

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

The Mindset of an Effective Big Room

Dan Shipley, JE Dunn Construction

Tammy McConaughy, CRB

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

Tuesday, October 18, 2022

1-5 pm

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

Sign the sign-in sheet for credit



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.

Rules of Engagement



This is a safe zone



Use E.L.M.O.



Everyone has equal status



Silence phones



Speak up and share your ideas



Be focused and engaged



Actively listen to others



Stay on time



One conversation at a time



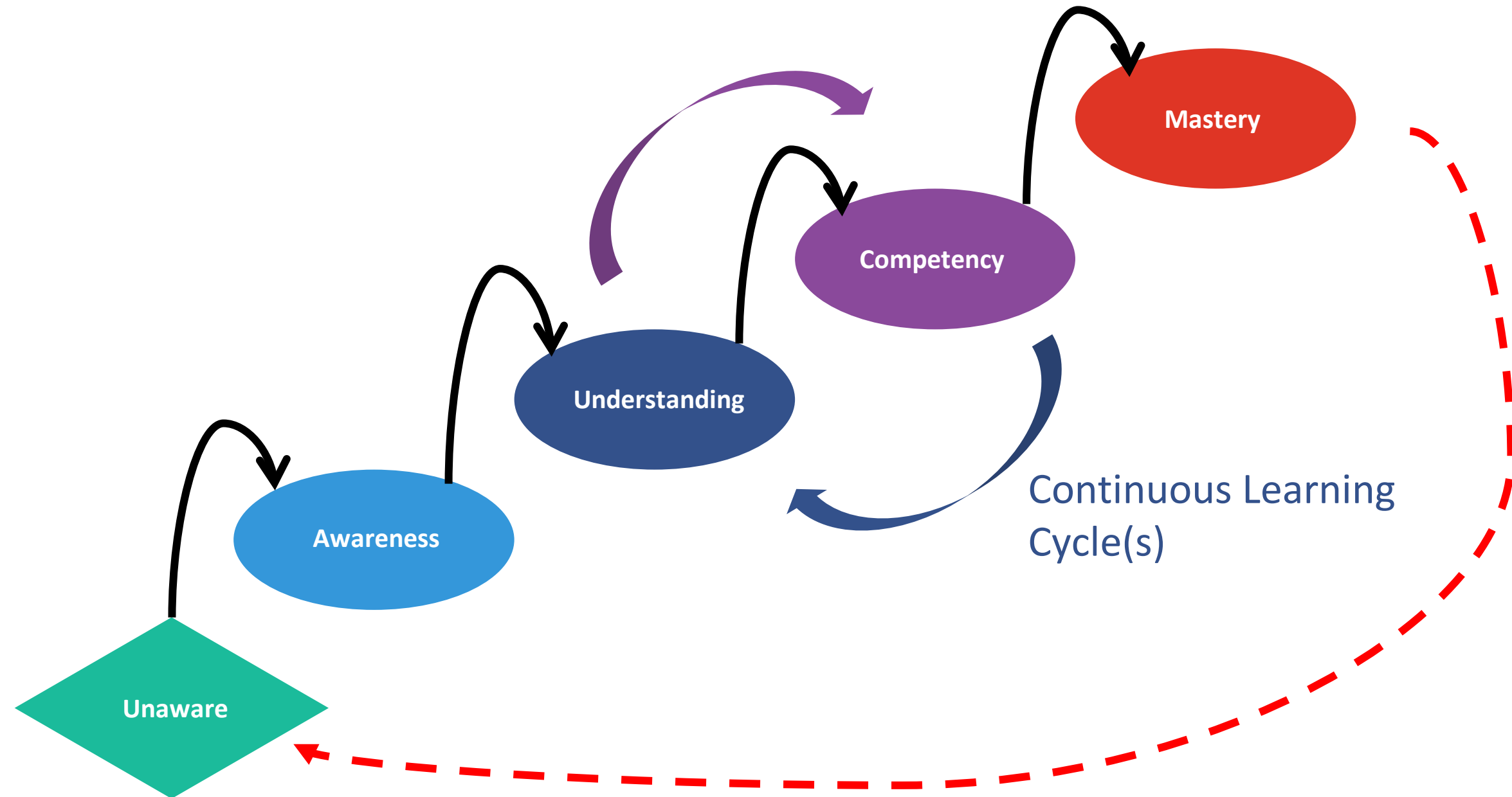
Have fun!

Stay on Track



ENOUGH
LET'S
MOVE
ON

Lean Journey

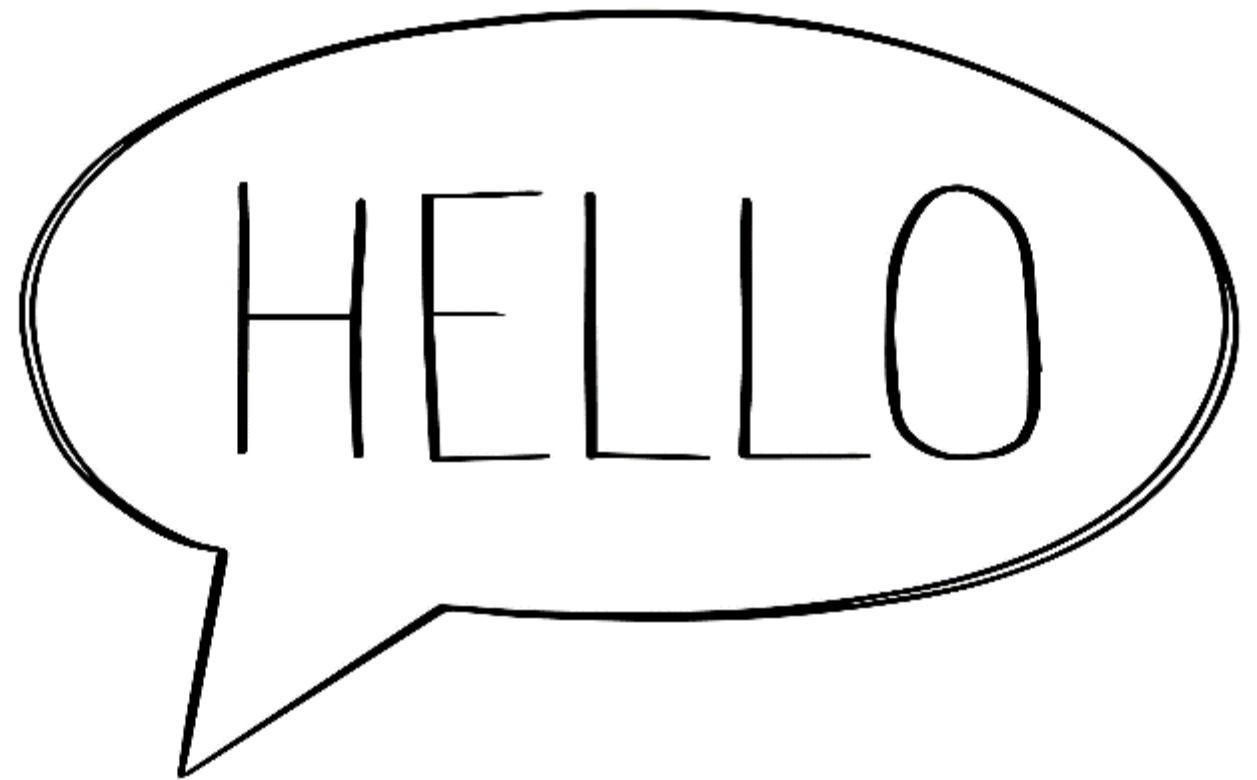


Today's Process

- 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.



Name, company, role.
What do you want to
learn?



LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS



SILENT SQUARES



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Silent Squares

- Objective: Everyone get a 6-inch square in front of you
 - You may not speak
 - You may offer pieces to others
 - You can receive, but you may not take or request pieces from another
 - No finger pointing, grabbing, groaning, grunting, etc
 - No cutting, tearing, folding the pieces
 - There is NO TALKING



Silent Squares Learning Points

- It isn't about the individuals, but rather the group.
 - Individuals need to give something up to make it work for the group
- All players need to have a shared understanding of the entire project's successful outcome
- Collaboration is not only okay, but is required
- Challenge all assumptions for validity

SIX TENETS OF LEAN CONSTRUCTION

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



What is a Big Room?



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.

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



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

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

What happens in the Big Room and how is it different than a conference room?

How is it different than an Owner / Architect / Contractor (OAC) meeting?



Discuss as a whole group.
(10 minutes)

10 Mins



Culture & Mindsets Matter



A Big Room – Noun

- A Place
- A thing



A Big Room – Verb

- A mindset
- Actions
- Behaviors



Teams Interact to Advance Work

It is

- Cross functional
- Visual management
- Includes all perspectives
- Explore Options
- Gains alignment
- Active Problem Solving
- Continuous Improvement
- Go & See

It is not

- Just a report out
- A one-sided conversation
- Just a room with posters
- Traditional behaviors
- Fire and forget
- Hiding behind a screen
- Multitasking
- Just showing up



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



Discuss as a whole group.
(10 minutes)



Take Live Notes.

Culture & Mindsets



The Big Room is about fostering behaviors that lead to high levels of collaboration and thus to High Performing Teams.

Culture & Mindsets

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



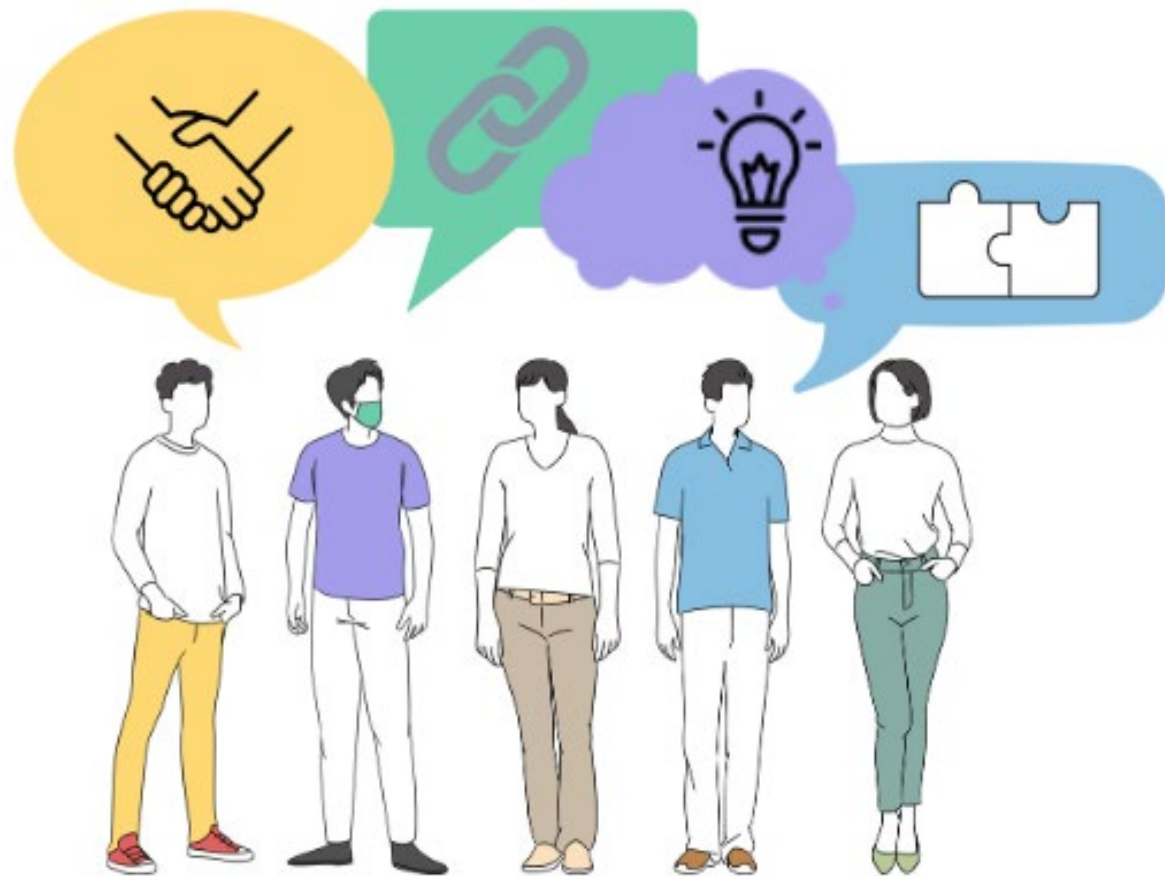
What Is a Team?

Think about the best team you
have ever been a part of.

Use 1 word to describe what made it the best.



High Performing Teams



- United in Purpose
- Focus on delivering results
- Accountable & Committed
- Engage in healthy conflict and debate
- Actively build trust

High Performing Teams

- Is built on a strong foundation of trust
- Has a strong team culture of respect
- Focuses on delivering Conditions of Satisfaction
- Celebrates both small and large successes of the team and individuals
- Continuously improves
- Breaks down traditional silos

High performing teams are not built through a single team building session, they must be constantly nurtured, maintained and developed.



Rules of Engagement

Fun

Celebrate successes weekly, small ones and big ones.

Trust

Actively listen to each other

Always share the why

Ask for help when you need it

Communication & Conflict

Ask questions and don't assume

Speak up if you see a problem

Focus on the process not the person - no blame

How will we engage as a team?

- Problem solving
- Communication & Conflict
- Accountability & commitment
- Life/work balance
- Trust
- Fun

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS



Big Room Implementation

- Adjust as needed
- Adjust at the pull of the project



- Learn & Align on the What
- Define your purpose & How

- Retrospectives
- Plus/Delta's

- Implement Your Plan
- Core Big Room Group

Big Room Implementation

- Define the value or purpose of the Big Room
- Conditions of Satisfaction for the Big Room
- When, Where and who



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

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.

Why would we 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.

Where, How and Who



Big Room Implementation

Co-located:

- Continuously located with continuous collaboration.

Disbursed:

- Meet in person on regular scheduled recurring basis.

Hybrid:

- Combination of in-person and virtual.



Photo Credits: InsideOut Consulting, Inc.

Co-located or Dispersed

Co-located: Members of the team are 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.

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.



Example of a co-located team.

In Person Big Room Example



Visual Information

Multi-Discipline Team

Collaborative Seating
Arrangement

Name Cards

Personality Assessment
Results

In Person Big Room Example

Small Group
Collaboration

Visual Information

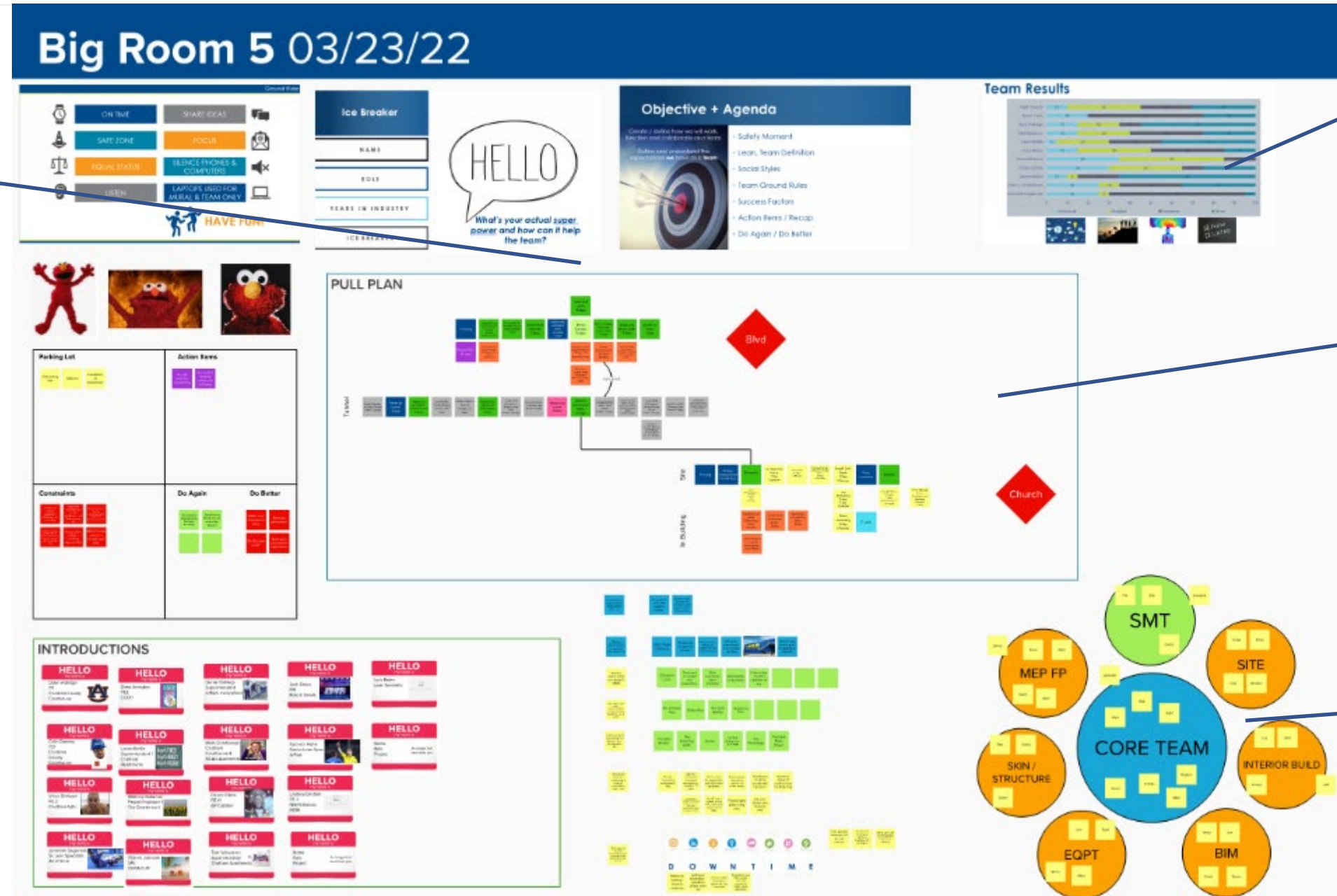
Collaborative Seating
Arrangement



Multi-Discipline Team



Virtual Big Rooms



Agenda

Personality Assessments

Visual Information

Collaborative planning space

Name Cards

Visual Information



Hybrid Big Rooms

Hybrid Big Room Spaces include in person space along with virtual spaces.

- Engage those on the phone
- Camera's on
- Unmute
- Pause often
- Use breakout rooms
- Smaller intentional breakouts
- Collaboration spaces must meet both needs.



Can you have a Big Room on-site?



Setting up a Big Room Space

- Very large configurable room
- Several smaller conference rooms
- Cluster group workspaces
- 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.

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.

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?

Learning Into Action



Define what each topic means in your Big Room!

1. Desirable Behaviors & Onboarding
 2. Effective Facilitation & Meetings
 3. Learning
 4. Technology
 5. What Could Go Wrong
-

Small Focus Group Topics

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

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

- One person facilitate – make sure everyone talks.
- Use flip charts.
 - Two people take responsibility for 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.

1. Desirable Behaviors

Desirable Behaviors

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



Temecula Valley Hospital Big Room

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.

Effective Leaders are:

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



Photo Credit: InsideOut Consulting, Inc.

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.

2. Effective Facilitation

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:			
<div> <div>All Hands</div> <div>Budget Cluster</div> <div>Site Cluster</div> <div>Core/Shell Cluster</div> <div>Interiors/Planning Cluster</div> <div>Other/Misc</div> </div>			
Big Room		Temecula	Carson
7:30	HOSPITALITY AND SET UP (GoTo)	7:00	
8:00	INTRODUCTIONS	to	
To	AI/HA MOMENTS	8:00	
8:15	CHECK-IN		
	CLUSTER LEADER REPORT OUT		
8:15 to	- HOT TOPICS		
9:00	• ESA Extension Action Plan		
	Sharing Reflection COP		
	Feedback & Sharing of knowledge		
	Scott D (L) - All		
9:00	Pull Planning: Remind time slots before start		
To	1. Construction Milestones - Steve Y		
	2. Inc 3 & 4 GA/GC		
	3. Procurement - Details for next 2-3 mos		
	• Submittal of trade partners		
	• Agree on target dates/updates for all trades		
11:00	4. Site Grading Status Updates/Pull Plan		
	• Permit status, bid status, award of trades		
	5. Increment 5, 8 Pull Plan		
	ATTENDEES: Scott/YE, Steve H.,		
	6. BIM Update Pull Plan - Dustin/Tara K.		
	• Update schedule & plan		
	7. Structural Pull Plan - Scott/YE REQUIRED		
11:00 to		10:30	
11:30	NEXT WEEK'S AGENDA	to	
		11:30	
11:30 to 11:45	FLEX TIME		
11:45 to 12:00	Plus/Delta (Save smart boards)		
12:00 to	LUNCH - ??? HEAD COUNT	12:00	
12:30		to	
		1:30	
			Core Team
			Attendees: Dave S (L), Steve W, GE,
			Tara, Rebecca, Kim, Scott, Bob, Ed,
			Tom M., Steve Y., Kelley, Cynthia
			(GoTo)
1:30	Inc. 5 Page Turn		
to	• Bring Drawing Sheet index & Half size set		
2:30	Attendees: Ward (L), Ken, Sam, Dan, Steve H., Imelda, Scott D,		
	Carlon, David S., Corey, Rahim, Jason N., Marlon, Natasha		
2:30	Hazardous Materials Inc		
to	• Develop a plan that leads to completion in 2 weeks		
3:45	Attendees: Marlon (L), Ward (L), Steve W (L), Ken, Rebecca,		
	Tara, Dave Smith, Electrical		
3:45 to	FLEX TIME		
4:00			
4:00 to 4:15	Plus/Deltas		
	(Save smart boards)		
		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.

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



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.

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:
<div> <div>All Hands</div> <div>Budget Cluster</div> <div>Site Cluster</div> <div>Core/Shell Cluster</div> <div>Interiors/Planning Cluster</div> <div>Other/Misc</div> </div>		
Big Room	Temecula	Extracurricular
7:30 HOSPITALITY AND SET UP (GoTo)	7:00 BREAKOUT: Budget Cluster Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BK	
8:00 INTRODUCTIONS To 8:15 CHECK-IN CLUSTER LEADER REPORT OUT	8:00	
8:15 to 9:00		8:30 to 12:00 COBONA TEAM
- HOT TOPICS • ESA Extension Action Plan Sharing Reflection COP Feedback & Sharing of knowledge Scott D (L) - All		
9:00 Pull Planning: Harmonize time slots before start To 11:00	10:30 Constructability Review to 11:30 Attendees: Steve Y (L), Bob, Dean, Ken, Marius, Ward, Ed, Scott D, Steve H.	
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 dates/updates for all trades 4. Site Grading Status Updates/Pull Plan a. Permit status, bid status, award of trades 5. Increment 1, 2 Pull Plan ATTENDEES: Saffu/YK, Steve, H. 6. BIM Update Pull Plan - Draft/Issues E 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	12:00 to 1:30 Core Team Attendees: Dean S (L), Steve W, GE, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)	
1:30 Inc. 5 Page Turn to 2:30		
• 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 Hazardous Materials Inv to 3:45		
• 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		2:30 to 4:00 COMMUNITY OF PRACTICE • Debrief Conversation • Onboarding Review • Study Action Teams • Next week's Agenda • Plus Delta Attendees: Steve Y, Dean, Dan, Corey, Chris.
4:00 to 4:15 Plus/Deltas (Save smart boards)		

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		

Big Room Facilitator

Break Out Color Code

Visual Time Frames
1 to 1 ½ Hour

Expected Outcomes

Session Facilitator & Attendees

Contact Data

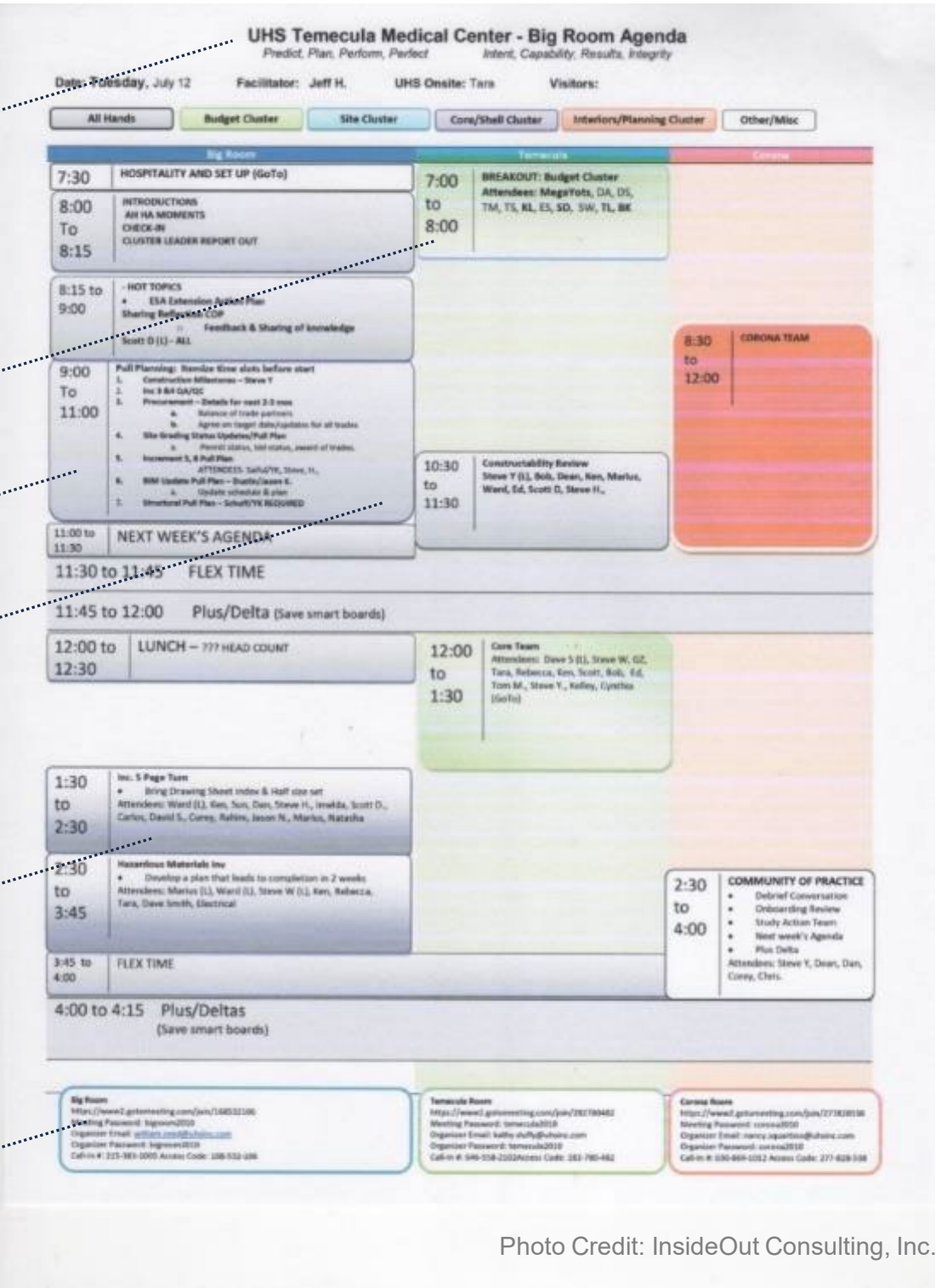


Photo Credit: InsideOut Consulting, Inc.



Introductions Cluster Leader Reports

Hot Topics

Check in Session
Pull-Planning 2 hours

Next Session
Agenda

Flex Time Morning
& Afternoon

Plus/Delta Morning
& Afternoon

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 To 8:15	HOSPITALITY AND SET UP (GoTo)	7:00 to 8:00	BREAKOUT: Budget Cluster Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BE		
8:00 To 8:15	INTRODUCTIONS AN HA MOMENTS (SANTOS) 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: Identify time slots before start 1. Construction Milestones – Steve Y 2. Inc 9 BA QA/QC 3. Procurement – Details for next 3-6 mos a. Release of trade partners b. Agree on target dates/updates for all trades 4. Site Drawing Status/Updates/Pull Plan a. Permit status, bid status, award of trades. 5. ATTACHED: Saha/YK, Steve H. MTM Update Pull Plan – Sushila/Jason K. a. Update schedule & plan 6. Structural Pull Plan – Schuyler/YES/MSD	10:30 to 11:30	Constructability Review Steve Y (J), Bob, Dean, Ken, Marlos, 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 – 777 HEAD COUNT	12:00 to 1:30	Care Team Attendees: Dave S (J), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M, Steve Y., Kelley, Cynthia [GoTo]		
1:30	Inc. 9 Page Turn • Bring Drawing Sheet indoor & Half size set Ward (L), Ken, Sun, Dan, Steve H., Inakida, Scott D., David S., Corey, Rahim, Jason N., Marlos, Natasha				
	Materials Inv Develop a plan that leads to completion in 2 weeks Marlos (L), Ward (L), Steve W (L), Ken, Rebecca, 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, Owen, 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/146532106 Meeting Password: bigroom2001 Organizer Email: arthur@temecula.uhs.com Organizer Password: bigroom2001 Call-in #: 325-383-0205 Access Code: 108-532-009		Temecula Room https://www2.gotomeeting.com/join/28278462 Meeting Password: temecula2018 Organizer Email: sally.shuff@uhsc.com Organizer Password: temecula2018 Call-in #: 545-558-2103 Access Code: 383-780-482		Corona Room https://www2.gotomeeting.com/join/177826138 Meeting Password: corona2008 Organizer Email: nancy.aguiar@uhsc.com Organizer Password: corona2008 Call-in #: 650-869-0112 Access Code: 777-826-538	

Photo Credit: InsideOut Consulting, Inc.

Stay on Track



ENOUGH
LET'S
MOVE
ON



3. What could go wrong?

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.

Drift to Traditional....





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Immersive Education Program

4. Learning

Learning Opportunities

Simulations



Photo Credits: InsideOut Consulting, Inc.

Reading/Discussion Groups



Learning



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

Team Monthly Average Scores

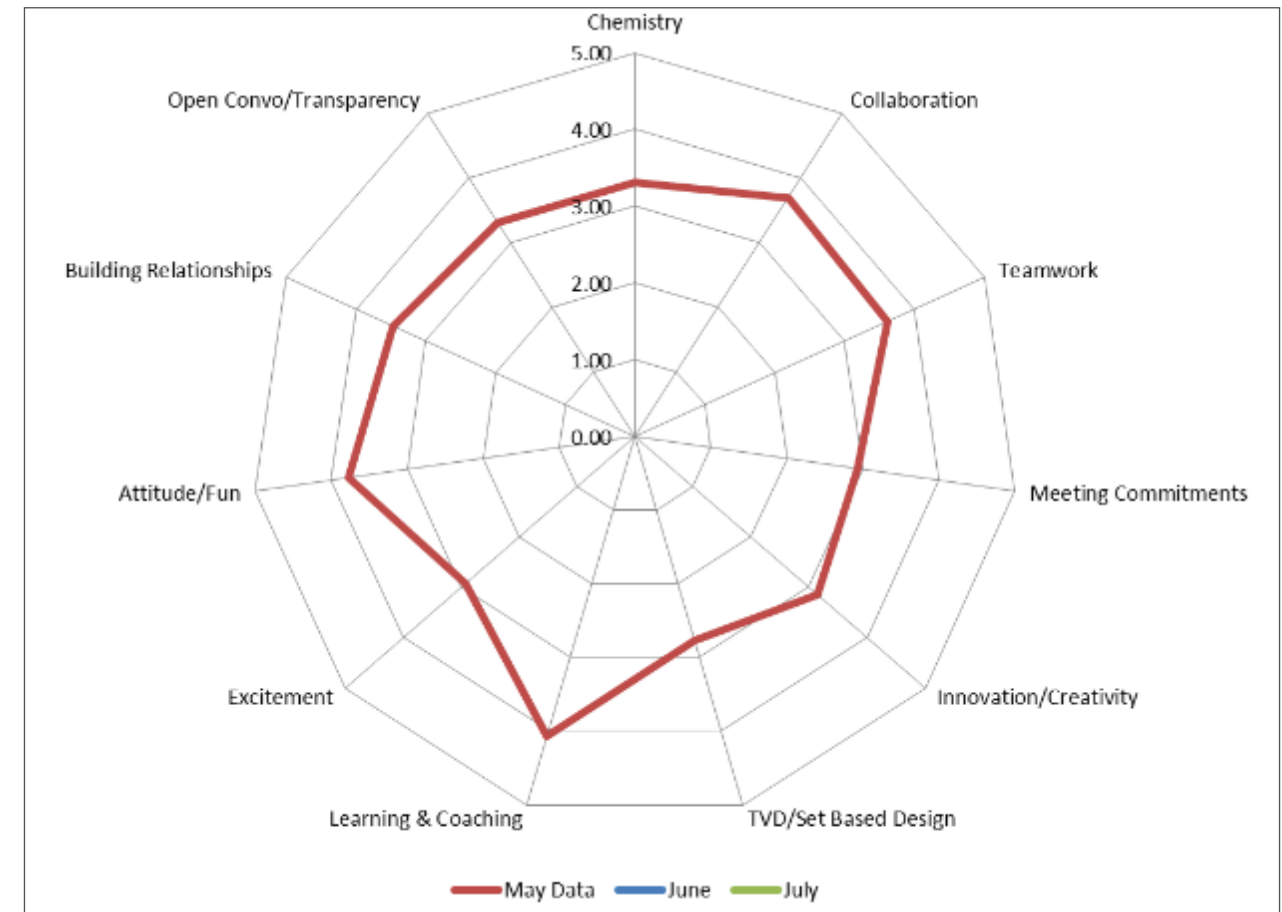


Photo Credit: UHS

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.



Retrospective



5. Onboarding

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.

Onboarding





Lean Construction Institute
Immersive Education Program

6. Technology

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





7. Meetings That Matter

Effective Facilitation Practices

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

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8:15	CHECK-IN		
	CLUSTER LEADER REPORT OUT		
8:15 to	- HOT TOPICS		
9:00	<ul style="list-style-type: none"> • ESA Extension Action Plan Sharing Reflection COP Feedback & Sharing of knowledge Scott D (L) - All 		
9:00	Pull Planning: Remind time slots before start		
To	1. Construction Milestones - Steve Y		
	2. Inc 3 & 4 GA/GC		
11:00	3. Procurement - Details for next 2-3 mos		
	<ul style="list-style-type: none"> a. Solicit of trade partners b. Agree on target dates/updates for all trades 		
	4. Site Grading Status Updates/Pull Plan		
	<ul style="list-style-type: none"> a. Permit status, bid status, award of trades 		
	5. Increment 5, 8 Pull Plan		
	ATTENDEES: Scott/YE, Steve H.,		
	6. BIM Update Pull Plan - Dustin/Tara K.		
	<ul style="list-style-type: none"> a. Update schedule & plan 		
	7. Structural Pull Plan - Scott/YE REQUIRED		
11:00 to		10:30	
11:30	NEXT WEEK'S AGENDA	to	
		11:30	
11:30 to 11:45	FLEX TIME		
11:45 to 12:00	Plus/Delta (Save smart boards)		
12:00 to	LUNCH - ??? HEAD COUNT	12:00	
12:30		to	
		1:30	
			Core Team
			Attendees: Dave S (L), Steve W, GE,
			Tara, Rebecca, Kim, Scott, Bob, Ed,
			Tom M., Steve Y., Kelley, Cynthia
			(GoTo)
1:30	Inc. 5 Page Turn		
to	<ul style="list-style-type: none"> • Bring Drawing Sheet index & Half size set 		
2:30	Attendees: Ward (L), Ken, Sam, Dan, Steve H., Imelda, Scott D.,		
	Carlon, David S., Corey, Rahim, Jason N., Marlon, Natasha		
2:30	Hazardous Materials Inc		
to	<ul style="list-style-type: none"> • Develop a plan that leads to completion in 2 weeks 		
3:45	Attendees: Marlon (L), Ward (L), Steve W (L), Ken, Rebecca,		
	Tara, Dave Smith, Electrical		
3:45 to	FLEX TIME		
4:00			
4:00 to 4:15	Plus/Deltas		
	(Save smart boards)		
		2:30	
		to	
		4:00	
			COMMUNITY OF PRACTICE
			<ul style="list-style-type: none"> • Debrief Conversation • Onboarding Review • Study Action Team • Next week's Agenda • Plus Delta
			Attendees: Steve Y, Dean, Dan,
			Corey, Chris.

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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	System	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	4/12/2014	5/1/2014	8	Jaime					
AD-TC-038	AD	TC	38		Deliver Springs deck for 812 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-079	AD	TC	79		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	IT					
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/use	5/17/2014	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	27	IT					
AD-TC-083	AD	TC	83		Give VOA electrical Show lighting & mechanical PDF's	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		Expert Show lighting to CAD for Greg B.	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 coordinates 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		Cash 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 landscape material	4/10/2014		-29802						

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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			<input type="checkbox"/> Development <input type="checkbox"/> Collaborative Review <input type="checkbox"/> Implementation

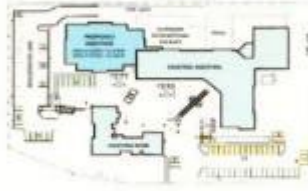
Section 1 - Define / Background Information

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 steel frame. Initial budget targets were 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 demolition 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 existing structural drawings. Currently a soils report is not available, however the existing 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 cu yds.
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, won't 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

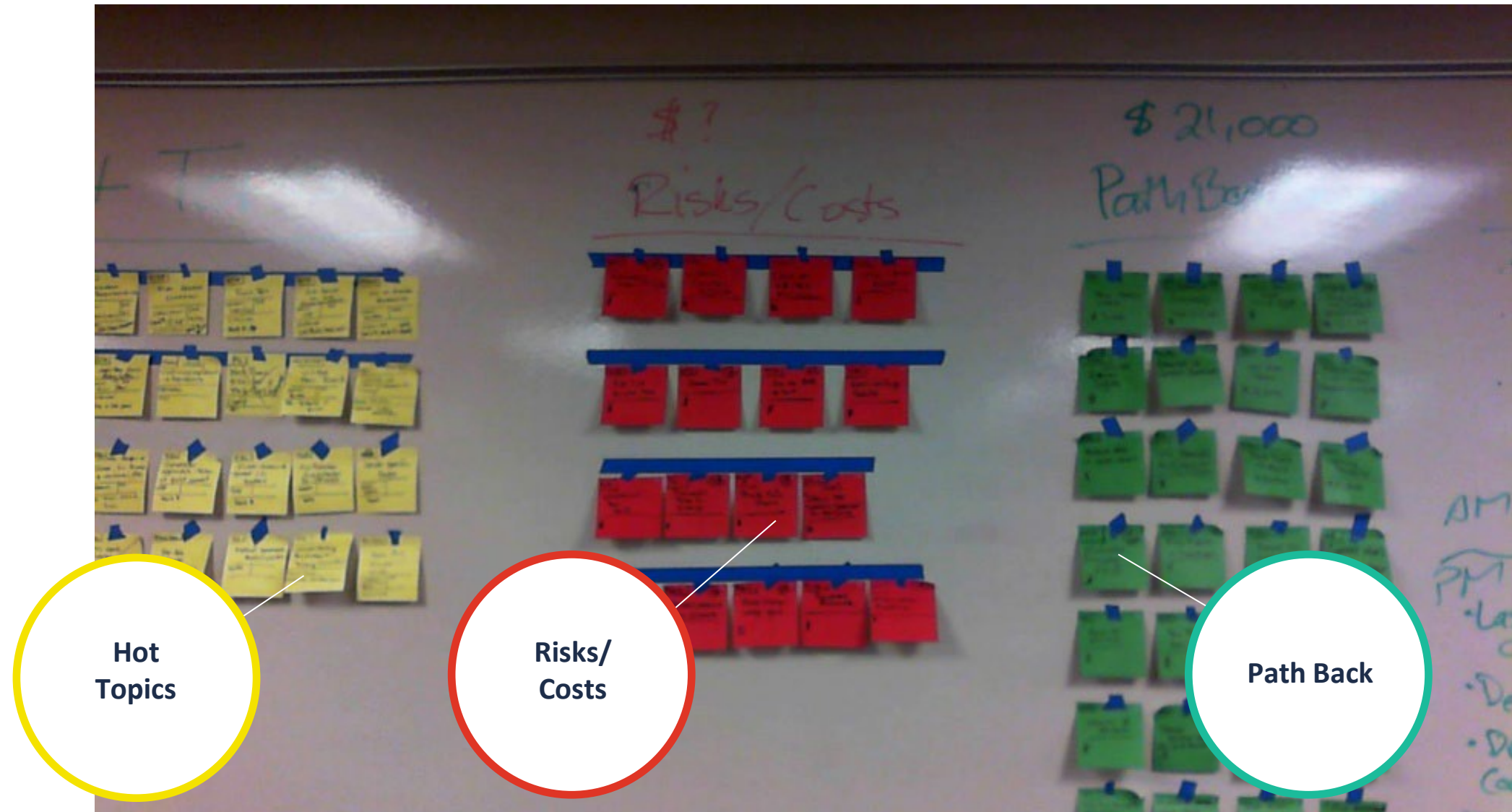
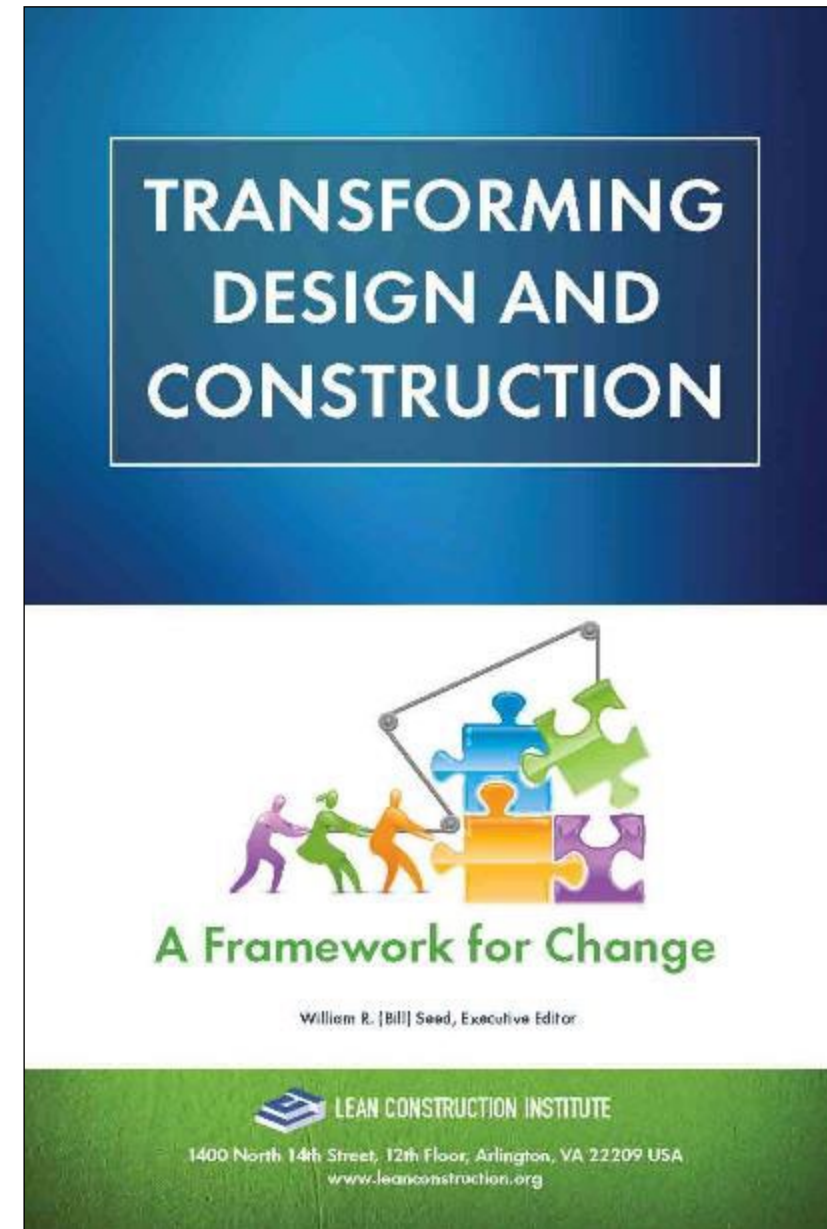


Photo Credit: InsideOut Consulting, Inc.

Kickoff Meeting Framework

- Design Vision
- Team Structure
- Team Culture



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

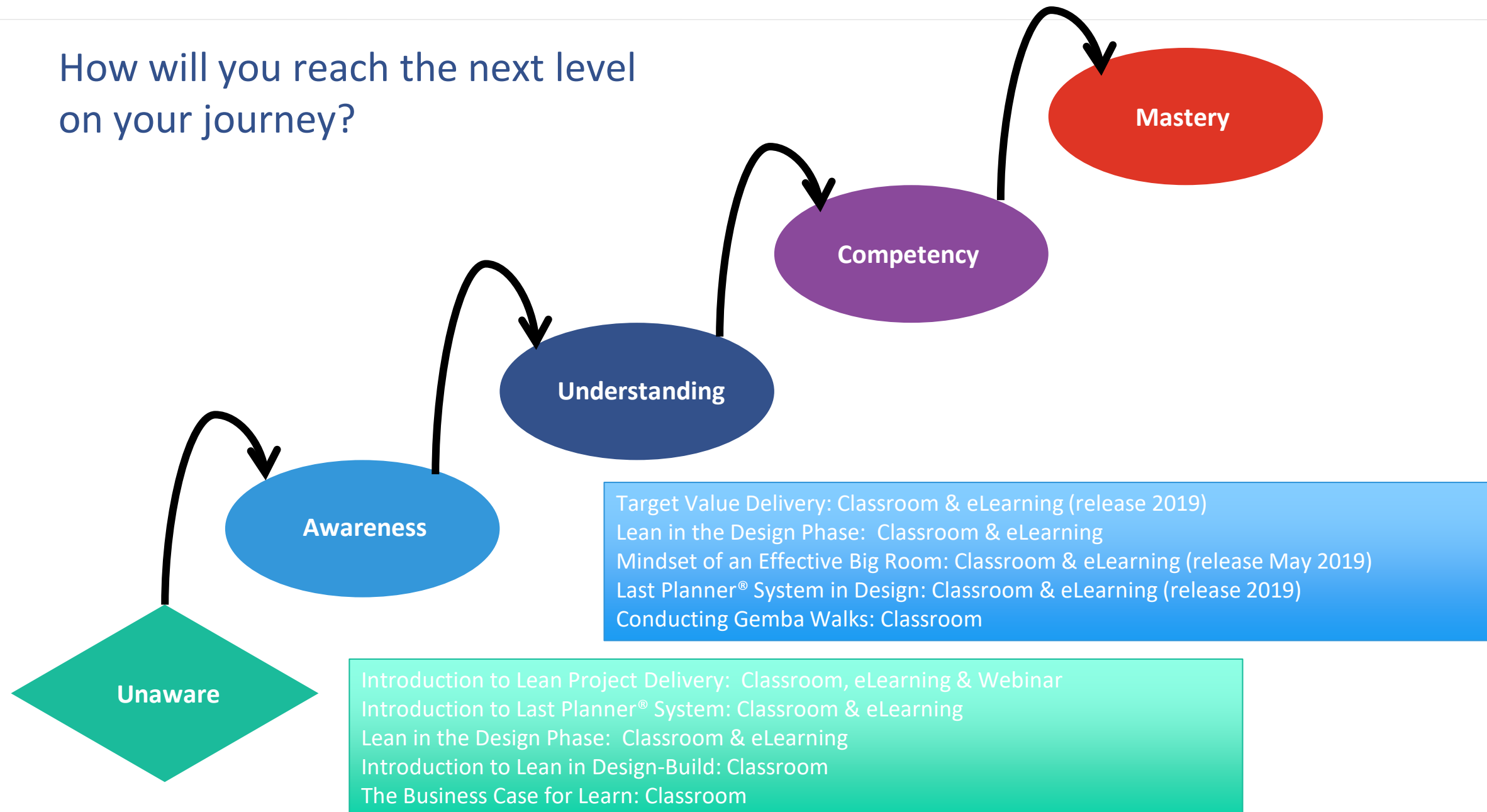
What is one thing you will do differently next week?



Discuss as a whole group.
(10 minutes)

Lean Journey to Mastery

How will you reach the next level on your journey?



More on Learning

Books:



Events:

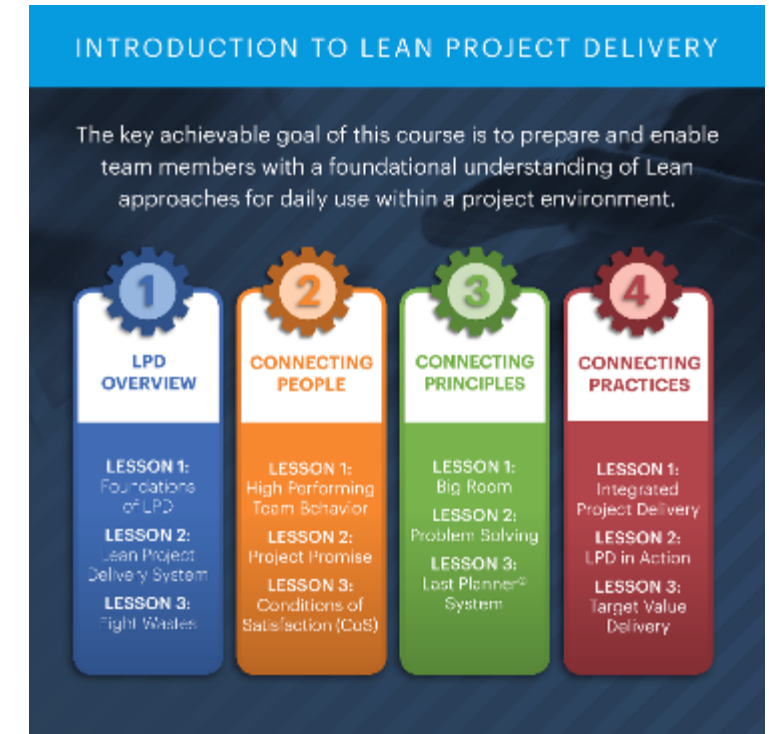
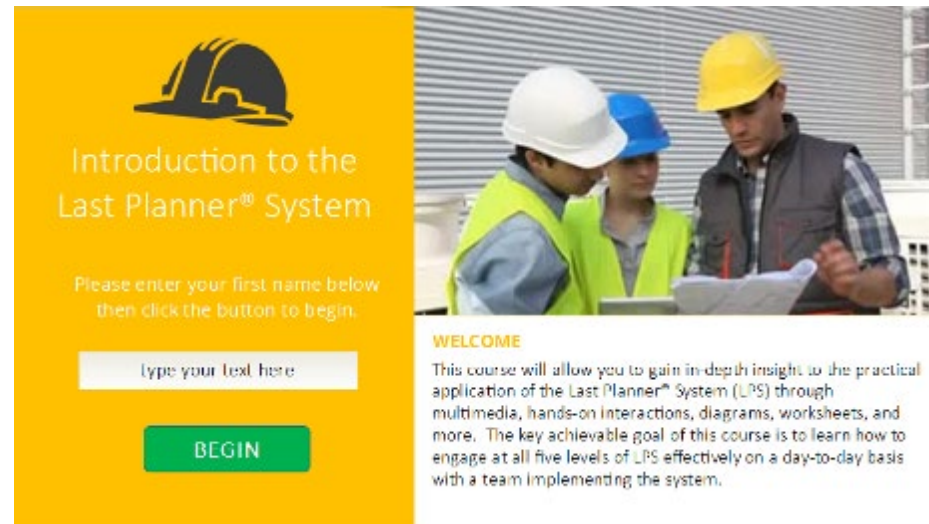
- Local Community of Practice
- Congress (October)
- Design Forum (May)

Start learning now:
www.LeanConstruction.org

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



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.



Plus: What produced
value during the session?



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

+	▲

Contact Us

Dan Shipley

JE Dunn Construction

Dan.shipley@jedunn.com

Tammy McConaughy

CRB

Tammy.mcconaughey@crbgroup.com





24TH LCI CONGRESS
OCTOBER 18-21



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.





24TH LCI CONGRESS
OCTOBER 18-21

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

