



LC International

OUR IMPACT | CASE STUDY

# Transforming our Lean Construction Practitioner Programme

Taking a traditional training format and transforming it to digital and online

## THE BACKGROUND

The principle of our people solutions is to create high performing teams and individuals.

We deploy improvement tools from top to bottom and develop the culture of an organisation, joint venture, alliance or project.

We add value for clients through coaching and support structures and our practical development programmes drive real, sustainable change.

Utilising interactive digital tools and our structured approaches we reach, and impact, all levels of an organisation.

The Lean Construction Practitioner Programme is a unique, programme using expert facilitation, fully accredited by Cardiff University's Lean Competency System. It delivers immediate efficiencies and a return on investment and is the only programme of its kind focused for the built environment.

## THE CHALLENGE

Even without the arrival of a pandemic, we were focused on leveraging digital platforms to transform our programmes. We understand the challenges faced by our clients, accommodating for training time as well as travel time, subsistence, accommodation and venue costs, and the coordination of ensuring availability of your people.

Traditionally, classroom training is perceived to enable greater engagement in learning. Our challenge was to ensure we provided online training that would still give the engaging experience learners need.

Our approach had to take into account different learner styles, reduce training time and cost, whilst still ensuring that delegates could absorb the content and embed their learnings immediately through practical application.

## THE SOLUTION

We worked closely with their consultancy teams and partners to develop a truly engaging, digitally delivered, on-line programme.

We used best practice and learner feedback from the traditional training approach, to create a benchmark for the new online programme. Embracing new digital formats, we applied Teams alongside online, interactive whiteboard technology to enable fully interactive, professionally facilitated, practical workshops.

Simple, bite sized e-learning modules as phase 1 ensure all delegates reach a level of lean understanding before working together in phase 2. Our 10 x 2.5 hour live workshops immerse the learners in a construction/built simulation, ensuring they can practice their newfound skills to deliver improvement with confidence.

The simulation, followed by one-to-one coaching sessions allows learners to explore the 'art of the possible' and give them the ability to take this back to the workplace and seek out improvement activity to benefit themselves, the team and the project in the future.

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Learners complete a workplace improvement project, supported with coaching from our team, to ensure a return on investment is immediately delivered into the business.

Delegates are also coached to influence a culture of continuous improvement into their organisation, becoming champions for a lean approach.

The programme is now fully online, saving time away from work, travel and costs, whilst still delivering all of the goals and outcomes achieved through traditional classroom training.

## THE RESULTS

The outcomes of this approach can be measured in two forms:

The first is the feedback following the LCPP Workshop, measured as a Net Promotor Score and Net Satisfaction Score. The current score for NPS is 87 and for NSS is 80.

The second is the delivery of workplace improvement projects.

This would typically address measured improvement in one or more of the following: Safety, Quality, Delivery & Cost. All projects delivered using the transformed, online programme achieved a reported return on investment of in excess of 150% in all cases, with some projects delivering upto 250% return on investment.

Alongside tangible measures following the participation in the LCPP, intangible improvements included: motivation, engagement, knowledge and best practice sharing, increased morale, reduced duplication of activity and improved, effective communication. These were identified through commentary in delegate feedback forms.

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LCPP®