

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Learning from Little League to the Big Leagues: Coaching Tough, Complex Projects

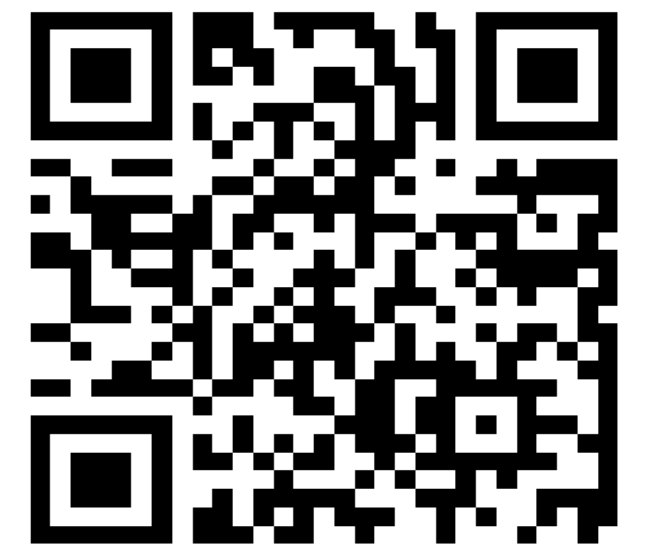
Katherine Copeland, Merck

Jessica Kelley, Merck

Annmarie Thurnquist, Jacobs

Cynthia Tsao, Navilean & BAECL

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LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

Oct 20, 2022

Meet your Coaches

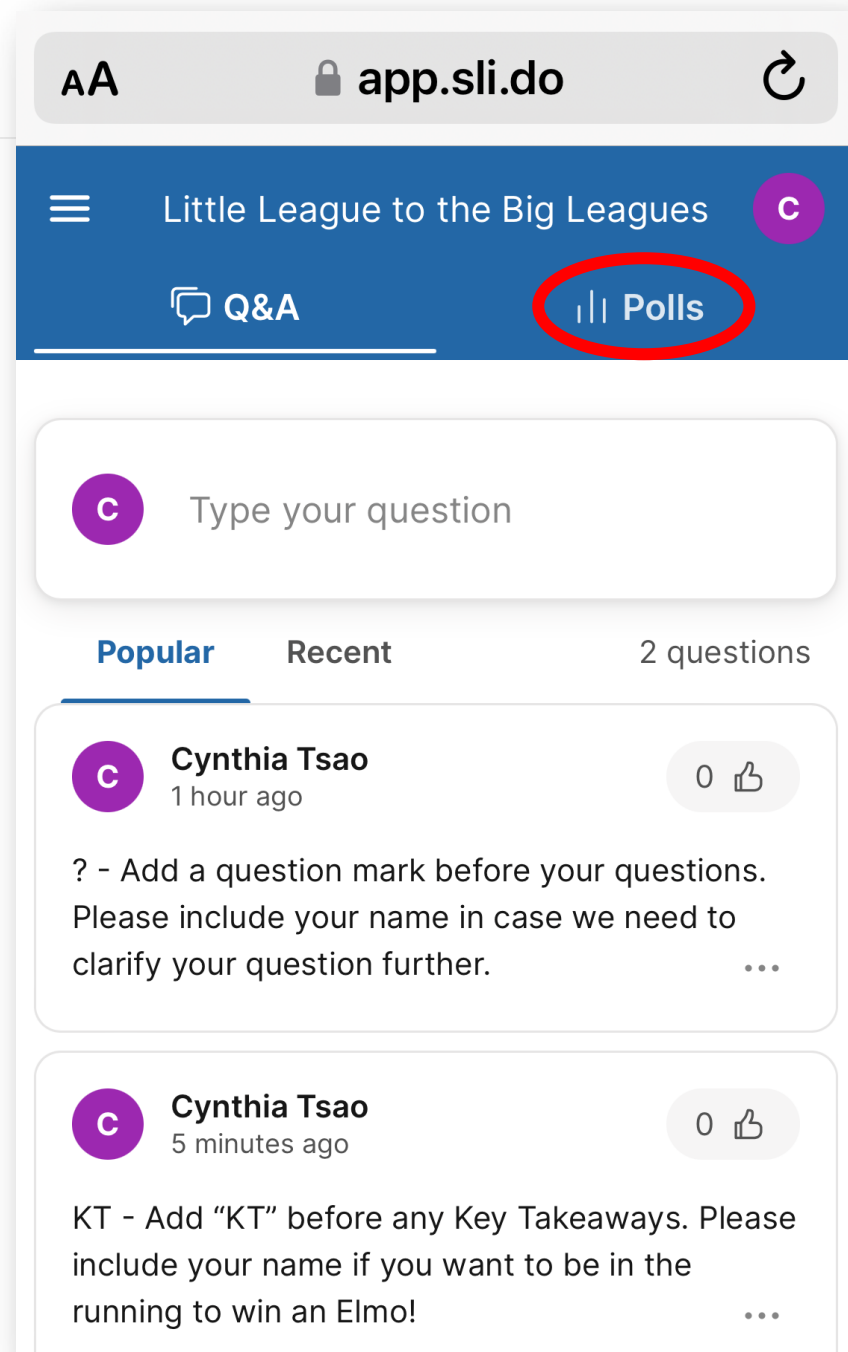
- **Katherine Copeland:** Owner, Internal Coach
- **Jessica Kelley:** Owner, Internal Coach
- **Annmarie Thurnquist:** EPCM, Internal Coach
- **Cynthia Tsao:** Consultant, External Coach

Introduce Yourself

- **Supply Chain Role**
- **Individual Role**
- **What do you want to hear?**

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Introduce Yourself

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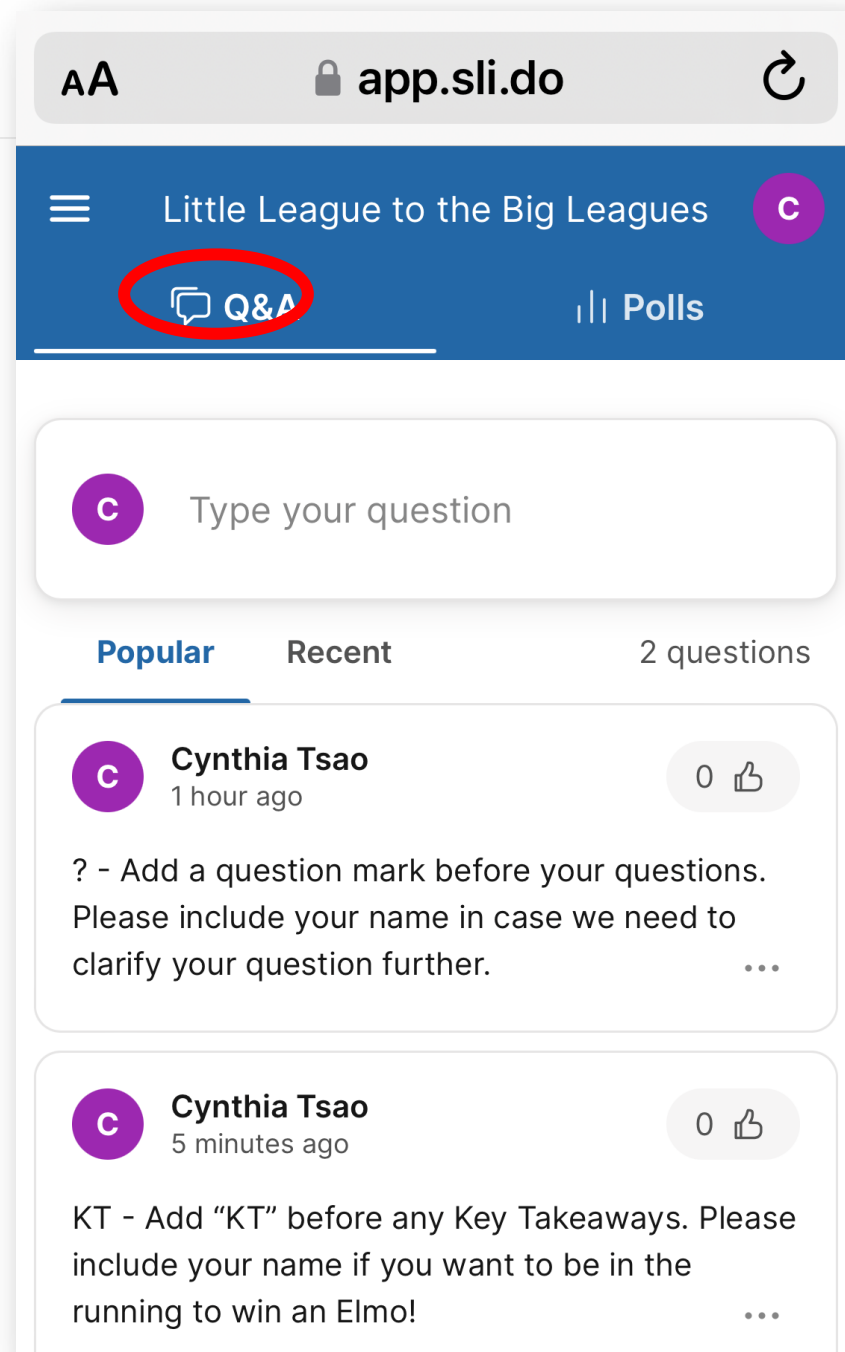


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Please fill in the survey

① Start presenting to display the poll results on this slide.



Introduce Yourself

- Supply Chain Role
- Individual Role
- What do you want to hear?

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Top three "Key Takeaways" get a prize!



Enough...
Let's
Move
On!

Problem Statement

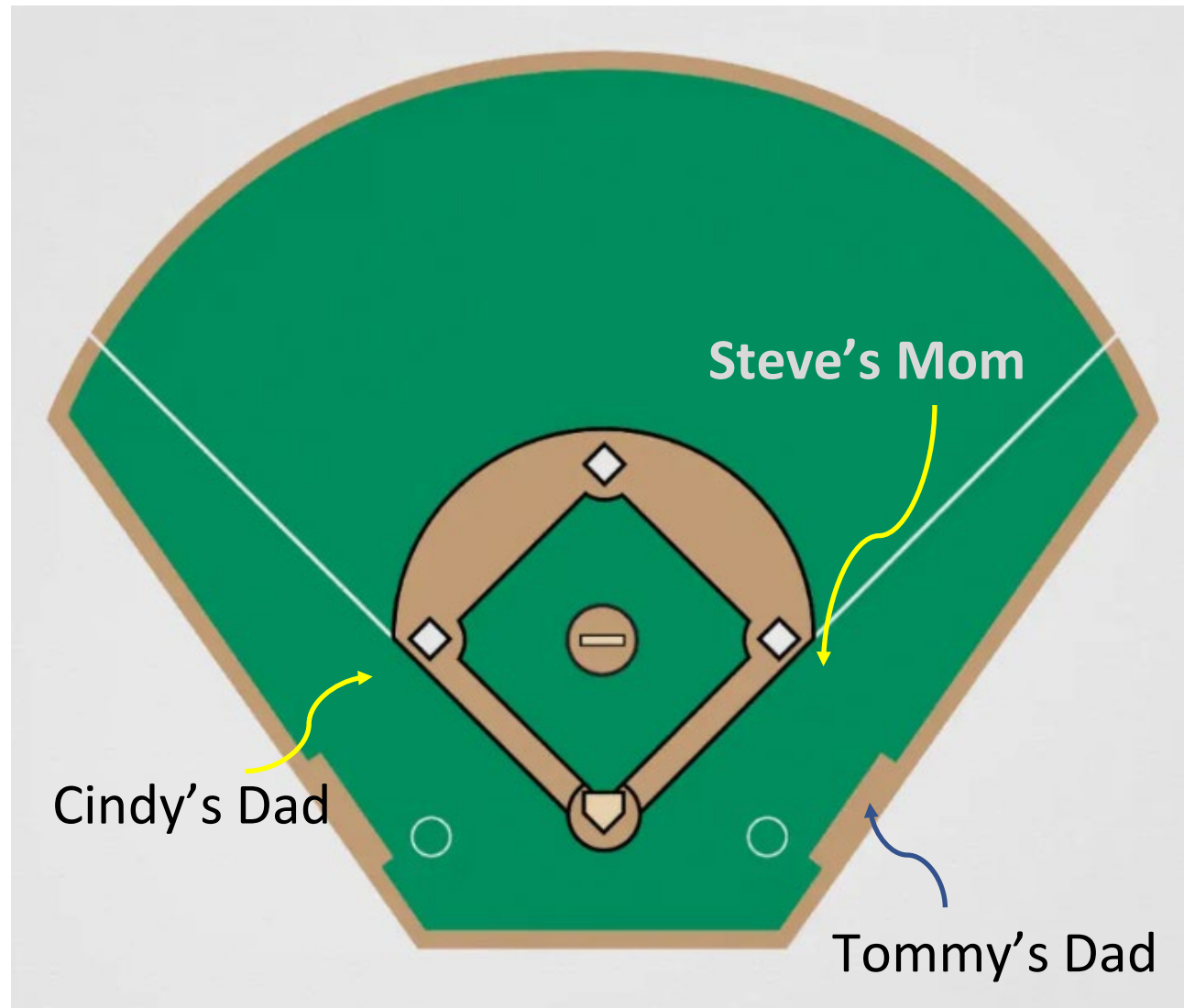
It is a challenge to successfully implement lean on tough, complex projects

Key Takeaways:

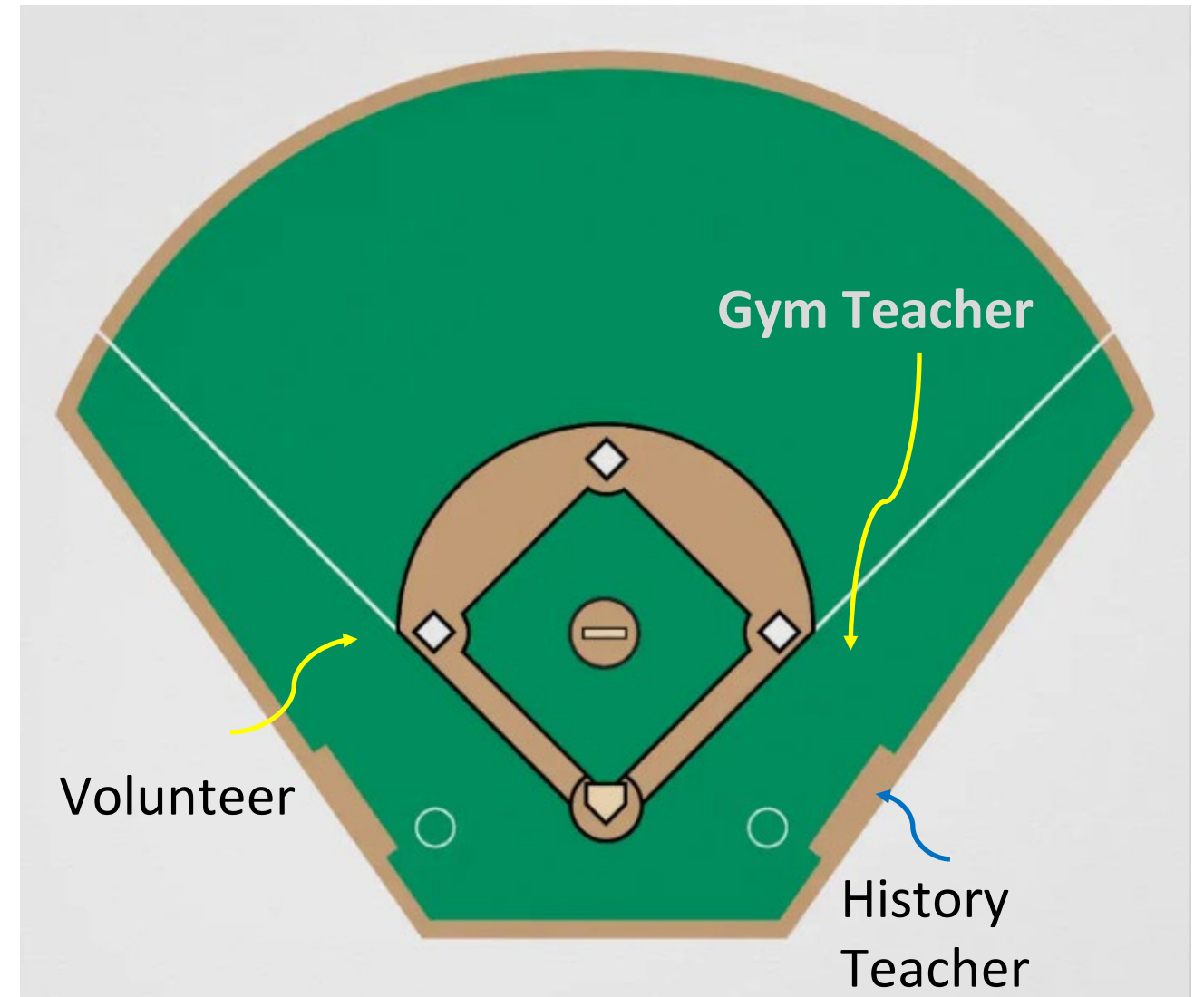
- Unique value provided by an internal or external coach
- Different levels of coaching for different audiences
- Why and how to Leverage internal and external coaches



The Evolution of Baseball Coaching

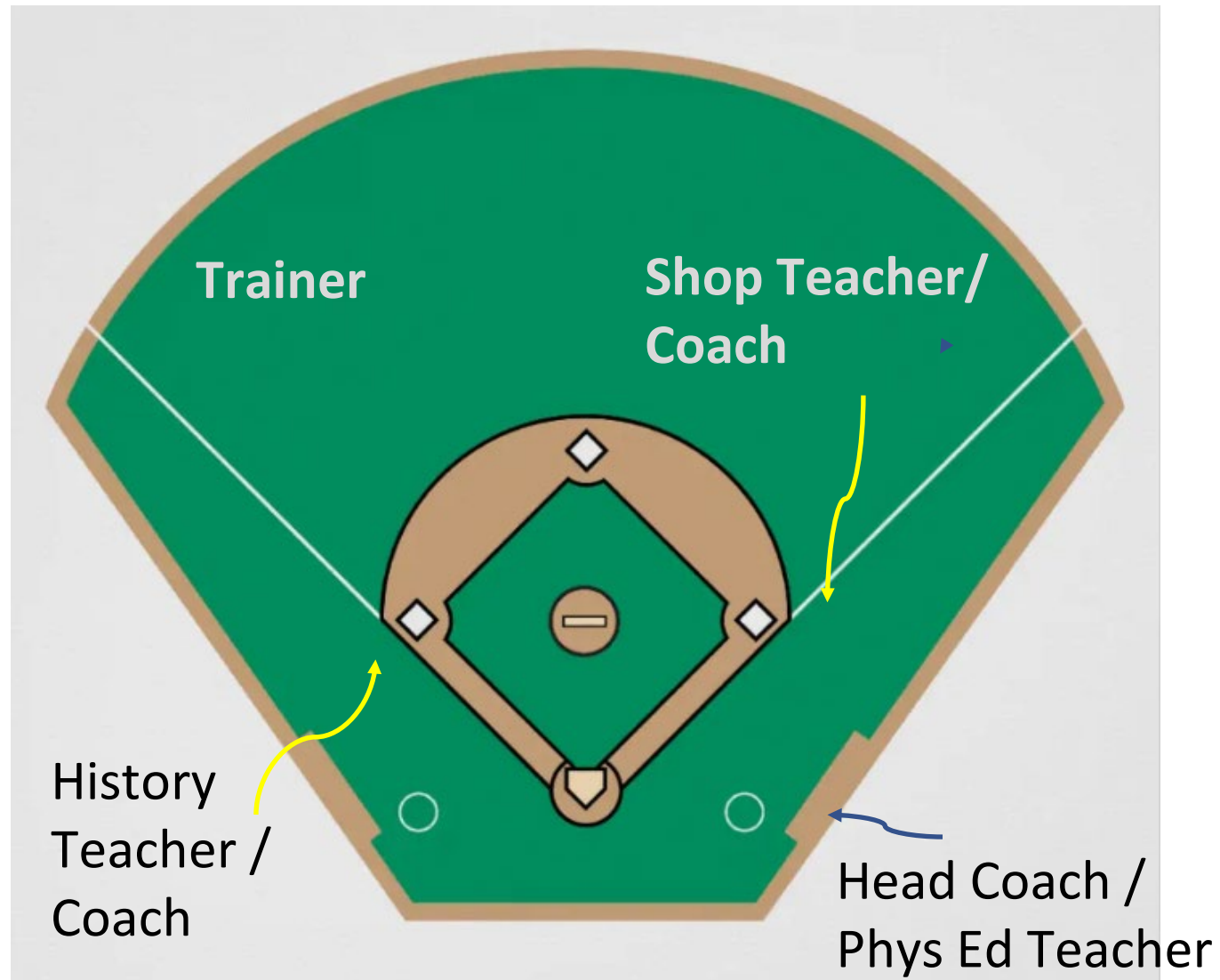


Little League

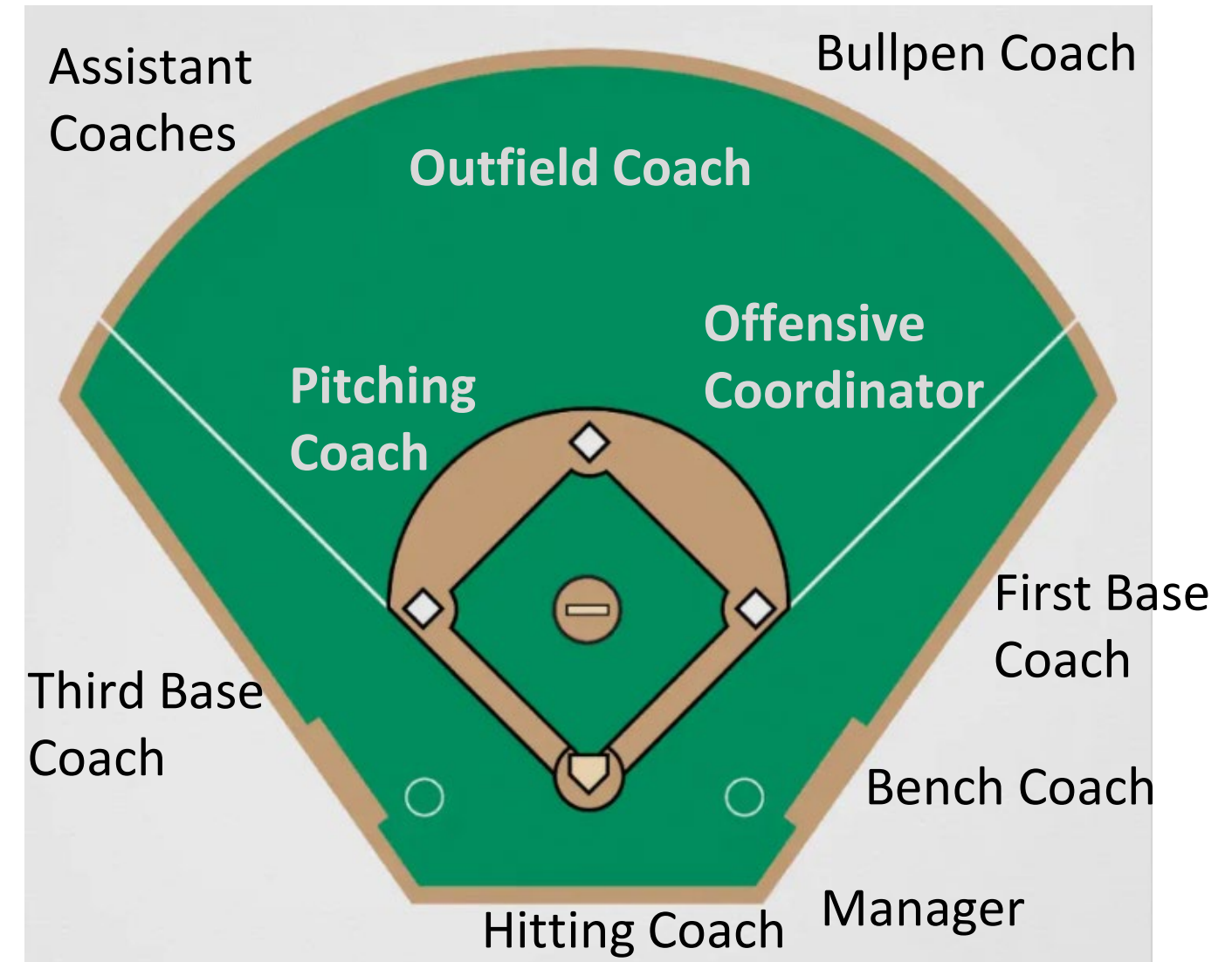


Junior High

The Evolution of Baseball Coaching



High School



Major Leagues

How we view coaching in the business world



Project #1 – Professional training



Project #2 – Little League



Project #3 - Intramurals

The Coaching Trend in Business Today

- Recent study on Fortune 500 companies had ROI for coaching as high as 788%*
- There are over 60,000 business coaches in the US in 2022, an increase from 2021
(Some estimates as high as 288,000*)
- The Business Coaching market is \$14.2 billion**

*Metrix Global

**IBIS World, 2022

***Encora



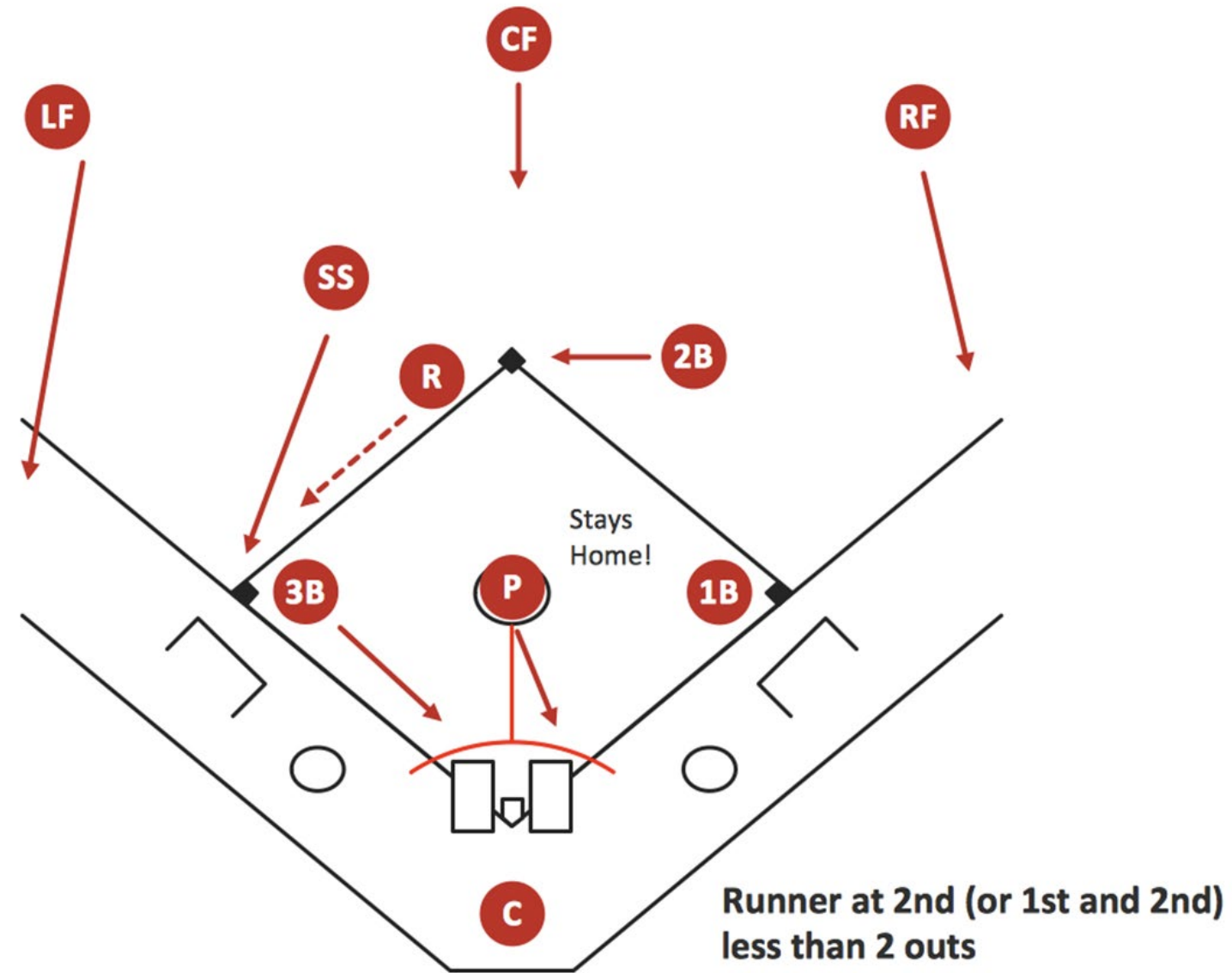
The Value of an Internal Coach



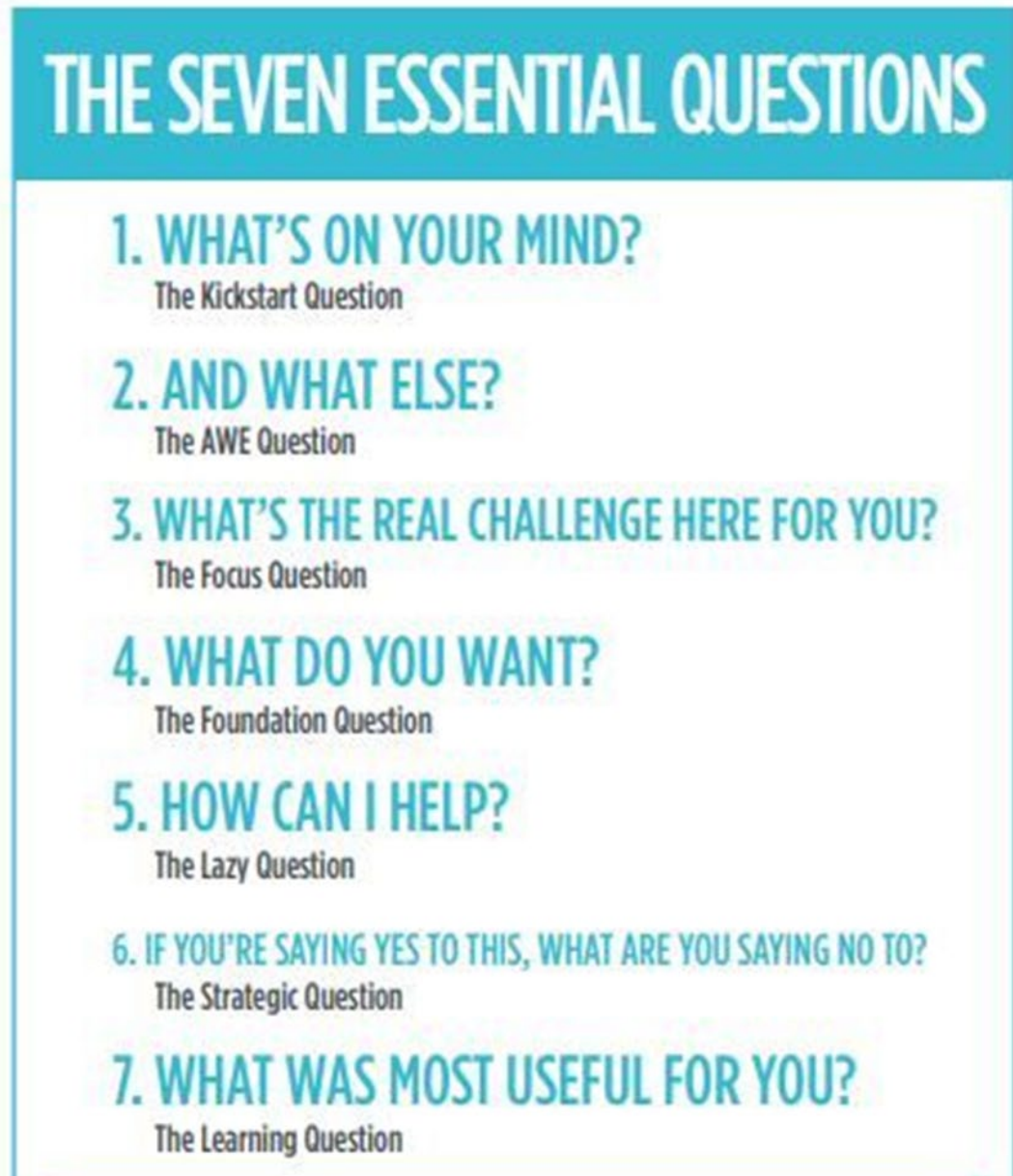
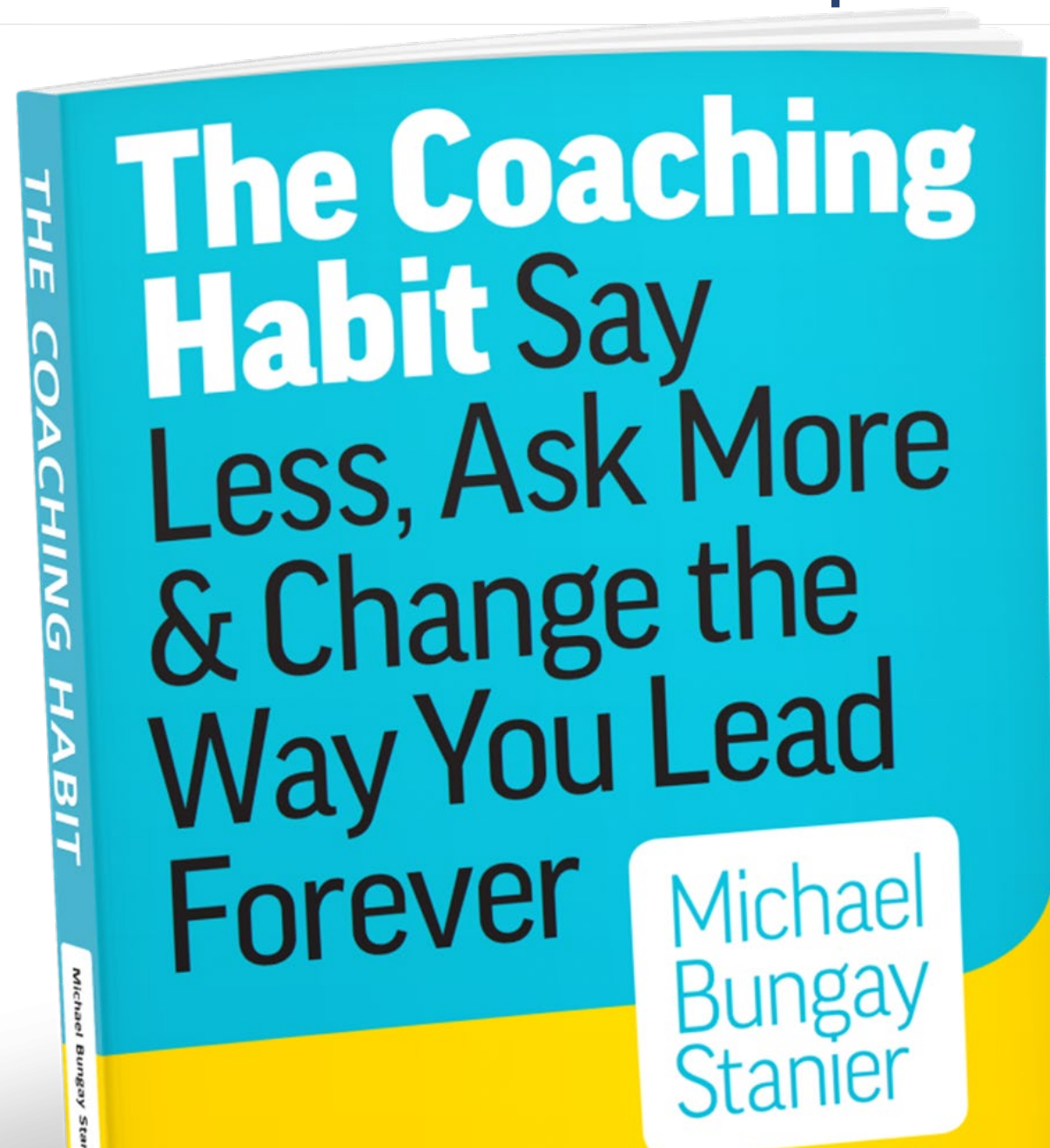
Strategic



Tactical



Coaches need to improve daily



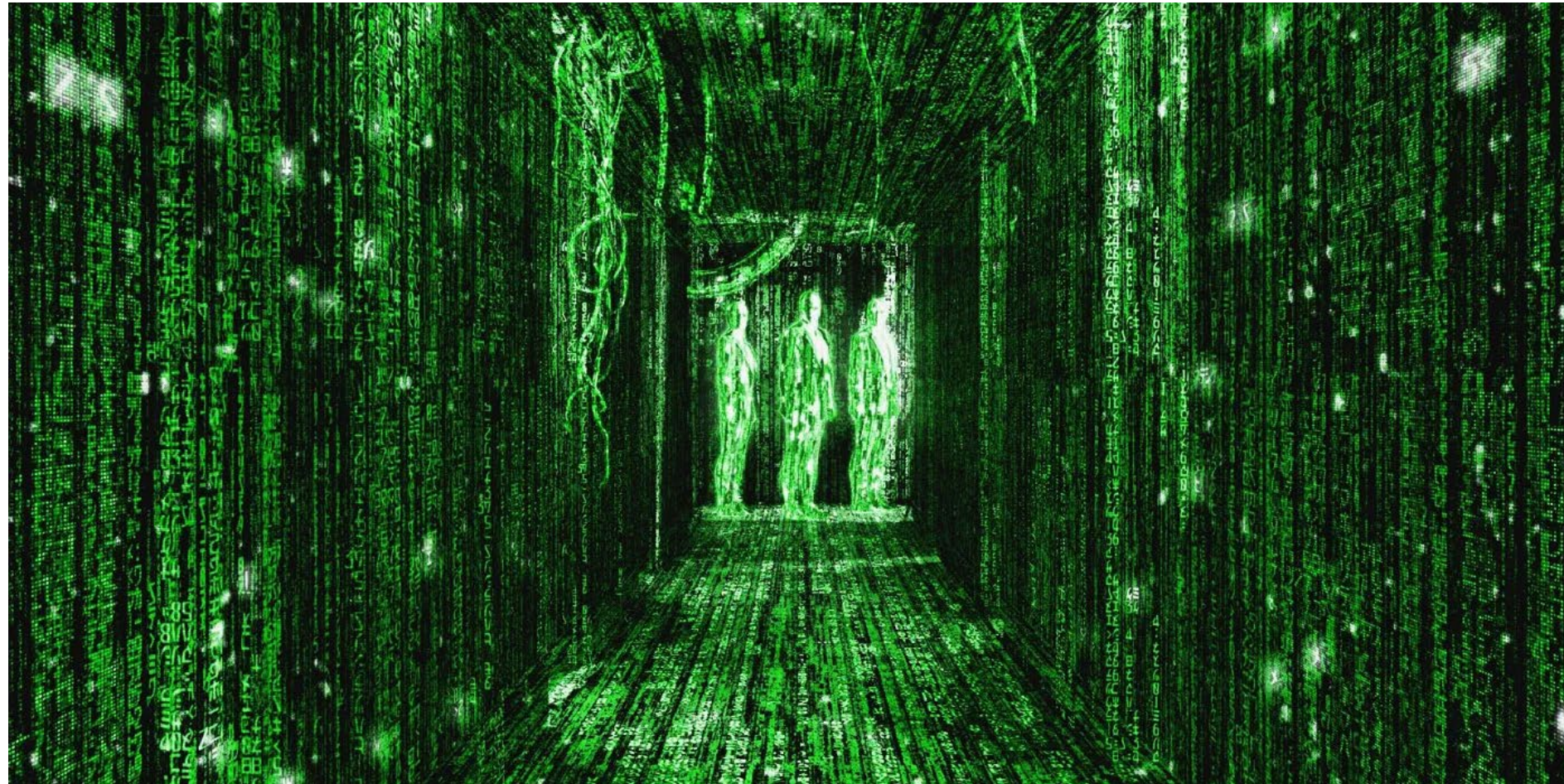
The Value of an External Coach



Every Project is Special



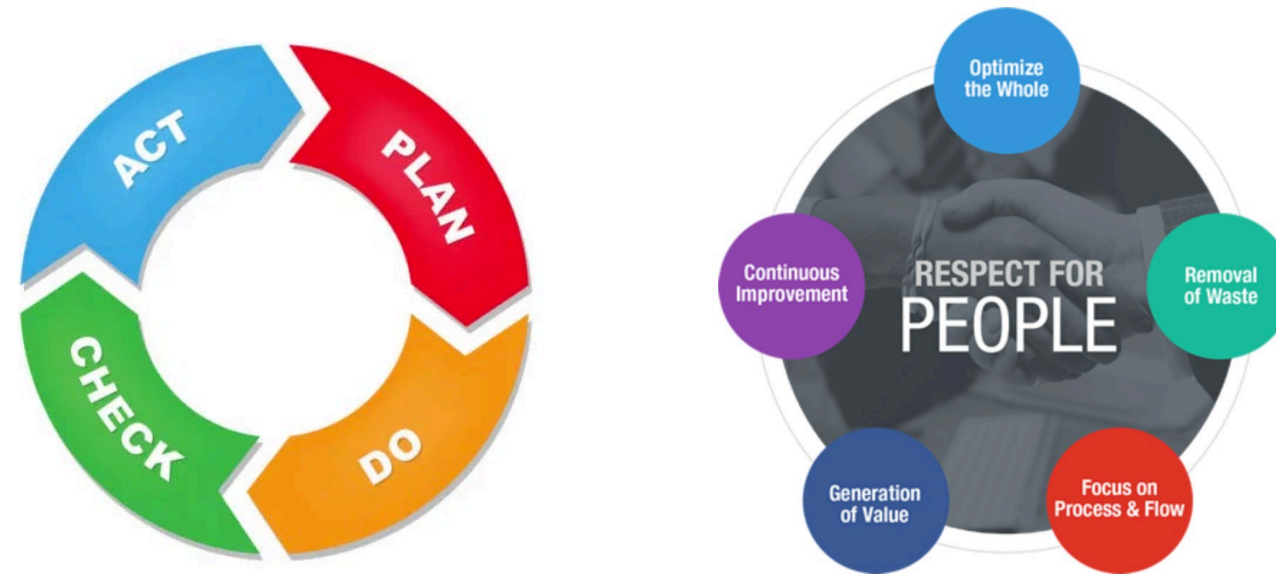
The Value of Perspective



Lean Principles vs. Tools and Techniques

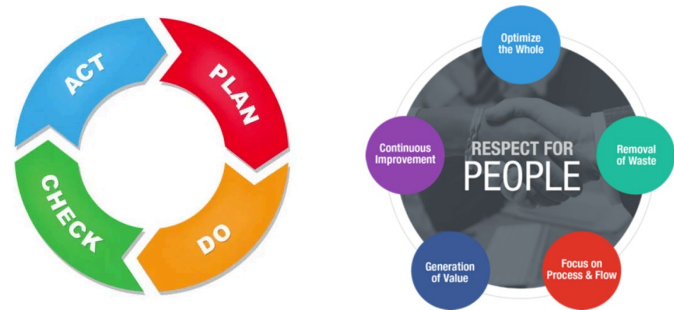


Guiding Principles for Lean Project Delivery



**CONTINUOUS IMPROVEMENT
+ RESPECT FOR PEOPLE**

Popular Tools & Techniques for Lean Project Delivery



CONTINUOUS IMPROVEMENT + RESPECT FOR PEOPLE

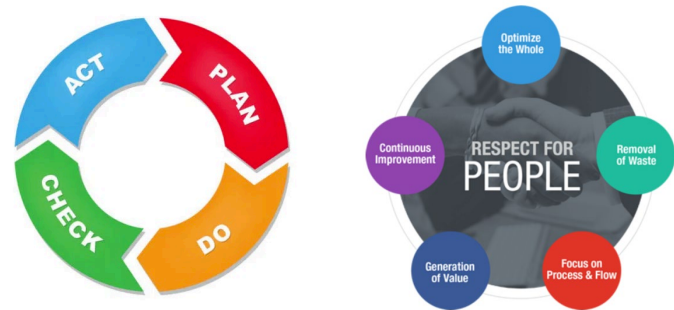


Photos by C. Tsao
(2019 and 2015)

Tool or Technique for Lean Project Delivery	Equity	Diversity	Inclusion
Project Conditions of Satisfaction (CoS)	✓	✓	✓
Meeting Rules of Engagement and Plus/Deltas	✓	✓	✓
Big Room Mindset	✓	✓	✓
Risks & Opportunities Log		✓	✓
A3 Reports + Choosing by Advantages (CBA)		✓	✓
Last Planner® System	✓	✓	✓
Multi-Trade Prefabrication / Modularity	✓	✓	✓
Gemba Walks (Go and see for yourself)		✓	✓



Popular Tools & Techniques for Lean Project Delivery



CONTINUOUS IMPROVEMENT
+ RESPECT FOR PEOPLE



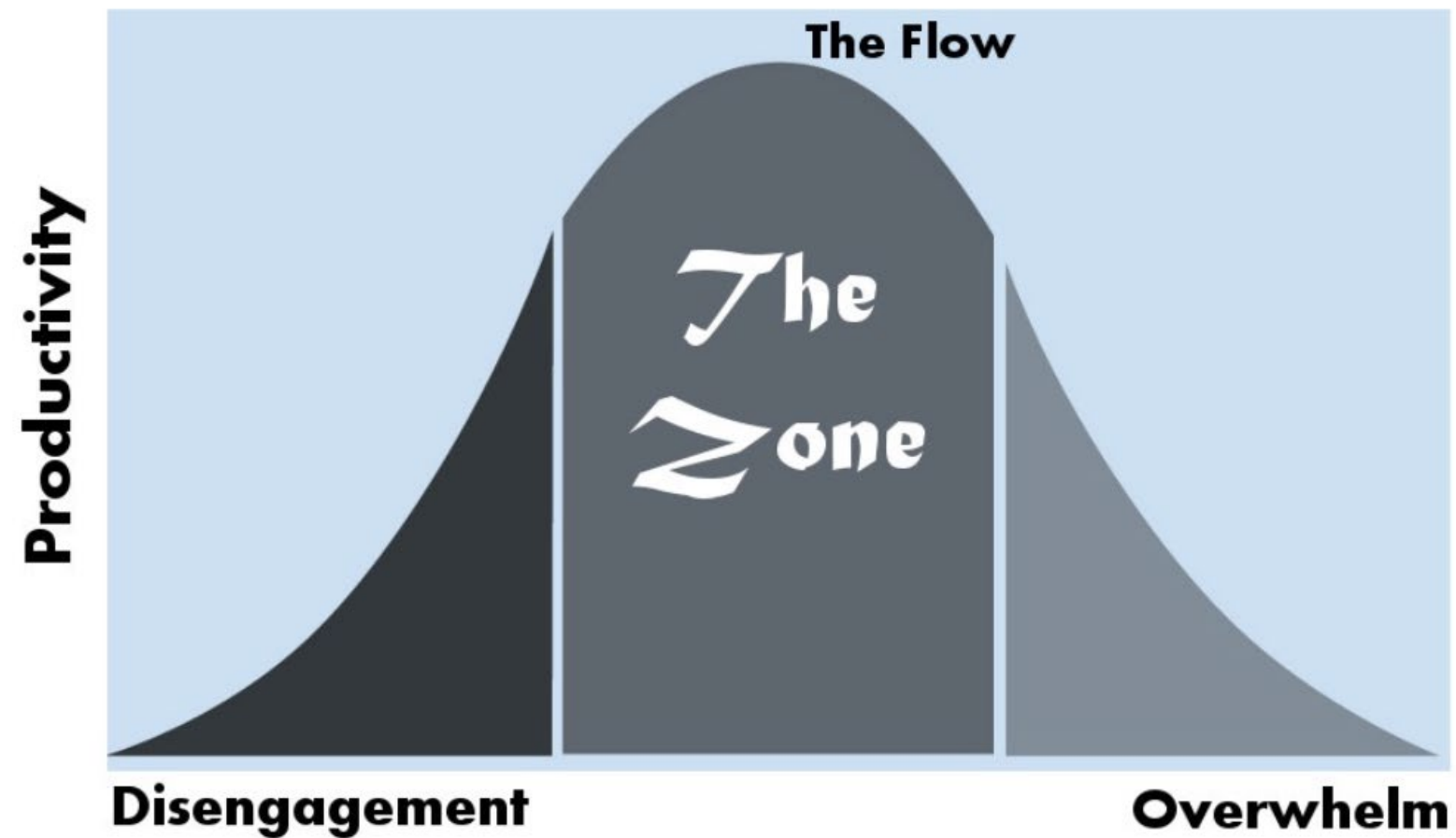
Photos by C. Tsao
(2019 and 2015)

Tool or Technique for Lean Project Delivery	Equity	Diversity	Inclusion
These tools and techniques build Equity, Diversity, and Inclusion within our project teams			
IGLC and LCI Communities (CBA)			
Last Planner® System			
Multi-Trade Prefabrication / Modularity		✓	✓
Gemba Walks (Go and see for yourself)		✓	✓

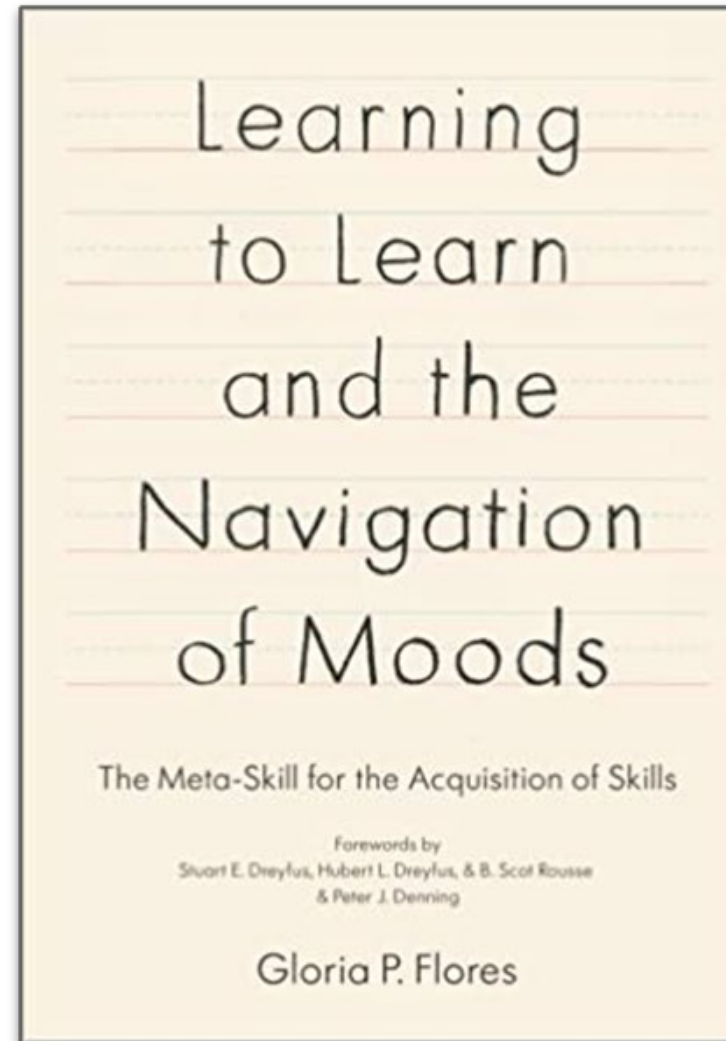
IGLC and LCI Communities –
Let’s broaden our impact by building **Equity, Diversity, and Inclusion** within the AEC industry and our communities too!



Lean Principles vs. Tools and Techniques



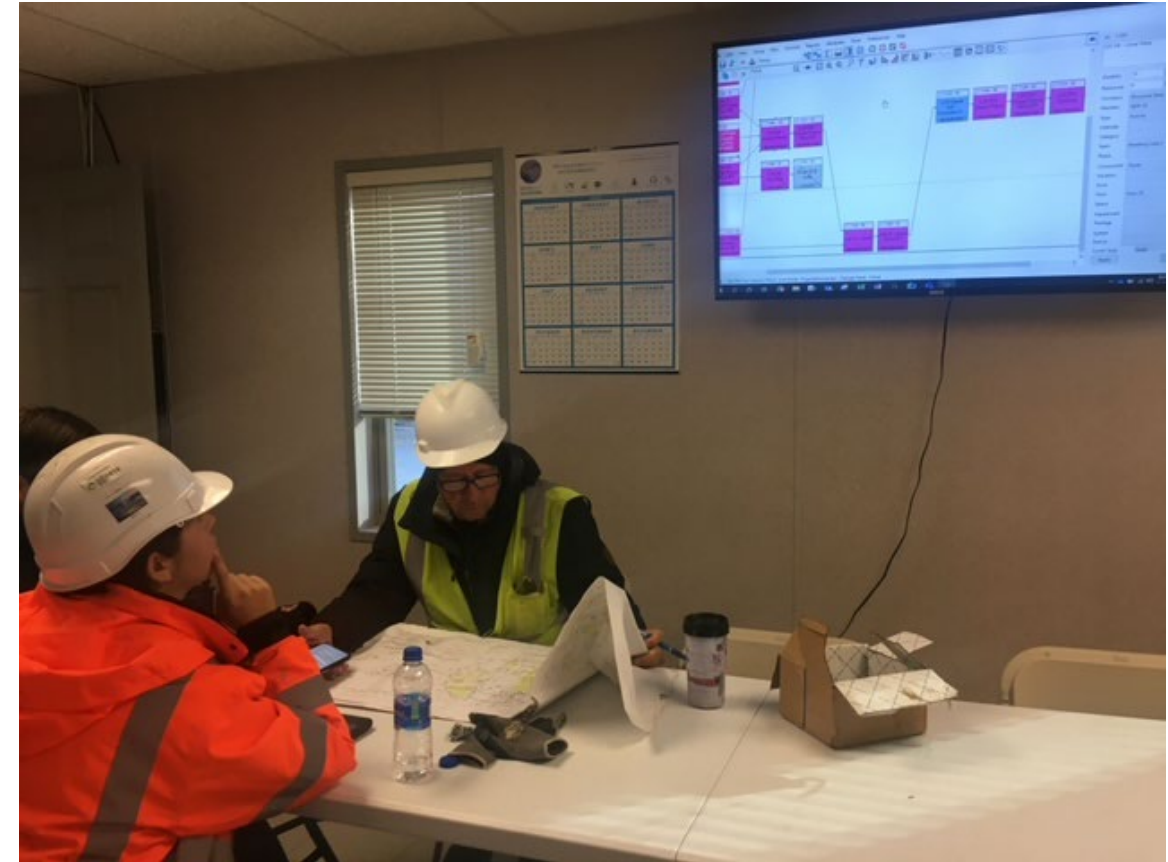
Creating an Environment for Learning + Continuous Improvement



What would help the team vs. What can the team *manage*?

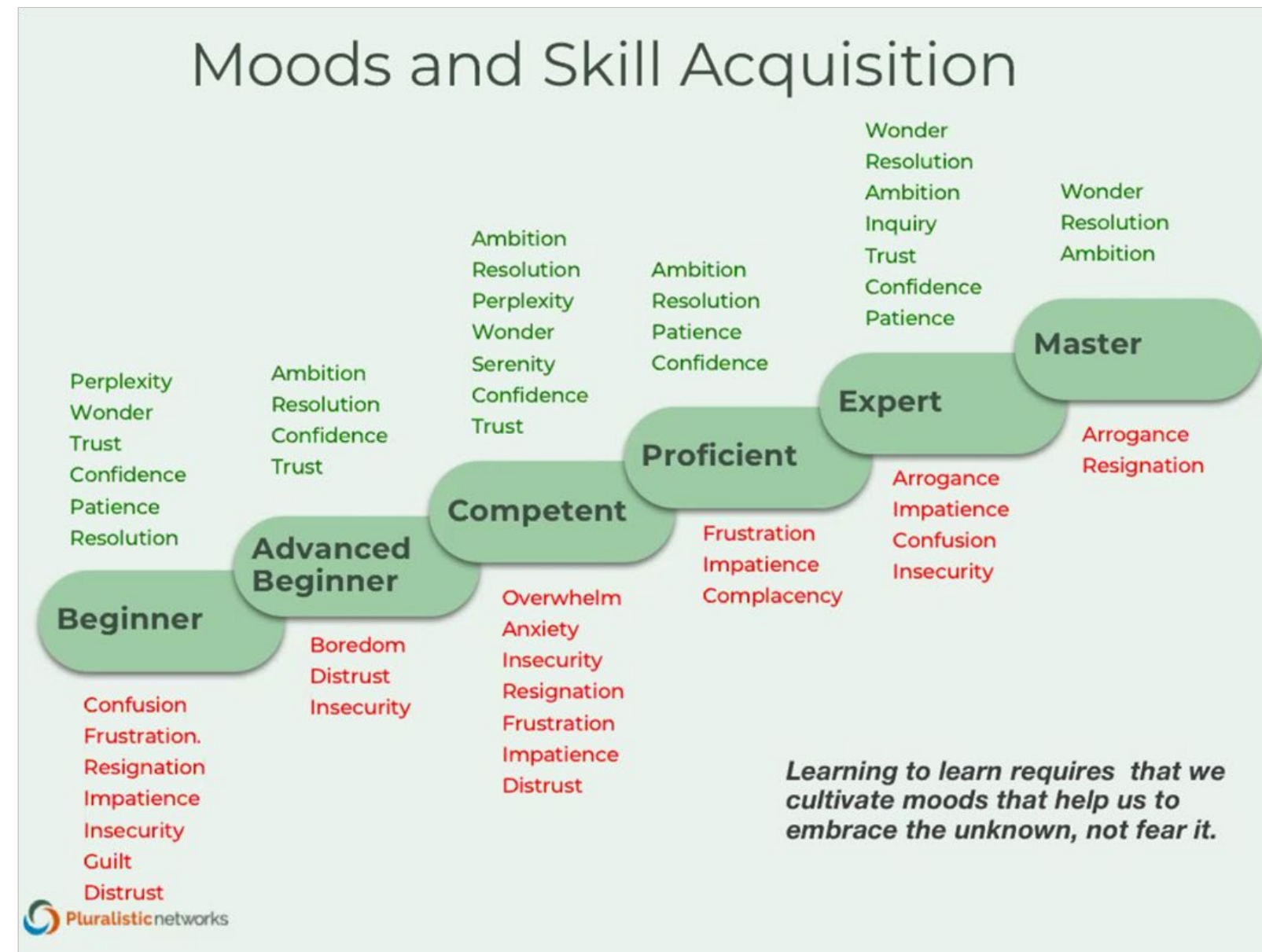
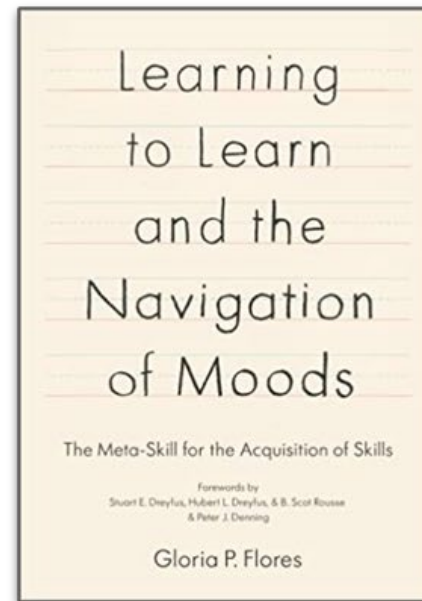


Tsao 2021



Tsao 2019

It's all about the MOOD...



...and TIMING!



PULLING IT ALL TOGETHER



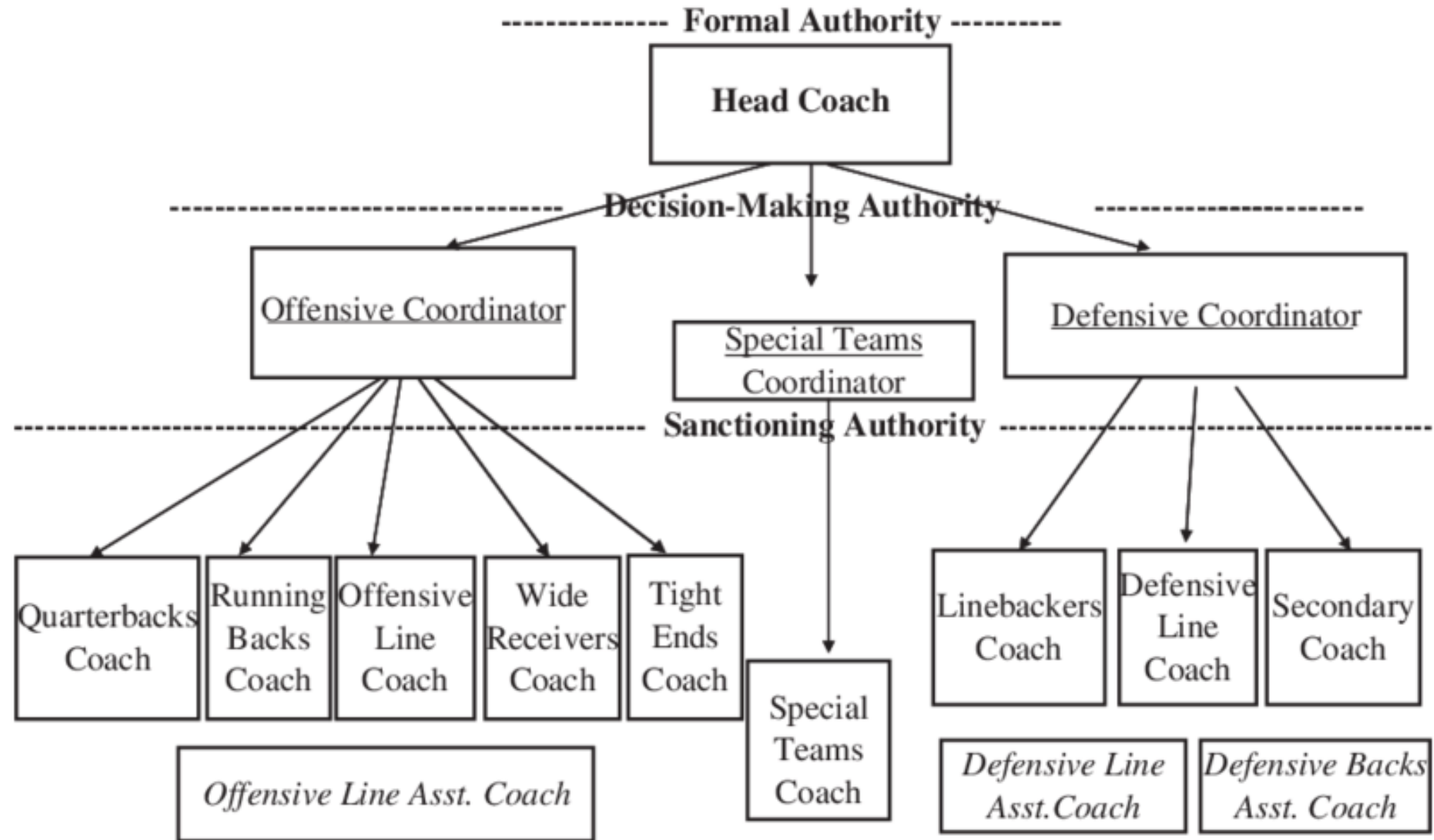
Leverage all the Coaches



Critical Coaching Resources



Build your Coaching Team



The background of the image is a dark, textured surface, likely a beach or a rocky shore. The foreground is filled with dark, wet pebbles and stones, which are slightly out of focus. In the background, the dark water of a lake or sea meets the shore, with some light reflecting off the surface. The overall tone is dark and moody.

**Coaching done well may
be the most effective
intervention designed for human
performance.**

Mocah

Atul Gawande

WRAP UP



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Audience Q&A Session

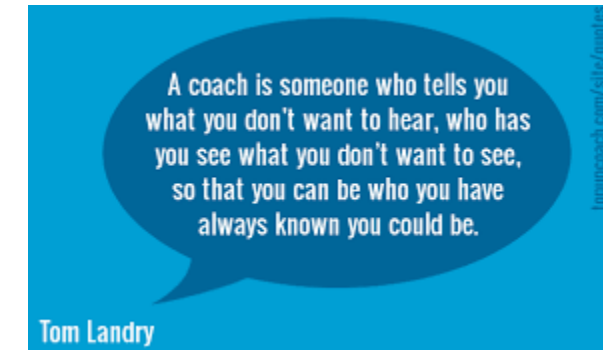
① Start presenting to display the audience questions on this slide.

Key Takeaways

- *Unique value provided by an internal coach (or champion) vs. an external consulting coach*
- *Different levels of coaching for different audiences*
- *Leverage internal and external coaches for building alignment and improvement together*

Learnings from their world

- **Steve Kerr Halftime:** Focus on the positive
- **Sparky Anderson:** Know when to give someone a pat on the back, when to give them a kick in the ass, when to leave them alone
- **Luke Fickel Halftime:** Adjust the plan to fit what is happening
- **Billy Beane:** On base is more important than hitting home runs
- **Little League:** Everyone gets to play one inning in the infield, we can't expect 3rd graders to turn a double play

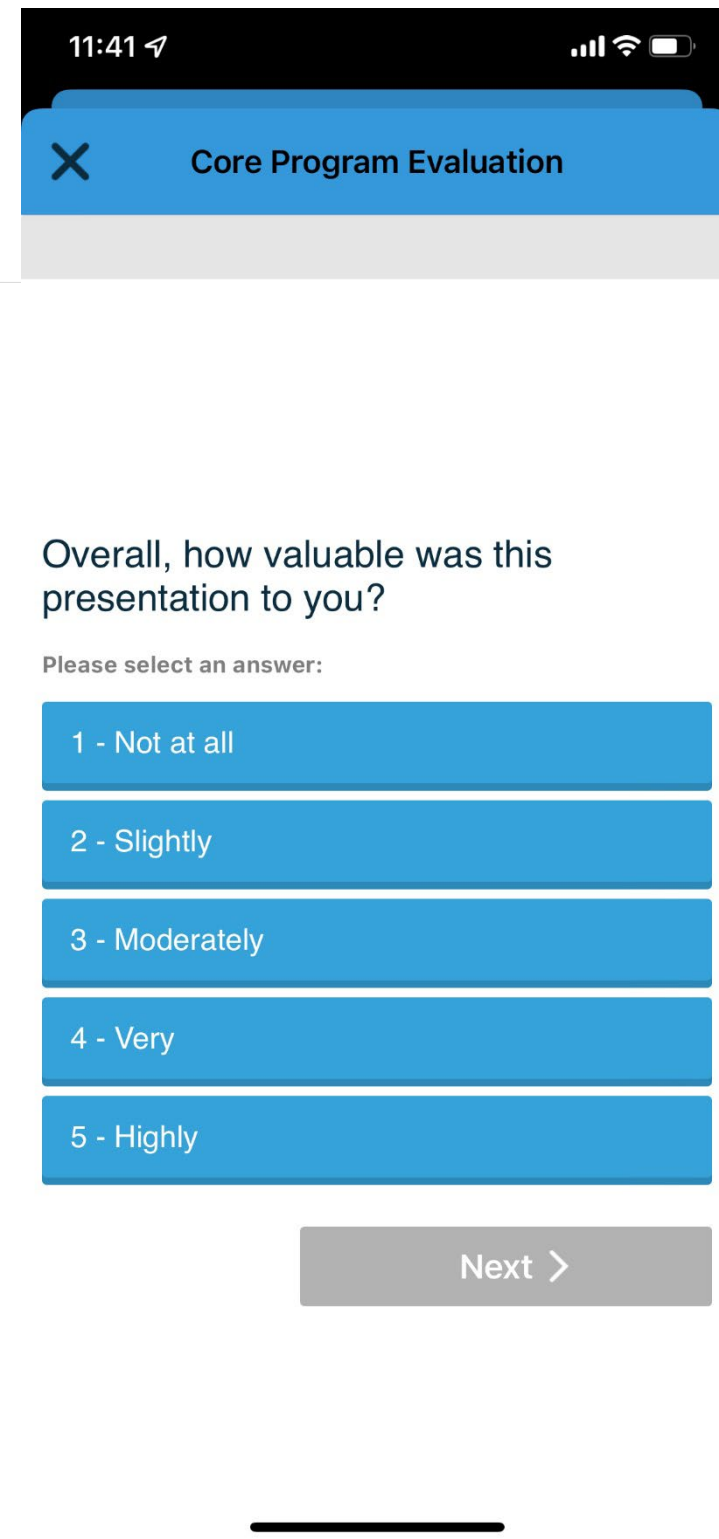
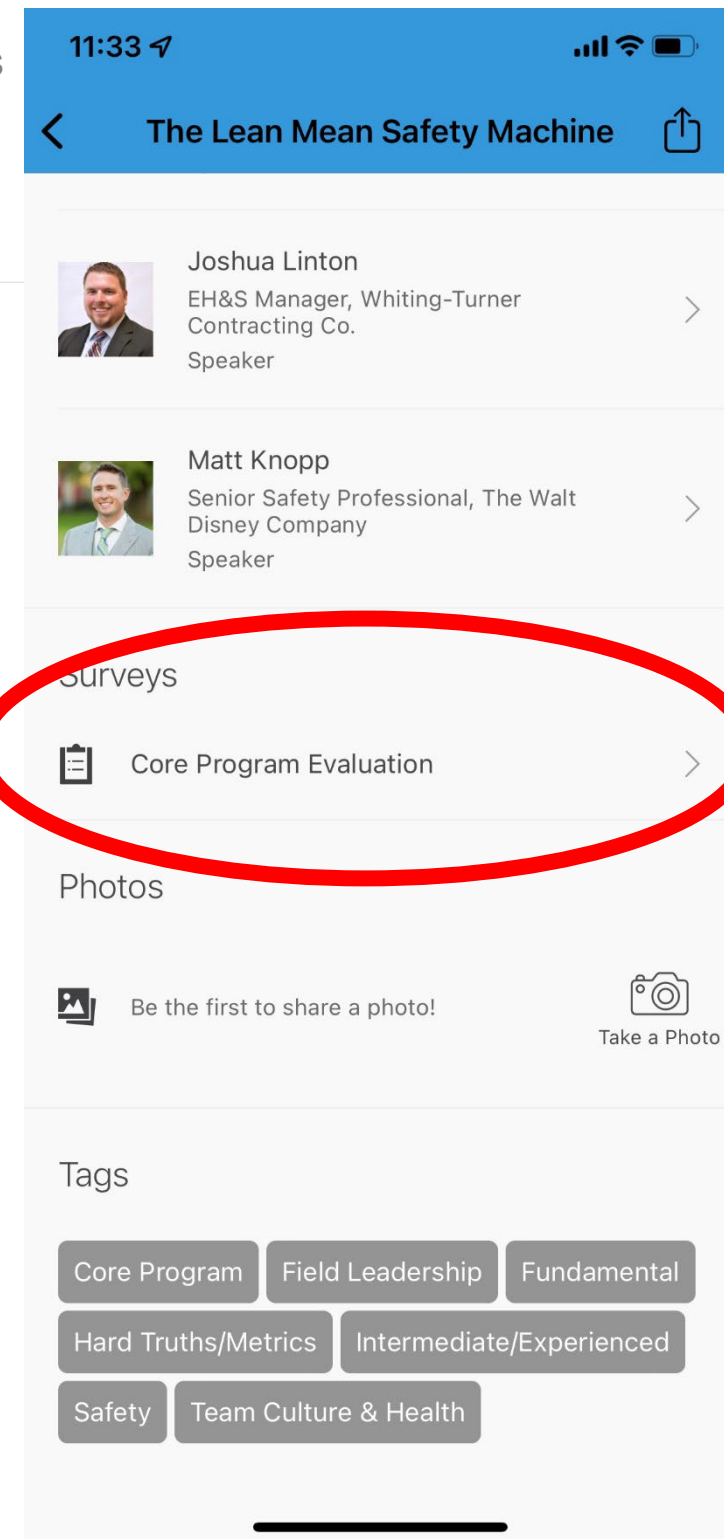


Rate Presentations in the App

Continuous improvement: give presenters your feedback by taking the session evaluation!

1. Find the session under “schedule”
2. Click on it then scroll down
3. Click “core program evaluation”
4. Complete the 5-question evaluation

This information will determine the top 5 presentation teams and the top Live Lab



Contact Us



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navi*lean* LLC
Helping organizations develop and navigate their Lean journeys

BAECL BUILDING
ARCHITECTURE
ENGINEERING +
CONSTRUCTION
LEARNING
a Peer Learning Lab facilitated by
navi*lean* LLC

cynthia@navilean.com



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Thank you for attending this presentation. Enjoy the rest of the 24th Annual LCI Congress!



Section Divider



Section Divider



Section Divider



Presentation Style Guide

- Make sure guides are turned on. Click “View” on top ribbon then select guides
- Use the Provided Template Layouts and Arial font
- The Font color for text is Grey. Minimum font size = 28.
- Plan to spell out acronyms the first time they are used in your presentation
- Insert an image to each slide
- Keep each bullet at no more than 15 words
- Provide a glossary of acronyms from your presentation in the back
- Make sure to delete any unused slide layouts

Icon Library

- These icons can be used throughout your presentation



Plan | Value
Generation



Do



Check



Act | Safety



Continuous
Improvement



Respect for
people | Team



Removal of
Waste



Process
and Flow



Optimize the
Whole



Built
Environment



Tools



Resources



Training



Research



Collaboration



Title Goes Here

- Keep it **short**
- Keep it **focused**
- Keep it **concise**
- Keep it **powerful**

Use this text format for callouts, quotes, stats, or to draw attention to important text.

Title Goes Here

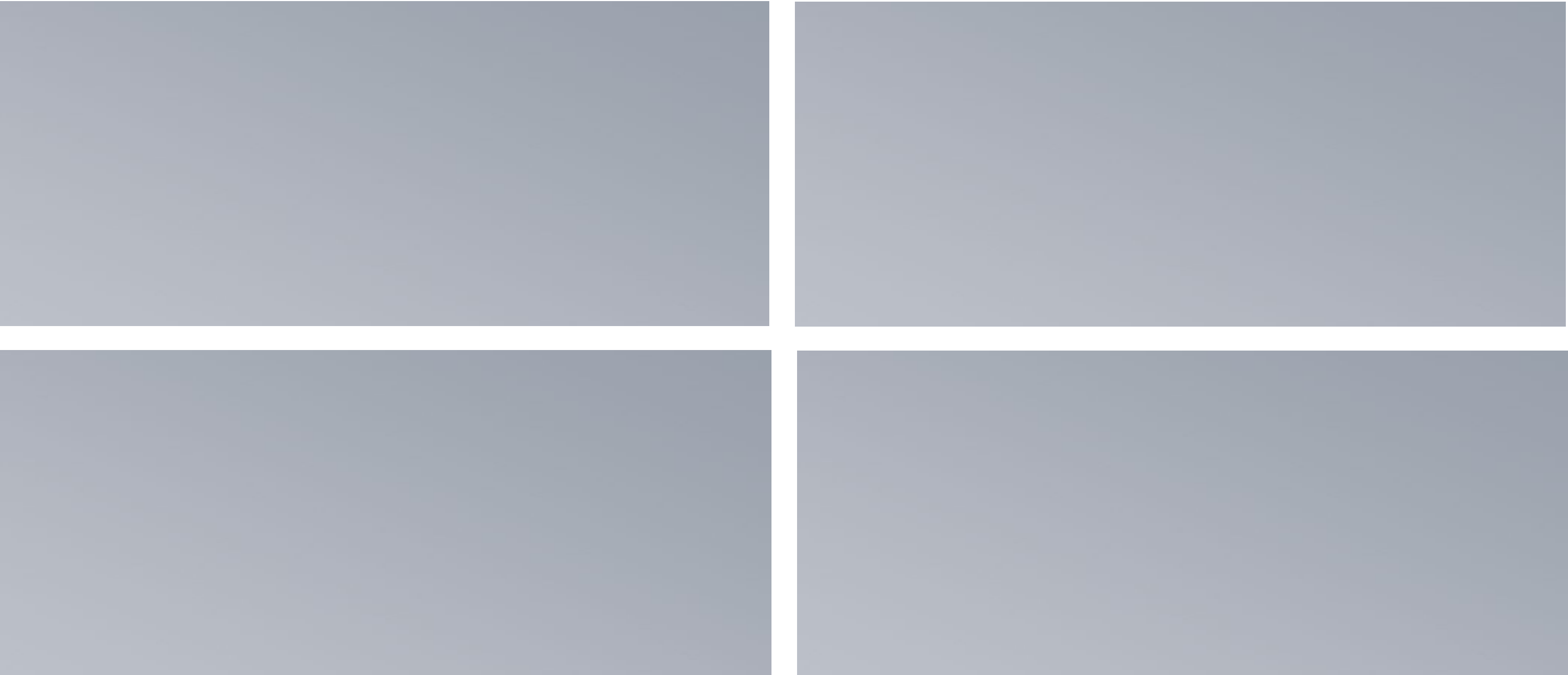
- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua.
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Problem Statement (Required Slide)

- Provide attendees with a concise description of the problem(s) or issue(s) that you are addressing in this presentation









Slide Sample

- Keep it **short**
- Keep it **focused**
- Keep it **concise**
- Keep it **powerful**

Use this text format for callouts, quotes, stats, or to draw attention to important text.

How can you apply this tomorrow?

- *Provide attendees some specific examples they can take back to their workplace in this chart. A guide of “where to start.”*

Key Takeaways

- *There is unique value provided by an internal coach (or champion) vs. an external consulting coach*
- *There is different levels of coaching for different audiences*
- *Having both internal and external coaches makes them more capable of building alignment and improvement together*



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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.



Contact Us

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Building an Outward Mindset

