

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Respect for People: A Primer and How-To for the Most Important Part of Lean

Kate Simons - Shawmut, Julie Dolan - SSOE Group, Jeremy Atkinson - Landis Construction,
Brian Winningham - Field Driven Lean

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

October 19, 2022



Public Service Announcement

We are going to talk about mental health in the Construction Industry today. Sometimes this topic can be quite upsetting, especially if you have been personally affected. If at any point the topics or conversation becomes upsetting, please call a time-out for yourself and take the necessary steps to make sure you are okay. If it means you need to step outside the room for a breather, please don't hesitate to do so. Please maintain respect for others during our conversation in the interest of creating a place that is physically, mentally, and spiritually safe for everyone here.



Speakers



Kate Simons is the Director of Scheduling at Shawmut Design and Construction, and a founding member of Shawmut's Center of Excellence. Her 15 year path through Project Management and Operations has taught her that staying curious is the key to success.

She leads the New England Community of Practice and gets an almost daily opportunity to work with project teams while they solve problems and create value for their clients.

Kate and her husband talk a lot of construction over dinner [much to the chagrin of their two children] at their home outside of Boston MA.

Speakers



Lean Practice Leader & Client Success Manager at SSOE Group

Julie Dolan is an LCI approved instructor / facilitator and has led several industry events with owners, trade, and construction partners since 2019. She is passionate about the built environment, and loves engaging others in lean thinking, both professionally and personally, in all her endeavors.

She is a core team member of LCI's Ohio Valley Chapter (co-leader) and the National Lean Champions (secretary) Communities of Practice. Julie also serves as executive sponsor for SSOE's Sustainable Design Committee and co-creates and facilitates industry roundtable discussions on digital transformation with several of SSOE's key clients.

In addition to these roles, Julie also serves as the Board President of Our Daily Bread Soup Kitchen, and sits on the regional board for the Children's Hunger Alliance, both in Lima, Ohio where she lives and works.

Speakers



Jeremy Atkinson is a Process Improvement and Project Manager as well as a Lean Coach/Facilitator at Landis Construction. Jeremy's career in Civilian Construction spans 10+ years, including management and safety roles for a multitude of Civil and Commercial construction projects. Prior to entering civilian construction, Jeremy honed his leadership and management skills as an Airborne US Army Combat Engineer Sapper at the rank of Captain. Jeremy is a volunteer organizer for the LCI New Orleans Community of Practice, NOLA Lean, whose mission is to expand local Lean learning and adoption. Additionally, Jeremy is involved with several other LCI groups to include LCI Lean Champions CoP. Jeremy has extensive training and experience implementing Lean Principles and Techniques and is an LCI approved instructor for Intro to Lean Project Delivery, Last Planner System®, Gemba Walks, and Liberating Structures.

Speakers



Lean Construction Coach and Owner at Field Driven Lean, LLC

Brian M Winningham spent more than 20 years leading construction projects with PCL, Turner, Skanska, and SpawGlass. Brian is passionate about sharing the many ways Lean can improve your work and also your life. He is a Lean Construction Institute (LCI) Approved Instructor and active in supporting LCI Communities of Practice all over the United States. An Army Combat Veteran of 3/75 Ranger Battalion, Brian actively encourages Veterans to join the Construction Industry and still mentors several former co-workers who are Veterans. Brian, his wife, and their two daughters happily share their home with Gus the Schnoodle, along with Lulu and Tobey, Miniature Poodles.

Stories about Brian's life, and also original poetry and short stories as well as his thinking on Lean and the Construction Industry can be found at RangerWinnie.com

What do you hold precious?



Jon Miller - Holding precious what it is to be human?

Mr. Miller published a post on the Gemba Academy blog detailing his translation examination of what we all agree is the most important part of Lean, *Respect for People*. The phrase as used by Toyota is more accurately translated as *holding precious what it is to be human*.

https://blog.gembaacademy.com/2008/02/03/exploring_the_respect_for_people_principle_of_the/



Jon Miller, Author and co-Founder of Gemba Academy

What Do You hold Precious



Mentimeter QR Code
& Link

[https://www.menti.com/
3cs6urb7nd](https://www.menti.com/3cs6urb7nd)

What I hold Precious



Time

Time



Infinite

Time

LOW



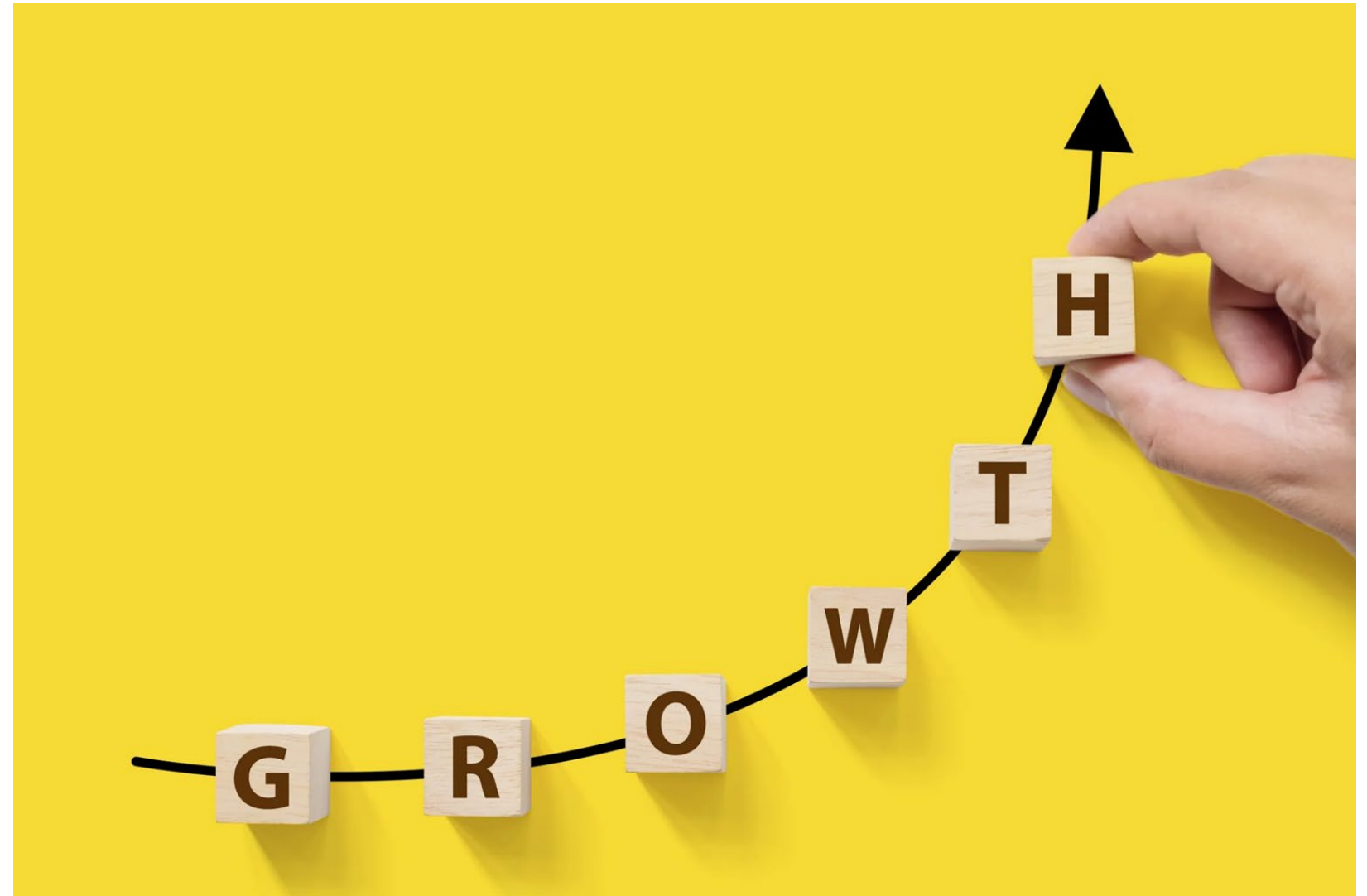
TIME

What do I hold precious?

pre·cious

Of great value; not to be wasted or treated carelessly

Greatly loved or treasured by someone





What Do I Hold Precious?

I hold precious my kids, my wife, my dogs, my family, my community, my industry, my unit, my country, my planet...

But do I hold myself precious?

If I don't start there, then how can I truly hold precious those other things!



What Do You hold Precious



Mentimeter Results

<https://www.menti.com/3cs6urb7nd>

What does this mean for me?



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



Mental Health Crisis in Construction

Construction Statistics:

- 7.5M US Construction Workers
- About 4.8% of US Workforce
- About 4.3% of US GDP
- US Market size is about \$1.36 Trillion
- Average annual turnover rate is 68%
- Women account for about 15% of all construction workers in the US

All data from <https://www.zippia.com/advice/us-construction-industry-statistics/>



Mental Health Crisis in Construction

Suicide Statistics:

- US Adult suicide rate is 16.8 per 100,000 people
- Veteran suicide rate is 31.6 per 100,000 Veterans
- Construction suicide rate is 53.4 per 100,000 workers



Bob Emiliani - The Equally Important “Respect for People” Principle



Bob Emiliani, Speed Leadership Inventor,
Multi-Book Author, Educator

Published in: REAL LEAN: The Keys to Sustaining Lean Management (2008)

The “Respect for People” principle is deceptive in that it seems very easy to understand and apply, but it is not. Most mid- and senior-level managers think they know what “Respect for People” means, but it is clear from leadership behaviors, common business performance metrics, company policies, management’s decisions, and sometimes even corporate strategy, that they do not.

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https://bobemiliani.com/goodies/respect_for_people.pdf

Holding precious what it means to be human is how we believe we should “FIGHT” this crisis...

The only way to tackle a problem this large is together, one small part of the problem at a time!



Giving the gift of Time

Meeting Behaviors

Agenda

What's your joy

5
Ice Breaker

5
Review
Agenda /
Purpose

35
Project
Approach


Galloway

Amwins

Galloway

Amwins

Goals /
Purpose



Giving the gift of Time

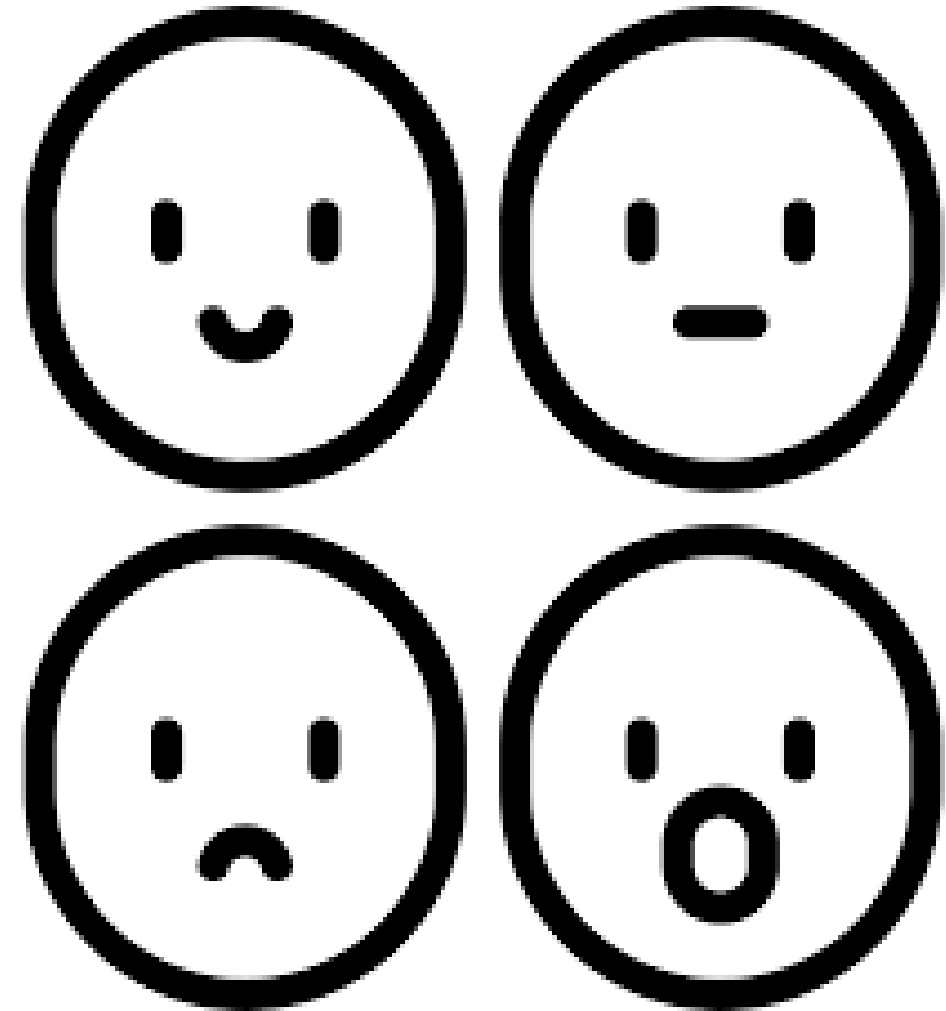


Leadership Behaviors

The Behaviors

be·hav·ior

*the way in which one acts or conducts oneself,
especially toward others*



Kate's RFP Journey

(A Cautionary Tale)





Some of the best things in
our lives are
uncomfortable.

Growth and love both
require you to be
vulnerable.

Vulnerability sounds like truth and feels like courage.
Truth and courage aren't always comfortable,
but they're never weakness.

Only when diverse perspectives are included, respected, and valued can we start to get a full picture of the world.



Holding precious what it is to be Human.

- Respect for people is really all about LOVE, Love for the work and the people doing it!
- We ALL “pack” a lot. Give yourself and everyone else room to be human.
- Being human means learning from our mistakes.
- Forgive yourself for not being perfect.
- Respect for people is really all about LOVE! Who must that start with?



How can we improve?



The Roadmap to Time



The Roadmap to Time

- I will do....
- I can if....
- No, I cannot do it
- **Because....**



The Roadmap to Time

MON

10

GMT-08

Breakfast, 8:30am

Focus time 9 – 10:30am


Client calls 10:30 – 11:30am

Breakfast

Weekly te 9 – 10am

Focus tim 10 – 11:3

STOP



FRI

14

Breakfast, 8:30am

Coffee w/ Avery, 9am

Kat / Daniela 1:1, 9:30am

Break, 10am

Client c 10:30 –

Lunch 11:30am


ocus t 2:30 –

eam b – 3pm


ocus t – 4:30

rep for

ook di 30 – 6



Let's Reflect!



The Roadmap to Time

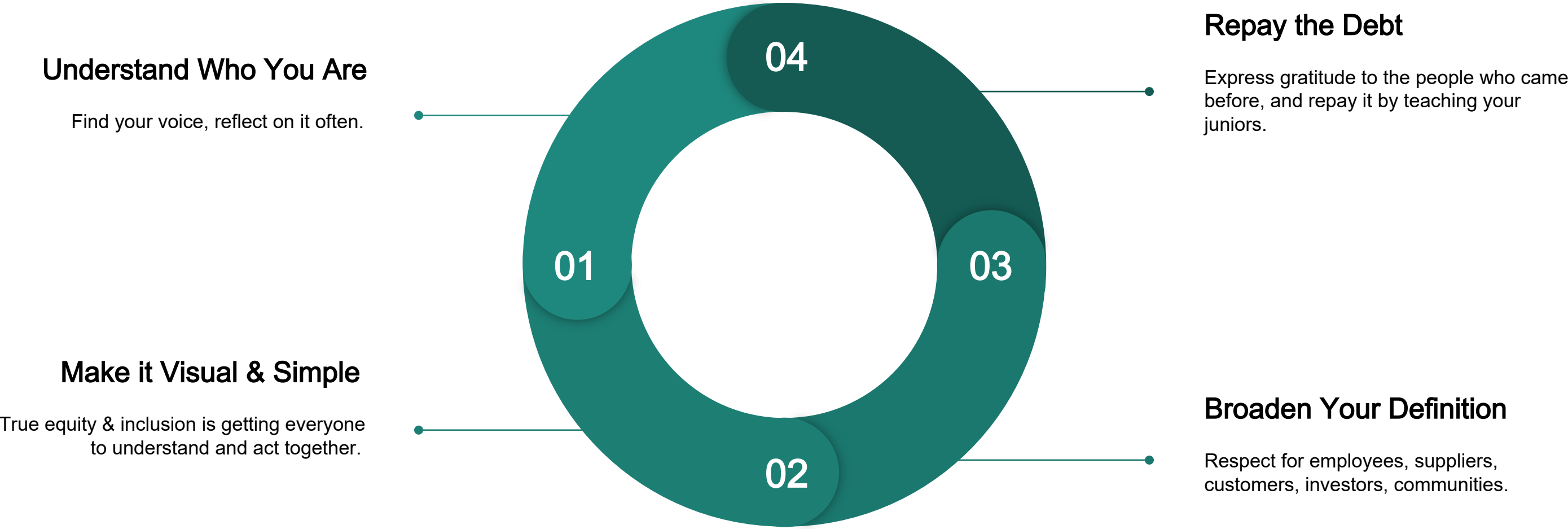


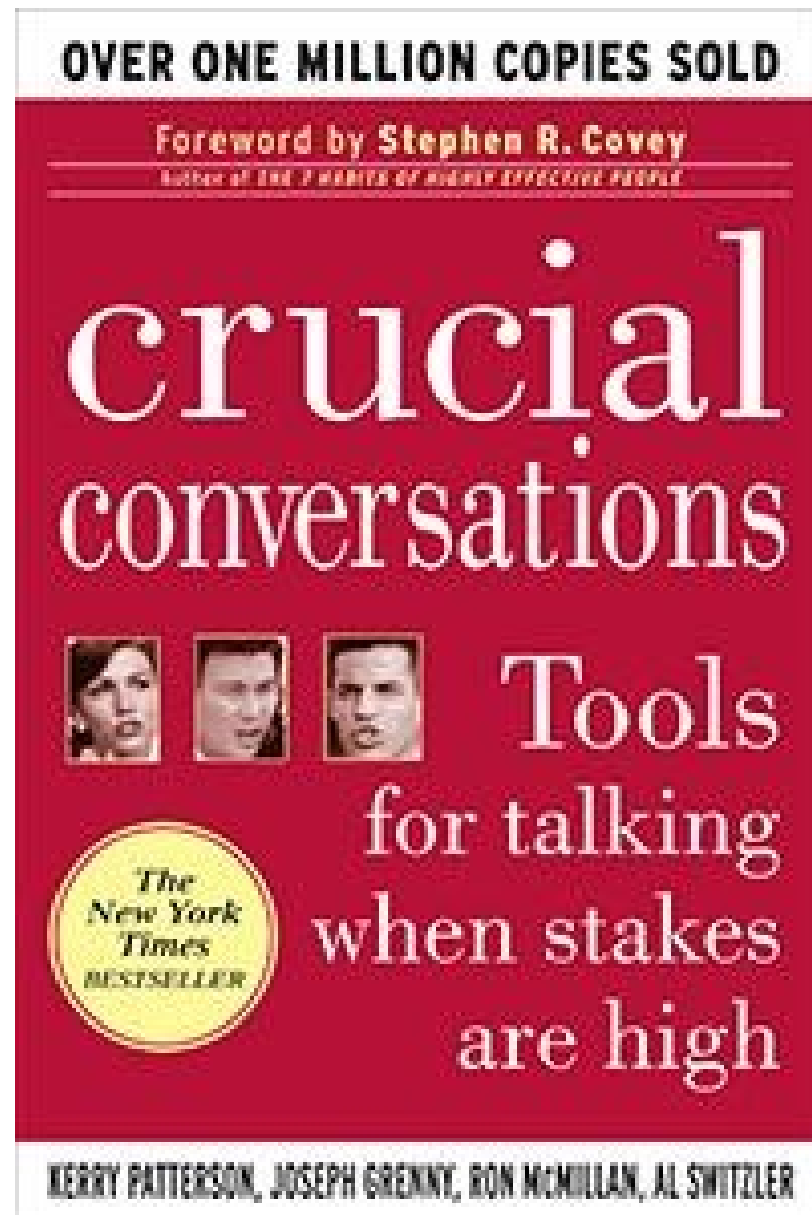
The Roadmap

road·map

A plan or strategy intended to achieve a particular goal







Don't try to win over the haters; you are not a jackass whisperer.

Imperfections are not inadequacies.

They are the reminders that we're all in this together.

Difficult conversations are hard, this resource can help

We don't have to do
all of it alone.

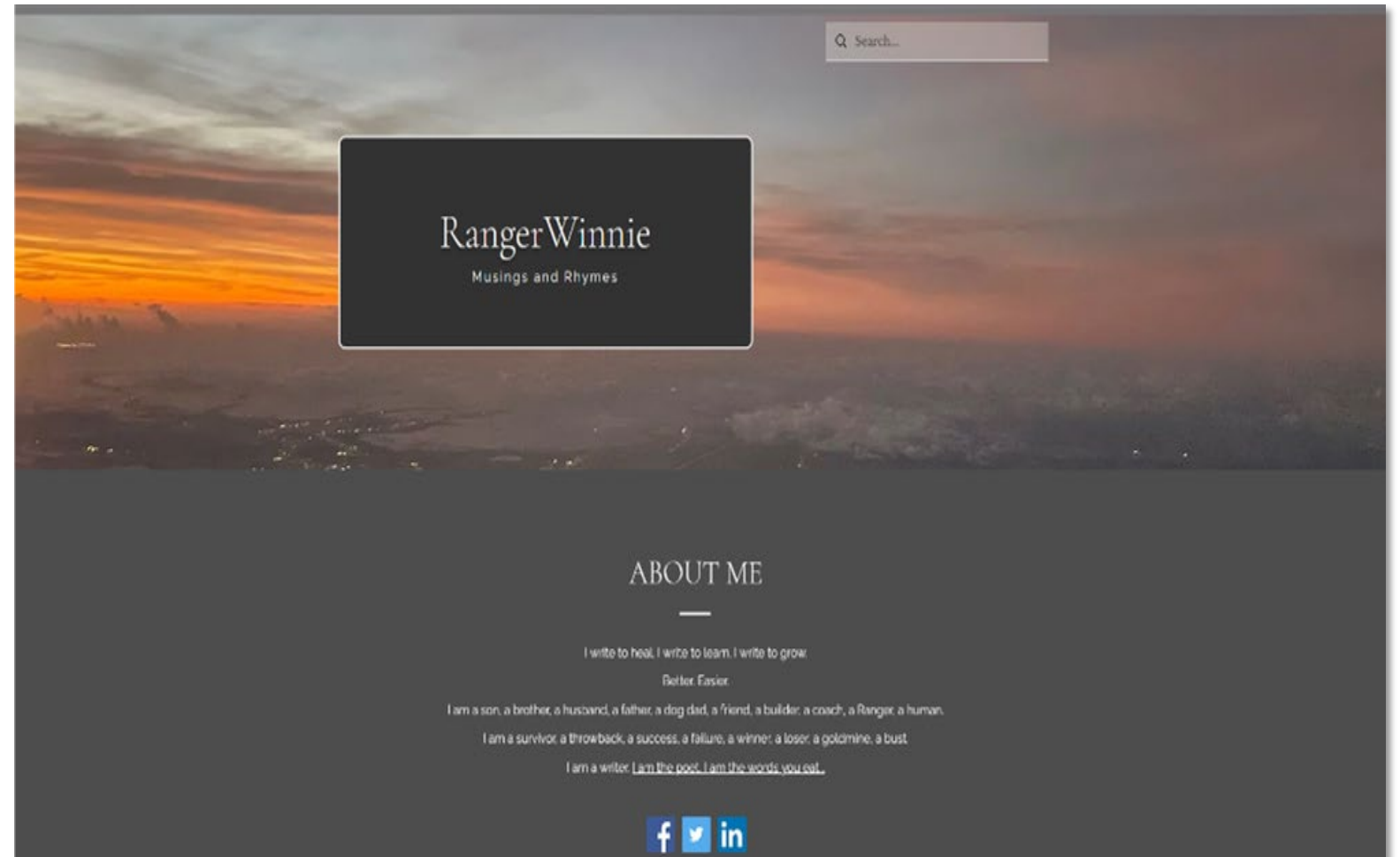
We were never
meant to.



Keep your heart &
mind open to the
possibilities...



So how do we improve?



The Fight

by Brian M Winningham

I am a soldier, an elite, hardened warrior
Attacking my enemies with such vigorous fervor
Extremely skilled in all martial arts
Never shirking, pitching-in, always doing my part.

As a battle tactician, my skill's unmatched,
Holding the line in armor pitted, dented, and scratched,
My pugnacious tenacity rarely paralleled,
Weapons and heart and life so very tightly held.

My fight rages from now to decades long past
Proud scars, my badges, pink, puckered, and crass,
Old warriors may expire but we won't ever quit
Some wounds so deep, they just always feel like shit.

Hold fast! Hold strong! Don't give up the fight!
Let it go... Surrender... Turn my face to the light!
What kept me alive then, works to kill me now,
Unless I find a way to be vulnerable somehow.

I fight the darkness in battle for my heart,
The surest way to lose is to keep fighting hard.
The only way to win is to give up the fight,
Shine kindness and love and become a beacon of light.



THANK YOU!

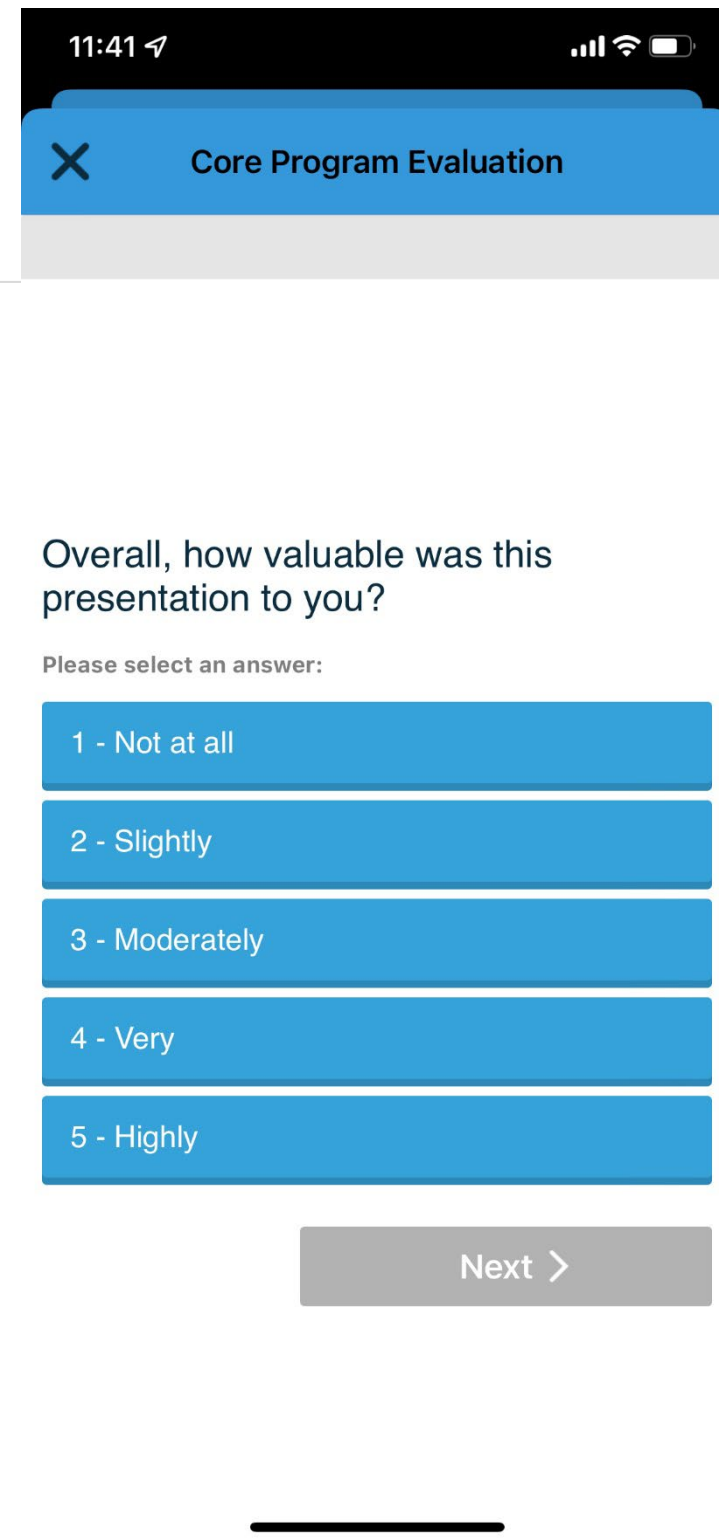
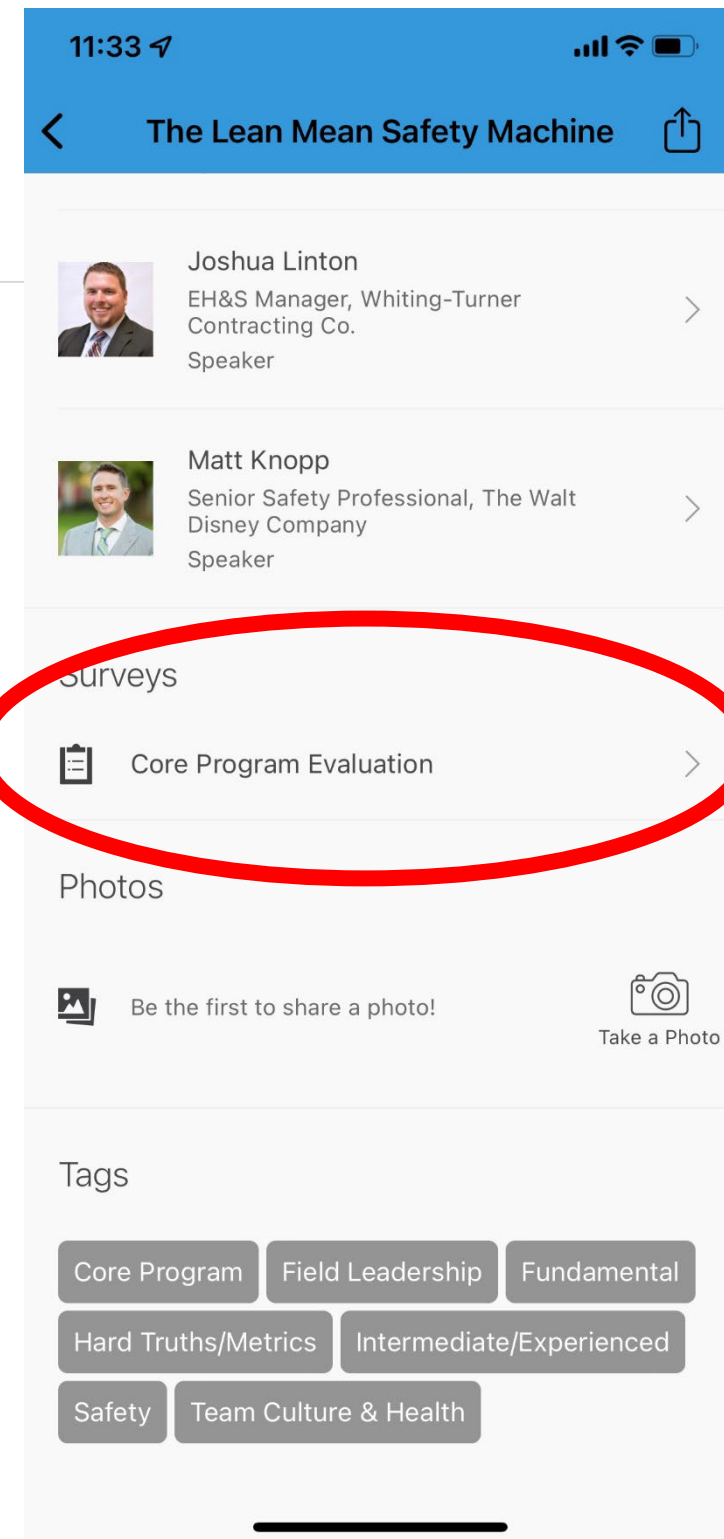


Rate Presentations in the App

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





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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.



Questions or Comments



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

