



Overview of the Unconference

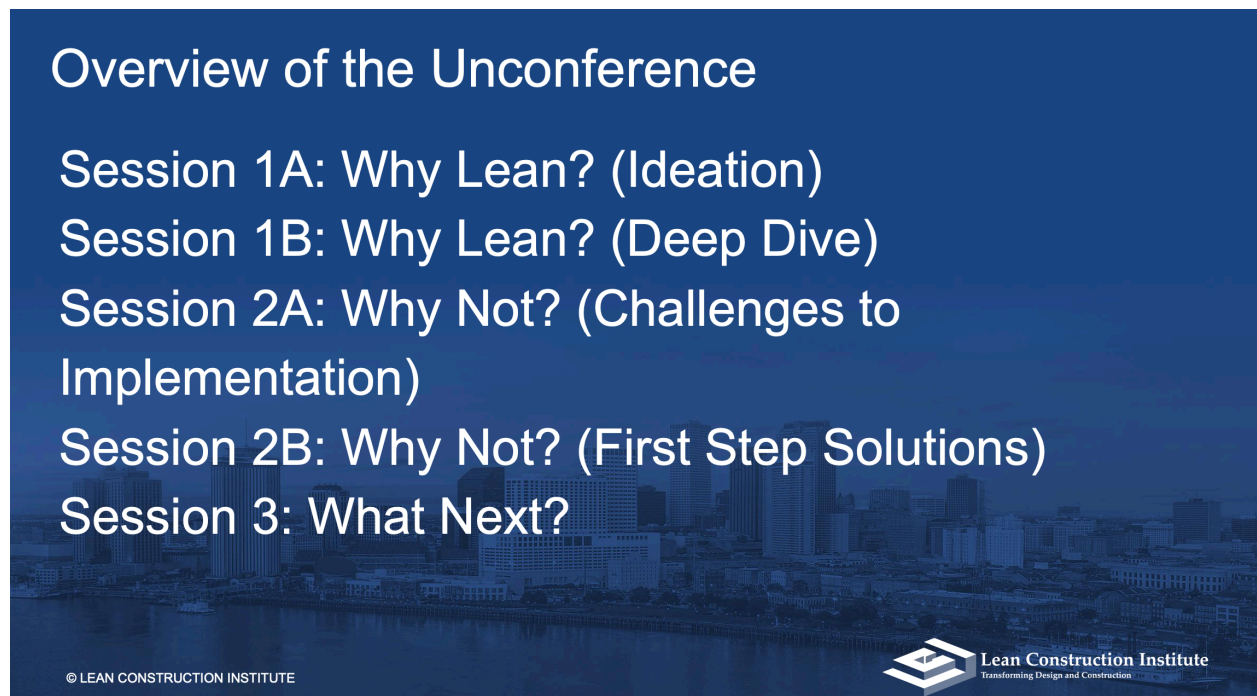
Session 1A: Why Lean? (Ideation)

Session 1B: Why Lean? (Deep Dive)

Session 2A: Why Not? (Challenges to Implementation)

Session 2B: Why Not? (First Step Solutions)

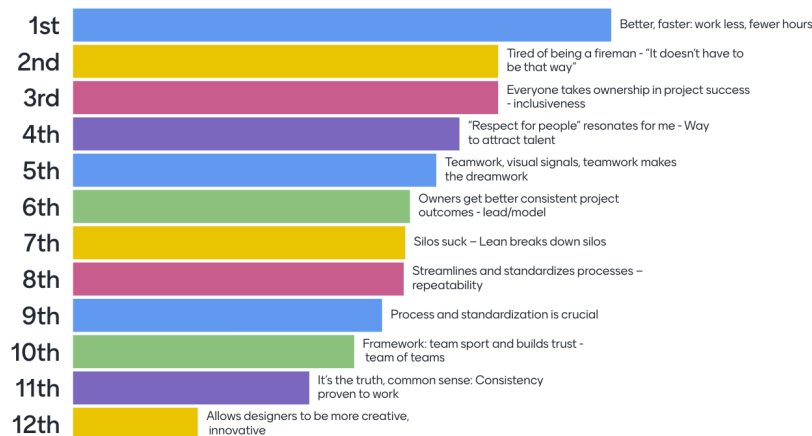
Session 3: What Next?



Unconference Session 1A: Why Lean? (Ideation)



1A - Why does Lean matter?



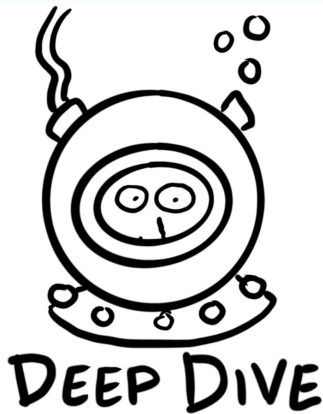
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Some others mentioned:

- Process and standardization is crucial
- Active listener
- Allowing people to shine
- “It doesn’t have to be that way”
- Sustainability for people
- Way to attract talent
- Project certainty in schedule, quality and safety
- Better roadmap
- There are no “others”
- Inclusiveness

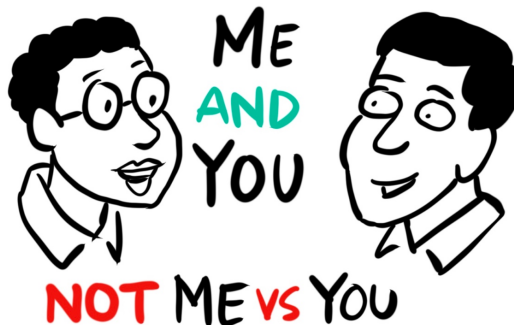
Unconference Session 1B: Why Lean? (Deep Dive)



Proactive vs.
Reactive

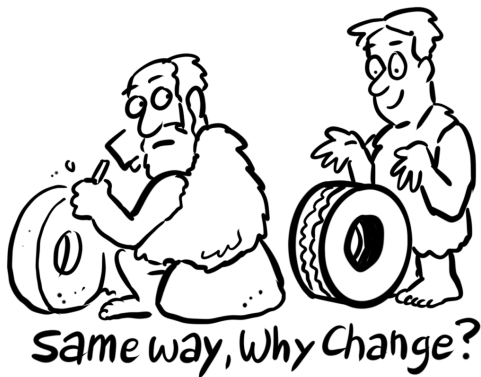


Everyone Takes Ownership

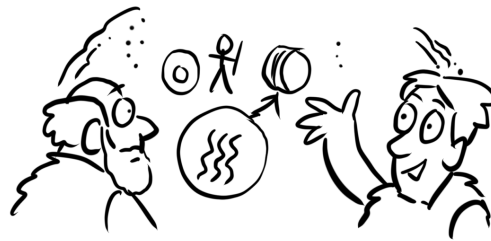


Unconference Session 1B: Why Lean? (Deep Dive)

SILOS SUCK



Metrics are there to teach
and help **not** blame.



TAKE Ownership



CREATE A
CONNECTION

VALUE THE
LONG VIEW



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1B – Why Lean Word Cloud

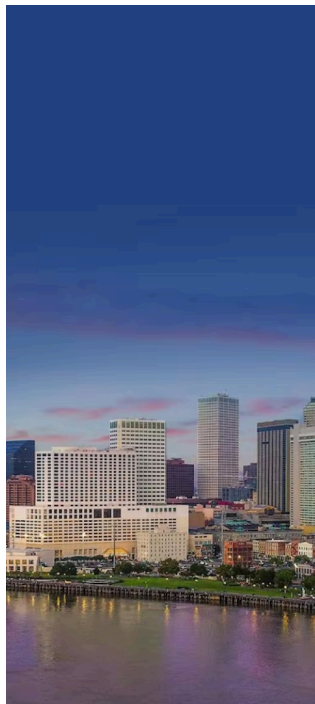


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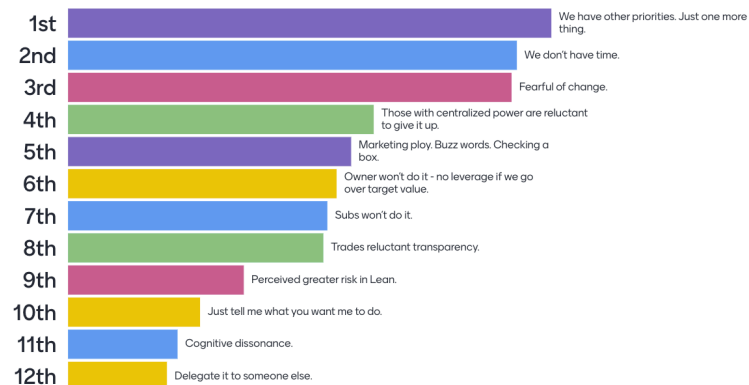
2A – Impediments to not doing Lean

Develop a list of system issues impeding lean adoption.

We don't have time.
Owner won't do it - no leverage if we go over target value.
Those with centralized power are reluctant to give it up.
Fearful of change.
We have other priorities. Just one more thing.
Subs won't do it.
Only for health care.
Just tell me what you want me to do.
Trades reluctant transparency.
Perceived greater risk in Lean.
Marketing ploy. Buzz words. Checking a box.
Cognitive dissonance.
Delegate it to someone else.



2A - System issues impeding Lean adoption



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Unconference Session 2B: First Step Solutions



This is to help you help each other.

Rebecca Snelling

We are already doing this.

Countermeasures
Let's go over what we are doing.

Subs/Owners Don't Want it

Countermeasures
We are using THIS. OK.

Identify a common communication tool

Rules of Engagement

THEY MAKE THE RULES.




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Unconference Session 2B: First Step Solutions

Just Marketing Buzz

Countermeasures
This is how we did it.

REAL METRIC
a couple of examples




We need to put people first.

Hal Macomber

Reluctant to Give Up Power

Countermeasures
Make the waste visible/obvious


Don't lose me



Fearful of Change

Countermeasures
Effective resources

MENTORSHIPS



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List of first steps that can be taken to address impediments to lean.

IMPEDIMENT: Just marketing buzz. Checking a box.

First Steps: 1. Train entire team including trade partners on Lean methodologies. 2. Focus on what's working well. 3. Have accountability for all on planned dates. 4. Have strong Lean leader dedicate. 5. Establish Big Room for Communication. 6. Leadership from execs. 7. Focus on one or two metrics to show tangible results, marked improvement. 8. Be willing to take feedback from users. 9. Gemba walks. 10. Insure trade partners have adequate resources.

IMPEDIMENT: It's just one more thing,.

First Steps: 1. Current state analysis. 2. Create a plan to move forward. 3. Foster relationships for team attitude. 4. Foster better processes. 5. Standardize operations. 6. Train our people. 7. Act on the plan. 8. Team health checks.

IMPEDIMENT: Lean threatening to people

First Steps: 1. Remove fear of failure. 2. Reward improvement. 3. Self-selecting teams. 4. Include contracts. 5. Culture build. 6. Solicit feedback all the time.

IMPEDIMENT: Doing what we've always done.

First Steps: 1. Training, 2. View crisis as an opportunity. 3. Use listening and facilitation skills. 4. Rotate leaders for meetings. 5. Pick good people.

IMPEDIMENT: Not enough time for Lean.

First Step: 1. People stop collecting useless data. 2. Schedule fewer meetings and opt out when not needed. Better structure. 3. Unstaffed projects, do fewer non-essential things. 4. Better preplanning, smaller batches, flow of resources. 5. Trades in pull meetings.

IMPEDIMENT: Fearful of change

First Step: 1. Create learning environment. 2. Mentoring. 3. Effective planning of resources.

IMPEDIMENT: Perceived risk on profit/money.

First Step: 1. Early involvement of trades suppliers and key suppliers. 2. Last Planners® involved early and know milestones.

IMPEDIMENT: No control of design

First Step: 1. Use TVD

IMPEDIMENT: Rework

First Step: 1. Understand customer Conditions of Satisfaction (CoS). 2. In-place mockup. 3. Early Gemba walks.

IMPEDIMENT: No collaboration/communication

First Step: 1. Create safe space to ask questions. 2. More check-ins and icebreakers. 3. Develop personal connections.

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IMPEDIMENT: Just tell me what to do.

First Steps: 1. Pull Plan with TP buyer. 2. Bring in TP early, build trust. 3. Teambuilding, better communication and Precon planning, early notice of changes. 4. Get trades more involved, ask what they think needs to be done, encourage empowerment.

IMPEDIMENT: Subs and owners don't want Lean.

First Steps: 1. Demonstrate value to them through communication. 2. Share info across the board to see bigger picture. 3. Ask them what is value to them. 4. Regular check-ins.

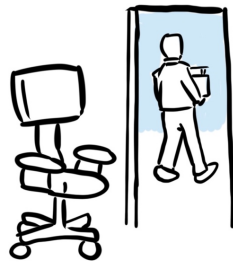
IMPEDIMENT: Trade Partner reluctance to be transparent

First Steps: Listen to Trade Partner concerns. 2. Ask Trade Partner what are their perceived risks. 3. Give Trade Partner a voice; act on their concerns. 4. Get involved daily. Understand what is “winning” to them. 5. Define risk together and collaborate on mitigations. 6. Rules of Engagement working on same expectations. 7. CoS for all the TPs and stakeholders. 8. Inclusive decision-making. 9. It's ok to say “no”.

Unconference Session 3: What's Next?



Bernita Beikman
HKS Architects



It's more than
an ageing
workforce



Amy Marks
Auto Desk

I can order, track, and
review a pizza delivery.
But I can't
reach a
contractor!



Cindy Deihl
Procter & Gamble

Removing the Middleman



Will Lichtig
The Boldt Company



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Ideas from the UnPanel

- In addition to the worker shortages and more in our industry aging-out (5 out for every one in). IPD is a better working experience and we need to integrate that into the Universities to train up incoming people.
- Sustainability: from Owner's viewpoint we are increasingly held accountability by our customers. We've made great strides in offsetting greenhouse gasses, but have not made major inroads in construction: water consumption, etc.
- Impact on the design community: materials are evolving, prefabrication requires drawing in a different way.

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- **Our problems are our own and they are lifetime problems. It's "expected experience".** I can go on my Apple Watch right now and order a pizza, know when it's done and when it's delivered. But I would have to call a supplier over and over to get status updates. An increased "expected experience" is coming to US in the next 2-5 years.
 - We are using assumption-based design. There is no place to go inside tool to find what materials and systems are currently available.
- The labor problem needs new solutions. We're an industry of the edge of collapse. We need to reinvent ourselves. Most projects take 3-5 years most of that without putting a shovel in the ground. We need reform. We created this for ourselves. It requires transforming design and construction. We don't have an industry where wellness is what we think about and do.
- **There is no joy in this industry.** People don't want to come to work in this industry.
 - **There can be joy:** I was on an IPD high school in Canada and the 45-year electrical contractor said he would not retire if the next job could be as joyful as this one.
- Work-life balance: if people I work with feel invigorated from personal fulfillment in the job and it's valued, they feel in balance. We're in a people industry and we don't care for our people well.
- "The Brotherhood": Women feel this industry is joyless because they don't feel welcome here.
- My engineering son is getting into tech and bio, not construction. We have a crisis (danger and opportunity). The climate crisis is real and we need to attract the talent to come up with new ideas and technologies for the future. **Gen-Z is our future. They have a lot of good ideas and are tech savvy.**
- Less educated but skilled workers are less likely to be "influencers". University students have an interest.
- **#welding has 6 Billion hashtags on TicToc.** There is interest out there.
- Rapid design optimizations and simulations is exciting. Visualization in new ways. Linking that to production drawings.
- Infrastructure: urban renewal, responding to climate change.
- Psychologically integrating high performance teams can make a difference. Positive psychology says most of us are "normal" and we are still burning them out. Positive teams can solve issues together with less stress.
- Robotics and iron man suits are here and will expand in coming more in 2-5 years.
- GenZ: there are plenty of things drawing us into this field now, but the biggest concern to my age group is the money. People who make good money still can't buy a house and inflation is rising.
- As a society we need to decide where to put our money. If I value green space, urban renewal, solving climate change, good design.
- Once we assemble a really great team, we need to keep them together, value it and let them roll to another project to exceed again. Need to value this excellence.

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- I've been in the carpenters' union 47 years, my son was in the union 5 years and work dried up. We see the first cuts are laying off labor.
- Look at how unaffordable college has gotten and people are saddled with huge debt. Trade work can be better for so many.
- **Respect: give trades people on a site a real restroom.**
- Architects love creativity and feel joy from that. If someone on a construction site could feel that joy in what they are doing they would come and stay. **The LCI Trade Huddle videos show this kind of innovation and joy.** "Every pair of hands comes with a free brain."

Unconference Session 3: What's Next?

How many of your companies have social media accounts? That you let your young employees post to?

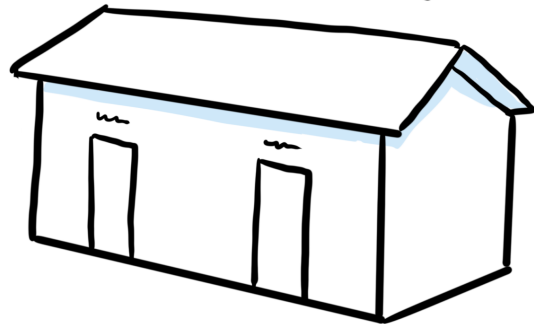

Not a **SINGLE** raised hand.

CREATE JOY in
THE Workplace


**Respect
Recognition
of Efforts
Focus on It!**



We need to value teams rather than let them disappear and hope they can be gathered again.



Put a real restroom on-site. It's not **THAT** expensive.



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Dan Fauchier



Andreas Phelps

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

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