

A Toyota executive* says that to be able to deal with issues, they first have to have a cordial environment. This for him is OASiS representing Ohayo (good morning), Arigato (thank you), Shitsurei-shimanshita (pardon me), and Sumimasen (excuse me; I'm sorry). Being polite are the first step in creating a culture that encourages open and collaborative communication. Especially with people on the front lines. Especially when we need them to say whatever they must to whoever in the organization.

A colleague of mine (thanks Rebecca McCoy) suggested another acronym - GETS. Good morning, Excuse me, Thank you, Sorry. Anyway, the point isn't this silliness. It's having a cordial environment.

This is why we need a carefully thought out planning in projects. We have to talk (a lot) to plan. To take care of everyone we need to give dedicated time for all of our planning interests. This includes ensuring the project can be built (milestone planning), discovering handoffs and structuring the work (pull planning), making the work ready, coordination and letting people know you are done with what you had to do. In construction this is packaged as the Last Planner System.

What is your planning like on projects? What kind of environment does it create?

OASiS for projects - Lean Project Consulting

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*The Toyota Executive is Takahiro Jujioka, the Managing Officer responsible for the Takaoka and Tsutsumi plants (Tsutsumi plant pictured [here](#)). Link is giving me trouble. Try this. <http://tinyurl.com/d3csys>