBIN
- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS
- Why do we say the Weekly Work Plan is "push" not "pull"?
- Why do we look 6 weeks ahead on a weekly basis? How does that help uncover "constraints"?
- In what ways were the Milestone Pull and the Phase Pull "plans", whereas the Weekly Work Plan is a "schedule"? Revisit your discussion: What's the difference between planning and scheduling?
- Why are adding Milestones to Weekly Work Plan boards every 2-3 weeks important to success?
- Describe the process of "managing to Milestones".
- What are the 3 questions to ask of each team member in the Daily Huddle?
- Explain the meaning of Glenn Ballard's aphorism "the longer you plan, the wronger you plan"?
- When you watched the last video, "How the 3 Levels of LPS Work Together" how was your understanding of the Last Planner System increased and clarified?

ACTION ROUND ROBIN
- If "the goal of the Last Planner System is reliable work planning and production," what next steps are you going to take today and tomorrow to make that happen?

PLUS/DELTA
- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN
In two words what is your big Takeaway today?