**Lean Construction & Last Planner System (LPS)**

Planning reliability does not come from the calendar, but from the team: with reliable commitments, consistent root cause analysis, and stable routines. This is exactly where HSC comes in – where projects are won or lost in reality: in coordination, interfaces, handover, and daily routines.

**What we achieve**

- Reliable commitments instead of wishful planning: Teams only commit to what is truly feasible.
- Stable weekly rhythm: Planning, coordination, and follow-up are reliable – even under pressure.
- Fewer interruptions, less rework: because obstacles become visible early on and don't just "pop up on the construction site."
- More performance from existing resources: not through extra work, but through better processes.

**What HSC does in concrete terms (practice-oriented)**

1) Set up LPS cleanly – without theoretical ballast

We introduce the Last Planner System in such a way that it fits into your framework (construction management, foremen, subcontractors, planning, purchasing, logistics). No academic exercises – but a system that shows results every week.

***Result:*** *A comprehensible process that everyone can live with.*

2) Make commitments binding (commitment quality)

The core of LPS is simple and traditional in its thinking:

Those who commit, deliver. Those who cannot deliver, say so early on.

To this end, we establish rules and routines:

- Clear responsibilities for each work package
- "Ready" criteria (what must be fulfilled before starting?)
- Short escalation paths when commitments are at risk

***Result:*** *Fewer excuses – more reliability.*

3) Addressing causes instead of assigning blame (constraints & root cause)

When something doesn't work, we don't discuss who is to blame, but why it didn't work:

- Missing approvals/planning
- Material not available/incorrect logistics
- Personnel/equipment not available
- Restricted access times, access points, security
- Interfaces and dependencies

We make obstacles visible, prioritize them, and ensure that they are removed before the start.

***Result:*** *Less downtime, less chaos, less rework.*

4) Introduce stable routines (the "old" things that always work)

Routines are not an end in themselves – they are the backbone of stable projects. The following have proven themselves:

- Weekly planning with clear commitment logic
- Daily brief coordination (pace, deviations, obstacles)
- Deviation analysis and readjustment
- Clear visualization (team board/board meeting)

*Result: Leadership becomes easy – because the system supports it.*

**What the process typically looks like (proven approach)**

Phase A: Rapid scan (short, hard, clear)

- Where are the biggest delays occurring?
- Which interfaces are critical?
- How reliable are commitments today?
- Which routines are missing or not being followed?

***Result:*** *A focused action plan for 2–6 weeks.*

Phase B: Introduction & stabilization

- Establish LPS rhythm
- Set up obstacle management (constraints)
- Define roles/rules
- Secure initial measurable improvements

***Result:*** *Noticeably calmer construction site, better delivery capability.*

Phase C: Stabilization & scaling

- Standardize (as much as necessary, as little as possible)
- KPI set (e.g., PPC, reasons for deviations from plan, escalation times)
- Integrate digital support (e.g., LOCI)

***Result:*** *Stability remains – even when personnel change or pressure increases.*