

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Owner PM 201

William R. Seed, Jackson Health System

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

Wednesday, October 19, 2022





Enjoy the Journey

Learning Agenda

- Onboard/integrate/team build
- Value Proposition
- Solicit partners
- Design process
- Money
- To the field



PM 101 Quick review

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



Onboarding

- Marathon
 - Resilience
 - Cheerleader
 - Recovery
 - Retrospectives



- Relay race
 - New members constantly
 - Development focus changes
 - Build focus changes
 - Key players in the spotlight

Integrating

- New member new team
 - Level of learning
 - Goal understanding
 - Experience vs real experience
- Old behavior new behavior
 - Reorient mindset
 - How does firm make money
 - How does firm help others
 - Does my/their boss understand



Focus on team building

- Emotional intelligence
- Personality/Strength testing
- Study Action Teams
- Learning environment
- Distributed Leadership
- Forming, storming, norming, performing
- Ice breakers
- Games
- Social events
- Rotate meeting facilitation



Who Wins



- Value
 - Optimize the whole
 - Who defines value
 - Is it clear
 - Is it obvious
 - It is visible
- Customer
 - Who is the customer:
EVERYONE
 - Create this mindset
 - Teach these conversations
 - Hold each other accountable

Partner Selection

- Don't use standard RFP
- Seeking a partner
- Be transparent about criteria
- Remove any "lump sum" language
- Request commercial terms
- Discuss audit rights



- Ask for opinions
- Interview the performers
- Look for team fit
- Seek out weakness, to allow better partnerships

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Challenge traditional design development process

- Key planning units
 - Understand the range
 - Marginal value
- Risk based development
 - Site conditions
 - Dollar volume
- Schedule based development
 - Speed to market
 - Procurement
- Discuss before design
- Respect builder input
- Maximize builder capability through design details
- Overcome Designer resistance to task/time commitments

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Don't Conform, **Transform!**

A Guide to Better Project Outcomes

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MONEY

- Share owner investment/budget expectations
- Share all owner cost categories
- Define what team is at risk for
- Develop entrepreneur thinking
- Measure spend against value
- Post it on the wall
- Focus on final cost
- Bring up risk the day you see it
- Understand major productivity rates and PDCA

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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

Deeper dive more value

Studio to Field

- How do you make this transition
- 2/3 1/3 assumption
- Visual management
- Onboarding again
- Educate Super/foremen
- Survey satisfaction/foreman lunch
- GEMBA
- Sr. Super critical to success
- Big L again
- Build a field leadership team
- Empower trade leadership
- Train in new behaviors
- Convert the old guys
- Change your people or change your people

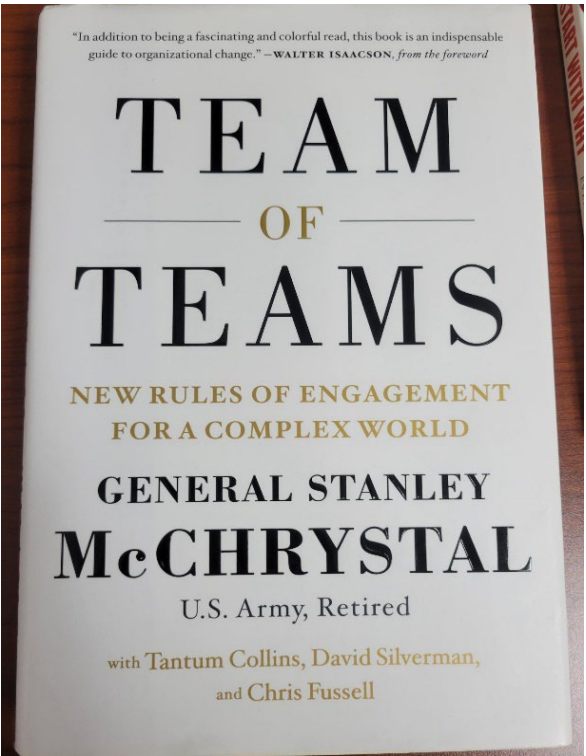
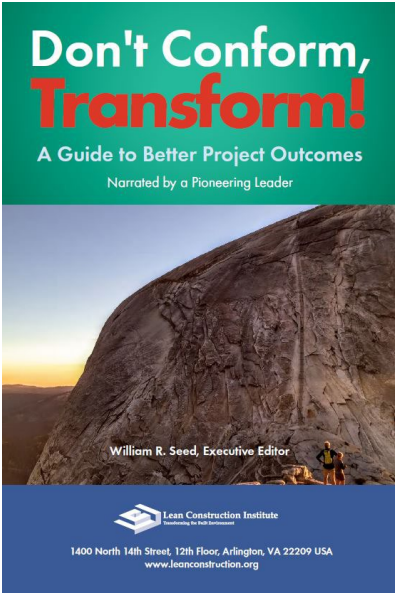
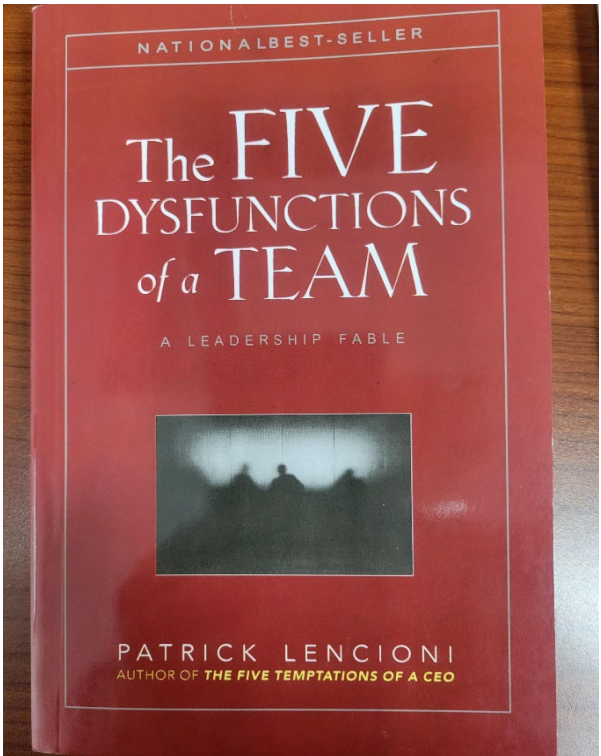
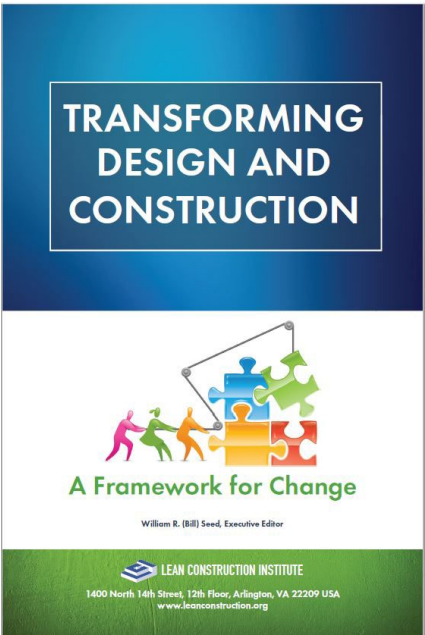
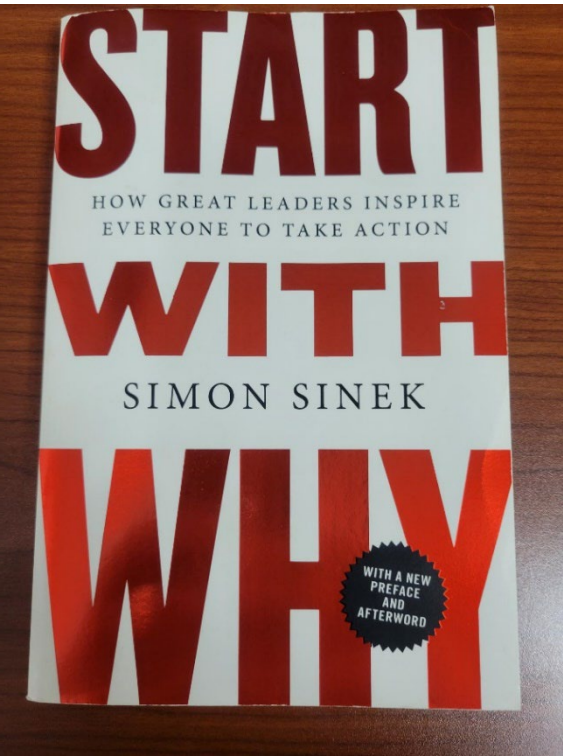


Cascade to the team

- Define goals
 - Safety
 - Information
 - Equipment
 - Tools
 - materials
- Define the difference
 - Collaborative problem solving
 - Discuss hand offs
 - Empower sop for quality
 - Empower stop for expectations



Learning



How can you apply this tomorrow?

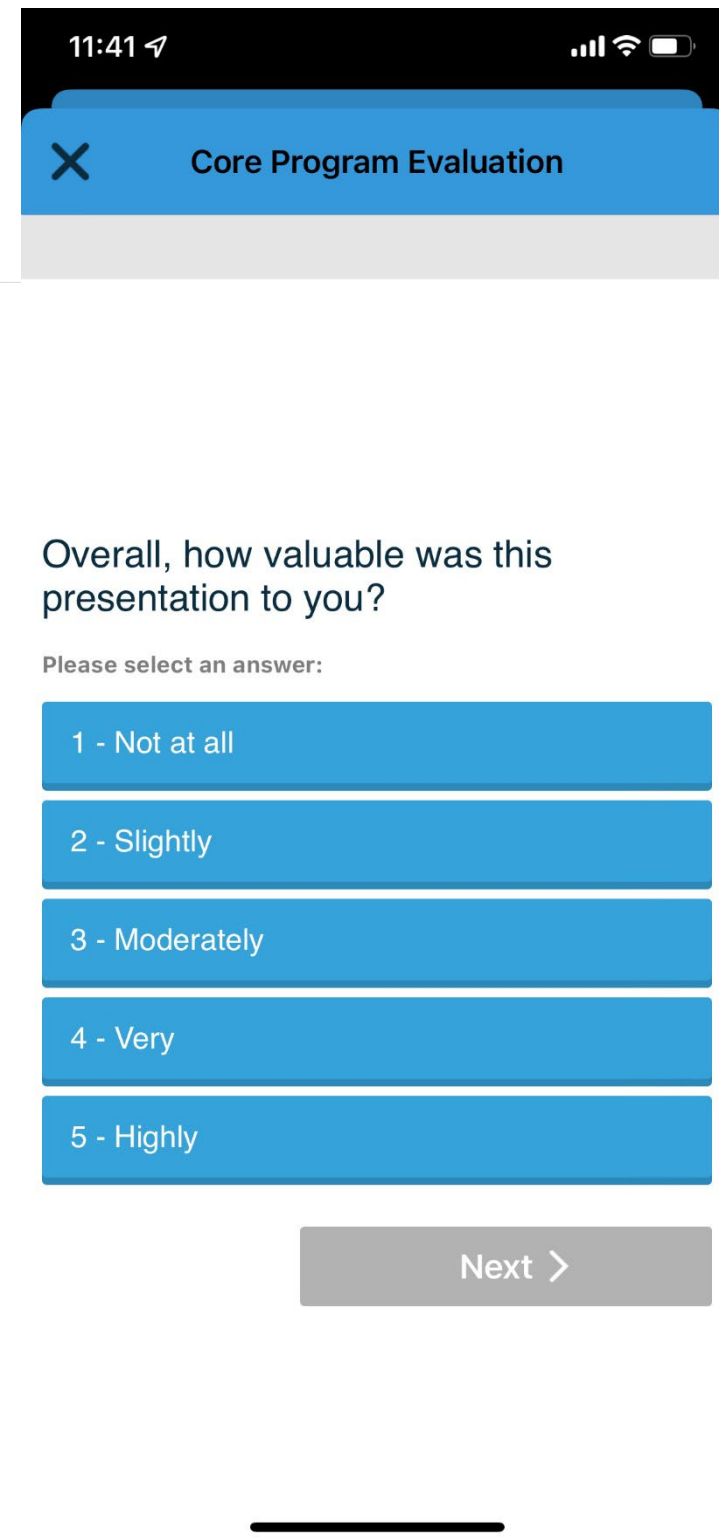
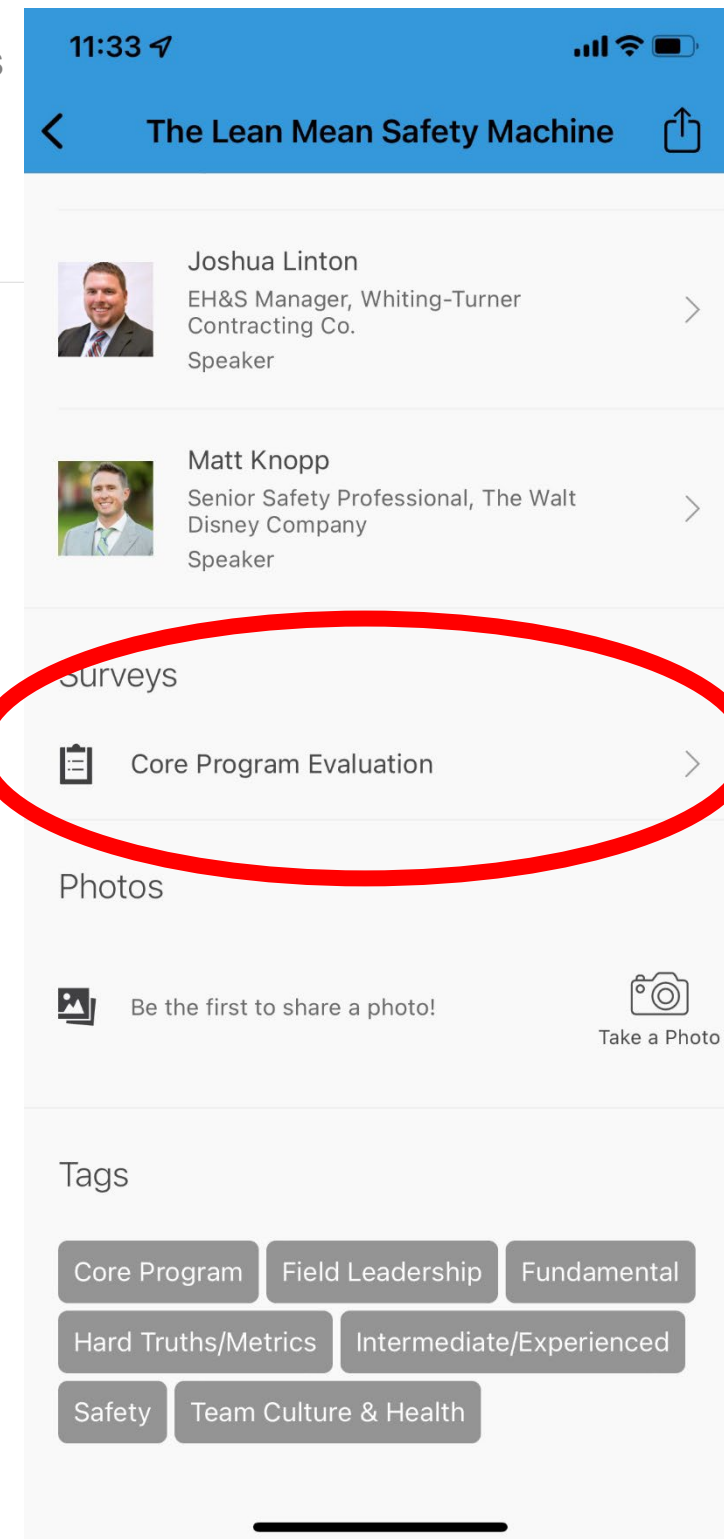
- *Create some goals around your lean journey: where do you want to go*
- *Consider : Don't Conform, Transform to understand the framework for the Journey*
- *Build or find your 6 Big L team*
- *Make learning/growth/development a key part of weekly meetings.*

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!

