23RD ANNUAL

23RD LCI CONGRESS
OCTOBER 19-22

The Mindset of an Effective Big Room

Tammy McConaughy, JE Dunn Construction

Lindsay Rosti, JE Dunn Construction

LEARN BY DOING FROM THOSE WHO DO

Tuesday, October 19, 2021

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Health precautions to keep everyone as safe as possible at Congress:

- Wear masks at all times in indoor events.
- Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- Practice social distancing to the extent possible. Seating at plenary sessions is structured to help with this.
- If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!

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LCI Course:
The Mindset of an Effective Big Room
4 CEU

Sign the sign-in sheet for credit

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Learning Objectives

Define the meaning of a Big Room, and understand the purpose and benefits of implementing the approach to improving project outcomes.

Understand the characteristics and behaviours of a Big Room Team including aspects of effective facilitation.

Identify the venue types for hosting a Big Room, and discover the key elements for tailoring the space to support collaborative activities.

Gain insights into how the Big Room approach supports knowledge sharing and enhanced collaboration.

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Rules of Engagement

- This is a safe zone
- Everyone has equal status
- Speak up and share your ideas
- Actively listen to others
- One conversation at a time
- Use E.L.M.O.
- Silence phones
- Be focused and engaged
- Stay on time
- Have fun!

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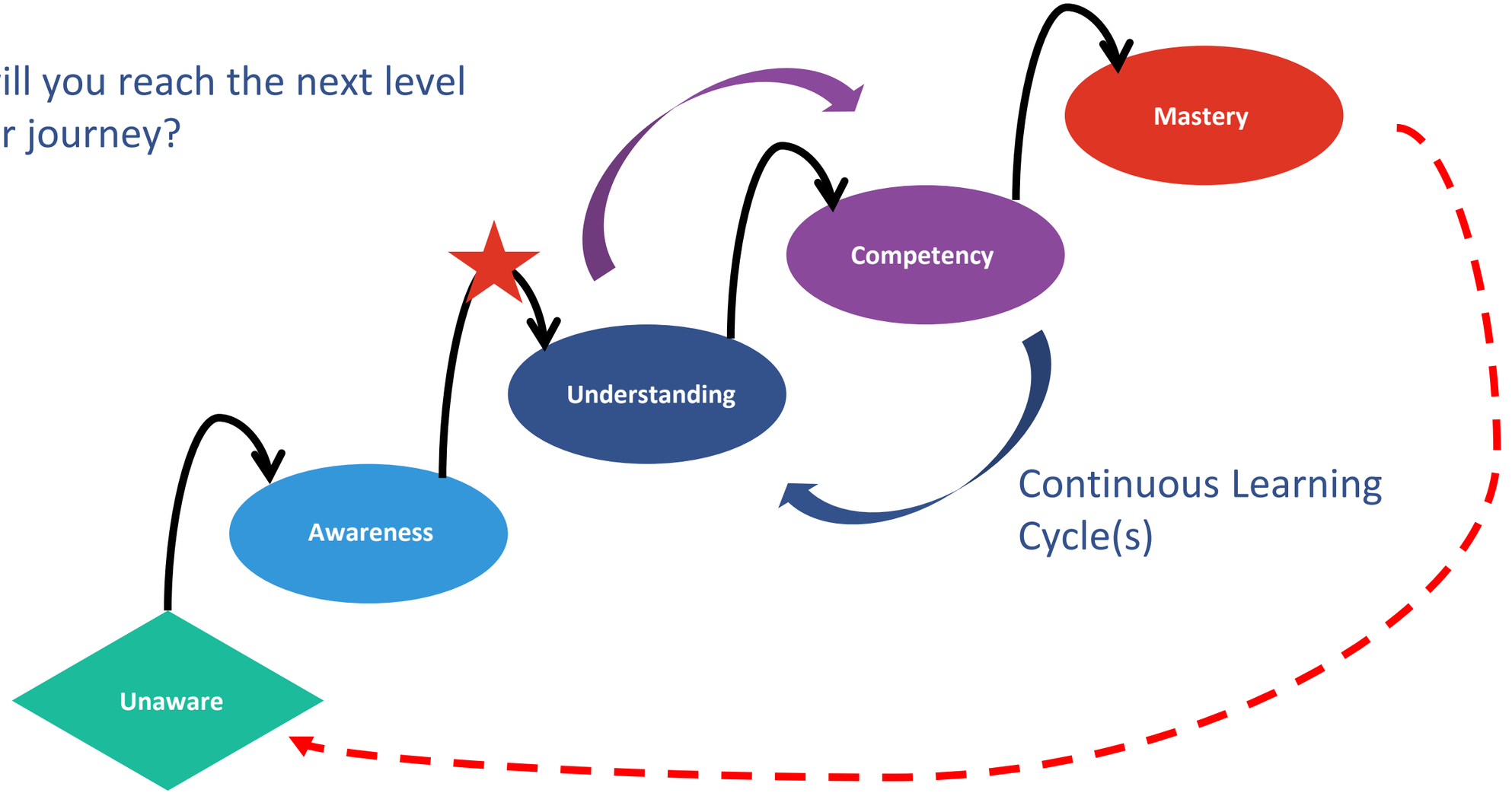
Lean Journey to Mastery

How will you reach the next level on your journey?



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Today's Process

- We will facilitate discussions in small and large groups.
  - Small groups will report back to the large group.
- If you have Big Room experience, great! But prior experience is not necessary.
  - You will be able to think logically about the topics to be discussed.
- We will take "Live Notes" on the screen or a flip pad to capture your ideas.
  - You will receive these Notes by email after the Congress.
  - LCI is compiling ideas from each Big Room training session so the entire community can continuously learn.

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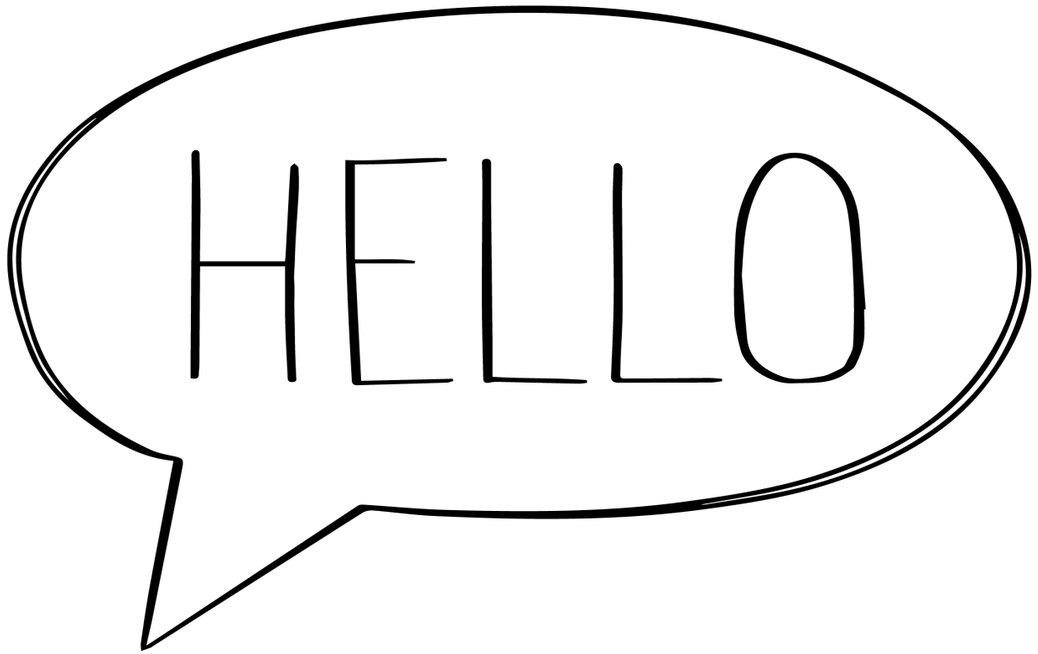
WHAT IS YOUR ACTUAL SUPERPOWER?
.....and how do you use it?



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Six Tenets of Lean

1. Respect for people
2. Optimize the Whole
3. Generate Value
4. Eliminate Waste
5. Focus on Flow
6. Continuous Improvement

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Big Room - Definition

Big Room refers to a project approach of bringing key individuals together to speed communication and decision-making, and to reduce siloed thinking or approaches.

At its core, the Big Room is a scheduled and recurring event.

It brings key stakeholders together to collaborate, plan, update, solicit resources, invite feedback, demonstrate accountability, make decisions, schedule events and compare the project's current state to the published goals or Conditions of Satisfaction.

Photo Credit: InsideOut Consulting, Inc.

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Big Room - Definition

- A *mindset* of intense focus on advancing work
- Is instrumental in *cross-functional* team collaboration
- Refers to the collaborative *behavior* of a team and the work they are producing
- *Visually displays* all information needed to guide the team

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Co-located or Dispersed

Teams can either be *co-located* or *dispersed* in their set-up.

Co-located: Members of the team are located in the same physical location allowing for face-to-face continuous collaboration.

- Co-located teams schedule Big Room sessions to come together with a focused agenda.

Example of a co-located team.

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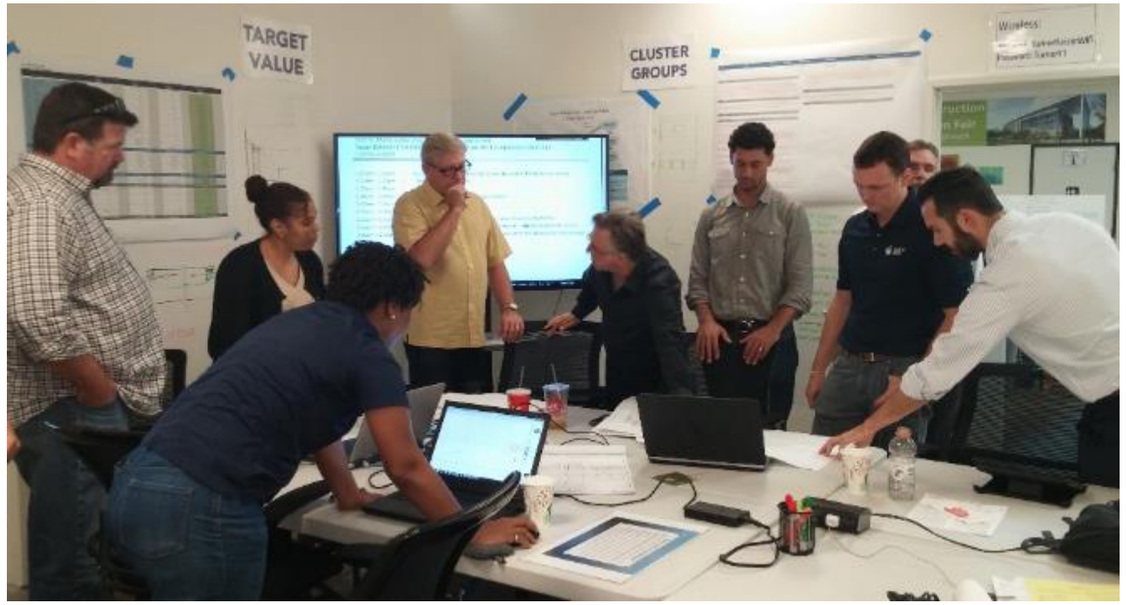
Dispersed

Dispersed: Members of the team are located at their respective company site locations.
Face-to-face collaboration may continuously happen within their organization but does not happen with the broader team.

Dispersed Teams can employ differing approaches to the Big Room Session:

- Recurring in-person sessions
  The Big Room team meets in person on a scheduled recurring basis.
- Hybrid sessions
  Combination of in-person and virtual sessions.



Example of dispersed team in a Big Room session.

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Big Room Example

- Visual Information
- Multi-Discipline Team
- Collaborative Seating Arrangement
- Name Cards
- Personality Assessment Results

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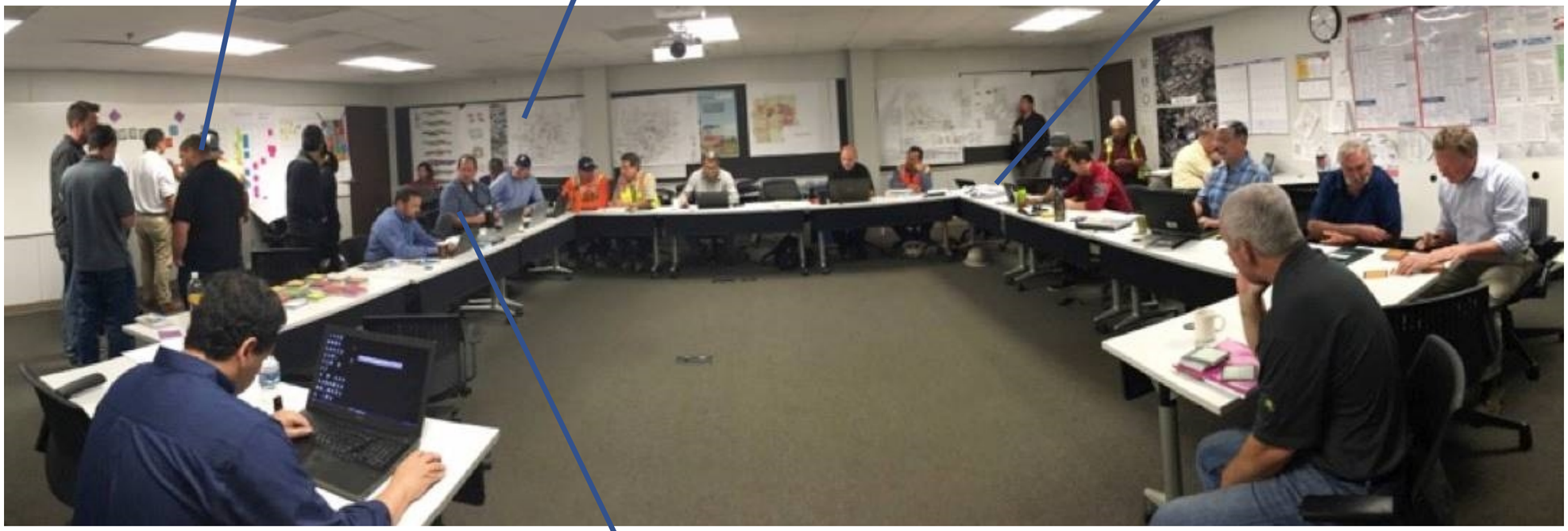
Big Room Example

Small Group Collaboration

Visual Information

Collaborative Seating Arrangement



Multi-Discipline Team

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Big Room Example

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Big Room Examples

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Can you have a Big Room on-site?

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How does the Big Room fit into the Lean design and construction approach?

Discuss as a whole group.
(10 minutes)

Take Live Notes.

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Purpose

The purpose of a Big Room is to:

- Support cross-functional high-performing teams in advancing work.
- Add value by driving down overall project costs.
- Facilitate rapid advancement of work in a short time frame.
- Enhance collaborative brain power of the team.

Big Room is a commitment to a project, the team, and to working together!

Example of a small project Big Room

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Benefits

A Big Room benefits the project by:

- Improving collaboration through greater team interaction.
- Allowing team members to support each other and align themselves with the goals of the project.
- Breaking down the silo mentality within the project.
- Leading to improved project outcomes.

Example of a Big Room

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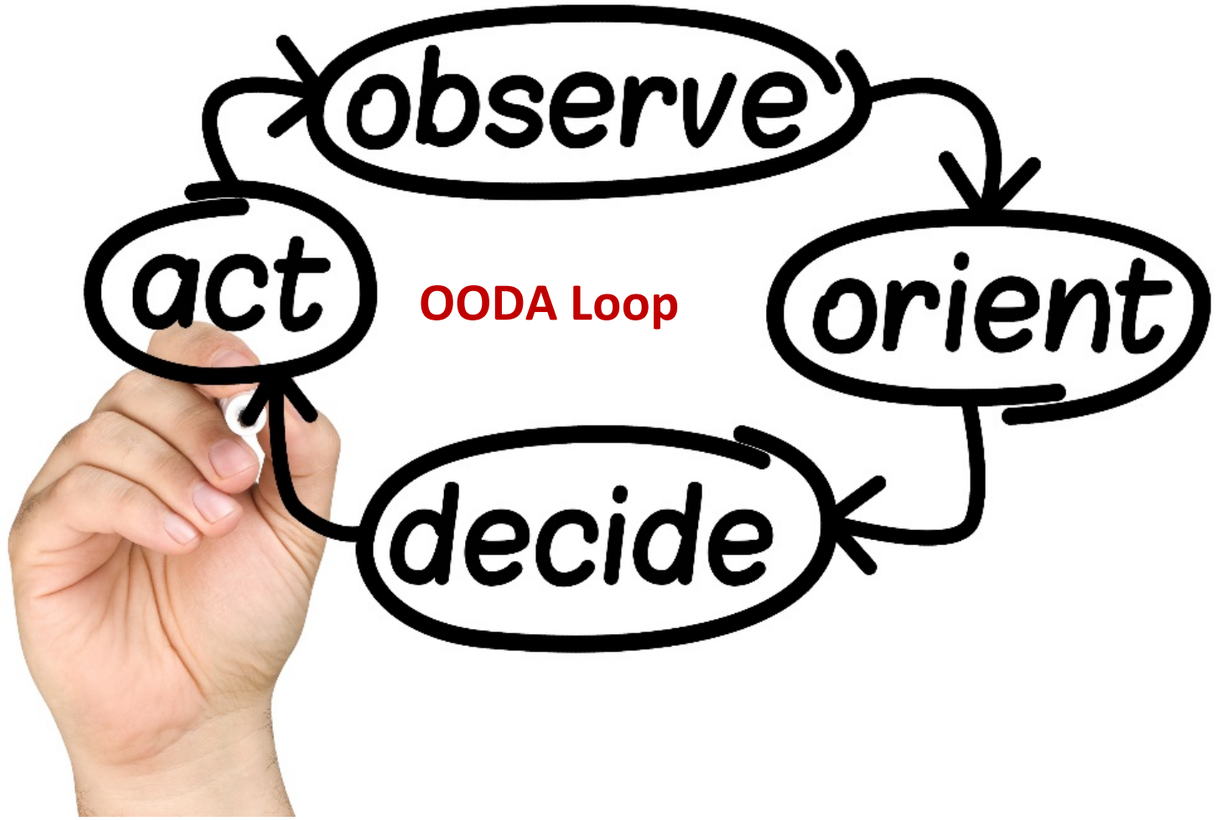
Add the Core:

The Big Room is a space for the team to gather that supports a team in:

- Seeing the situation (Observe).
- Grasping the situation (Orient).
- Making aligned decisions (Decide).
- Taking Action (Act).

The *OODA Loop* is the cycle of Observe-Orient-Decide-Act, developed by military strategist and US Air Force Colonel John Boyd. It is often applied to understanding commercial operation and learning processes.



Big Room Implementation

When:

- As early in the project as possible.
- The frequency must support the work at hand.
- Teams must continuously evaluate the frequency and duration of sessions.

Who:

- Participants will change overtime as the project advances.

Photo Credit: InsideOut Consulting, Inc

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Big Room Implementation

Courtesy of: KHS&S

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Keys to Peer Facilitation

We are about to begin a series of Small Group discussions in which most of you will have an opportunity to Peer Facilitate, so…

- Stay calm and *neutral*.
- Don't contribute – instead ask questions.
    - If you wish to prompt a thought in the group, ask a leading question, like "Have you thought about ….?"
    - If you *must* make a point, hand "the pen" to another member to be the neutral facilitator, until you finish.
- Assure everyone speaks. Use "round robin" if needed.
- Watch the time.

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Why do we need to use a Big Room on projects?

Discuss in small groups. **(5 minutes)**

- One person facilitate.
- Identify 3-4 reasons.
- One person take notes & report back.

Take Live Notes.

Report back to whole group. (15 minutes)
Don’t repeat same idea.

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How would you structure or organize your Big Room?

Discuss as a whole group. **(10 minutes)**

Take Live Notes.

- Examples:
  - Team where everyone co-locates for several weeks/months.
  - Team where most meet 1 day a week.
    Long distance team members join by GoToMeeting.
  - Design/Build or IPD team where the Big Room includes a co-location and runs the entire project from conception to completion.
  - Others?

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Examples

Co-located:

- Continuously located with continuous collaboration.

Recurring:

- Meet in person on regular scheduled recurring basis.

Hybrid:

- Combination of in-person and virtual.

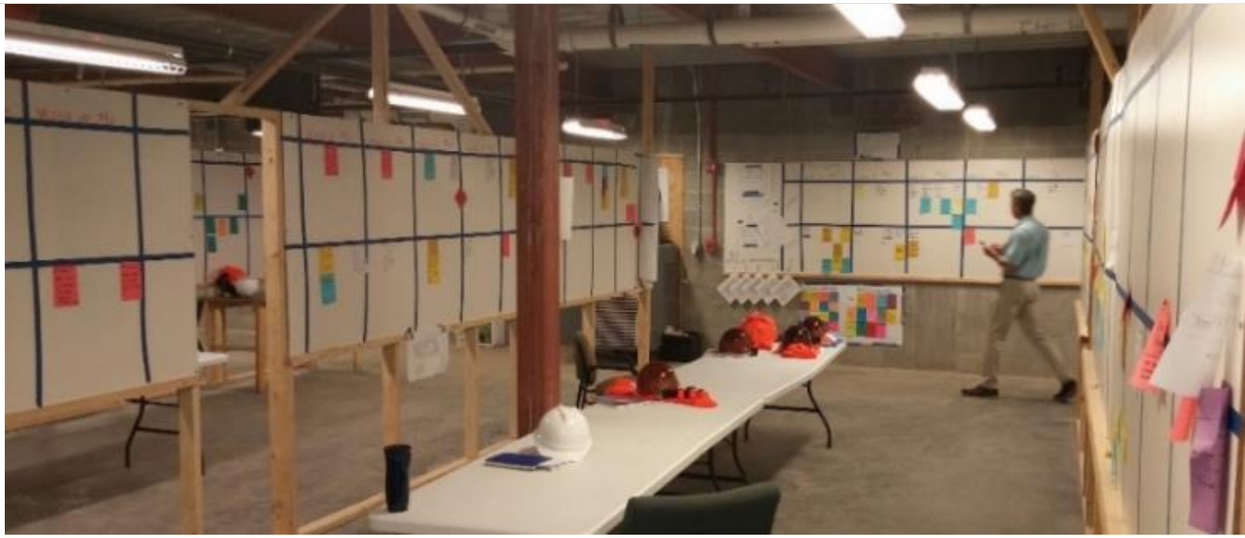

Photo Credits: InsideOut Consulting, Inc.

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Spatial Needs for Activities

- Planning
- Learning
- Team-building
- Collaborative problem solving
- Target cost conversations
- Decision making
- Commitments
- Team health & assessments
- Ad hoc conversations
- Retrospectives
- What else?

Photo Credits: InsideOut Consulting, Inc.

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Advancing the Work

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Advancing the Work

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Teams Interact to Problem Solve!

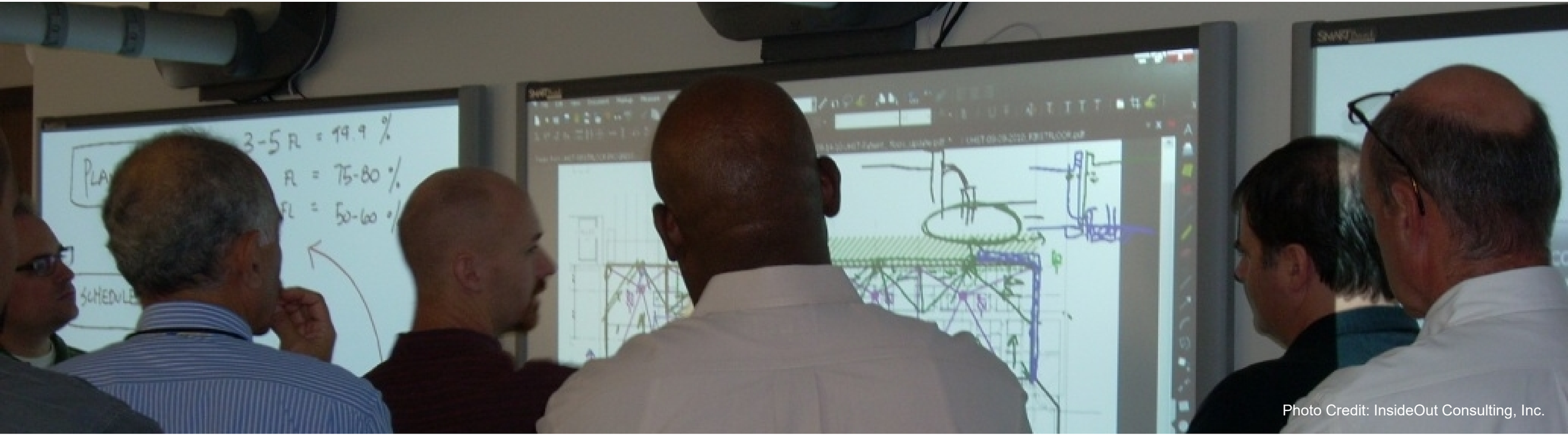

Photo Credit: InsideOut Consulting, Inc.

- Cross functional
- Visual management
- All perspectives
- Explore options
- Gain alignment

Setting up a Big Room

- Very large configurable room
- Several smaller conference rooms
- Cluster group work spaces
- Planning space (Last Planner System® weekly boards and phase pulls)
- Small private breakout spaces
- Spaces to celebrate
- “Collision spaces” like Kitchen/break room
- Visual information
- Needs to be re-designable as the team evolves

Photo Credits: InsideOut Consulting, Inc.

What “real world” space challenges need to be overcome? How?

Discuss as a whole group.
(10 minutes)

Take Live Notes.

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When we reconvene find the topic you want to work in for 30 minutes and sit there:

1. Desirable Behaviors
2. Effective Facilitation
3. What Could Go Wrong
4. Learning
5. Onboarding
6. Technology
7. Meetings that Matter

BREAK – 15 minutes

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Lean Construction Institute
Immersive Education Program

Small Focus Group Topics

1. Desirable Behaviors
2. Effective Facilitation
3. What Could Go Wrong
4. Learning
5. Onboarding
6. Technology
7. Meetings that Matter

Discuss in small groups. **(30 minutes)**

- One person facilitate – make sure everyone talks.
- Use flip charts.
  - Two people take responsibility for planning the report out.
- Define the subject: what does it mean in the Big Room?
- Brainstorm topics and ideas.

Report out to whole group. **(30 minutes)**

- Wander from group to group . **(5 minutes each)**
- Take Live Notes.

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1. Desirable Behaviors

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Desirable Behaviors

- Overcoming silos
- Leadership
- Conditions of Satisfaction (CoS)
- Respectful collaboration
- Maintaining enthusiasm
- Trust & respect
- Learning

Temecula Valley Hospital Big Room

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The Big Room Mindset

Photo Credit: InsideOut Consulting, Inc.

- Fostering behaviors that lead to high levels of collaboration.
- Understanding the behaviors and activities of the environment.
- Establishing high-performing teams.

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Effective Leaders are:

- Bold
- Observant
- Channel positive team energy
- Distinguish strength and weaknesses of team members
- Motivational
- Take action

Photo Credit: InsideOut Consulting, Inc.

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Conditions of Satisfaction (CoS)

- The project CoS define what “success” means for the project.
- The CoS guide decision making throughout development and implementation of a project.
- Each CoS is a commitment, and all team members are responsible for delivering according to the CoS.

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2. Effective Facilitation

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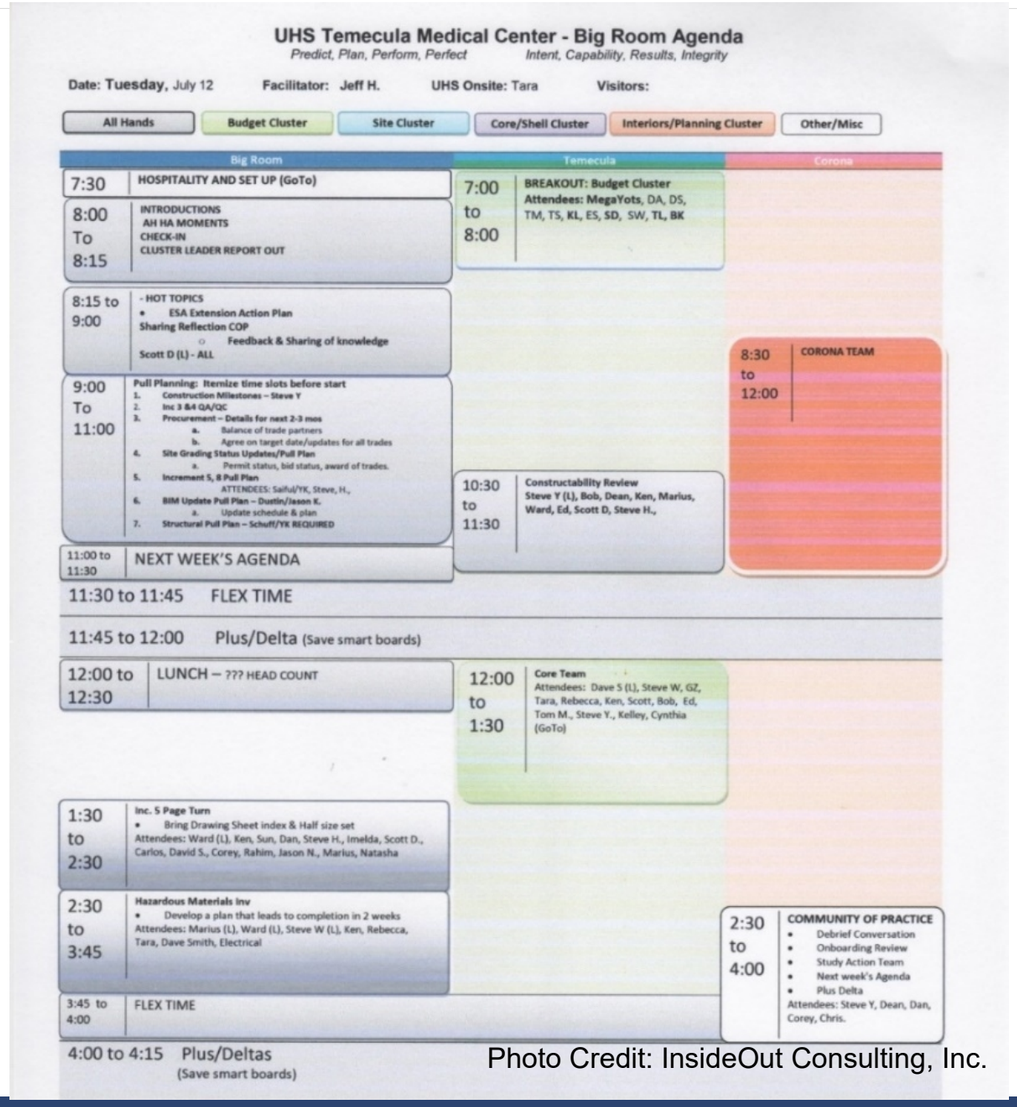
Effective Facilitation Practices

- Collaboratively developed
- Clear
- Standardize where possible
- Visual controls
- Key participants
- Expected Outcomes
- Time keeper
- Scribe for live notes



UHS Temecula Medical Center - Big Room Agenda

Predict, Plan, Perform, Perfect *Intent, Capability, Results, Integrity*

Date: Tuesday, July 12 **Facilitator: Jeff H.** **UHS Onsite:** Tara **Visitors:**

All Hands | Budget Cluster | Site Cluster | Core/Shell Cluster | Interiors/Planning Cluster | Other/Misc

Big Room	Temecula	Corona
7:30 HOSPITALITY AND SET UP (GoTo)	7:00 to 8:00 BREAKOUT: Budget Cluster Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BK	
8:00 To 8:15 INTRODUCTIONS AH HA MOMENTS CHECK-IN CLUSTER LEADER REPORT OUT		
8:15 to 9:00 - HOT TOPICS • ESA Extension Action Plan Sharing Reflection COP ○ Feedback & Sharing of knowledge Scott D (L) - ALL		8:30 to 12:00 CORONA TEAM
9:00 To 11:00 Pull Planning: Itemize time slots before start 1. Construction Milestones – Steve Y 2. Inc 3 &4 QA/QC 3. Procurement – Details for next 2-3 mos a. Balance of trade partners b. Agree on target date/updates for all trades 4. Site Grading Status Updates/Pull Plan a. Permit status, bid status, award of trades. 5. Increment 5, 8 Pull Plan ATTENDEES: Saiful/YK, Steve, H., 6. BIM Update Pull Plan – Dustin/Jason K. a. Update schedule & plan 7. Structural Pull Plan – Schuff/YK REQUIRED	10:30 to 11:30 Constructability Review Steve Y (L), Bob, Dean, Ken, Marius, Ward, Ed, Scott D, Steve H.,	
11:00 to 11:30 NEXT WEEK'S AGENDA		
11:30 to 11:45 FLEX TIME		
11:45 to 12:00 Plus/Delta (Save smart boards)		
12:00 to 12:30 LUNCH – ??? HEAD COUNT	12:00 to 1:30 Core Team Attendees: Dave S (L), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)	
1:30 to 2:30 Inc. 5 Page Turn • Bring Drawing Sheet index & Half size set Attendees: Ward (L), Ken, Sun, Dan, Steve H., Imelda, Scott D., Carlos, David S., Corey, Rahim, Jason N., Marius, Natasha		
2:30 to 3:45 Hazardous Materials Inv • Develop a plan that leads to completion in 2 weeks Attendees: Marius (L), Ward (L), Steve W (L), Ken, Rebecca, Tara, Dave Smith, Electrical		2:30 to 4:00 COMMUNITY OF PRACTICE • Debrief Conversation • Onboarding Review • Study Action Team • Next week's Agenda • Plus Delta Attendees: Steve Y, Dean, Dan, Corey, Chris.
3:45 to 4:00 FLEX TIME		
4:00 to 4:15 Plus/Deltas (Save smart boards)		

Photo Credit: InsideOut Consulting, Inc.

Meeting Rules of Engagement

- Safe zone
- No stripes
- Speak up
- Listen to others
- No side-bar conversations
- No cell phone use
- No multi-tasking
- Stay on time

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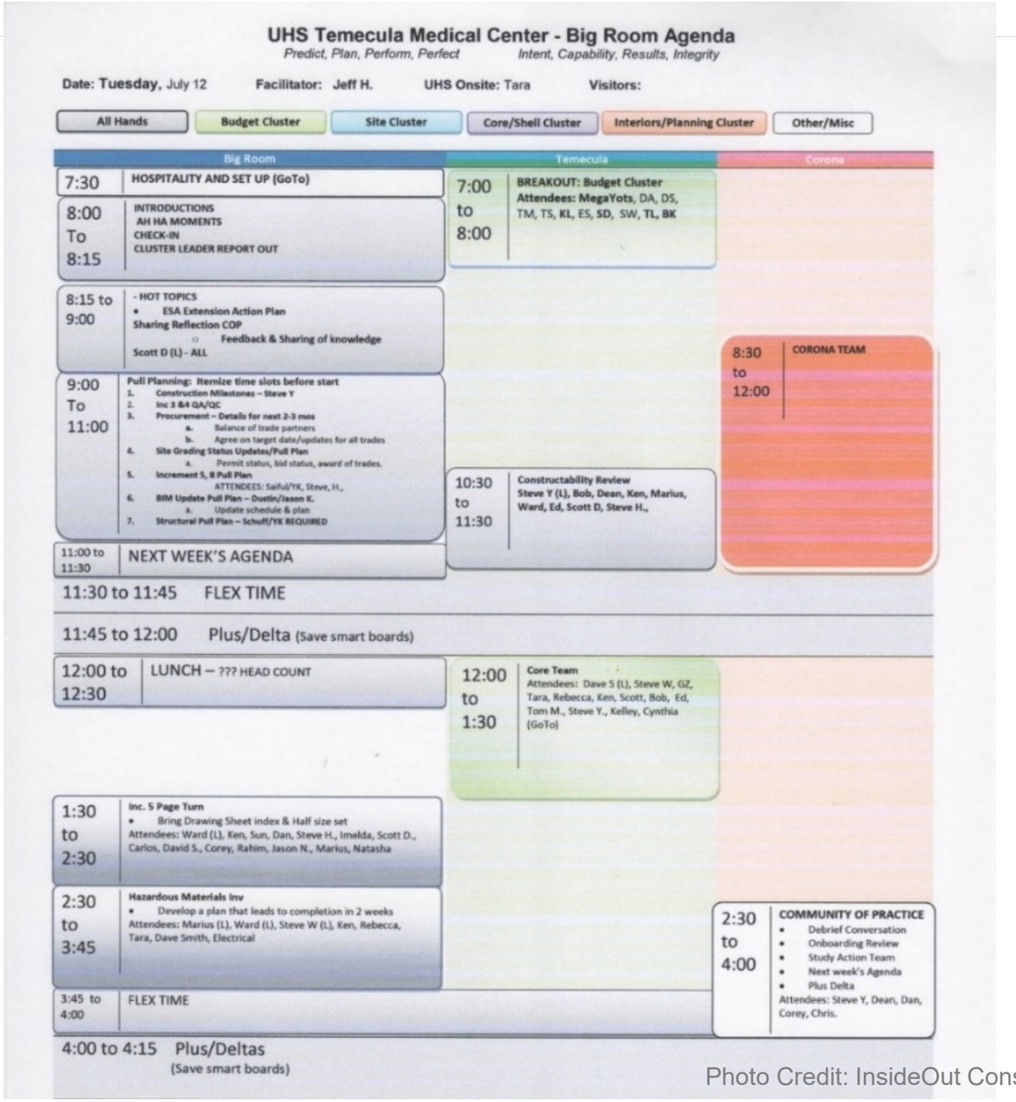
Creating the Agenda Tips

- Develop together for next session before ending current session.
- Determine frequency of Big Room sessions.
- Pull-plan informs breakout sessions/subjects.



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Big Room

7:30 — HOSPITALITY AND SET UP (GoTo)

8:00 To 8:15 — INTRODUCTIONS; AH HA MOMENTS; CHECK-IN; CLUSTER LEADER REPORT OUT

8:15 to 9:00 — - HOT TOPICS
- ESA Extension Action Plan

Sharing Reflection COP
- Feedback & Sharing of knowledge

Scott D (L) - ALL

9:00 To 11:00 — Pull Planning: Itemize time slots before start
1. Construction Milestones – Steve Y
2. Inc 3 &4 QA/QC
3. Procurement – Details for next 2-3 mos
   a. Balance of trade partners
   b. Agree on target date/updates for all trades
4. Site Grading Status Updates/Pull Plan
   a. Permit status, bid status, award of trades.
5. Increment 5, 8 Pull Plan
   ATTENDEES: Saiful/YK, Steve, H.,
6. BIM Update Pull Plan – Dustin/Jason K.
   a. Update schedule & plan
7. Structural Pull Plan – Schuff/YK REQUIRED

11:00 to 11:30 — NEXT WEEK'S AGENDA

11:30 to 11:45 FLEX TIME

11:45 to 12:00 Plus/Delta (Save smart boards)

12:00 to 12:30 — LUNCH – ??? HEAD COUNT

1:30 to 2:30 — Inc. 5 Page Turn
- Bring Drawing Sheet index & Half size set

Attendees: Ward (L), Ken, Sun, Dan, Steve H., Imelda, Scott D., Carlos, David S., Corey, Rahim, Jason N., Marius, Natasha

2:30 to 3:45 — Hazardous Materials Inv
- Develop a plan that leads to completion in 2 weeks

Attendees: Marius (L), Ward (L), Steve W (L), Ken, Rebecca, Tara, Dave Smith, Electrical

3:45 to 4:00 FLEX TIME

4:00 to 4:15 Plus/Deltas (Save smart boards)

Temecula

7:00 to 8:00 — BREAKOUT: Budget Cluster
Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BK

10:30 to 11:30 — Constructability Review
Steve Y (L), Bob, Dean, Ken, Marius, Ward, Ed, Scott D, Steve H.,

12:00 to 1:30 — Core Team
Attendees: Dave S (L), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)

Corona

8:30 to 12:00 — CORONA TEAM

2:30 to 4:00 — COMMUNITY OF PRACTICE
- Debrief Conversation
- Onboarding Review
- Study Action Team
- Next week's Agenda
- Plus Delta

Attendees: Steve Y, Dean, Dan, Corey, Chris.

Photo Credit: InsideOut Consulting, Inc.

Agenda Topic Tips

- Hot Topics
- Work Cluster Reports
- A3 Dashboards
- Commitment Log Progress
- Constraint Log
- Agenda for Next Session
- Last Planner® Planning
- Cluster Group Breakouts
- Learning Activity

Start Time	Duration	End Time	Topic	Leader	Attendees
1:00 p	5 min	1:05 p	Introductions, Agenda Review & Review Big Room Rules of Engagement	Facilitator	Project Team
1:05 p	5 min	1:10 p	Plus Delta Reflection from Last Meeting	Facilitator	Project Team
1:10 p	5 min	1:15 p	AH HA Moments	Facilitator	Project Team
1:15 p	5 min	1:20 p	Hot Topics (list only)	Facilitator	Project Team
1:20 p	15 min	1:35 p	FF&E Update Review	Nancy	Project Team
1:35 p	20 min	1:55 p	Civil Update	Rene	Project Team
1:55 p	15 min	2:20 p	Budget Update & Burn Rate	Keyan	Project Team
2:20 p	25 min	2:45p	Review Pull Plan/Work Register	Facilitator	Project Team
2:45p	30 min	3:15 p	Hot Topic Work Session	Facilitator	Project Team
3:15 p	20 min	3:35 p	Lean Learning	Facilitator	Project Team
3:35 p	10 min	3:45 p	Agenda for Next Meeting	Facilitator	Project Team
3:45 p	10 min	3:55 p	Plus Delta		

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Big Room Facilitator

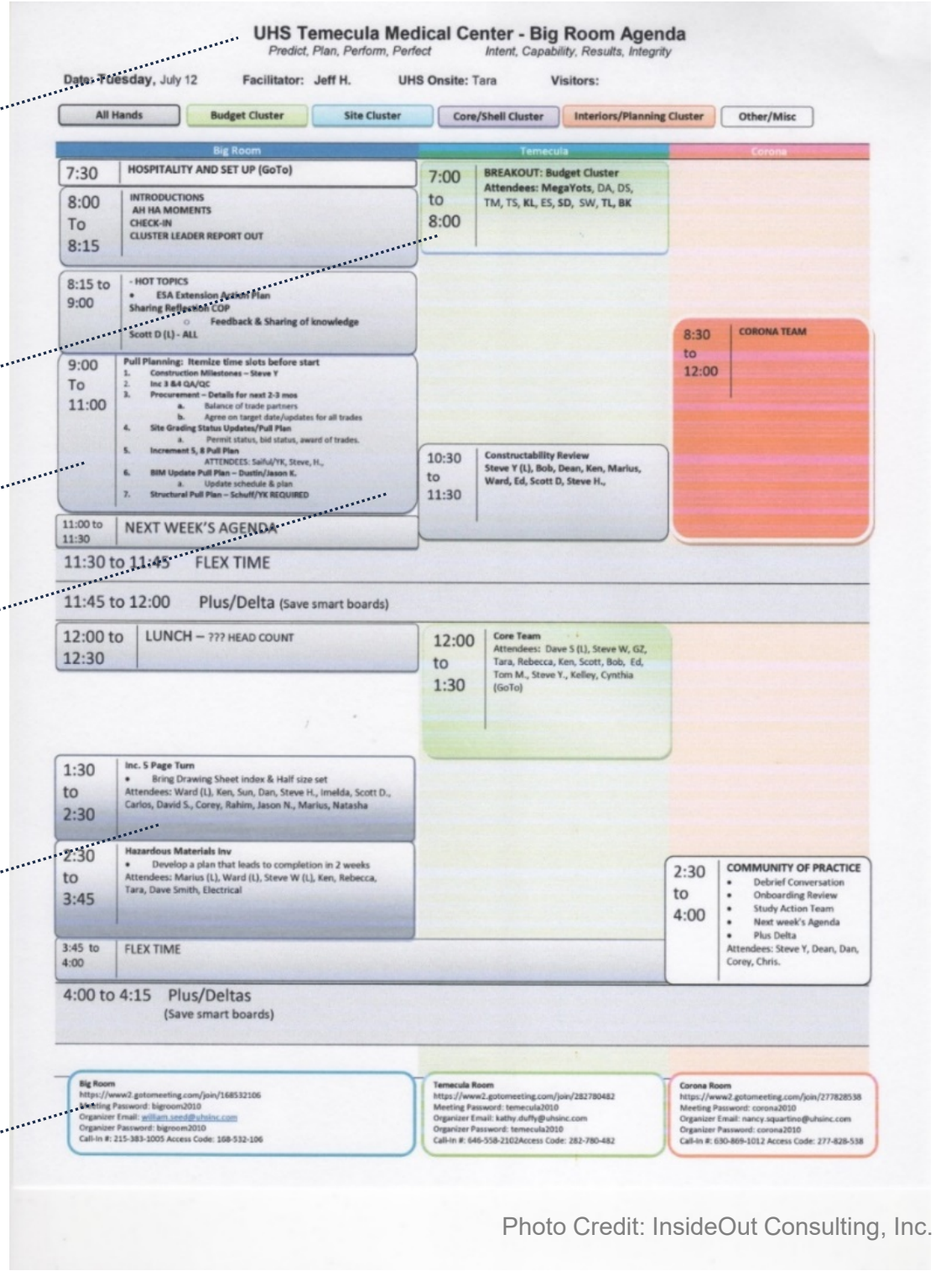
Break Out Color Code

Visual Time Frames 1 to 1 ½ Hour

Expected Outcomes

Session Facilitator & Attendees

Contact Data



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8:00 To 8:15 INTRODUCTIONS AH HA MOMENTS CHECK-IN CLUSTER LEADER REPORT OUT		
8:15 to 9:00 - HOT TOPICS • ESA Extension Avenue Plan Sharing Reflection COP ○ Feedback & Sharing of knowledge Scott D (L) - ALL		8:30 to 12:00 CORONA TEAM
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Big Room https://www2.gotomeeting.com/join/168532106 Meeting Password: bigroom2010 Organizer Email: william.seed@uhsinc.com Organizer Password: bigroom2010 Call-in #: 215-383-1005 Access Code: 168-532-106	Temecula Room https://www2.gotomeeting.com/join/282780482 Meeting Password: temecula2010 Organizer Email: kathy.duffy@uhsinc.com Organizer Password: temecula2010 Call-in #: 646-558-2102Access Code: 282-780-482	Corona Room https://www2.gotomeeting.com/join/277828538 Meeting Password: corona2010 Organizer Email: nancy.squartino@uhsinc.com Organizer Password: corona2010 Call-in #: 630-869-1012 Access Code: 277-828-538

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Introductions Cluster Leader Reports

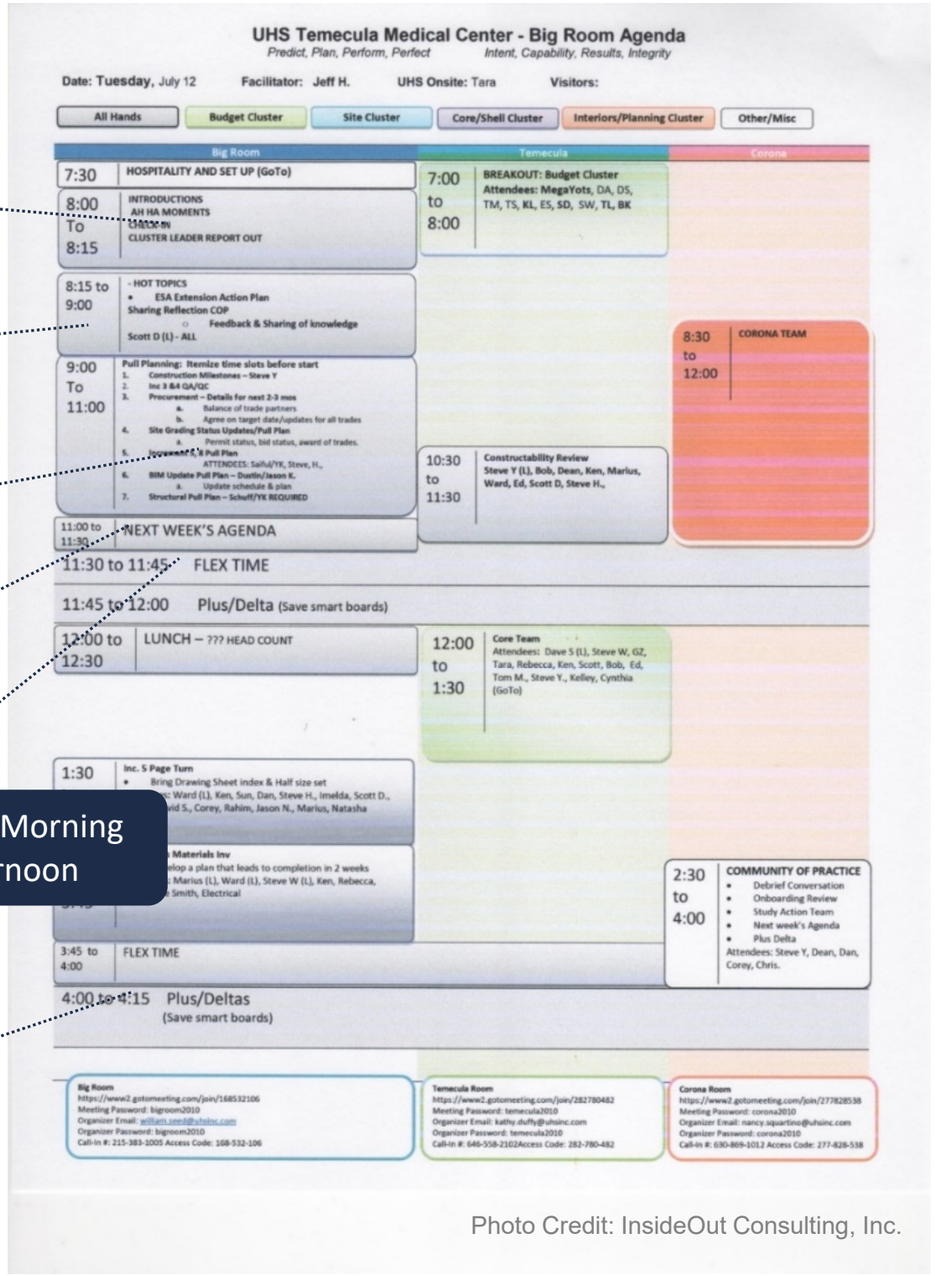
Hot Topics

Check in Session Pull-Planning 2 hours

Next Session Agenda

Flex Time Morning & Afternoon

Plus/Delta Morning & Afternoon



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8:15 to 9:00 - HOT TOPICS • ESA Extension Action Plan Sharing Reflection COP ○ Feedback & Sharing of knowledge Scott D (L) - ALL		8:30 to 12:00 CORONA TEAM
9:00 To 11:00 Pull Planning: Itemize time slots before start 1. Construction Milestones – Steve Y 2. Inc 3 &4 QA/QC 3. Procurement – Details for next 2-3 mos a. Balance of trade partners b. Agree on target date/updates for all trades 4. Site Grading Status Updates/Pull Plan a. Permit status, bid status, award of trades. 5. [illegible] Pull Plan ATTENDEES: Saifu/YK, Steve, H., 6. BIM Update Pull Plan – Dustin/Jason K. a. Update schedule & plan 7. Structural Pull Plan – Schuff/YK REQUIRED	10:30 to 11:30 Constructability Review Steve Y (L), Bob, Dean, Ken, Marius, Ward, Ed, Scott D, Steve H.,	
11:00 to 11:30 NEXT WEEK'S AGENDA		
11:30 to 11:45 FLEX TIME		
11:45 to 12:00 Plus/Delta (Save smart boards)		
12:00 to 12:30 LUNCH – ??? HEAD COUNT	12:00 to 1:30 Core Team Attendees: Dave S (L), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)	
1:30 Inc. 5 Page Turn • Bring Drawing Sheet index & Half size set [illegible] Ward (L), Ken, Sun, Dan, Steve H., Imelda, Scott D., [illegible] S., Corey, Rahim, Jason N., Marius, Natasha		
[illegible] Materials Inv [illegible] elop a plan that leads to completion in 2 weeks [illegible] Marius (L), Ward (L), Steve W (L), Ken, Rebecca, [illegible] Smith, Electrical		2:30 to 4:00 COMMUNITY OF PRACTICE • Debrief Conversation • Onboarding Review • Study Action Team • Next week's Agenda • Plus Delta Attendees: Steve Y, Dean, Dan, Corey, Chris.
3:45 to 4:00 FLEX TIME		
4:00 to 4:15 Plus/Deltas (Save smart boards)		

Big Room
https://www2.gotomeeting.com/join/168532106
Meeting Password: bigroom2010
Organizer Email: [illegible]
Organizer Password: bigroom2010
Call-in #: 215-383-1005 Access Code: 168-532-106

Temecula Room
https://www2.gotomeeting.com/join/282780482
Meeting Password: temecula2010
Organizer Email: kathy.duffy@uhsinc.com
Organizer Password: temecula2010
Call-in #: 646-558-2102Access Code: 282-780-482

Corona Room
https://www2.gotomeeting.com/join/277828538
Meeting Password: corona2010
Organizer Email: nancy.squartino@uhsinc.com
Organizer Password: corona2010
Call-in #: 630-869-1012 Access Code: 277-828-538

Photo Credit: InsideOut Consulting, Inc.

Stay on Track

ENOUGH

LET'S

MOVE

ON

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3. What could go wrong?

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Commonly Occurring Risks

- The team spirit diminishes and people gravitate to their silos and “us-them” thinking.
- Death by meetings – we don’t have time to do our work because we’re always in meetings.
- Enthusiasm wanes, this becomes just another day.
- Meetings start late because of late arrivals.
- Leadership quits listening and becomes directive.
- Planners don’t follow the plan, go rogue.

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Drift to Traditional….

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4. Learning

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Learning Opportunities

Simulations

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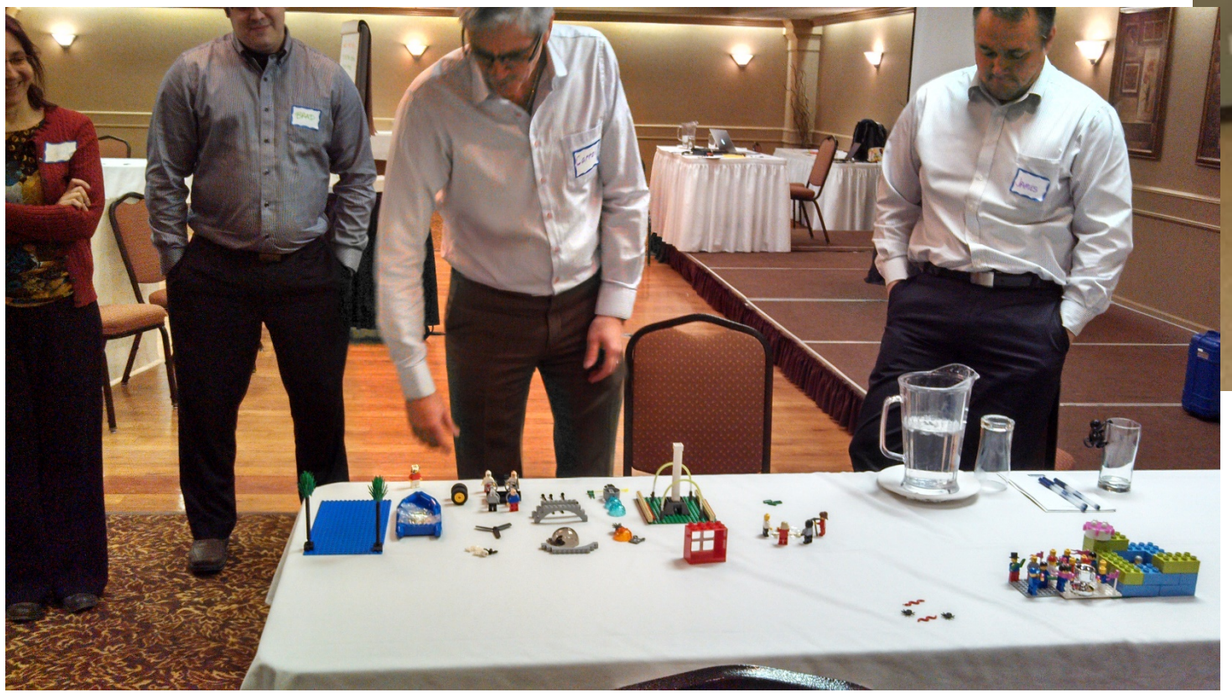
Reading/Discussion Groups

Learning



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Team Health & Assessments

- Teams need to assess how they are doing as they progress through a project.
  - Chemistry
  - Collaboration
  - Teamwork
  - Meeting Commitments
  - Innovation/Creativity
  - Target Value Delivery
  - Learning & Coaching
  - Excitement
  - Attitude/Fun
  - Building relationships
  - Transparency

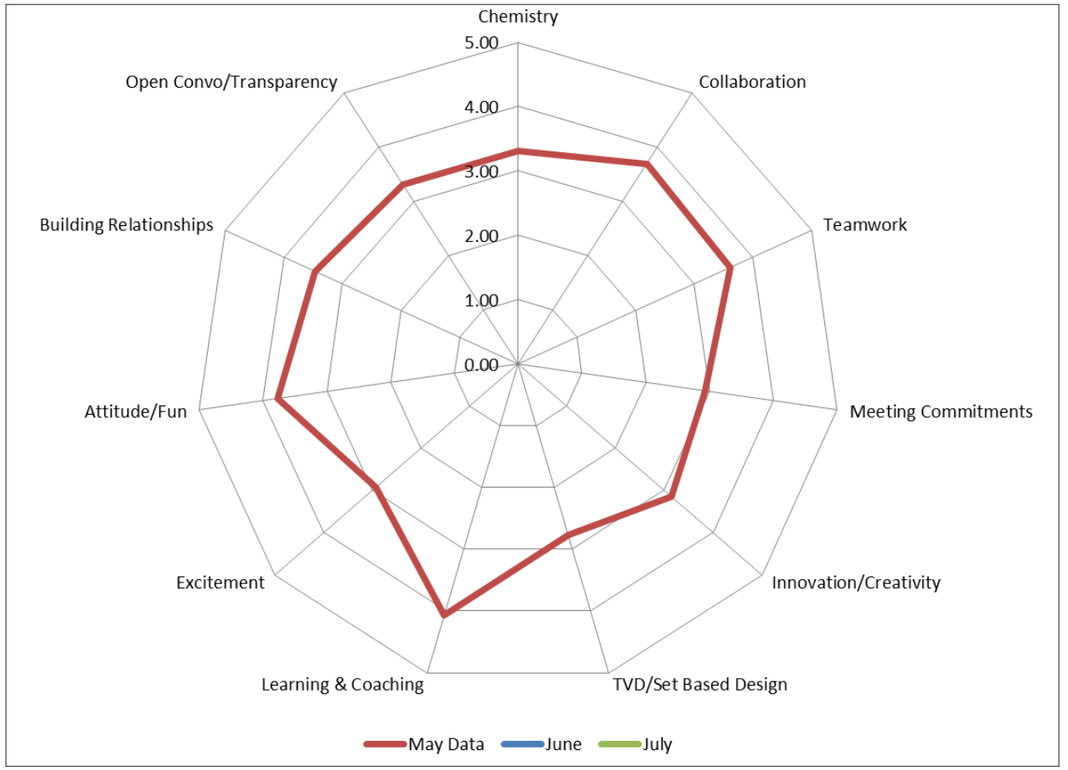

Photo Credit: UHS

Retrospectives/Continuous Improvement

- Quick retrospective – conducted at the end of every meeting.
- Regular occurring retrospective – conducted at the completion of work cycles.
- Event-based retrospective – conducted at the completion of major milestones.
- Impromptu - when a breakdown is declared or other reason arises.

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Retrospective

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5. Onboarding

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Onboarding Considerations

- Who
- When
- How can you get them “up to speed” on:
  - Project status and milestones
  - Team culture
  - Expected/desired behaviors
  - Safety
  - How we plan and execute
  - What we expect when problems occur

Onboarding is not a one-time event; it is a continuous process where concepts and culture are always reinforced.

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Onboarding

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6. Technology

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What technology support is needed?

- SMART type boards
- Video conferencing
  - Large group
  - Individual with remote team members
- White boards
- Internet / companies' connectivity limitations
- PM/Documentation Software
- Shared files vs. separate networks
- Printing & Plotting
- Projection

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7. Meetings That Matter

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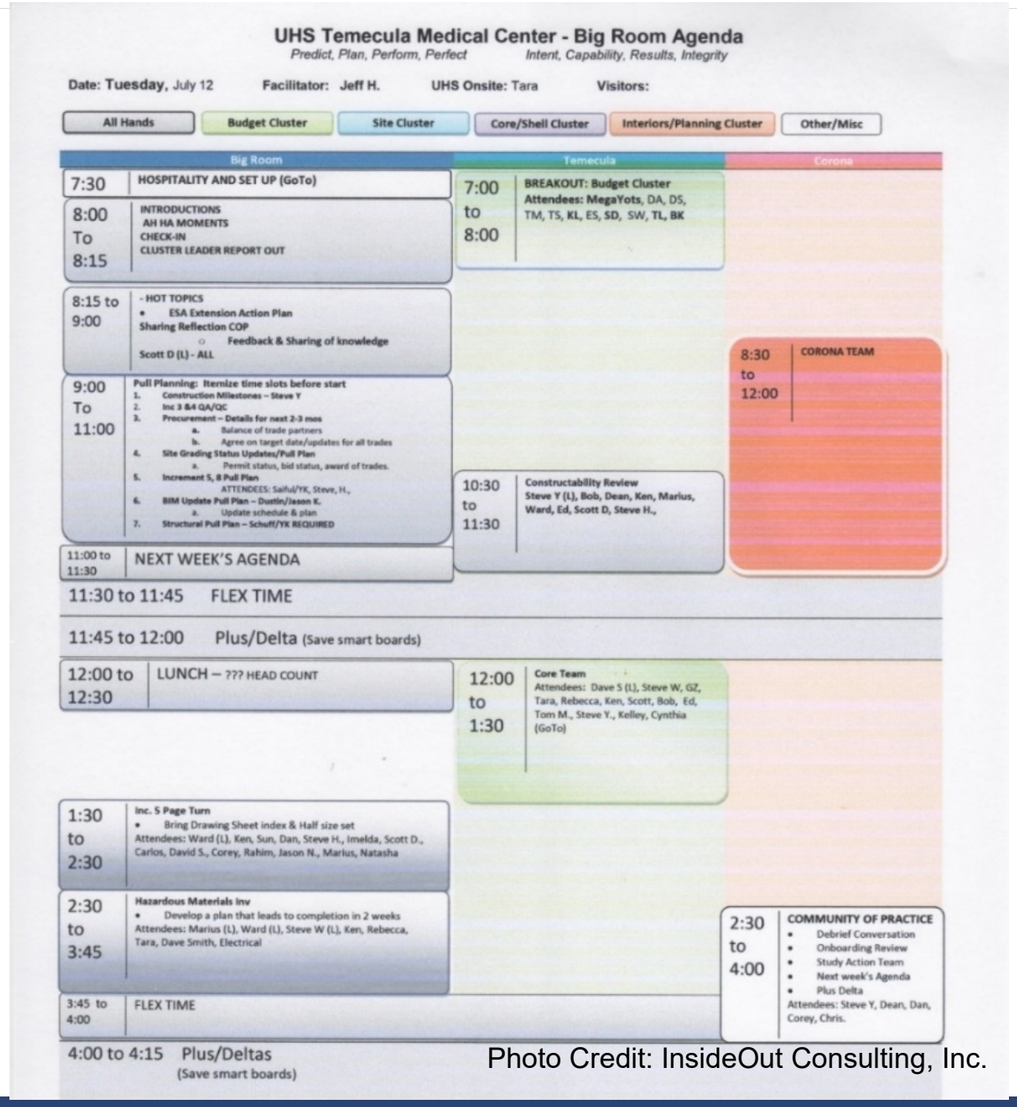
Effective Facilitation Practices

- Collaboratively developed
- Clear
- Standardize where possible
- Visual controls
- Key participants
- Expected Outcomes
- Time keeper
- Scribe for live notes



UHS Temecula Medical Center - Big Room Agenda

Predict, Plan, Perform, Perfect *Intent, Capability, Results, Integrity*

Date: Tuesday, July 12 **Facilitator: Jeff H.** **UHS Onsite:** Tara **Visitors:**

All Hands | Budget Cluster | Site Cluster | Core/Shell Cluster | Interiors/Planning Cluster | Other/Misc

	Big Room	Temecula	Corona
7:30	HOSPITALITY AND SET UP (GoTo)		
7:00 to 8:00		BREAKOUT: Budget Cluster Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BK	
8:00 To 8:15	INTRODUCTIONS AH HA MOMENTS CHECK-IN CLUSTER LEADER REPORT OUT		
8:15 to 9:00	- HOT TOPICS • ESA Extension Action Plan Sharing Reflection COP ○ Feedback & Sharing of knowledge Scott D (L) - ALL		
8:30 to 12:00			CORONA TEAM
9:00 To 11:00	Pull Planning: Itemize time slots before start 1. Construction Milestones – Steve Y 2. Inc 3 &4 QA/QC 3. Procurement – Details for next 2-3 mos a. Balance of trade partners b. Agree on target date/updates for all trades 4. Site Grading Status Updates/Pull Plan a. Permit status, bid status, award of trades. 5. Increment 5, 8 Pull Plan ATTENDEES: Saiful/YK, Steve, H., 6. BIM Update Pull Plan – Dustin/Jason K. a. Update schedule & plan 7. Structural Pull Plan – Schuff/YK REQUIRED		
10:30 to 11:30		Constructability Review Steve Y (L), Bob, Dean, Ken, Marius, Ward, Ed, Scott D, Steve H.,	
11:00 to 11:30	NEXT WEEK'S AGENDA		
11:30 to 11:45	FLEX TIME		
11:45 to 12:00	Plus/Delta (Save smart boards)		
12:00 to 12:30	LUNCH – ??? HEAD COUNT		
12:00 to 1:30		Core Team Attendees: Dave S (L), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)	
1:30 to 2:30	Inc. 5 Page Turn • Bring Drawing Sheet index & Half size set Attendees: Ward (L), Ken, Sun, Dan, Steve H., Imelda, Scott D., Carlos, David S., Corey, Rahim, Jason N., Marius, Natasha		
2:30 to 3:45	Hazardous Materials Inv • Develop a plan that leads to completion in 2 weeks Attendees: Marius (L), Ward (L), Steve W (L), Ken, Rebecca, Tara, Dave Smith, Electrical		
2:30 to 4:00			COMMUNITY OF PRACTICE • Debrief Conversation • Onboarding Review • Study Action Team • Next week's Agenda • Plus Delta Attendees: Steve Y, Dean, Dan, Corey, Chris.
3:45 to 4:00	FLEX TIME		
4:00 to 4:15	Plus/Deltas (Save smart boards)		

Photo Credit: InsideOut Consulting, Inc.

Planning

- Planning has a Design Phase and a Construction Phase application

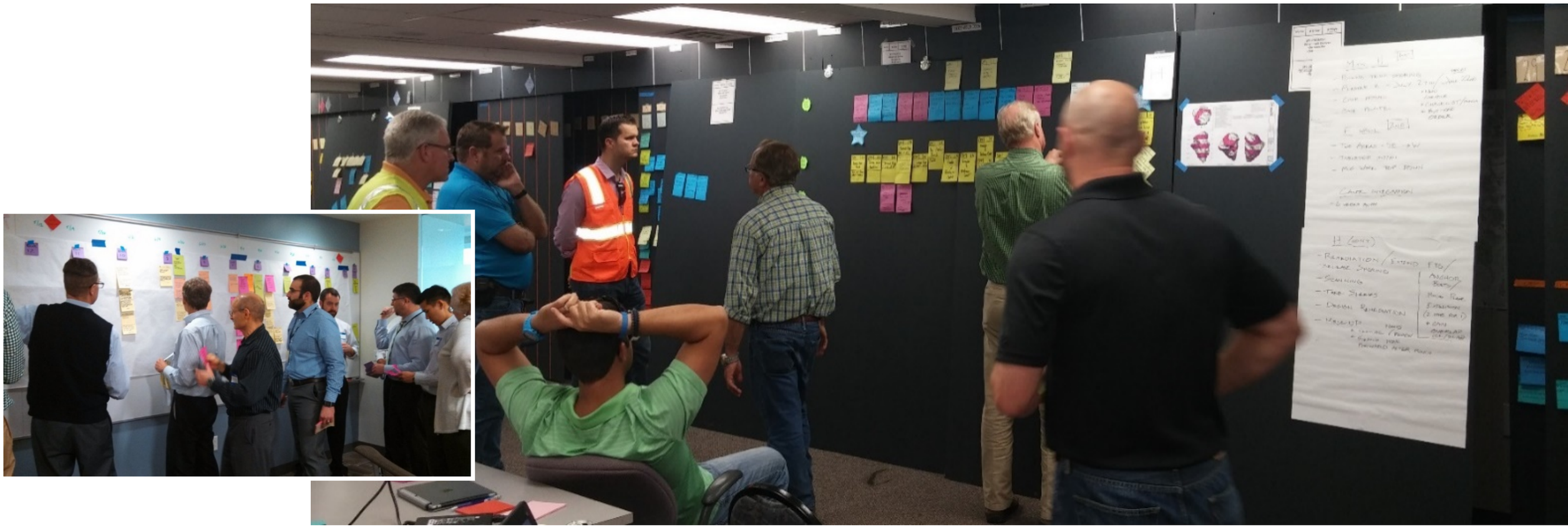


Photo Credits: InsideOut Consulting, Inc.

Reporting

A3 DASHBOARD

COMMITMENT LOG

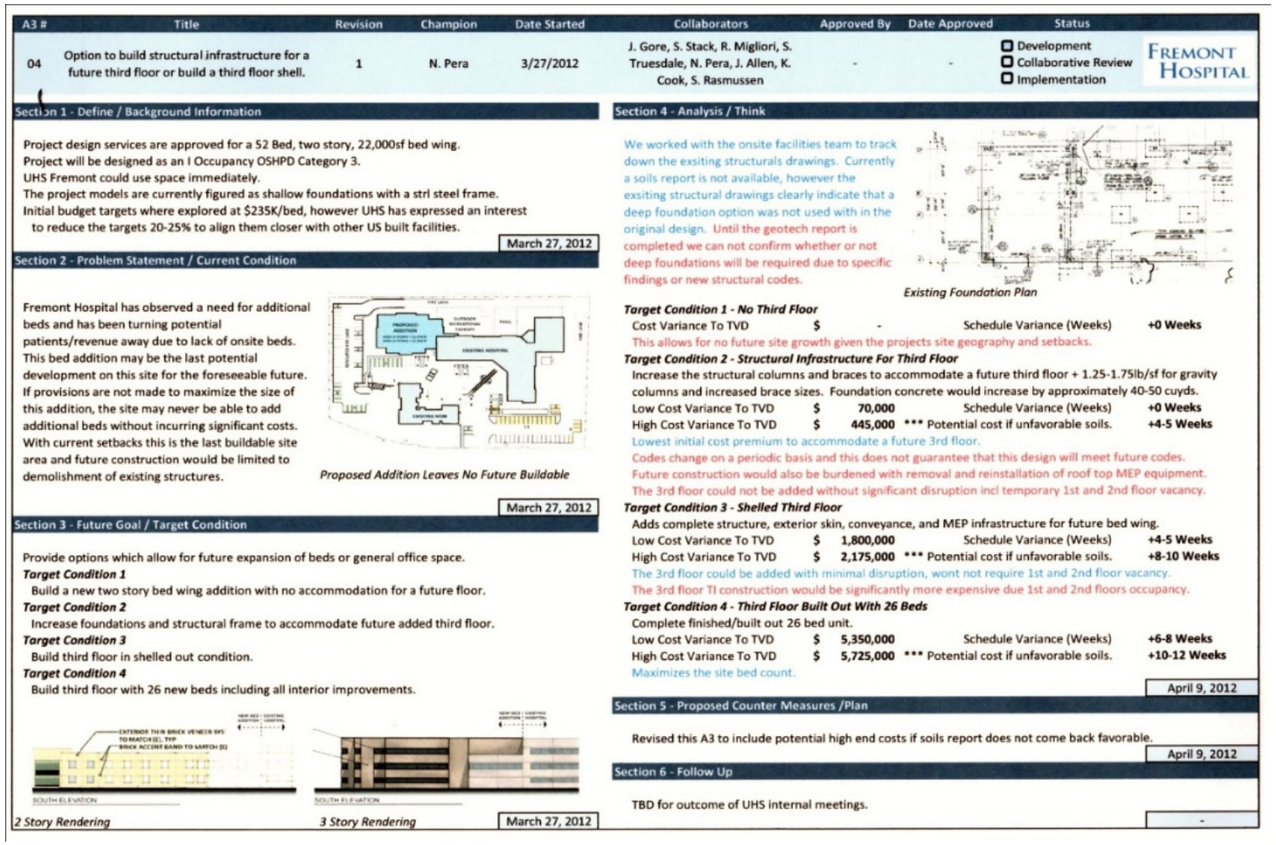
BLUE = PRIMARY, TO BE FILLED OUT TO ACHIEVE PPC

SESSION INFO					COMMITMENT INFO					STATUS INFO				
										Constraint Log				
ID	Group	Swimlane	Activity Number	Revision	Action Item	Start	Due	Duration (Days)	By (Individual)	Constraint	Responsible Individual	Resolution Need Date	Complete?	Cause of Delay
AD-TC-013	AD	TC	13	2	Provide fountain basin layout	4/14/2014	4/29/2014	12	Greg M.					
AD-TC-033	AD	TC	33		Include foundations for lamp posts in the 60% set to VOA	4/22/2014	5/1/2014	8	Jaime					
AD-TC-038	AD	TC	38		Deliver Springs' deck for B13 to VOA in 60% set	4/28/2014	5/6/2014	7	Jaime					
AD-TC-047	AD	TC	47		Round 2 mockups- tile, veneer, specialty	4/28/2014	6/2/2014	25	Brad M.					
AD-TC-073	AD	TC	73		Round 2 mockups- veneer, specialty	5/12/2014	6/2/2014	15	Brad M.					
AD-TC-048	AD	TC	48		Deliver PDFs to VOA	5/19/2014	6/5/2014	13	JT					
AD-TC-049	AD	TC	49		Release Bluebeam set/drawings	4/10/2014	6/5/2014	40	Alonso					
AD-TC-068	AD	TC	68		Updated digital directories scope/size	5/27/2014	6/5/2014	8	Jaime					
AD-TC-078	AD	TC	78		Provide VOA with preferred pullbox locations	5/12/2014	6/9/2014	20	Dave L.					
AD-TC-086	AD	TC	86		Send Alonso ADE's drawing package PDF	5/12/2014	6/11/2014	22	JT					
AD-TC-083	AD	TC	83		Give VOA electrical Show lighting & mechanical PDFs	5/12/2014	6/12/2014	23	Stu S.					
AD-TC-084	AD	TC	84		Give VOA reviewer distribution list	5/12/2014	6/12/2014	23	Stu S.					
AD-TC-076	AD	TC	76		Release Bluebeam set/drawings	5/12/2014	6/13/2014	24	Alonso					
AD-TC-077	AD	TC	77		Provide PDFs for 90% AD set	5/12/2014	6/13/2014	24	Andrew					
AD-TC-080	AD	TC	80		Provide Civil 90% PDF to Alonso	5/12/2014	6/13/2014	24	Mike C.					
AD-TC-081	AD	TC	81		Distribution memo for Bluebeam with focus review questions	6/4/2014	6/13/2014	8	Bill P.					
AD-TC-085	AD	TC	85		Expect Show lighting to CAD for Greg R.	5/12/2014	6/13/2014	24	Stu S.					
AD-TC-087	AD	TC	87		Provide drawings to VOA (Show audio, irrigation)	6/3/2014	6/13/2014	9	Brian B.					
AD-TC-088	AD	TC	88		Provide drawings to VOA (Wifi & digital directory locations)	6/3/2014	6/13/2014	9	Brian B.					
AD-TC-089	AD	TC	89		Provide comm. pullbox locations to Atkins	6/3/2014	6/16/2014	10	Andrew					
AD-TC-090	AD	TC	90		Deliver CAD export of light post locations to Civil	5/12/2014	6/16/2014	25	Greg R.					
AD-TC-091	AD	TC	91		Provide corrdinates for pole mounted lights	5/12/2014	6/23/2014	30	Brian F.					
AD-TC-092	AD	TC	92		Provide coordinates/spot elevations for comm. pull boxes	5/12/2014	6/23/2014	30	Brian F.					
AD-TC-093	AD	TC	93		Clash detection substantially complete	5/12/2014	6/25/2014	32	Josh					
AD-TC-094	AD	TC	94		Release 100% TC AD drawings	5/12/2014	7/3/2014	38	Alonso					
AD-TC-042	AD	TC	42		Final Show input- Audio	4/10/2014		-29802						
AD-TC-043	AD	TC	43		Final Show input- Lighting	4/10/2014		-29802						
AD-TC-044	AD	TC	44		Final Show input- Graphics	4/10/2014		-29802						
AD-TC-045	AD	TC	45		Creative approval of landscape material	4/10/2014		-29802						
AD-TC-050	AD	TC	50		Creative approval of hardscape material	4/10/2014		-29802						

Photo Credits: InsideOut Consulting, Inc.

Decision Making

- A3 thinking
  - collaborative document managed by a single champion.
- Choosing by Advantages (CBA)
  - a collaborative decision making system to help simplify, clarify and unify the decision making process.



A3 #	Title	Revision	Champion	Date Started	Collaborators	Approved By	Date Approved	Status
04	Option to build structural infrastructure for a future third floor or build a third floor shell.	1	N. Pera	3/27/2012	J. Gore, S. Stack, R. Migliori, S. Truesdale, N. Pera, J. Allen, K. Cook, S. Rasmussen	-	-	☐ Development ☐ Collaborative Review ☐ Implementation

FREMONT HOSPITAL

Section 1 - Define / Background Information

Project design services are approved for a 52 Bed, two story, 22,000sf bed wing.
Project will be designed as an I Occupancy OSHPD Category 3.
UHS Fremont could use space immediately.
The project models are currently figured as shallow foundations with a strl steel frame.
Initial budget targets where explored at $235K/bed, however UHS has expressed an interest to reduce the targets 20-25% to align them closer with other US built facilities.

March 27, 2012

Section 2 - Problem Statement / Current Condition

Fremont Hospital has observed a need for additional beds and has been turning potential patients/revenue away due to lack of onsite beds. This bed addition may be the last potential development on this site for the foreseeable future. If provisions are not made to maximize the size of this addition, the site may never be able to add additional beds without incurring significant costs. With current setbacks this is the last buildable site area and future construction would be limited to demolishment of existing structures.

Proposed Addition Leaves No Future Buildable

March 27, 2012

Section 3 - Future Goal / Target Condition

Provide options which allow for future expansion of beds or general office space.

Target Condition 1
Build a new two story bed wing addition with no accommodation for a future floor.

Target Condition 2
Increase foundations and structural frame to accommodate future added third floor.

Target Condition 3
Build third floor in shelled out condition.

Target Condition 4
Build third floor with 26 new beds including all interior improvements.

2 Story Rendering *3 Story Rendering*

March 27, 2012

Section 4 - Analysis / Think

We worked with the onsite facilities team to track down the exsiting structurals drawings. Currently a soils report is not available, however the exsiting structural drawings clearly indicate that a deep foundation option was not used with in the original design. Until the geotech report is completed we can not confirm whether or not deep foundations will be required due to specific findings or new structural codes.

Existing Foundation Plan

Target Condition 1 - No Third Floor
Cost Variance To TVD $ - Schedule Variance (Weeks) +0 Weeks
This allows for no future site growth given the projects site geography and setbacks.

Target Condition 2 - Structural Infrastructure For Third Floor
Increase the structural columns and braces to accommodate a future third floor + 1.25-1.75lb/sf for gravity columns and increased brace sizes. Foundation concrete would increase by approximately 40-50 cuyds.
Low Cost Variance To TVD $ 70,000 Schedule Variance (Weeks) +0 Weeks
High Cost Variance To TVD $ 445,000 *** Potential cost if unfavorable soils. +4-5 Weeks
Lowest initial cost premium to accommodate a future 3rd floor.
Codes change on a periodic basis and this does not guarantee that this design will meet future codes.
Future construction would also be burdened with removal and reinstallation of roof top MEP equipment.
The 3rd floor could not be added without significant disruption incl temporary 1st and 2nd floor vacancy.

Target Condition 3 - Shelled Third Floor
Adds complete structure, exterior skin, conveyance, and MEP infrastructure for future bed wing.
Low Cost Variance To TVD $ 1,800,000 Schedule Variance (Weeks) +4-5 Weeks
High Cost Variance To TVD $ 2,175,000 *** Potential cost if unfavorable soils. +8-10 Weeks
The 3rd floor could be added with minimal disruption, wont not require 1st and 2nd floor vacancy.
The 3rd floor TI construction would be significantly more expensive due 1st and 2nd floors occupancy.

Target Condition 4 - Third Floor Built Out With 26 Beds
Complete finished/built out 26 bed unit.
Low Cost Variance To TVD $ 5,350,000 Schedule Variance (Weeks) +6-8 Weeks
High Cost Variance To TVD $ 5,725,000 *** Potential cost if unfavorable soils. +10-12 Weeks
Maximizes the site bed count.

April 9, 2012

Section 5 - Proposed Counter Measures /Plan

Revised this A3 to include potential high end costs if soils report does not come back favorable.

April 9, 2012

Section 6 - Follow Up

TBD for outcome of UHS internal meetings.

-

Photo Credit: InsideOut Consulting, Inc.

Target Value Tracking Activities

- Target Cost Tracking Transparency
- Risk Identification
  - Mitigation strategy
  - Cost
  - Rank
- Path Back Identification

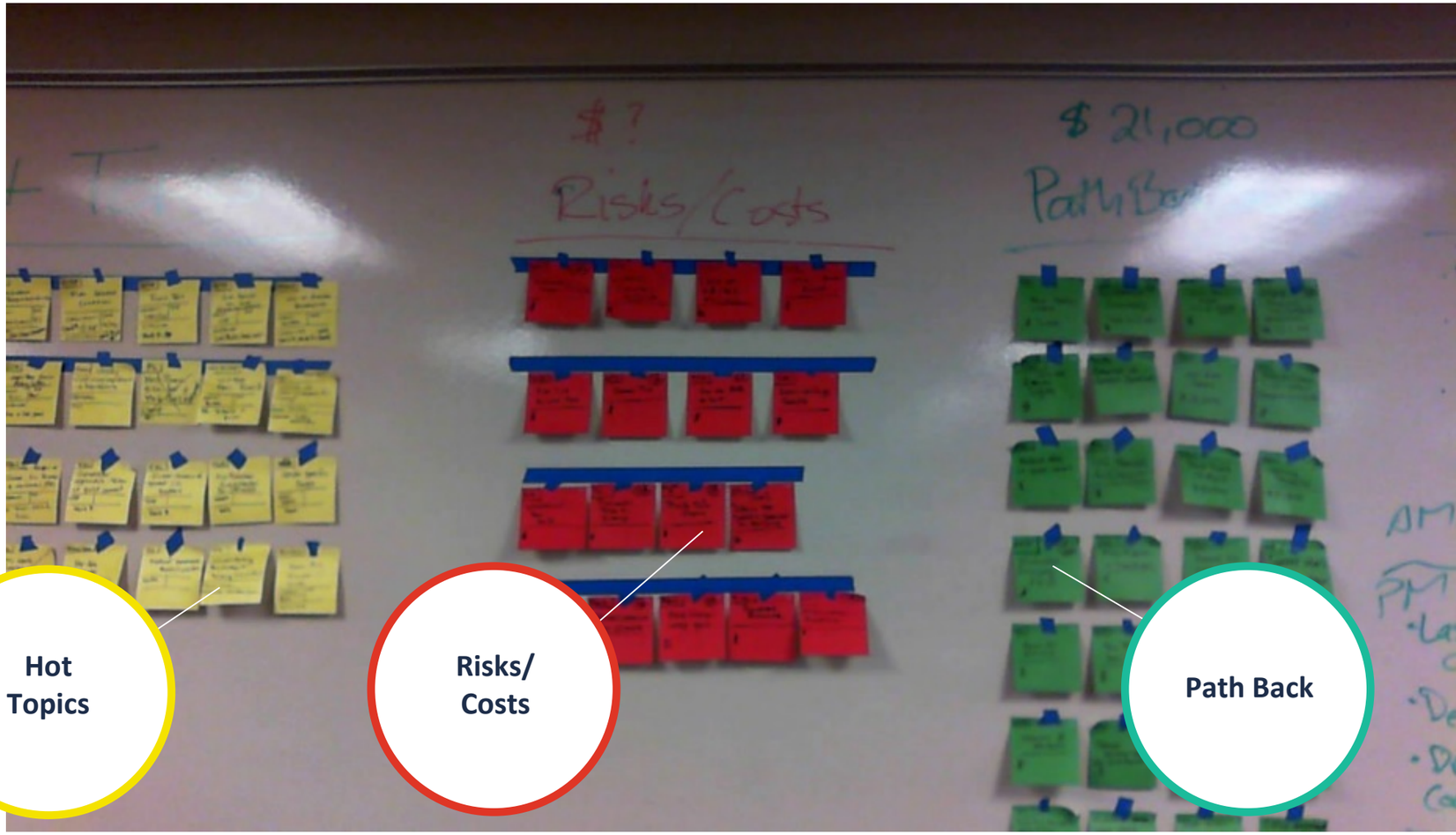
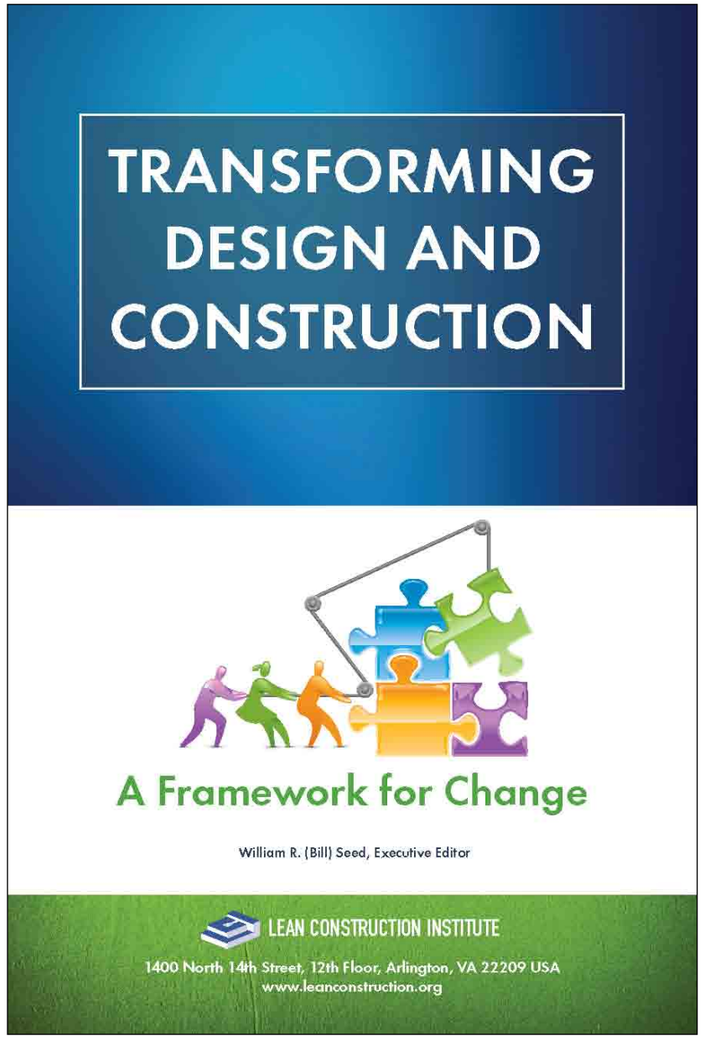


Photo Credit: InsideOut Consulting, Inc.

Kickoff Meeting Framework

- Design Vision
- Team Structure
- Team Culture



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When is the right time to implement the Big Room? When is **too soon**? When is **too late**?

Discuss as a whole group.
(10 minutes)

Take Live Notes.

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- Congress (October)
- Design Forum (May)

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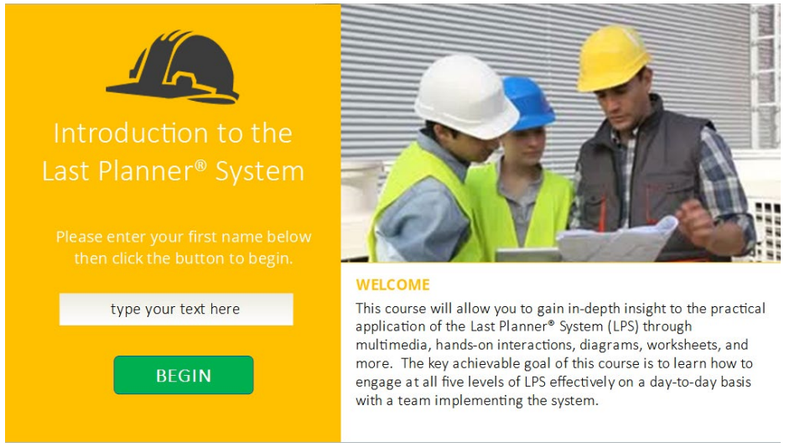
eLearning Courses

Available now:

- Introduction to the Last Planner System®
- Introduction to Lean Project Delivery
- Lean in the Design Phase
- Effective Big Room
- Target Value Delivery



Questions?

Learning Objectives Review

Define the meaning of a Big Room, and understand the purpose and benefits of implementing the approach to improving project outcomes.

Understand the characteristics and behaviours of a Big Room Team including aspects of effective facilitation.

Identify the venue types for hosting a Big Room, and discover the key elements for tailoring the space to support collaborative activities.

Gain insights into how the Big Room approach supports knowledge sharing and enhanced collaboration.

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23RD LCI CONGRESS
OCTOBER 19-22

In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

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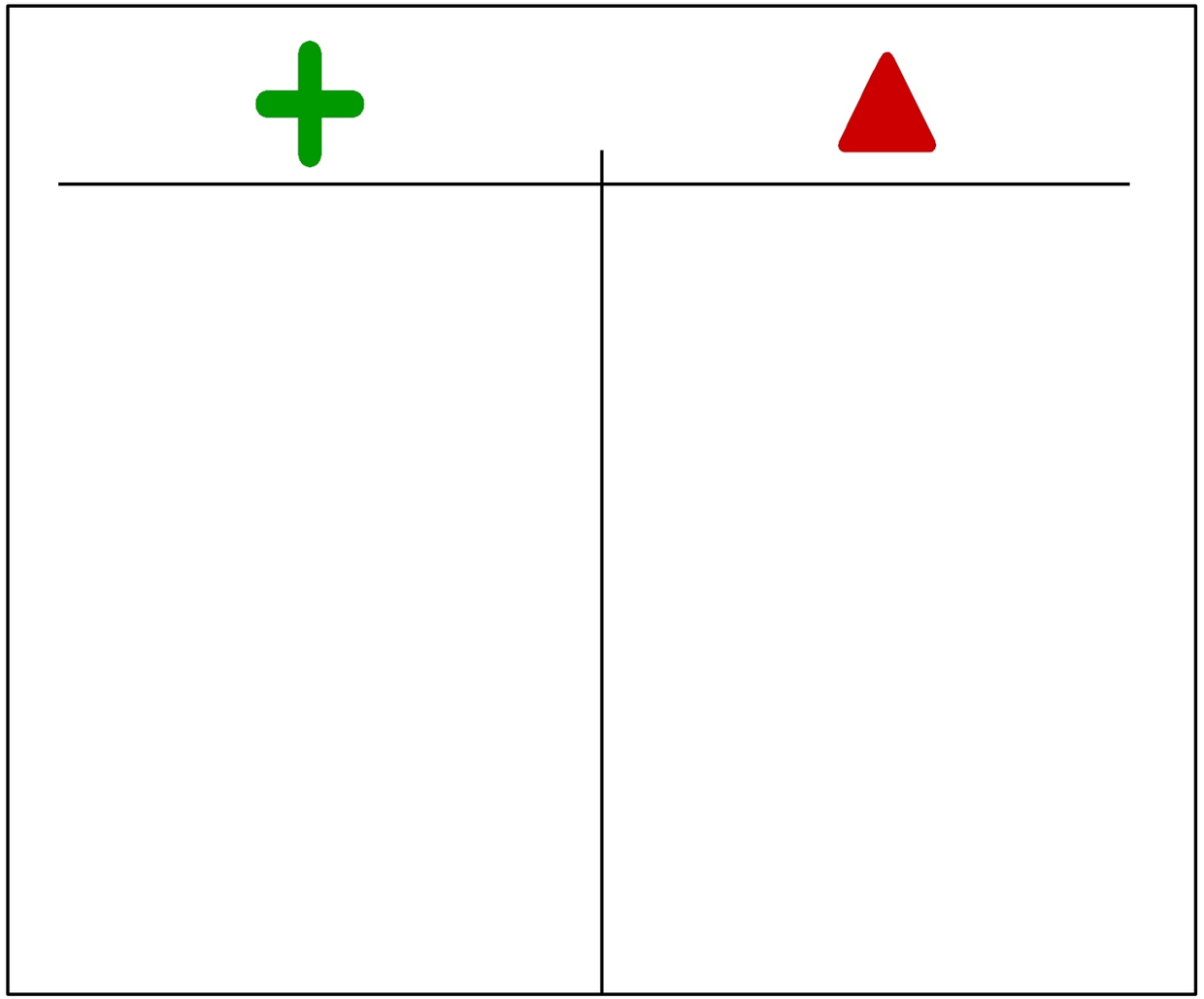
Conduct Plus/Delta

Plus: What produced *value* during the session?

Delta: What could we *change to improve* the process or outcome?



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Thank you for attending this presentation. Enjoy the rest of the 23rd Annual LCI Congress!

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