

ABSTRACT

EXAMINING THE ROLE OF LEAN PROJECT MANAGEMENT INNOVATION IN ENHANCING TEAM CHANGE READINESS: A CASE STUDY OF THE BUILDING DIVISION AT PT PP

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This thesis examines the role of Lean Project Management (LPM) practices in enhancing team change readiness within PT PP's Building Division, a leading construction firm in Indonesia. The adoption of LPM practices, such as the Last Planner System (LPS), Waste Register, Building Information Modelling (BIM), and Value Stream Mapping (VSM) has been a critical strategy for enhancing project outcomes in an industry that is characterized by complexity, high-stakes projects, and persistent challenges such as low productivity and project delays. This study aims to explore how these lean innovations impact team change readiness, focusing on leadership, organizational culture, communication, and training as critical factors that influence successful lean implementation.

Using qualitative research methodology, the study draws on semi-structured interviews with key stakeholders from PT PP's Building Division. The findings reveal that transformational leadership, continuous and targeted training, and fostering a culture of collaboration are pivotal in overcoming resistance to change and enhancing the team's adaptability to lean practices. Furthermore, while LPM tools like BIM and LPS have improved collaboration, reduced waste, and streamlined workflows, their success is largely dependent on organizational support and cross-departmental integration. The study also identifies opportunities for further improvement, including deeper integration of lean tools and enhanced cross-departmental learning.

This research provides a wider knowledge on lean project management in construction by providing actionable recommendations for PT PP and similar organizations. The research highlights the importance of committed leadership, comprehensive training, and a culture that embraces continuous improvement as essential elements for maximizing the benefits of LPM practices. The insights gained have substantial implications for enhancing team readiness followed by achieving sustainable success in an industry facing rapid change and increasing demands for efficiency.

Keywords: *Lean Innovation, Team Change Readiness, Organizational Culture, Construction*

ABSTRAK

MENELITI PERAN INOVASI LEAN PROJECT MANAGEMENT DALAM MENINGKATKAN KESIAPAN TIM UNTUK BERUBAH: STUDI KASUS PADA DIVISI GEDUNG PT PP

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Penelitian ini mengevaluasi peran *Lean Project Management* (LPM) dalam meningkatkan kesiapan tim untuk berubah di Divisi Gedung PT PP, salah satu perusahaan konstruksi terkemuka di Indonesia. Adopsi praktik seperti *Last Planner System* (LPS), *Waste Register*, *Building Information Modelling* (BIM), dan *Value Stream Mapping* (VSM) dirancang untuk mengatasi tantangan utama seperti produktivitas rendah, keterlambatan proyek, dan pemborosan sumber daya. Studi ini mengeksplorasi pengaruh inovasi-inovasi *lean* terhadap kesiapan tim, dengan menyoroti peran kepemimpinan transformasional, budaya organisasi, komunikasi, dan pelatihan sebagai elemen kunci keberhasilan implementasi LPM.

Hasil penelitian menunjukkan bahwa kepemimpinan transformasional sangat penting dalam menginspirasi dan memotivasi tim untuk menerima perubahan, sedangkan pelatihan yang berkelanjutan dan terfokus memberikan keterampilan yang diperlukan untuk mengimplementasikan praktik *lean* secara efektif. Budaya kolaborasi yang mendukung inovasi juga terbukti mampu mengurangi resistensi terhadap perubahan dan mendorong adaptabilitas tim. Meskipun pendekatan-pendekatan LPM seperti BIM dan LPS berhasil meningkatkan efisiensi, kolaborasi, dan pengelolaan limbah, keberhasilannya sangat bergantung pada dukungan organisasi yang konsisten serta integrasi lintas departemen yang lebih baik.

Penelitian ini merekomendasikan penguatan program pengembangan kepemimpinan, pelatihan yang disesuaikan dengan kebutuhan tim, dan pembelajaran lintas departemen untuk memastikan keberlanjutan implementasi LPM. Selain itu, diperlukan integrasi yang lebih mendalam antar pendekatan *lean* untuk memaksimalkan efisiensi dan hasil proyek. Studi ini memberikan wawasan penting bagi PT PP dan organisasi serupa dalam mengatasi tantangan perubahan di industri konstruksi yang kompleks dan dinamis, serta menyoroti pentingnya komitmen terhadap perbaikan berkelanjutan untuk mencapai kesuksesan jangka panjang.

Kata Kunci: *Lean Innovation, Kesiapan Tim untuk Berubah, Budaya Organisasi, Konstruksi*