



**Cut the waste:
Walk the process walk**

sage

THE START



Ready to get more productive?



Failed processes get in the way of productivity on and off the jobsite.

Take the process walk to find out how your hard work gets done better and your staff works smoother.



Evaluate by asking the right questions.



Assess the health of your processes by identifying areas that are holding people back.

- A** Which steps take a long time?
- B** Where are the bottlenecks?
- C** Is there too much waiting around?
- D** What steps do you perform manually?

Once you've identified these trouble areas, dig deeper to identify the root causes.



Can every task do more?



In a lean culture, waste is defined as anything that doesn't add value to your product or service.

Ask three questions to find out if each step or task matters.

- A** Does your customer care?
- B** Does this step benefit the product or service in some way?
- C** Are processes normally done right the first time?

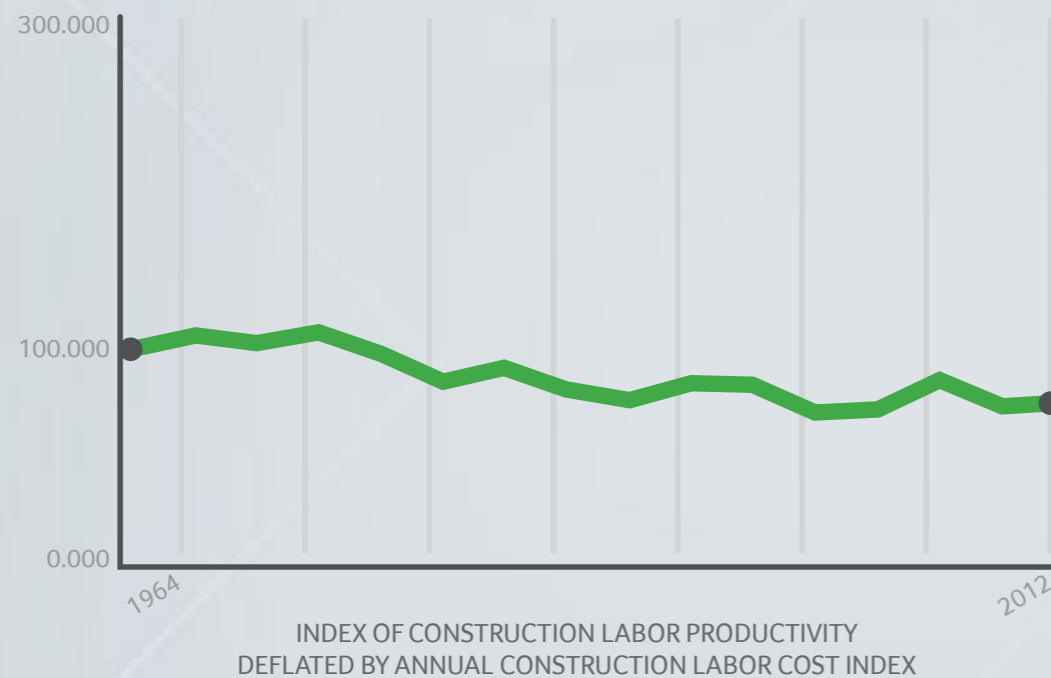
“Not really” = waste or defect

WASTE AREAS



Waste, by the numbers.

Construction productivity has seen a gradual decline over the last five decades.

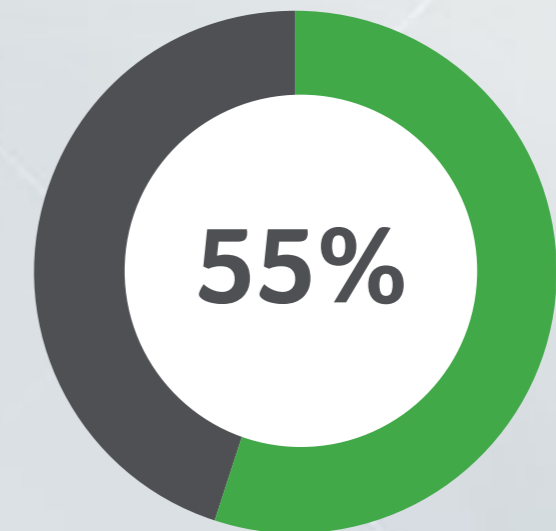


The U.S. construction industry's annual decline in productivity since 1964: **.32%**

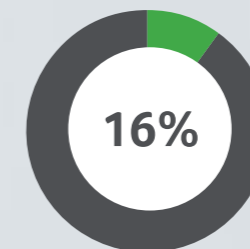
Source: AECbytes 2013

How are workers spending their time?

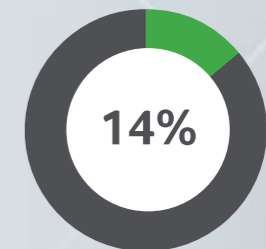
Activities other than primary job duties



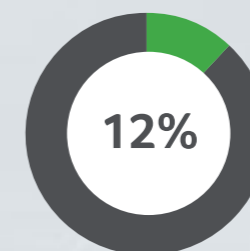
Meetings



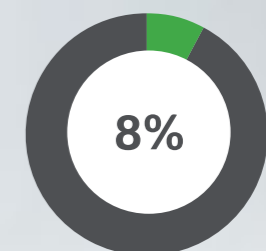
Email



Administrative



Interruptions for nonessential tasks

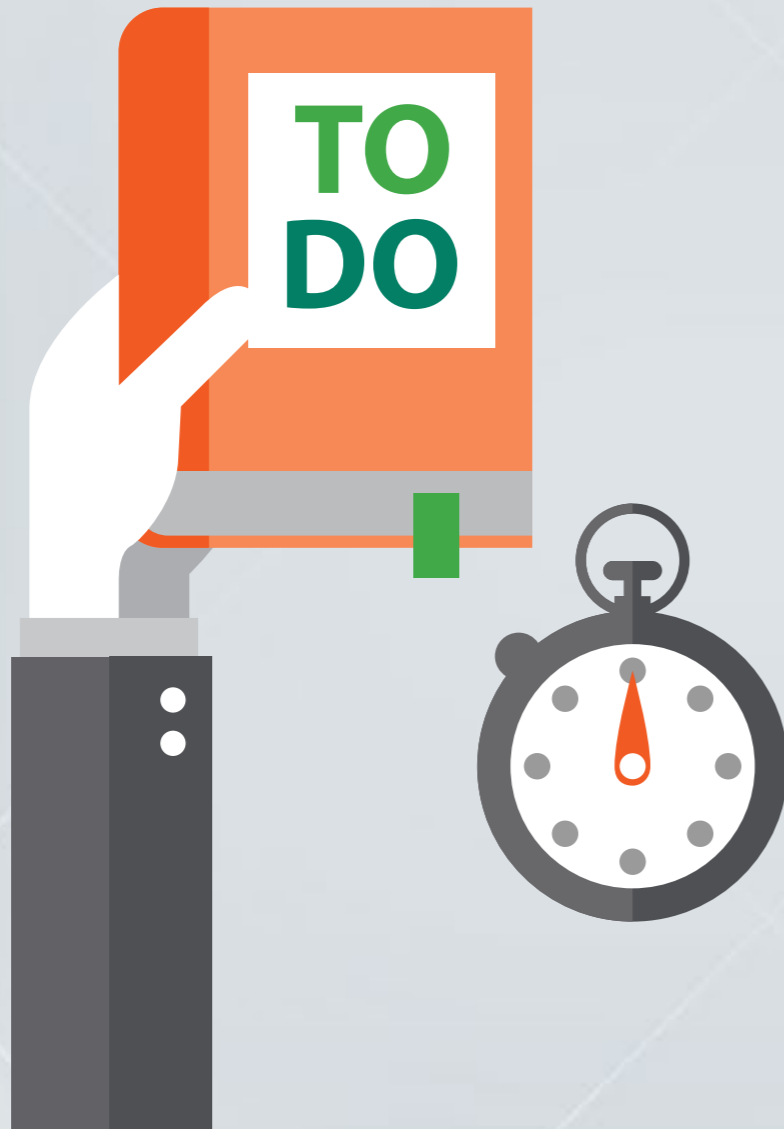


Source: Workfront 2014

IT'S
ONGOING



You can do better.



Keep asking, “Are we doing anything twice?”
and “Can we cut an unnecessary step?”

Wasted time and effort is your enemy. Assess
every task and keep asking what can be done
in less time and with fewer errors.



Why workers aren't motivated.



Sometimes process improvement isn't enough.
Issues often run deeper when:

- 1 People are unsure of what's expected of them.
- 2 The work environment gets in the way of ideas.
- 3 People question whether their opinions matter.
- 4 People lack opportunities to learn and grow.
- 5 Individual contributions aren't recognized as well as they could be.



Top ten time wasters: How much is done manually?

- 1 Estimators are doing takeoffs from paper plans.
- 2 No one has a clear idea if a job is on course to meet profit goals.
- 3 Reporting accurate hours from the field is a major challenge.
- 4 Subcontractor insurance certificates and lien waivers are processed by hand.
- 5 Person handling progress billings is filling out AIA forms manually.
- 6 A payroll administrator is struggling with certified payroll or other government reporting.
- 7 A payroll administrator is working overtime to manage union payroll and reporting.
- 8 Accounts payable clerk is spending too much time tracking down invoice approvals.
- 9 Accounts receivable clerk is hand-entering customer payments.
- 10 Service technicians and staff are dealing with a manual work order process.

EXPERT
HELP



Still wondering about waste?

**This may be one of those times
when it pays to pay for expert help.**





How to get more productive.

Once you've identified areas of your business that siphon off productivity, it's time to address them. Most issues can be remedied with a combination of these three remedies:

Training



Software and other tools



Knowledge of the software



LEARN
MORE



Stop the waste.

Start your own process walk

