

25TH ANNUAL



25TH LCI CONGRESS
OCTOBER 24-27, 2023

Driving Change – Shifting Gears to Accelerate Lean Across Our Enterprise

Steve Lee, Enterprise Director of Strategic Initiatives

Emily Lowe, Enterprise Lean Champion

Dan Flickinger, Project Executive

Semi Toshi, Project Manager

Pete Schneck, Project Manager



**BUTZ
FAMILY OF
COMPANIES**

ALEXANDER

ALVIN H. BUTZ

SHOEMAKER

25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY

October 25th, 2023 4:30 PM

Change: Move To A Different Seat



Change: How Should We Do This? (Efficiently; Orderly)



Change: How Do You Feel About Change?



Were You Excited
To Participate In
The Exercise?

1

Were You
Hesitant or Anxious
About What Was
Happening?

2



Were You
Less Than Enthused
With This Change To The
Earlier Seating Decision
That YOU Made?

3

Change: You Are The Change

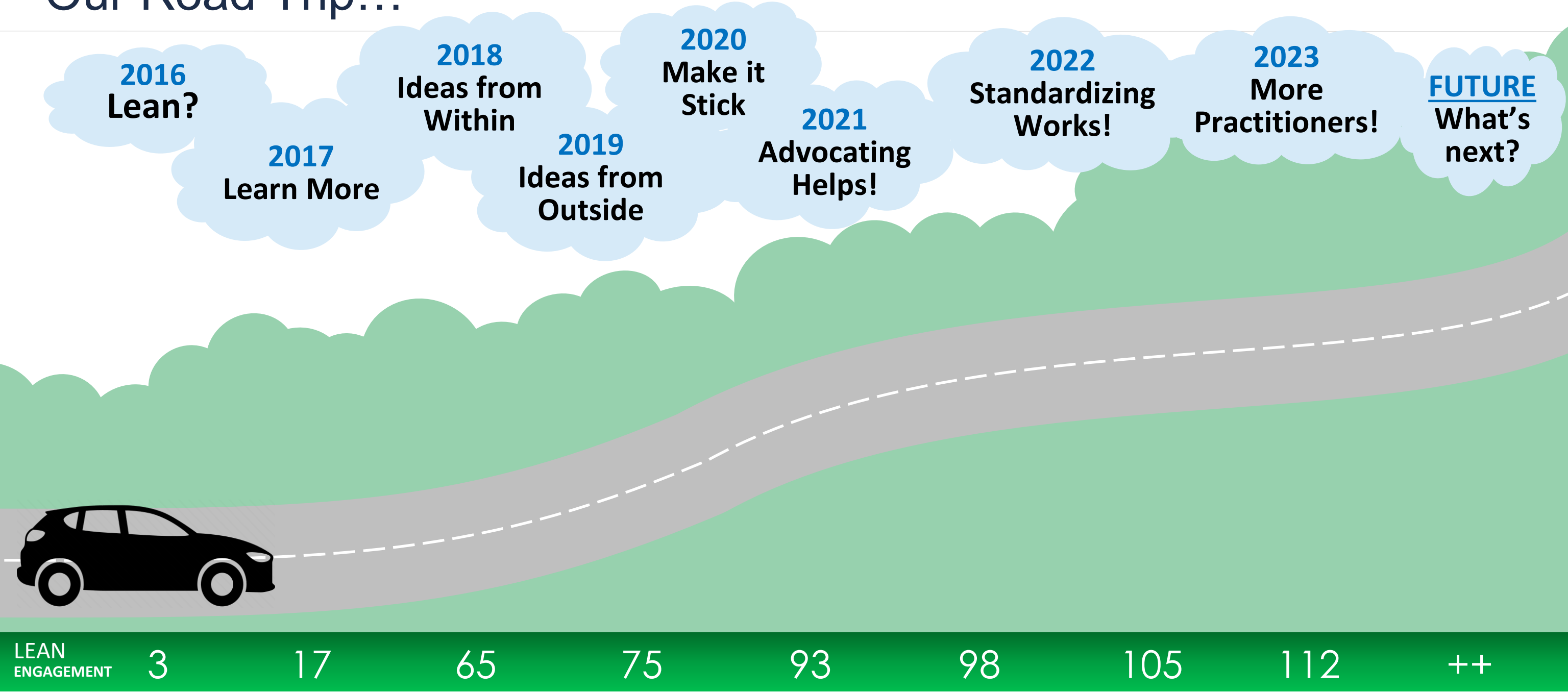


YOU (and everyone else in your company)
ARE RESPONSIBLE for how your organization
reacts to – and implements – change.

Our Journey to Lean Mastery



Our Road Trip...



How it Happened...



2016

WHY

INDUSTRY BUZZ

WHO

INTEREST GROUP

HOW

CORPORATE MEMBER

RESULT

LEARNING LEAN

2017

LEAN
3
MEMBERS



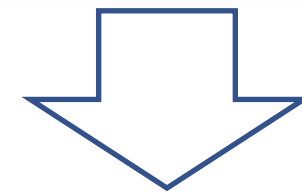
Principles of Lean and the Toyota Way

1. Specify what does and does not create **value** from a **customer's perspective**
2. Strive for perfection by **continuously improving** the process
3. Build a culture of stopping to solve problems, to **get quality right the first time**
4. **Develop exceptional people** and teams who follow your company's philosophy

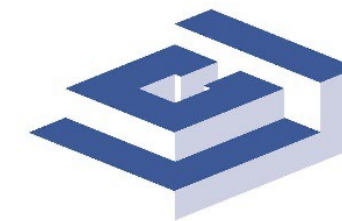
BFC Mission Statement

The Butz Family of Companies are dedicated to superior project delivery in an atmosphere of **teamwork** and **open communication** in all of our business relationships. We will build on our tradition of **excellence** with an unwavering commitment to **quality** and **continuous improvement**. We will always perform with integrity, honesty, reliability and enthusiasm. We will ensure **growth opportunities for our employees** and a continued commitment to our community.

ALVIN H. BUTZ
CONSTRUCTION MANAGER



C O R P O R A T E M E M B E R



**Lean
Construction
Institute**
Transforming the Built Environment



LEAN
3
MEMBERS

2017

WHY
GROWING INTEREST

WHO
LEAN TRAINING

HOW
LCI CONGRESS

RESULT
USE LEAN TOOLS

2018

LEAN
17
MEMBERS



We Want To *Know More!*

LUNCH & LEARN TOPIC SCHEDULE: January 2017 – November 2017

FORUM 1

**LEAN
CONSTRUCTION 101**
The Basics, The Committee
& The Resources

FRIDAY, JANUARY 27
12:00 PM – 1:00 PM

PRESENTERS:
CHRIS MAGENT
DENNIS WALTER

FORUM 2

**THE LAST PLANNER®
SYSTEM**

FRIDAY, MARCH 10
12:00 PM – 1:00 PM

PRESENTERS:
DENNIS WALTER
ROB LIPTAK
MIKE DEPODWIN

FORUM 3

**LEAN CONSTRUCTION
MANAGEMENT
PRACTICES**

FRIDAY, MAY 12
12:00 PM – 1:00 PM

PRESENTERS:
CHRIS MAGENT
SCOTT MILLER
RICK THOMAS

FORUM 4

**CONTINUOUS
IMPROVEMENT**

FRIDAY, JULY 14
12:00 PM – 1:00 PM

PRESENTERS:
DAN FLICKINGER
MIKE DEPODWIN
DENNIS WALTER

FORUM 5

**TEAM PARTNER
SELECTION &
ONBOARDING**

FRIDAY, SEPTEMBER 15
12:00 PM – 1:00 PM

PRESENTERS:
JEFF SMITH
CHARLIE THIEMANN

FORUM 6

**ADDING VALUE &
ELIMINATING
WASTE**

FRIDAY, NOVEMBER 10
12:00 PM – 1:00 PM

PRESENTERS:
DENNIS WALTER
SEMI TOSHI
ANDREW DOUGHERTY



2017 – Hands-On Learning



Villego® Last Planner Simulation



3 EMPLOYEES
EARN CM-LEAN

LEAN
17
MEMBERS

2018
WHY
INTEREST

WHO
COMMITTEES

HOW
OWNERSHIP

RESULT
EMPOWERED

2019

LEAN
65
MEMBERS



Build the
Structure to
Collaborate!



Leadership
Buy-in



2018 – The Formula



2018 – The First 9+ months

2018

APRIL

MAY

JUNE

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

2019

JANUARY

Committee Structure Developed

to get people involved in leading
the process.

**Request for
Interest** sent
out via Survey.
65 PEOPLE want to
get involved!

**1st
Innovation
Committee
meeting**

2 CHAMPIONS
from each office
location

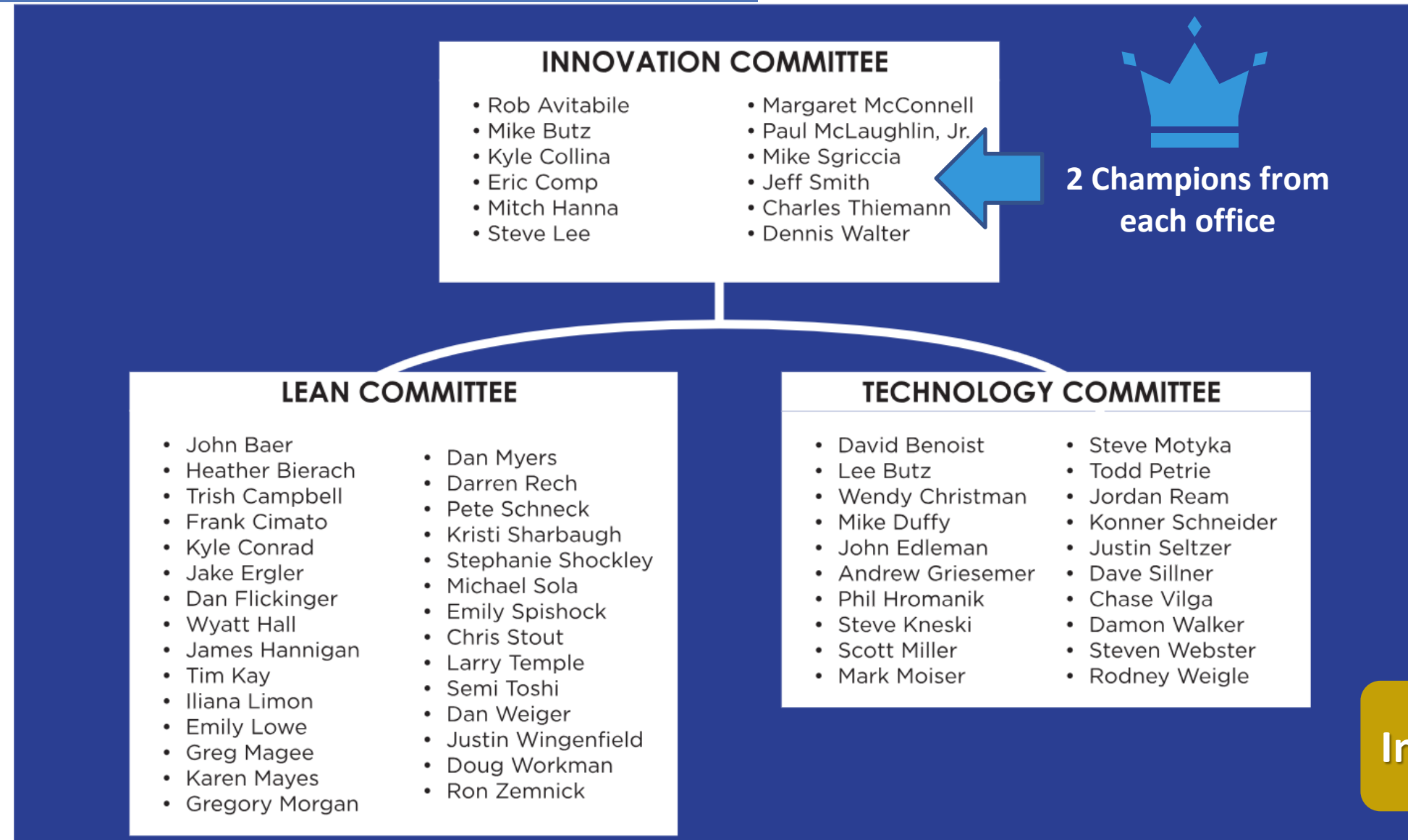
**1st
Lean & Tech
Committee
meetings**

People from all roles
are involved

**1st
CLUSTER**
People
lead the process

2018 – Identify Champions & Include Everyone

Committee Structure



- Introduced the Committee Structure to the Enterprise
- Open request to EVERYONE
65 people sign up!

Invite Others



2018 – Why? What? How?



- (13) CONST. WHY? WHAT? How? 10.6.18
- ① CONTINUOUS IMPROVEMENT
 - ② COLLECTIVE INPUT
 - ③ INCREASE PRODUCTIVITY
 - ④ \$ ↑
 - ⑤ SHARE SOLUTIONS
 - ⑥ INDUSTRY LEADERS
 - ⑦ INCREASED EFFICIENCIES
 - ⑧ COMPETITIVE EDGE
 - ⑨ ELIMINATE WASTE
 - ⑩ TECHNOLOGY — New Solutions
 - ⑪ CONNECTED → All a Part / Common Goals
 - ⑫ Job Satisfaction / Recruitment
 - ⑬ Share Knowledge
 - ⑭ Networking / Enterprise
 - ⑮ Learn from Others

Innovation Committee Strategy Planning

2018 – Define the Purpose, Goals & Roles. Standardize Meetings

INNOV. COMMITTEES KICK OFF

Purpose of Meeting | Get feedback on our initial thoughts & get collective buy-in with the purpose/goals & steps moving forward

Goal of Meeting | Everyone gains understanding of committees/clusters & roles within each & determines where they see themselves involved

Role of Members | Active engagement with committees/cluster in continuing to improve the methods/analysis/studies/solutions to improve the work we do. Share & communicate

Establishing the Purpose of the Committee

Fac: Steve
Scribe: Steve
Time: 10.22.18

INNOV. COMM AGENDA

Arrive — 9:30-9:35
9:35-9:40 (5m)
9:40-9:45 (5m)
9:45-10:00 (15m)

- ① ICE BREAKER
- ② MTG. PURPOSE/GOALS
- ③ FEEDBACK? UPDATES? QUESTIONS?
- Mtg. Cadence/Time Commitment
- Methods of Communication?
- Review List
- ④ RESULTS FROM SURVEY - CLUSTERS
- Breakdown of Committees
- Cluster Ideas → How many? Which 1st?
BREAK 10:00-10:30 (30m)
10:30-10:45 (15m)
- ⑤ ASSIGN/CHOOSE ROLES (2 ea.)
- Facilitators - Scribes
- Dashboard Mgrs - Schedulers
10:45-10:50 (5m)
- ⑥ REVIEW UPDATED CHARTER 10:50-10:55 (5m)
- ⑦ OUR GOALS/METRICS TO MEASURE OURSELVES 10:55-11:15 (20m)
- ⑧ CREATE OUR DASHBOARD 11:15-11:30 (15m)
BREAK 11:30-11:40 (10m)
- ⑨ NEXT STEPS 11:40-11:50 (10m)
- Next Mtg Date → Strategic/Consho?
- ⑩ PLUS/DELTA 11:50-11:55 (5m)

Innovation Committee Kick-Off Agenda

Facilitator: Steve
Time: Dennis
Scribe: Mitch

INNOV. COMMITTEES (Lean & Tech) KICK-OFF

- ① WELCOME (5m) 9:00-9:05
- ② ICE BREAKER (3m) 9:05-9:08
- ③ REVIEW INNOV. COMM. PURPOSE & GOALS (review A3 Charter) (3m) 9:08-9:11
- ④ WHY? HOW? WHAT? (10m) 9:11-9:21
- Why are we doing this?
- How do we implement those methods?
- What is Lean?
- ⑤ REVIEW STRUCTURE OF COMMITTEES/CLUSTERS (review A3) (5m) 9:21-9:26
- Bottom Up
- ⑥ REVIEW ROLES OF COMMITTEE/CLUSTER (10m) 9:26-9:36
GROUP MEMBERS
- Facilitator - Members (active) - Scribe
- Dashboard Mgr. - Scheduler (review Mtg. Cadence)
⇒ End Product A3 (review Templates - charter/dshbd/A3)
⇒ Dashboard to Manage
⇒ Charter to Guide
- ⑦ INITIAL CLUSTER OPTIONS (10m) 9:36-9:46
- ⑧ NEXT (5m) 9:46-9:51
- ⑨ PLUS (5m) 9:51-9:56

Lean & Tech Committees Kick-Off Agenda

2018 – Develop Structure with Trackable Goals



THE **BUTZ** FAMILY OF COMPANIES

INNOVATION COMMITTEE CHARTER

PURPOSE

The committee's purpose is to evaluate, develop standards and share innovative methods used within the construction industry that could offer value to the services that we provide to our clients

GOALS

1. **Share and communicate** successful initiatives and solutions
2. Engage enterprise to generate **collective accountability**
3. **Standardize** implementation and work methods

COMMITTEE EXPECTATIONS

1. Develop a charter
2. Establish CoS, goals and metrics
3. Communicate using Dashboards
4. Produce A3 studies and solutions



ALEXANDER
CELEBRATING 90 YEARS

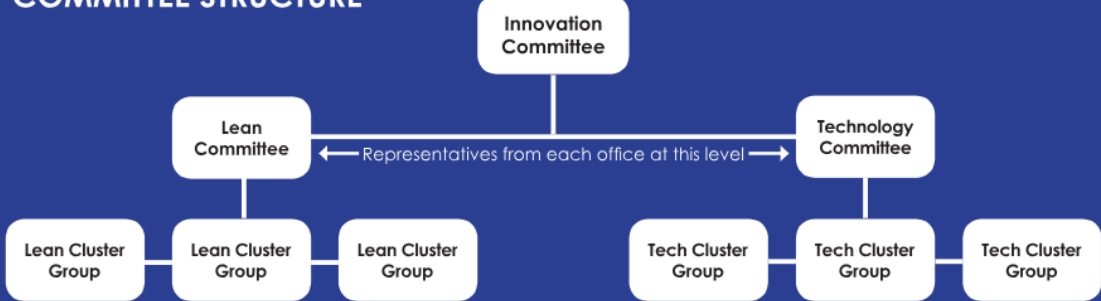


ALVIN H. BUTZ, INC.
CELEBRATING 175 YEARS



SHOEMAKER
CELEBRATING 75 YEARS

COMMITTEE STRUCTURE



- Each committee/cluster group will have a champion
- Champions must be active committee members
- Cluster groups will be created for each area of interest
- Individuals may only be champion of three cluster groups at once
- Any individual may join a cluster group as interests arise

TECHNOLOGY AREAS OF INTEREST

- 4D BIM
- 5D BIM
- 6D BIM
- 360 cameras
- Augmented Reality (AR)
- Drones
- Laser Scanning
- Raken® Daily Reporting
- Virtual Reality (VR)
- Webcams

LEAN AREAS OF INTEREST

- A3
- Big Rooms
- Choosing By Advantages (CBA)
- Co-location
- Daily Huddles
- Dashboards
- Design Assist
- Gemba Walks
- Kaizen
- The Last Planner® System
- Meeting Agendas
- Modular Construction
- PDCA
- Plus/Delta
- Prefabrication
- Target Value Delivery (TVD)
- Team Health
- Value Stream Mapping

COMMITTEE SCHEDULE

COMMITTEE	BI-WEEKLY	MONTHLY	BI-MONTHLY	QUARTERLY
Innovation			20-Min. GoToMeeting Huddle	1-Hour in Person Meeting
Lean		20-Min. GoToMeeting Huddle	1-Hour GoToMeeting	
Technology		20-Min. GoToMeeting Huddle	1-Hour GoToMeeting	
Cluster Groups	20-Min. GoToMeeting Huddle	1-Hour GoToMeeting		



CLUSTERS

Where the work really occurred!

Start with a Charter

Develop Goals

Develop Structure

Assign Roles (Distribute Responsibility)

- ✓ ***Innovation Committee***
- ✓ ***Lean Committee***
- ✓ ***Technology Committee***
- ✓ ***Clusters***

1. How do we plan to communicate new cluster ideas when the committees pick one? How will we let the Innovation Committee know? How will we let Leadership know? Should we be letting the entire Enterprise know in case others want to get involved?
 - a. Committee facilitator needs to alert innovation committee of new ideas.
 - b. Innovation committee to assure topic is appropriate for enterprise.
 - c. New Cluster invitation to be open to all Butz Enterprise employees
2. How do we plan to communicate the A3 analysis out to the enterprise? How do we plan to communicate it up to the Innovation Comm? And if it's going to be a new Enterprise standard, how are we going to get leadership approval?
 - a. Gold Standard section to update status of Innovation Committees
3. Review meeting cadence. Schedule next meeting.
4. If you have topic for next, then add to this dashboard for Future Mtg Topic

2018 – Clusters = People Leading Change



The people have the power. All we
have to do is awaken the power in
the people.

— *John Lennon* —

2018 – Roadmap to Successful Cluster

CLUSTER CHECKLIST

This is to serve as a guide in assisting you in your journey of getting your Cluster started, how to navigate the process and to celebrate and share your findings and solutions. It's recommended to not move onto the next step before completing each sequence of steps. If you need assistance, please contact your Lean or Tech Committee leader or any Innovation Committee team member. THANK YOU!

- ☐ 1. **INVITATION**
Send email invitation to entire enterprise seeking interest in joining your Cluster
Create a brief email narrative explaining your idea or aspect of the industry that you'd like to study. This is your time to sell it and gain interest so add graphics, pictures, etc.
- ☐ 2. **KICK OFF**
Schedule a Kick Off Meeting with your interest group
Utilize Doodle poll or other platform to schedule first meeting with members interested in studying topic.
- ☐ 3. **ADVOCATE**
Identify an Innovation Committee advocate
Each Cluster has an advocate responsible to support and communicate their progress back to the Innovation Committee. Feel free to contact any member of the Innovation Committee and they will assign an advocate, if you don't already have someone in mind.
- ☐ 4. **LET'S GET IT STARTED**
Facilitate Kick Off Meeting
Assign roles (Facilitator, Scheduler/Timekeeper, Scribe/Dashboard Mgr/A3 Mgr). It's also good to have back ups for each role. All of the burden of the cluster should not fall solely on the Facilitator.
Does this question need to be elevated to leadership before starting? Is it something that might impact a standard operating procedure or overall enterprise standard?
Do you have the right people in your group? Should there be someone from IT? Marketing? A Superintendent? If so, reach out to your advocate to help recruit.
- ☐ 5. **GO SLOW TO GO FAST**
Start the process with A3 thinking
The A3 process guides the team through a thought process to understand the problem, define their objectives and what they hope to achieve and how they plan to get it done. If you need assistance in working your way thru the A3, reach out to your advocate and someone will help.
A3 process may take a few meetings to complete, but don't allow the group to move on until you've mapped it out. Complete the left side (defining the problem) before moving to the right side (defining the plan).
- ☐ 6. **MANAGING THE CLUSTER**
The best tool for managing the Cluster is the Dashboard
If you haven't used the Dashboard template, reach out to your advocate and they will get you an example to follow. Use the Dashboard to track your actions, your timeline for accomplishing the Cluster or any other metrics that will keep you on track. Make sure to track attendance.
- ☐ 7. **TEST RUN**
Once you feel you've completed your analysis, take it to the Innovation Committee
This is kind of a test run before you take your finding to the enterprise. Reach out to your advocate and schedule a time to bring your study to the Innovation Committee for a dry run presentation.
- ☐ 8. **WE MADE IT**
Now you're ready to share your synopsis with the enterprise
Coordinate with your advocate to determine best method for reporting out to the enterprise. It may be a Lunch & Learn, reporting at a tri-company event or another possible solution depending on type of study performed.



Date:	Owner:
Approval Date:	Manager Approval:

Standardizing Dashboards Across the Organization

Date: 5/22/19	Owner: Justin Wingfield
Approval Date:	Manager Approval:

BACKGROUND

- Our Project Teams, Offices & Companies are using Dashboards without consistent direction
- There are no standard templates for individuals to start with which has resulted in a wide variety of deliverables across the organization
- Dashboards can be used to streamline information sharing among many parties (owners, designers, company leadership, internal project teams, marketing, accounting, etc.)

CURRENT CONDITIONS / PROBLEM

- No standard/expected uses outlined
- No clear direction on requirements for different usages
- No standard templates to make it easier on project teams

GOALS / TARGET

- Determine uses for Dashboards and define what information should be displayed on each
- Provide examples/templates for each of the different usages
- Reevaluate the deliverables approximately 1 year after distribution to determine if any updates need to be made and redistributed to the Organization
- Identify how consistently the templates are being used by project teams and if the additional effort to create & regularly update them is valuable to owners & internal management.

ANALYSIS

- This opportunity for improvement exists because this is a new-ish concept that someone (or more ideally a team of individuals with varying backgrounds) has not spent the time & energy to formalize the direction our Teams should be heading.
- Cost impacts: cost associated with time of Butz employees to create the identify & create the required deliverables (no additional software/materials should be required)

PROPOSAL

- What are the possible countermeasures?
 - More than one to address multiple root causes
- Compare effectiveness of identified countermeasures
- How do we choose which countermeasure? Identify criteria and assess options against the weighted criteria.
- Must fix the root cause and address the gaps and improve current conditions.
- How do we get everyone to agree? Talk to people to understand how other activities in the value stream are affected by this change to avoid roadblocks.
- What is the proposal to reach the future state, the target condition?
- How will your recommended countermeasures affect the root cause to achieve the target?
- Why are you recommending this countermeasure?

PLAN

- Form a team of dedicated individuals with vary backgrounds who recognize this as a problem
- Get the team to agree on the definition of the problem and a set course of action to resolve the problem at hand
- Split up specific tasks to avoid duplication of effort. Assign tasks to those who are most familiar with them or who are currently at that stage in their project
- Meet regularly (no less than once a month) to evaluate progress and make sure we're all heading in the right direction
- Development should take no longer than 6 months
- Re-evaluate whether there are areas for improvement within the 1st year
- Come up with a way to measure successful implementation & usage

FOLLOW-UP

- What issues or remaining problems can you anticipate?
- Ensure ongoing PDCA
- Capture and share lessons learned.
- Identify when and how to check whether the change is working as expected.
- Measure and report conformance to new processes.

ALEXANDER
CELEBRATING 90 YEARS

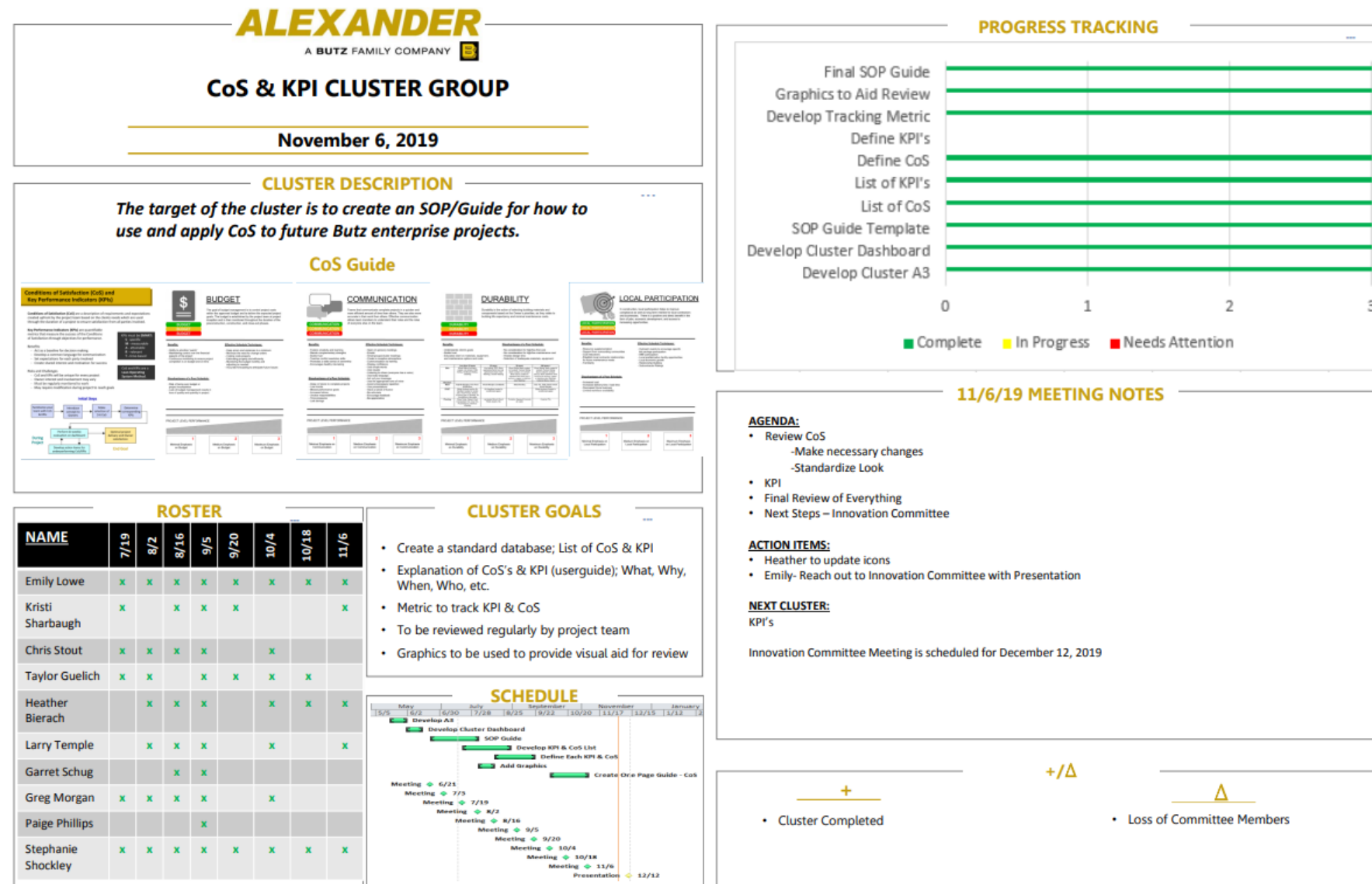
ALVIN H. BUTZ, INC.
CELEBRATING 175 YEARS

SHOEMAKER
CELEBRATING 75 YEARS



2018 – Standardize, Set Goals & Measure Successes

- Cluster Dashboard



Allow people from
All Roles
to get involved

Assign Roles

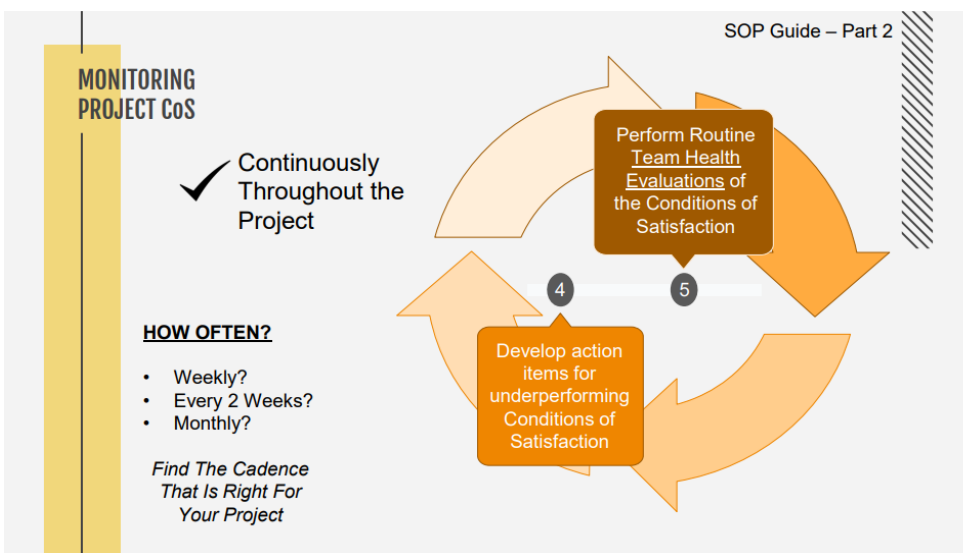
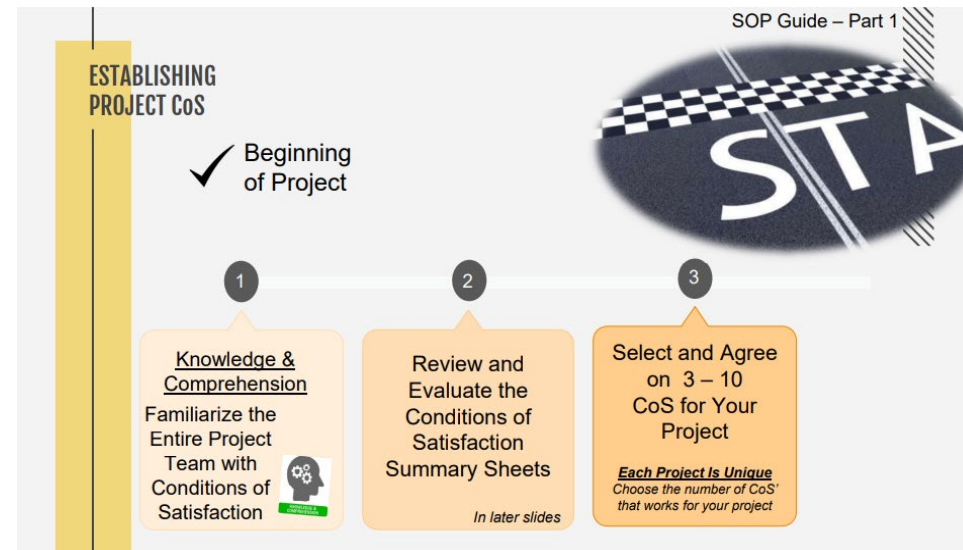
(Volunteer)

Facilitator

Scribe

Time Keeper

2018 – Share Your Solutions



LEAN
65
MEMBERS

2019

WHY

LEAN IN ACTION

WHO

PROJECT TEAMS

HOW

LEAN TOOLS

RESULT

LEAN PRACTITIONERS

2020

LEAN
75
MEMBERS



Lean in Action



Leadership
Support



Champions



Let People
Influence
Change

2019 – Impact Initiatives

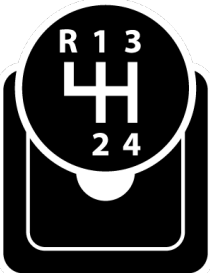
Lean Deployment Guide



www.cic.psu.edu/lean-deployment-planning/

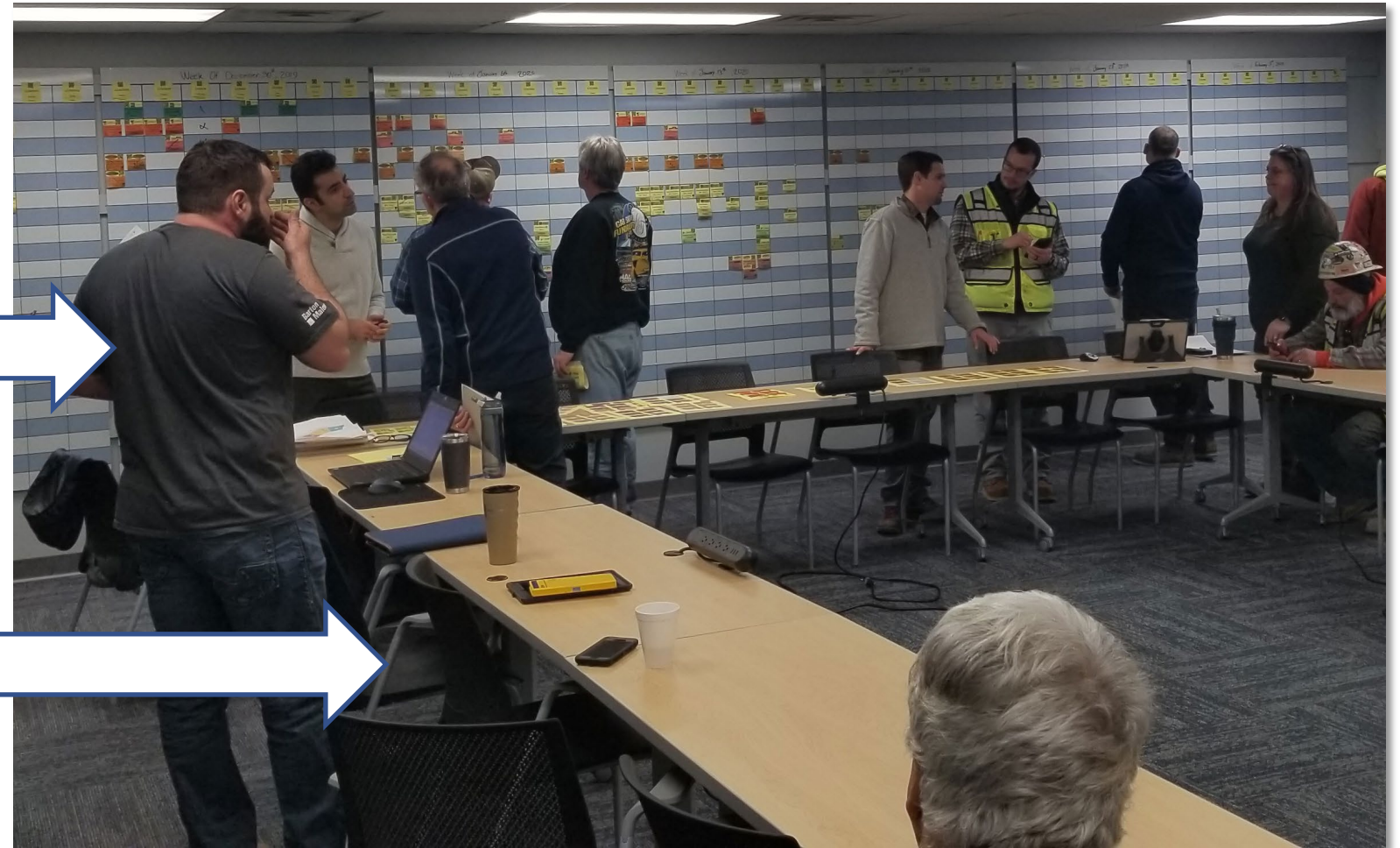
LEAN AT WORK		
1	HUDDLES	Dan Myers / Dan Munn
2	ONBOARDING	Stephanie S. / Chase V.
3	LAST PLANNER	Dan F. / Tom H. Larry D. / James H.
4	VISUAL MGMT	Emily L.
5	PREFABRICATION	Greg M.
6	BIG ROOM	Rodney W.
7	6S METHODOLOGY	Steve M. / Tom H.
8		/
9		/
10		/

Magnets & Dry
Erase



2019 – Lean Learning Continues

Villego® Simulation...



...Last Planner® in ACTION!

2019 – Other Lean Tools Utilized

CONDITIONS OF SATISFACTION

Speed To Market Is Priority

Local Participation

Strong Team Communication

Collaborative and Fun Team Culture

Implementation of Lean Practices

Focus On Prefabrication

Continuous Budget Management

Functionality, Sustainability and Aesthetics

CoS

KEY PERFORMANCE INDICATORS

1 Issues will be resolved within 15 days

2 All RFI's will be confirming RFI's

3 RFI's resolved within 5 Business Days

4 26 Mo. To Certificate of Occupancy

5 Focus on Prefabrication 20% of Project

6 Local Labor \$

7 Local Labor Force

8 DBE Participation

9 Local Materials

10 Less Than 5 Contingency Events Over 100K During Construction

11 Less Than 10% CCL Items Over 500K During Precon

12 30 Day Lead For Critical Owner Decisions

13 Zero Lost Time Accidents

CoS Status Magnets

R 1 3

4

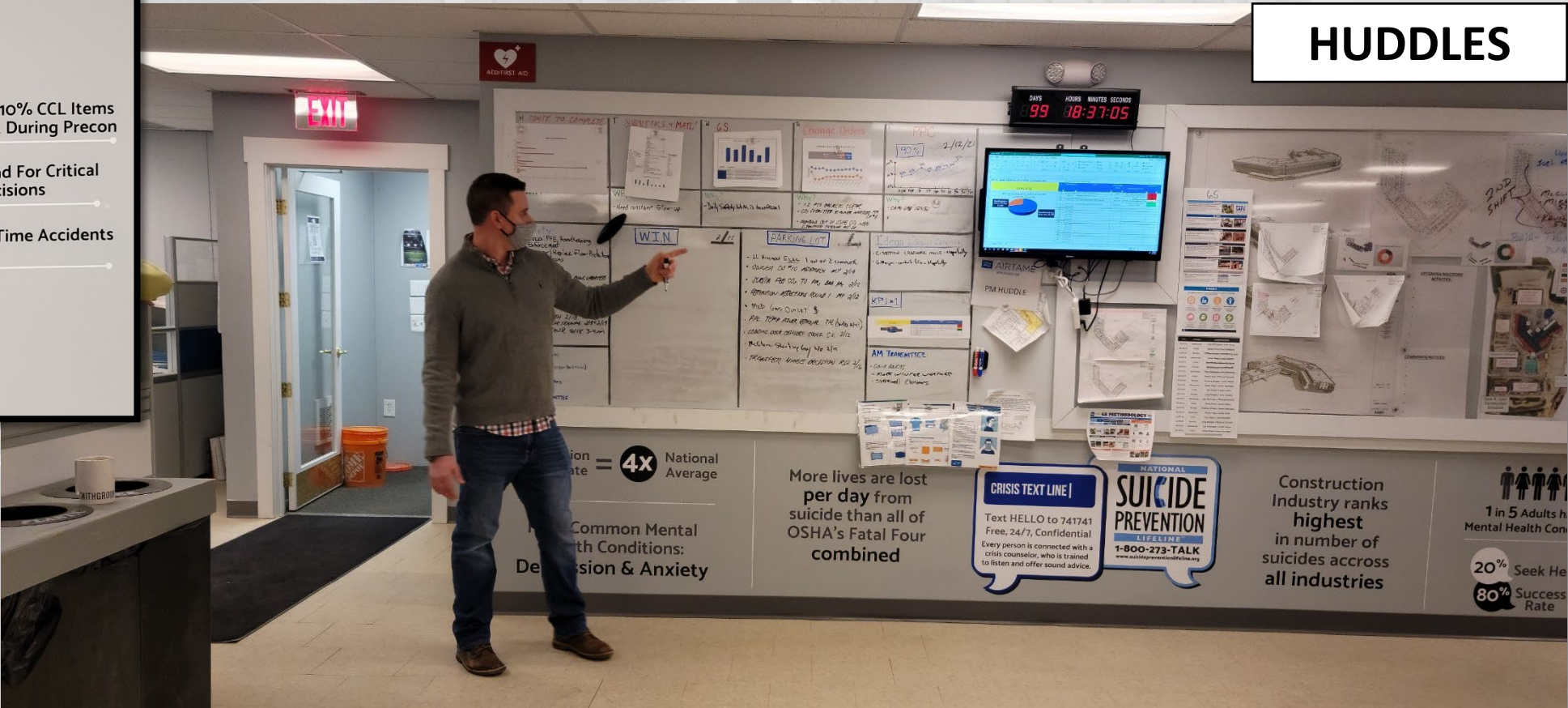
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Huddleboard (Rev 3)

R 1 3

4

2 4



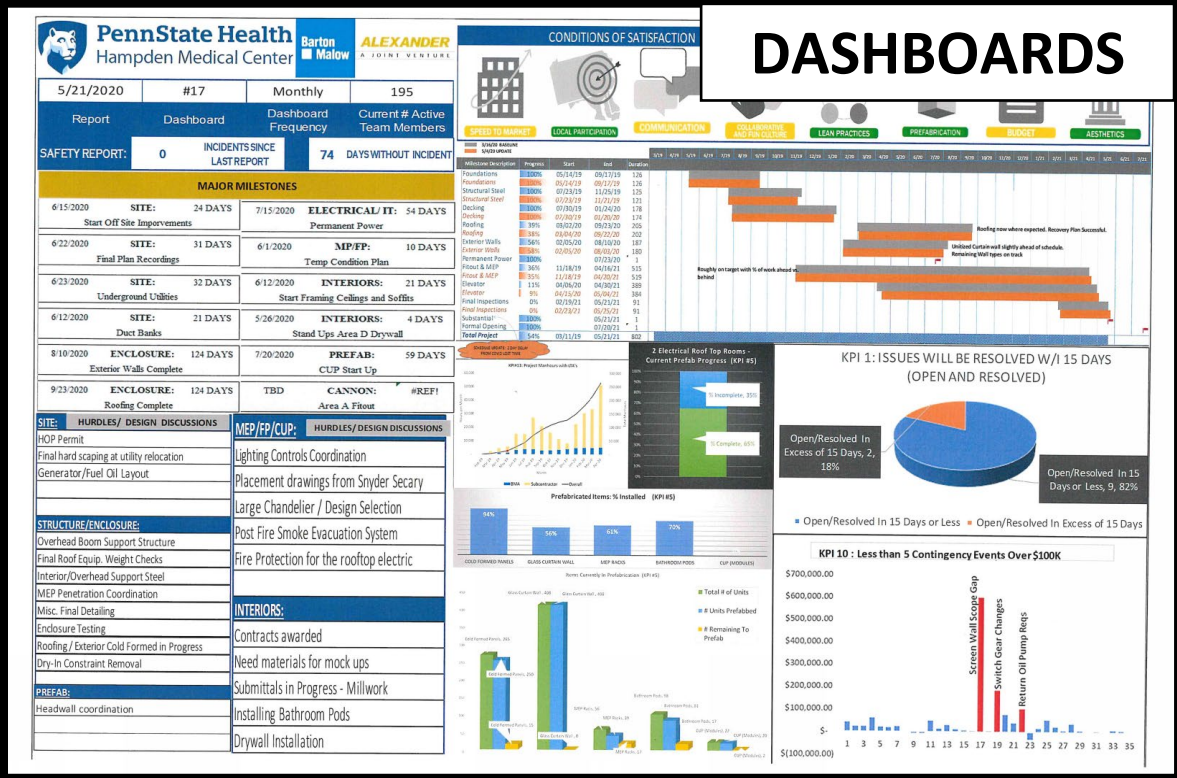
2019 – Other Lean Tools Utilized

PREFABRICATION

COLOCATION

DASHBOARDS

Flexible & Collaborative
Workspace



2019 – Pilot Project Prompts more LCI Interest



Organized the launch of the MidAtlantic “Interest Group”
Became a Community of Practice in 2020



LEAN
75
MEMBERS

2020

WHY
GUIDANCE

WHO
LEAN CHAMPIONS

HOW
SHARING & INSPIRING

RESULT
LEAN RESOURCES

2021

LEAN
93
MEMBERS



Our teams want more!

“Innovation starts with opening your mind to a new way of thinking and having the unrelenting passion to change from the status quo”

- INNOVATIVE MINDS LEADING THE INDUSTRY



Innovation

DIFFERENTIATING BFC WITH OUR
CONTINUOUS IMPROVEMENT MINDSET



Leadership
Support



Champions



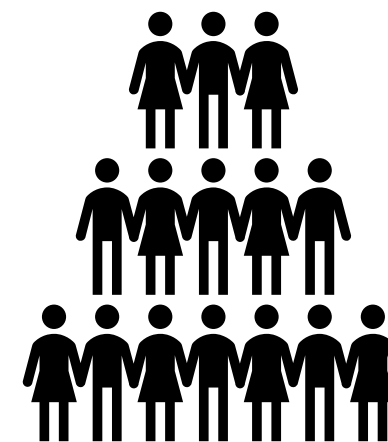
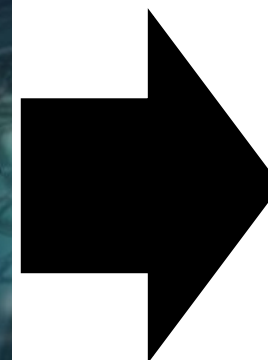
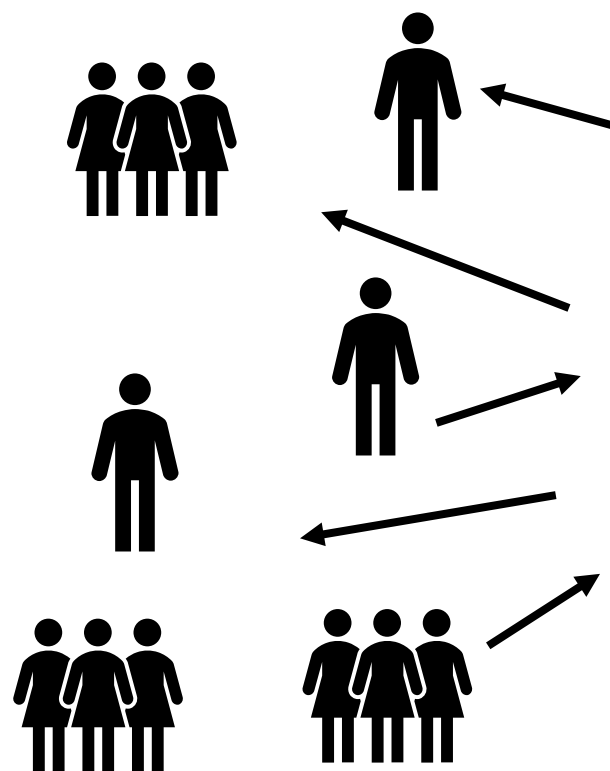
Let People
Influence
Change

2020 – Why Create An Innovation Dept



The Why?

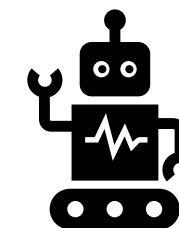
It's becoming a
DIFFERENTIATOR!



80+ PEOPLE
INTERESTED

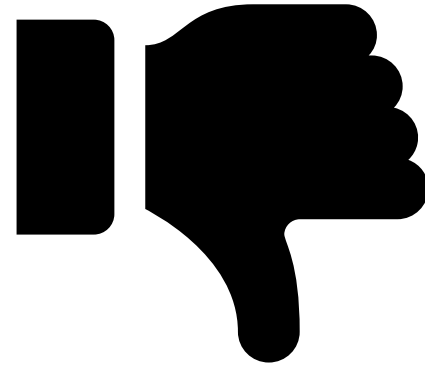


TEAMS STRUGGLING
TO GET THEIR
JOURNEY STARTED

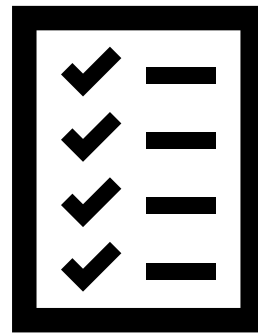


A CHALLENGE TO FIND
COMBINED TECH & LEAN
MINDSET

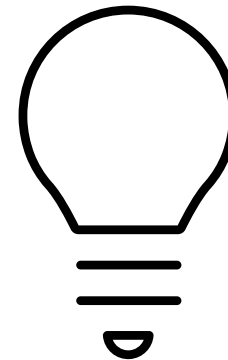
2020 – What We Haven't Done Well



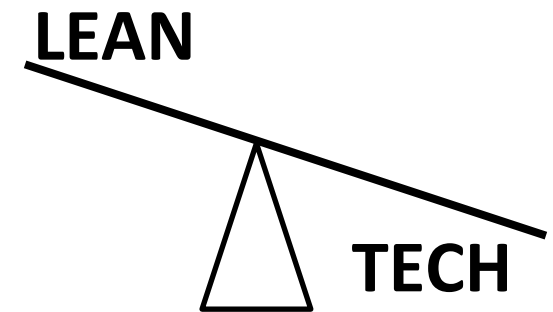
**REQUESTS FOR
COACHING
(teams & clients)**



**CREATING
STANDARD
GUIDES**

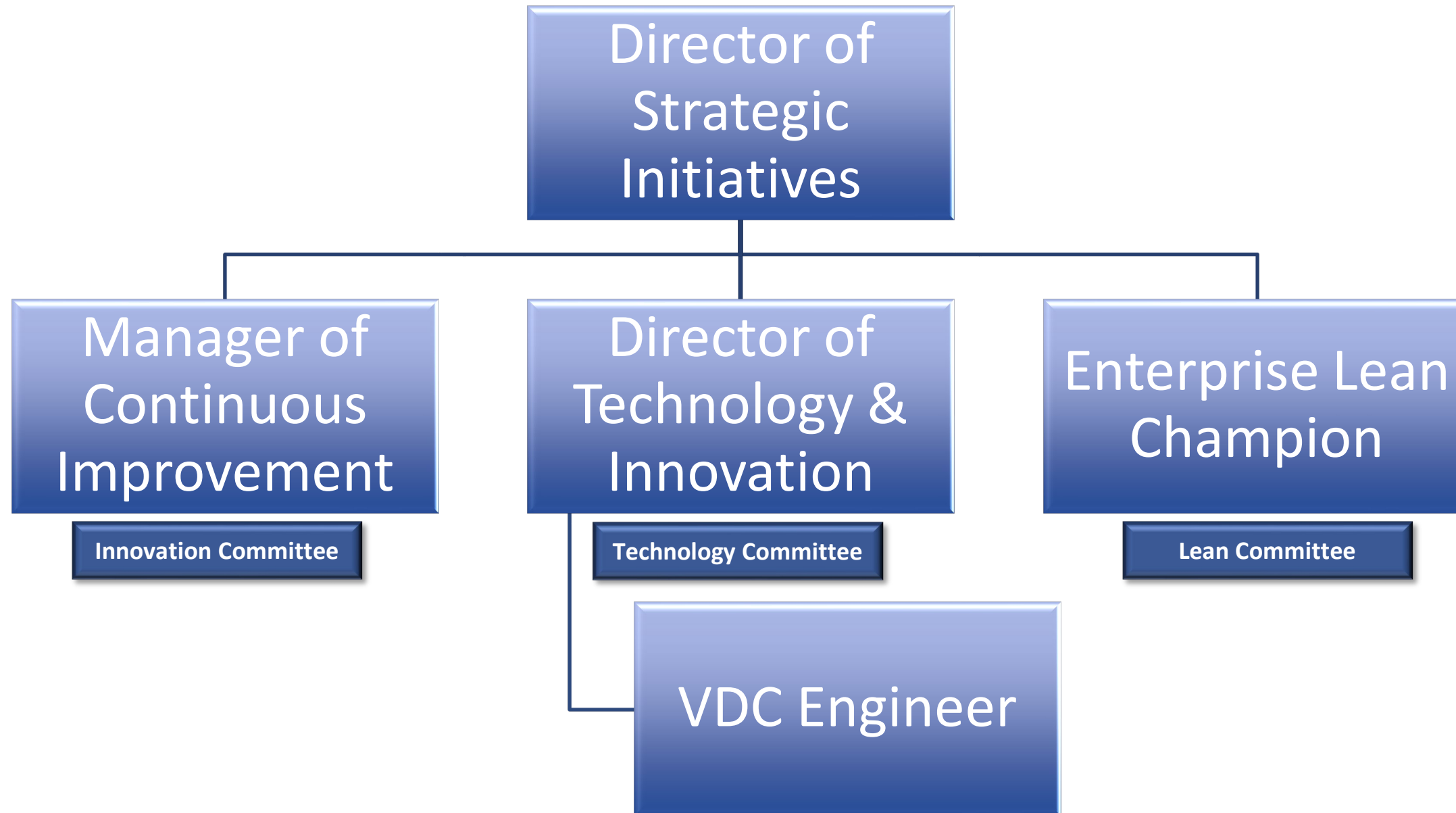


**SHARING IDEAS
ACROSS
ENTERPRISE**



**UNBALANCED
ADVANCEMENT**

2020 – Innovation Department Structure



LEAN
93
MEMBERS

2021

WHY

LEAN/TEAM HEALTH

WHO

LEAN CoP / TECH CoP

HOW

INNOV DEPT ADVOCATE

RESULT

IDEA LIFE CYCLE

2022

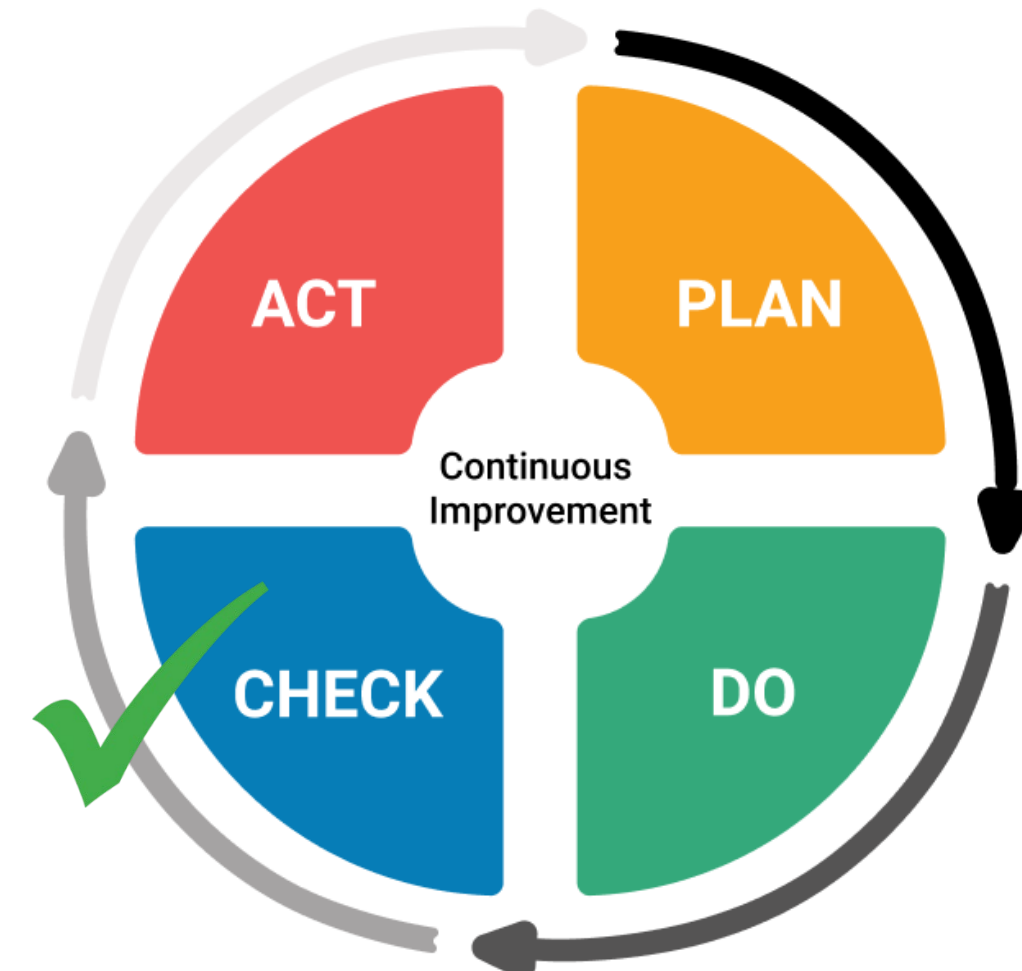
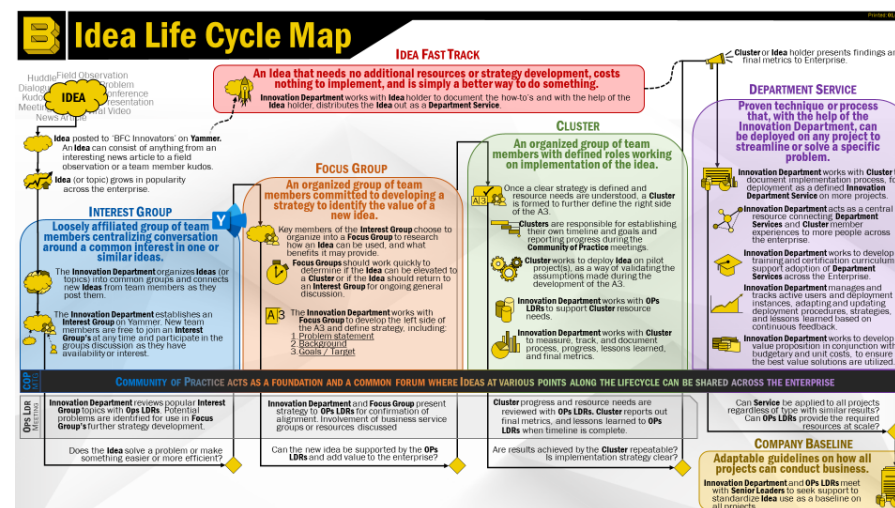
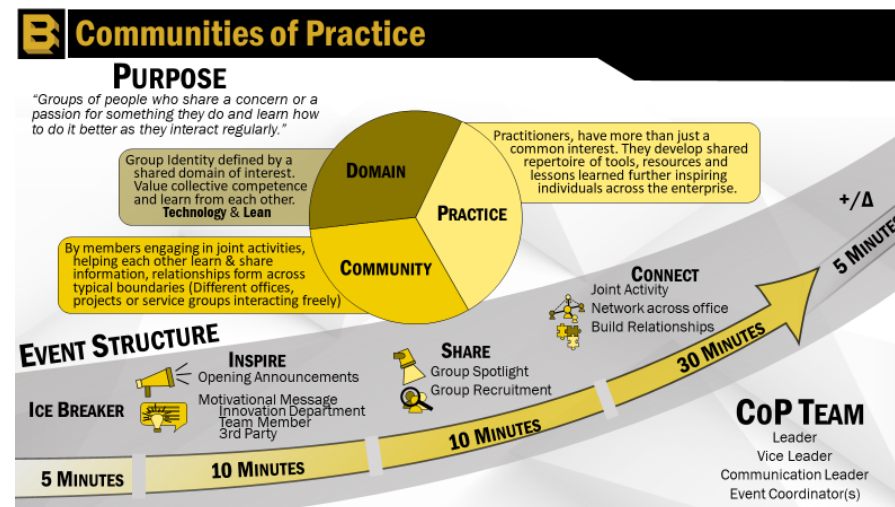
LEAN
98
MEMBERS



PDCA

Committees evolve into CoPs

Ideas develop through a structured process



Improved Structure



Leadership Support



Champions



Let People Influence Change

LEAN
98
MEMBERS

2022

WHY
RELATIONSHIPS

WHO
TEAM MEMBERS

HOW
TEAM DISCOVERY/HEALTH

RESULT
APPRECIATION

2023

LEAN
105
MEMBERS



Focus on *People*



- **Understanding people** is the heart of Lean
- Engage and Empower the “**right**” people for the “**right**” initiative



Leadership
Support



Champions



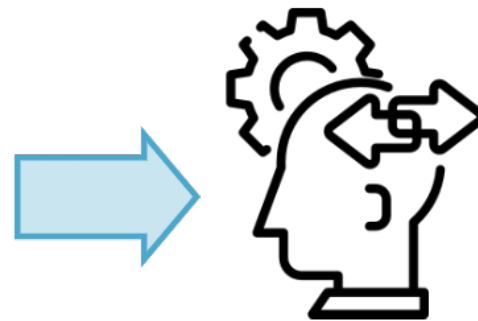
Let People
Influence
Change


2022 – Focus on People

Focus on *People*

Build relationships
Understand how
you (and others)
like to work

Know Yourself



 Behavioral
Assessment



Know Your Project Team

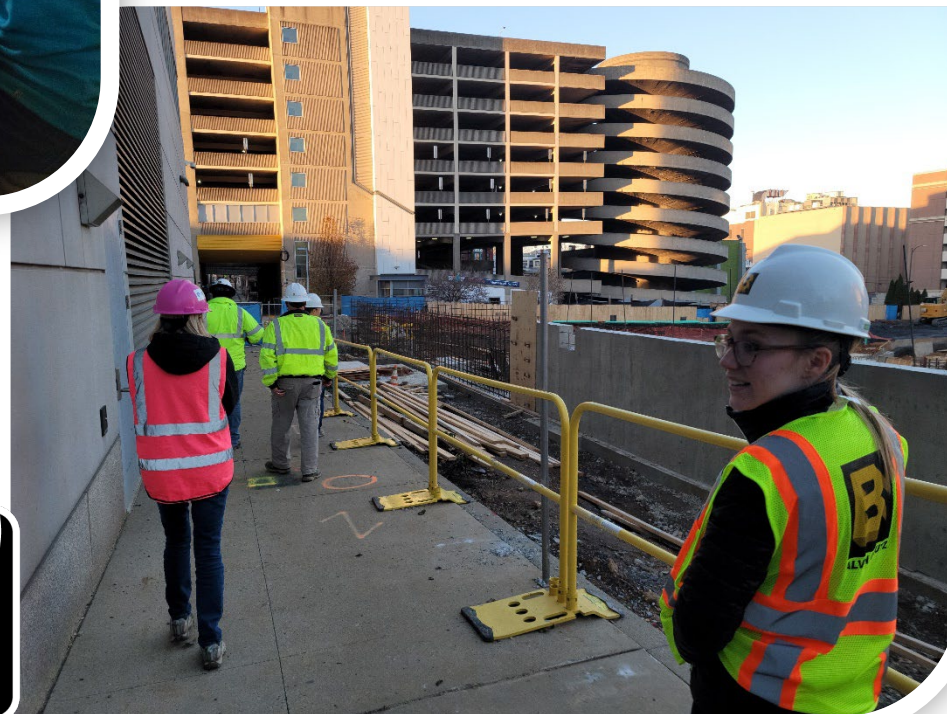


 Team
Health

2022 – Connecting Our People



Better Sharing of Ideas



DAVINCI SCIENCE CENTER

Please join us for the
**BFC
LEAN
COP**

DEC 2, 2022
3:00-4:00 PM
835 Hamilton St.,
Allentown

Parking is available in the Maple St. and Spiral Parking Decks. Field office is in the DLP building directly across from the Butz Corporate Office. Follow the Butz signs to the eastern-most door.

Meet the Team:
Wendy Body – Senior Project Manager
Jon Witmer – Senior Superintendent
Steve Butz – Project Manager
Jan Ahner – Superintendent
Natalie Seifert – Project Engineer

The DaVinci Science Center, a science museum and nonprofit, is moving from its former location on Cedar Crest College's campus to the corner of 8th and Hamilton. The **67,507 SF** building will consist of a basement and two additional floors and feature interesting (and challenging!) exhibits like an **otter habitat** and a potential **Mack Truck feature**.

Construction of the **\$37,932,049** project is still in its early stages. By the time of this event, **micropiles** will (hopefully!) be complete, and **foundation and utility work** in progress.

The DaVinci Team at Butz is working hard to implement LEAN tools and techniques like a **pull planning**, **team health surveys**, **meeting dashboards**, **CoS/KPIs**, and using a **CoLo field office**.

JOIN US FOR HAPPY HOUR AT BRU DADDY'S TO FOLLOW!



LEAN
105
MEMBERS

2023

WHY

DEMAND GROWING

WHO

TEAMS & CLIENTS

HOW

TRAININGS & SIMULATIONS

RESULT

ELEVATING MORE TEAMS

Future



Focus on
Culture

Educate
Elevate
Align



Leadership
Support



Champions



Let People
Influence
Change

2023 – Butz 21 Standards



EMPOWER OUR TEAMS

By engaging those who are doing the work, we give them a voice to improve the work. Change does not always come from the top. When a teammate knows their voice is heard, they know their role can improve how the company operates.

TEAMWORK



DEVELOP OTHERS

FOSTER AND PROVIDE FRAMEWORK FOR THE GROWTH OF OTHERS. YOUR GROWTH AND THE GROWTH OF THE COMPANY ARE DEPENDENT UPON EVERYONE CONTINUOUSLY IMPROVING.

GROWTH

CONTINUOUS IMPROVEMENT

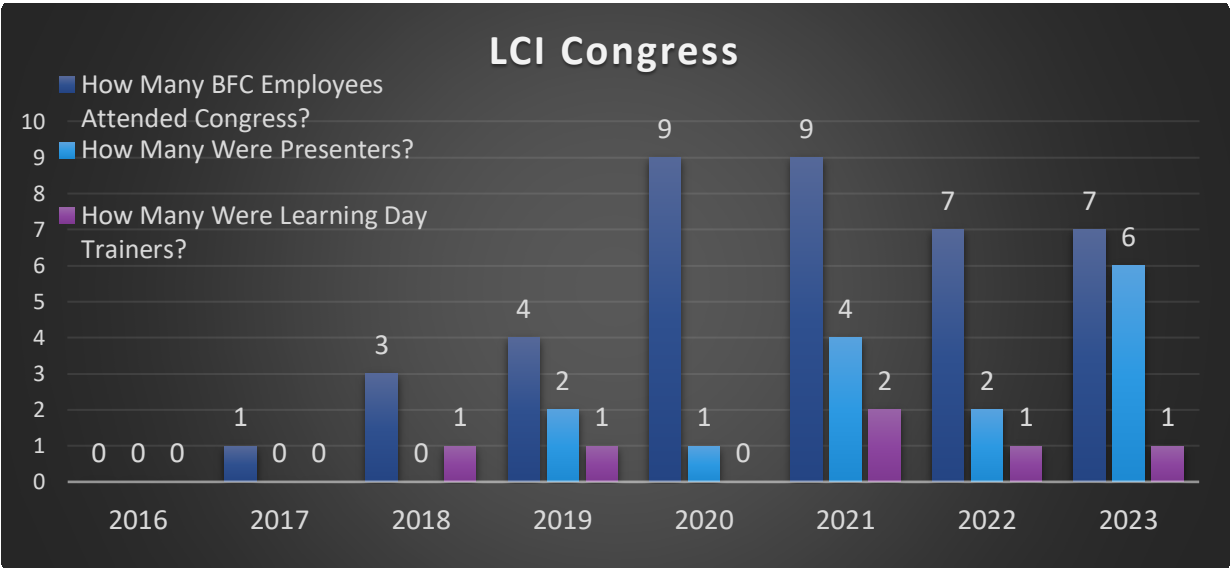
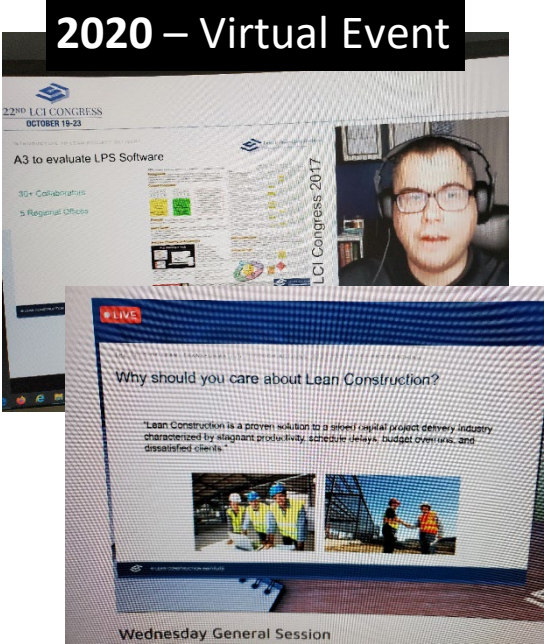
Be Innovative.

Be a change agent! Introduce and develop new ideas. Contribute ideas and solutions that improve workplace challenges and problems. Don't just do things because that's the way we've always done them. Improve them. Look for better solutions.

Memorable Moments

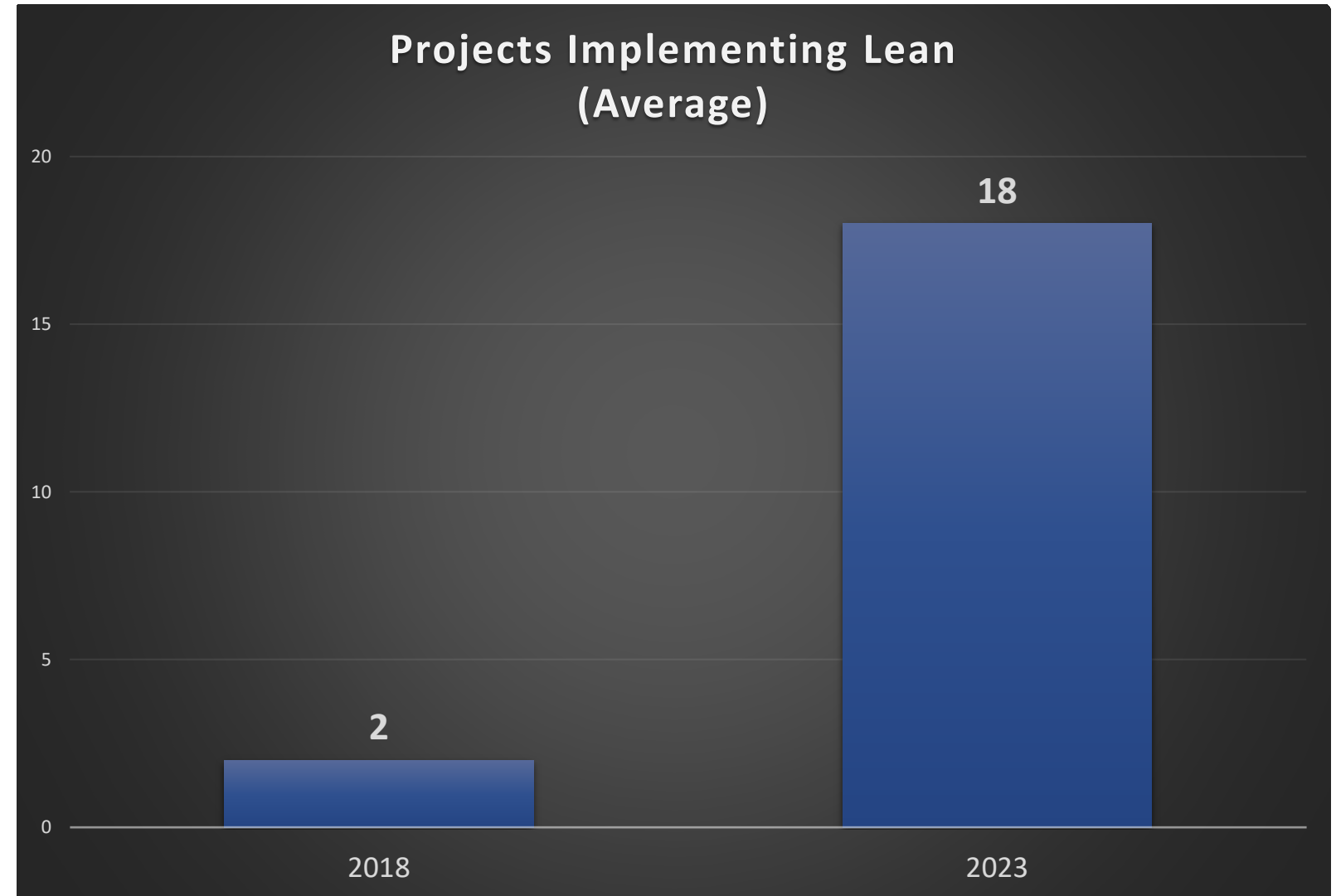


2017 – 2023 A Commitment To LCI Congress



2016 – 2023: Reflection

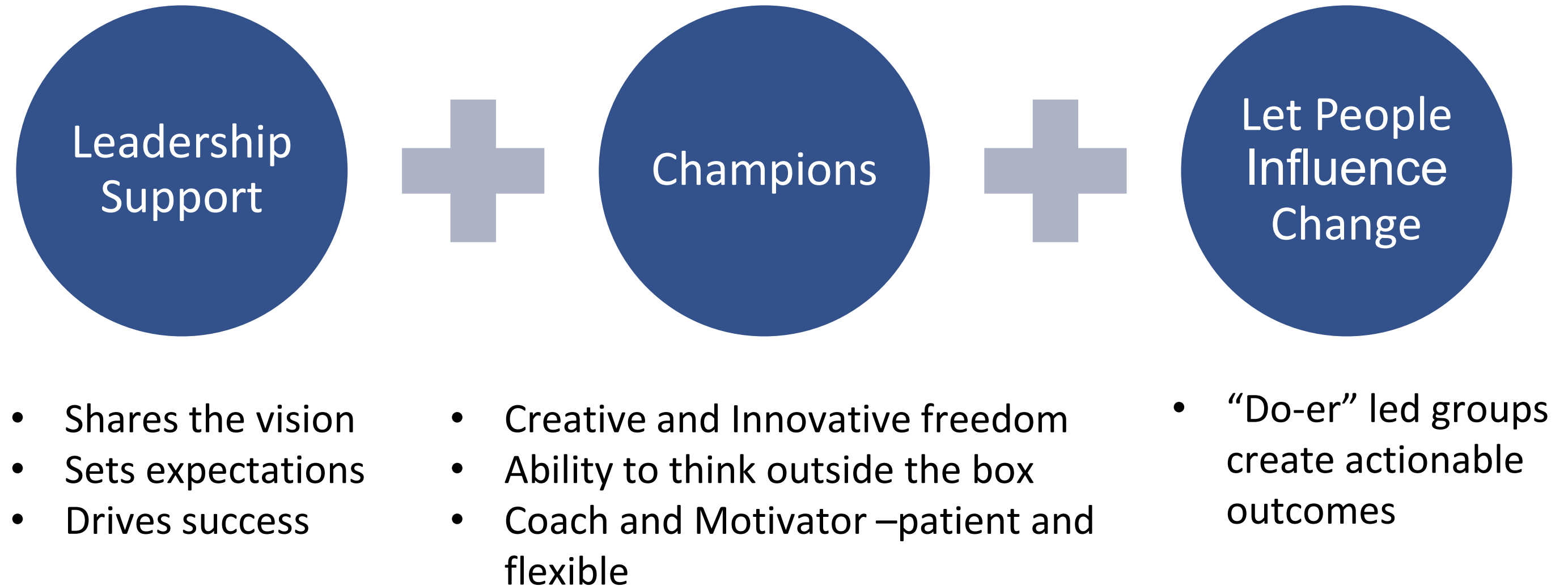
Introduction to Lean
+
Examples of Success
+
Experimentation
+
Lean Understanding
+
Personal Lean Success
=
Lean Adoption



Takeaways



Takeaways



Mindset of continuous improvement built into the culture – everyone’s role

How can you apply this tomorrow?



**WHETHER YOU THINK YOU
CAN OR THINK YOU CAN'T,
YOU'RE RIGHT.**

- HENRY FORD

QUOTESPEDIA.ORG

MINDSET



CHANGE AGENT



25TH LCI CONGRESS
OCTOBER 24-27, 2023



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.

LET'S CONTINUE THE CONVERSATION!

Join us for a

HAPPY HOUR

Hosted by



**BUTZ
FAMILY OF
COMPANIES**

TIME & PLACE



400 RENAISSANCE DR

FUELL AT THE RENAISSANCE
CENTER MARRIOTT
LEVEL 3

TIME:

5:30-7:00



Contact Us



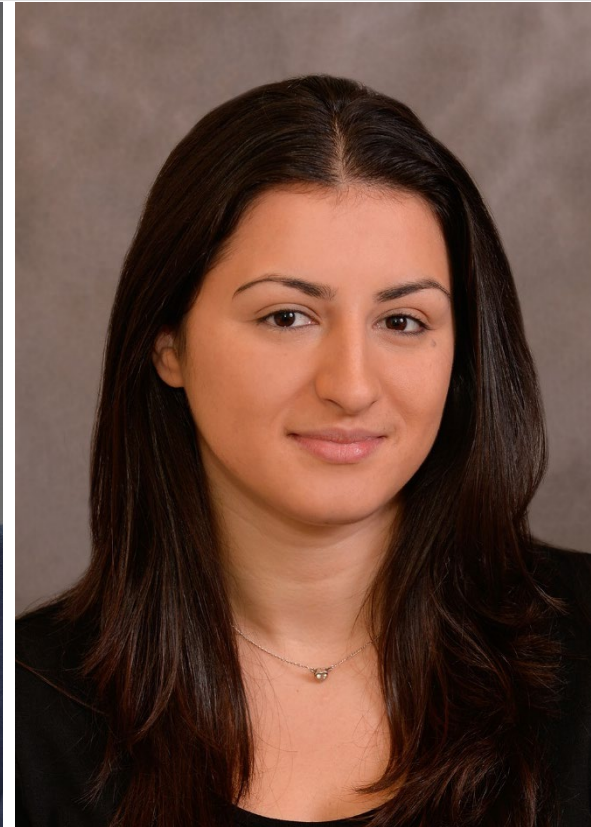
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25TH LCI CONGRESS
OCTOBER 24-27, 2023

Thank you for attending this presentation. Enjoy the rest of the 25th Annual LCI Congress!