

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

CoS or Bust: Owners Discuss Long-Term Profitability via Lean & DEI

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

October 19, 2022

Speakers

- Owner - **Kevin Ferguson**, Program Director, Jacobs/Recovery School District, NOLA
- Owner - **Tim Singleton**, Associate Director of Construction, Wellesley College
- Owner - **Phil Memmott**, Senior Director Capital Programs, Harvard Business School
- Facilitator - **Cynthia Tsao**, Owner, Navilean LLC and Founder, Building AEC Learning, Inc.
- Champion - **Jenny Han**, Director of Design Integration, the Boldt Company

WiFi: Hanson_Bridgett_LCI; **pw** - HBLean22

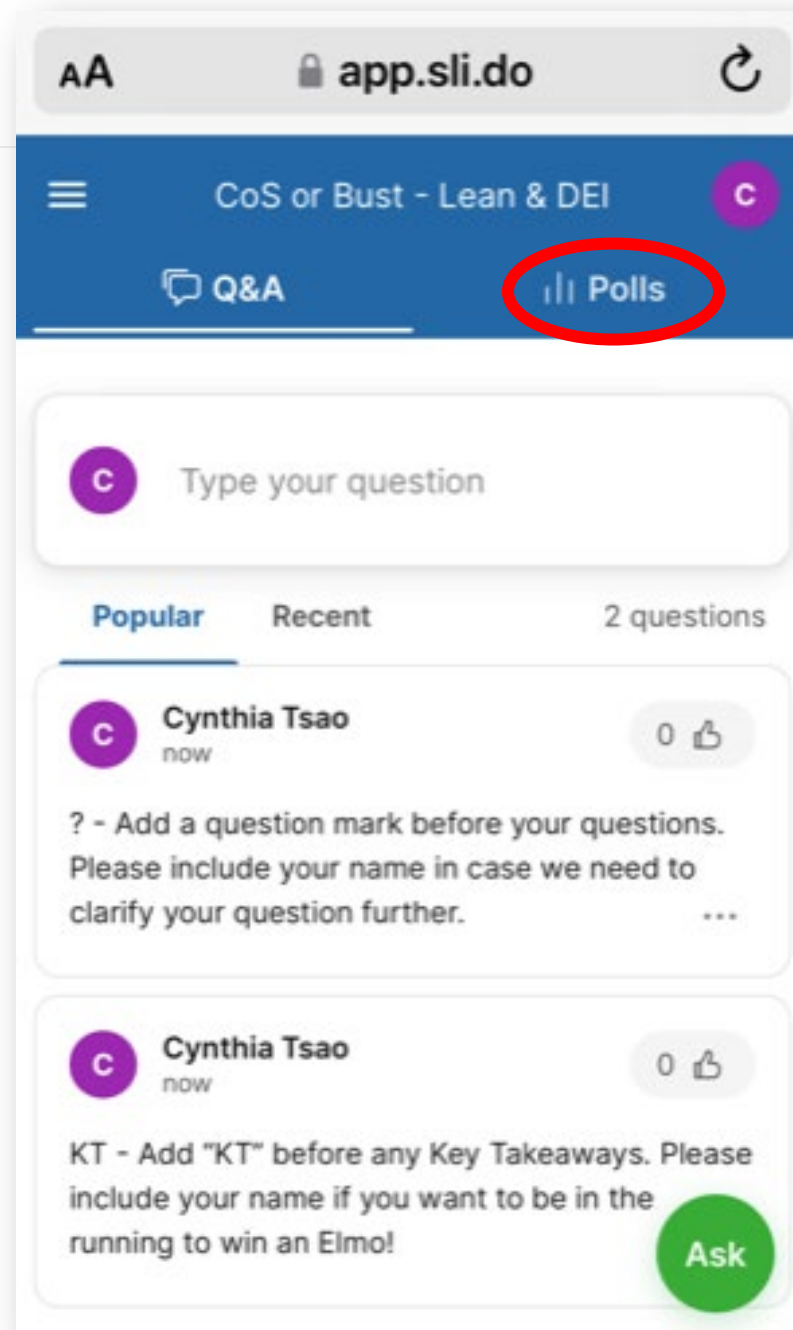
Introduce Yourself

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



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Introduce Yourself

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Please fill in the survey

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

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Audience Q&A Session

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

Top three "Key Takeaways" get a prize!

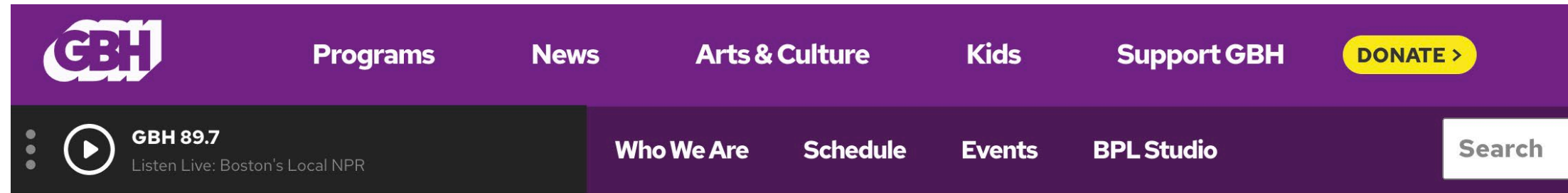


Enough...
Let's
Move
On!

Problem Statement + Lean Framework



Problem Statement



GBH NEWS

LOCAL

Boston's Diversity Hiring Mandate For Construction Projects Is All Bark, No Bite

October 13, 2020

Definition of Diversity

"Diversity = The intersection of lived experiences." - Rosa Sheng



Wellesley College Diversity in the Built Environment LEARNING & ACTION Series

Beyond a Quota: Measuring the Impact of Diversity

Leveraging Justice, Equity, Diversity, and Inclusion to improve the Built Environment



Rosa T. Sheng, FAIA, LEED AP BD+C

Vice President, SmithGroup

Higher Education Studio Leader in Northern California

National Director of Justice, Equity, Diversity, Inclusion

Owner Kickoff Panel: Creating the Space for Exploration and Experiments



Michelle Maheu

Director for Planning,
Design & Construction

Wellesley College



Luciana Burdi

Director for Capital Programs
and Environmental Affairs

Massport



Nick Haney

Public Coordination &
Initiatives Director

MGH – Planning &
Construction Department



Tim Singleton

Associate Director of Construction
Facilities Management and Planning

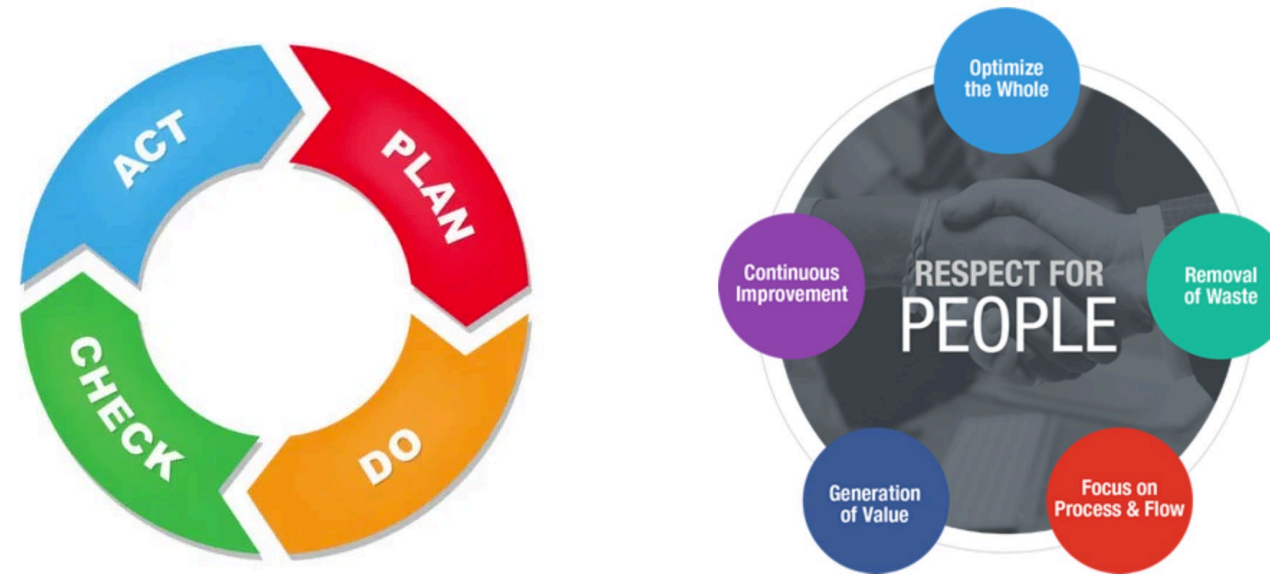
Wellesley College

Diversity and Profitability

"Diversity = The intersection of lived experiences." - Rosa Sheng



Lean Framework – Guiding principles for Lean Project Delivery



**CONTINUOUS IMPROVEMENT
+ RESPECT FOR PEOPLE**

Owner Conversations



MEET YOUR MODERATORS (Our roles and why we are here)



CYNTHIA TSAO

Moderator

Owner / Founder
Navilean LLC /
Building AEC Learning, Inc.
(BAECL)



JENNY HAN

Moderator, Champion

Director, Design Integration
The Boldt Company

MEET THE OWNERS (Our roles and why we are here)



KEVIN FERGUSON

Program Director
Jacobs
NOLA Recovery School District



PHIL MEMMOTT

Senior Director
Capital Programs
Harvard Business School



TIM SINGLETON

Associate Director
Construction
Wellesley College

What were the Project Conditions of Satisfaction for your organization's program (e.g., Diversity, Equity, & Inclusion) / portfolio of projects?

Next Steps: LCI Community Challenge



Guiding Principles for Lean Project Delivery

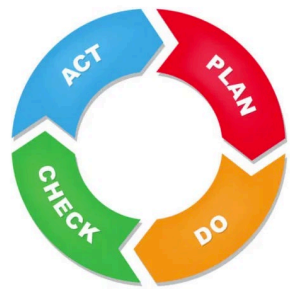


**CONTINUOUS IMPROVEMENT
+ RESPECT FOR PEOPLE**





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
Project Conditions of Satisfaction (CoS)	✓	✓	✓
Meeting Rules of Engagement and Blue/Red Team	✓	✓	✓
	✓	✓	✓
		✓	✓
		✓	✓
	✓	✓	✓
Multi-Trade Prefabrication / Modularity	✓	✓	✓
Gemba Walks (Go and see for yourself)		✓	✓

*These tools and techniques build
Equity, Diversity, and Inclusion
within our project teams*



Tool or Technique for Lean Project Delivery

Project Conditions of Satisfaction (CoS)

Meeting Rules of Engagement and Blue/De

Equity



Diversity

Inclusion

*These tools and techniques build
Equity, Diversity, and Inclusion
within our project teams*

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

Multi-Trade Prefabrication / Modularity

Gemba Walks (Go and see for yourself)

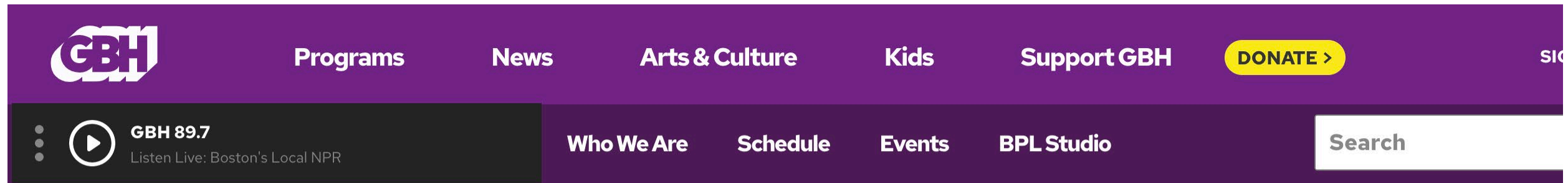
Key Takeaways

- Owners Need to Own it
- Support Your Owners, Own it with Them
- Invest in Long Term

How can you apply this tomorrow?

- Assess Your Current State
- Do SOMETHING
- Focus on Your Sphere of Influence

Solution Statement



GBH NEWS

LOCAL



How the Wellesley College facilities department is driving a statewide push for diversity in construction

October 17, 2022

slido



Audience Q&A Session

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



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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

- Owner - **Kevin Ferguson**, Program Director, Jacobs/Recovery School District, NOLA, kevin.ferguson@jacobscsrs.com
- Owner - **Tim Singleton**, Associate Director of Construction, Wellesley College, Tsingleton@Wellesley.edu
- Owner - **Philip Memmott**, Senior Director Capital Programs, Harvard Business School, pmemmott@hbs.edu
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Thank you for attending this presentation. Enjoy the rest of the 24th Annual LCI Congress!



Key Takeaway

Owners that prioritize curiosity and experimentation will cultivate innovation and radical breakthroughs, resulting in meaningful community impact and industry improvement!



Questions

- Kevin – What worked well in your DEI efforts?
- Kevin – What were the major local roadblocks to your efforts?
- Phil – What's the nature of the mentor/protege relationship at HBS?
- Phil – How do you get beyond the "Track Record" requirement?
- Tim – How has this initiative changed your RFP process?
- Tim – What's your organization's long-term vision for the Wellesley owner initiative?





Conversation Guidelines – SOMBRA

1. Who are you and what has been your role in your organization and on your projects?
2. What were the Project Conditions of Satisfaction for your organization's program / portfolio of projects?
3. What are your **efforts to invest in practices** that support **long term profitability**?
4. What Lean (Respect for People/Continuous Improvement), diverse, and/or equitable processes did you use that have been successful?
 - Include a **business case** and/or **recent project outcomes**
 - Elaborate on how you accomplish Lean, inclusive, and innovative practices
 - How do you improve the way project teams work within regional markets?
5. How are you:
 - Moving **beyond quotas?**
 - **Changing the metrics, methods, and mindsets** of what defines a successful project, defined by evolving Conditions of Satisfaction?

Note: we want to celebrate your curiosity and experimentation that cultivates innovation and radical breakthroughs, resulting in meaningful community impact and industry improvement.



Conversation Guidelines – PHIL

- Phil Memmott
- Sr. Director

- Authentic Connection
- Buy-in/ skin in the game
- inclusivity

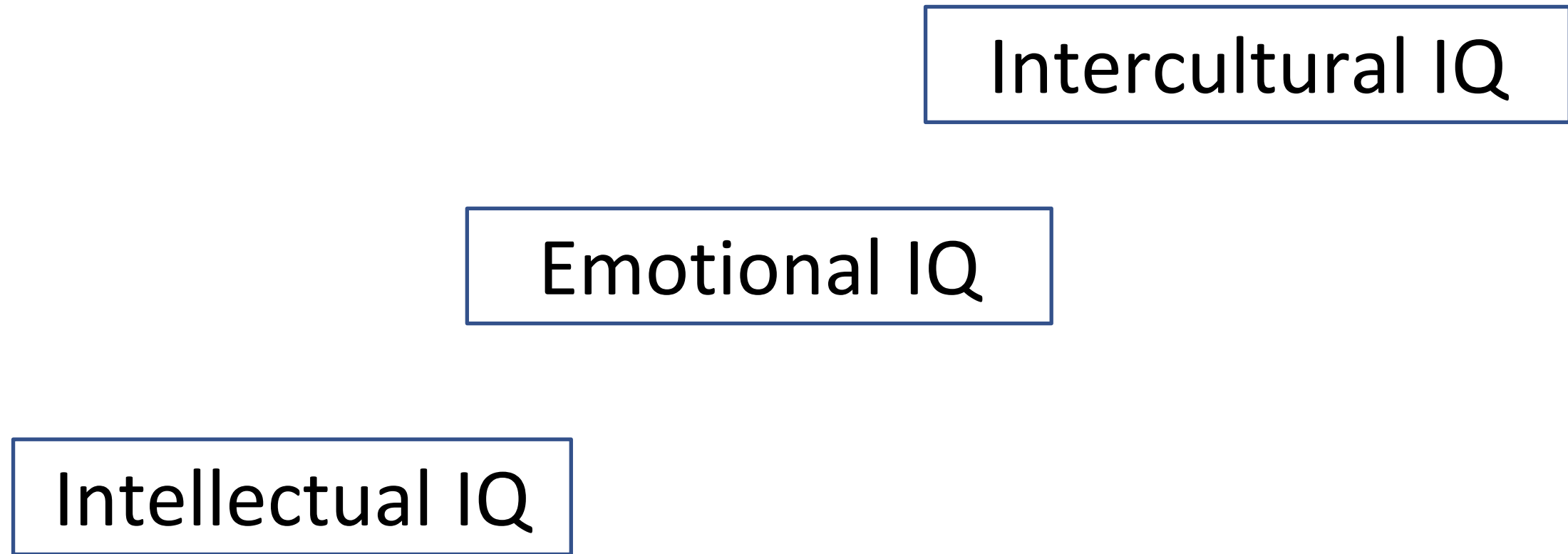
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2. What were the Project Conditions of Satisfaction for your organization's program / portfolio of projects?
3. What are your **efforts to invest in practices** that support **long term profitability**?
 - Sub-contractor (not owner)
 - Diverse team = high performing team
 - Opportunities for companies to grow and be competent on larger projects
4. What Lean (Respect for People/Continuous Improvement), diverse, and/or equitable processes did you use that have been successful?
 - Inclusivity
 - Visibility
 - vulnerability
 - Include a **business case** and/or **recent project outcomes**
 - Elaborate on how you accomplish Lean, inclusive, and innovative practices
 - How do you improve the way project teams work within regional markets?
5. How are you:
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- Phil Memmott
- Sr. Director

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Collaboration



Level of Collaboration

Conversation Guidelines – TIM

1. Who are you and what has been your role in your organization and on your projects?
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PRESENTATION STRATEGY

- Introduction – Key Takeaways (Owners Dilemma) - The Owner has tremendous power to influence project outcomes and impact on the community – they need to use that power to improve JEDI within our communities / regional markets
 - Being authentic, kind / integrated player, respect for people,
- **Sombra (Cynthia)** - The customer is the DBE + recovering community. Long-term partnerships should build and acknowledge capabilities and competitiveness on future projects (e.g., prison-ish school). Willingness to invest in long-term relationships. Overcome urban myths by listening to the customer.
- **Phil (Cynthia)** - Owners may not feel empowered to try something new due to the risks involved. Become comfortable with being uncomfortable. Reach out and listen to potential new partners.
- **Tim (Jenny)** - Wellesley story + Network of Owners

PRESENTER GUIDELINES

- Who are you and what has been your role in your organization and in your program?
- What were your Project Conditions of Satisfaction for your organization's program / portfolio of projects?
- What effort did it take to achieve those Project Conditions of Satisfaction?
- How successful have you been in building long-term profitability?
- What do you hope for future project outcomes?

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

