

24<sup>TH</sup> ANNUAL



24<sup>TH</sup> LCI CONGRESS  
OCTOBER 18-21

# Stirring the Pot - Driving the Adoption of Lean Principles in Design

Dana Brumley and Mike Newman, SSOE Group

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

Wednesday, October 19, 2022





# Topics to Cover

 About SSOE, our need for Lean



Training the team



Project Battery

Our Roadmap



- What Worked Well
- What needs Improvement
- What's next?

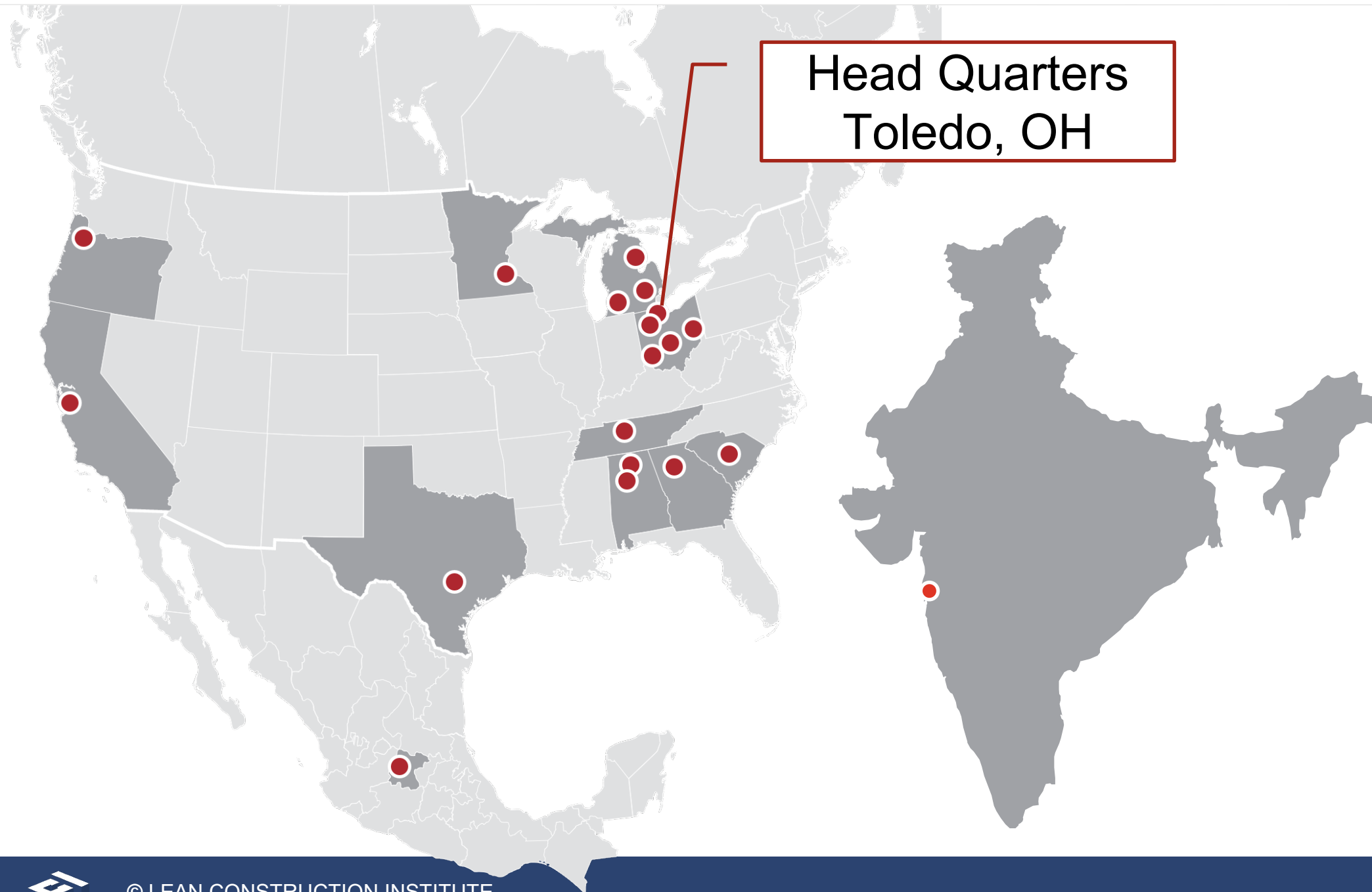


# SSOE and our need for Lean





# SSOE Group



4  
Business Units

3  
Countries

1,200  
Employees

# Presenting Today



Mike Newman, PMP  
High Tech (HT) Division Manager  
Principal and Vice President



Dana Brumley, PE, PMP  
Senior Project Manager  
HT Division

# Where were we before?

Available Tribal  
Knowledge

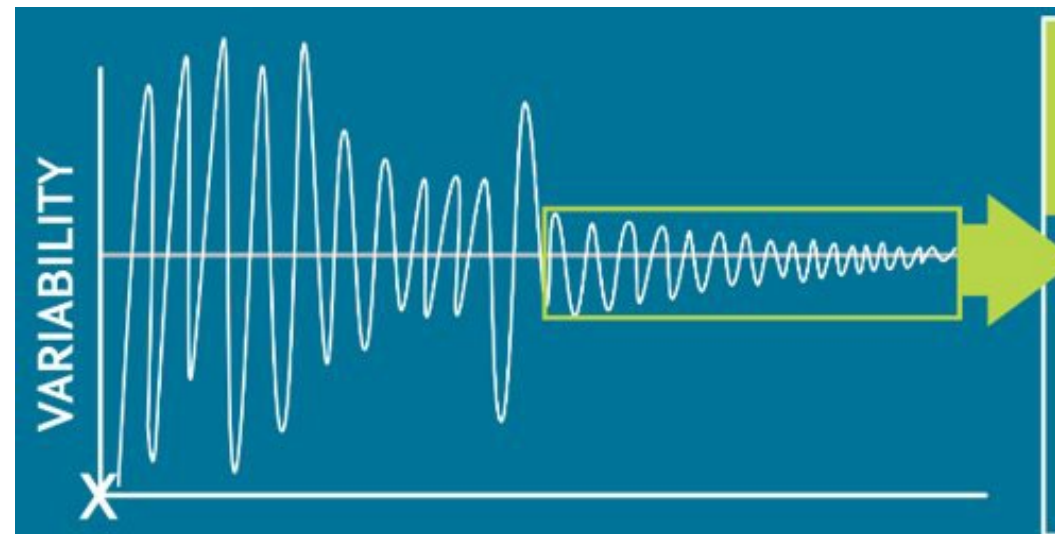


# Why does SSOE need lean?



Large capital projects  
New clients  
Minimal client facility  
experience

***“What do I do now?  
I don’t know what’s  
going on!”***



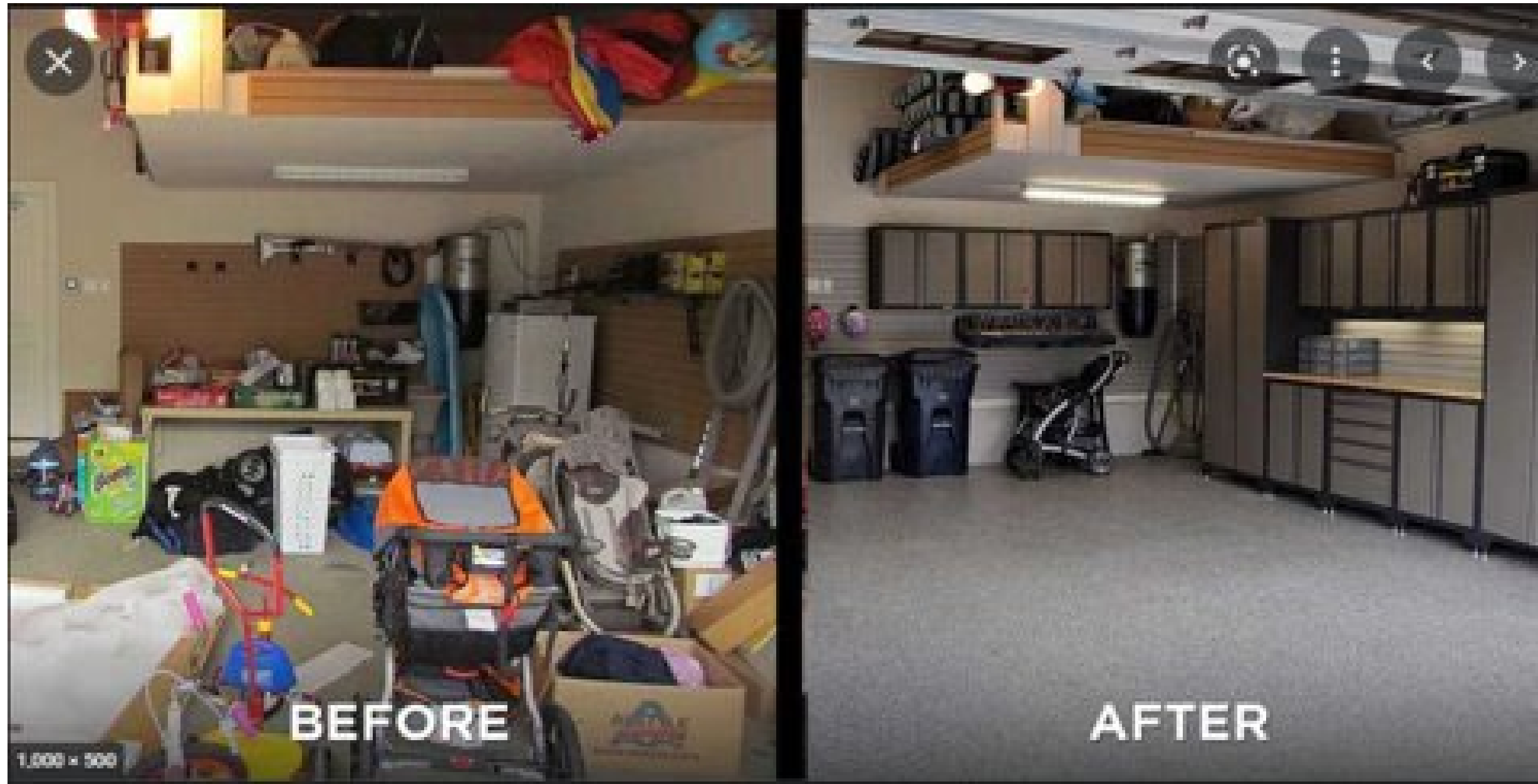


# Training the team

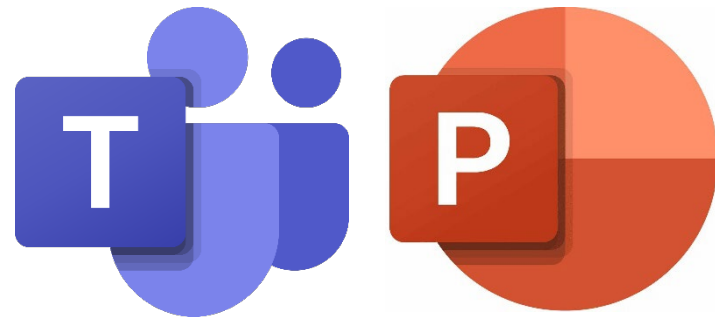




# Goals for LEAN Training



# Training Plan, Execution



Engagement

Workshops

Breakout Rooms



Cadence

8 Sessions

Every 1-2 Weeks



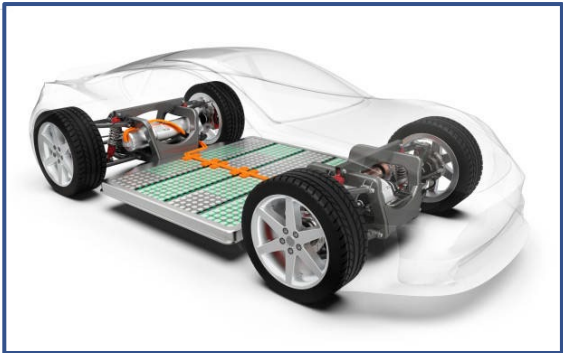
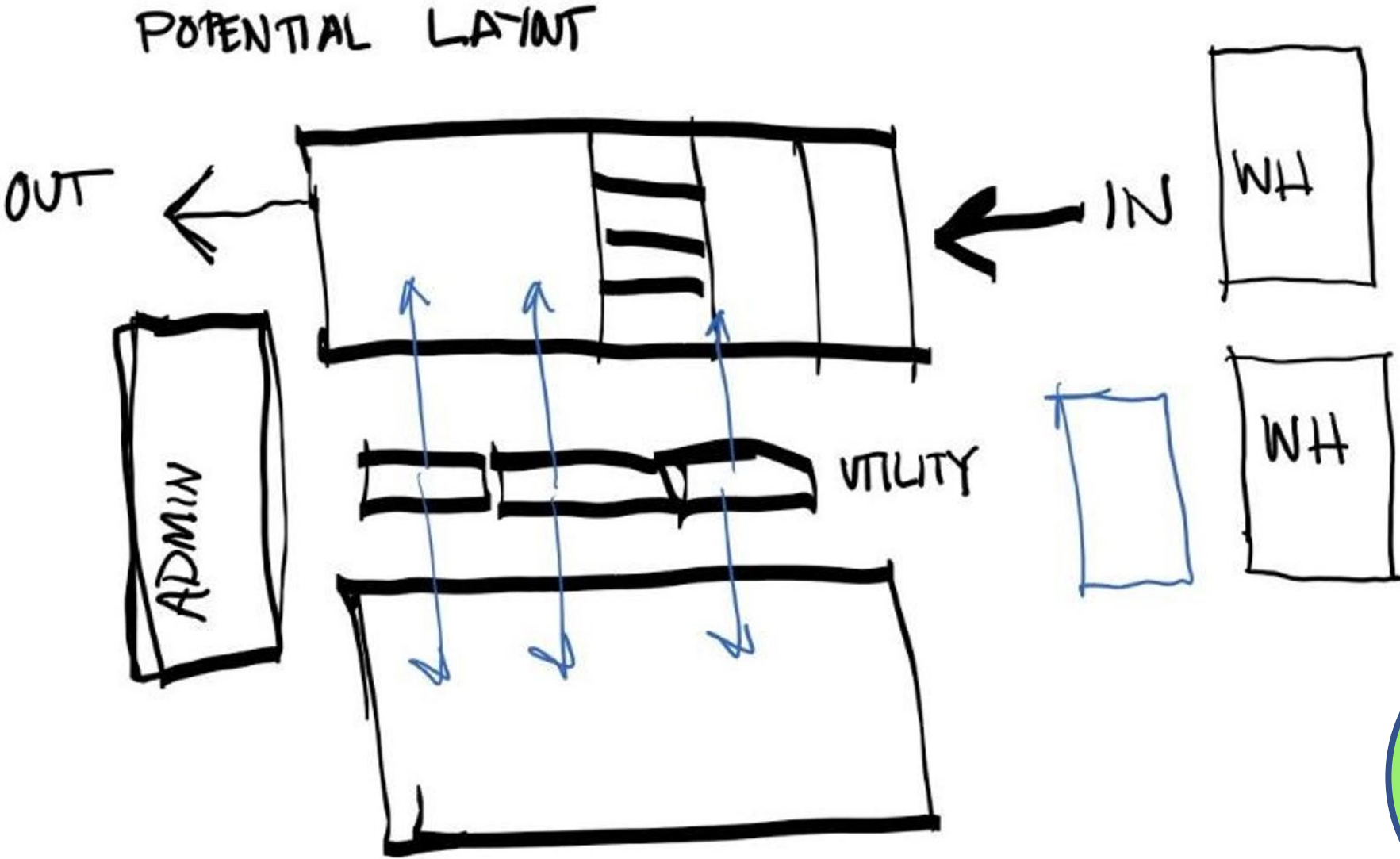
“The only constant in life is change.” – Heraclitus, depicted here updating his change log.



# Project Battery – First implementation



# Project BATTERY



**\$3  
Billion**



# Our Roadmap so far

## + What worked well





# Rubber Meets the Road on BATTERY





# ABCs of Roles and Responsibilities for Leads

## A. Internal kickoff

- Pre-work required. Present the scope as you understand it, and what your plan is
- Show your budget plan – what will be spent, and when?

## B. Check Ins

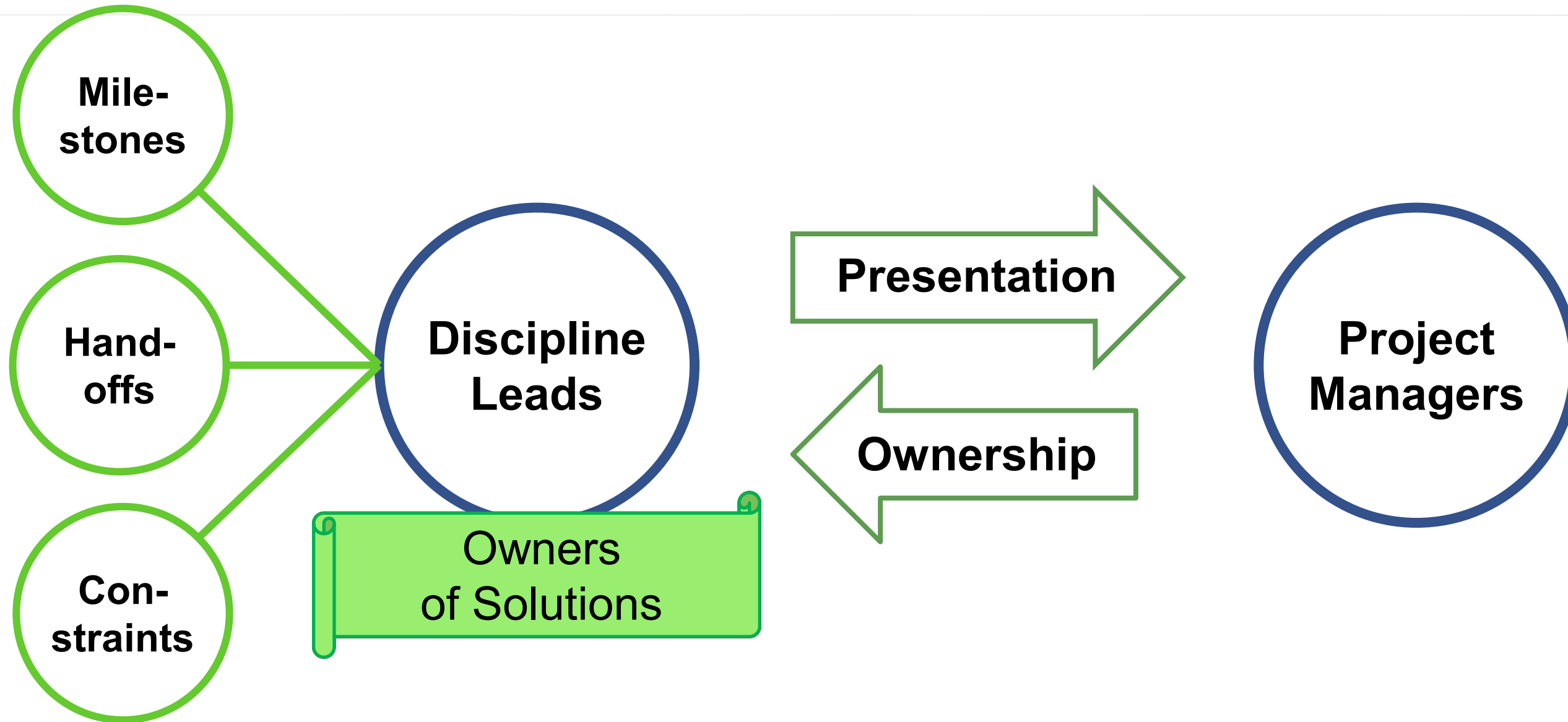
- You are the voice for your discipline to confirm work is performed and issues are resolved to allow the team to perform
- Follow the script. Every time.

## C. Budget Tracking / Ownership

- Weekly burn rate versus what was expected
- Cause for concern?
- Change orders?
- Estimate to Complete (ETC)



# BATTERY Kickoff



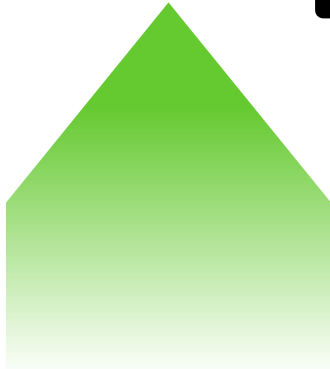


# Rubber Meets the Road on BATTERY

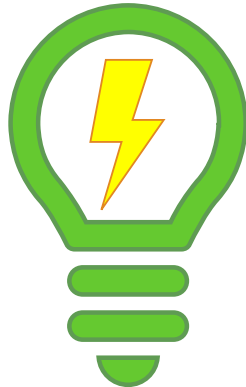




# Big Room Sessions

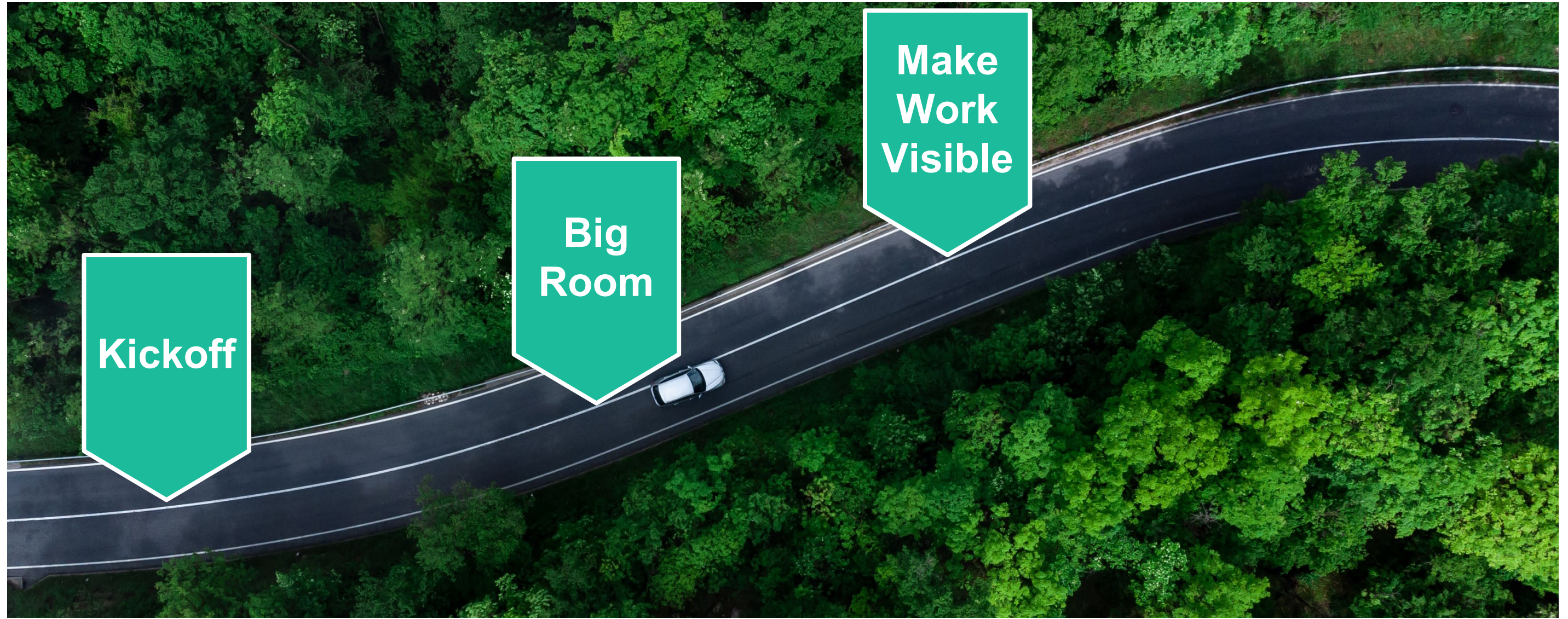


**Productivity**  
**Relationships**





# Rubber Meets the Road on BATTERY

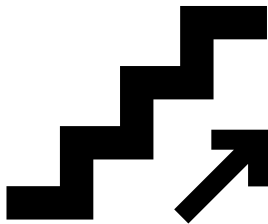




# BATTERY Action Logs

Item	Description	Category	Request	Owner	Due	Complete	Comments or Resolution	Status	Internal / External
20220617-001	What sustainable energy options are we implementing?	Action/Info Need	W. R.	A. H.	2022-07-28		2022-07-21: <b>Need workshop.</b> If info not received by 7/29 (PROD-C02 30%) we cannot implement in the package.	Open	

Constraints



Use these columns for change status only							
Date Change IDed	Design Change ? (Y/N)	Design ROM H > \$15K M = \$5K-\$15K L < \$5K	Construction Change (Y/N)	Construct ROM H > \$XXK M = \$xK-\$xxK L < \$xK	Date Rev. in OAC	OAC Approval to Proceed with change order	Comments

# Virtual / Visual Planning

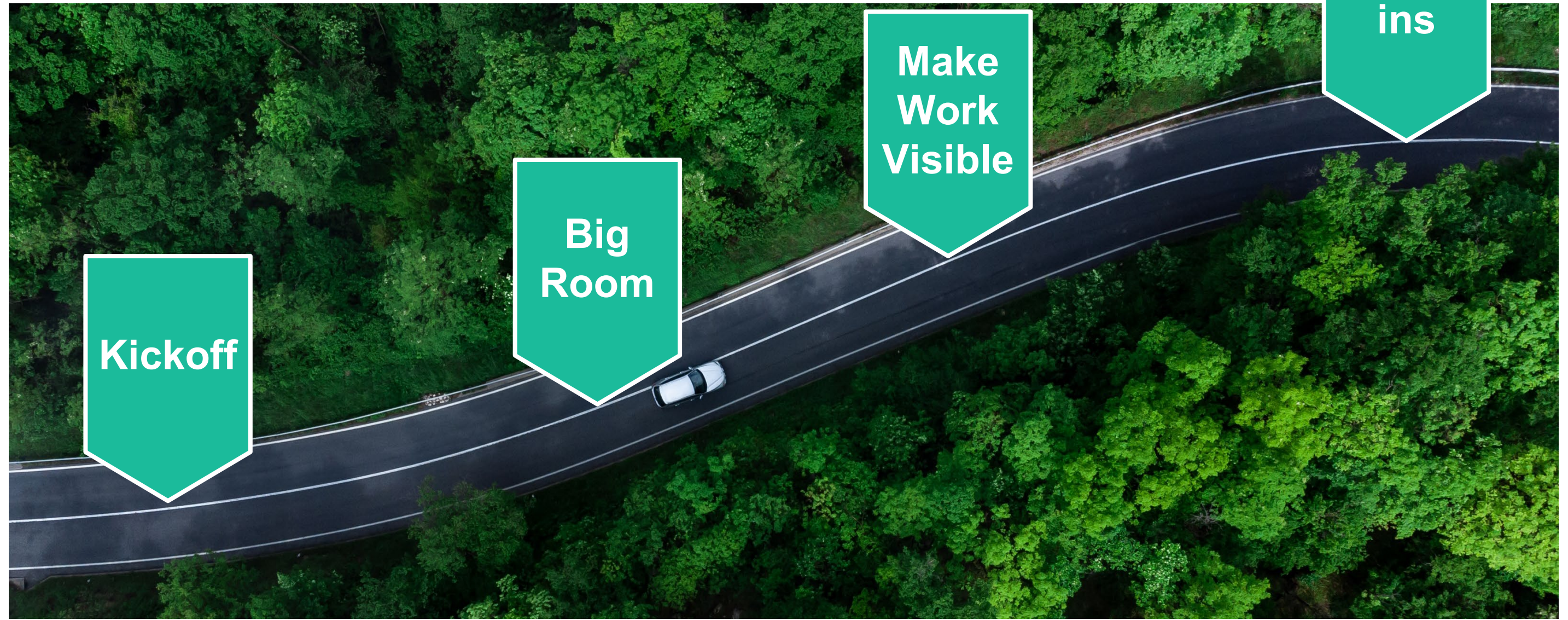
## Project **IN**formation and **E**vent **S**chedule **PINES**

				22		WW6'2022					WW7'2022					WW8'2022					
PM	PKG	SOWs	Desc	01/27	01/28	01/31	02/01	02/02	02/03	02/04	02/07	02/08	02/09	02/10	02/11	02/14	02/15	02/16	02/17	02/18	02/21
James B. JV VL FR SJ CB TG	RA_PB-N- S15892-CPK01	15892	RA4 Aqueous Rm SUDS Blender						BB Studio Int I&C Pencils Down	Transmit			DDES 90%		BB Studio Ext		Signoff Notificati Pencils Down			IFC Transmit	
James B. CB	RA_PB-B- S15960-CPK01	15960	RA D1X Vibration/ M...	DDES 90%	BB Studio Ext	QA/QC	Pencils Down Signoff Notificati	BB Studio Int	IFC Transmit												
James B. VL SS	RA_PB-B- S16330-CPK01	16330	D1B Cleanroom Pocket Chase Dem...					Pencils Down	Transmit	IFC Adv. Transfer	BB Studio Ext	Pencils Down Signoff Notificati			IFC Transmit						



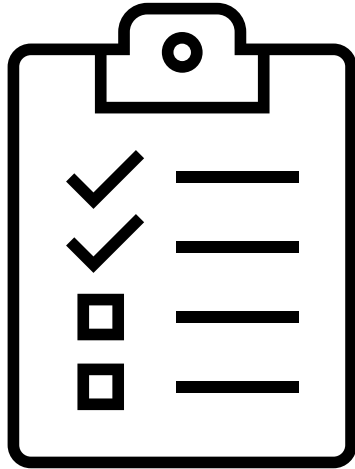


# Rubber Meets the Road on BATTERY





# BATTERY Check In Process



**Identification of  
Constraints**

**Resolution of  
Help / Info Needs**

## The Script

**Follow this *Every Time***

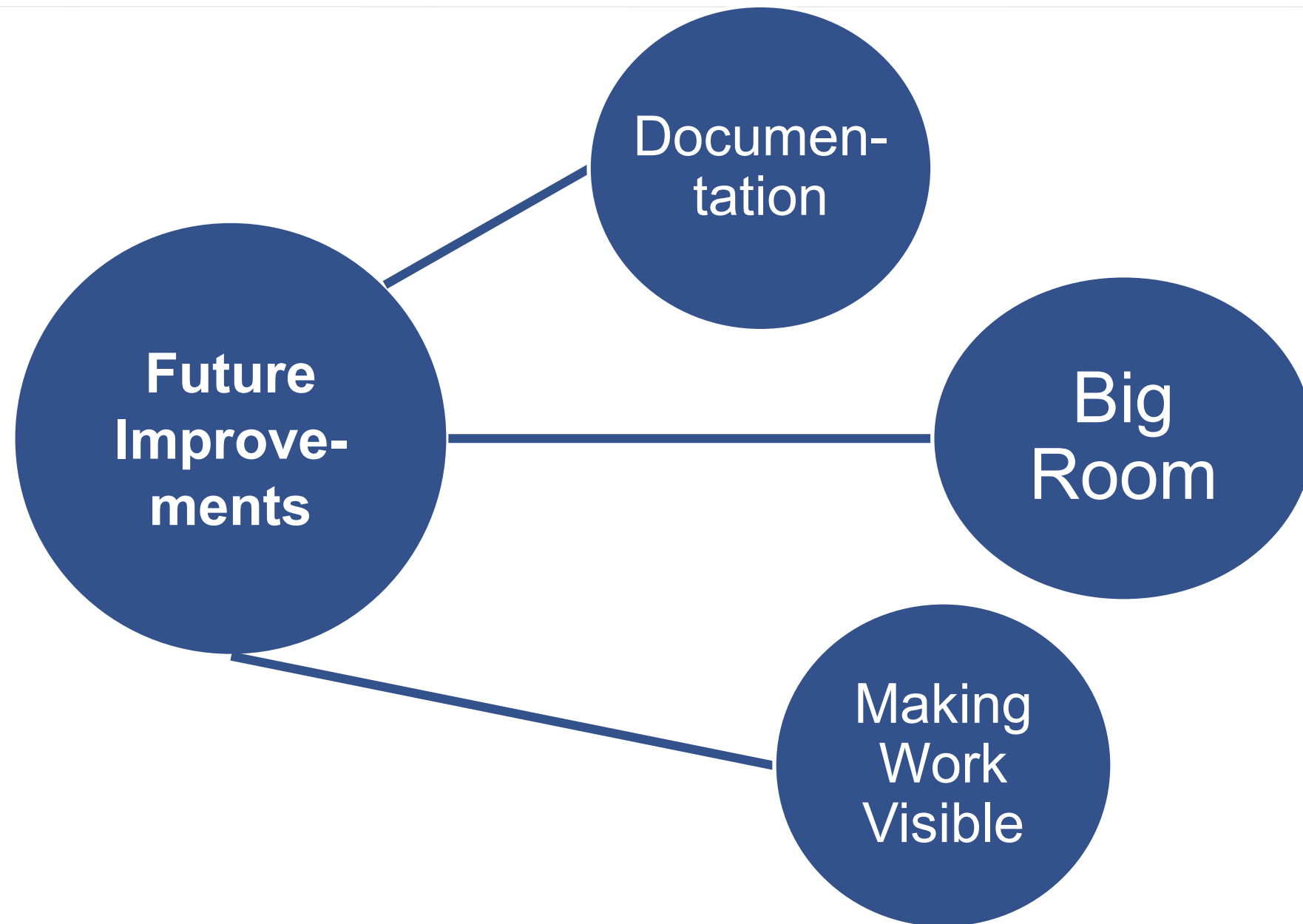
- What did you (your team) just complete?
- What are you working on now?
- Are you on track for your next commitment?
- Is anything holding you up (constrained) from meeting that commitment?
- Do you need any help?
- Any changes you've found or were brought to you?



# What needs improvement



# Room for Further Improvement

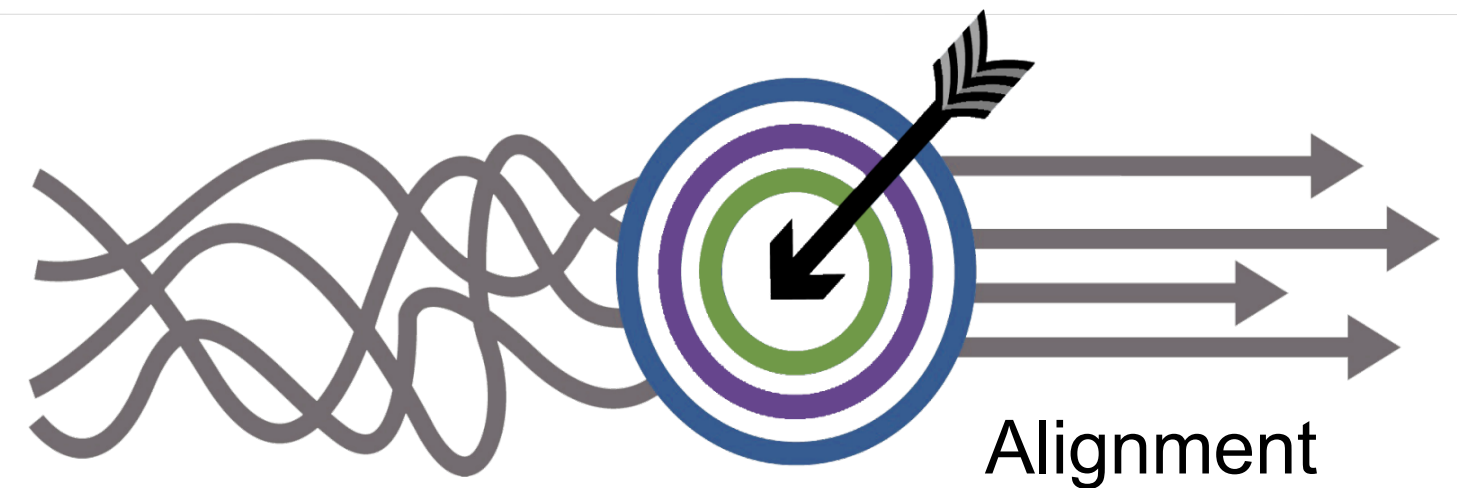
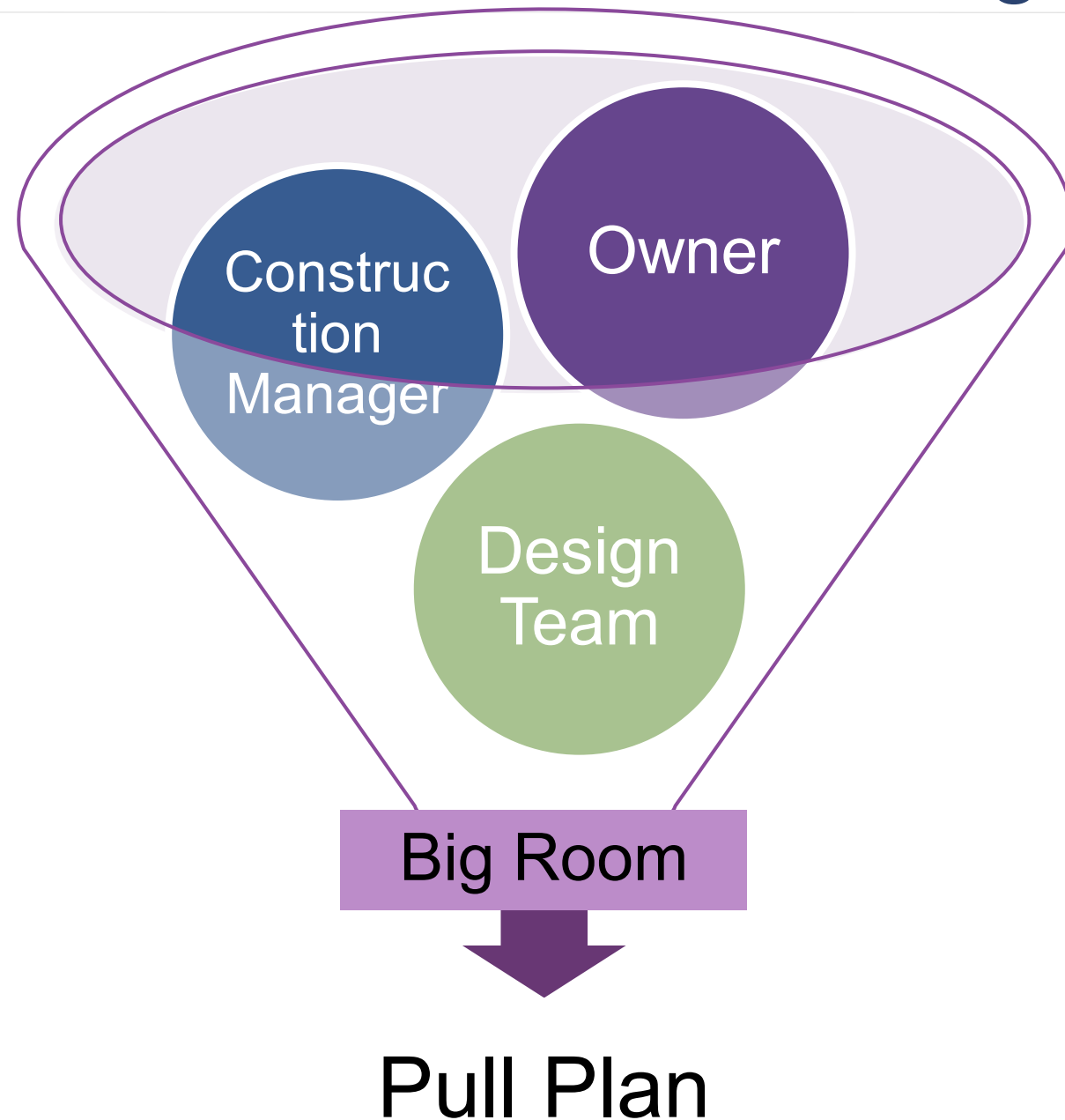




# What's next?



# BATTERY Pull Planning

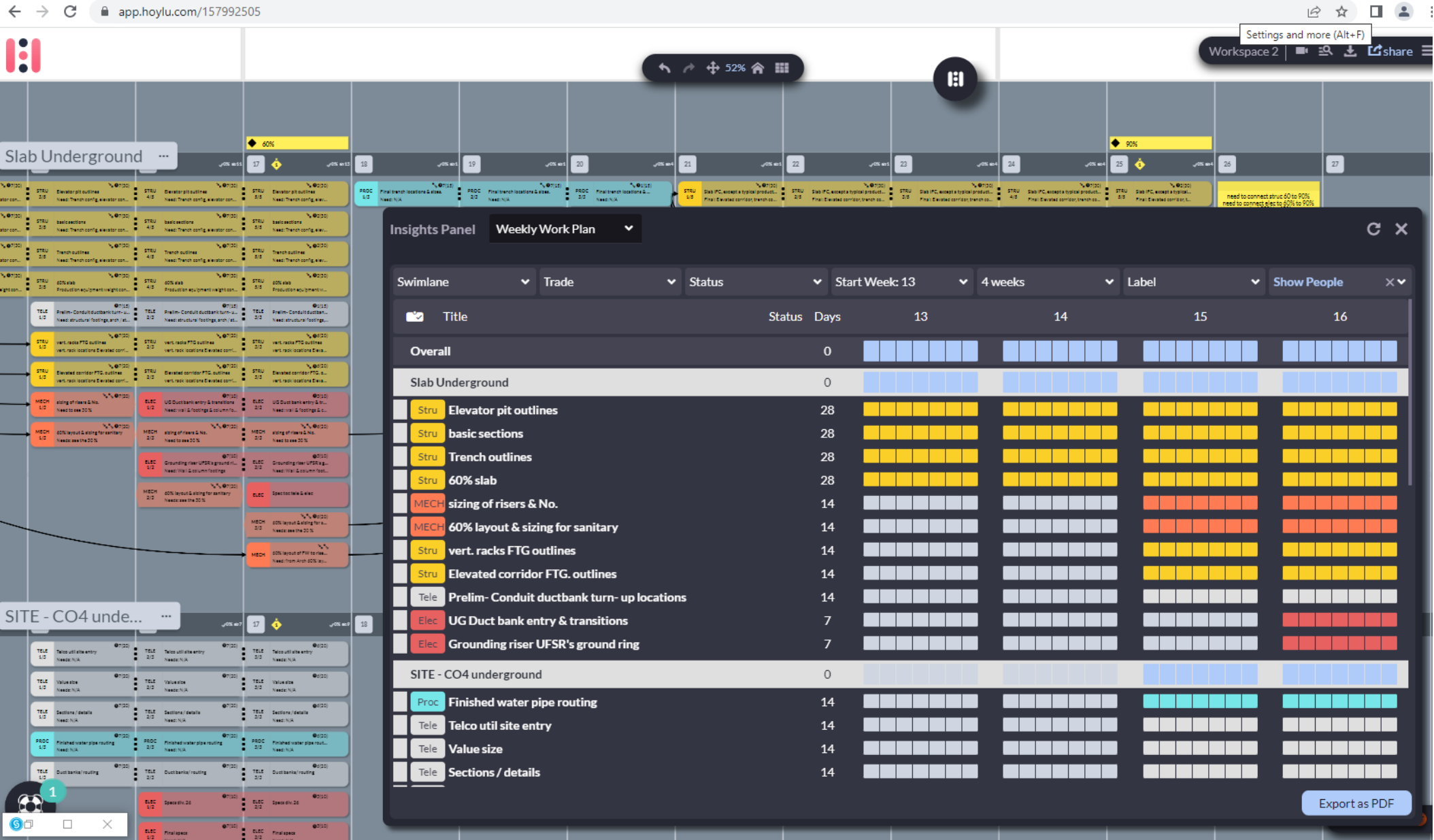


Real Time  
Decisions



Team  
Respect

# Virtual / Visual Planning





# Make it a habit



Practice! Practice! Practice!



Document! Document! Document!



Continue Check-ins



Plan and re-plan



Maintain Project Log

# Key Take-aways





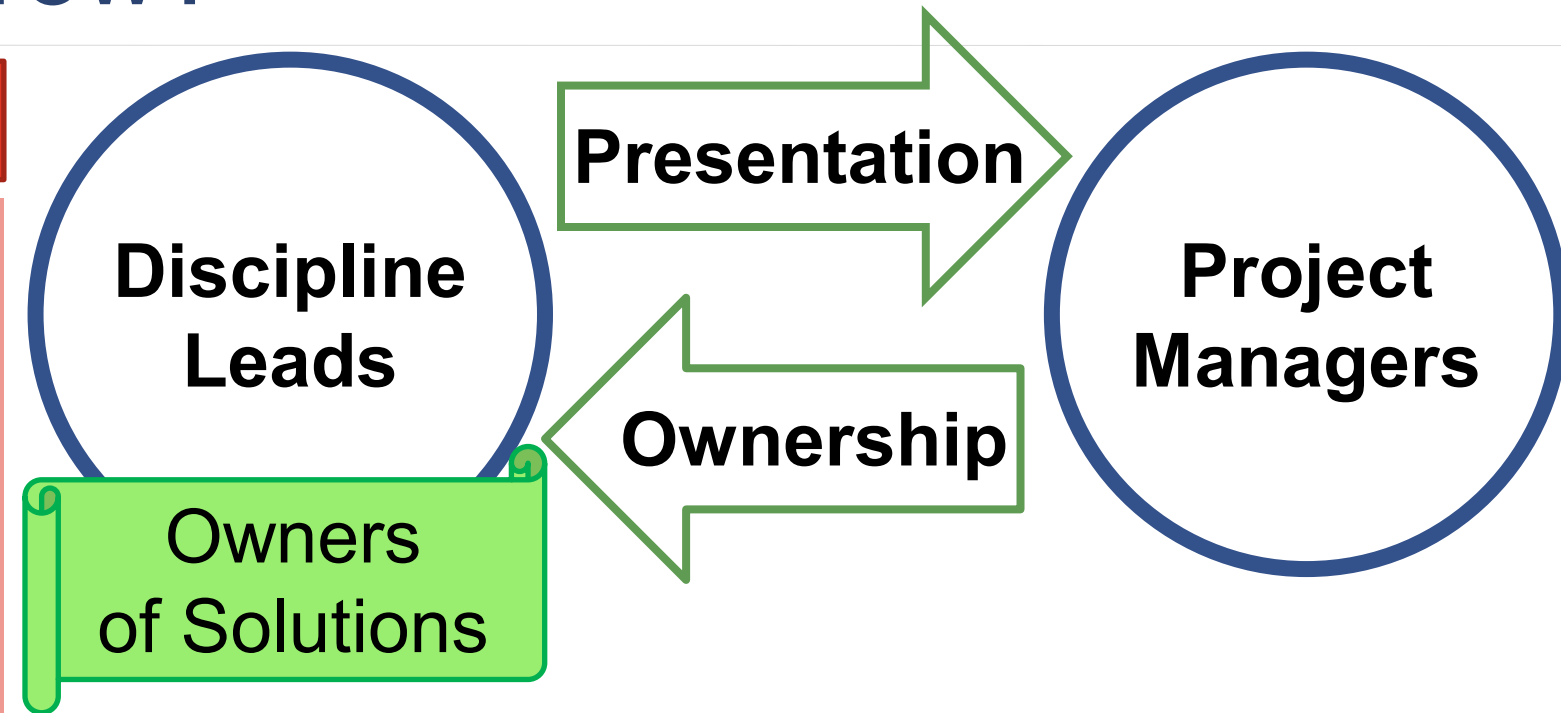
# How can you apply this tomorrow?



## The Script

Follow this *Every Time*

- What did you (your team) just complete?
- What are you working on now?
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**Document as you go**

# Questions



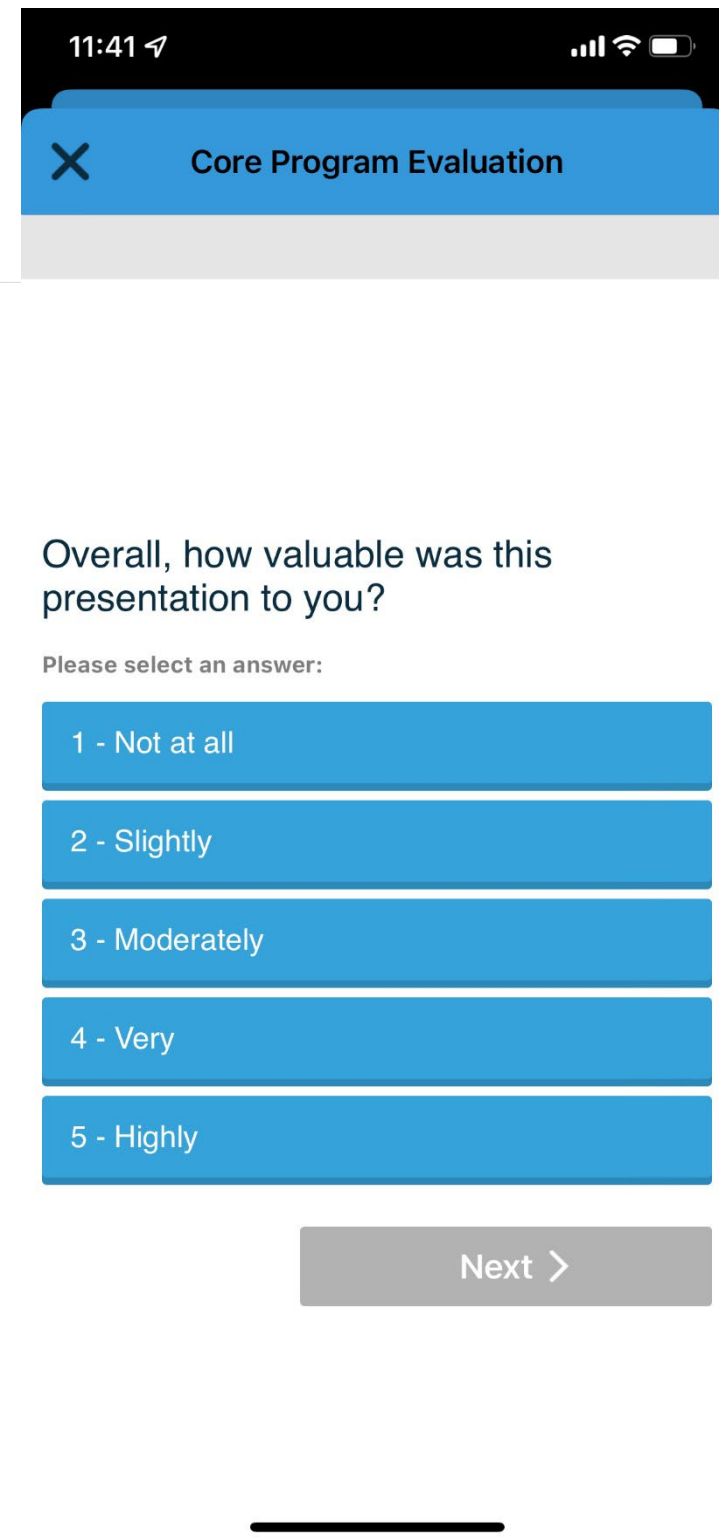
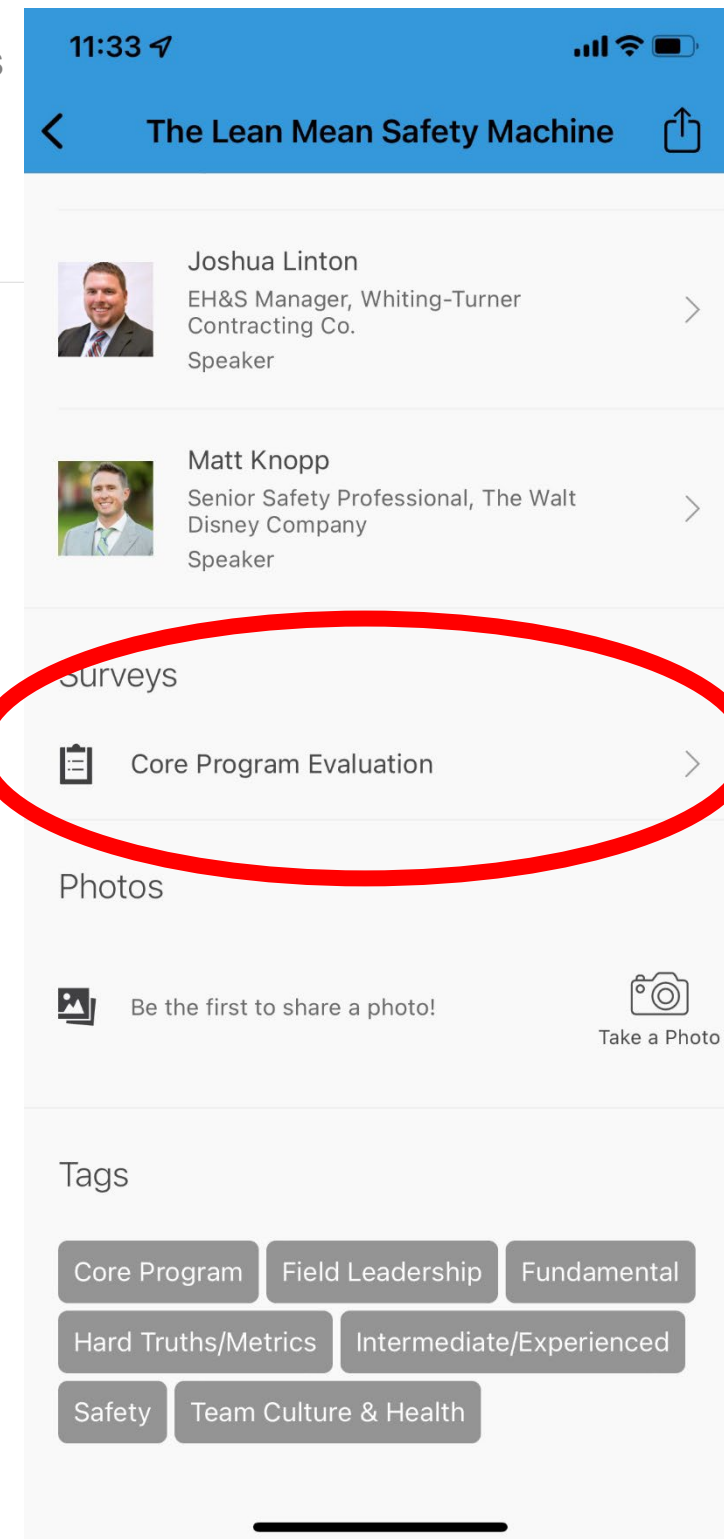


# Rate Presentations in the App

**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.**





# Contact Us



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

