

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Owner PM 101

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LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

Wednesday October 19, 2022





Enjoy the Journey

ILPD PM 101

- Owner PM (Sr. PM, PX, team) key to transformation
- All other PM need to participate/contribute/lead
- What change is good/right
- So much out there, where do I start
- Why/What/How do we want to change



PAST



Future

- Many individual contracts
- Individual goals (profit)
- Generally means spend less time than predicted
- Profit tied to volume (Hours, Material, scope, etc.)
- Scope avoidance/risk avoidance
- Limited care for other team members
- Challenges about in/out of scope
- Limited/hierarchal communication

- Predictable cost and confident ability to affect cost: make **value decisions** on the spot
- Predictable delivery time
- High compliance to program, quality & life cycle cost
- Fair cost for delivered product
- Safe environment before and after construction
- No fighting, finger pointing, claims, delays
- Flexibility to change as needs change
- Stable, Predictable, reliable long term partnerships

Integrated Lean Project Delivery

- Hire a “team of professionals” to develop solutions
 - Builders add value when solicited
 - More early planning shifts cost earlier but drives benefits and lowers delivered cost
 - Team Selection based upon qualification not low bid
- LPD is a delivery model focusing on 3 primary philosophies:
 - Drive Customer Value
 - Eliminate Waste
 - Continuous improvement
- This is accomplished through:
 - A lean operating system (Last Planner System/Target Value Design)
 - Strong relational collaborative work
 - Commercial terms (risk/reward) that support collaboration



SIX TENETS OF LEAN CONSTRUCTION

- Learn these
- Commit to these
- Expect others to do the same
- Remind
- Return to these
- Anchor the team to these



Big Picture: Climb that mountain!

- 1: do not leave your traditional PM skills behind.
- 2: develop like-minded partners
- 3) create a learning/teaching environment
- 4) establish trusting relationships
- 5) develop an environment of accountability
- 6) assess environment regularly



ILPD Change

Leadership skills	Transformational Change	Strategic Change	Tactical Change
Emotional intelligence	Hierarchical to network organization	Early Team Involvement	Last Planner System
Individual skill assessment	Individual Company Goals to Project Goals	Consensus Decision Making	A3 Thinking
Team Dysfunction, dynamics/facilitation	Personal Goals to Project Goals	Seek and use craft, trade and multi-stakeholder input	Choosing By Advantages
Multi-organizational leadership talent	Piece Work Optimization to Project wide	Continuous Estimating	PDCA Cycles
Relationship management	Local Optimization to Value Stream	Target Value Design	Swarming
Integration skills: studios, designers, builders, operators	Rigidly defined roles to no stripes in the room	PDCA on all phases of development and build	5 Why
Cheerleader/encourager	Just get it done to PDCA	Burn Rate management	Ohno Circle
Drive collaboration not just cooperation	Just get it done to continuous reflection	Consolidated Budget/cost management	Daily Huddles
RESILIENCE!!!!!!	Big Room Rules	Conditions of Satisfaction	Conditions of Satisfaction



Change is hard work

- Goal, get others out of the wagon
- Break down silos
- Share the load/Big L/Distributed Leadership
- Language is important
 - Partner/specificity/common definition/humble inquiry



TEAM

- Develop the team
- Behave as a team
- Bring the team back to team behavior
- Expect:
 - Storms
 - Conversations
 - Collaborations
 - Big ideas
 - Wins



Tactical change

- Lean is not the tools but a mindset
- Learn then teach: remember the 6 Tenets
- Expect resistance
- Demand participation
- Acknowledge the first time may not be great
- Then practice
- Find a few quick wins
- PDCA

Tactical Change
Last Planner System
A3 Thinking
Choosing By Advantages
PDCA Cycles
Swarming
5 Why
Ohno Circle
Daily Huddles
Conditions of Satisfaction



Employed Lean IPD Concepts/Tools/Strategies

- A3 Reporting
- A3 Decision Making
- Last Planner System
- Target Value Design
- Big Room
- Collaboration
- Study Action Team
- Core Clarity
- Early use of Trade Partners
- Plan Do Check Adjust
- Plus Delta / Retrospectives
- Continuous Estimating
- Onboarding
- Burn Rate Management
- Visual Management
- Work Clusters
- Team Based Budgeting
- Shared Risk / Reward Contract
- Value Based Partner Selection
- 5 Whys
- 5 S

High Value
Easy Implementation

This is you!

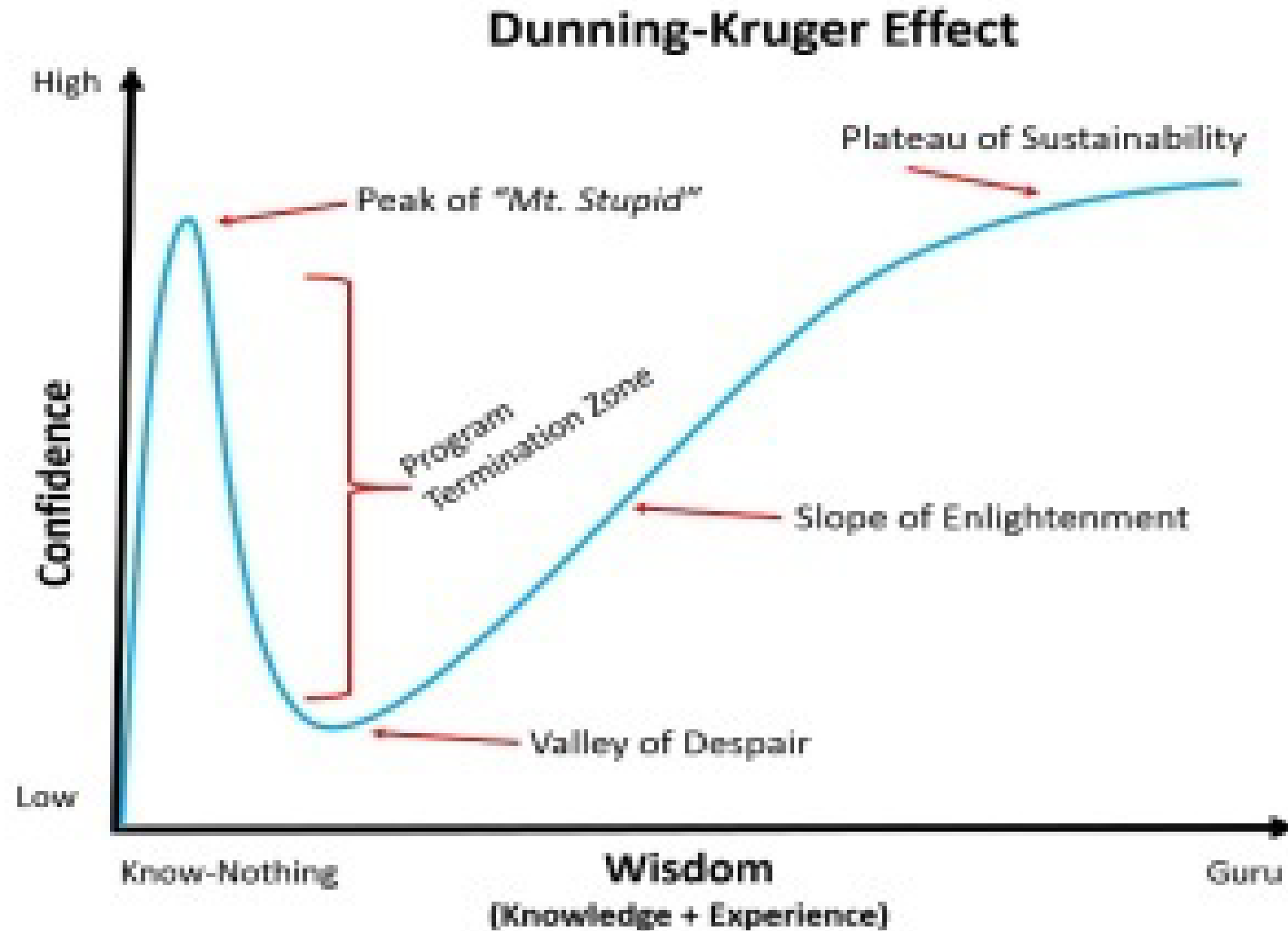


People skills/leadership skills

- 10 people in a boat (Rex)

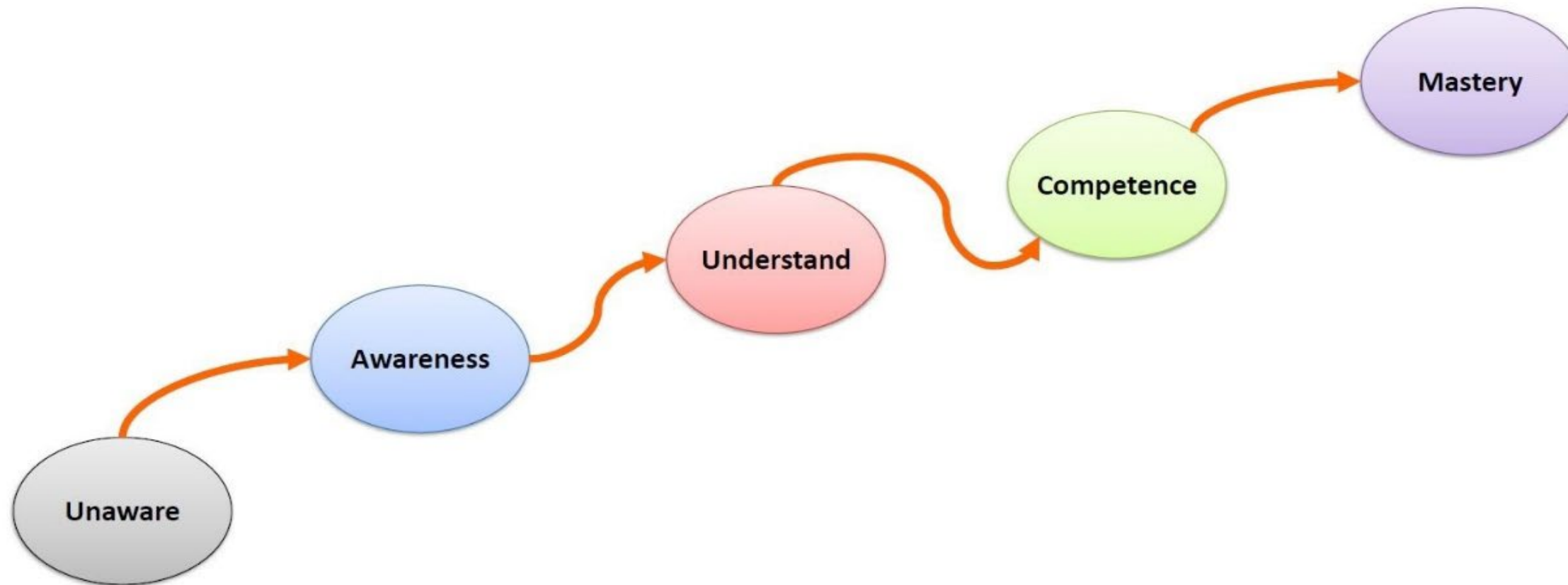


Team Learning: what we think



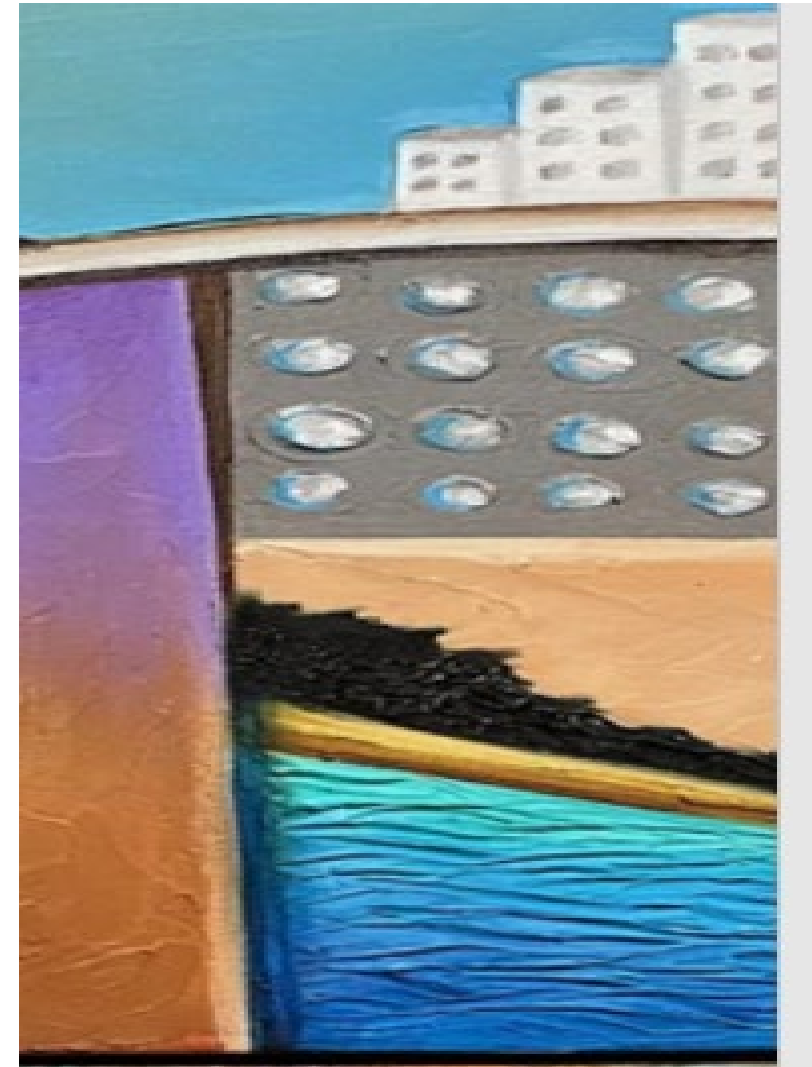
Team Learning: What it takes

The Road to Mastery

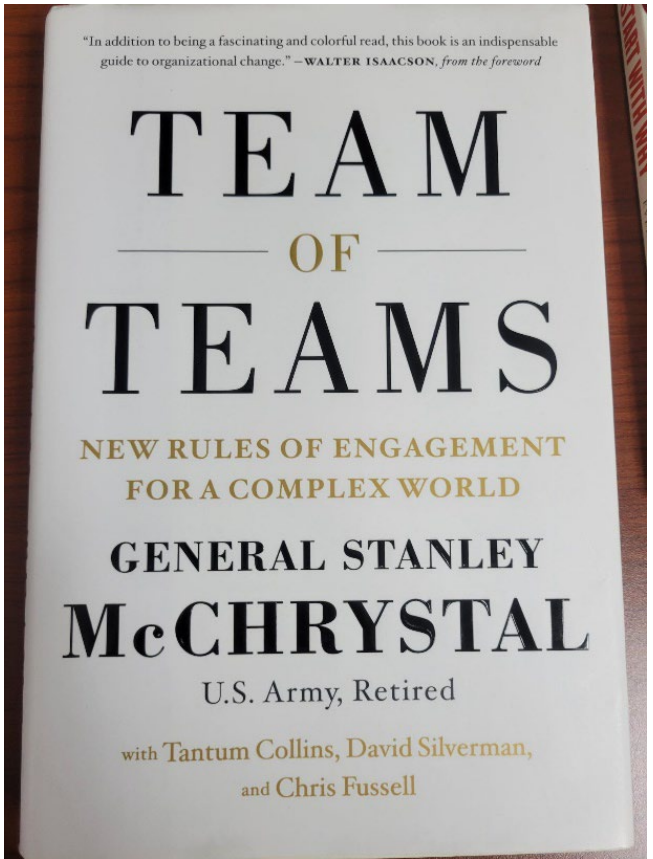
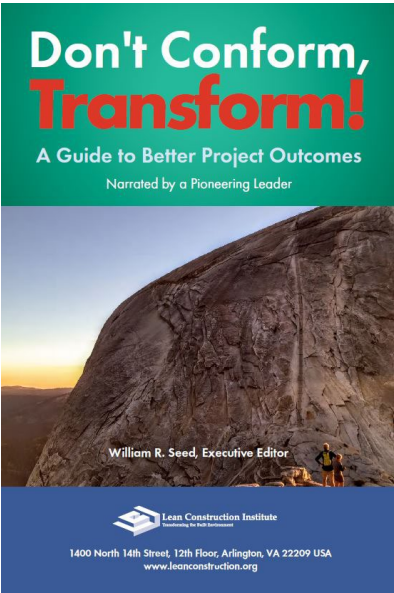
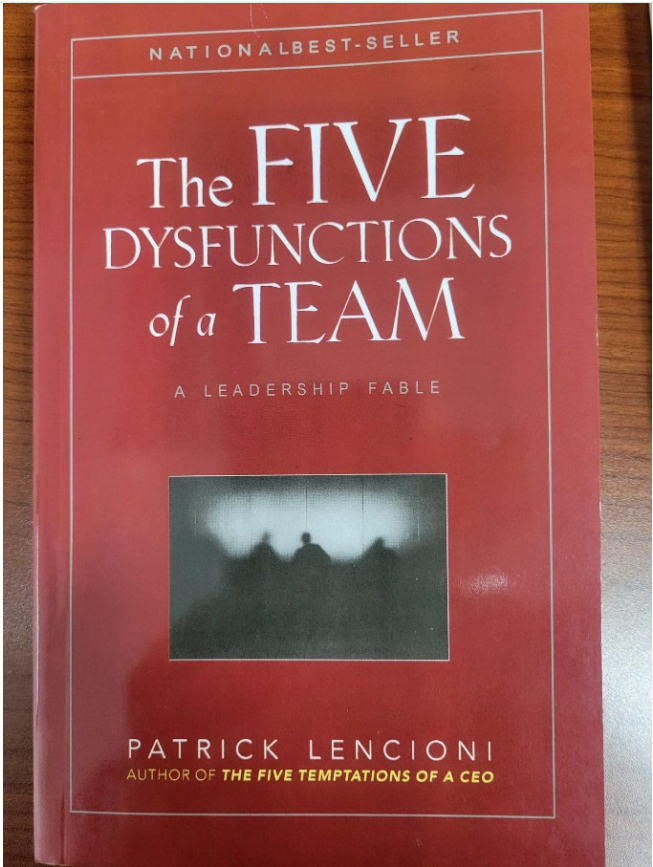
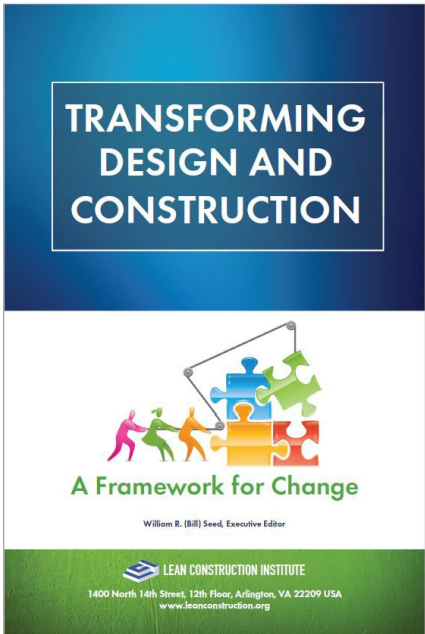
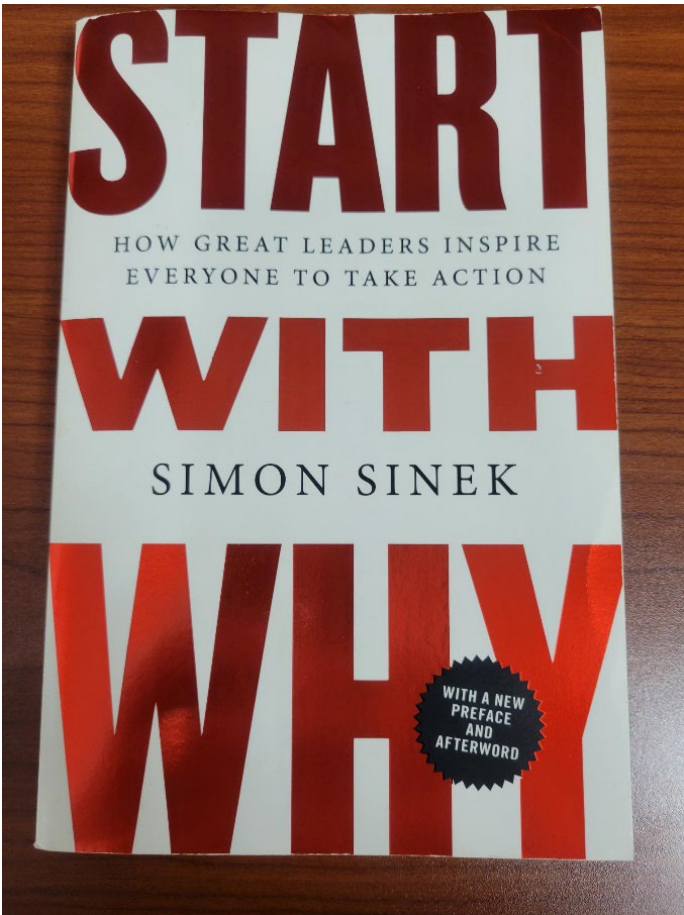


What have you really built

- Leaders
- Learners
- Thinkers
- Innovators



Learning



How can you apply this tomorrow?

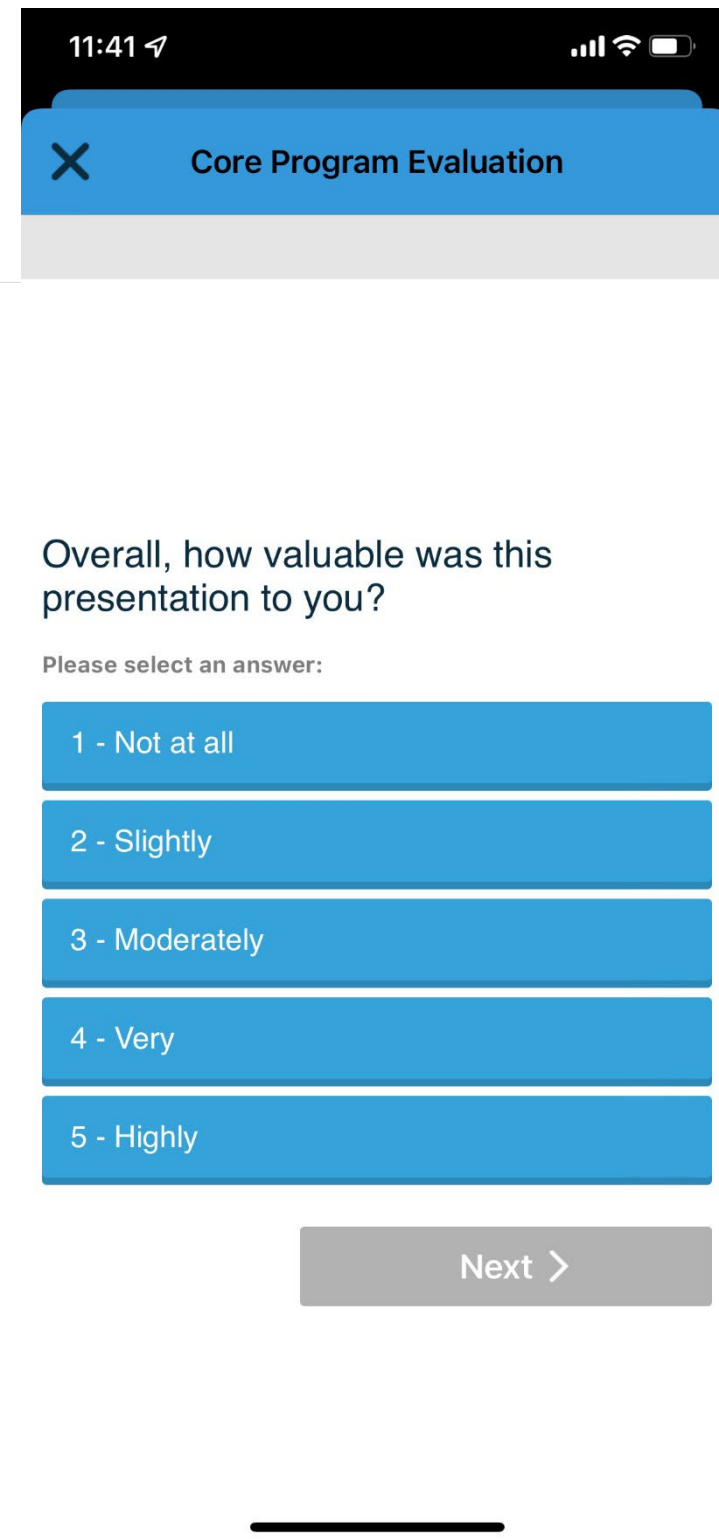
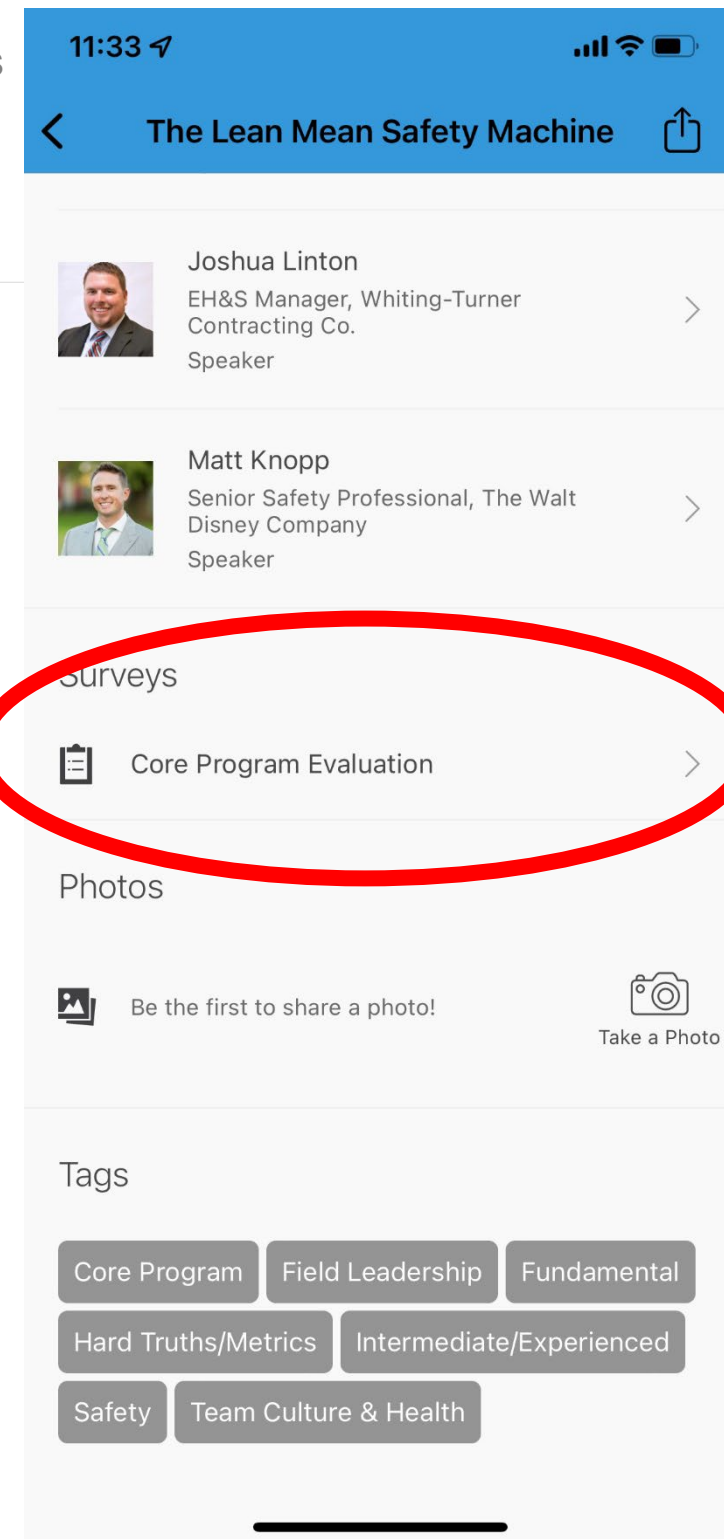
- *Start your own Journey*
- *Create a Study Action Team with a few interested others (use to owner role to demand interest)*
- *Find a nagging problem, swarm the issue, expect participation and find 3 solutions*
- *Have a social event and get to know each other.*

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 24th Annual LCI Congress!

