

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Saving the Stew: How 1812 Broadway Went from Boiling Over to Fan Favorite

Will Donaldson, Pierce Brown, Rachel Waner
JE Dunn Construction

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

OCTOBER 19, 2022



Introductions



Rachel Waner
Sr. Lean Specialist



Will Donaldson
Project Director



Pierce Brown
Superintendent

What are we going to talk about

1

**Identify
Challenges**

2

**Define &
Build a High
Performing
Team**

3

**Staying
on Track**



Project Overview & Early Challenges



Project Overview

- Contract type – GMP x 3 – Podium, Hotel, Residential
- Project Size
 - 668,605 GSF
 - 7 story podium
 - 26 levels of Residential
 - 347 units
 - 15 levels of Hotel
 - 200 rooms
- Schedule Duration
 - Approximately 28 months



Rules of the Road



Group Success

- » Cross-training all critical functions and roles.
- » Problems are not solved in a vacuum and the team aligns around the solution.
- » Each team member understand what is most important.
- » Speak Up - if you don't know how to do it, ask for help, remember we are a team.

Right Team/More Resources

- » Through cross training we will even out the workload.

Collaboration

- » Listening to understand, not listening to respond.
- » Being present at the task/conversation at hand.
- » One team voice.
- » When on a video call use your camera.
- » Regular team jobsite walks.

Comradery - Positive

- » Monthly team building events.
- » Learn about teammates on a personal level.
- » Be mindful and commit to a positive environment.



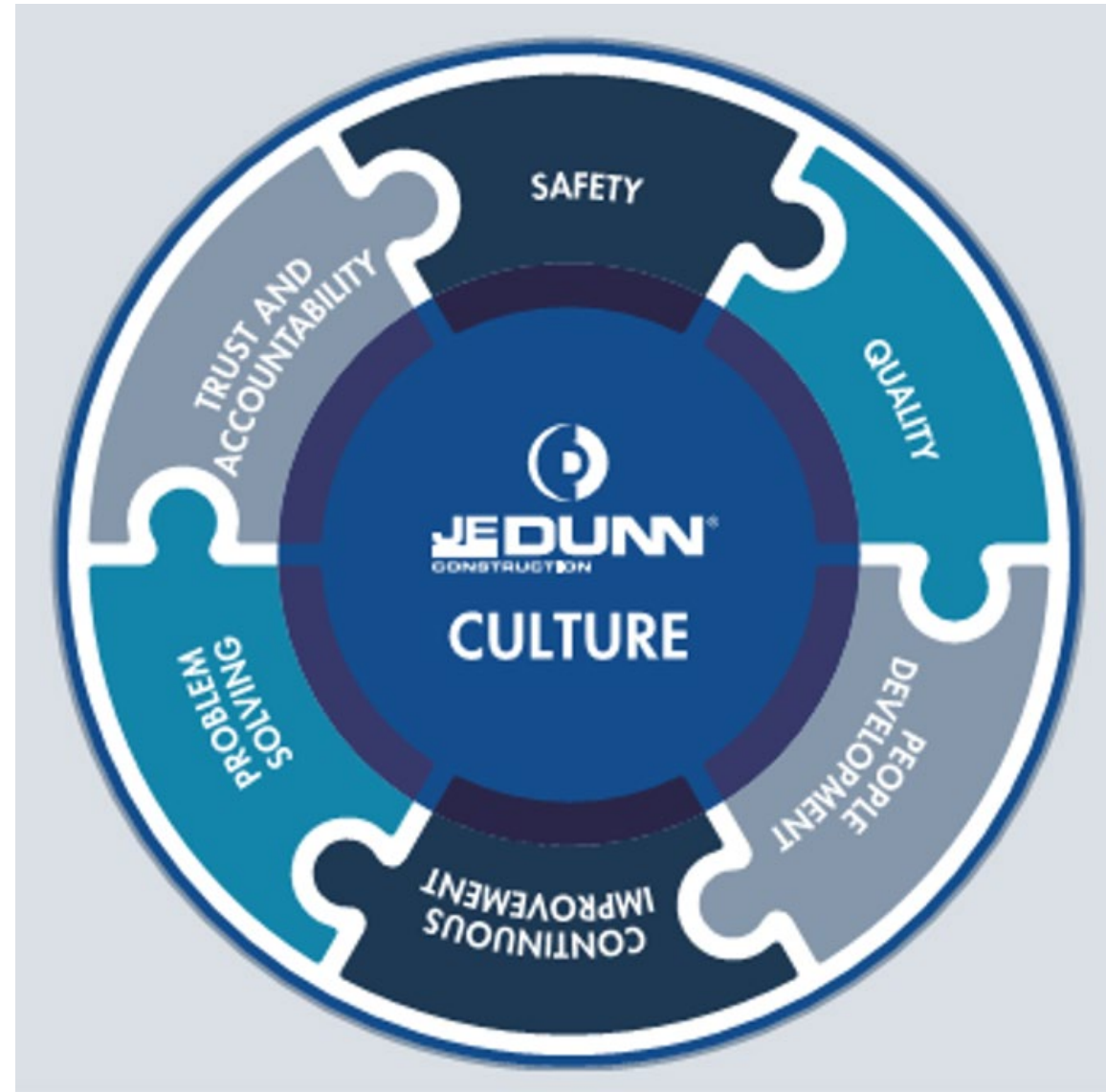
Challenges



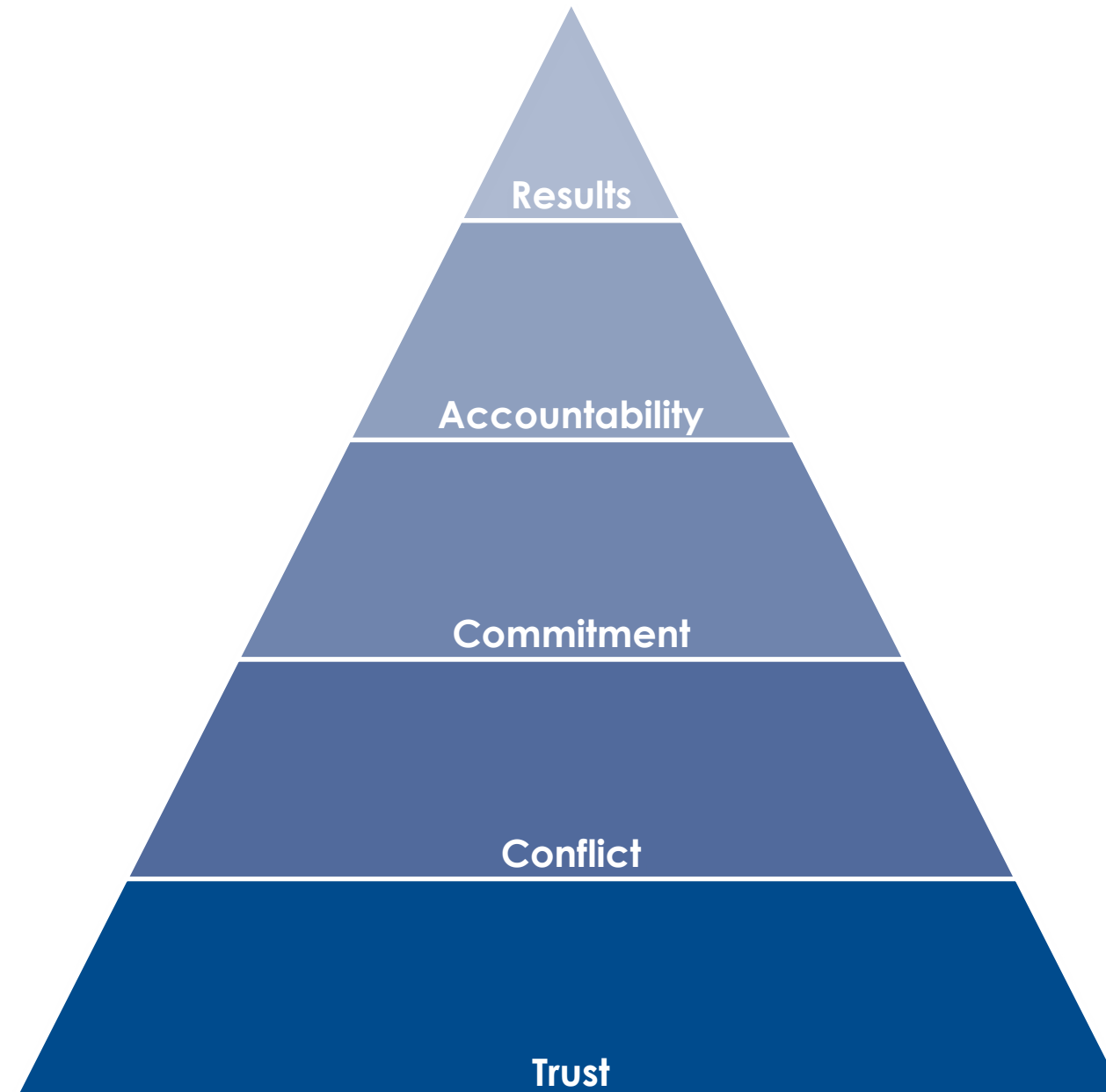
Define & Build a High Performing Team



Defining a High Performing Team



5 Dysfunctions of a Team



Patrick Lencioni "5 Dysfunctions of a Team"

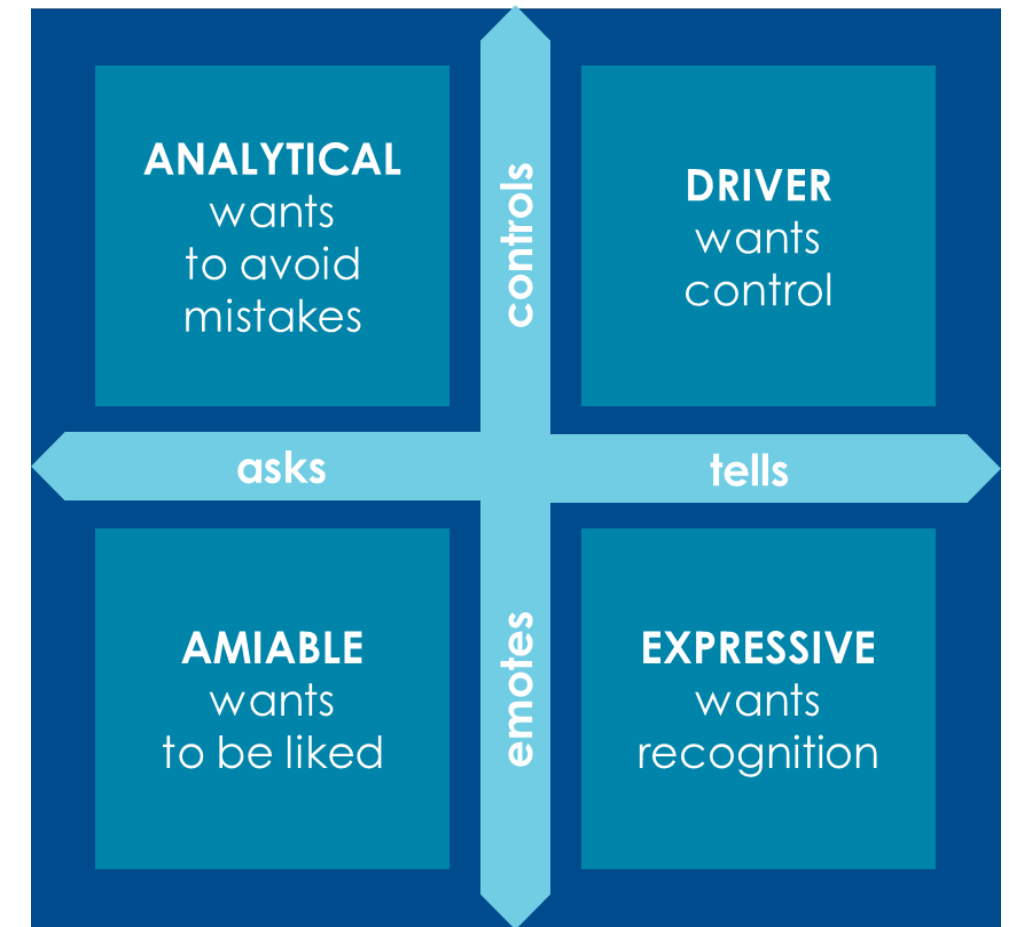
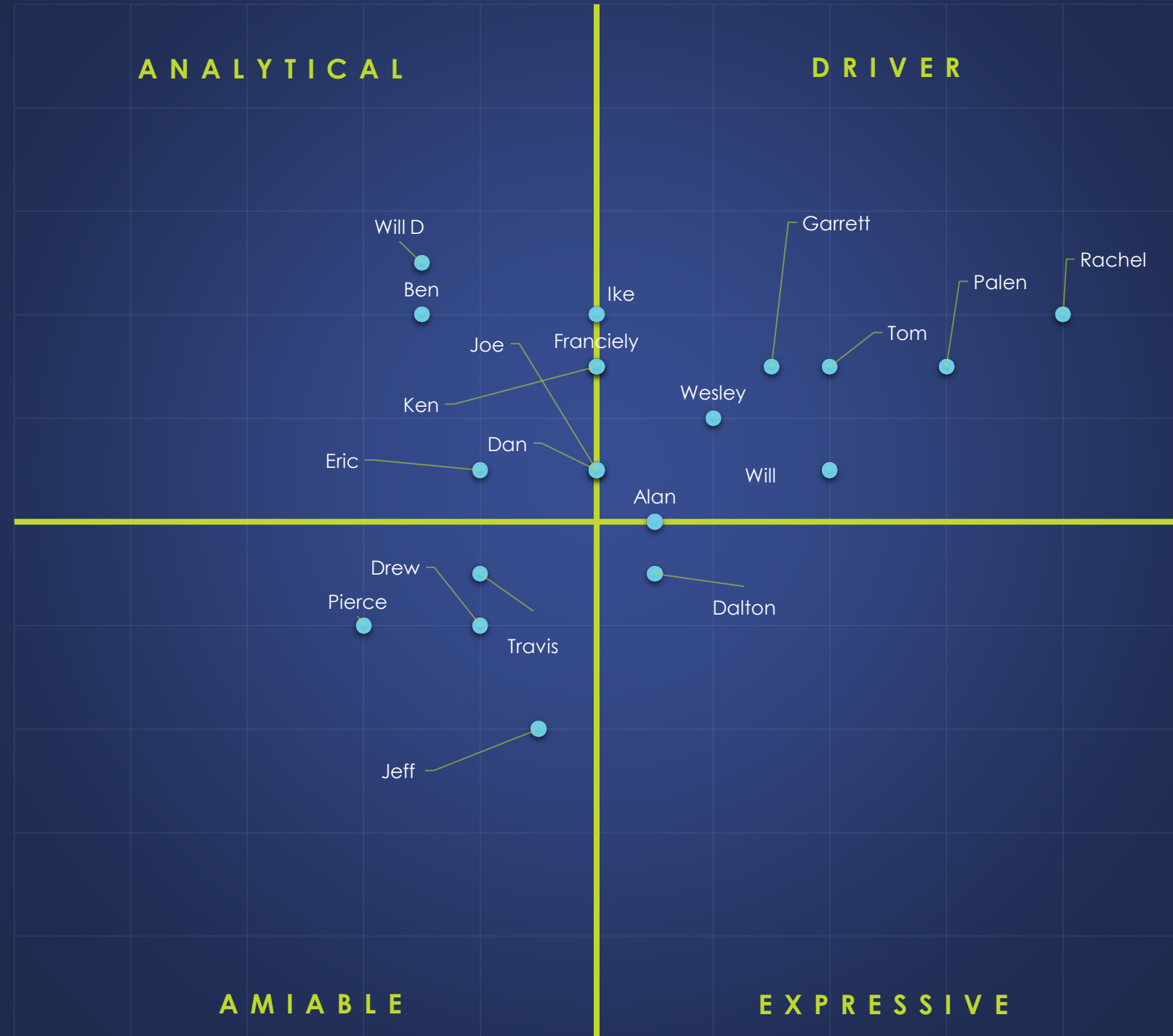


First Building a High Performing Team Session

- Prep work
 - Social Styles
 - Team health survey on culture components
- Off site
- Intentional ice breaker



1812 Broadway JE Dunn Team Social Style March 2021

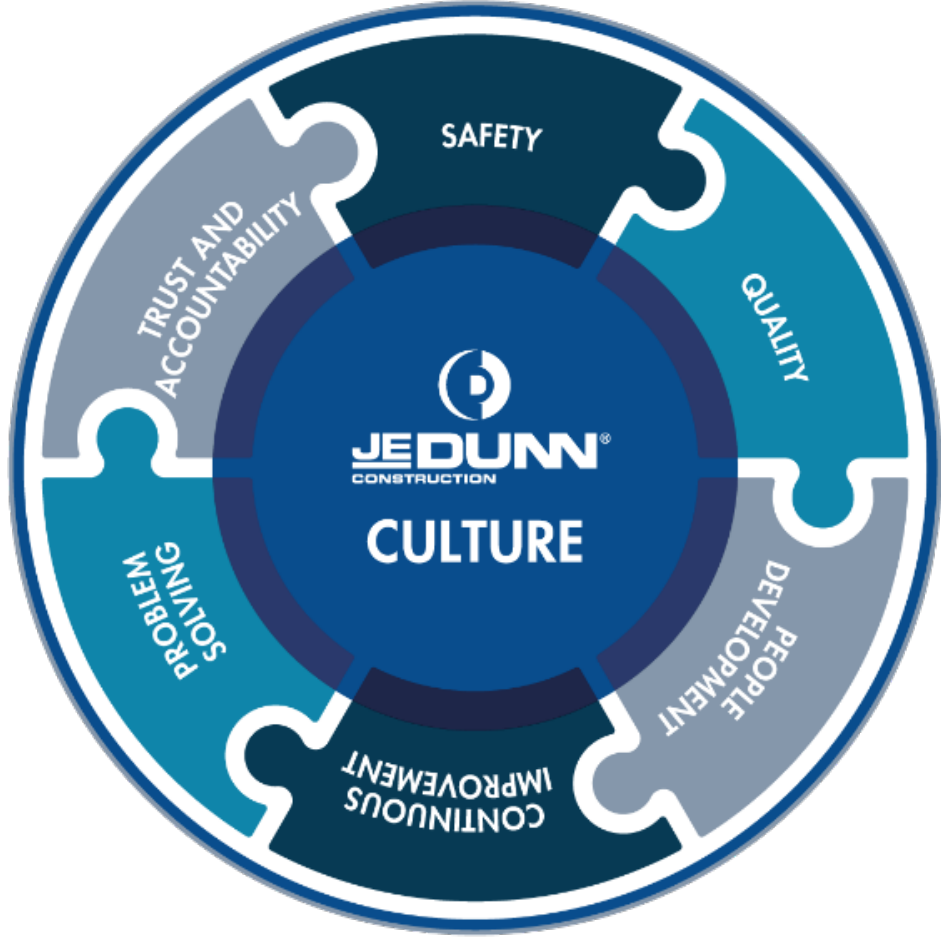


ASSERTIVENESS vs. RESPONSIVENESS

EMOTING vs. CONTROLLING

*greatest tension is at opposing corners

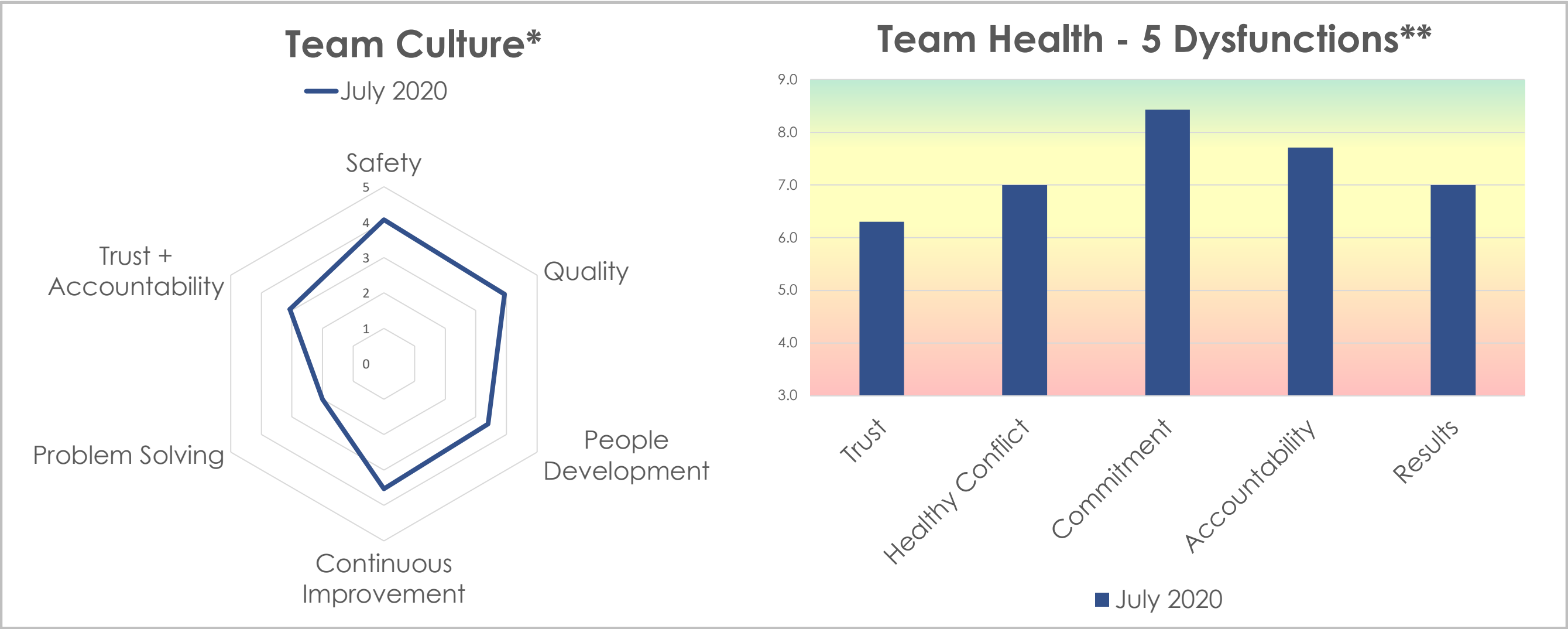
Team Health Assessment - Culture

1812 Broadway Team Health Assessment - TEAM AVERAGE (July 2020)		
	COMPONENT	TEAM AVERAGE
	Safety	4.07
	Quality	3.93
	People Development	3.40
	Continuous Improvement	3.53
	Problem Solving	2
	Trust and Accountability	3.07

Scale of 1-5



Team Health Assessment



*Scale of 1-5
** Scale of 3-9



Improvement Ideas (July 2020)

“Do better job staying on course during meetings and not go down rabbit holes.”

“Make decisions as a unified team, see & respect other people's points of view and ideas and take into account so everyone is satisfied.”

“Coming together to discuss plans moving forward and working on aspects as a team.”

“Being receptive to team input and not taking comments personally.”

“Defining roles and tasks to individuals, in lieu of, dealing with multiple people for small issues.”



Conditions of Satisfaction

QUALITY

Zero punch list

- » Minimize rework - focus on high standards in pre-installs
- » BIM360
- » Trades don't leave a floor until work is punched

PEOPLE DEVELOPMENT

Project success/personal growth

- » Walk each others areas in the field weekly
- » Monthly lunch and learns - rotating leader
- » One-on-one peer check-in monthly - lunch if possible

PROBLEM SOLVING

Limit owners' exposure to big problems

- » Schedule/cost/changes
- » Come to the owner with solutions
- » Review milestones 6 weeks out in weekly trade partner meeting

CONTINUOUS IMPROVEMENT

Capture Do Again/Do Betters after all meetings

- » Take and distribute good meeting minutes after every meeting
- » Ask for Do Agains/Do Betters at close of every meeting; rephrase questions

TRUST & ACCOUNTABILITY

Give control to the doers - don't micromanage

- » Reliable/solid commitments - earn team members' trust, track, and discuss commitments in morning huddles
- » Speak up if you have too much on your plate
- » Set the same expectations for our internal team as we do our trade partners - walk the walk

SAFETY

Positive highlight of trade partners throughout the project

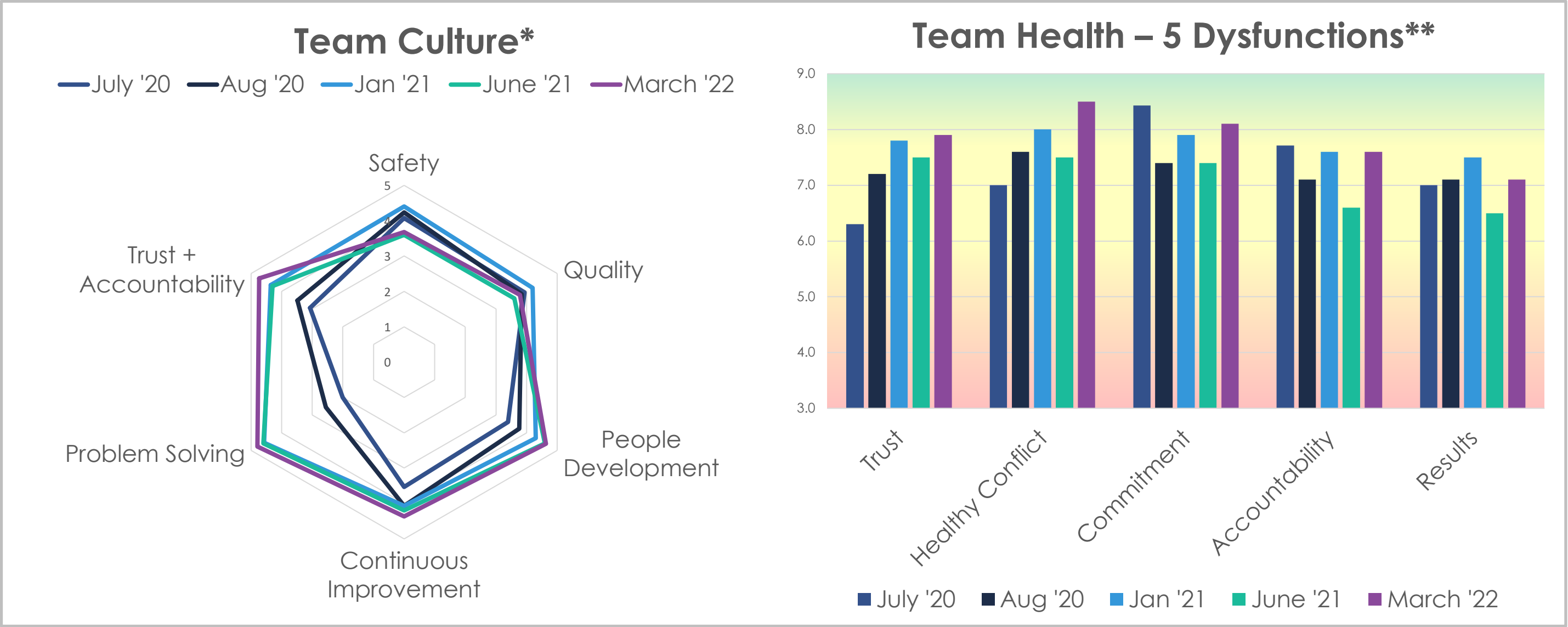
- » Each week at trade partner meeting



Staying on Track



Team Health Assessment (March 2022)

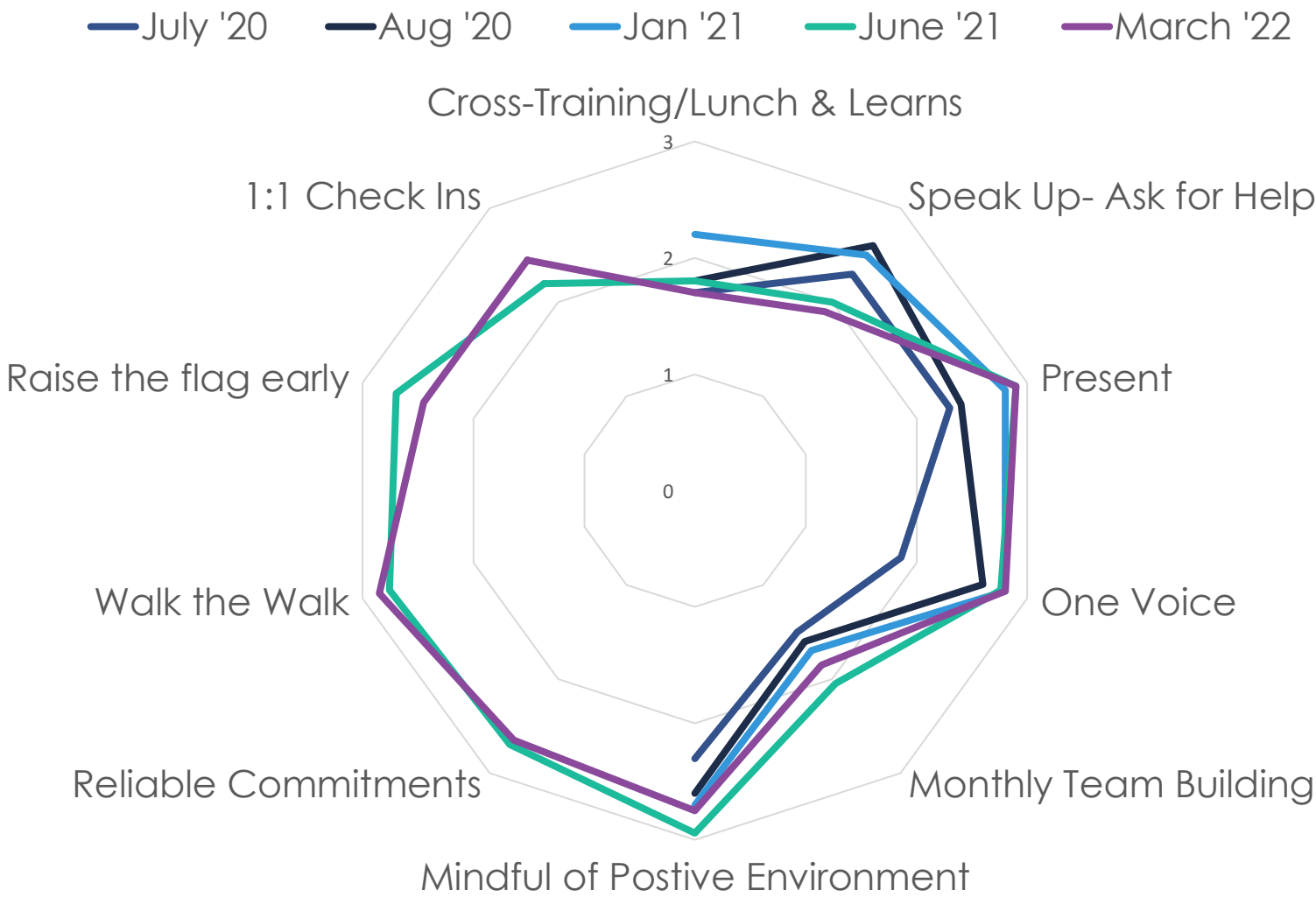


*Scale of 1-5
** Scale of 3-9



Team Health Assessment (March 2022)

Team Culture – Rules of the Road & Conditions of Satisfaction



Scale of 1-3



Rules of the Road: Revisited

1812 Broadway

RULES OF THE ROAD

Quality through passion to provide a beacon for our community, embracing: growth, relationships, and integrity.

Group Success

- » Cross-training all critical functions and roles.
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Right Team/More Resources

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Collaboration

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Summary



What we covered

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**Identify
Challenges**

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**Define &
Build a High
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**Staying
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How could you apply this tomorrow?

- **Don't wait for a crisis**
- **Develop your own Rules of the Road and Conditions of Satisfaction**
- **Measure your progress**

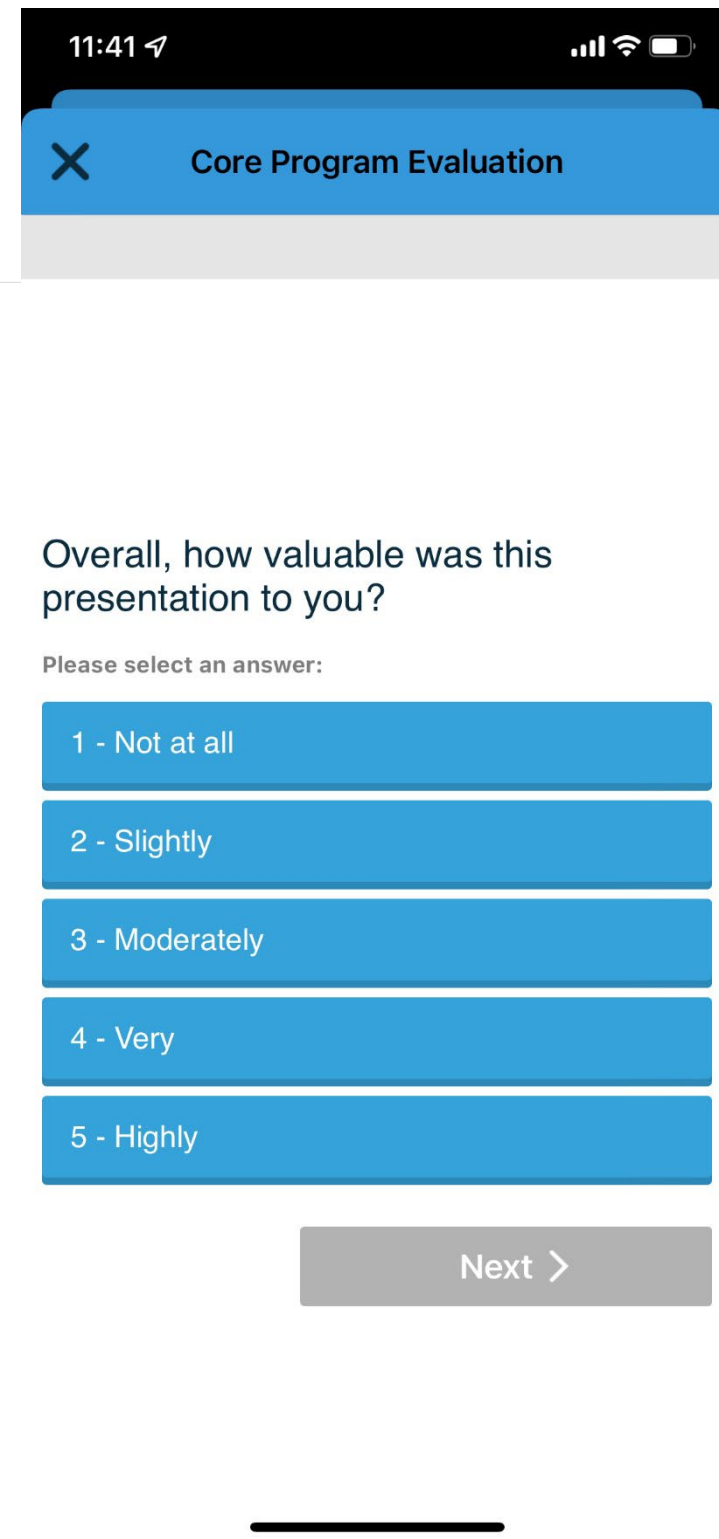
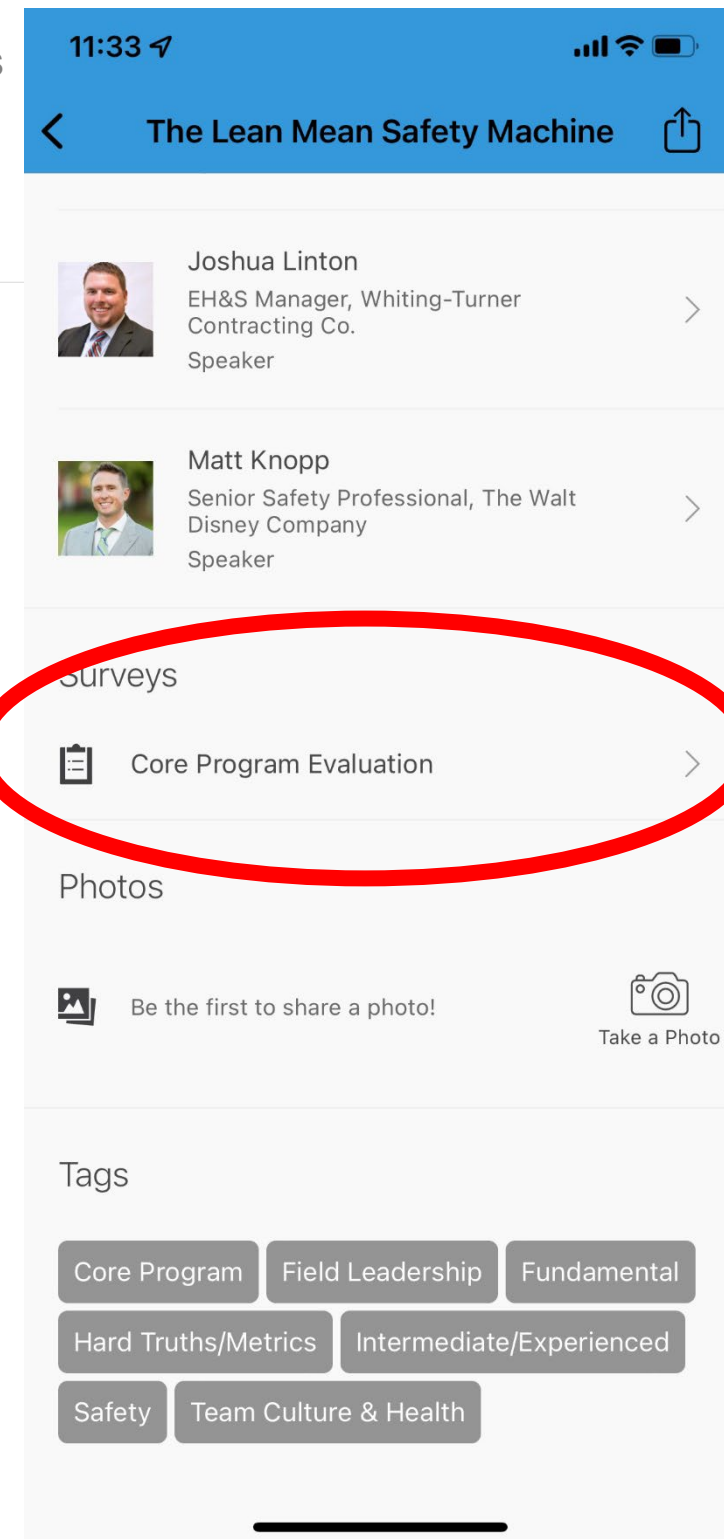


Rate Presentations in the App

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

Pierce Brown

JE Dunn Construction

Pierce.brown@jedunn.com

Will Donaldson

JE Dunn Construction

Will.Donaldson@jedunn.com

Rachel Waner

JE Dunn Construction

Rachel.waner@jedunn.com



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



Appendix



Rules of the Road

1812 Broadway

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Conditions of Satisfaction

1812 Broadway

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- » Communication



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for a crisis**



**Develop your
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Conditions of
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**Measure your
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