

23RD ANNUAL



23RD LCI CONGRESS
OCTOBER 19-22

Team Development: A Factor for LEAN + Partnering

Chuck Binkowski – Chief Operating Officer

Brandon Yezbick – Vice President, LEAN

Dr. Dan Altier – Senior Director, Executive + Team Development

**Barton
Malow**

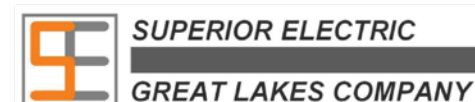
October 20, 2021

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!



Thanks to Our Partners!



Thanks to Our Partners!



Do you believe that
TEAM WORK
is equal to or more important than
TASK WORK?



Teamwork Embedded in Our Values...



**BUILDING WITH THE
AMERICAN SPIRIT
PEOPLE
PROJECTS
COMMUNITIES**



INTEGRITY

Making the right and fair decision in every situation
Demonstrating consistency between words and actions
Honoring all commitments



PARTNERSHIP

Working together to advance mutual interests
Building relationships based on trust and respect
Ensuring a highly collaborative and enthusiastic environment
Communicating with candor and appreciating the input of others



EMPOWERMENT

Equipping and enabling people to deliver results
Understanding expectations
Acting decisively
Demonstrating self-motivation and entrepreneurialism

Barton Malow

This Isn't a New Concept...

- Construction Cost Related to Trust (**1993**) The Construction Industry Institute.
- Salas, E. & Johnston, J. (**2000**) *Crisis-Induced Stress Undermines Group Cooperation*. Journal Group Dynamics: Theory, Research and Practice , 3 (4), 291-302.
- DeChurch, L & Mesmer-Magnus, J.R. (**2010**) *The Cognitive Underpinnings of Effective Team Work*. Journal of Applied Psychology, 95 (1), 32-53.
- Edmonson, A.C. (**2012**) *Teamwork On the Fly: How to Master the New Art of Teaming*. Harvard Business Review: April 1-10.
- Hardy-Vallee, B. (**2012**) *The Cost of Bad Project Management*. Gallup Management Journal, February, 2nd
- Scharz, R. (**2015**) *Collaboration: What the Research Tells Us About Team Creativity and Innovation*. Harvard Business Review, December 15,
- Angus, J., Hildreth, D. & Anderson, C. (2016) Failure at the Top: How Power Undermines Collaborative Performance. (**2016**) Harvard Business Review May 2016 / Journal of Personality and Social Psychology..
- Salas, E., Reyes, D.L. & McDaniel, S.H. (**2018**) *Science of Teamwork: Progress, Reflections, and the Road Ahead*. American Psychologist, 73 (4), 593-600.



Team Health Process **ALWAYS** Begins with a Team Charter



Team Charter



Sverdrup, T.E., Schei, V. & Tjolsen, O. (2017) *Expecting the Unexpected: Using Team Charters to Handle Disruptions and Facilitate Team Performance*.
Group Dynamics, Theory, Research and Practice, 21(1), 53-59

Partnering + Team Health Agenda



AGENDA

Introduction

Team Charter Review/Agreement

Team Health Assessment

Human Constructability

Next Steps

Team Health Assessment

OBJECTIVE/QUANTITATIVE

SAFETY
TEAM COHESION
INFORMATION SHARING
TEAM CONFLICT*
GOAL SPECIFICATION
TRUST

SCALE:
1 = LOW, 3 = AVERAGE, 5 = HIGH

SUBJECTIVE/QUALITATIVE



**WHAT IS
GOING
WELL**



**WHAT
IS NOT
GOING
WELL**

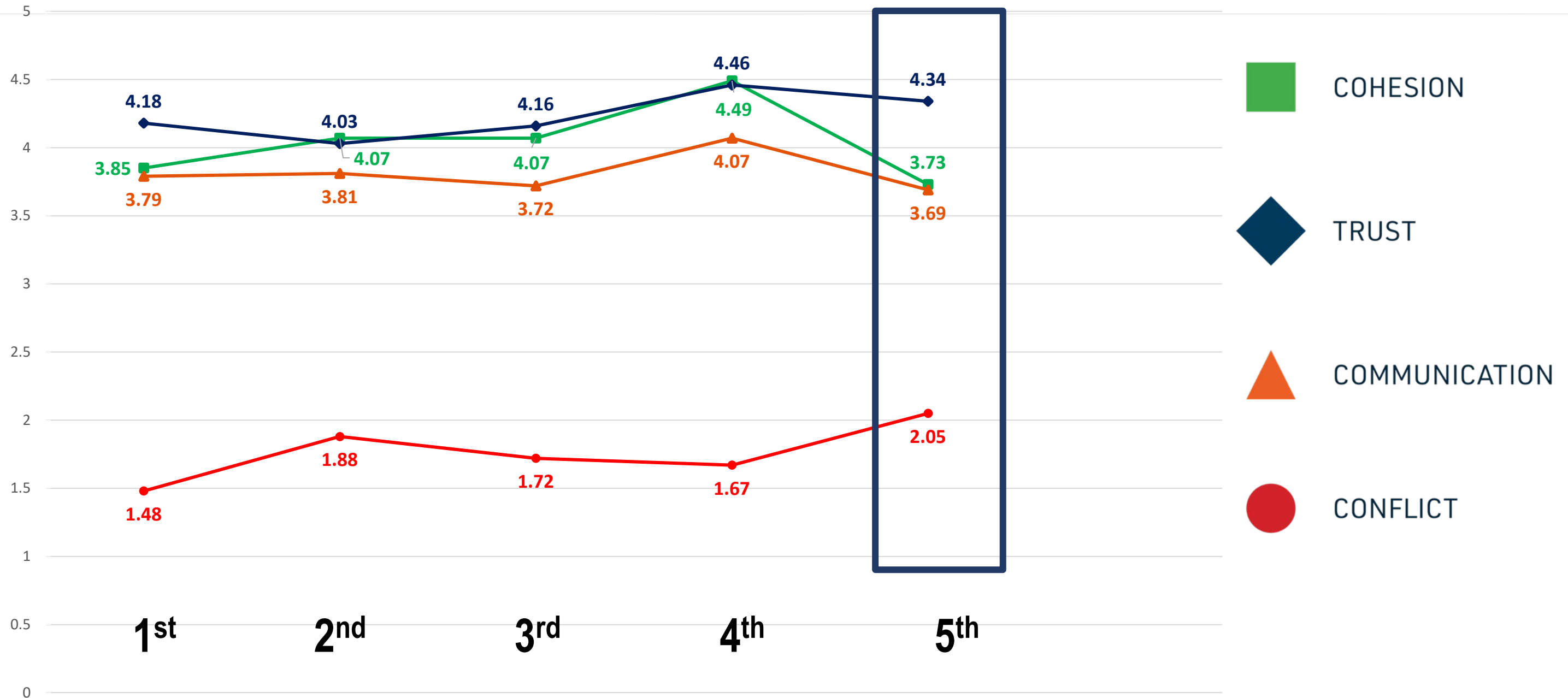


**WHAT
CAN BE
IMPROVED**

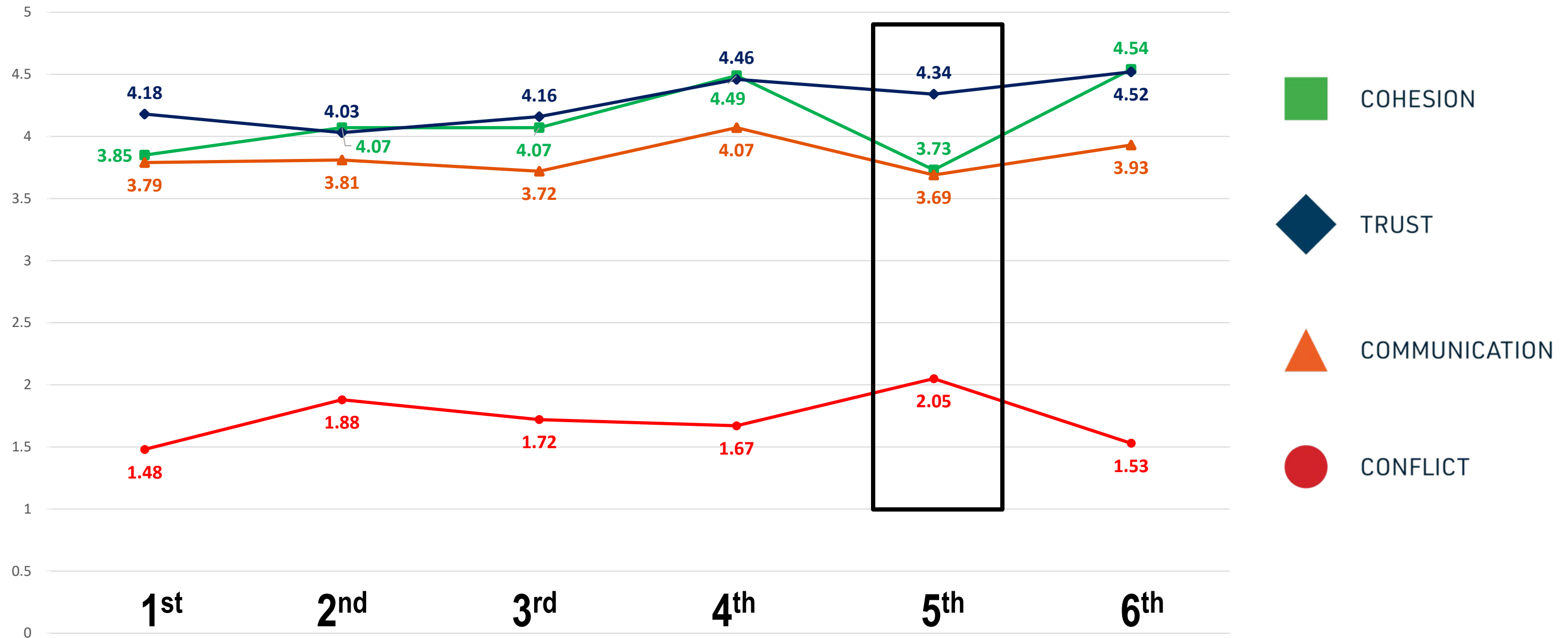
Reliability = Measuring What it Says it Does...

MEASURE	ITEMS	
Safety	3	X
Cohesion	10	✓
Communication	7	✓
Conflict	8	✓
Goal Setting	5	✓
Trust	7	✓

Team Health Assessment



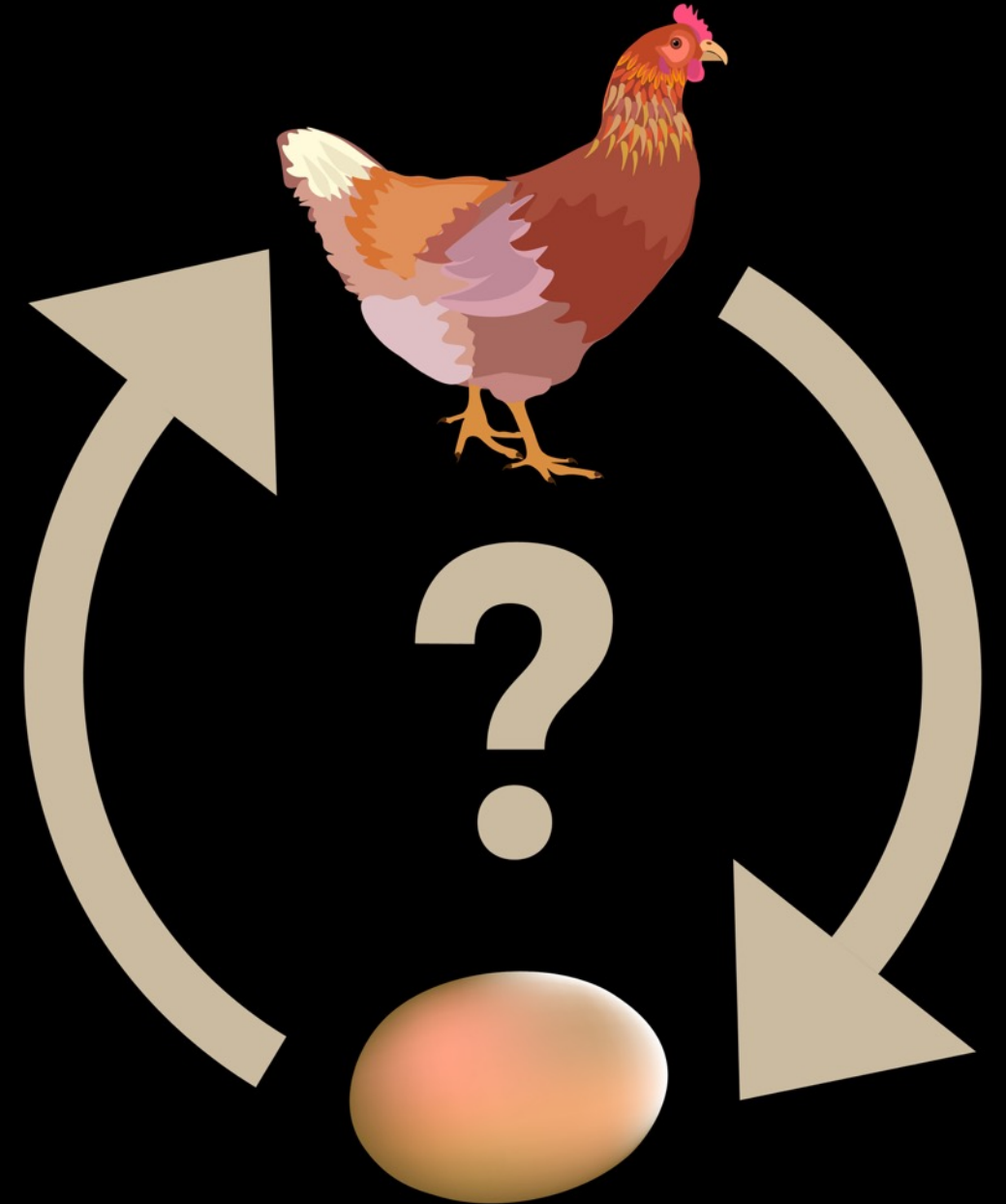
Team Health Assessment



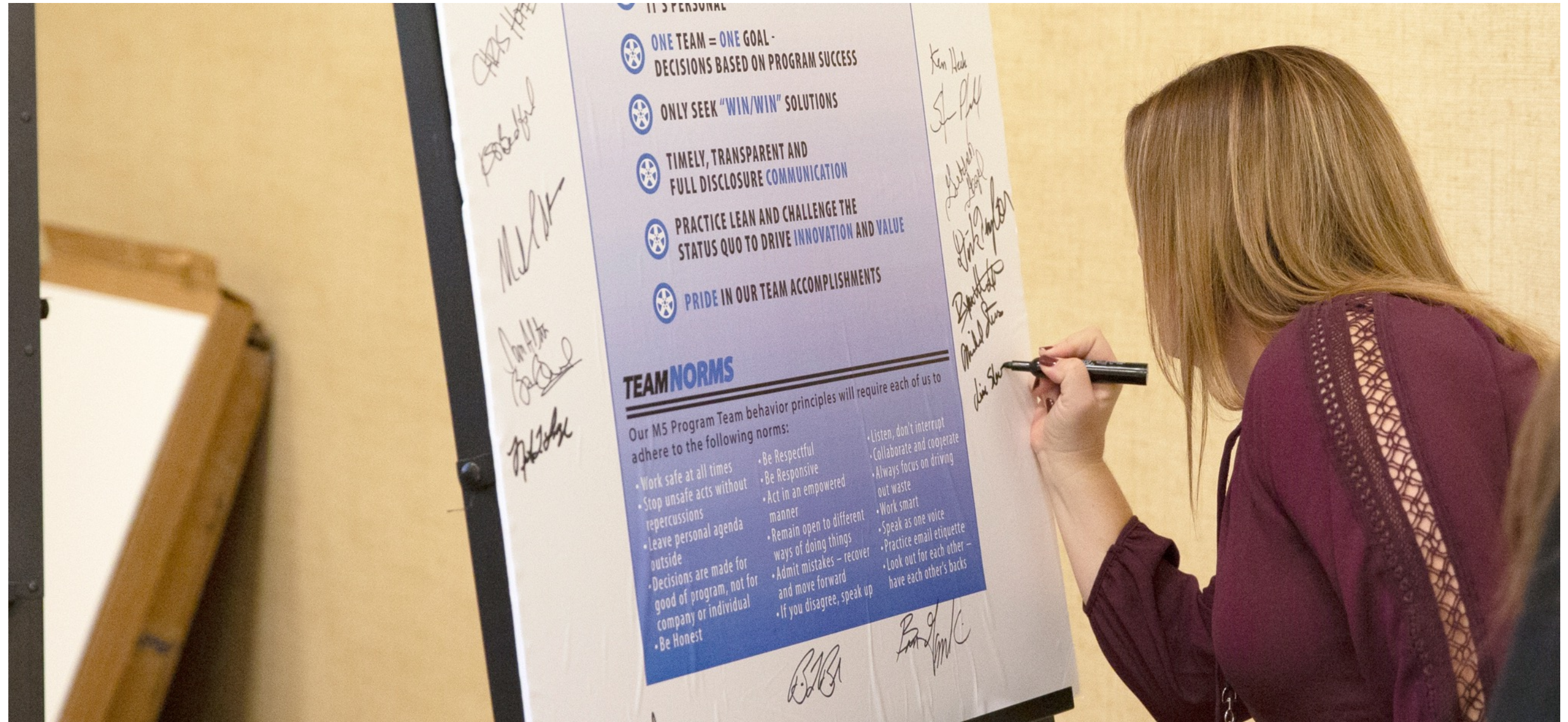
**TEAM HEALTH
ASSESSMENT**

OR

**LEAN
ORIENTATION?**



Lean Principles, Behaviors, + Tools Compliment Training



Foundations for Effective Lean Projects

EFFECTIVE LEAN PROJECTS = SUCCESSFUL TEAM HEALTH



What does a high performing team look like?


















LEARN BY DOING FROM THOSE WHO DO

Market Comparison



Team Features

	HIGHER EDUCATION	HEALTHCARE	INDUSTRIAL
Communication			
Cohesion			
Conflict Resolution			
Trust			
Goal Setting			

Elizabeth Perkin McQuillen, PhD Manager, Faculty Affairs, Support & Data /Adjunct Faculty/
Educational Evaluation & Research /College of Nursing / Wayne State University



VIEW PROJECT TEAM PROGRESSION

- **Preconstruction**
- **Construction**



Demographic Factors

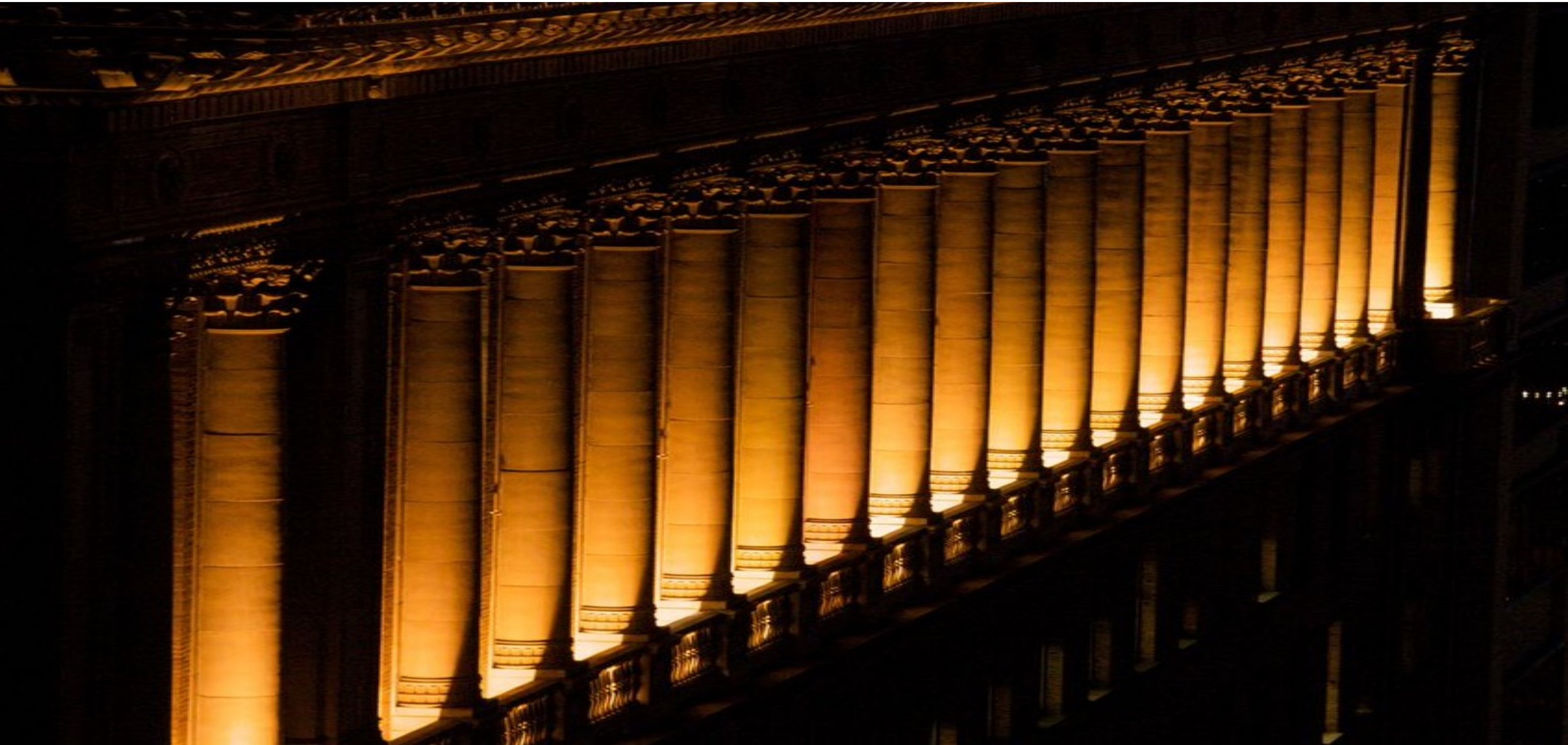
	PRECONSTRUCTION	CONSTRUCTION
Gender		
Female	23.1%	17.2%
Male	71.5%	82.8%
No Report	4.2%	0.0%
Age		
≤ 21	2.2%	1.7%
22 – 34	17.2%	22.8%
35 – 44	30.6%	22.2%
45 – 54	23/1%	27.2%
55 – 64	22.6%	21.7%
65 +	1.6%	2.8%
Decline	2.7%	1.7%

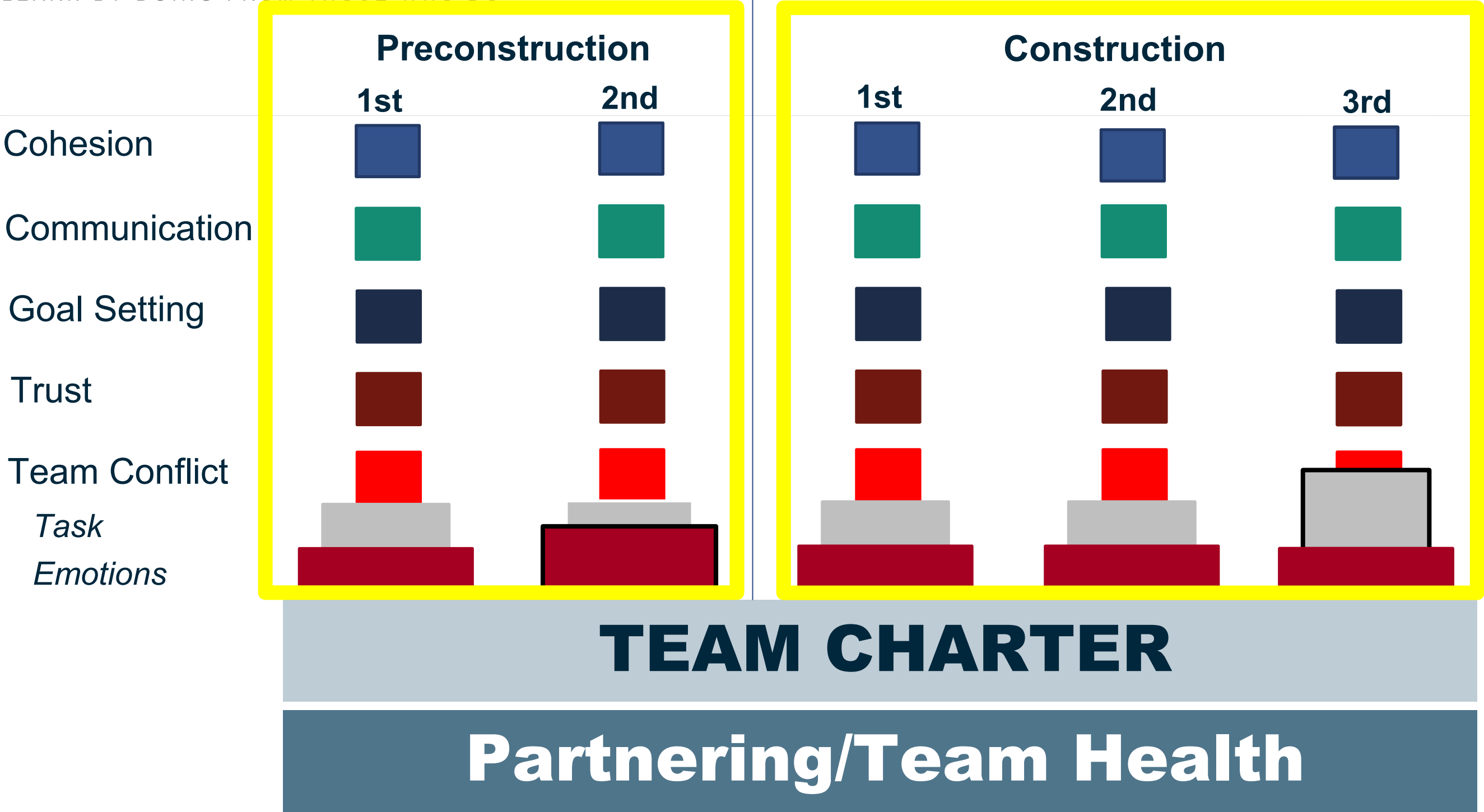
	PRECONSTRUCTION	CONSTRUCTION
Tenure		
Average Years	10.9	11.2
S.D. (Years)	9.5	10.9
Race/Ethnicity		
American Indian	.5%	0%
Asian/Asian American	2.2%	3.9%
Black/African American	2.8%	2.8%
Hispanic / Latino	2.2%	1.7%
Middle Eastern	2.2%	1.1%
Pacific Islander	0.0%	1.1%
White / Caucasian	91.9%	89.4%



LEARN BY DOING FROM THOSE WHO DO

Repeated Measurements + Longitudinal Applications





Stages of Team Development

1. FORMING

High degree of guidance
needed from manager
Individual roles
are unclear
Process usually not
well established

2. STORMING

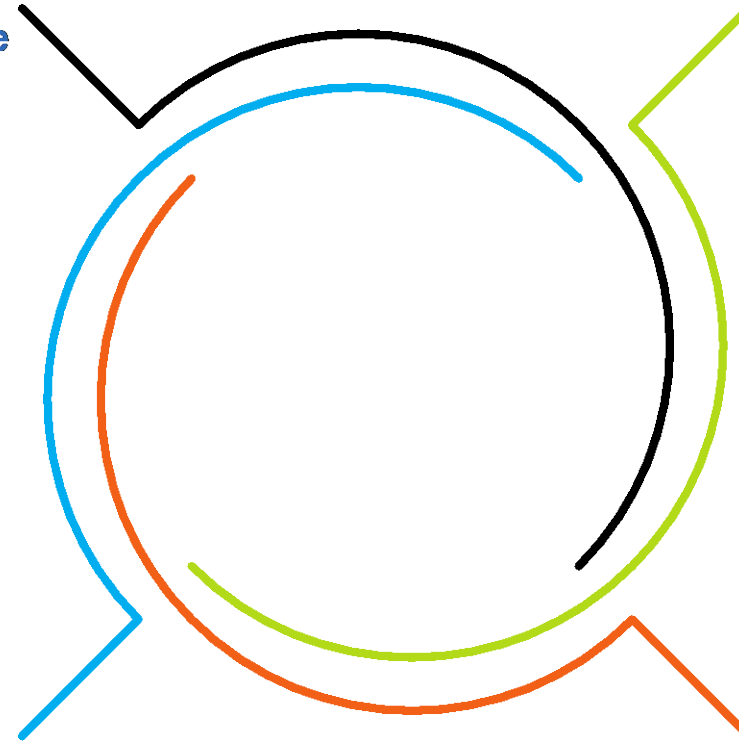
Understanding how team
decisions are made
Purpose is clear, but team
relationships are blurry

3. NORMING

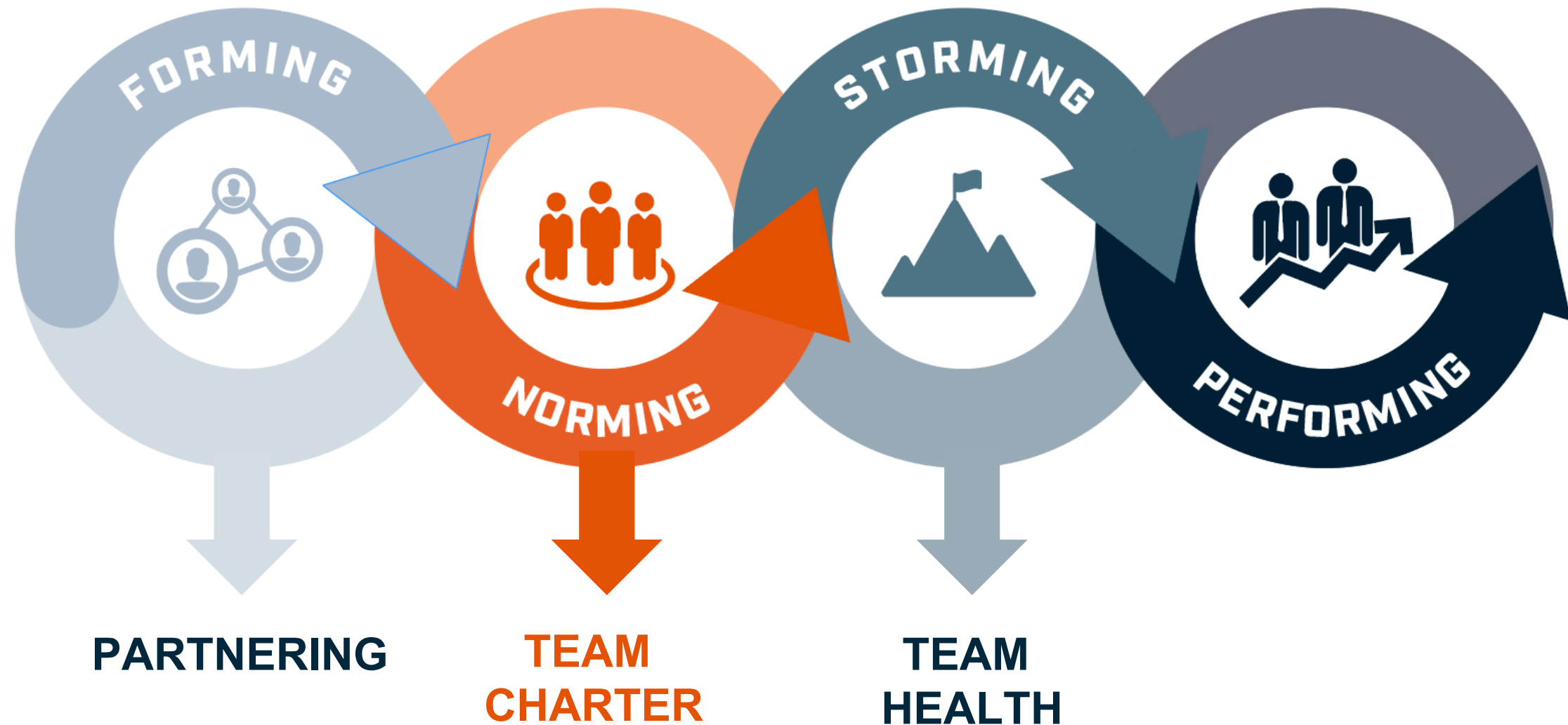
Relationships are well
understood in the team
Commitment to team goals
Begins to work to
optimize team process

4. PERFORMING

Team is committed to performing well
Focuses on being strategic
Team runs well with little oversight



Stages of Team Development



LEARN BY DOING FROM THOSE WHO DO

We Believe in Team Health

FROM \$30 MILLION TO \$1 BILLION



Why Team Health is Important to Us...

- Identify + Reinforce Effective Teaming
- Address Counterproductive Behavior in Timely Manner



Measurement is Important

PROJECT SUMMARY REPORT

Baltimore, Maryland

Schematic Design Estimate

Estimate Date: 05/16/2013

Building Area: 430,000 SQFT

Construction Start: 07/15/2013

Construction Finish: 07/31/2017

Description	Quantity	Cost / SF	Total Cost	% Of Total	
CONSTRUCTION COST					
DIRECT COST					
Division 01 - General Requirements	430,000	\$0.00	\$0	0.00%	
Division 02 - Existing Conditions	430,000	\$0.03	\$15,000	0.01%	
Division 03 - Concrete	430,000	\$46.51	\$20,000,000		
Division 04 - Masonry	430,000	\$28.60	\$12,299,200		
Division 05 - Metals	430,000	\$4.14	\$1,782,100		
Division 06 - Woods, Plastics And Composites	430,000	\$1.41	\$605,000		
Division 07 - Thermal And Moisture Protection	430,000	\$4.41	\$1,894,300		
Division 08 - Openings	430,000	\$57.20	\$24,595,400		
Division 09 - Finishes	430,000	\$21.59	\$9,283,900		
Division 10 - Specialties	430,000	\$1.67	\$719,600		
Division 11 - Equipment	430,000	\$6.80	\$2,924,000		
Division 12 - Furnishings	430,000	\$13.72	\$5,900,700		
Division 13 - Special Construction	430,000	\$0.17	\$75,000		
Division 14 - Conveying Equipment	430,000	\$7.39	\$3,179,000		
Division 21 - Fire Suppression	430,000	\$5.41	\$2,327,400		
Division 22 - Plumbing	430,000	\$36.08	\$15,516,200		
Division 23 - Heating Ventilating And Air Conditioning	430,000	\$90.78	\$39,037,200		
Division 25 - Integrated Automation	430,000	\$10.12	\$4,349,600		
Division 26 - Electrical	430,000	\$50.39	\$25,537,100		
Division 27 - Communications	430,000	\$3.93	\$1,690,800		
Division 28 - Electronic Safety And Security	430,000	\$4.36	\$1,874,300		
Division 31 - Earthwork	430,000	\$15.50	\$6,666,300		
Division 32 - Exterior Improvements	430,000	\$6.28	\$2,701,100		
Division 33 - Utilities	430,000	\$1.05	\$449,500		
Accepted Revision 00 Construction	1	LPSM	(\$6,760,800)	(\$6,760,800)	
TOTAL DIRECT COST	430,000	\$QFT	\$410.84	\$176,661,700	
BONDS / ESCALATION / CONTINGENCIES					
Subcontractor P&P Bonds (Subguard)	1.50%	OF	\$168,582,800	\$2,528,700	
Escalation	5.83%	OF	\$168,582,800	\$9,828,400	
Design / Detail Contingency	10.00%	OF	\$168,582,800	\$16,858,300	
CM / GMP Contingency	1.50%	OF	\$227,351,600	\$3,410,300	
TOTAL BONDS / ESCALATION / CONTINGENCIES	430,000	\$QFT	\$75.87	\$32,625,700	
CM SERVICES					
CM General Conditions & Fee	1	LPSM	\$18,064,200	\$18,064,200	
TOTAL CM SERVICES	430,000	\$QFT	\$42.01	\$18,064,200	
TOTAL CONSTRUCTION COST	430,000	\$QFT	\$528.72	\$227,351,600	100%
TOTAL COST	430,000	BGSF	\$528.72	\$227,351,600	100%
ALTERNATES					
1 Deduct: Site Work Adjacent to Baltimore Street	1	LPSM	(\$461,200)	(\$461,200)	
2 Deduct: Remove 4th Floor	36,450	\$QFT	(\$156,700)	(\$5,711,700)	
3 Deduct: Remove 9th Floor	30,140	\$QFT	(\$141,711)	(\$4,271,100)	
4 Deduct: 10% of MEP Load with Removal of 4th Floor	1	LPSM	TBD	TBD	
5 Deduct: 10% of MEP Load with Removal of 9th Floor	1	LPSM	TBD	TBD	
6 Deduct: Remove Underground Connection to Dental School	1	LPSM	(\$121,000)	(\$121,000)	
7 Deduct: Skin Type 1A for 1B - Terrazzo to Brick	1	LPSM	(\$1,761,400)	(\$1,761,400)	
8 Deduct: Skin Type 2A for 2B - Stone to Terrazzo	1	LPSM	(\$1,178,000)	(\$1,178,000)	
9 Deduct: Remove One Passenger Elevator from Bank of Four	1	LPSM	(\$558,900)	(\$558,900)	
10 Add: Fit-out of 4th Floor	36,450	\$QFT	\$218.75	\$7,973,300	
11 Add: Fit-out of 9th Floor	30,140	\$QFT	\$248.88	\$7,501,100	

24-JUNE

MAIN HOSPITAL - TOTAL CONSTRUCTION COST CASH FLOW

Month	1	2	3	4	5	6	7	8	9	10
Month	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13
Monthly Project Total	0	0	0	2,795,159	1,423,548	2,186,899	4,338,158	3,365,380	3,424,657	3,319,132
Cumulative Project Total	0	0	0	2,795,159	4,218,707	6,405,606	10,743,764	14,082,153	17,446,810	20,765,942

00100 - General Requirements

00101 - Existing Conditions

00102 - Assessment

00103 - Construction Site Worker Personnel

00200 - Family Remodeling

00201 - Concrete

00202 - Masonry

00203 - Wood, Plastics, Composites

00204 - Architectural Woodwork

00205 - Thermal and Moisture Protection

00206 - Carpentry and Millwork

00207 - Roofing and Siding

00208 - Fire and Smoke Protection

00209 - Openings

00210 - Doors and Frames

00211 - Windows, Skylights, and Curtain Walls

00212 - Frames

00213 - Specialties

00214 - Signage

00215 - Interior Partitions

00216 - Storage Systems

00217 - Awnings

00218 - Water Equipment

00219 - Plumbing

00220 - Specialty Construction

00221 - Conveying Equipment

00222 - Pneumatic Tube Systems

00223 - Fire Suppression

00224 - Heating

00225 - Gas and Vacuum Systems

00226 - Heating, Ventilating, and Air Conditioning (HVAC)

00227 - Cooling Towers

00228 - Integrated Automation

00229 - Electrical

00230 - Power

00231 - Substation

00232 - Power Generating Storage Equipment

00233 - Distribution power supply

00234 - Lighting

00235 - Communications

00236 - Structural Steel

00237 - Noise and Vibration Control

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00239 - Electronic Access Control and Intrusion Detection

00240 - Electronic Detection and Alarm

00241 - Carports

00242 - Exterior Improvements

00243 - Parking and Parking Lots

00244 - Irrigation

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MAIN HOSPITAL - TOTAL CONSTRUCTION COST CASH FLOW

Month	1	2	3	4	5	6	7	8	9	10
Month	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13
Monthly Project Total	0	0	0	2,795,159	1,423,548	2,186,899	4,338,158	3,365,380	3,424,657	3,319,132
Cumulative Project Total	0	0	0	2,795,159	4,218,707	6,405,606	10,743,764	14,082,153	17,446,810	20,765,942

00100 - General Requirements

00101 - Existing Conditions

00102 - Assessment

00103 - Construction Site Worker Personnel

00200 - Family Remodeling

00201 - Concrete

00202 - Masonry

00203 - Wood, Plastics, Composites

00204 - Architectural Woodwork

00205 - Thermal and Moisture Protection

00206 - Carpentry and Millwork

00207 - Roofing and Siding

00208 - Fire and Smoke Protection

00209 - Openings

00210 - Doors and Frames

00211 - Windows, Skylights, and Curtain Walls

00212 - Frames

00213 - Specialties

00214 - Signage

00215 - Interior Partitions

00216 - Storage Systems

00217 - Awnings

00218 - Water Equipment

00219 - Plumbing

00220 - Specialty Construction

00221 - Conveying Equipment

00222 - Pneumatic Tube Systems

00223 - Fire Suppression

00224 - Heating

00225 - Gas and Vacuum Systems

00226 - Heating, Ventilating, and Air Conditioning (HVAC)

00227 - Cooling Towers

00228 - Integrated Automation

00229 - Electrical

00230 - Power

00231 - Substation

00232 - Power Generating Storage Equipment

00233 - Distribution power supply

00234 - Lighting

00235 - Communications

00236 - Structural Steel

00237 - Noise and Vibration Control

00238 - Electronic Safety and Security

00239 - Electronic Access Control and Intrusion Detection

00240 - Electronic Detection and Alarm

00241 - Carports

00242 - Exterior Improvements

00243 - Parking and Parking Lots

00244 - Irrigation

00245 - Utilities

00246 - Transportation

00247 - Highway and Marine Construction

00248 - Bayard

24-JUNE

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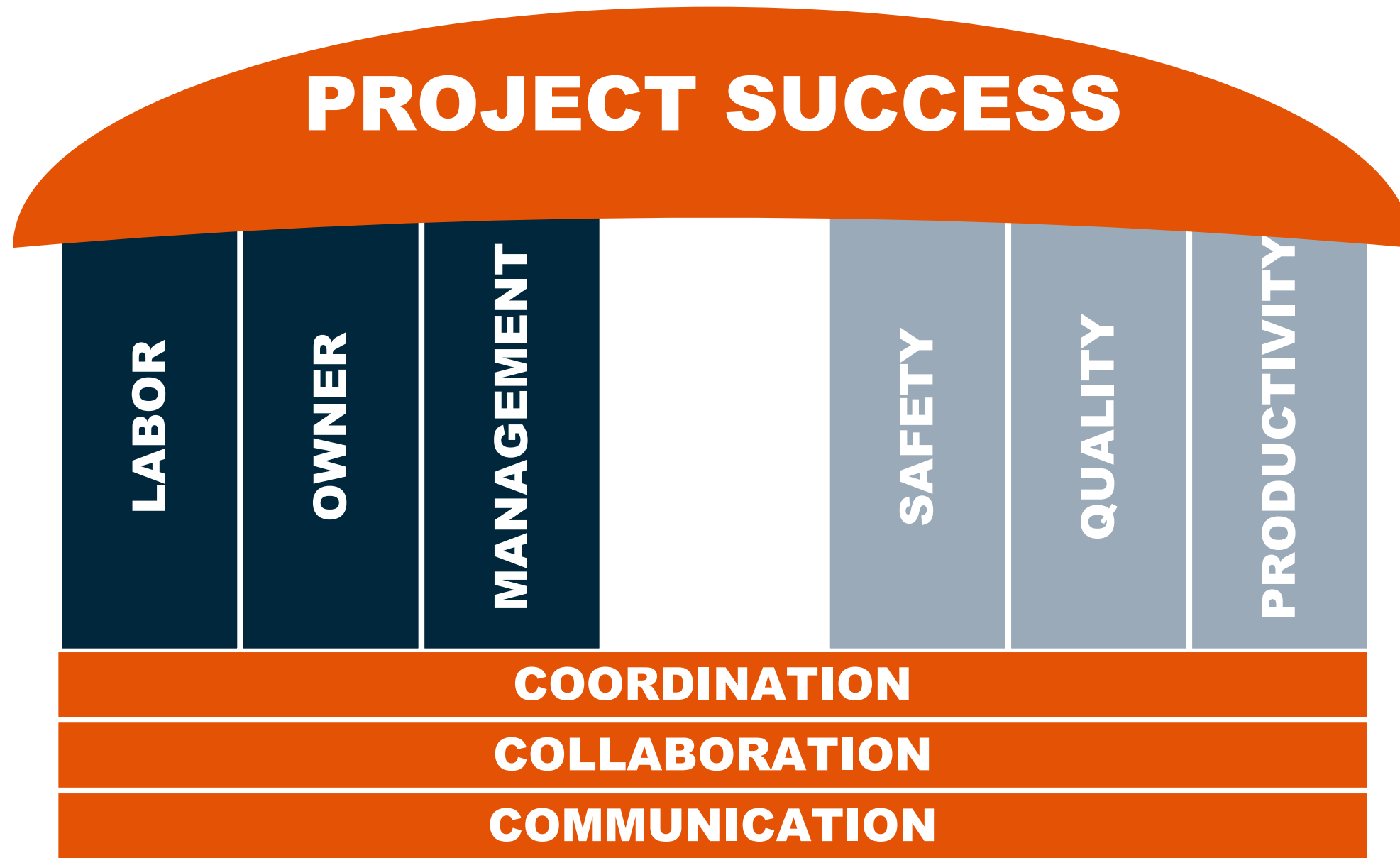
00207 -

LEARN BY DOING FROM THOSE WHO DO

Commitment to Team Health



Pillars of Team Performance



What Can We Share?



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THANK YOU!

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**Barton
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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.



23RD LCI CONGRESS
OCTOBER 19-22

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