

SMALL PROJECT HUDDLE OVERVIEW & AGENDA

Created by Michel Handfield, founder of ValueaddLean

Please find below an example provided as part of the blog, *A Trade Partner Daily Huddle*, published on [The Lean Builder](#).

BEFORE THE MEETING

1. The foreman reviews the weekly work plan and commitments they have made with the project manager or at the site Trade Partner meeting.
They consider...
 - What tasks need to be completed today.
 - The number of tasks that need to be completed by the individual team members
 - Commitments they have made with the site/schedule.
2. The foreman reviews the team's progress, the successes from yesterday's tasks, and results compared to yesterday's goal setting.
 - Did we complete what we said we would complete?
 - Prepare to celebrate if we hit our goals or
 - Understand why if we did not complete
3. Collect any key notes or information that will need to be shared at the meeting.
 - Key company notes for sharing
 - Key site or schedule notes from trade partner meeting.

DURING THE MEETING - AGENDA

INFORMATION SHARING

1. Greet the Team
 - Check in to see the team is present and ready to go.
2. Introduce new team members
 - Team members come and go, it is important that we ensure everyone knows who is on the team.
3. Share key notes or information with the team
 - Ensure everyone is on the same page and allow time for some quick clarifications.
4. Safety
 - Ask the team if they think any safety conditions have changed

TEAM LEARNING

5. Improvement

Often, teams do not talk about the mistakes or errors that have occurred and they can go unchecked and unimproved. When we bring these up in our huddle, we use team learning to improve our outcomes.

- The foreman shares any concerns, issues, constraints, or quality items that occurred in the previous days.
- Ask the team if there is some way we can improve or fix this, collaboratively discuss and align on a solution.

GOAL SETTING

6. Yesterday's Goals Check

For the trade partner one of the biggest benefits to Lean Construction is that they get to set their own schedule when we do the pull planning. That pull planning is then used to make the weekly work plan. When we do our daily goal setting with our trade team this is where we confirm if actual work is aligning with our commitments in the weekly work plan. With our small team huddle approach, we set a goal set as a team to help us reach and meet the overall project schedule.

- a. The foreman points at yesterday's goal that were marked on our site map.
- b. We ask the team how far they got on yesterday's tasks.
 - Having one of the team members vocalize and share the goal and our results encourages the team members to take ownership of our teams' commitments.
- c. Did we make our plan? How close did we get?
 - This is discussed as a team to make wins/losses very clear.
 - When goals are achieved, we stop and celebrate the wins!!!
HIGH FIVES, CONFIRMATION OF COMPLETION.
 - As a team and as individuals we have a need for a win, so every time we check a box and celebrate, it continues to build the winning mindset of the team.

7. Today's Goal Setting

The foreman shares their thoughts on the progress needed to achieve the site and schedule commitments.

- Ask the team if they think this goal is achievable
- Look for each team member to say Yes or at least nod to accept the plan.
- If the team does not align with the suggested progress collaborate on an alternative approach of completion.
- Repeat the confirmation step.

To strengthen the level of commitment to the goals being set it is important to ask the team for alignment on the goals. Slowing down to ensure the entire team is all on the same page. This is the only way to transfer the ownership of the schedule from the foreman to the entire team.

Once everyone has agreed, mark today's team goal on the markable site map.

- Ask the team if they see any constraints...
 - What might get in our way?
 - What can we do to mitigate?

- Write down any constraints or roadblocks.
 - Writing these constraints on the site map is an important step, as it acknowledges the concerns of the team and demonstrates that the team's concerns matter to the foreman. It also provides the foreman with a list of constraints and actions that you can scratch off as they are addressed.
 - Share and discuss mitigation plan with team.
Any constraints or concerns that are brought up should be resolved or mitigated. At this point these roadblocks will stop today's work, so having a plan to remove the roadblocks ensures the team is set up and ready to start and complete work tasks.
 - Share any plans or commitment you have made for the teams targets for the rest of the week. Share any milestones or key accomplishments that will need to be hit for completion. Transparency on goals and objectives allows the whole team to be a part of the schedule and overall site build. By sharing and being transparent we transfer ownership from our foreman alone to the entire trade's team.
8. Execute Today's Tasks