2026.11.03
Oslo, Norway

Learning Lean, Rethinking Japan

Our Journey from Discovery to the First Sprouts

Takenaka Corporation

TAKENAKA

Our presenters



Hiroaki Yamasaki (AKI)

Construction Division, Advanced Construction Group



Koichi Ishikawa (COBY)

Construction Division, Advanced Construction Group



Satomi Yokoyama (SOPHIE)

Construction Division, Advanced Construction Group



Jeferson Shigaki (JEF)

R&D Institute, Future & Advanced Technology Research Department, Innovative Construction Group

©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice)

From Aki

Closing

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice)

From Aki

Closing

Started in 1610





Master Builder

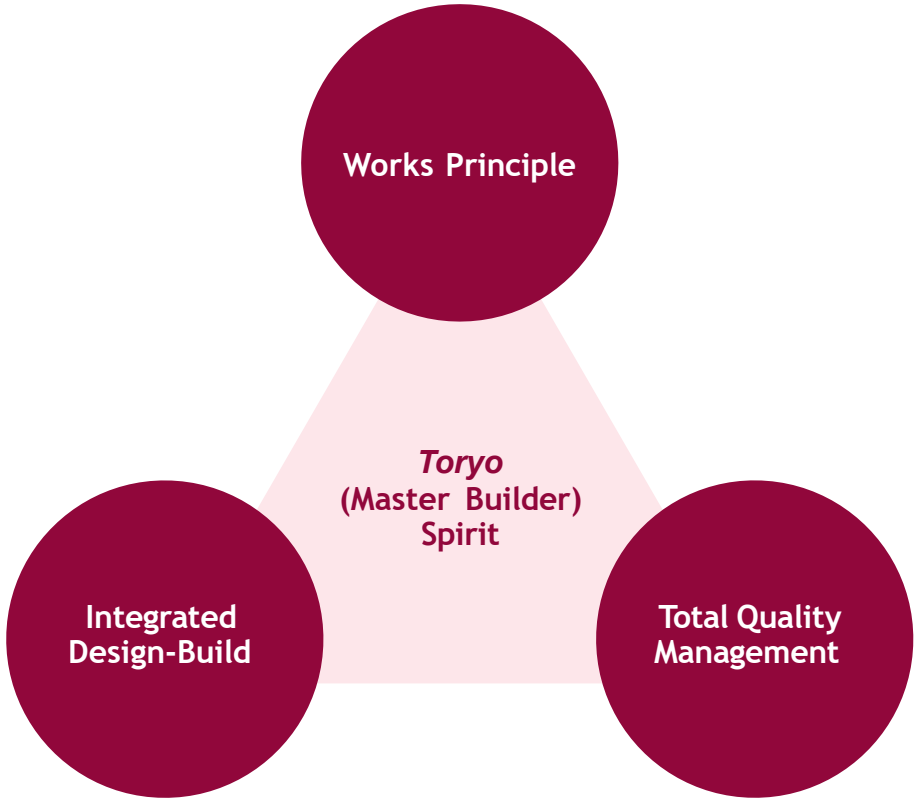
棟梁

Tōryō

The Tōryō Spirit



Contribute to society by passing on the best works to future generations



©Takenaka Corporation

A legacy of iconic architecture



1782
Takui-mon (Gate) of Daien-ji (Temple)



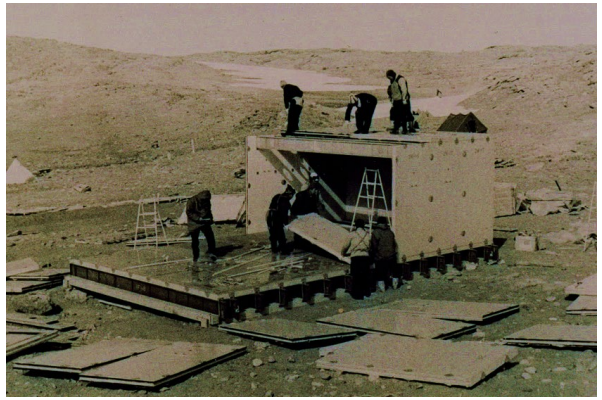
1958
Tokyo Tower



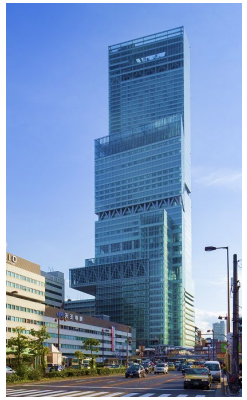
1988
Tokyo Dome



2015
Singapore National Gallery (Conservation)



1955
Antarctic Exploration Research Facility



2014
Abeno Harukas



2019
Kyoyamato and Park Hyatt Kyoto



2025
Osaka Expo Grand Ring West Section

©Takenaka Corporation

Corporate profile

Osaka Head/Main Office



Tokyo Main Office

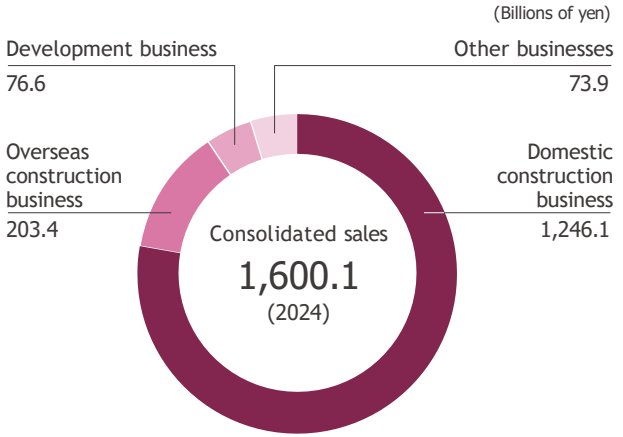


Branch offices:
Sapporo, Sendai, Yokohama, Chiba, Saitama, Nagoya, Kyoto, Kobe, Takamatsu, Hiroshima, Fukuoka.

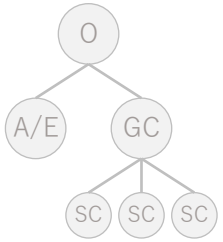
Overseas offices and subsidiaries:
Thailand, Indonesia, Malaysia, Singapore, India, Vietnam, China, Europe, United States.

55 subsidiaries
17 affiliates

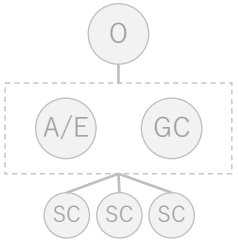
Takenaka Group's Business Size



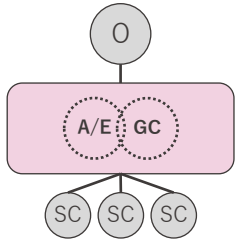
Design-Bid-Build



Design-Build

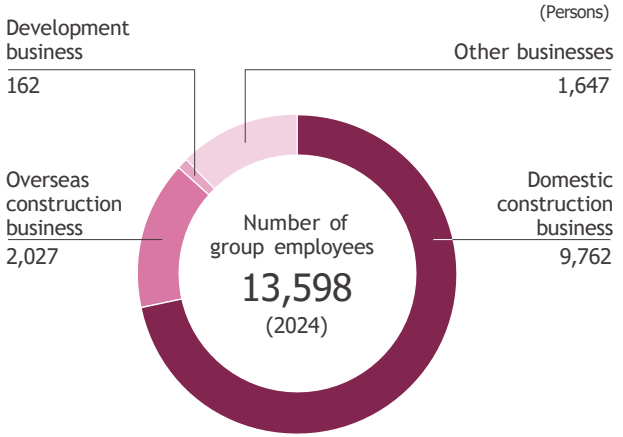


Takenaka Design-Build



Design-Build Ratio: 80%

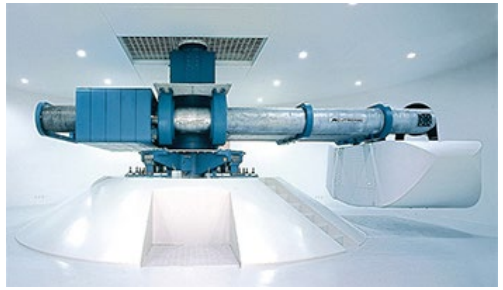
Employees: 7,804 (Group: 13,598)
Licensed first-class architects: 2,418
Licensed first-class const. mgrs.: 2,437
Licensed professional engineers: 202
PhDs: 131

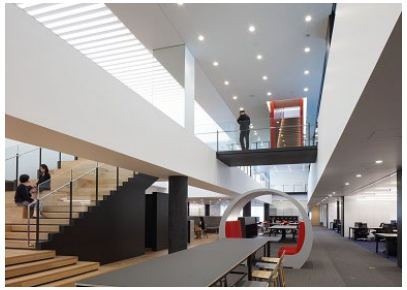


©Takenaka Corporation

Merging Innovation and Tradition







Research & Development Institute
Inzai, Chiba

Research laboratories established in 1953 in Tokyo and Osaka, and moved to a new larger facility in 1993, conducting prompt research and development into new fields that responds to a rapidly changing society and environment





Established in 1984 with the aim of collecting and preserving vanishing carpentry tools as a national heritage and passing them on to future generations through research and exhibitions

Carpentry Tools Museum
Kobe, Hyogo

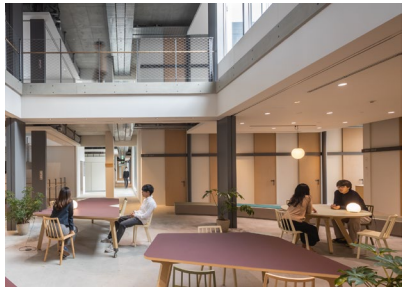


©Takenaka Corporation

Nurturing Master Builders







Fukae-Chikuyu Dormitory
Kobe, Hyogo

All first-year new employees live in the Fukae-Chikuyu Dormitory, an educational dormitory in Kobe, for one year. By living together, employees create strong bonds with their coworkers, which become the foundation for their future careers





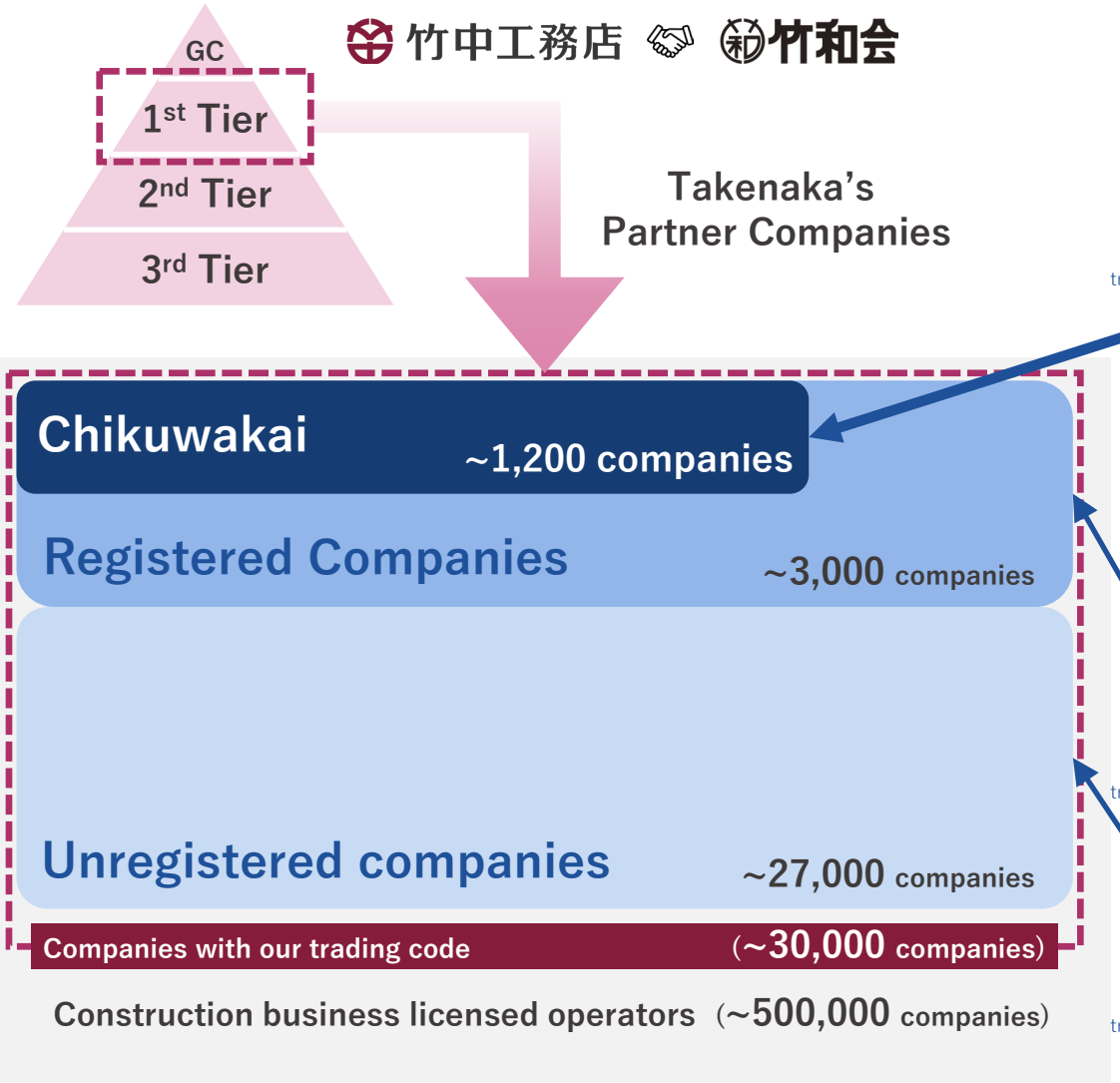
The facility is based on the concept of experiential training “see, touch, and learn” with the goal of ensuring the next-generation master the process of building quality with full-scale structural and interior buildings

Technical Training Centre
Kawanishi, Hyogo



©Takenaka Corporation

Fostering community with partner companies



~64% transactions

~24% transactions

~12% transactions

Chikuwakai

It is a group of top-level construction companies made up of major partner companies that have cleared the strict standards of Takenaka Corporation. It was formed in 1941 and currently consists of seven affiliated companies nationwide, totaling approximately 1,200 companies.

Objective of the Chikuwakai: In accordance with Takenaka Corporation management policy, Chikuwakai will operate independently to streamline management, reduce costs, improve accounting methods, improve labour management. At the same, it will mutually improve que qualification of its members and strengthen its corporate structure, thereby achieving coexistence and prosperity and contributing to the development of Takenaka Corporation.

Registered companies

The group of major trading companies is comprised of "partner companies with which we have more than three transactions per year and a transaction amount of 10 million yen or more, and which have a high level of cooperation and contribution" (according to the Construction Procurement Regulations).

Unregistered companies

It is made up of companies that are not registered companies but have a trading code with our company.

©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

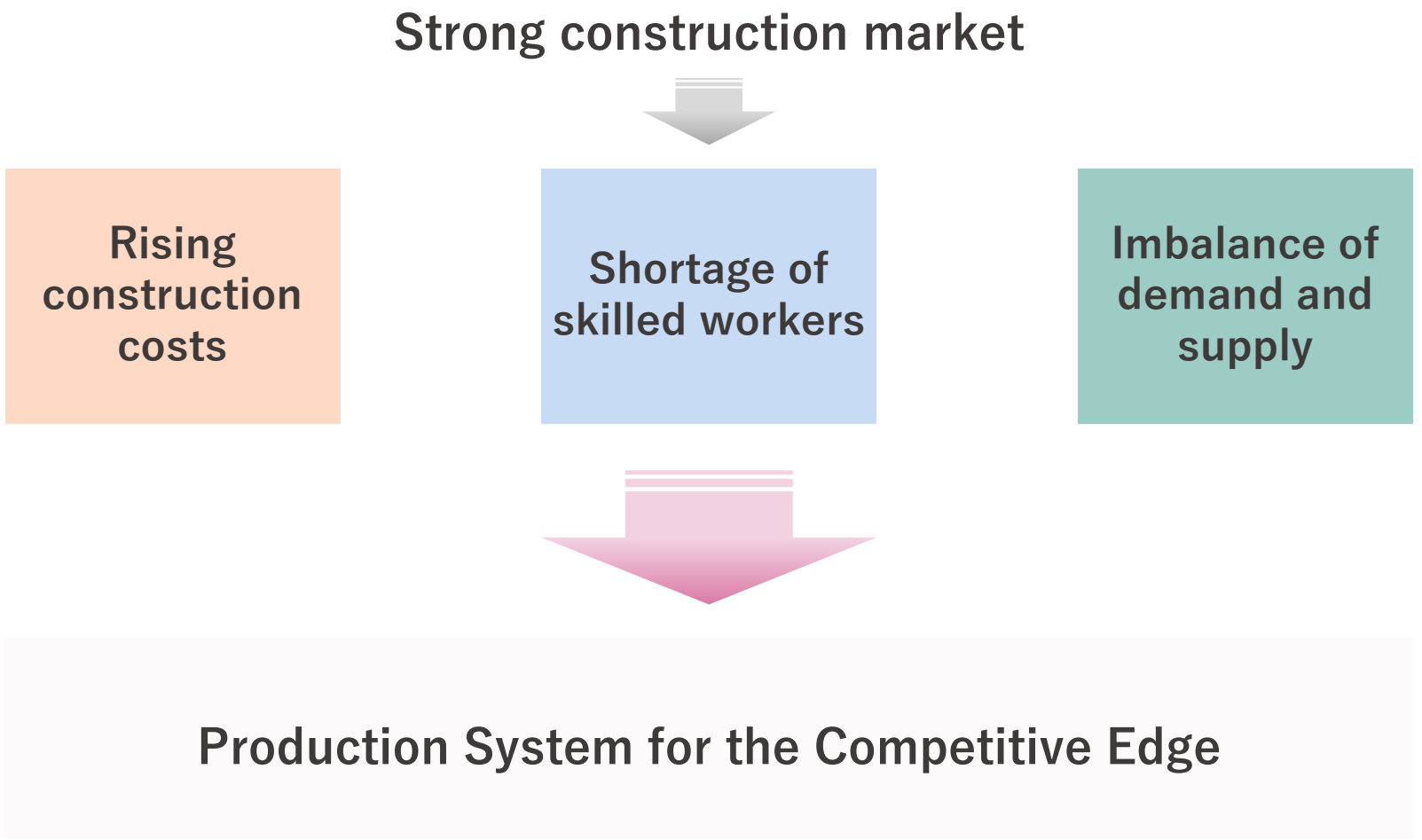
Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice)

From Aki

Closing

Imminent challenges and priority areas

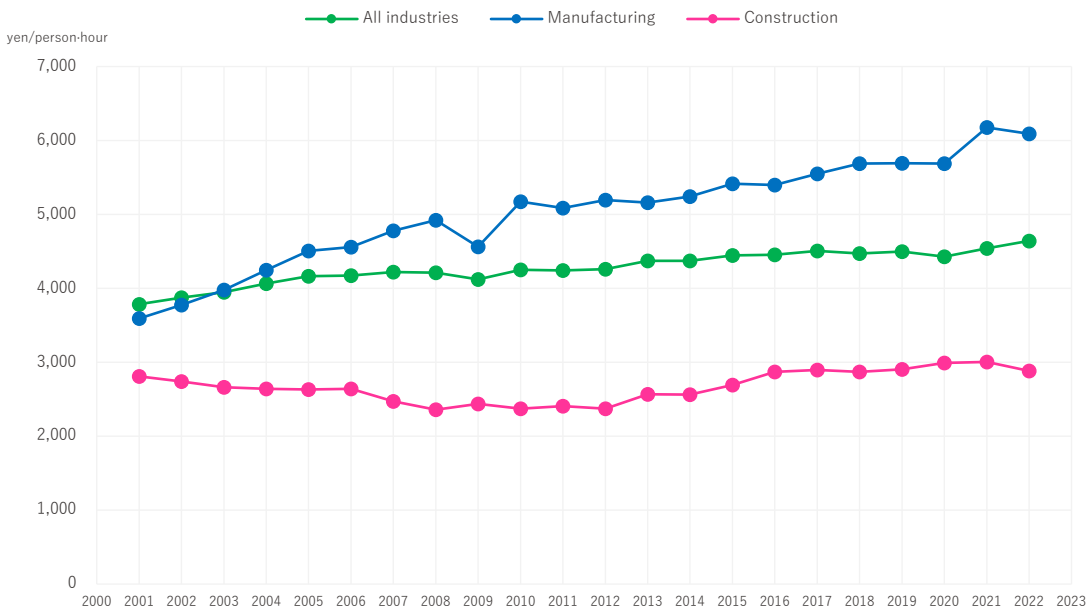


©Takenaka Corporation

Challenges in the Japanese Construction Industry

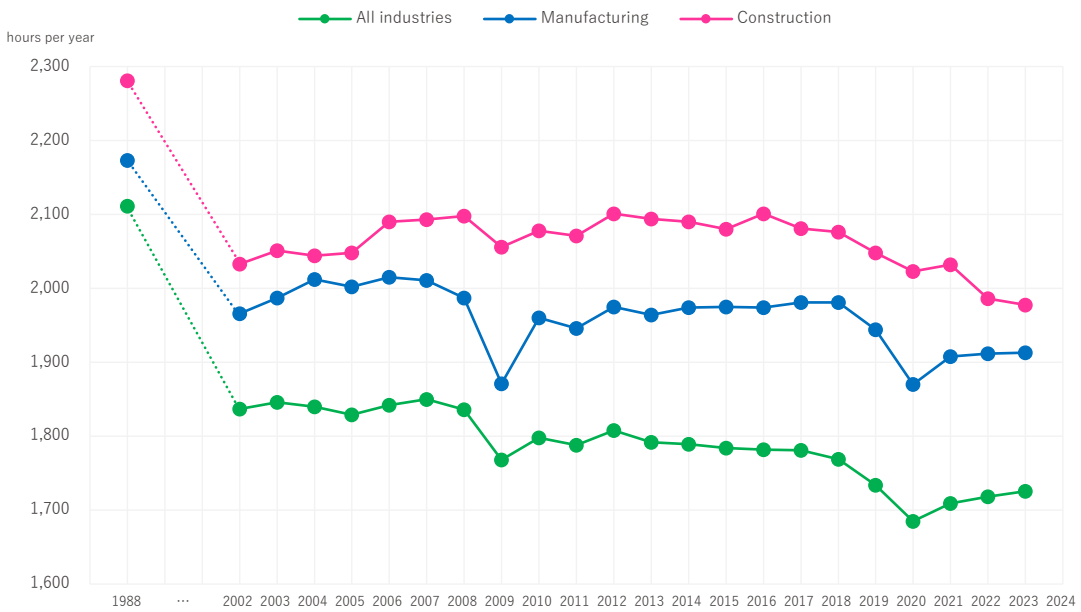
(1) Low productivity and new overtime regulations

Value-adding productivity



Source: Japan Federation of Construction Contractors, Changes in Labor Productivity (2023)

Working hours per year



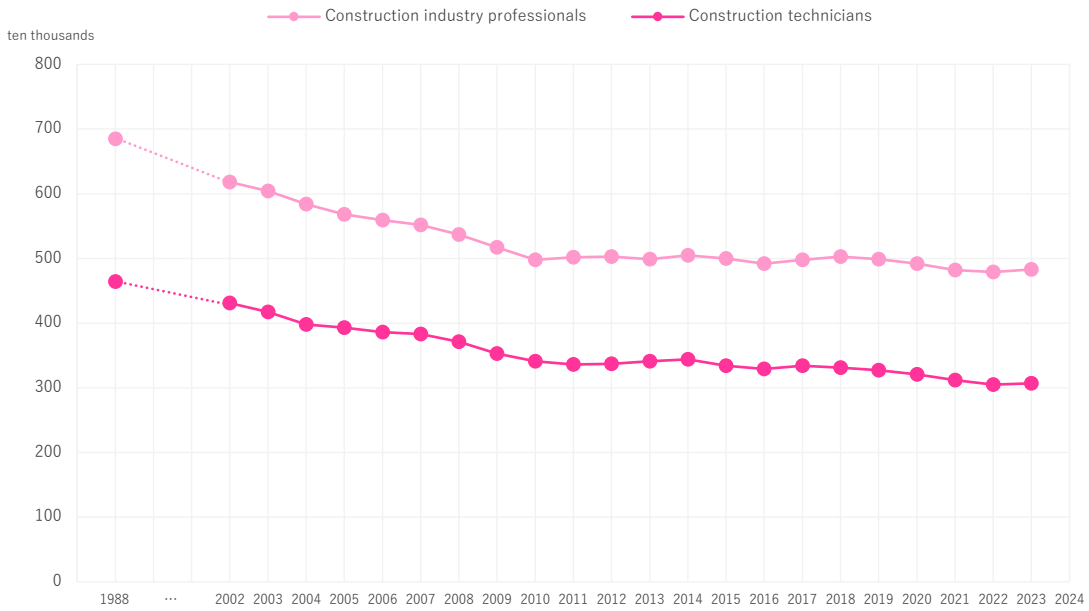
Source: Ministry of Health, Labor and Welfare, Monthly Labor Survey (2023)

©Takenaka Corporation

Challenges in the Japanese Construction Industry

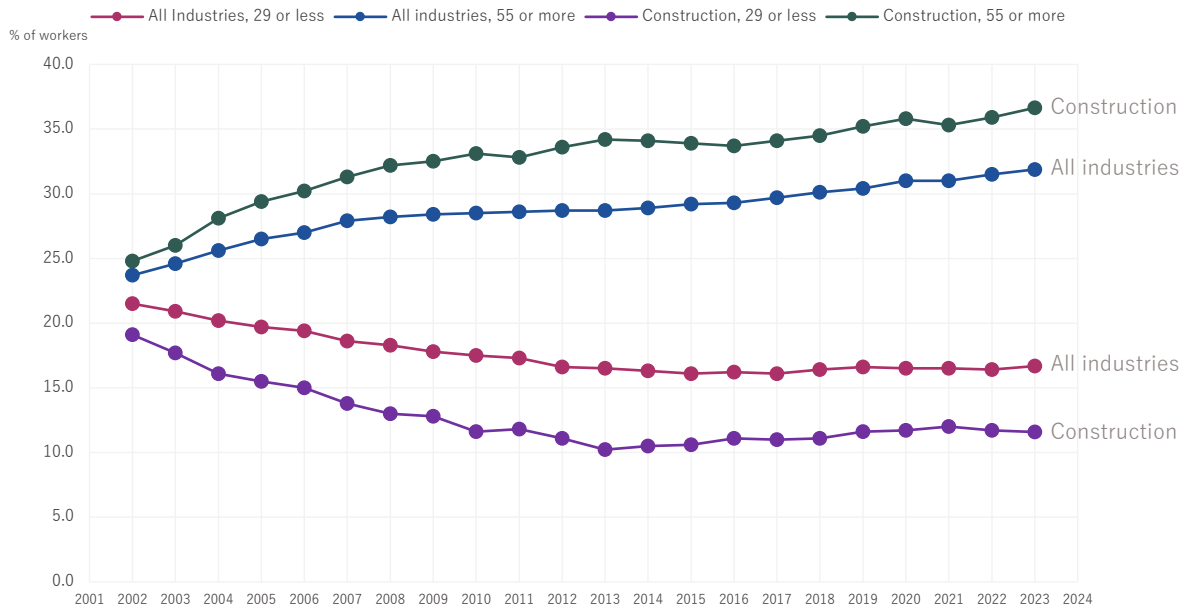
(2) Severe labor shortage, along with the aging of construction workers

Workers in the construction industry



Source: Ministry of Internal Affairs, Labor Force Survey (2023)

Aging of construction workers



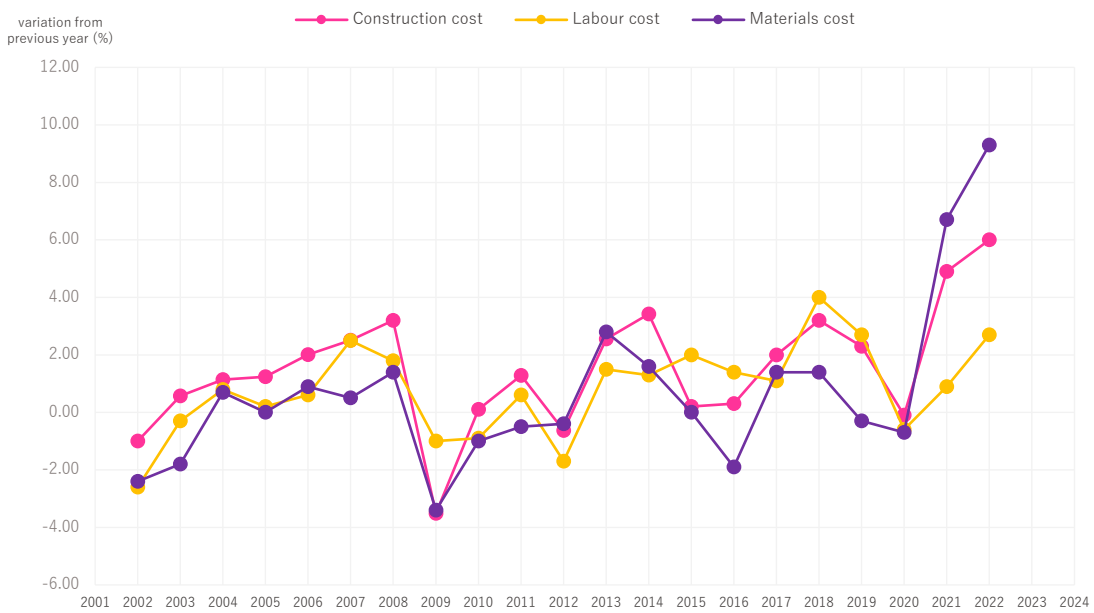
Source: Ministry of Internal Affairs, Labor Force Survey (2023)

©Takenaka Corporation

Challenges in the Japanese Construction Industry

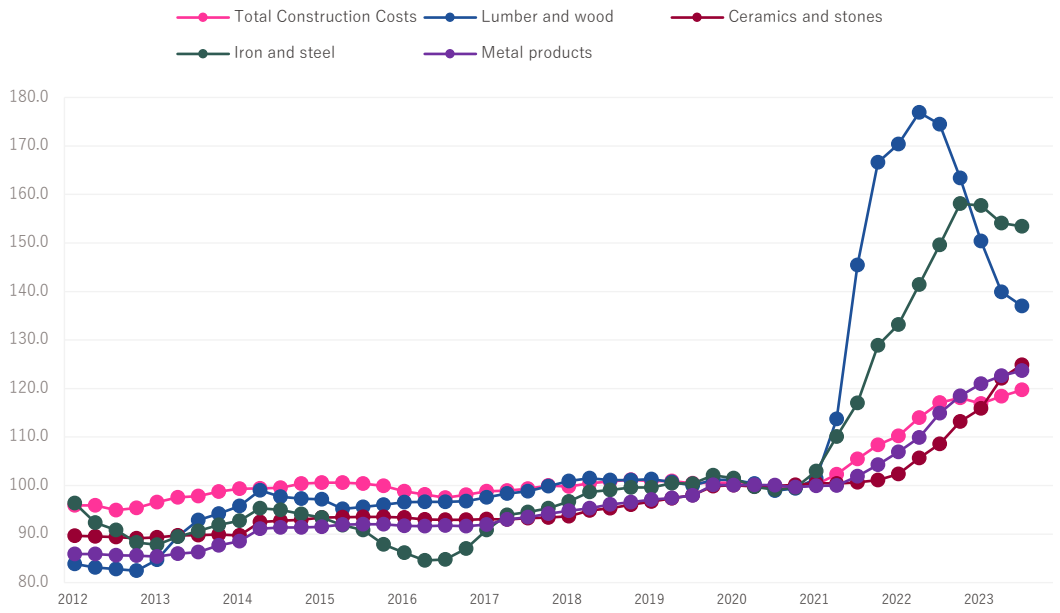
(3) Unprecedented cost increases

Changes in the construction cost rates



Source: Bank of Japan, Corporate Goods Price Index (2023)

Change in the materials cost (corporate goods price index)

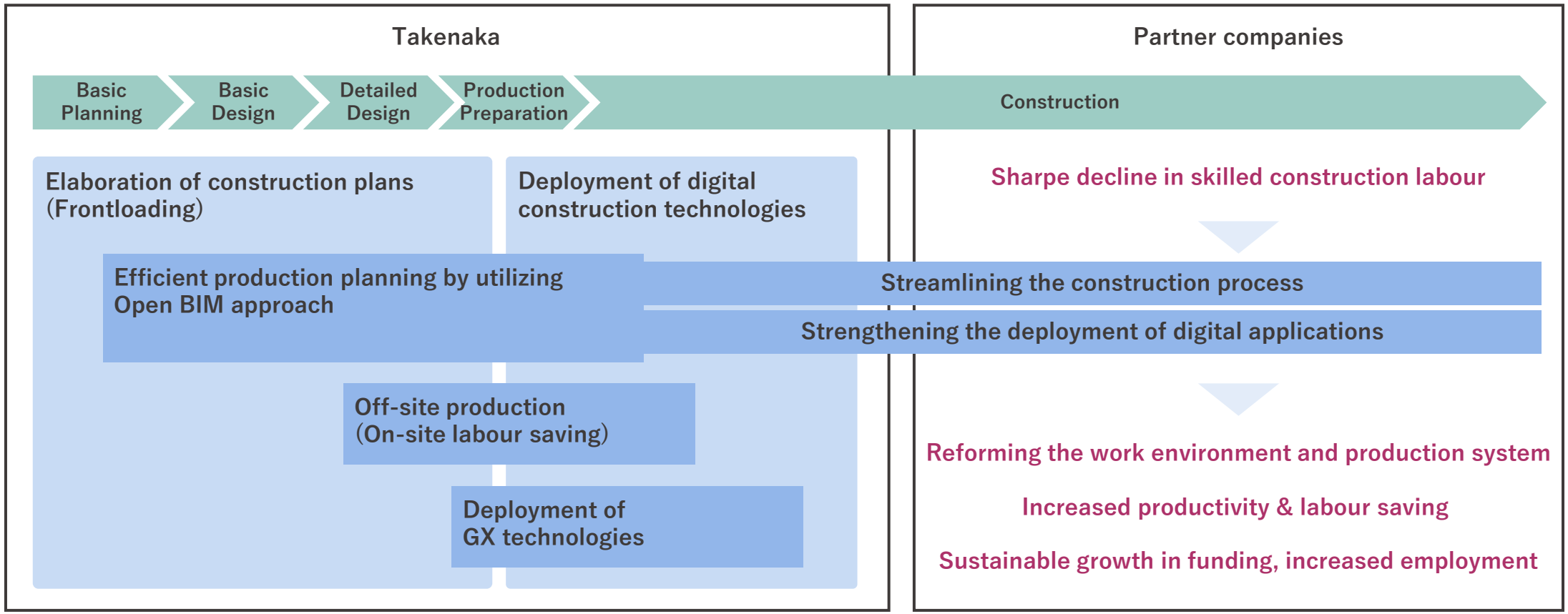


Source: Ministry of Land, Infrastructure, Transport and Tourism, Construction Cost Deflator (2023)

©Takenaka Corporation

Takenaka New Production System

Goal: Improve productivity, while making our industry a more attractive place to work.



©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice)

From Aki

Closing



©Takenaka Corporation

2017～2022

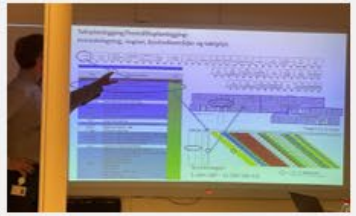
Coming Across with Lean Construction

2017～ OpenBIM

2019～ StreamBIM



2022



Bergen, Norway

2023

Deep Dive into Lean Construction Expanding Connections in Lean Community





IGLC31 @ Lille, France





Training Experience @Oslo, Norway



Paz@DPR



HPL Training @LCI



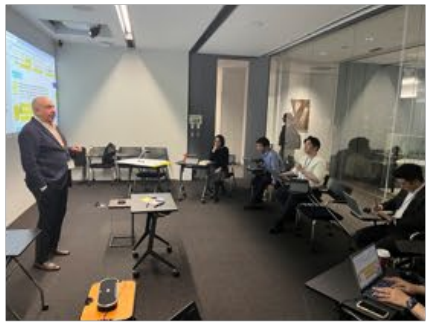


Paulo, Paulo Jr., Ryan, @SFO

Visit Lean People @ San Francisco, USA

2024

Deep Dive in Practice Learning Continues





Paulo's Lecture @ Tokyo, Japan

©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice)

From Aki

Closing

How scholars explain Lean Construction and our interpretation

Lean Construction Philosophy

Respect for people

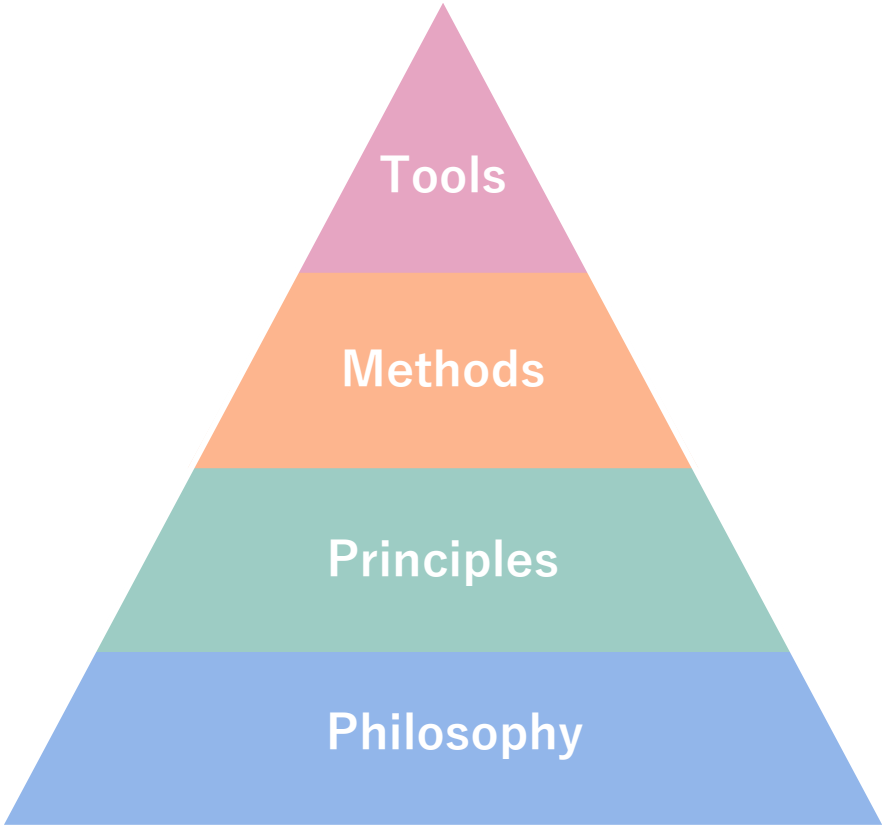


Maximizing value while minimizing waste



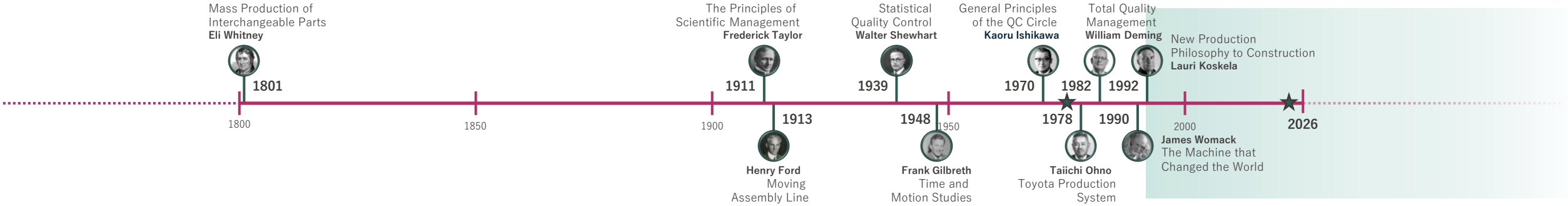
Continuous improvement





©Takenaka Corporation

Looking back, crossing paths



Rediscovering the seeds of Lean in Takenaka DNA



わが道 品質経営 (1988)



TQM 品質経営 (2022)

My father [Ren'ichi Takenaka] began exploring more fundamental business improvements and turned his attention to the automotive industry, where TQC was already advancing. With the guidance of Hino Motors, he came to know the name of **Prof. Tetsuichi Asaka** (Professor Emeritus at The University of Tokyo and **a pioneering leader of TQC**). We immediately requested Prof. Asaka's guidance, but he initially declined to accept. However, driven by our determination to ensure the continuation of the Takenaka's family business, we persisted and finally obtained his approval on the third attempt. **This happened in 1976**.

Prof. Asaka had a policy of guiding one company per industry, and **our company was chosen for guidance in the construction industry. By the way, in the automotive industry, Toyota Motor Corporation received his guidance**. In the electric power industry, it was Kansai Electric Power Company.

Kigyō Sonzai Kachi no Sōzō: Hinshitsu Keiei
Takenaka Corporation TQM Promotion Dept (Ed.) 2022, p.26

TQM journey

1976 Inauguration of TQC

1979 Awarded the Deming Prize

1992 Awarded the Deming Grand Prize

1996 Name change from TQC to TQM

2015 TQM: Takenaka Quality Management



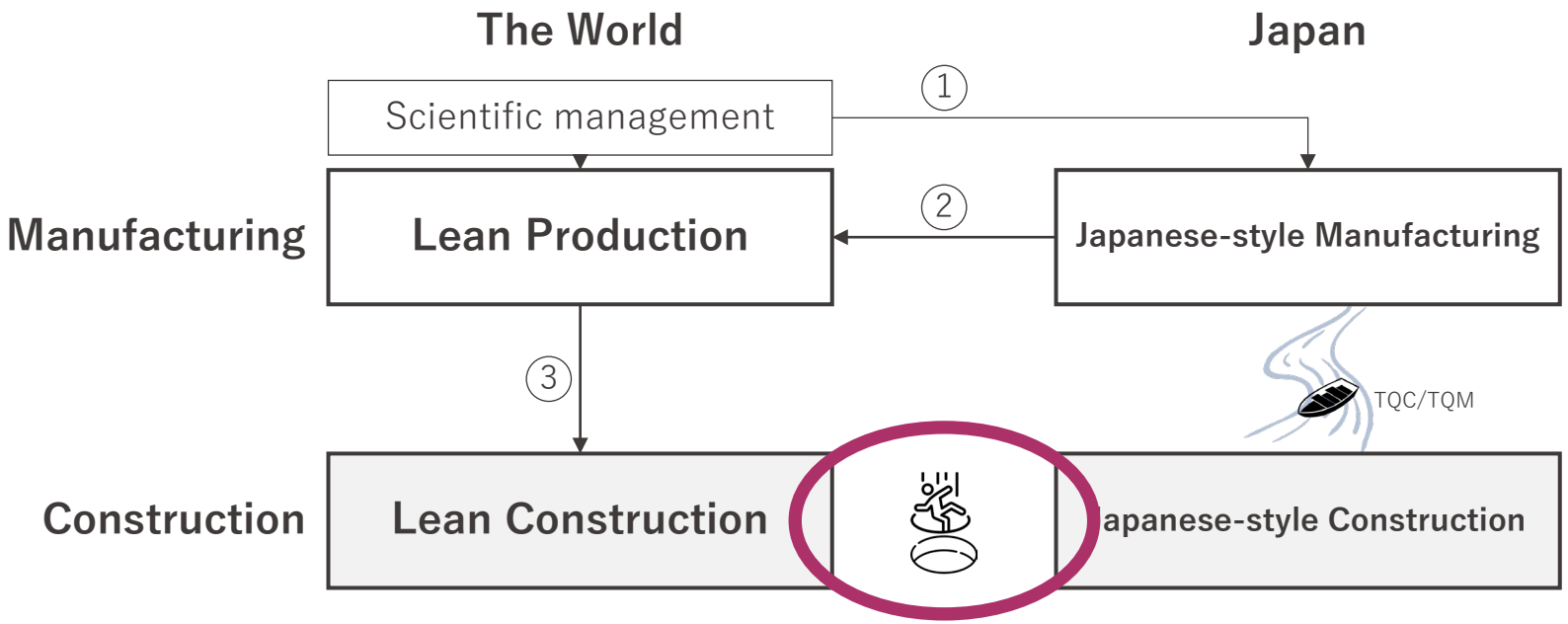


©Takenaka Corporation

How much Lean Construction do we do? A journey of (re-)discovery of Lean

Leveraging a 400-year legacy of craftsmanship and pursuing new approaches

- The baseline is already high, yet there is room to improve
- Bridge success methodologies and technologies and accelerate progress

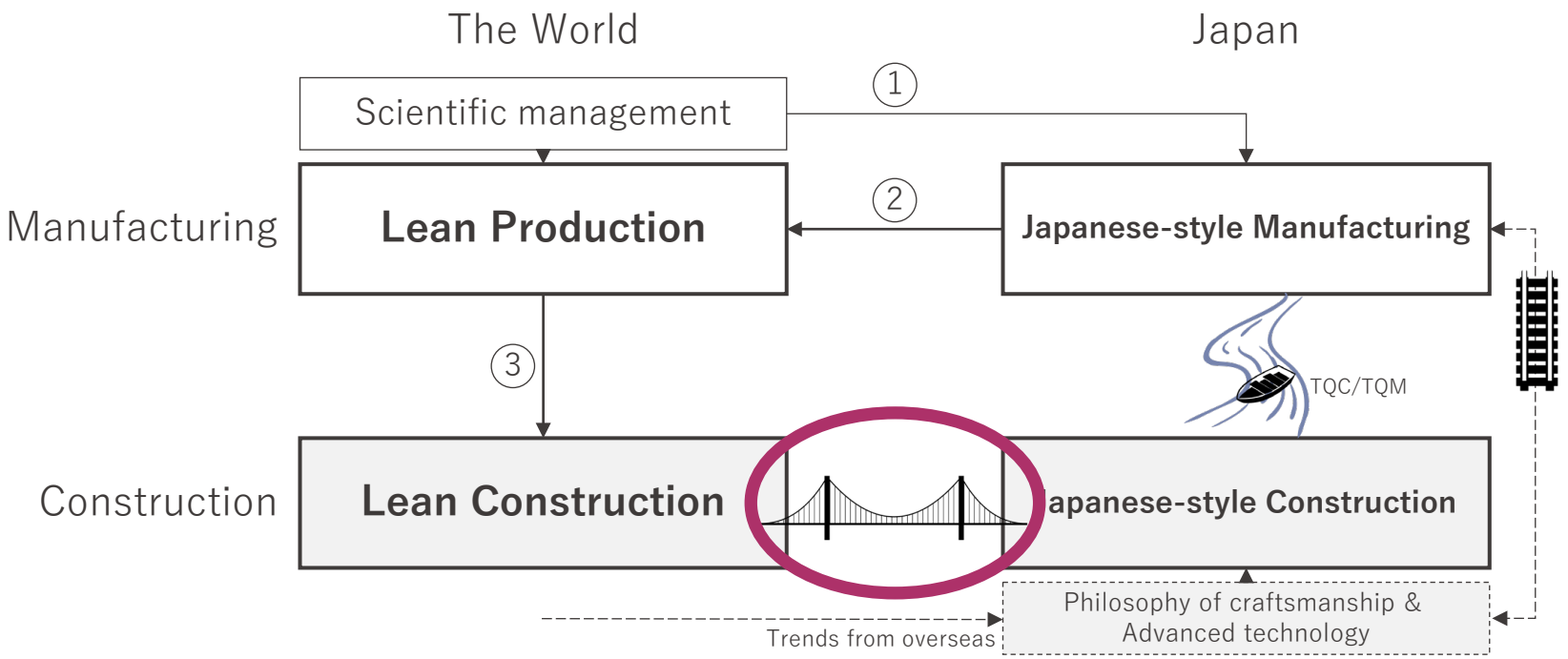


©Takenaka Corporation

What should we do next? Further steps from tacit toward intentional Lean

Embrace diverse perspectives through an international and multidisciplinary collaboration network

- Opportunities for mutual learning and growth: adaptation, gradual evolution, and innovation
- New value creation, contributing to society by passing on the best works to future generations



©Takenaka Corporation

Turning Customer Dreams into Reality —BIM-Centered Work Styles

In construction of the western section of Expo 2025 Osaka, Kansai, Japan's Grand Ring, we took an approach that models the highly efficient Toyota Production System (just-in-time system) in collaboration with Nippon Express. The construction materials for the Grand Ring comprised hundreds of thousands of parts, including wooden parts such as columns and beams and metal fittings from both Japan and overseas. We collected these parts in large-scale warehouses owned by Nippon Express and carried out as much assembly as possible within these warehouses, so that members were transported to the site just in time to be used.

In order to ensure safety and quality, this construction method involved assembling units in a large, flat workspace and then transporting them using cranes, so that the actual construction could be carried out using the same processes as the steel frame construction method that modern construction workers are used to. The key to achieving work style reform and improving productivity within time and organizational limits lies in making early use of building information modeling (BIM) and other digital technologies, and in making solid process decisions based on safety, quality, cost, and construction time frames, as well as fitting details. We apply this to construction planning and to day-to-day management in order to eliminate unreasonable requirements, inconsistency, and waste with the aim of realizing even greater productivity in our construction processes.



Panoramic view of the Expo 2025 Osaka, Kansai, Japan's Grand Ring (Takenaka was responsible for the western section)

Pursuing sustainable and highly productive processes
Takenaka Advanced Construction Integration initiatives (currently being deployed as a next-generation building production system)

In response to environmental changes, such as a growing shortage of skilled construction workers, the capping of overtime work in the construction industry, and the digitalization of society, we are aiming to reform work styles and create new value through the construction process. To achieve these aims, we have introduced Takenaka Advanced Construction Integration as a new construction system centered around BIM, through which we will reform the construction process with a focus on improving productivity.

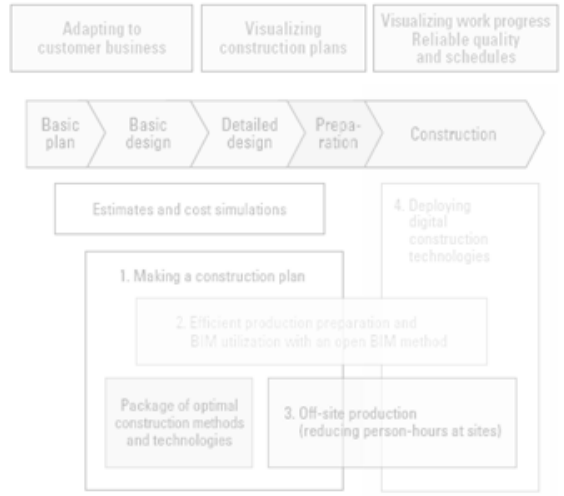
KPI

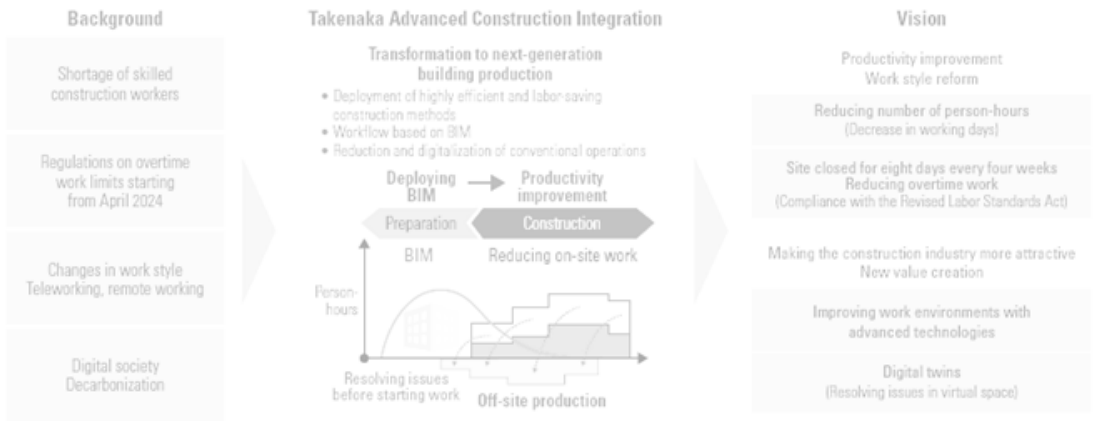
(1) Value of completed work management rate
(2) Value of completed work rate

Result: Productivity improvement rate
(1) 8.8% (2) 10.0%

Target: Productivity improvement rate
(1) 9%, (2) 5% (2025)
[Benchmark year: 2021]

Four work processes deployed at projects





©Takenaka Corporation

Turning Customer Dreams into Reality —BIM-Centered Work Styles

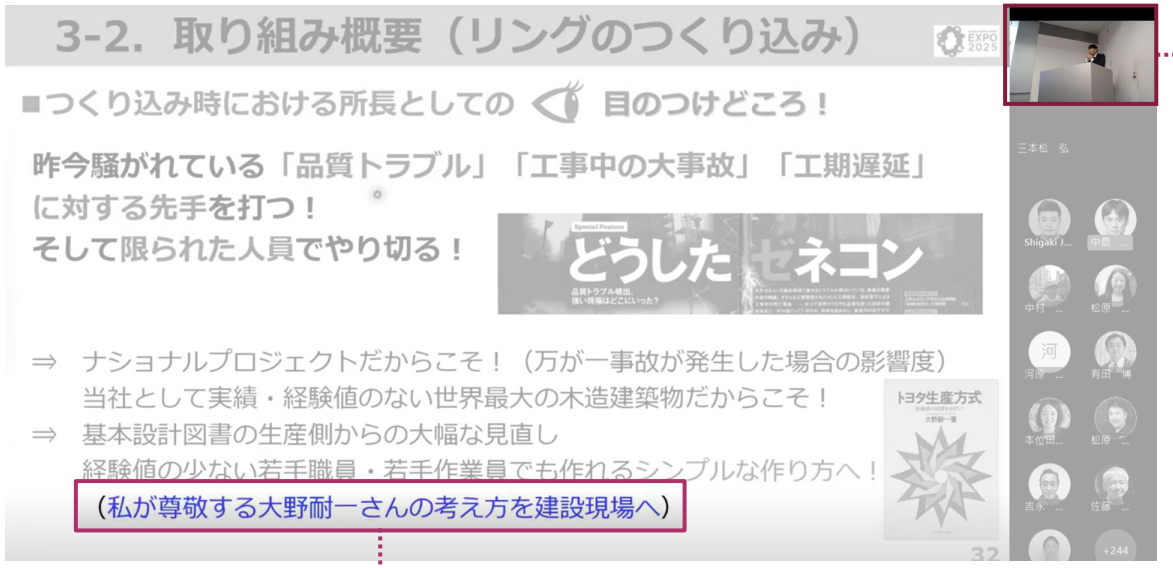
In construction of the western section of Expo 2025 Osaka, Kansai, Japan's Grand Ring, we took an approach that models the highly efficient Toyota Production System (just-in-time system) in collaboration with Nippon Express. The construction materials for the Grand Ring comprised hundreds of thousands of parts, including wooden parts such as columns and beams and metal fittings from both Japan and overseas. We collected these parts in large-scale warehouses owned by Nippon Express and carried out as much assembly as possible within these warehouses, so that members were transported to the site just in time to be used.

In order to ensure safety and quality, this construction method involved assembling units in a large, flat workspace and then transporting them using cranes, so that the actual construction could be carried out using the same processes as the steel frame construction method that modern construction workers are used to. The key to achieving work style reform and improving productivity within time and organizational limits lies in making early use of building information modeling (BIM) and other digital technologies, and in making solid process decisions based on safety, quality, cost, and construction time frames, as well as fitting details. We apply this to construction planning and to day-to-day management in order to eliminate unreasonable requirements, inconsistency, and waste with the aim of realizing even greater productivity in our construction processes.

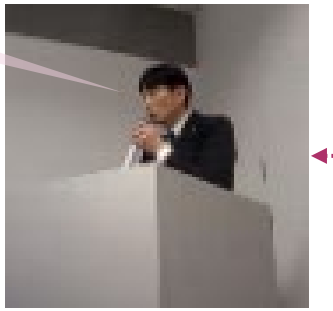


Panoramic view of the Expo 2025 Osaka, Kansai, Japan's Grand Ring (Takenaka was responsible for the western section)

Nakashima-san lecture at the Tokyo Main Office



I'd like to bring the ideas of Taiichi Ohno [from Toyota], whom I deeply respect, to construction sites



From a topic for researchers to a direction for our projects

©Takenaka Corporation

Takenaka's track record at the IGLC

IGLC 31（Lille, France）



4 members
(Industry Day & Technical Conference)

IGLC 32（Auckland, New Zealand）



3 members
(Industry Day & Technical Conference)

IGLC 33（Osaka & Kyoto, Japan）



16 members
※Gold Sponsor

IGLC 34（Singapore）



6 members (Japan+ Singapore)
※Silver Sponsor

IGLC (Osaka & Kyoto)

Site visit



Lean Study Tour

Panel discussion



Industry Day

Workshop host



Workshop Day

Paper presentation at the plenary session



Technical Conference

©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- **Team Building Workshop Series**
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice)

From Aki

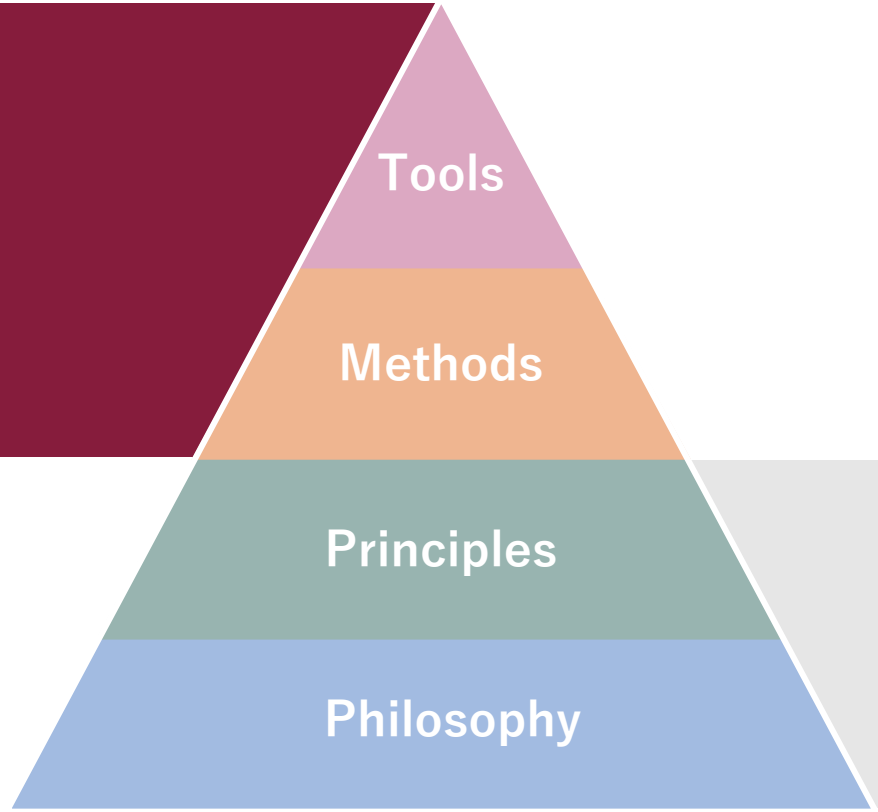
Closing

What is the first step? Emphasis on philosophy for a sustainable implementation

It’s critical to go beyond tools and methods to create a culture of Lean

Efforts led by the Construction Division to promote behavior change and people/team development







©Takenaka Corporation

Team Building Workshop Series produced by ourselves

WS-1 (Trial) – Engineering Department (Osaka)
2023.11.06 | 24 participants



WS-2 Project team – Office Building (Tokyo)
2024.04.22 | 13 participants (including the client)



WS-3 Project team – Residential Building (Osaka)
2024.08.09 | 28 participants



WS-4 – Design Department (Osaka)
2024.11.15 | 19 participants



WS-5 – Project team – Mixed-use bldg. (Hiroshima)
2025.06.20 | 55 participants



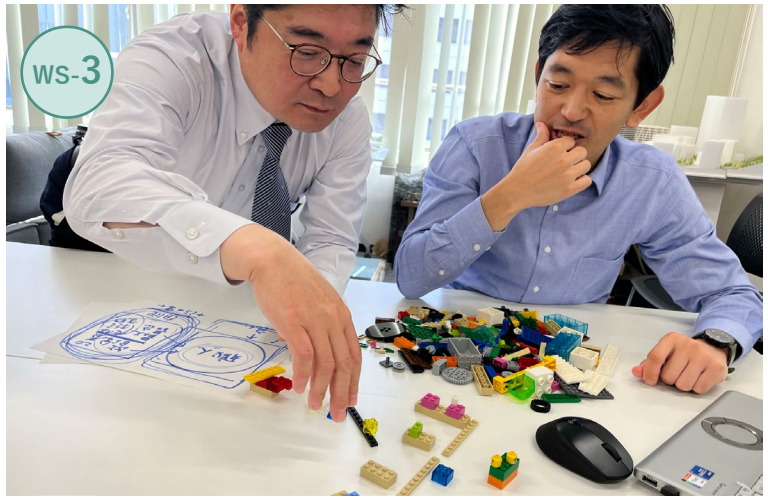
WS-6 – Project team – Sports facility (Nagoya)
2025.08.05-06 | 37 participants



©Takenaka Corporation

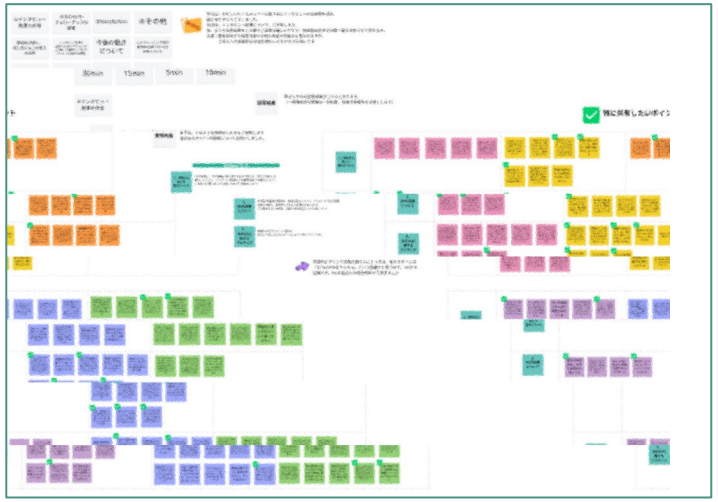
Workshop design and improvement

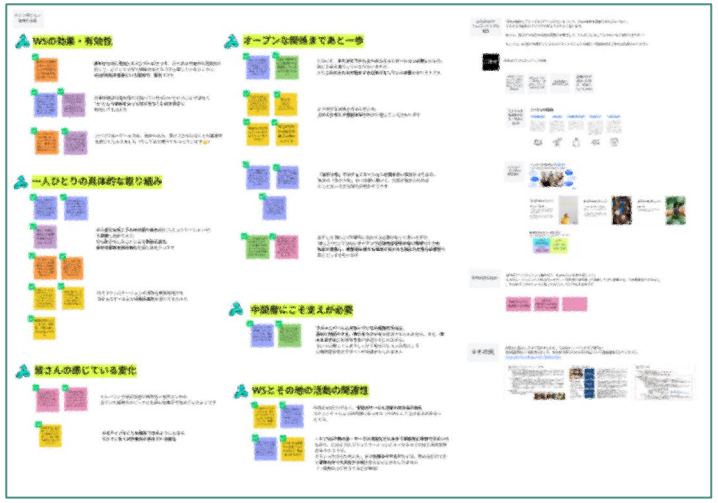
Pre-workshop planning brainstorming





Post-workshop retrospective





Leverage lessons learned from previous workshops referring to post-workshop questionnaires & interviews

Example of synthesis

- Effectiveness of the workshop
- Identifying specific individual efforts
- Changes that everyone is perceiving
- We are just one step away from an open relationship
- The middle layer is the one that needs support the most
- Relationship between the workshop and other activities

©Takenaka Corporation

Workshop core activities (examples)

Constraint revelation



Stakeholders map



Weather map



Worst team state



My ideal self



Change from tomorrow



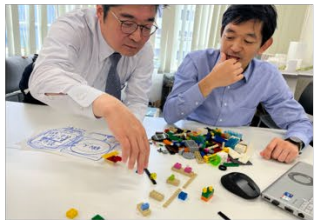
©Takenaka Corporation

Follow-up and new developments

Conceptualisation

Team building

Osaka





Takt Planning





Conceptualisation

Team building

Hiroshima





Team Health





©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- **Team Health (Shift to Continuous Improvement)**
- Coaching (Listening to the Silent Voice)

From Aki

Closing

From Team Building to Practical Kaizen Actions

Team Building Workshop



Building a team foundation where mutual understanding and psychological safety foster continuous dialogue and improvement.

Planning & Executing Kaizen Actions

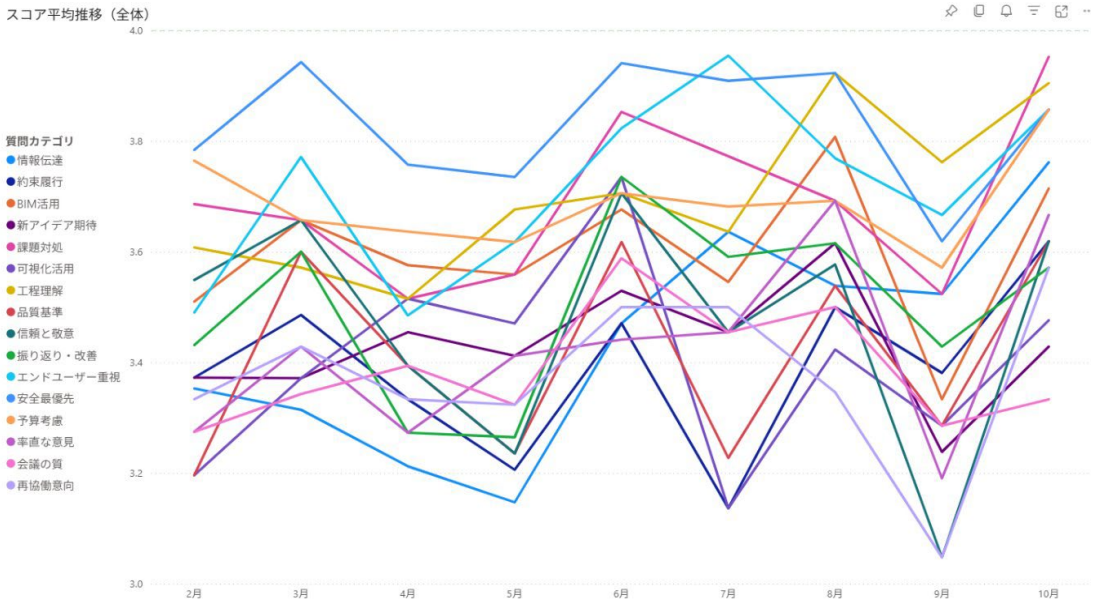


Translating dialogue into actionable site improvements to cultivate a culture of continuous improvement.

©Takenaka Corporation

The Continuous Improvement Cycle

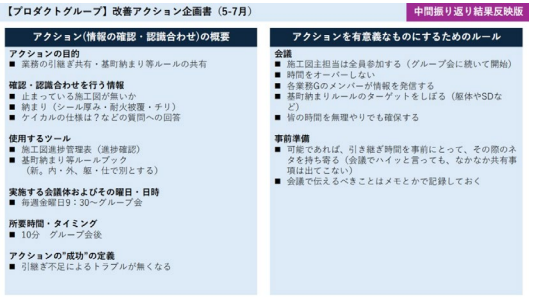
Periodic Team Status Tracking (Team Health Check / Monthly Pulse Survey)



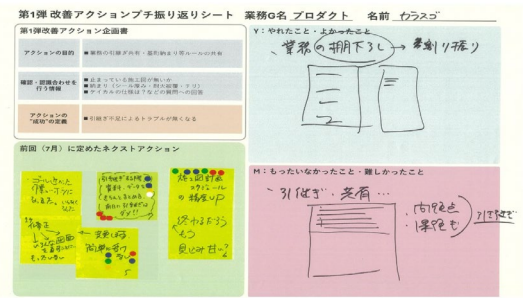
Defining, Executing, and Reviewing Kaizen Actions (3-Month PDCA Cycle)







Kaizen Action Plan



Reflection (Monthly)

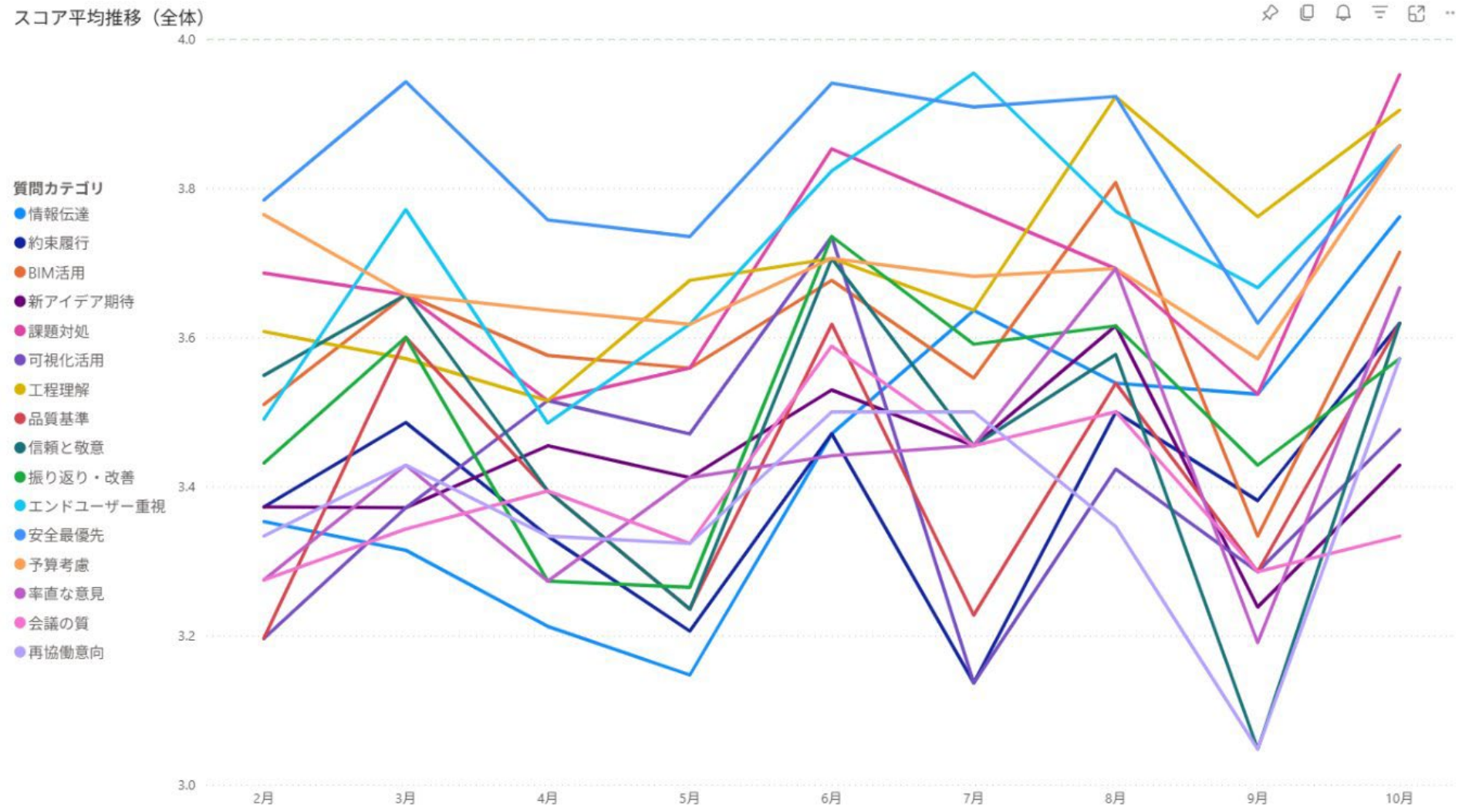
Using the Team Health Check as a catalyst for dialogue, teams set, execute, and periodically review tangible Kaizen actions—embedding a sustainable culture of continuous improvement.

©Takenaka Corporation

Team Health Check: Pulse Survey as a Dialogue Sensor

Question Category

- Information Sharing
- Reliable Promising
- BIM Utilization
- Openness to New Ideas
- Problem Solving
- Visual Management
- Schedule Transparency
- Quality Standards
- Trust & Respect
- Reflection & Kaizen
- Customer / End-User Focus
- Safety First
- Budget Awareness
- Speaking Candidly
- Meeting Effectiveness
- Willingness to Collaborate Again



©Takenaka Corporation

Kaizen Action Plan: Framework & Team-Defined Rules

【Product Group】Kaizen Action Plan (May-July)

Overview of Action (Information Checking & Alignment)

Action Objective
- Share task handovers & standardize detailing rules

Information to Check & Align
- Check for stalled shop drawings
- Detailing alignment (sealant thickness, fireproofing, clearance/offsets)
- Answers to technical inquiries (e.g., specifications for calcium silicate boards)

Tools to Use
- Shop drawing progress management sheet (progress tracking)
- Standard detailing rulebook (separated by New / Interior / Exterior / Structure / Finishes)

Meeting Platform & Schedule
- Every Friday at 9:30 AM (during Group Meeting)

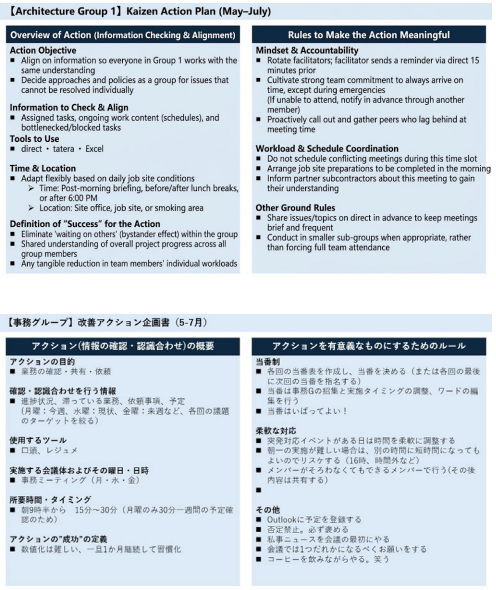
Duration & Timing
- 10 minutes (directly after Group Meeting)

Definition of "Success" for the Action
- Zero trouble/rework caused by insufficient handover

Rules to Make the Action Meaningful

Meeting Execution
- All main shop drawing leads must attend (starts immediately after group meeting)
- Do not exceed allocated time limits
- Members from each task group share updates proactively
- Narrow the focus of detail rules per session (e.g., structural frame, steel doors, etc.)
- Forcibly protect and secure dedicated time for everyone

Advance Preparation
- Prepare handover topics beforehand whenever possible (spontaneous sharing rarely happens on the spot)
- Keep memos/notes on topics that need to be communicated during the meeting



【Architecture Group 1】Kaizen Action Plan (May–July)

Overview of Action (Information Checking & Alignment)

Action Objective
- Align on information so everyone in Group 1 works with the same understanding
- Decide approaches and policies as a group for issues that cannot be resolved individually

Information to Check & Align
- Assigned tasks, ongoing work content (schedules), and bottlenecked/blocked tasks

Tools to Use
- direct・tatera・Excel

Time & Location
- Adapt flexibly based on daily job site conditions
  - Time: Post-morning briefing, before/after lunch breaks, or after 6:00 PM
  - Location: Site office, job site, or smoking area

Definition of "Success" for the Action
- Eliminate 'waiting on others' (bystander effect) within the group
- Shared understanding of overall project progress across all group members
- Any tangible reduction in team members' individual workloads

Rules to Make the Action Meaningful

Mindset & Accountability
- Rotate facilitators; facilitator sends a reminder via direct 15 minutes prior
- Cultivate strong team commitment to always arrive on time, except during emergencies (If unable to attend, notify in advance through another member)
- Proactively call out and gather peers who lag behind at meeting time

Workload & Schedule Coordination
- Do not schedule conflicting meetings during this time slot
- Arrange job site preparations to be completed in the morning
- Inform partner subcontractors about this meeting to gain their understanding

Other Ground Rules
- Share issues/topics on direct in advance to keep meetings brief and frequent
- Conduct in smaller sub-groups when appropriate, rather than forcing full team attendance

【事務グループ】改善アクション企画書（5-7月）

アクション(情報の確認・認識合わせ)の概要

アクションの目的
- 業務の確認・共有・依頼

確認・認識合わせを行う情報
- 進捗状況、滞っている業務、依頼事項、予定
（月曜：今週、水曜：現状、金曜：来週など、各回の議題のターゲットを絞る）

使用するツール
- 口頭、レジュメ

実施する会議体およびその曜日・日時
- 事務ミーティング（月・水・金）

所要時間・タイミング
- 朝9時半から、15分～30分（月曜のみ30分一週間の予定確認のため）

アクションの"成功"の定義
- 数値化は難しい、一旦1か月継続して習慣化

アクションを有意義なものにするためのルール

当番制
- 各回の当番表を作成し、当番を決める（または各回の最後に次回の当番を指名する）
- 当番は事務Gの招集と実施タイミングの調整、ワードの編集を行う
- 当番はいばってよい！

柔軟な対応
- 突発対応イベントがある日は時間を柔軟に調整する
- 朝一の実施が難しい場合は、別の時間に短時間になってもよいのでリスケする（16時、時間外など）
- メンバーがそろわなくてもできるメンバーで行う(その後内容は共有する)
-

その他
- Outlookに予定を登録する
- 否定禁止。必ず褒める
- 私事ニュースを会議の最初にやる
- 会議では1つだれかになるべくお願いをする
- コーヒーを飲みながらやる。笑う

©Takenaka Corporation

Site Feedback & Current Challenge

Site Feedback

"This created an opportunity for dialogue aimed at proactive prevention, rather than reactive firefighting."

"We thought we were having open dialogue before, but we realized we only had intensive talks when problems occurred. We never had opportunities to discuss things this far in advance."





Current Challenge

Kaizen actions currently stall unless initiated and facilitated by our external support team.

How can site teams autonomously sustain the improvement cycle once external support steps back?

©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- **Coaching (Listening to the Silent Voice)**

From Aki

Closing

Educated to Keep Harmony





Source: The Making of a Japanese (Directed by Ema Ryan Yamazaki)

© Cineric Creative / NHK

©Takenaka Corporation

What does “Respect” mean in Japan?

What we focus on:

Older people (Seniority) ✓

Reading the air (Harmony) ✓

vs

What is missing:

Listening to ourselves ×

Speaking our real minds ×

Silence keeps the harmony today but causes conflicts tomorrow.

©Takenaka Corporation

Don't push, **but pull.**

Ask questions, instead of just teaching.

©Takenaka Corporation

Approach toward individuals



Building the Ideal
Way of Working



Expressing Personal
Values & Emotions



Deep Reflection
Beyond Words

©Takenaka Corporation

Ownership isn’t something we **drag out,**
— it’s something we **build with them.**

©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice) Closing

From Aki

Closing

Agenda

What do Norway and Japan have in common, and where does it come from?

What It Takes to Be Data-Driven

The Difference from a Last Planner System Perspective

Growth Model

A Quick Heads-up:This reflects a lot of Aki's personal views—think of it just as a light appetizer for our dinner conversation!

©Takenaka Corporation

Norway

Japan

Shyness, Introvert, Respectful attitude toward others



Geopolitical and historical perspectives

Both countries are at the edge of the continent,
making it difficult for outside cultures to enter

In particular, during the Edo period, Japan enforced a policy of
‘鎖国/ Sakoku, National Isolation' for about 250 years,
resulting in almost no overseas exchanges

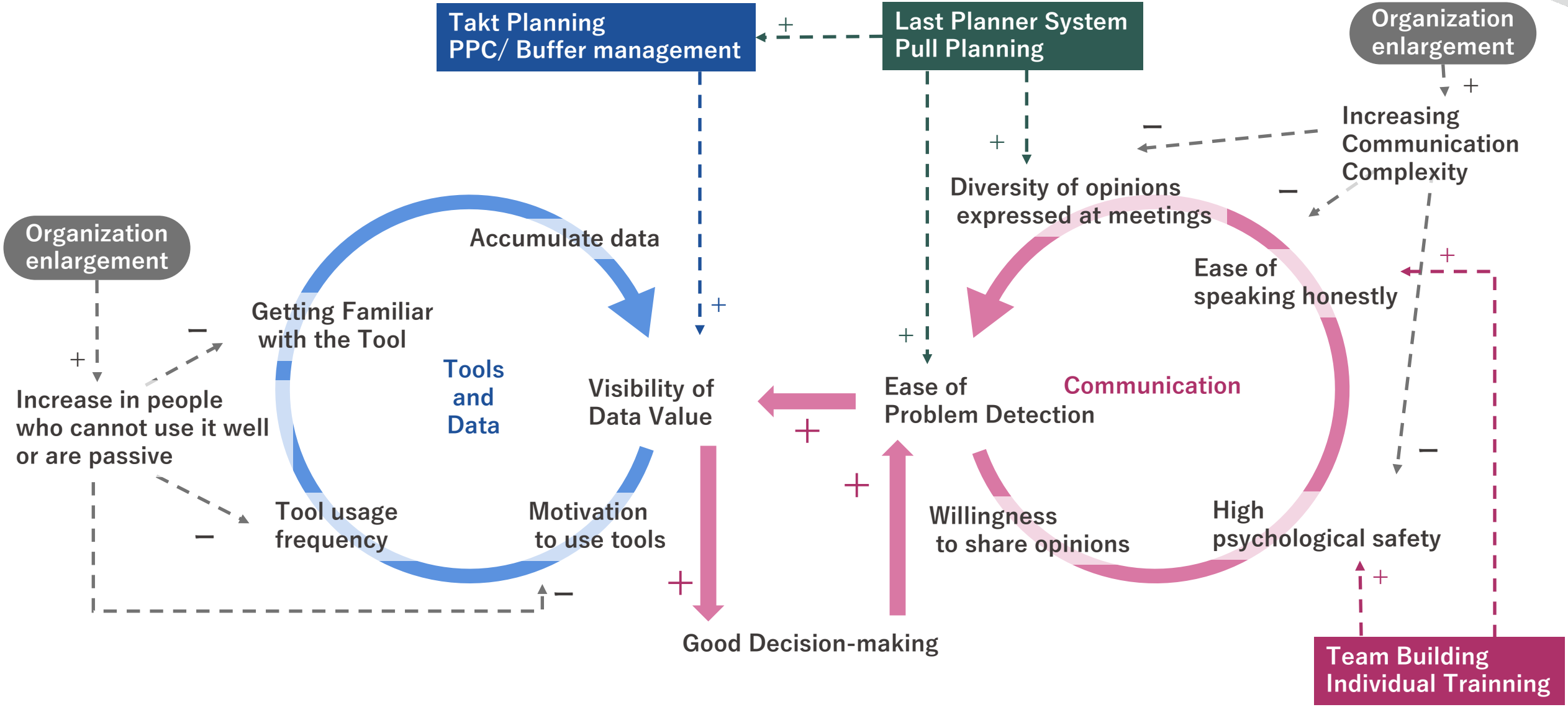
Resilience

Harsh and long winters / Frequent natural disasters
Alongside its harsh winters, Norway’s history has demanded deep resilience



Moderate cultural and personality differences

©Takenaka Corporation



©Takenaka Corporation

Last Planner System

相互理解/Mutual Understanding



Superintendent

①引き出す・共有/ Pull, Share

②合意 “ Goui ” / Mutual Agreement

⓪個別依頼/ Each Request

※根回し “ Nemawashi ”

①提示/ Push

※根回し “ Nemawashi ”

②同意“ Doui ” / Consent



Foreman

In Japan

©Takenaka Corporation



Superintendent

People who push themselves hard → (+) Praise for those who push themselves hard

(+) ↓

The motivation of people who push themselves hard

(+) ↓

Detail of the plan

(+) ↓

The invisible Mura and Muri in the plan

(+) ↑

©Takenaka Corporation



Superintendent

Praise for the team that made a "good plan and completion"

People who push themselves hard

Praise for those who push themselves hard

The motivation of people who push themselves hard

The invisible Mura and Muri in the plan

Detail of the plan

Motivation for a team that can "plan and complete well"

Takt Planning
PPC/ Buffer management

Last Planner System
Pull Planning

Team Building
Individual Trainning

©Takenaka Corporation

The Current State

Outstanding Project outcomes

Entire Project

"We want to work together toward a single goal."

"Pushing risk onto each other"

"Each person only thinks about themselves."

Team

"We want to become a team that can help each other even more."

"Want to bring out your individuality"

"We're not on bad terms, but it's hard to ask."

Individual

"I want to work even harder."

"It's hard to speak up."

Difficulty keeping motivation

Engaging with people-to-people relationships and organizational mechanisms

- Project Goal Frame
- VDC Visualize
- CDE Issue Management
- ICE Meeting

LC Team

- Team Building
- Facilitation
- Lean Fundamentals
- Pull Planning, Pull Sessions
- Takt Planning

Self-Awareness

Behavioral Change Across the Project

Common Understanding

Team Behavior Change

Mutual Understanding

Individual Behavior Change

Deepen Personal values





©Takenaka Corporation

Agenda

Company Overview

Social Background in Japan

Meeting with Norway

From Tacit to Explicit Lean Construction

Our Practical Actions Looking Forward

- Team Building Workshop Series
- Team Health (Shift to Continuous Improvement)
- Coaching (Listening to the Silent Voice)

From Aki

Closing

Looking forward



Key Message

Let us continue to take on new challenges together, deepen our collaboration, and work toward making the global construction industry more attractive and inspiring for the future!

©Takenaka Corporation

TAKENAKA

Takk for meg!

Det er pizzatid!