

LC-MPBI

Survey Template

Country Lead questionnaire for Phase 3

Adapted from the German company questionnaire
(John et al., 2025 · KIT & GLCI)
Version 0.9 · Working draft for Country Leads

This is the Phase 3 instrument. Core metrics (marked **CORE**) must stay comparable across countries. Wording, country-specific items, and additional local questions may be adapted. Implement in Microsoft Forms, LimeSurvey, Google Forms, or equivalent.

Suggested form title: *Lean Construction in [Country] – Company Questionnaire*

Suggested description: This questionnaire aims to understand the profile of companies and their application, experiences, and perceptions of Lean Construction. Please answer based on your company's perspective.

How Country Leads should use this template

- Items marked **CORE** feed the LC-MPBI dashboard. Do not remove or redefine them.
- Replace “[Country]” / Germany-specific wording with your national context.
- Add national questions freely after the core set if needed.
- Keep maturity stage definitions aligned with the Method Guide.
- Set questions as required unless a skip path is intentional.
- Use section breaks: I Profiling · II Application · III Perceptions.

Section I — Profiling the company

Q1. In which functional areas is your company primarily active?

Type: Multiple choice · Multiple answers · Add “Other” with free text

- ☐ Project owner / client
- ☐ Project development
- ☐ Project management / project owner representation
- ☐ Architecture / building design
- ☐ Design coordination
- ☐ Specialist design (engineering)
- ☐ Construction management
- ☐ Construction execution
- ☐ Construction logistics
- ☐ Supplier
- ☐ Consultancy
- ☐ Other

Q2. How many employees does your company have?

Type: Single choice

- ☐ 1–9
- ☐ 10–19
- ☐ 20–49
- ☐ 50–99
- ☐ 100–249
- ☐ 250–499
- ☐ ≥ 500

CORE — company size band (profile)

Q3. How many locations does your company have in [Country]?

Type: Single choice · Adapt: replace [Country]

- ☐ 1
- ☐ 2
- ☐ 3–5
- ☐ 6–10
- ☐ More than 10

Q4. Does your company also have locations outside [Country]?

Type: Single choice · Optional wording: “If yes, how many locations outside [Country]?”

- ☐ None
- ☐ 1
- ☐ 2
- ☐ 3–5
- ☐ 6–10
- ☐ More than 10

Q5. Approximately since when has your company been working with Lean in the construction industry?

Type: Single choice

- ☐ We are currently in the implementation phase / piloting
- ☐ Less than 1 year
- ☐ 1–2 years
- ☐ 2–5 years
- ☐ 5–10 years
- ☐ More than 10 years
- ☐ We do not / no longer use the Lean approach

CORE — years applying Lean (profile)

Section II — Application of Lean Construction

Q6. Approximately in how many construction projects across your company is Lean applied?

Type: Single choice

- ☐ So far, in none of our construction projects
- ☐ In 1–10%
- ☐ In 10–25%
- ☐ In 25–50%
- ☐ In more than 50%

CORE — share of projects using Lean (dashboard metric)

Q7. How advanced is Lean application in your company?

Type: Single choice · Use these stage definitions unchanged

- Stage 1 — Informed: We have informed ourselves about Lean / built capabilities (e.g. training, presentations), but have not yet implemented concrete measures in practice.
- Stage 2 — Piloting: We have piloted Lean methods and/or Lean elements in a few construction projects.
- Stage 3 — Selective standard: We apply Lean methods and/or Lean elements as standard practice in some construction projects, but not across the board.
- Stage 4 — Majority of projects: We apply Lean methods and/or Lean elements as standard practice in most construction projects.
- Stage 5 — Culture & strategy: Beyond advanced application of methods in project delivery, Lean is also embedded in the company's strategy, structure, and culture.

CORE — five maturity stages (dashboard metric). Definitions must match the Method Guide.

Q8. How is Lean application organised within your company?

Type: Multiple choice · Multiple answers · Add "Other" with free text

- There is a Lean department, Lean team, or Lean point of contact consulted in an advisory capacity for projects
- Employees who use Lean in projects receive dedicated training and/or have developed competencies independently
- We work with external Lean coaches in our projects
- Other

Q9. How frequently does your company use Lean in the respective functional areas?

Type: Likert matrix · Scale: Not at all | Rarely | Occasionally | Often

Rows: same functional areas as Q1. Ask respondents to answer only areas relevant to their company.

Q10. In which project phases is your company predominantly involved with Lean?

Type: Multiple choice · Multiple answers

- Concept development / project definition
- Design
- Construction
- Commissioning

CORE — project phases of application (dashboard metric)

Q11. Which Lean methods and/or practices have already been used in your company?

Type: Likert matrix · Scale: Not used so far | Used occasionally | Used regularly | Name unknown

- Last Planner System (LPS)
- Takt planning / control
- Target Value Design (TVD)
- Value Stream Mapping
- Kanban system
- Gemba walks
- Daily huddles / stand-ups
- First Run Studies / PDCA
- Visual management
- Shopfloor management
- Big Room / co-location
- 5S method
- A3 report
- 5 Whys
- Set-Based Design
- Choosing by Advantages
- Kaizen session
- Plus / Delta

Q12. Which aspects of Lean are explicitly being driven within your company?

Type: Multiple choice · Multiple answers

- Creating transparency
- Identifying and avoiding waste
- Putting the client's needs at the centre
- Continuous pursuit of improvement and perfection
- Visualising processes, decisions, etc.
- Standardisation and process thinking
- Focusing on employee empowerment and well-being
- Culture of collaboration

Q13. How do you generally assess the impact of Lean application in your company on project outcomes?

Type: Single choice

- Negative: Lean has so far tended to worsen project outcomes
- Rather negative: Little or no improvement; problematic in some cases
- Neutral: Neither clearly positive nor negative overall
- Rather positive: Noticeable improvements, but not across all projects
- Positive: In most cases, significant improvements
- Not possible to assess

Q14. To what extent does Lean application have a positive impact on the listed aspects of your construction projects?

Type: Likert matrix · Scale: Not noticeable | Moderately noticeable | Clearly noticeable | No assessment

- Cost adherence
- Schedule adherence
- Ensuring the desired quality
- Ensuring safety and health
- Client satisfaction
- Employee satisfaction
- Working atmosphere in collaboration with other project stakeholders

Q15. Why are not all construction projects in your company delivered using Lean?

Type: Multiple choice · Multiple answers · Add "Other reasons" with free text

- ☐ We already deliver all construction projects using the Lean approach
- ☐ Little / no interest or limited support from top management
- ☐ The company is not sufficiently convinced / sees little need
- ☐ Lack of knowledge required for company-wide application
- ☐ Employees are not sufficiently trained
- ☐ Applying Lean involves excessive training costs
- ☐ We are working on it; company-wide rollout takes a long time
- ☐ Some employees do not want to work with the Lean approach
- ☐ Challenges at the social level (collaboration, transparency, etc.)
- ☐ Many project owners / clients do not want Lean
- ☐ Other reasons

Section III — General perceptions of Lean Construction

Instruction: Please respond based on your company's general perspective and provide as open and honest an assessment as possible.

Q16. General perceptions of Lean Construction

Type: Likert matrix · Scale: Fully agree | Rather agree | Rather disagree | Do not agree at all | No opinion / cannot assess

- Under Lean, we primarily understand the application of methods — Lean principles beyond method application are not or hardly a focus of our work.
- For us, Lean mainly means optimising processes.
- In the construction projects in which we work with Lean, we are predominantly supported by external or internal Lean coaches.
- When we work with Lean, this is usually explicitly requested or specified by the project owner / client.
- Lean is usually applied only in project delivery and not to other internal activities within the company.
- There are also construction projects in which we use Lean that nevertheless do not run as well.
- In most cases, we apply Lean only to certain aspects of a construction project and/or only temporarily.
- Lean is often applied only once negative deviations from the project objectives become foreseeable.
- When we use the term Lean in construction projects or within the company, we often encounter reservations or resistance.
- Ongoing digitalisation (e.g. BIM) supports the integration of Lean in construction projects.
- Through Lean, at the start of a project or assignment, we engage more intensively with the project owner's / client's needs.
- Through the application of Lean, we also engage with the needs of the building's future users.
- For us, Lean also means empowering our employees more strongly to make decisions themselves and solve problems on their own.
- Lean is more suitable for large construction projects than for small ones.
- Lean can be applied better in construction projects for private project owners than in projects in the public sector.

Implementation notes (Microsoft Forms / equivalent)

- Mark all questions required unless a deliberate skip path is needed.
- Multiple answers: Q1, Q8, Q10, Q12, Q15.
- Likert / matrix: Q9, Q11, Q14, Q16.
- For Q9, show all functional-area rows; instruct respondents to answer only relevant ones (Forms does not auto-filter from Q1).
- Three sections with section breaks improve completion rate.
- After close, map Q6, Q7, and Q10 into the Results Template for the LC-MPBI dashboard.

Source instrument: German company questionnaire, John et al. (2025), Lean Construction in Germany – Study on the Status Quo of Diffusion and Application, KIT & GLCI. LC-MPBI Survey Template v0.9. Core metrics must not be redefined without a coordinated decision of the steering group.