

Table Set Up

Please move to a table where you do not know anyone.

Introduce yourself to others at your table.
Choose a **Facilitator** to today's presentation
Also, choose a **timekeeper**.

5 Min

Icebreaker



Table discussion:

Define Collaboration in less than 10 words

5 Min

LCI Course:
Introduction to Lean in the Design Phase
4 CEU

Sign the sign-in sheet for credit



**Approved
Continuing
Education**

Agenda

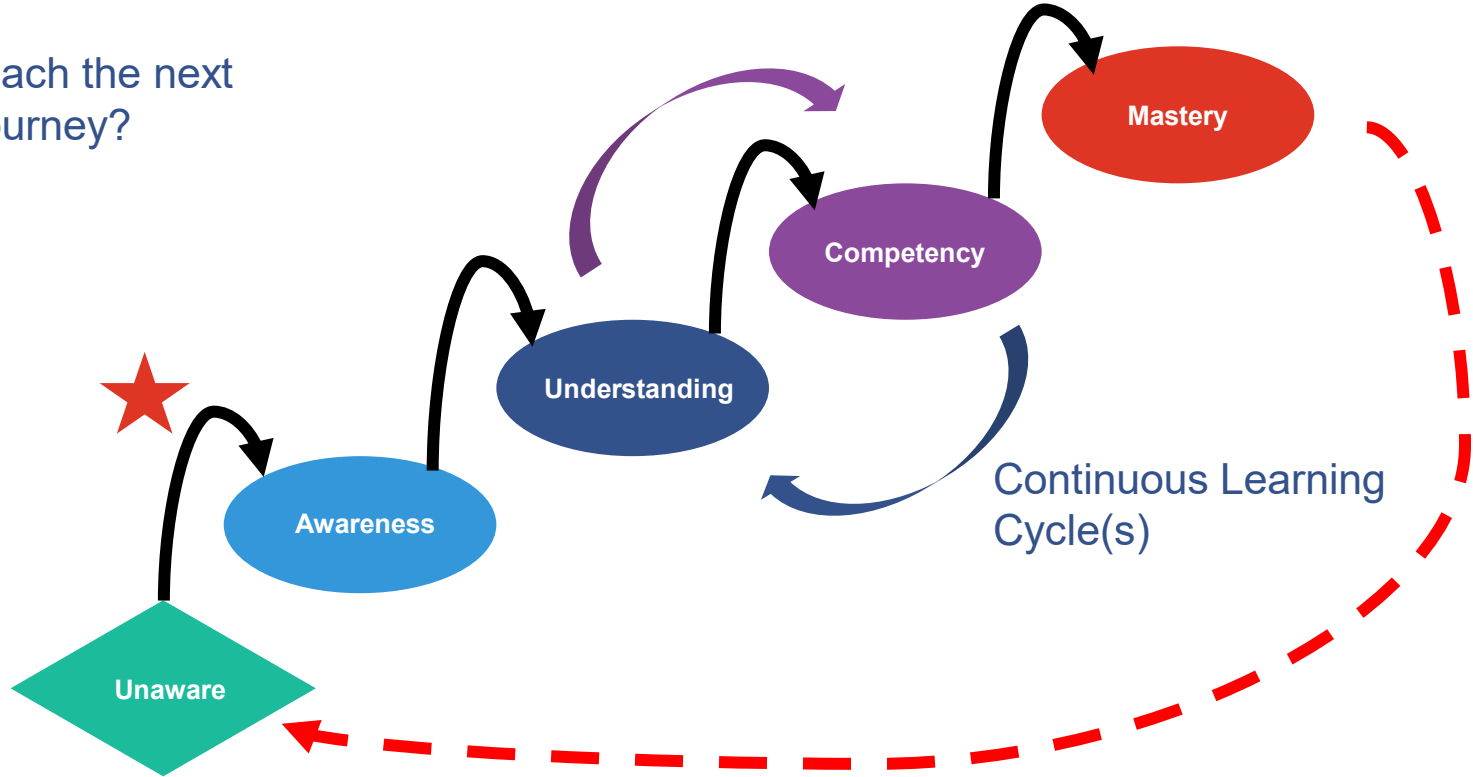
- 8:00 AM** – Introductions
- 8:10 AM** – Set Up
- 8:45 AM** – Lean
- 9:15 AM** – Lean Operating System
- 10:05 AM** – People
- 10:30 AM** – Practices
- 10:50 AM** – Target Value Delivery
- 11:15 AM** – Other Tools
- 11:45 AM** – Final Report Out
- 12:00 PM** – Adjourn



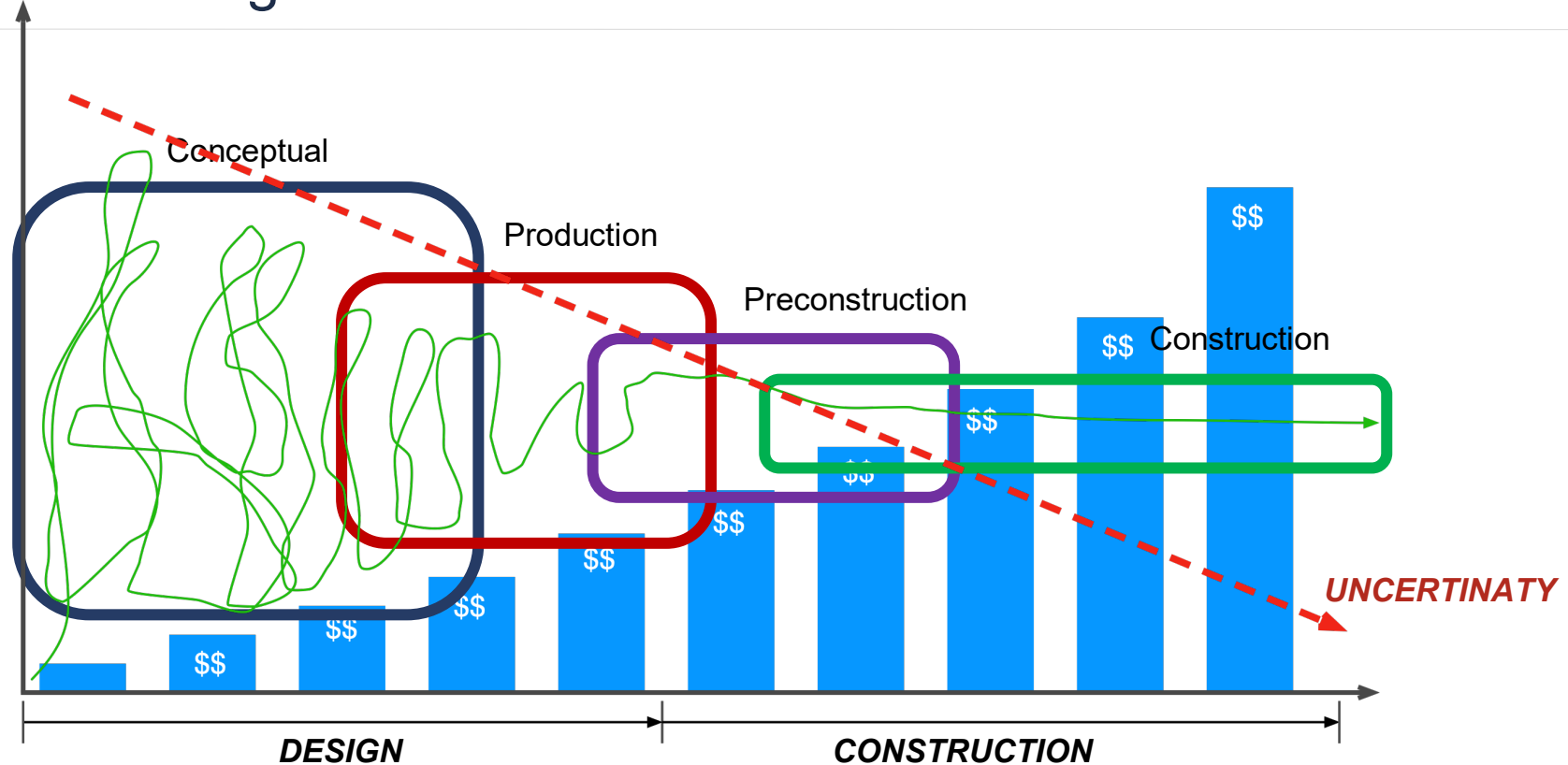
Set Up

Lean Journey to Mastery

How will you reach the next level on your journey?



Nature of Design: Current State



Traditional Delivery Outcomes...



Risk is high.



72% of projects are delivered late.



73% of projects are over budget.



Rework and waste is high.



Teamwork is unreliable.



Customers are not satisfied.

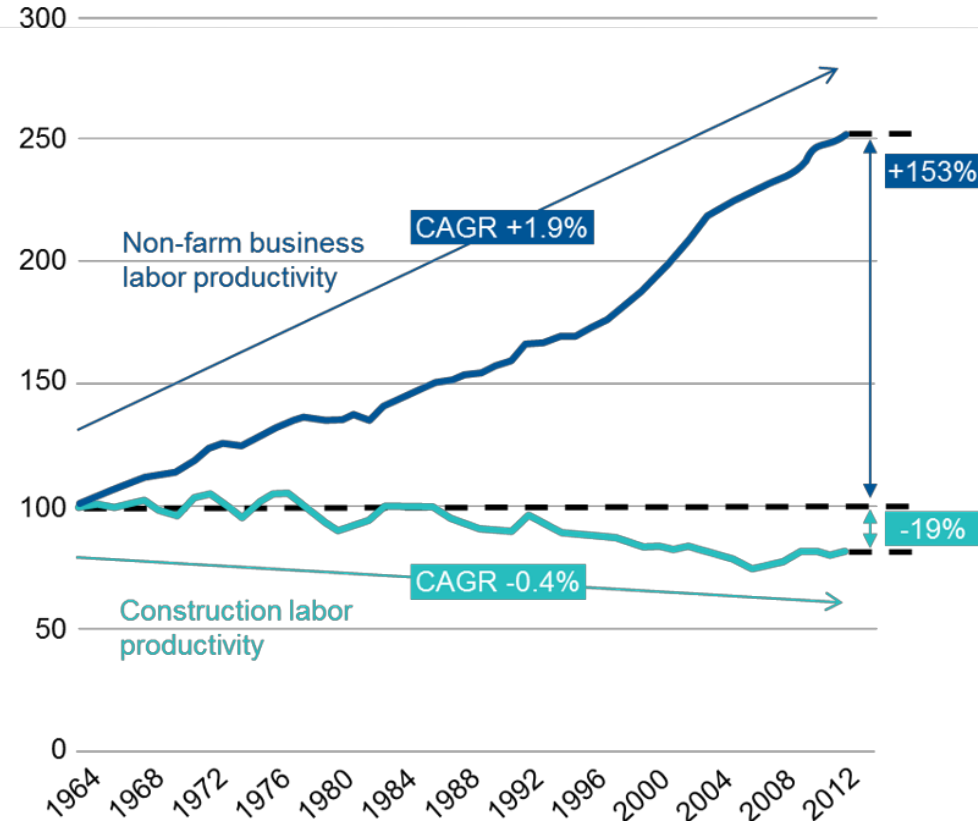


Profit margins are shrinking.



The Reality...

Construction Industry labor productivity has decreased 19% overall since 1964 while all other tracked industries have increased productivity an average of 153%.



The Reality...

98%

of mega-projects
>\$1 Billion
experience
cost overruns

Source: B. Bechtel

95%

of all projects
FAIL to meet
one or more of
their business
objectives

Source: CII

70%

of all projects
are not completed
within 10% of
budgeted cost
or schedule

Source: CII

41%

of project capital
is WASTED ON
TRANSACTIONS

Source: CII/NTNU



Root Causes

- The 10 root causes for improving industry productivity.
- Ranked by industry player from 10 to 1
- *“Design Processes and investment are inadequate”* ranked number one!



SOURCE: McKinsey Global Institute analysis

		Rankings			
		1 (Highest) 10 (Lowest)			
		Overall	Contractor	Owner	Supplier
External forces 	<input checked="" type="radio"/> Increasing project and site complexities	4	3	4	3
	Extensive regulation, land fragmentation, and the cyclical nature of public investment	8	8	8	7
	Informality and potential for corruption distort the market	10	10	10	8
Industry dynamics 	Construction is opaque and highly fragmented	9	9	9	9
	<input type="radio"/> Contractual structures and incentives are misaligned	2	1	5	1
	Bespoke or suboptimal owner requirements	6	5	6	10
Firm-level operational factors 	<input checked="" type="radio"/> Design processes and investment are inadequate	1	2	2	4
	<input type="radio"/> Poor project management and execution basics	5	6	1	6
	Insufficiently skilled labor at frontline and supervisory levels	3	4	3	5
	<input type="radio"/> Industry underinvests in digitization, innovation, and capital	7	7	7	2

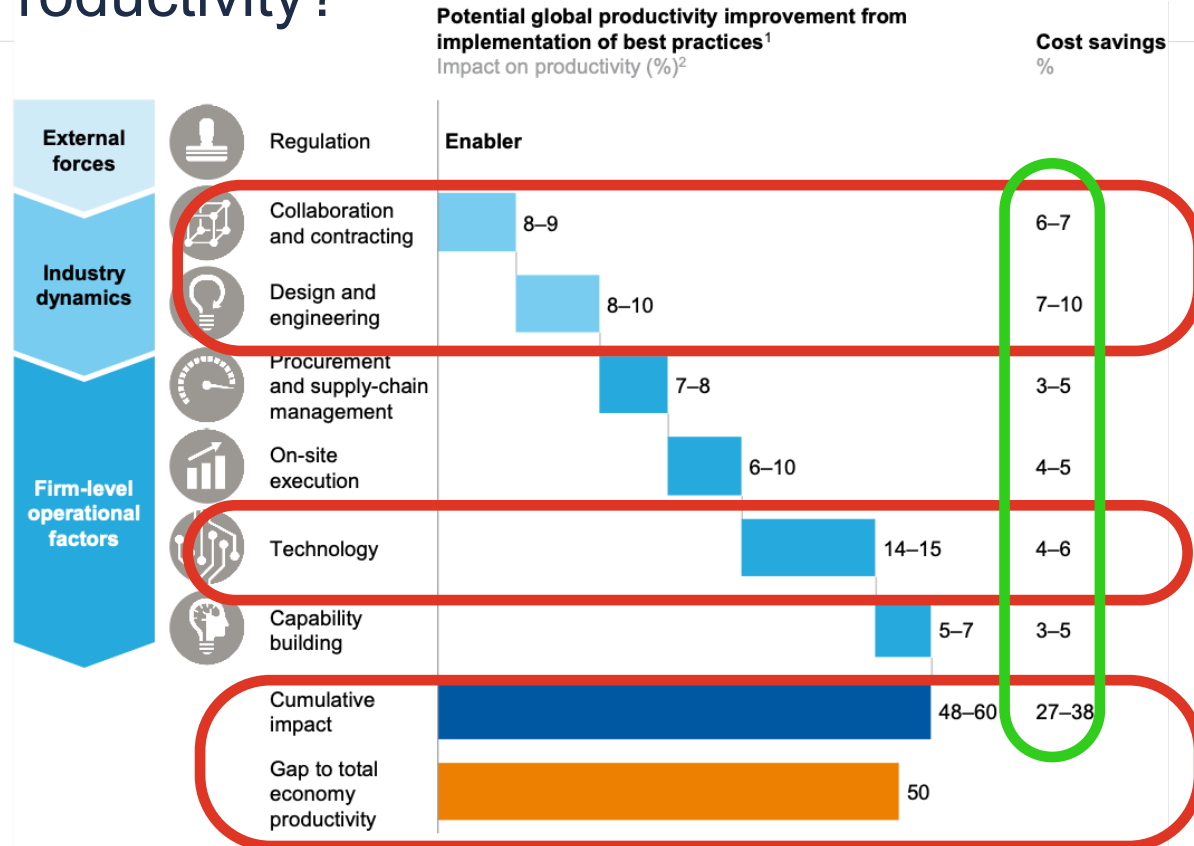


How Do We Improve Productivity?

- Where is the potential for improvement?
- Collaboration, Design/Engineering
- Use of Technology

Total Gap to average economy productivity is -50%

Cumulative impact is 48-60%

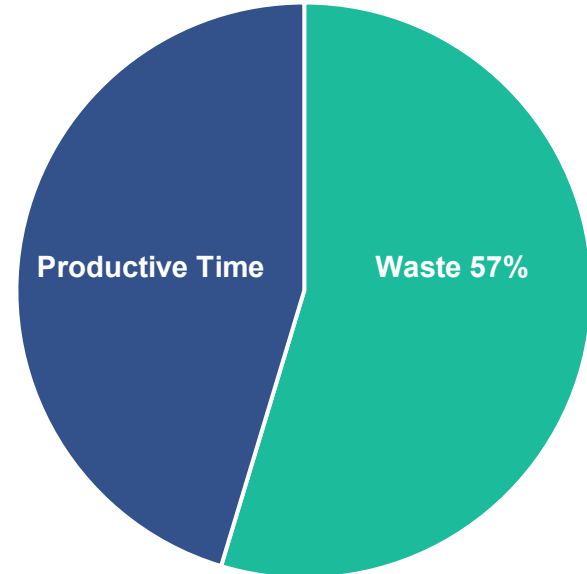


The Opportunity...

MANUFACTURING



DESIGN/
CONSTRUCTION



2004 study by the Construction Industry Institute

Discussion Question: Box #2

What are ***your*** dissatisfactions with the way projects are currently delivered?

Individually list at least 3 dissatisfactions on a post-it note. Table facilitator to allow for 8 minutes for discussion and then create a list of the 3 that have consensus in Box #2

CREATE ANSWERS 10
MINUTES:
REPORT OUT 5 MINUTES

Owner Dissatisfaction

less than one in ten owners (9% to be exact) believe they are achieving a high level of excellence in total project performance.

9%



2018 CURT Owner Study
Continuum Advisory Group

Excellence

OWNERS

WHAT SETS HIGH EXCELLENCE A/E/C PARTNERS APART?

- Integrity
- honesty regarding team-member experience
- Long term partnerships
- Understanding the customer (end user) needs and striving to meet them.
- Proactive problem solving
- Transparency when something goes off the rails
- Knowledge of owner systems/processes/facilities
 - not having to repeat the learning curve
- Listening and reacting appropriately.
- Other

A/E/C PARTNERS

WHAT SETS HIGH EXCELLENCE OWNER CLIENTS APART?

- Strong culture and values.
- Trust is instantly there
- Transparency
- Shared success mindset (“we/the team” not “us and them”)
- Rapid decision making capability
- The right attitude - trusting that your A/E/C partners are the experts in what they do
- Experience

*2018 CURT Owner Study
Continuum Advisory Group*



Dissatisfaction

IF YOU COULD CHANGE ONE THING ABOUT YOUR PROJECT PARTNERS, WHAT WOULD IT BE?

WHAT OWNERS WANT TO CHANGE ABOUT THEIR CONTRACTORS

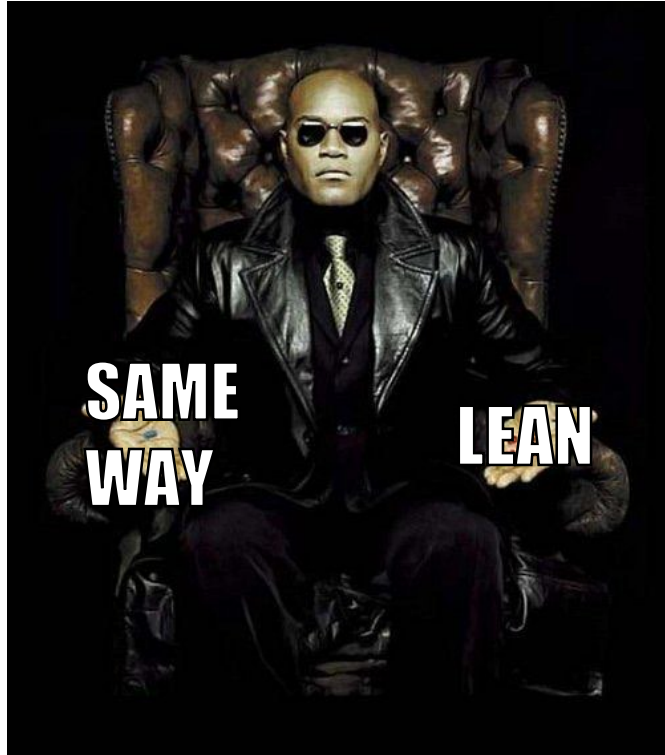
- | | | |
|----|------------------------|-----|
| 1. | Trust and Transparency | 22% |
| 2 | Alignment | 17% |
| 3. | Innovation | 17% |
| 4. | Contracting Approach | 17% |
| 5. | Relationships | 17% |
| 6. | Other | 10% |

WHAT AEC'S WANT TO CHANGE ABOUT THEIR OWNERS

- | | | |
|----|----------------------|-----|
| 1. | Contracting Approach | 46% |
| 2 | Collaboration | 38% |
| 3. | Other | 16% |

*2018 CURT Owner Study
Continuum Advisory Group*

Let's try something new.....



We are now in a world where the risk of trying something new is actually much lower than the cost of sticking to what has worked in the past.

Bill Taylor, Fast Company

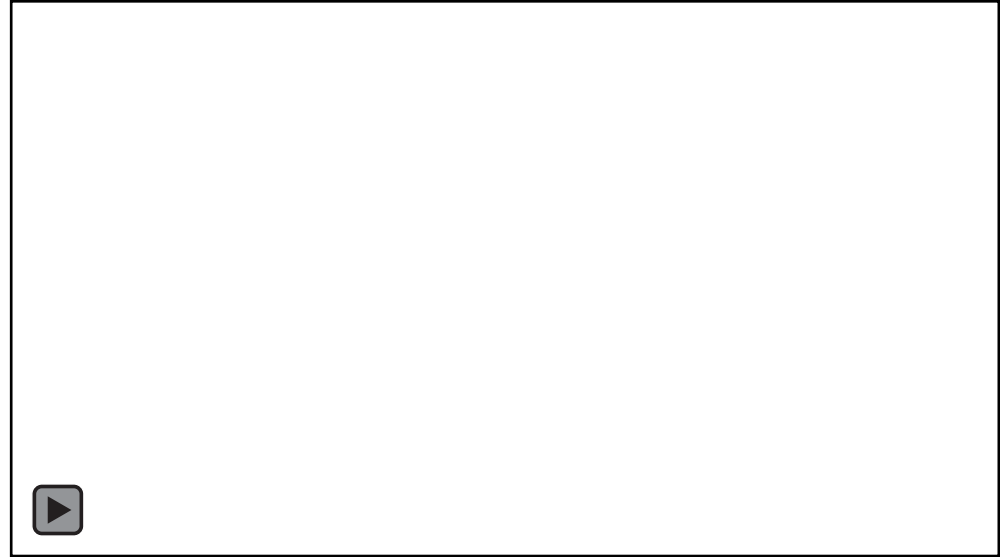
Change

Customer defines **Quality** from actual experience with the product or service.

Create efficient processes **back from the customer** to the creation of the product or service.

Scientifically approach process.
Theory-Question-Improve

Workers, given the opportunity, will change and improve the processes.



Steve Jobs in 1993 as CEO of NeXT Computer

Lean

Definition of Lean

What is Lean?

A *management system* and *culture of respect* designed as a way we work by *adding value for our customers* and *eliminating waste*.

Every person associated with the delivery of the good or service is empowered to improve their processes.



Definition

What is Lean Project Delivery?

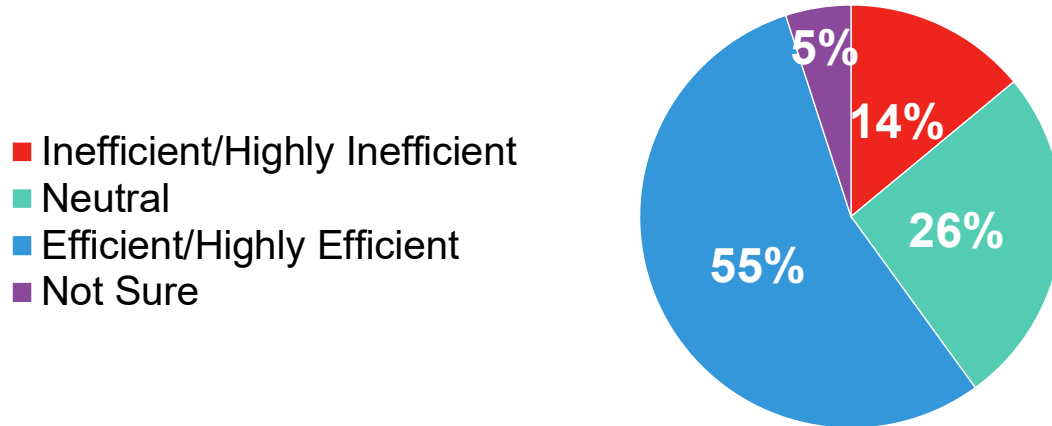
A structured application of the *Lean philosophy* facilitated with specific *tools* and *processes* to enhance and align the *flow* of information and *eliminate the waste* inherent in the legacy project delivery system.



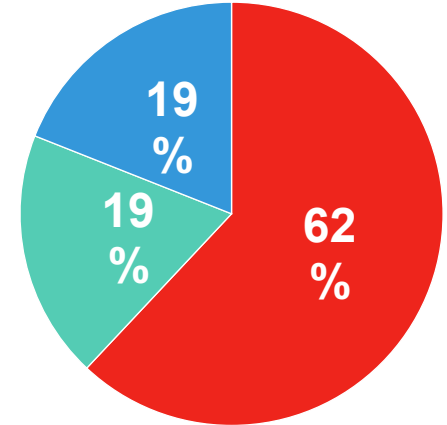
Overcoming Industry Inertia

Efficiency of Construction Processes in the Industry (By Level of Lean Engagement)

Non-Lean Practitioners



Lean Practitioners



Goals of Lean Project Delivery

- 1 Achieve reliable workflow
- 2 Maximize value to the customer
- 3 Minimize waste
- 4 Optimize the whole, not the parts
- 5 Develop a discipline of learning and continuous improvement.



Lean Project Delivery Enables



Risk to be collaboratively managed.



Team-wide reliability.



Projects to be delivered on time.



Higher customer satisfaction.



Projects to be delivered within the budget.



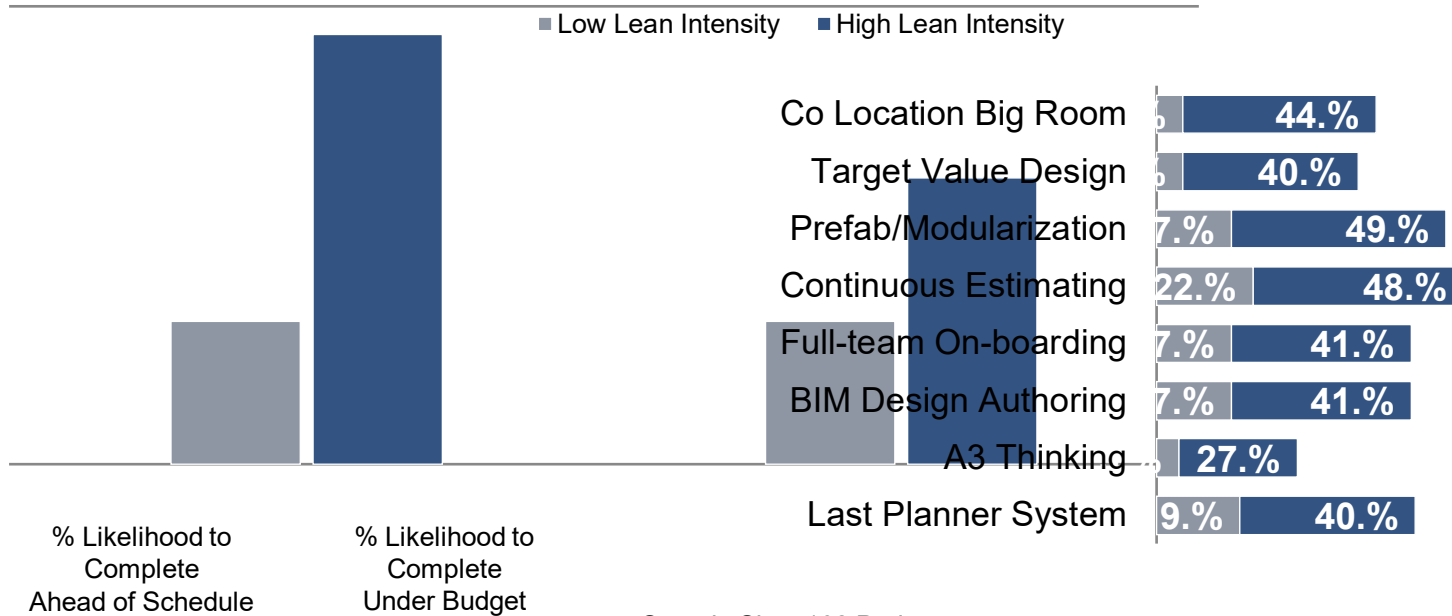
Fair profits for providers.



Minimizing waste and rework.

Do Lean Practices Help?

Correlation of lean intensity to outcomes (% likelihood on best projects)

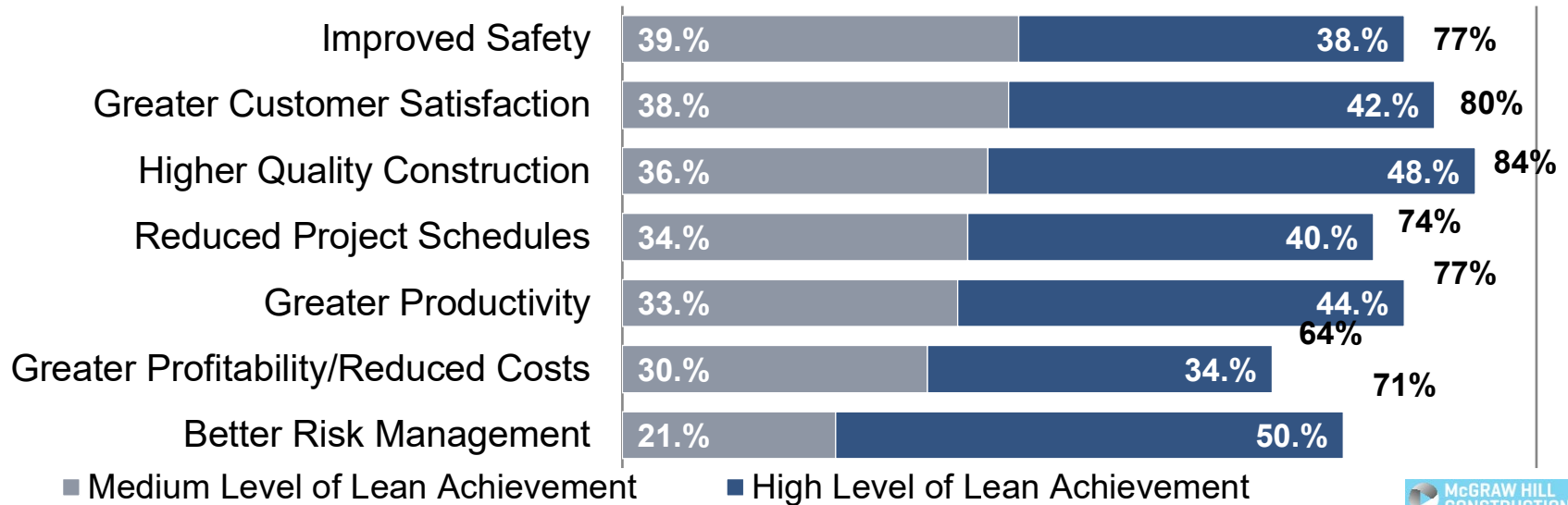


Sample Size: 162 Projects

Source: LCI-Dodge Data and Analytics Benchmarking 11.17.16

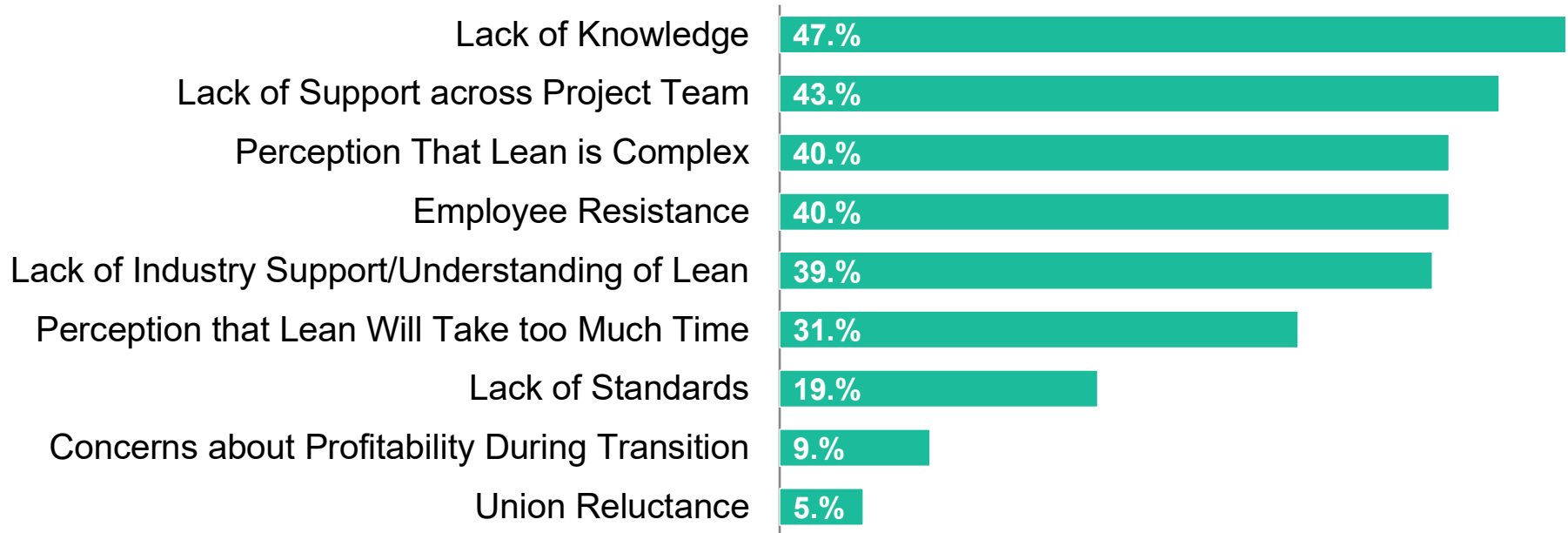
If You Use it.... You Will Improve

Results from implementing Lean practices.



Challenges

Top Challenges Faced in the Implementation of a Lean Approach



Discussion Question: Box #3

Individually list what 3 things would you change to create better project outcomes and a more sustainable Design and Construction industry?

Table facilitator to allow for 10 minutes for discussion and then create a list of the 3 that have consensus in Box #3

CREATE ANSWERS 10
MINUTES:
REPORT OUT 5 MINUTES

Lean as an Operating System

Project Elements

Lean Teams organize as a single entity across all project delivery disciplines.



Lean can be implemented regardless of commercial terms:

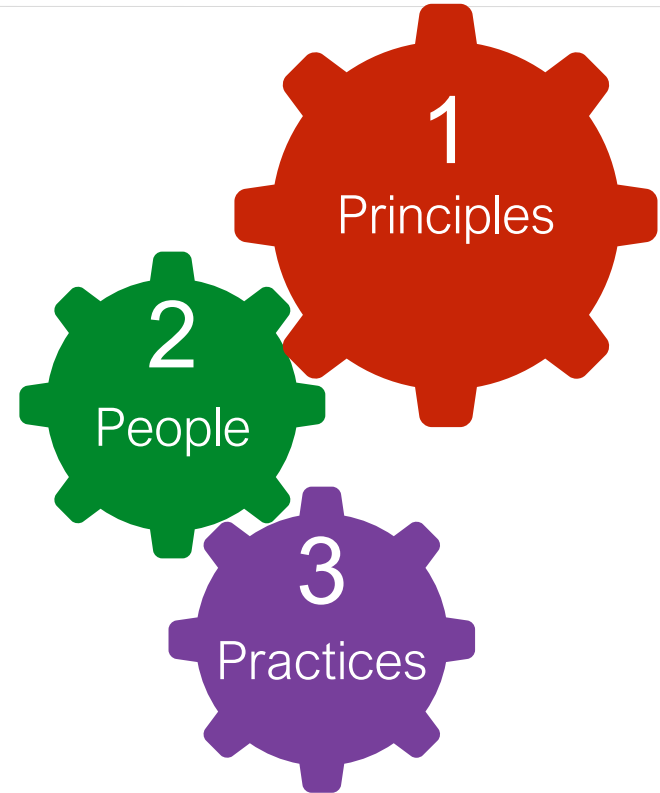
The degree of implementation varies with the terms.

A Lean Operating System is an organized implementation of Lean Principles and Tools combined to allow a team to operate in unison to create flow.

Lean Operating System

Components Include:

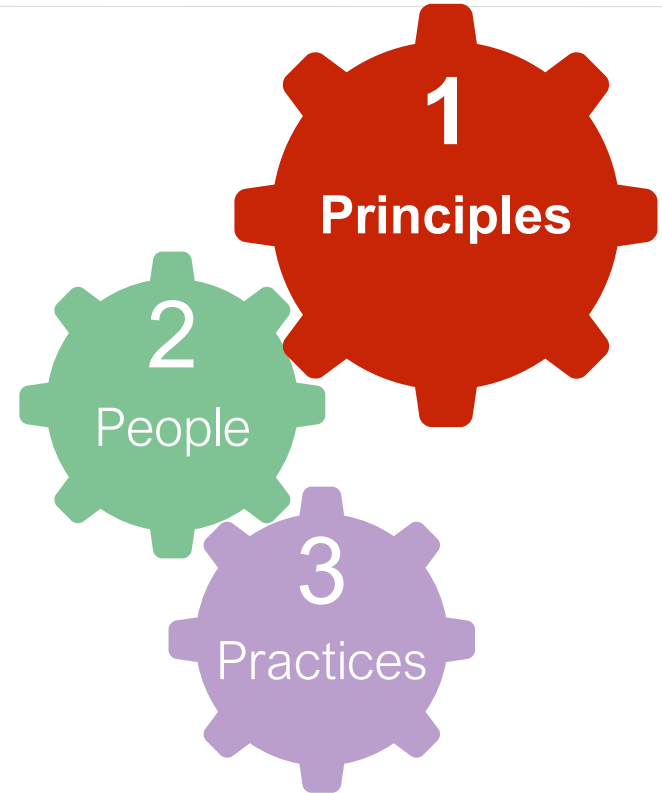
- Principles
- People
- Practices



Lean Operating System

Principles

- LCI Six Tenets
- Creating uniform flow
- Continuous Improvement

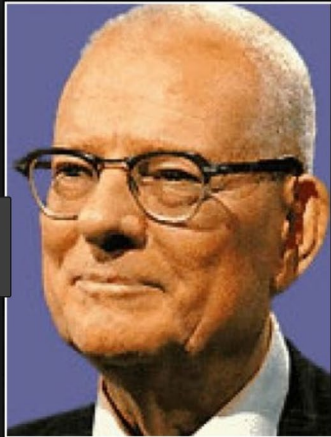


Six Tenets of Lean

- 1 Respect for people
- 2 Optimize the Whole
- 3 Generate Value
- 4 Eliminate Waste
- 5 Focus on Flow
- 6 Continuous Improvement



Respect for People



Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee. The role of management is to change the process rather than badgering individuals to do better.

— *W. Edwards Deming* —

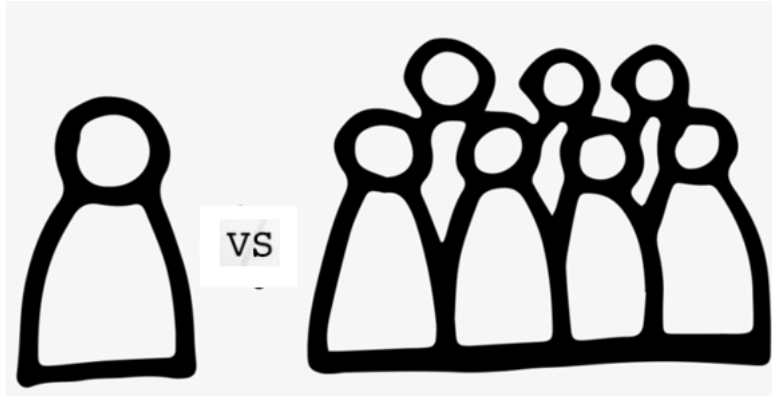
AZ QUOTES

1

RESPECT FOR PEOPLE

People transform ideas and materials into value. People are essential to Lean project delivery so they must collaborate within and across teams using foundational Lean principles with the goal of optimizing overall value.

Optimize the Whole



OPTIMIZE HERE

2 OPTIMIZE THE WHOLE

Lean approaches focus on optimizing the whole of the project. Looking beyond the local and individual efforts to study the overall outcome to determine where value is added and waste can be eliminated.



Generate Value

3 GENERATE VALUE

Team members have the ability to understand and refine the definition of value from the customers' point of view, and this definition becomes increasingly clear through the life of the project.



Generating Value



If it is not something the client is willing to pay for, it is non-value added. Everything else is waste, and therefore should be eliminated, simplified or reduced.

— “The Toyota Way” by J. Liker

Eight Types of Waste

Waste is any activity that requires time or resources but does not create value for the customer.



Over/Under Production



Excess Inventory



Waiting



Unnecessary Motion



Unnecessary Transportation



Defects



Over Processing



Unused Creativity of Team
Members
(Not listening/Not speaking up)



Focus on Flow

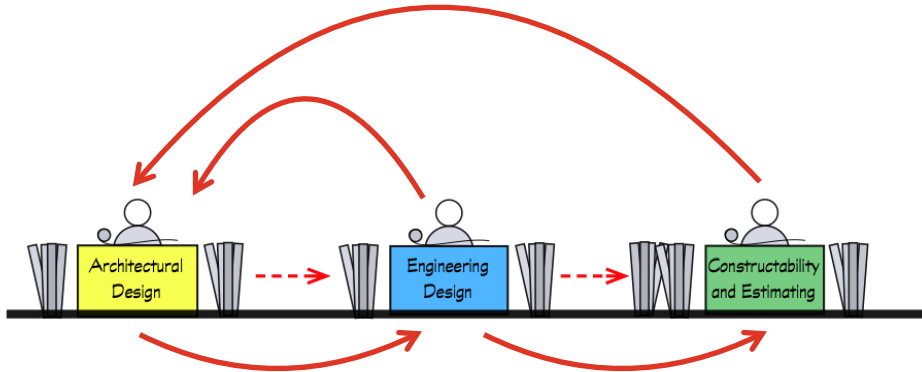


5 FOCUS ON FLOW

Project team members collaboratively find ways to eliminate steps that have no value which shortens the process, all while focusing on flow efficiency.

Flow and Smaller Batch Sizes

Design Coordination or re-design to reduce costs.

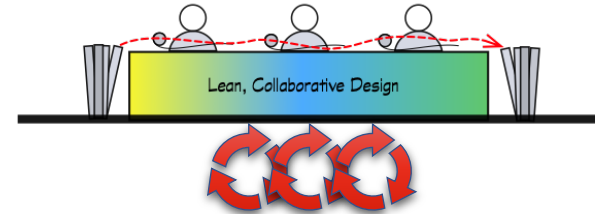


You do your work before I do mine.

Typical Design Process	1	2	3	4	5	6	7	8	9
Architectural Design	Yellow	Yellow	Yellow						
Engineering Design	Red	Red	Red	Blue	Blue	Blue			
Constructability/Estimating	Red	Red	Red	Red	Red	Red	Green	Green	

Waiting

Smaller Batch Sizes

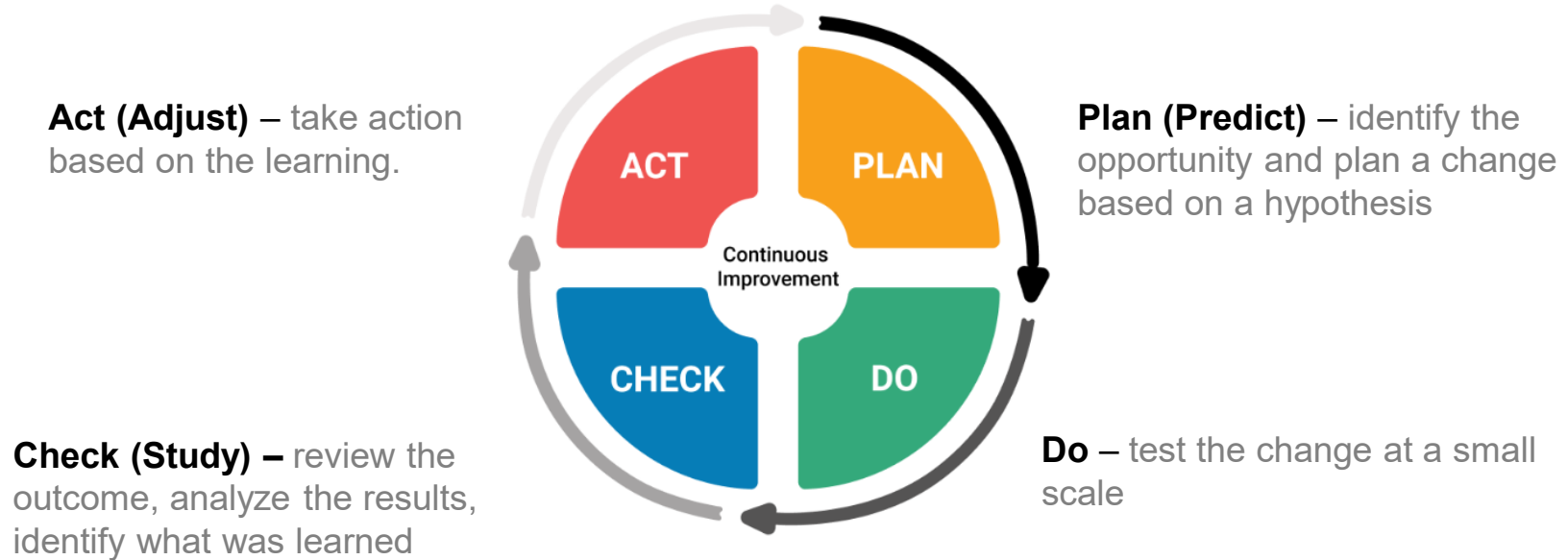


Lean, Collaborative Design	1	2	3	4	5	6	7	8	9
Architectural Design	Yellow	Yellow	Yellow						
Engineering Design	Red	Blue	Blue	Blue					
Constructability/Estimating	Red	Red	Green	Green	Green				

Less waiting



Continuous Improvement (PDCA or PDSA)

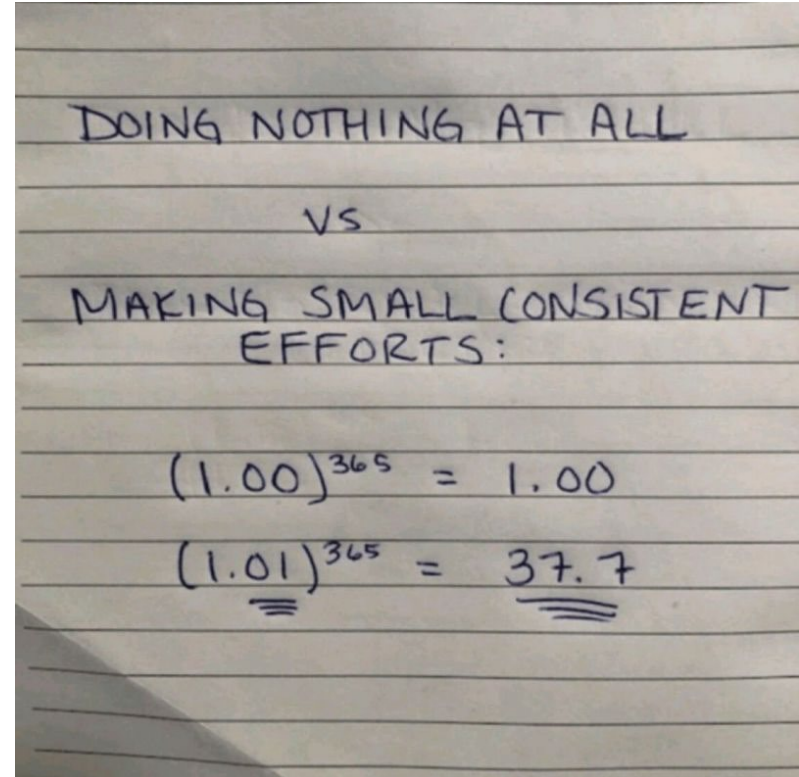


Lean thinking demands a mindset of continuous improvement.



Innovation

High performing teams allow for small and incremental FAILURES... to allow for learning, advancement and INNOVATION!



Discussion Question: Box #4

Discuss the following question:

- Why are project outcomes not predictable (cost/schedule)?

Table facilitator to allow for 10 minutes for discussion and then create a list of the 3 that have consensus in Box #4

TOTAL TIME 15 MINUTES:

10 Minute Break

**To improve is
to change. To
be perfect is to
change often.**

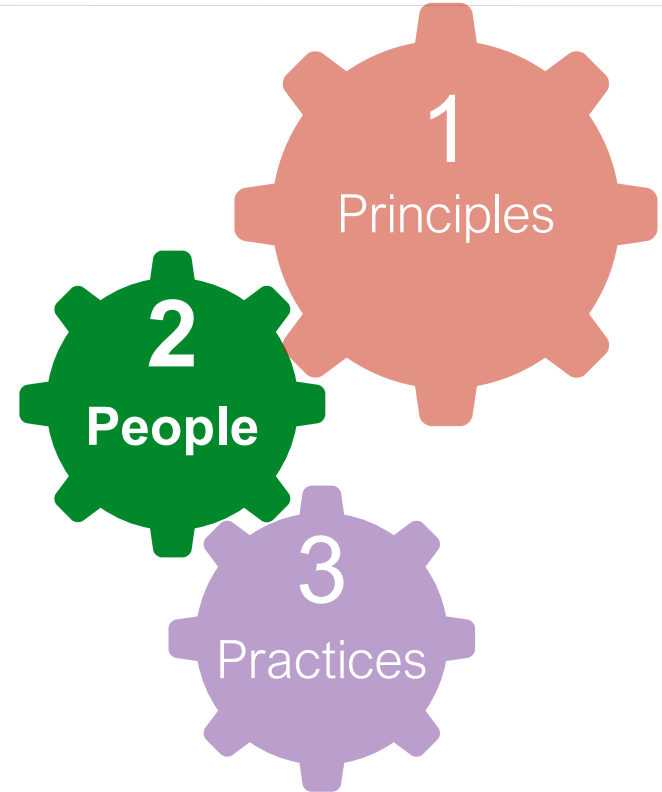


People

Lean Operating System

People

- High Performing Team
- Project as a Promise
- Trust
- Conditions of Satisfaction
- Respect





Characteristics of High Performing Teams

- 1 A high performing team is built on a strong foundation of trust and transparency among all members.
- 2 There is a culture of respect that enables members to effectively delivery against CoS.
- 3 High performing teams break down barriers through innovation and continuous improvement.
- 4 They break down traditional silos to maximize skills and optimize performance.



Behaviors

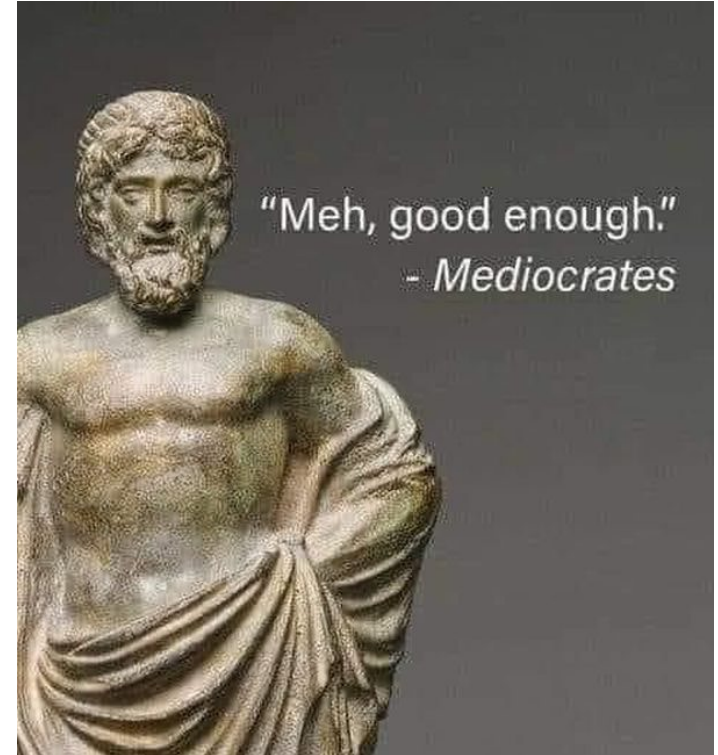
- Test the team “health” often.
- Allow for “tough” discussions.
- Use structured conflict resolution and root cause analysis processes.
- Integrate teams as much as possible.



Trust and how to get past “Meh”... to Best!

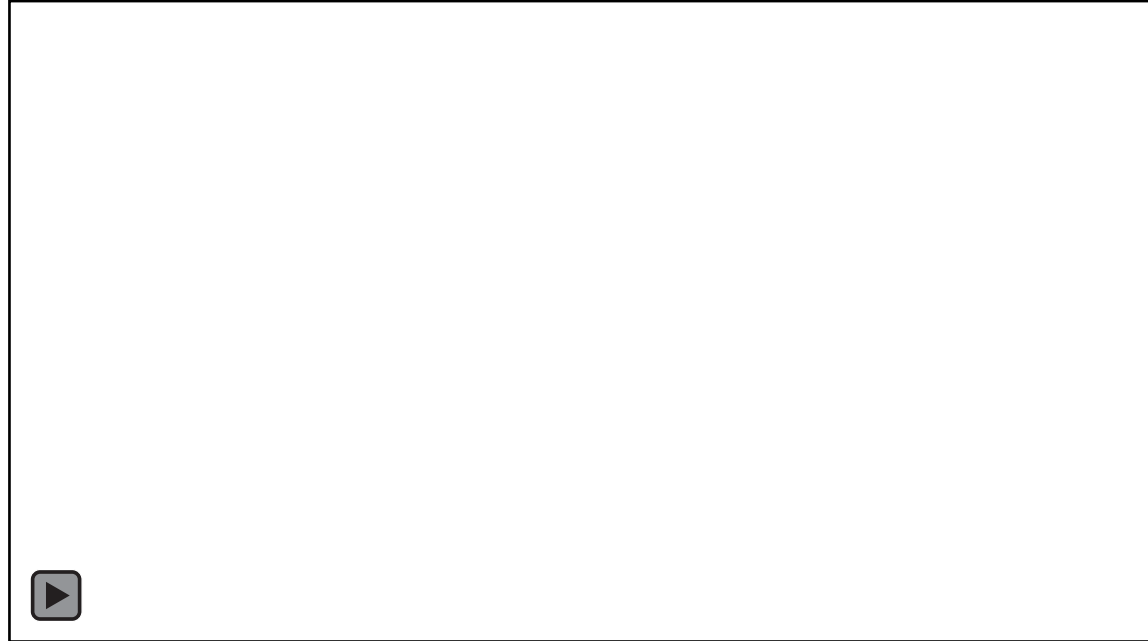
- Trust is the foundation of a high performing team.
- Decades of poor relations have led to structural distrust in our industry.
- “Your risk...My reward” mindset

... how do we build real trust on a team that may or may not have worked together before?



Trust

How important is trust?



Team Building

- Get to know one another!
- Work together and get together away from work.
- Deploy team building exercises on a regular basis.
- None of the Lean Strategy or Tactics work without Team Building, Accountability and Trust.



Project is a Promise

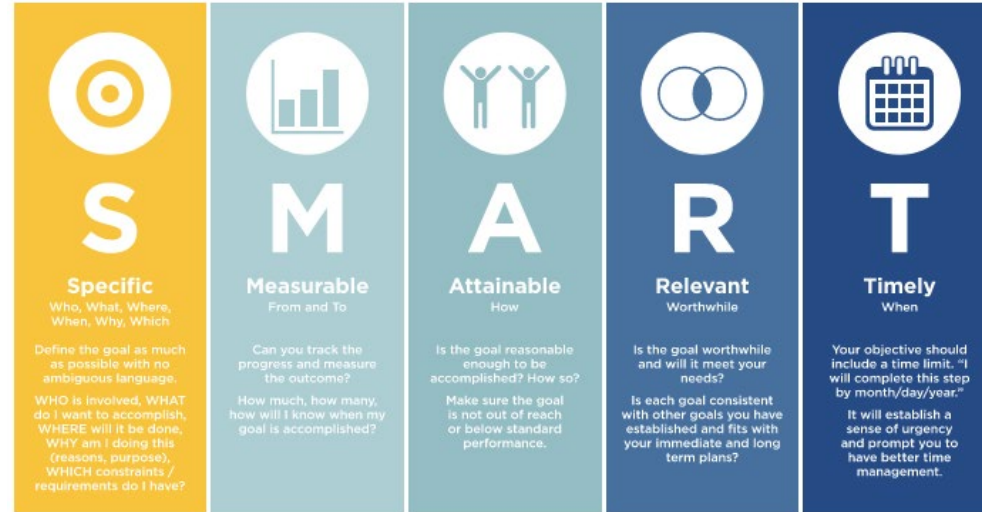


A project is a very big
promise delivered by
people in an ever
changing **network of
promises.**



Conditions of Satisfaction (CoS)

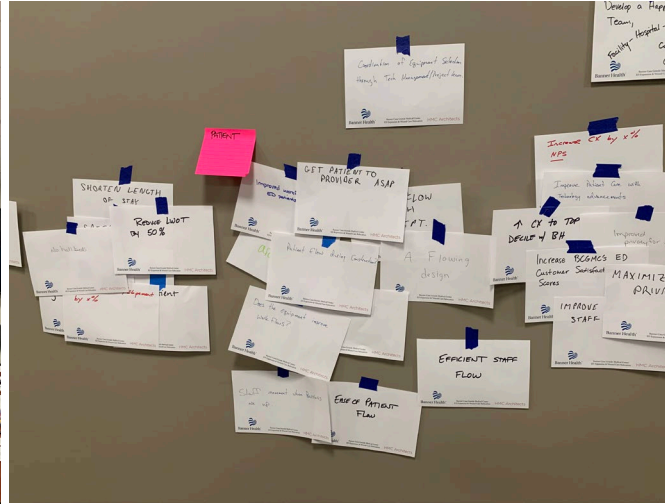
- Is a series of promises developed by the entire team.
- Defines the processes and criteria to support the owner's **Value Proposition**.
- COS should be measurable and specific.
- Should be used as the foundation of all project or teaming related decisions.



SMART Conditions of Satisfaction

CoS Example

- Gather criteria from all stakeholders.
- Assemble into clear statements of value.
- Use as the basis for decisions and guiding the process.

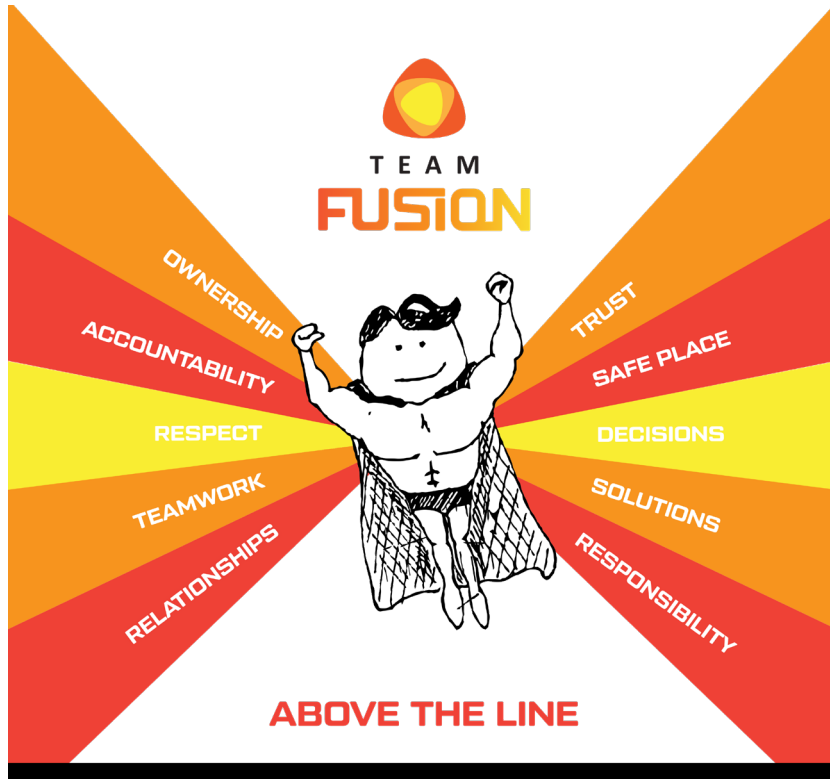


CONDITIONS OF SATISFACTION

- 1 IMPROVE THE PATIENT SATISFACTION SURVEY SCORE BY __%.
- 2 IMPROVE THE AVERAGE DOOR TO DISCHARGE TIME BY __ MINUTES.
- 3 DECREASE THE NUMBER OF FALLS FOR THE EMERGENCY DEPARTMENT BY __%.
- 4 UTILIZE THE LAST PLANNER SYSTEM TO TRACK AND MANAGE CONSTRAINTS WITH A 75% OR GREATER PPC.
- 5 BIM COORDINATION TO BE DONE THROUGH CONSTRUCTION DOCUMENT DEVELOPMENT.
- 6 EXCELLENCE IN SAFETY: 95% EXCELLENT RATINGS AND ZERO LOST TIME INCIDENTS.
- 7 EXCELLENCE IN HOUSEKEEPING: 90% EXCELLENT RATING OR HIGHER.
- 8 INNOVATION BY PREFABRICATION
- 9 ALL TEAM MEMBERS WILL GO THROUGH ONBOARDING.



Respect



BELOW THE LINE

TITLES
BLAME
CONFUSION
"CYA"
SECRETS



DENY
LYING
EXCUSES
IGNORE
FAULT

Respect



ENOUGH
LET'S
MOVE
ON

Facilitation and Leadership

- Distribute Leadership
- Avoid “Titles” and typical project hierarchies.
- In IPD projects champions should change as the project moves from one phase to another.
- Build “new” leaders....create the next project’s leadership.



Discussion Question: Box #5

Propose solutions or ways to mitigate one of the 3 top reasons listed in Box #4

Pick one of the proposed reasons in Box #4 and propose 3 actionable solutions to report out. Place tags for the top 3 in Box #5
Discuss for 8 minutes.

TOTAL TIME 10 MINUTES:

Practices

Lean Operating System

Practices

- Team Organization
- Big Room Mindset
- Collaborative Planning
- Target Value Delivery



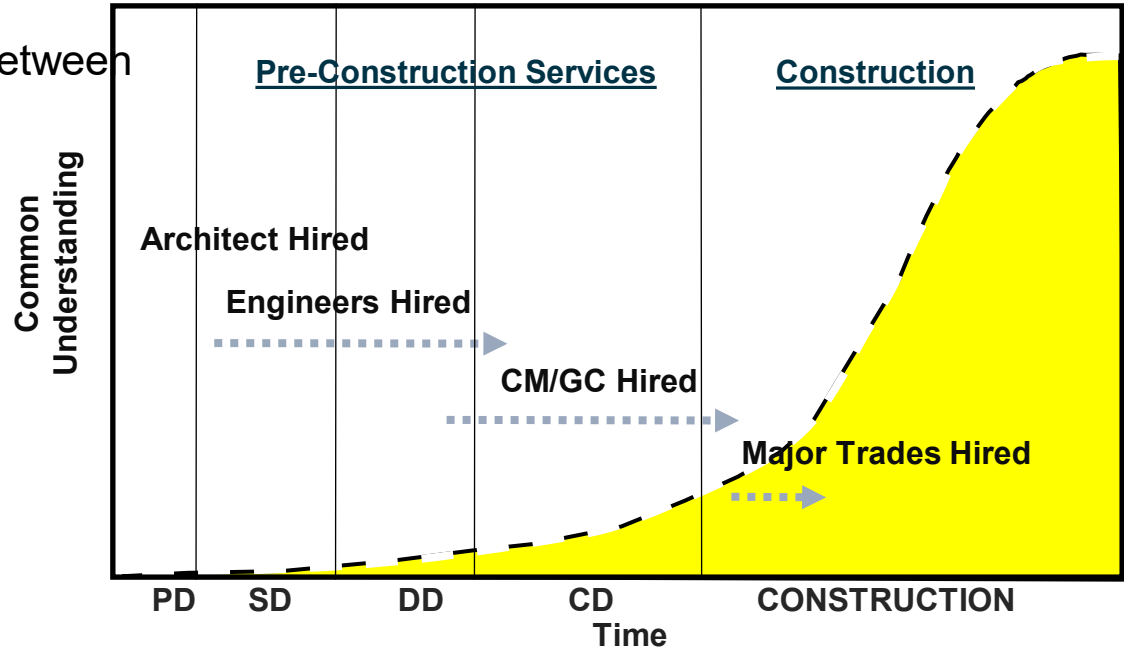


Traditional Project Delivery



=

Opportunity for alignment/collaboration between project partners.





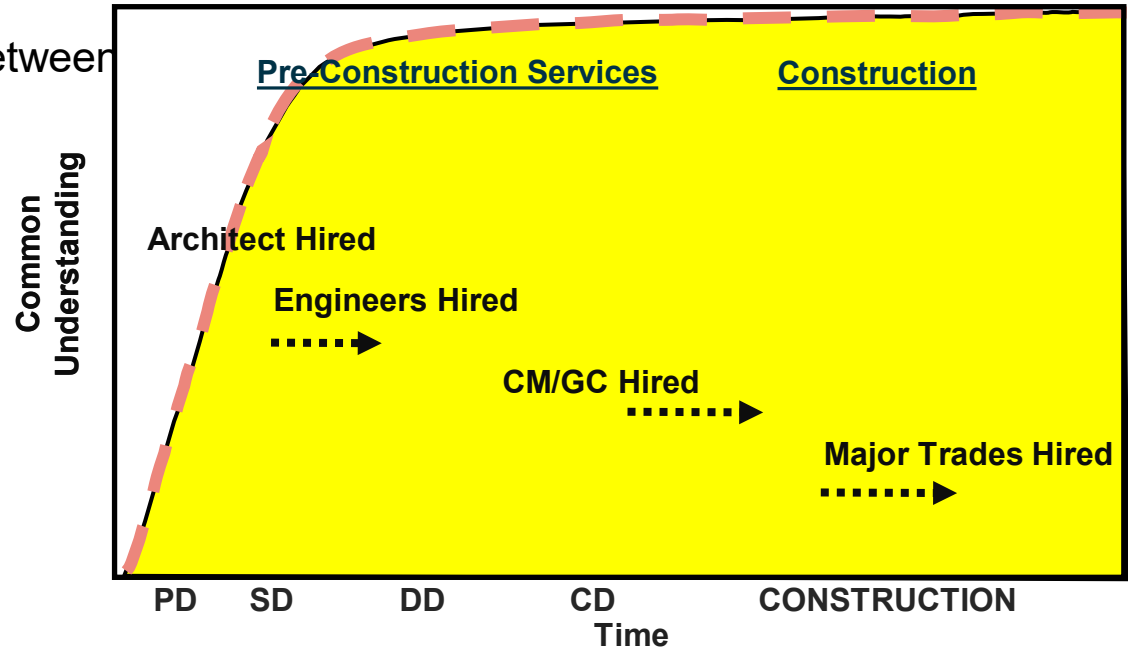
Integrated Project Delivery



= Opportunity for alignment/collaboration between project partners.

Builders at the table during formative design phases.

Opportunity for true “Target Value Delivery”





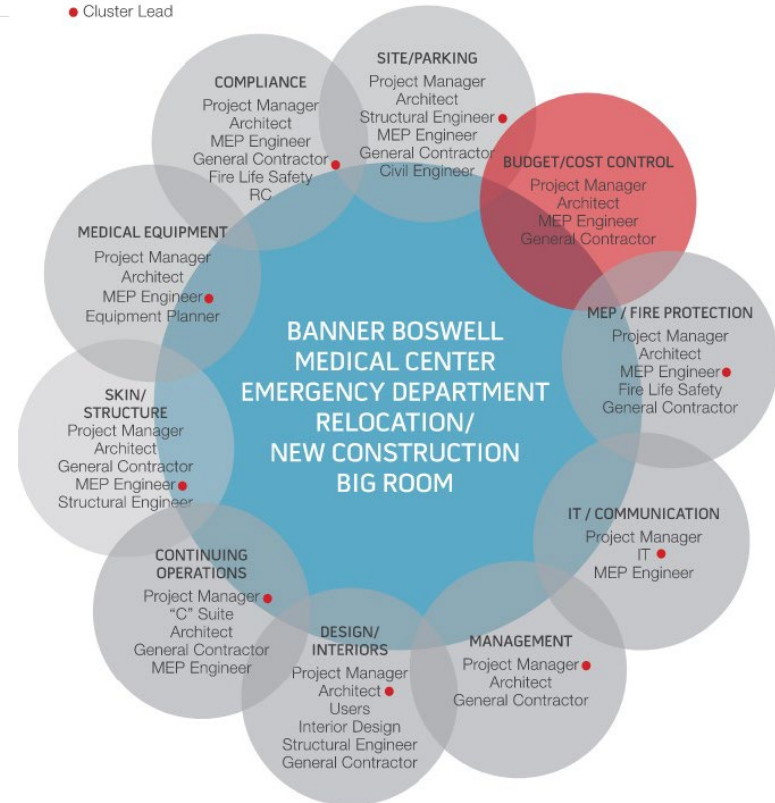
Team Organization - Cluster Groups

Work Clusters:

- Distinct portions of the work
- Cluster led by a “Champion”
- Cross discipline (Trades, Designers, Owner/Stakeholders)
- Meet 1-2 times a week
- Work collaboratively (BIM & Lean Tools)
- Report out weekly

Management:

- Not involved in day-to-day of team
- Resolve conflicts
- Make Decisions



Big Room

Bringing **key individuals together**
to speed up
communication and **decision-making** and to
reduce silo-ed thinking



Big Room is a commitment to a project, the team, and to working together!

Big Room is.....

- A verb... not a noun
- Mindset of intense focus on advancing work.
- A place that enables cross-functional team collaboration.
- The collaborative behavior of a team and the work they are producing.



Big Room



Small Project
1X Weekly
Big Room



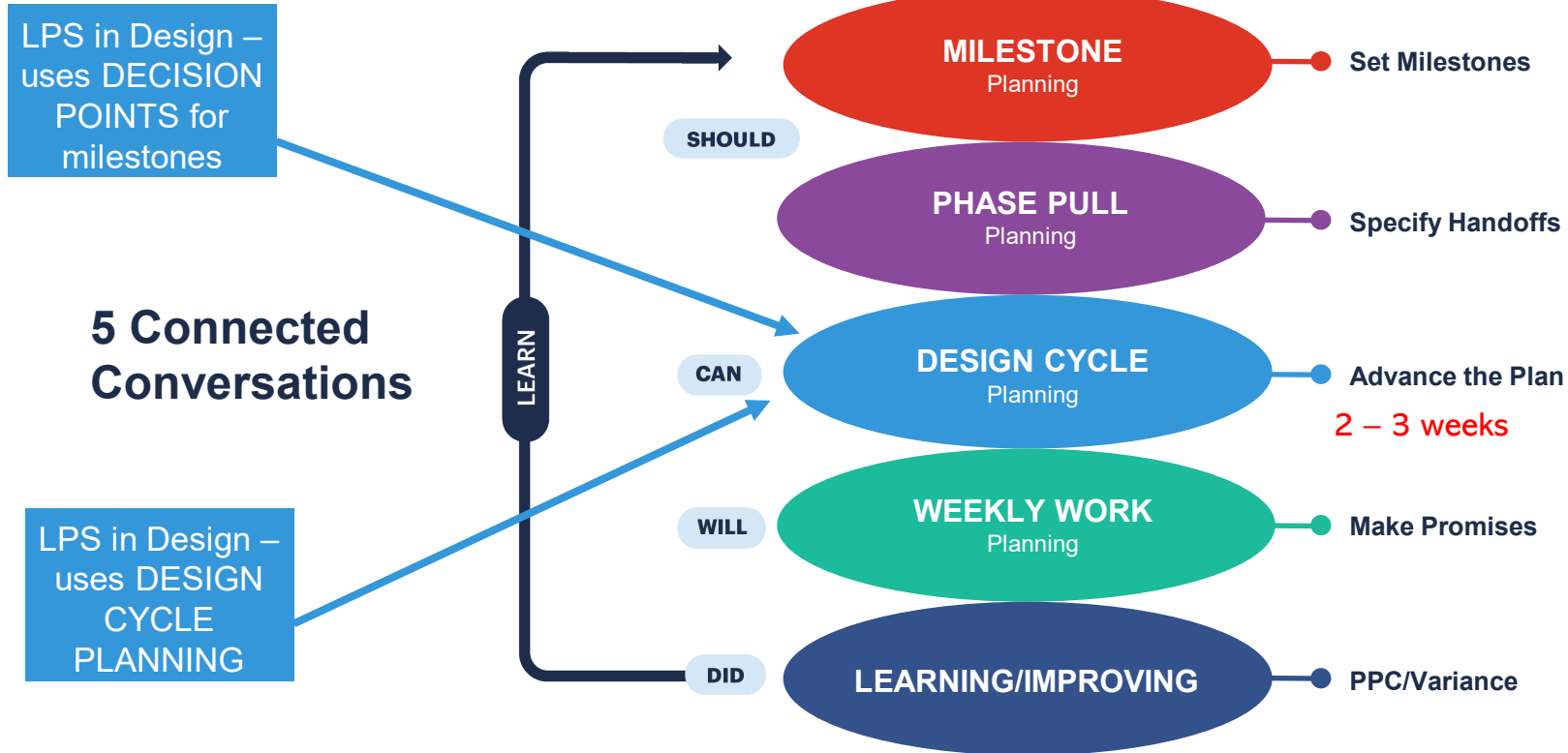
Large Project
100% Co-location
Big Room

Medium Project
2X Weekly
Big Room



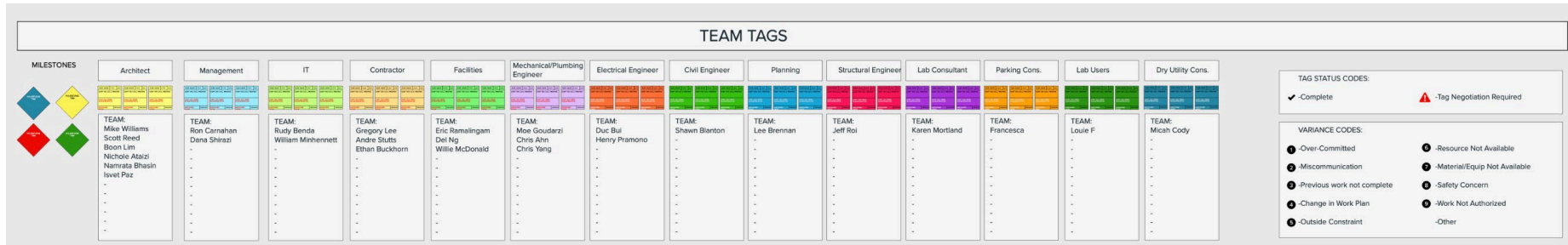


Last Planner System® in Design



LPS in Design is a person to person (not driven by the Project Managers) exchange of information.

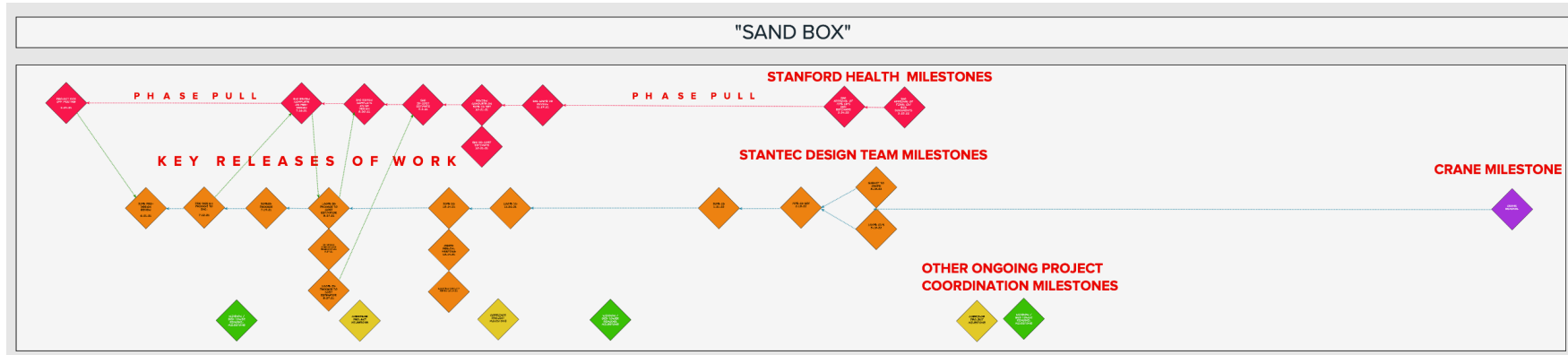
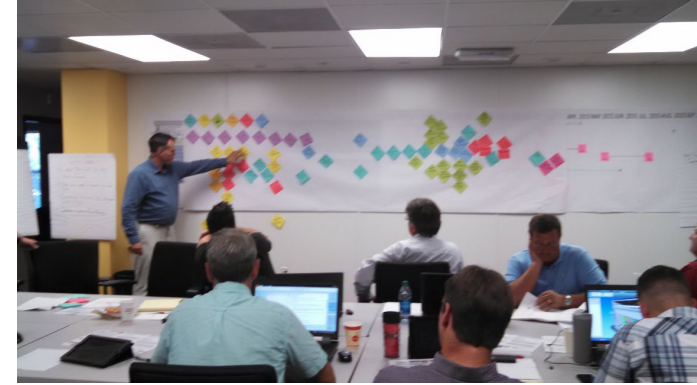
YOUR NAME	# DAYS	DATE
WHAT YOU WILL PROVIDE		
WHAT YOU NEED		
PROVIDER NAME		VARIANCE



Milestone Planning Example

Milestones should represent decision points and large transfers of information.... not drawing sets!

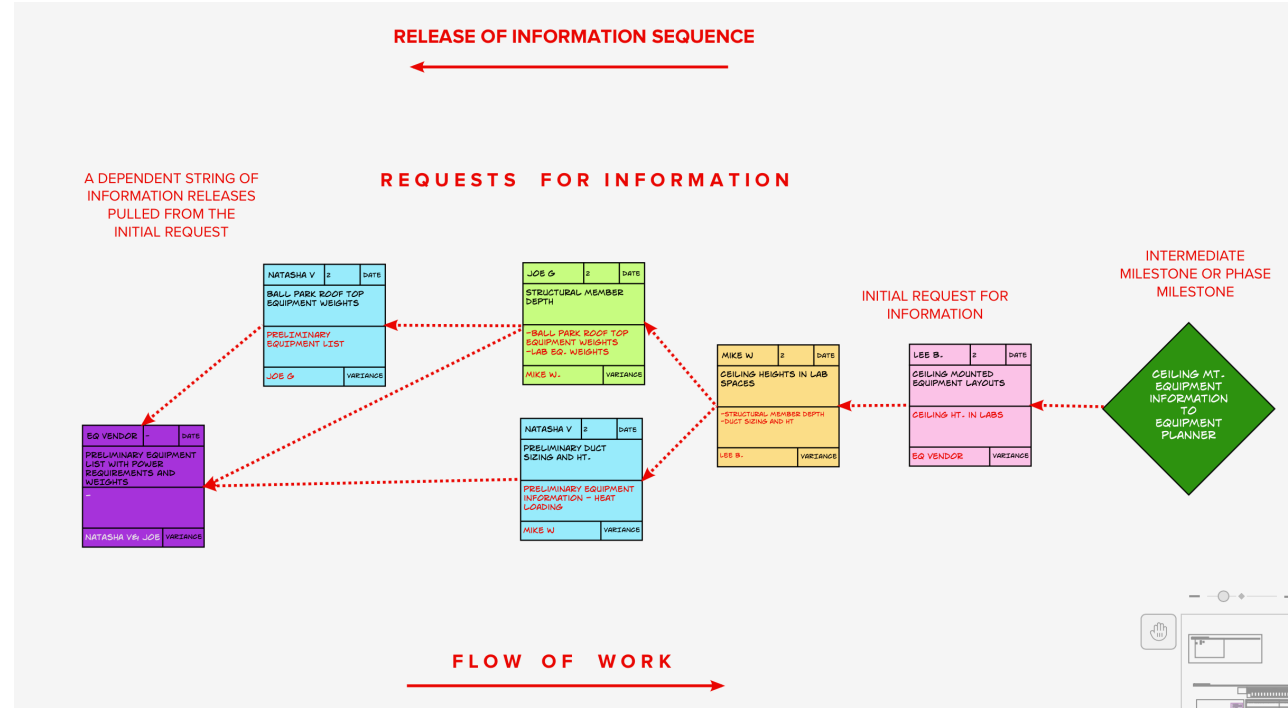
Milestone planning should be used to work out the logic in a design delivery.





Pull-Creating Flow

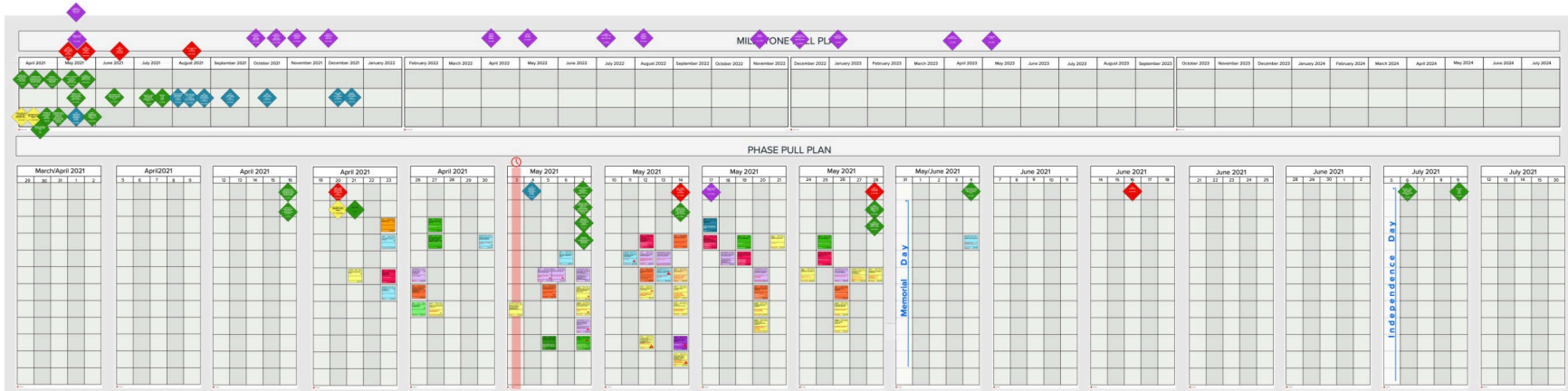
Requests for information are “pulled” from a milestone to the left. Information is released in a flow to the right.



Putting It Together

Weekly (or more frequent) planning sessions.

2 to 4 week “look ahead” planning is typical.

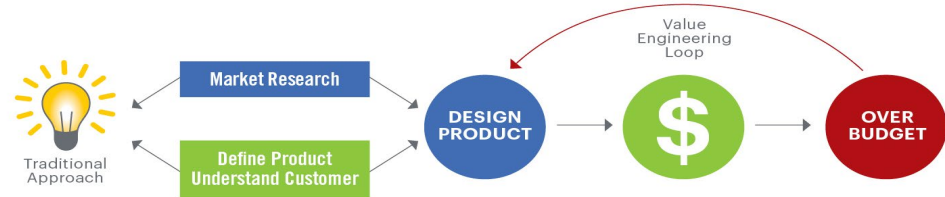


Target Value Delivery

Traditional vs. Target Value Delivery

The goal of TVD is to minimize the waste produced by the design-estimate-redesign cycle(s) of the traditional value engineering approach.

Cost is an *output* of design



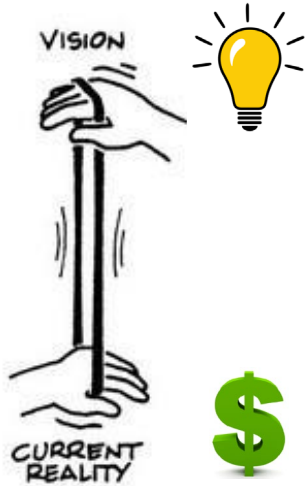
Design to an estimate rather than estimate a design.



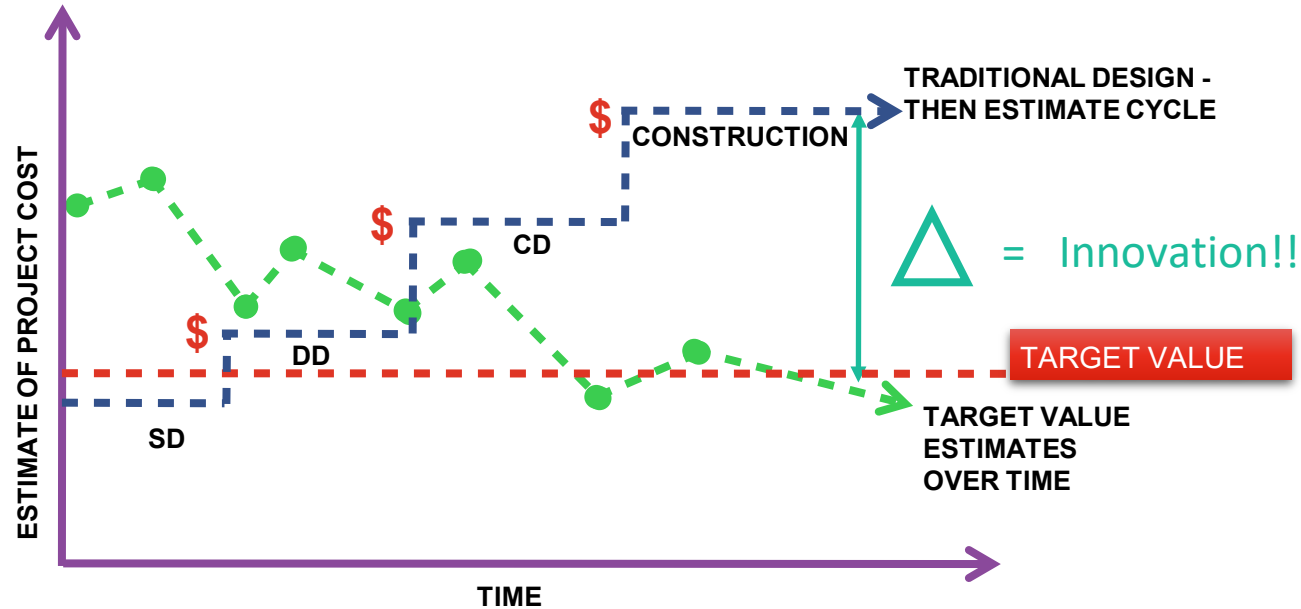
Cost is an *input* of design

Target Value Delivery

It is an application of Taiichi Ohno's practice of *self-imposing necessity* as a means for continuous improvement (Ballard, 2009)



Creative Tension



Innovation

Innovation is about people...

“

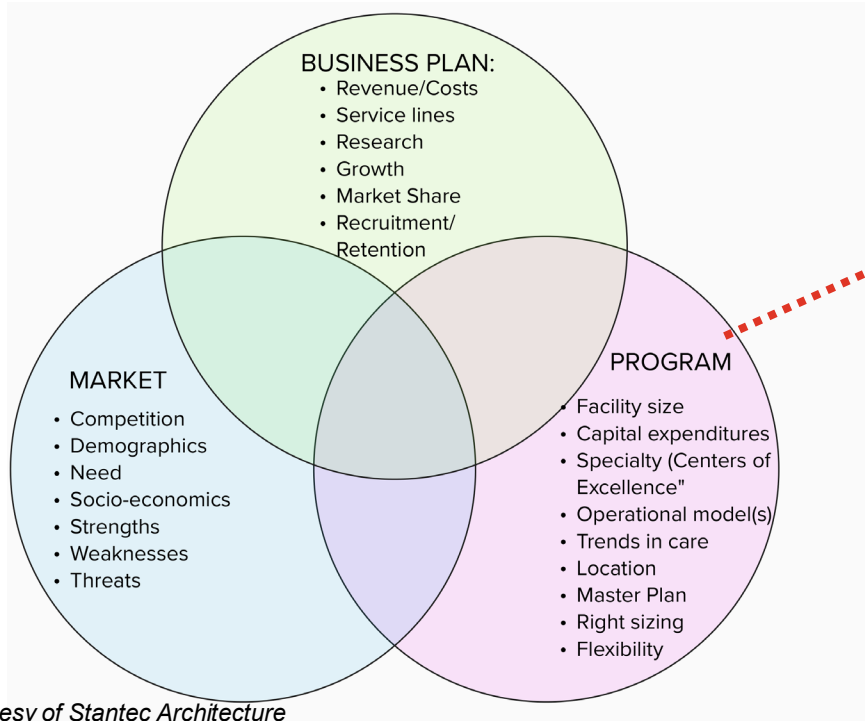
“Innovation has nothing to do with how many R&D dollars you have. It’s not about money. It’s about the people you have, how you’re led and how much you get it.”

— Steve Jobs, Former CEO of Apple

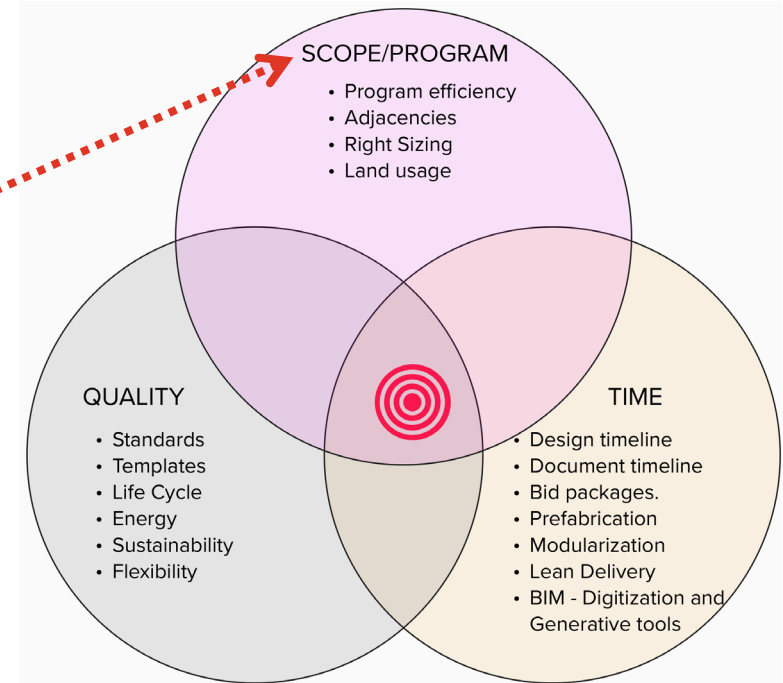


Business case is tied to Project Controls

“ESSENTIAL RELATIONSHIP”



TVD PROJECT CONTROLS



Courtesy of Stantec Architecture

TVD & Cost Modeling

- Model of the cost components & systems of a project.
- Derived from a market analysis.
- Create benchmarks based on quality levels.
- **Cost Model must be in a format that is “consumable” by designers.**
- Structured to allow the costs to be continually updated.
- Provides the team with a constantly up to date cost model.
- Should allow for projecting ‘what-if’ scenarios based on value decisions that have yet to be made.

Discussion Question: Box #6

List 3 ways or processes to implement ONE of the 3 solutions listed in box #5

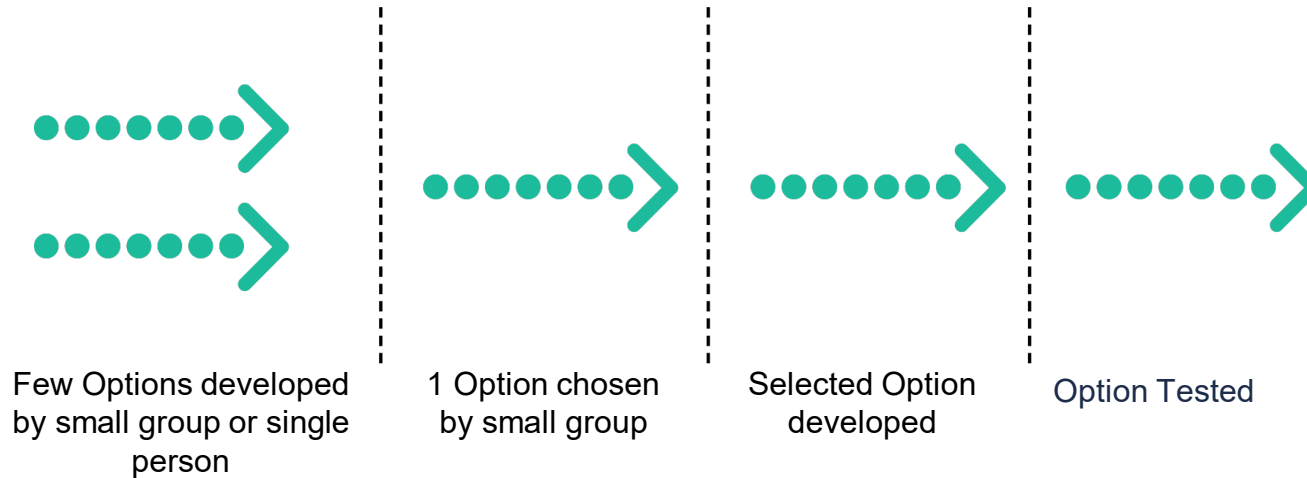
As a group choose one of the 3 items in Box #5. Each person at the table suggest 1 or 2 possible ways to implement the chosen solution from Box #5. Then, as a group gain consensus on the top 2 or 3 and post in Box #6

TOTAL TIME 15 MINUTES:

Other Tools

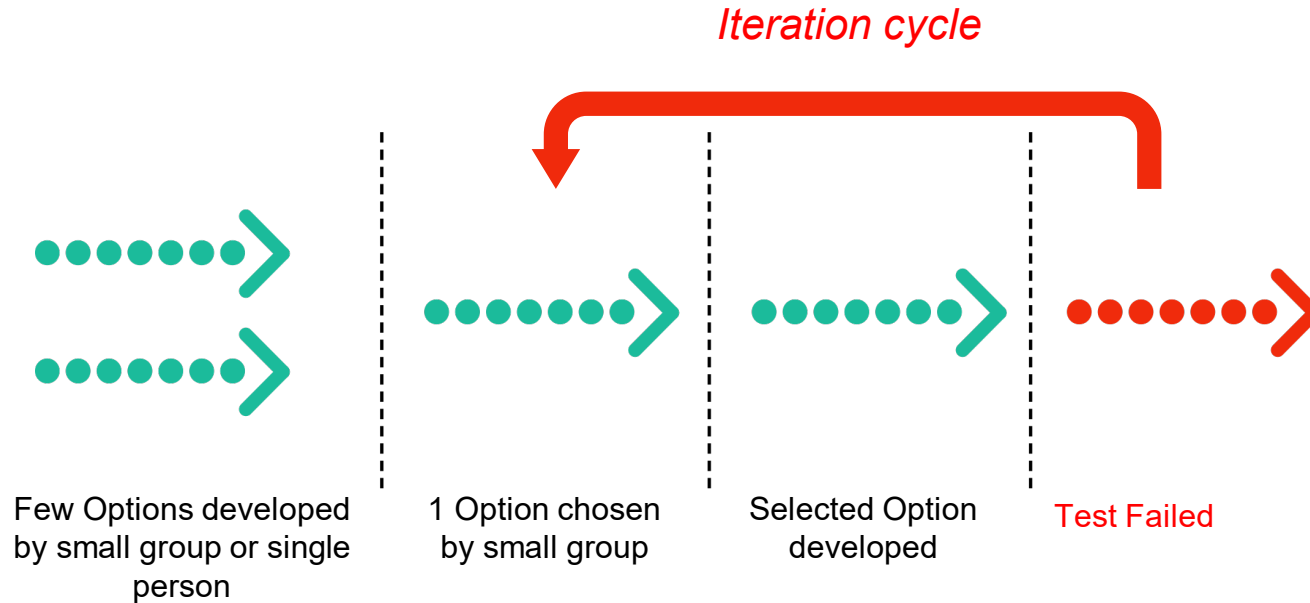
Set Based Design

Point-Based Concurrent Design



Set Based Design

Point-Based Concurrent Design



Set Based Design

Set-Based Concurrent Design

Many Options developed by
diverse group.



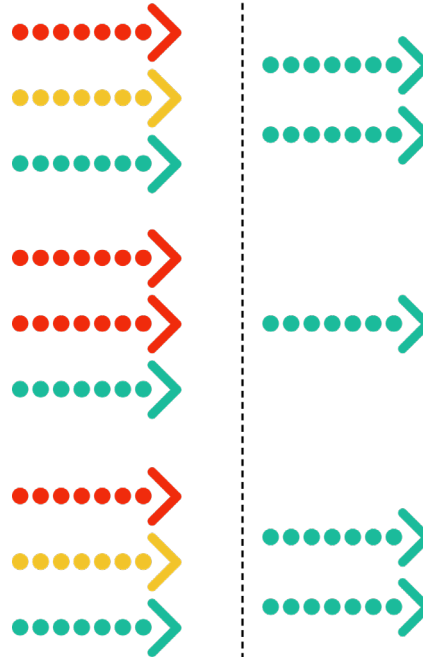
Set Based Design

Set-Based Concurrent Design

Many Options developed by diverse group.

Options evaluated against threats and each other.

Eliminate weak-add knowledge-combine and move forward.



Set Based Design

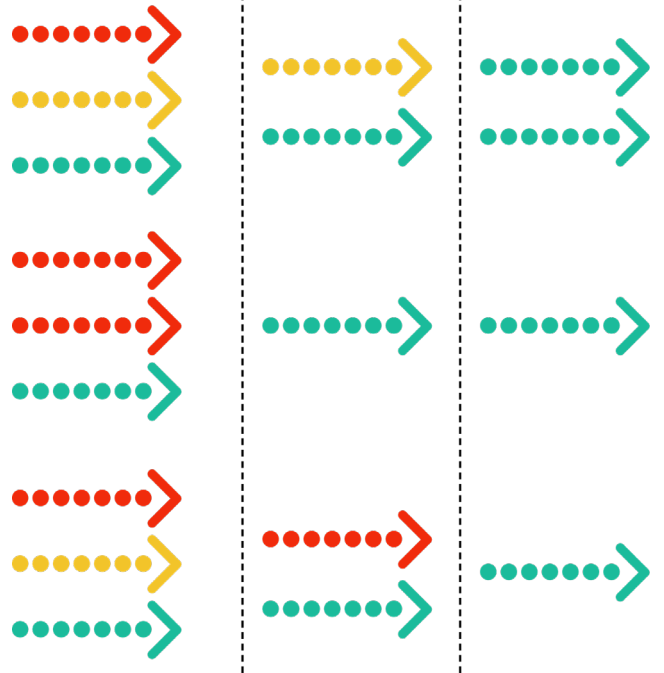
Set-Based Concurrent Design

Many Options developed by diverse group.

Options evaluated against threats and each other.

Eliminate weak-add knowledge-combine and move forward.

Options continually evaluated and narrowed.



Set Based Design

Set-Based Concurrent Design

Many Options developed by diverse group.

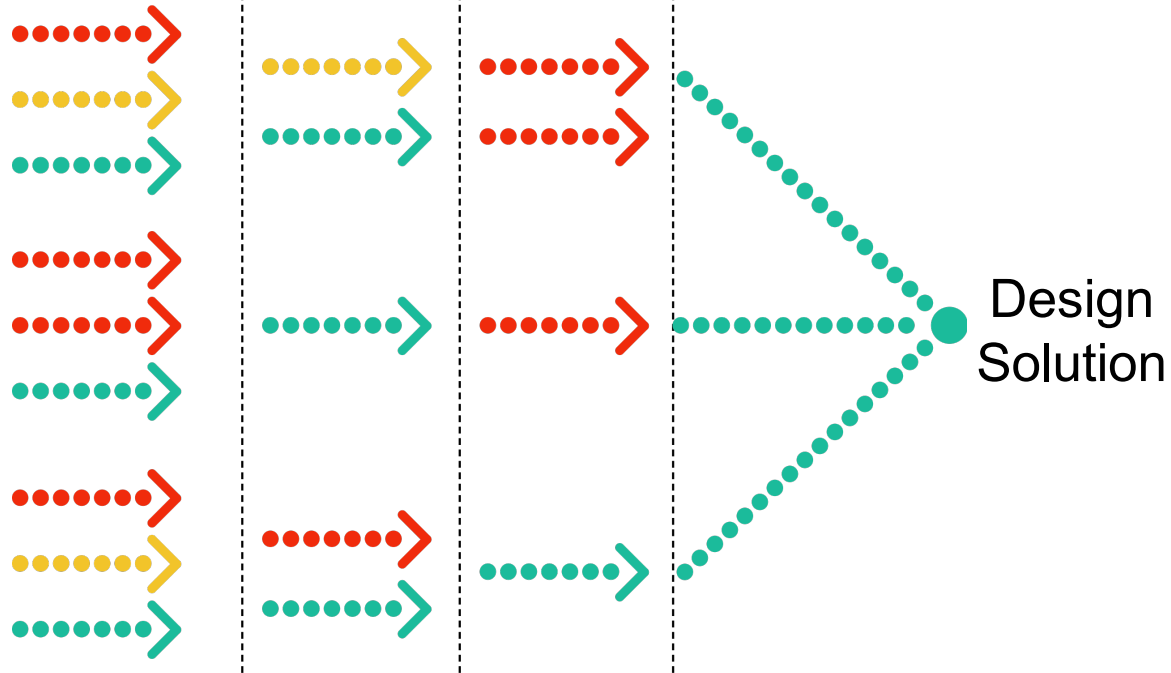
Options evaluated against threats and each other.

Eliminate weak-add knowledge-combine and move forward.

Options continually evaluated and narrowed.

Final option selected.

No Iterations!

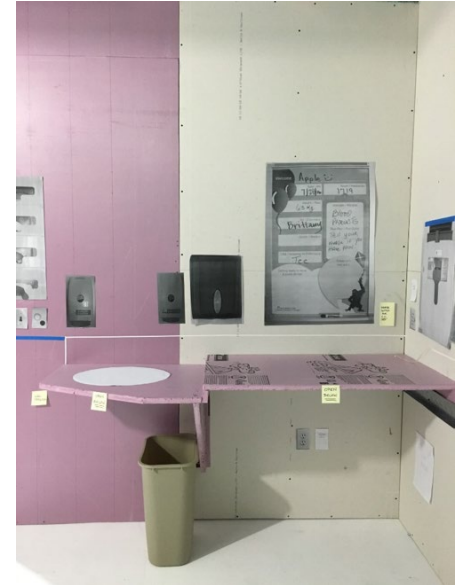
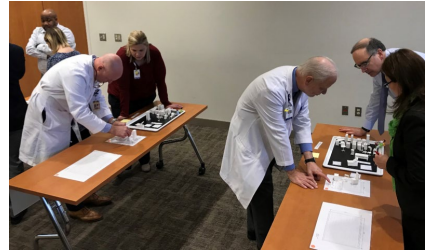


Prototyping

Prototyping is creating a demo of what is being designed or built. It is essential for clarifying required information. A prototype is generally a mock-up of what you intend to build.



Images Courtesy of Stantec Architecture



P3 Prototyping



Image courtesy of McGough Construction – St. Paul, MN

Discussion Question: Box #7

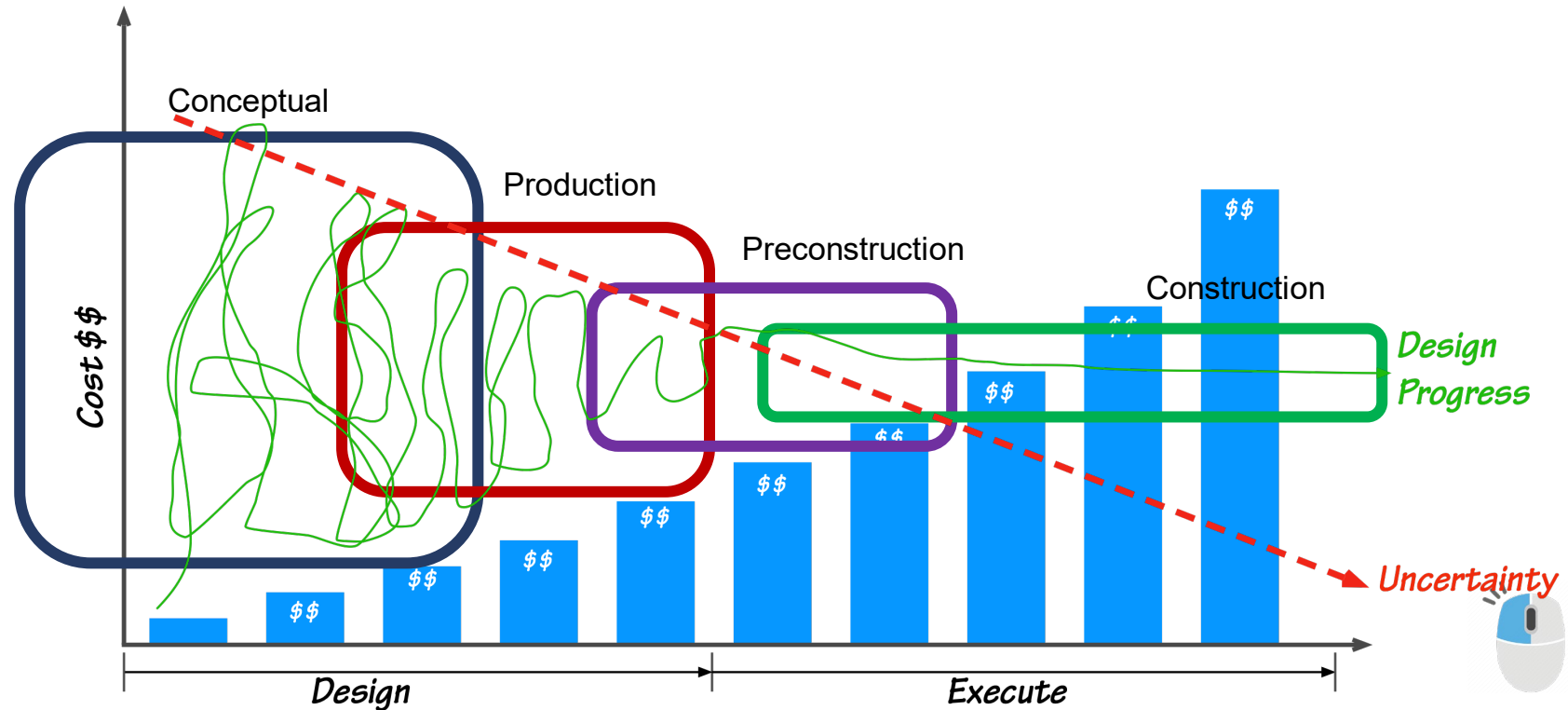
List one take-away from today's discussion that you can implement on your current project.

Each person make a tag for the one thing they can implement in Box #7. Table facilitator to allow for 5 minutes for each table to finish.

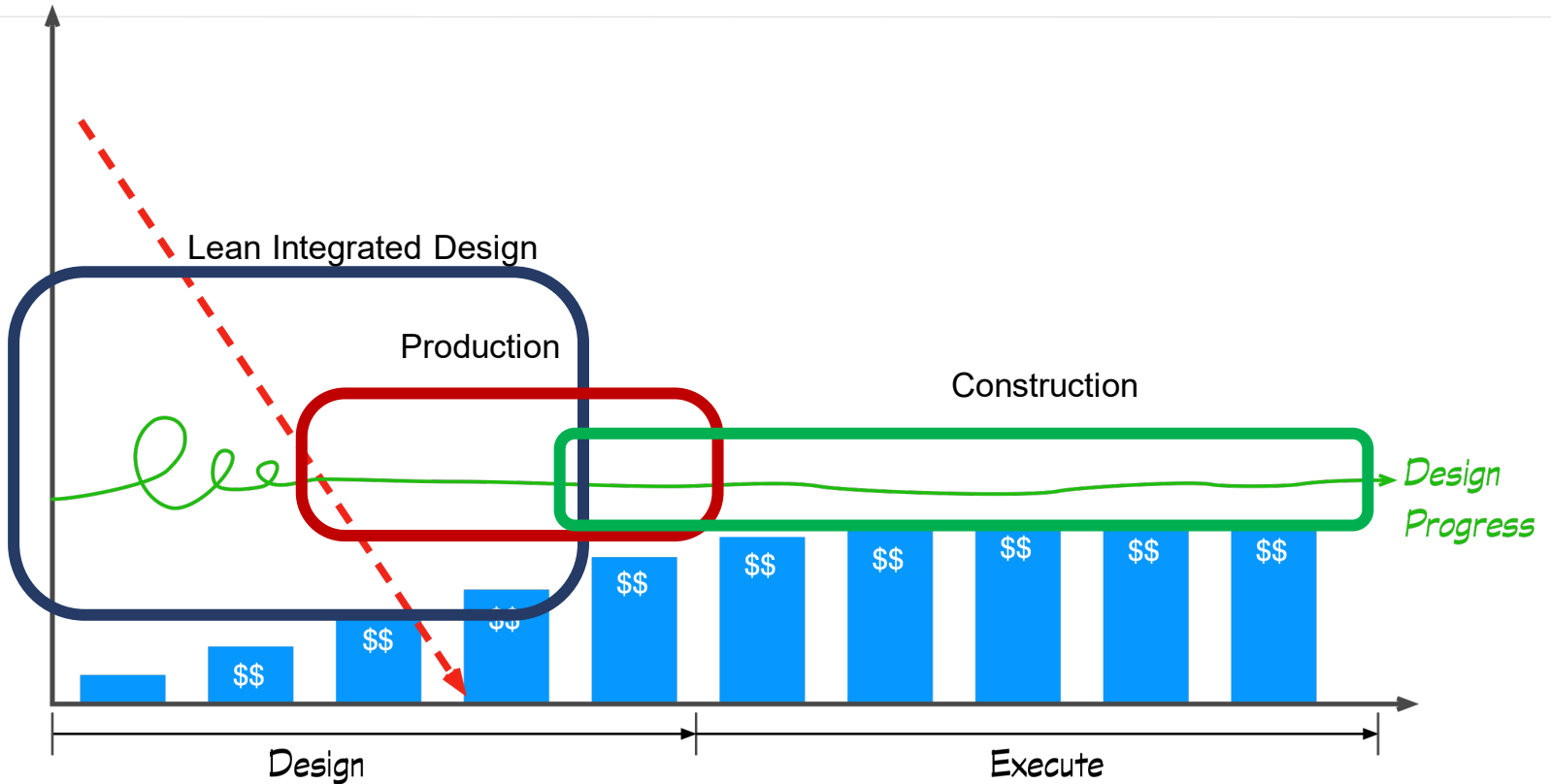
Each person will put their tag in Box #7 and we will discuss as a group

TOTAL TIME 10 MINUTES:

Nature of Design: Current State



Integrated Lean Project Approach



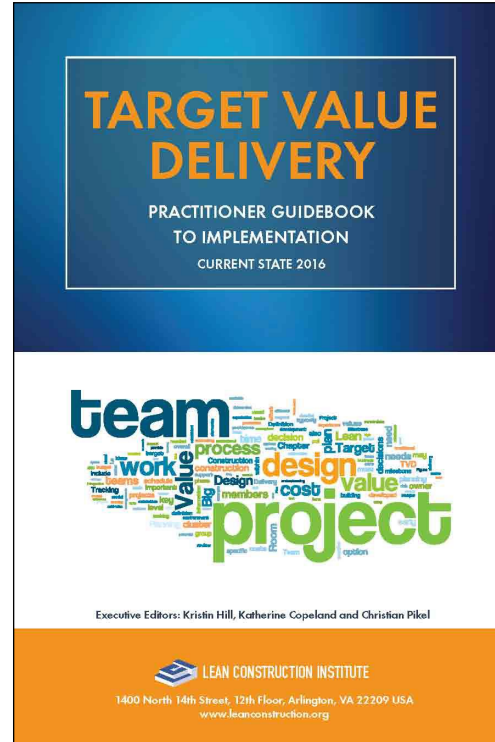
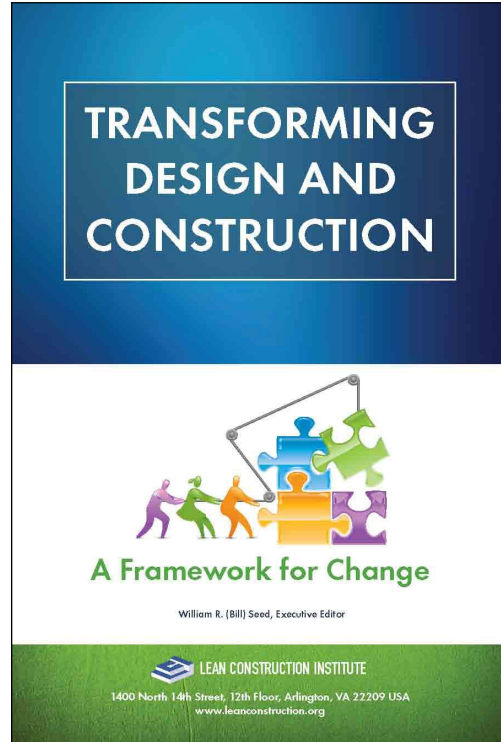


Learn More

How will you reach the next level on your journey?



References & Learning Opportunities



Events:

- Local Community of Practice
- Congress
- Design Forum

LCI Education Courses:

- Introduction to Lean Project Delivery
- Introduction to Last Planner® System
- Mindset of Effective Big Room
- Target Value Delivery

LCI E-Learning Courses:

- Introduction to LP® S

www.LeanConstruction.org

Plus/Delta



What went well?



What could be better?
Ideas for how?



Lean Construction Institute
Immersive Education Program

This concludes The American Institute of Architects
Continuing Education Systems Course

Lean Construction Institute



info@leanconstruction.org