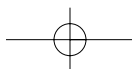
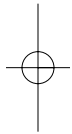
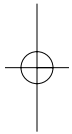
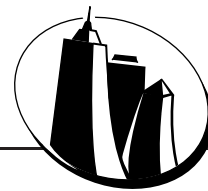


# Building a Project-Driven Enterprise





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How to Slash Waste  
and Boost Profits Through  
Lean Project Management

**Ronald Mascitelli**



**TECHNOLOGY PERSPECTIVES**

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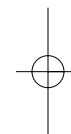
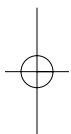
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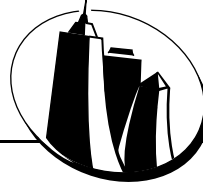
## Dedication

To Renee and Misty

*Two of the best friends a guy could have . . .  
human or otherwise.*



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## ***Acknowledgements***

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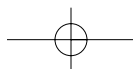
I am pleased to extend my appreciation to the many individuals whose contributions have made this book possible. First in line for thanks are those people who took the time to review and provide valuable comments on early drafts of this work, including Randy Karg, Marcelo Miranda, Gary Marves, Marty Wartenberg, John Hidahl, Adi Choudri, and Tyler Jensen. The excellent cover design, graphics, and typesetting of the text are the achievements of Shannon Bodie of Lightbourne. My lovely wife, Renee, combed through every word of this book for possible improvements and thereby polished the text immeasurably.

Although I must take credit (and blame) for the words on these pages, the ideas behind them are derived from myriad sources, including scholars, practitioners, and students. My References section is brimming with contributors whose insights have enriched this work. Two individuals, however, stand out among this august group: James Womack and Don Reinertsen. James Womack, and his collaborators at the Lean Enterprise Institute, deserve a round of applause for defining value and waste in a way that is fundamental, understandable, and easily extensible to the world of project management. I hold Don Reinertsen in the highest regard, both for his pragmatic and experience-laden writing, and his willingness to look in some unlikely places to find ways to accelerate product development. A very large pillar in the support structure of this book has these gentlemen's names engraved on it.

Finally, I'd like to acknowledge and thank the several thousand students that I have enjoyed learning from (yes, you read that right) over the past five years. The material in

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this book has been filtered, honed, enhanced, and validated by the audiences that have attended my *Lean Project Management* and *Lean Product Development* workshops. It is their practical perspectives and hands-on insights that make this book worth its price.



## ***A Note to the Reader***

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*"I'm working to improve my methods, and every hour  
I save is an hour added to my life."  
—Ayn Rand*

**W**hat could be more valuable to a project team than saving time? Imagine that you were suddenly imbued with wizard-like powers over the temporal realm. A wave of your wand and you could bring your project schedule back from oblivion. A few incantations and a new product would reach the market twice as fast. You could work a bit of magic and expand your firm's capacity to handle new, revenue-generating projects. Gross margins would fall under your spell, so that your actual labor hours would always be *less* than your original estimates. Needless to say, with powers such as these, your firm would achieve unheard of competitiveness (and you would have more job security than the CEO).

Well, the methods of *lean project management* can enable you to accomplish the above prestidigitation, without the need to become a master of the dark arts. The techniques presented in this book constitute a flexible toolbox for slashing the waste from project execution. Whether your business involves contract work (in industries such as aerospace, engineering, information systems or construction) or the development of new products, you will find practical ideas *that can be implemented tomorrow* to improve the productivity and schedule performance of your project teams.

The intended audience for this book includes anyone who wishes to become more time-efficient. Project managers

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are at the front of the line, along with team leaders, functional managers, and improvement champions. Individual workers can also benefit from these methods, either to enhance their careers, or to relieve schedule pressures so that they can spend more time with their families. Virtually anyone in business will find value in these waste-slashing ideas.

To accommodate such a broad target audience, I've chosen a light writing style that I hope will engage you, and (dare I say) actually *entertain* you. This reflects my belief that interest is a prerequisite for learning. To hold your precious interest, I've enlisted a number of literary ploys, including case examples, fictional vignettes, question-and-answer sessions, step-by-step instructions, and even a bit of irreverent humor. Please don't take these attempts to conquer your attention span the wrong way. There is nothing trivial or lightweight about the concepts in this book, as the extensive footnotes and references will attest.

Every method presented herein has been successfully employed in dozens of firms spanning multiple industries. Many of the ideas have been distilled from practitioners just like yourself, who have attended my professional workshops over the past five years. Practical, understandable, deployable . . . what a concept!

Consider this your official welcome to the world of lean project management. I hope you enjoy the conversation we're about to have (even though I'll be doing most of the talking). My wish for you is to gain back time, and in so doing be able to enhance both your work performance and the quality of your life. So prepare to open your mind, engage your neurons, and enjoy the intellectual ride.

*Ronald Mascitelli*  
December 2001