



Lean Construction Institute
Immersive Education Program

The Mindset of an Effective Big Room

Elizabeth Taylor, JE Dunn Construction

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October 24, 2023

Presenter Highlights



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JE Dunn Construction
Georgia CoP



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JE Dunn Construction
Kansas City



LCI Course:
The Mindset of an Effective Big Room
4 CEU

Sign the sign-in sheet for credit



**Approved
Continuing
Education**

Learning Objectives



Define the meaning of a Big Room and understand the purpose and benefits of implementing the approach to improving project outcomes.



Understand the characteristics and behaviours of a Big Room Team including aspects of effective facilitation.



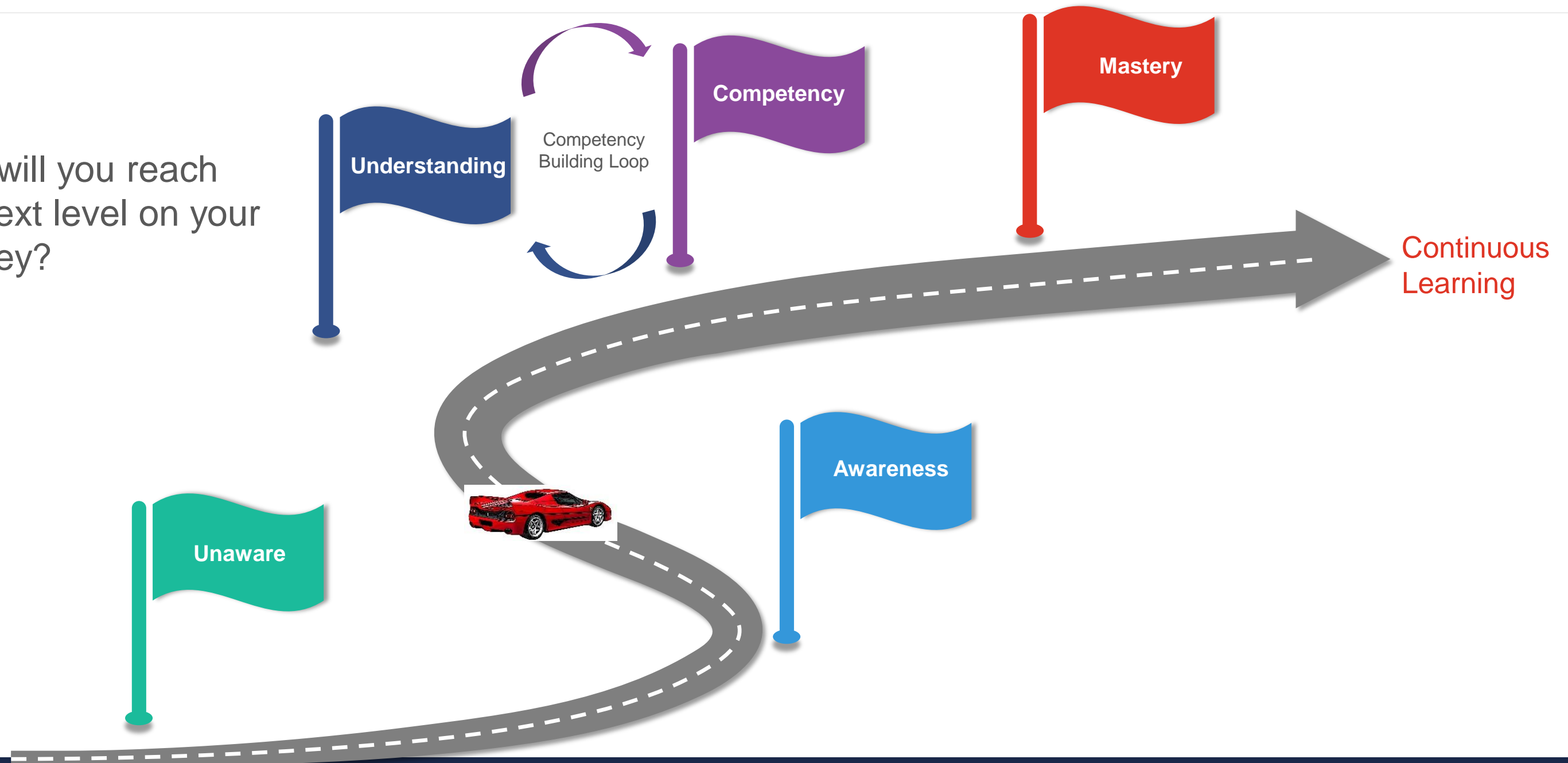
Identify the venue types for hosting a Big Room and discover the key elements for tailoring the space to support collaborative activities.



Gain insights into how the Big Room approach supports knowledge sharing and enhanced collaboration.

Lean Journey to Mastery

How will you reach
the next level on your
journey?



Today's Process

- We will facilitate discussions in small and large groups.
 - Small groups will report back to the large group.
- If you have Big Room experience, great! But prior experience is not necessary.
 - You will be able to think logically about the topics to be discussed.
- We will take “Live Notes” on the screen or a flip pad to capture your ideas.
 - You will receive these Notes by email after the Congress.
 - LCI is compiling ideas from each Big Room training session so the entire community can continuously learn.



Rules of Engagement



This is a safe zone



Use E.L.M.O.



Everyone has equal status



Silence phones



Speak up and share your ideas



Be focused and engaged



Actively listen to others



Stay on time



One conversation at a time



Have fun!

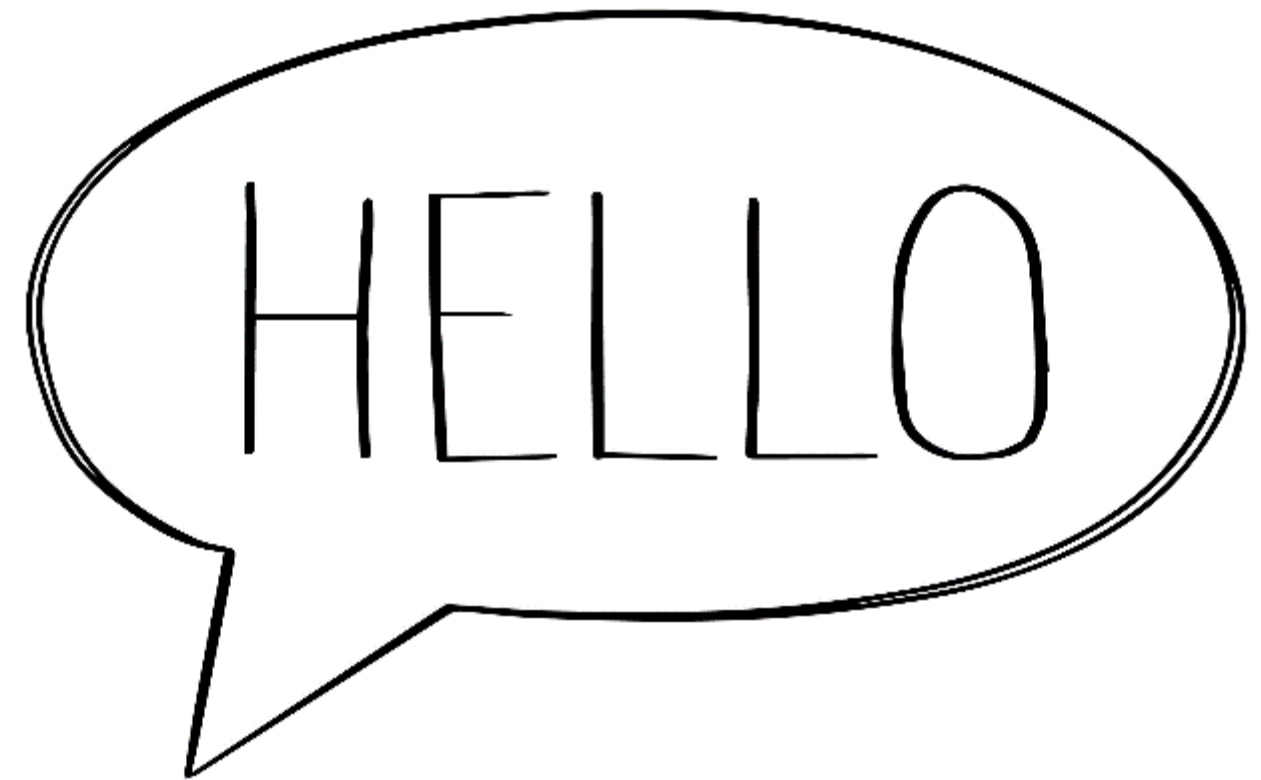
Stay on Track



ENOUGH
LET'S
MOVE
ON

Learn About Each Other

- Name, company, role.
- What do you want to learn?



Silent Squares



Silent Squares

Objective:

- Everyone get a 6-inch square in front of you
- You may not speak
- You may offer pieces to others
- You can receive, but you may not take or request pieces from another
- No finger pointing, grabbing, groaning, grunting, etc
- No cutting, tearing, folding the pieces
- There is NO TALKING

Silent Squares Learning Points

- It isn't about the individuals, but rather the group.
 - Individuals need to give something up to make it work for the group
- All players need to have a shared understanding of the entire project's successful outcome
- Collaboration is not only okay, but is required
- Challenge all assumptions for validity

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



What is a Big Room?

Big Room - Definition

- Approach of bringing key individuals together to *speed communication* and *decision-making*, and to *reduce siloed thinking* or approaches.
- Scheduled and recurring event.
- Collaborate, plan, update, solicit resources, invite feedback, demonstrate accountability, make decisions, schedule events and *compare the project's current state to the published goals or Conditions of Satisfaction (CoS)*.



Photo Credit: InsideOut Consulting, Inc.

Big Room - Definition

- A *mindset* of intense focus on *advancing work*
- Is instrumental in *cross-functional* team collaboration
- Refers to the *collaborative behavior* of a team and the work they are producing
- *Visually displays* all information needed to guide the team



Purpose

The purpose of a Big Room is to:

- Support *cross-functional* high-performing teams in *advancing work*.
- *Add value* by driving down overall project costs.
- Facilitate *rapid advancement of work* in a short time frame.
- Enhance collaborative brain power of the team.

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



Example of a small project's Big Room

Benefits

A Big Room benefits the project by:

- *Improving collaboration* through greater team interaction.
- Allowing team members to support each other and align themselves with *the goals of the project*.
- *Breaking down the silo mentality* within the project.
- Leading to *improved project outcomes*.



Example of a Big Room

Discussion

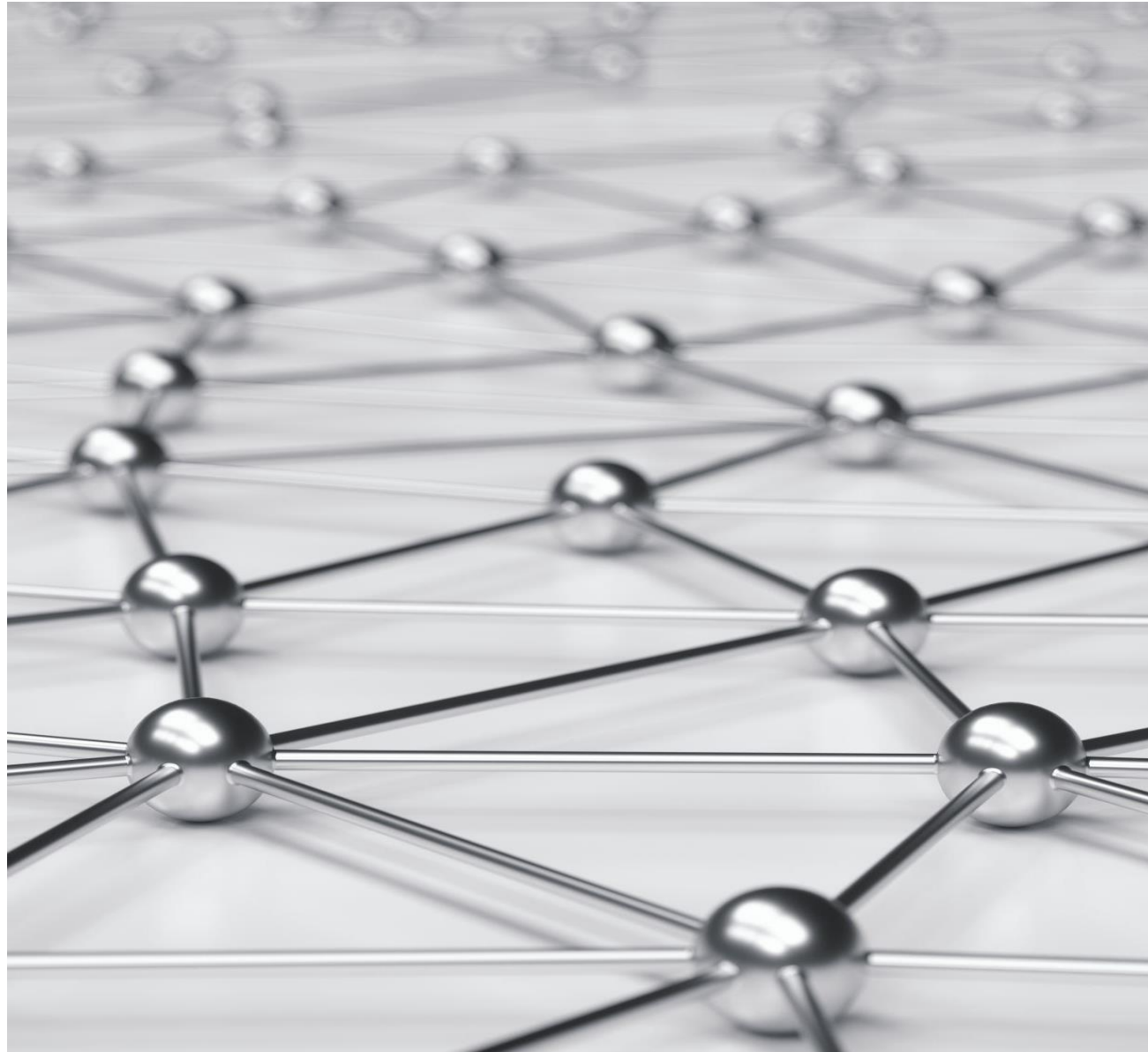
What happens in the Big Room and how is it different than a conference room?

How is it different than an Owner / Architect / Contractor (OAC) meeting?



Discuss at your table then
discuss as a whole group.
(10 minutes)

Big Room Implementation



A successful team in the big room focuses on the following areas:

- Culture-Mindsets & Behaviors
- Alignment of Goals & CoS
- Production-Visual Management



Big Room Implementation

- Adjust as needed
- Adjust at the pull of the project

- Retrospectives
- Plus/Delta's



- Learn & Align on the What
- Define your purpose & How

- Implement Your Plan
- Core Big Room Group

Teams Interact to Advance Work

It is

- Cross functional
- Visual management
- Includes all perspectives
- Explore Options
- Gains alignment
- Active Problem Solving
- Continuous Improvement
- Go & See

It is not

- Just a report out
- A one-sided conversation
- Just a room with posters
- Traditional behaviors
- Fire and forget
- Hiding behind a screen
- Multitasking
- Just showing up



The Big Room is about fostering behaviors that lead to high levels of collaboration and thus to High Performing Teams.

Culture & Mindset



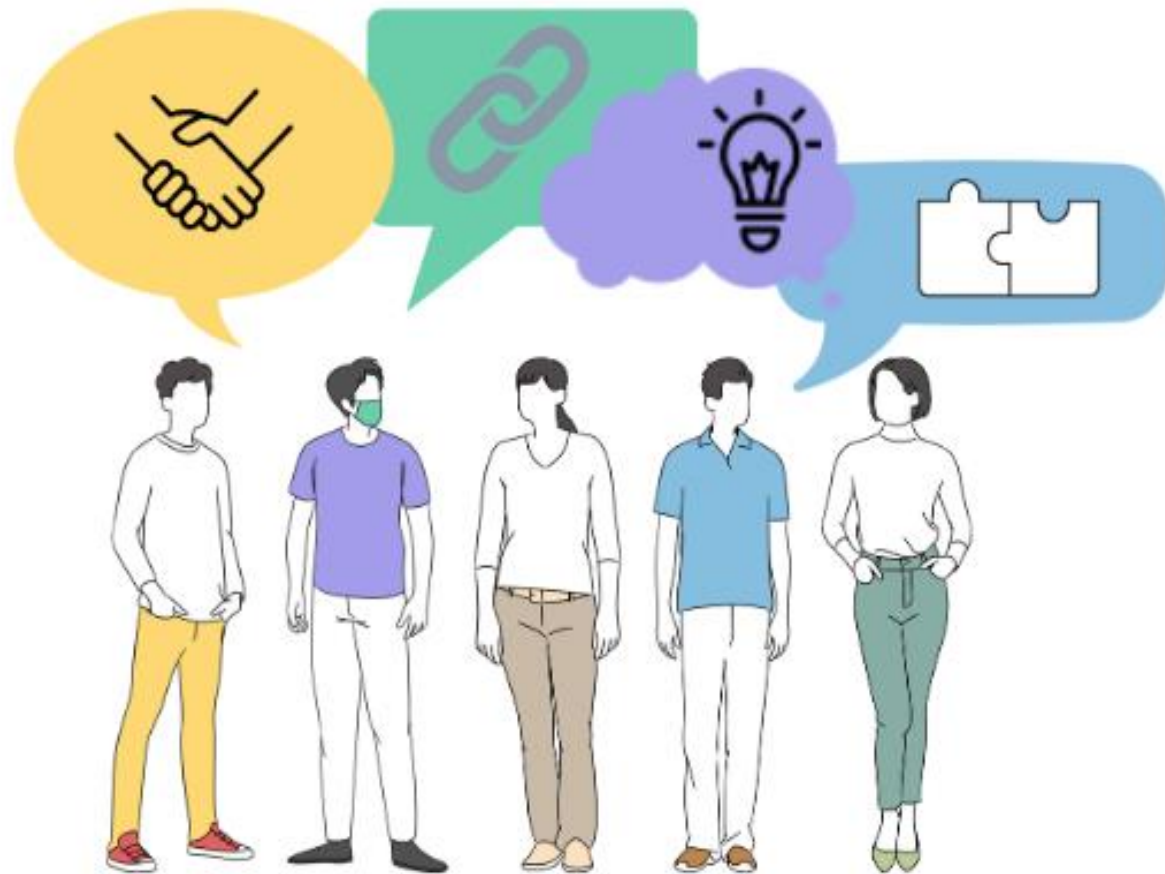
**Building the right culture & mindsets are important
no matter what the platform is.**

What Is a Team?

Think about the best team you
have ever been a part of.

Use 1 word to describe what made it the best.

High-Performing Teams



- United in purpose
- Focus on delivering results
- Accountable & committed
- Engage in healthy conflict and debate
- Actively build trust

High-Performing Teams

Strong foundation of trust

Culture of respect

Deliver on Conditions of Satisfaction

Celebrates both small and large successes of the team and individuals

Continuously improves

Breaks down traditional silos

High performing teams are not built through a single team building session, they must be constantly nurtured, maintained and developed.

Building a High Performing Team



How will we engage the team?

Rules of Engagement

Problem solving

Communication & Conflict

Accountability & commitment

Life/work balance

Trust

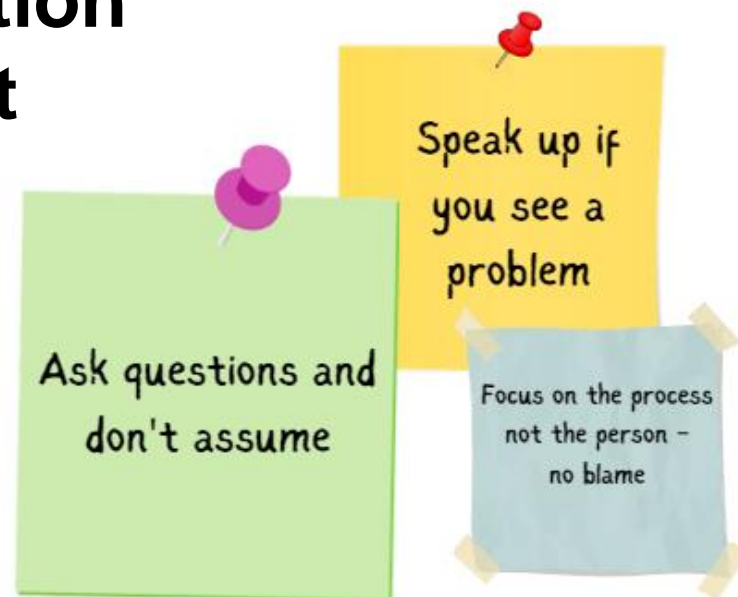
Fun

Rules of Engagement

Fun



Communication & Conflict



Trust



Discussion

How can you create a culture and a High Performing Team in a Big Room?



Discuss in small groups. **(5 minutes)**

- One person facilitate.
- Identify 3-4 tactics.
- One person take notes & report back.



Take Live Notes.

Report back to whole group. (5 minutes)
Don't repeat same idea.

Setting Up Your Big Room

What factors determine your
Big Room set up?

Co-located or Dispersed

Teams can either be *co-located* or *dispersed* in their set-up.

Co-located: Members of the team are located in the same physical location allowing for face-to-face continuous collaboration.

- Co-located teams schedule Big Room sessions to come together with a focused agenda.



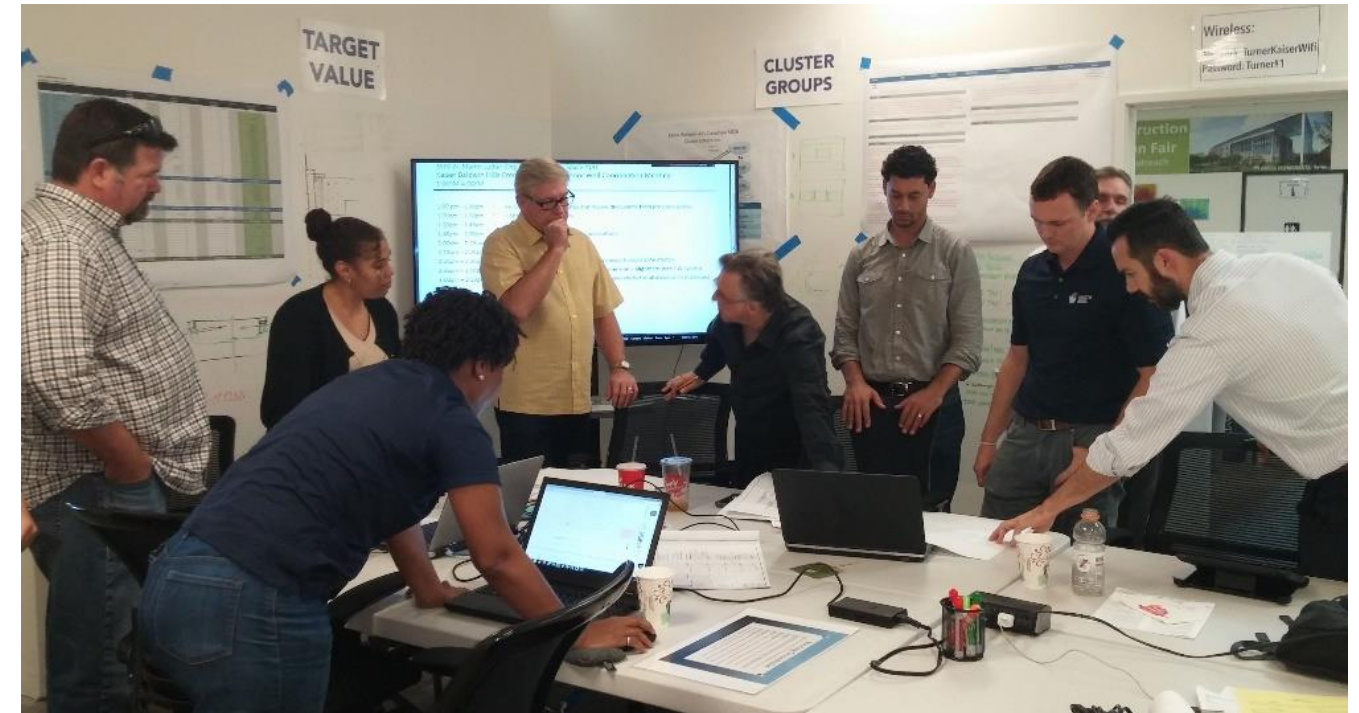
Example of a co-located team.

Dispersed

Dispersed: Members of the team are located at their respective company site locations. Face-to-face collaboration may continuously happen within their organization but does not happen with the broader team.

Dispersed Teams can employ differing approaches to the Big Room Session:

- **Recurring in-person sessions**
The Big Room team meets in person on a scheduled recurring basis.
- **Hybrid sessions**
Combination of in-person and virtual sessions.



Example of dispersed team in a Big Room session.

Advancing the Work



Big Room Implementation

When:

- As early in the project as possible.
- The frequency must support the work at hand.
- Teams must continuously evaluate the frequency and duration of sessions.

Who:

- Participants will change overtime as the project advances.



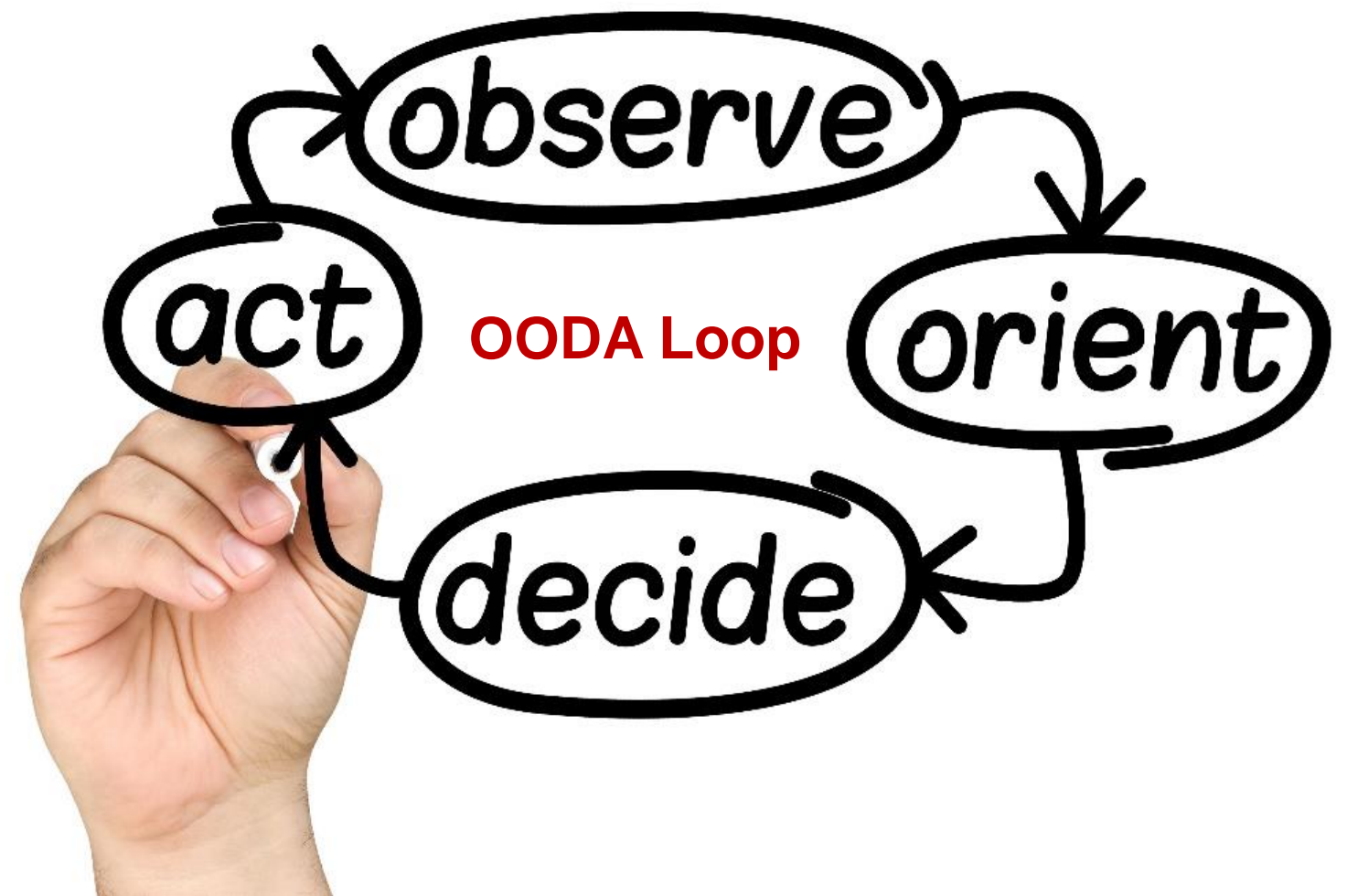
Photo Credit: InsideOut Consulting, Inc

Add the Core

The Big Room is a space for the team to gather that supports a team in:

- Seeing the situation (Observe).
- Grasping the situation (Orient).
- Making aligned decisions (Decide).
- Taking Action (Act).

The *OODA Loop* is the cycle of Observe-Orient-Decide-Act, developed by military strategist and US Air Force Colonel John Boyd. It is often applied to understanding commercial operation and learning processes.



Venue Types

Co-located:

- Continuously located with continuous collaboration.

Recurring:

- Meet in person on regular scheduled recurring basis.

Virtual:

- Fully remote.

Hybrid:

- Combination of in-person and virtual.



Photo Credits: InsideOut Consulting, Inc.

Big Room Example



Visual Information

Multi-Discipline Team

Collaborative Seating Arrangement

Name Cards

Personality Assessment Results

Big Room Example

Small Group
Collaboration

Visual Information

Collaborative Seating
Arrangement



Multi-Discipline Team

Virtual Big Room

Agenda

Visual Information

Name Cards

Communication / Behavior Assessments

Collaborative planning space

Visual Information

Big Room 5 03/23/22

ON TIME

SMART EYES

SAFE ZONE

POSITIVE

BEHAVIOR STATE

TECHNICAL PHOTOS & COMMENTS

USERS

LAUNCHERS USED FOR LAUNCHING & COMMENT ONLY

HELLO

What's your actual super power and how can it help the team?

Objective + Agenda




Grades 7 students from across the state, teachers and administrators will be here

Outdoor team-building activities and challenges will be held in the Big Room

- Safety Moment
- Learn, Team Definition
- Social Styles
- Team Ground Rules
- Success Factors
- Action Items / Recap
- Do Again / Do Better

Team Results

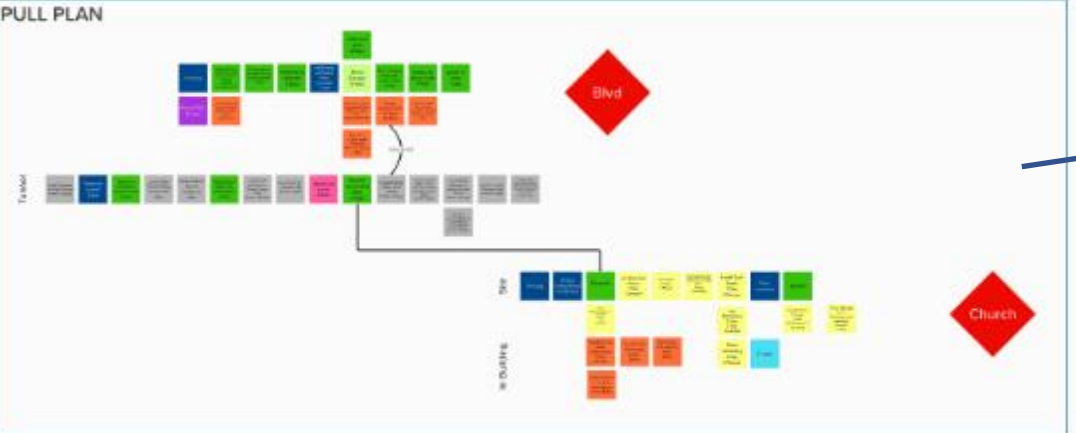
Team	Score	Notes
Team 1	100%	Great work!
Team 2	95%	Good effort!
Team 3	90%	Keep going!
Team 4	85%	Good job!
Team 5	80%	Keep up!
Team 6	75%	Good work!
Team 7	70%	Keep going!
Team 8	65%	Good effort!
Team 9	60%	Keep up!
Team 10	55%	Good job!



Parking Lot	Action Items
Yellow	Green
Yellow	Green
Yellow	Green

Consent/Info	Do Again	Do Better
Red	Green	Red
Red	Green	Red
Red	Green	Red

PULL PLAN



INTRODUCTIONS

HELLO	HELLO	HELLO	HELLO	HELLO
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White
John Smith	Jane Doe	Mike Johnson	Sarah Brown	David White

MEP FP

SMT

SITE

INTERIOR BUILD

BIM

EQPT

SKIN / STRUCTURE

CORE TEAM

DOWN TIME

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43

Hybrid Big Room

Hybrid Big Rooms include in person spaces along with virtual spaces.

- Engage those on the phone
- Camera's on
- Unmute
- Pause often
- Use breakout rooms
- Smaller intentional breakouts
- Collaboration spaces must meet both needs



Discussion

How does the Big Room fit into the Lean design and construction approach?



Discuss as a whole group.
(10 minutes)



Take Live Notes.

Setting up a Big Room

- Very large configurable room
- Several smaller conference rooms
- Cluster group work spaces
- Planning space (Last Planner® System weekly boards and phase pulls)
- Small private breakout spaces
- Spaces to celebrate
- “Collision spaces” like Kitchen/break room
- Visual information
- Needs to be re-designable as the team evolves



Photo Credits: InsideOut Consulting, Inc.

Spatial Needs for Activities

- Planning
- Learning
- Team-building
- Collaborative problem solving
- Target cost conversations
- Decision making
- Commitments
- Team health & assessments
- Ad hoc conversations
- Retrospectives
- What else?



Photo Credits: InsideOut Consulting, Inc.

Big Room Example



Big Room Examples



Courtesy of: KHS&S

Big Room Examples



Big Room Example



How would you structure or organize your Big Room?



Discuss as a whole group.
(10 minutes)



Take Live Notes.

Examples:

- Team where everyone co-locates for several weeks/months.
- Team where most meet 1 day a week.
Long distance team members join by GoToMeeting/Teams/Zoom.
- Design/Build or IPD team where the Big Room includes a co-location and runs the entire project from conception to completion.
- Others?

Small Focus Group Topics

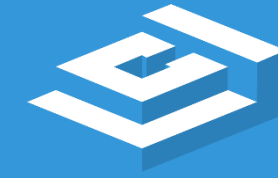
1. Desirable Behaviors
2. Effective Facilitation
3. What Could Go Wrong
4. Learning
5. Onboarding
6. Technology
7. Meetings that Matter

Discuss in small groups. **(30 minutes)**

- One person facilitate – make sure everyone talks.
- Use flip charts.
 - Two people take responsibility for the report out.
- Define the subject: what does it mean in the Big Room?
- Brainstorm topics and ideas.

Report out to whole group. **(30 minutes)**

- Wander from group to group . **(5 minutes each)**
- Take Live Notes.



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1. Desirable Behaviors

Desirable Behaviors

- Overcoming silos
- Leadership
- Conditions of Satisfaction (CoS)
- Respectful collaboration
- Maintaining enthusiasm
- Trust & respect
- Learning



Temecula Valley Hospital Big Room

The Big Room Mindset



Photo Credit: InsideOut Consulting, Inc.

- Fostering behaviors that lead to high levels of collaboration.
- Understanding the behaviors and activities of the environment.
- Establishing high-performing teams.

Effective Leaders are:

- Bold
- Observant
- Channel positive team energy
- Distinguish strength and weaknesses of team members
- Motivational
- Action takers



Photo Credit: InsideOut Consulting, Inc.

Conditions of Satisfaction (CoS)

- The project CoS define what “success” means for the project.
- The CoS guide decision making throughout development and implementation of a project.
- Each CoS is a commitment and all team members are responsible for delivering according to the CoS.

Teams Interact to Problem Solve!

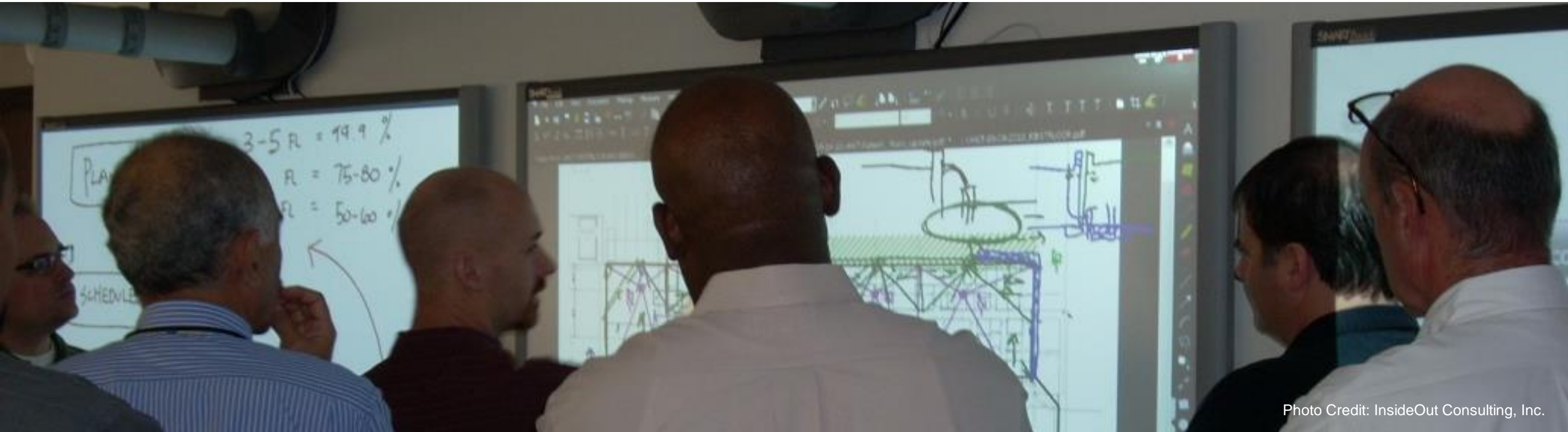
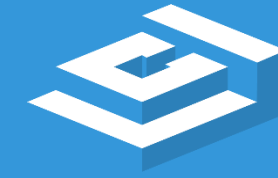


Photo Credit: InsideOut Consulting, Inc.

- Cross functional
- Visual manifestation
- All perspectives
- Explore options
- Gain alignment



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2. Effective Facilitation

Effective Facilitation Practices

- Collaboratively developed
- Clear
- Standardize where possible
- Visual controls
- Key participants
- Expected Outcomes
- Timekeeper
- Scribe for live notes

UHS Temecula Medical Center - Big Room Agenda
Predict, Plan, Perform, Perfect *Intent, Capability, Results, Integrity*

Date: Tuesday, July 12 Facilitator: Jeff H. UHS Onsite: Tara Visitors:

Big Room		Temecula	Corona
7:30	HOSPITALITY AND SET UP (GoTo)	7:00	BREAKOUT: Budget Cluster Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BK
8:00 To 8:15	INTRODUCTIONS AH HA MOMENTS CHECK-IN CLUSTER LEADER REPORT OUT		
8:15 to 9:00	- HOT TOPICS • ESA Extension Action Plan Sharing Reflection COP ○ Feedback & Sharing of knowledge Scott D (L) - ALL		8:30 to 12:00 CORONA TEAM
9:00 To 11:00	Pull Planning: Itemize time slots before start 1. Construction Milestones - Steve Y 2. Inc 3 B4 QA/QC 3. Procurement - Details for next 2-3 mos a. Balance of trade partners b. Agree on target date/updates for all trades 4. Site Grading Status Updates/Pull Plan a. Permit status, bid status, award of trades. ATTENDEES: Salfu/YK, Steve, H., 5. Increment 5, B Pull Plan ATTENDEES: Dustin/Jason K. 6. BIM Update Pull Plan - Update schedule & plan 7. Structural Pull Plan - Schuff/YK REQUIRED	10:30 to 11:30	
11:00 to 11:30	NEXT WEEK'S AGENDA		
11:30 to 11:45 FLEX TIME			
11:45 to 12:00 Plus/Delta (Save smart boards)			
12:00 to 12:30	LUNCH - ??? HEAD COUNT	12:00 to 1:30	Core Team Attendees: Dave S (L), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)
1:30 to 2:30	Inc. 5 Page Turn • Bring Drawing Sheet index & Half size set Attendees: Ward (L), Ken, Sun, Dan, Steve H., Imelda, Scott D., Carlos, David S., Corey, Rahim, Jason N., Marius, Natasha		
2:30 to 3:45	Hazardous Materials Inv • Develop a plan that leads to completion in 2 weeks Attendees: Marius (L), Ward (L), Steve W (L), Ken, Rebecca, Tara, Dave Smith, Electrical		2:30 to 4:00 COMMUNITY OF PRACTICE • Debrief Conversation • Onboarding Review • Study Action Team • Next week's Agenda • Plus Delta Attendees: Steve Y, Dean, Dan, Corey, Chris.
3:45 to 4:00	FLEX TIME		
4:00 to 4:15 Plus/Deltas (Save smart boards)			

Photo Credit: InsideOut Consulting, Inc.

Meeting Rules of Engagement

- Safe zone
- No stripes
- Speak up
- Listen to others
- No side-bar conversations
- No cell phone use
- No multi-tasking
- Stay on time



Creating the Agenda Tips

- Develop together for next session before ending current session.
- Determine frequency of Big Room sessions.
- Pull-plan informs breakout sessions/subjects.

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Photo Credit: InsideOut Consulting, Inc.

Agenda Topic Tips

- Hot Topics
- Work Cluster Reports
- A3 Dashboards
- Commitment Log Progress
- Constraint Log
- Agenda for Next Session
- Last Planner® Planning
- Cluster Group Breakouts
- Learning Activity

Start Time	Duration	End Time	Topic	Leader	Attendees
1:00 p	5 min	1:05 p	Introductions, Agenda Review & Review Big Room Rules of Engagement	Facilitator	Project Team
1:05 p	5 min	1:10 p	Plus Delta Reflection from Last Meeting	Facilitator	Project Team
1:10 p	5 min	1:15 p	AH HA Moments	Facilitator	Project Team
1:15 p	5 min	1:20 p	Hot Topics (list only)	Facilitator	Project Team
1:20 p	15 min	1:35 p	FF&E Update Review	Nancy	Project Team
1:35 p	20 min	1:55 p	Civil Update	Rene	Project Team
1:55 p	15 min	2:20 p	Budget Update & Burn Rate	Keyan	Project Team
2:20 p	25 min	2:45p	Review Pull Plan/Work Register	Facilitator	Project Team
2:45p	30 min	3:15 p	Hot Topic Work Session	Facilitator	Project Team
3:15 p	20 min	3:35 p	Lean Learning	Facilitator	Project Team
3:35 p	10 min	3:45 p	Agenda for Next Meeting	Facilitator	Project Team
3:45 p	10 min	3:55 p	Plus Delta		

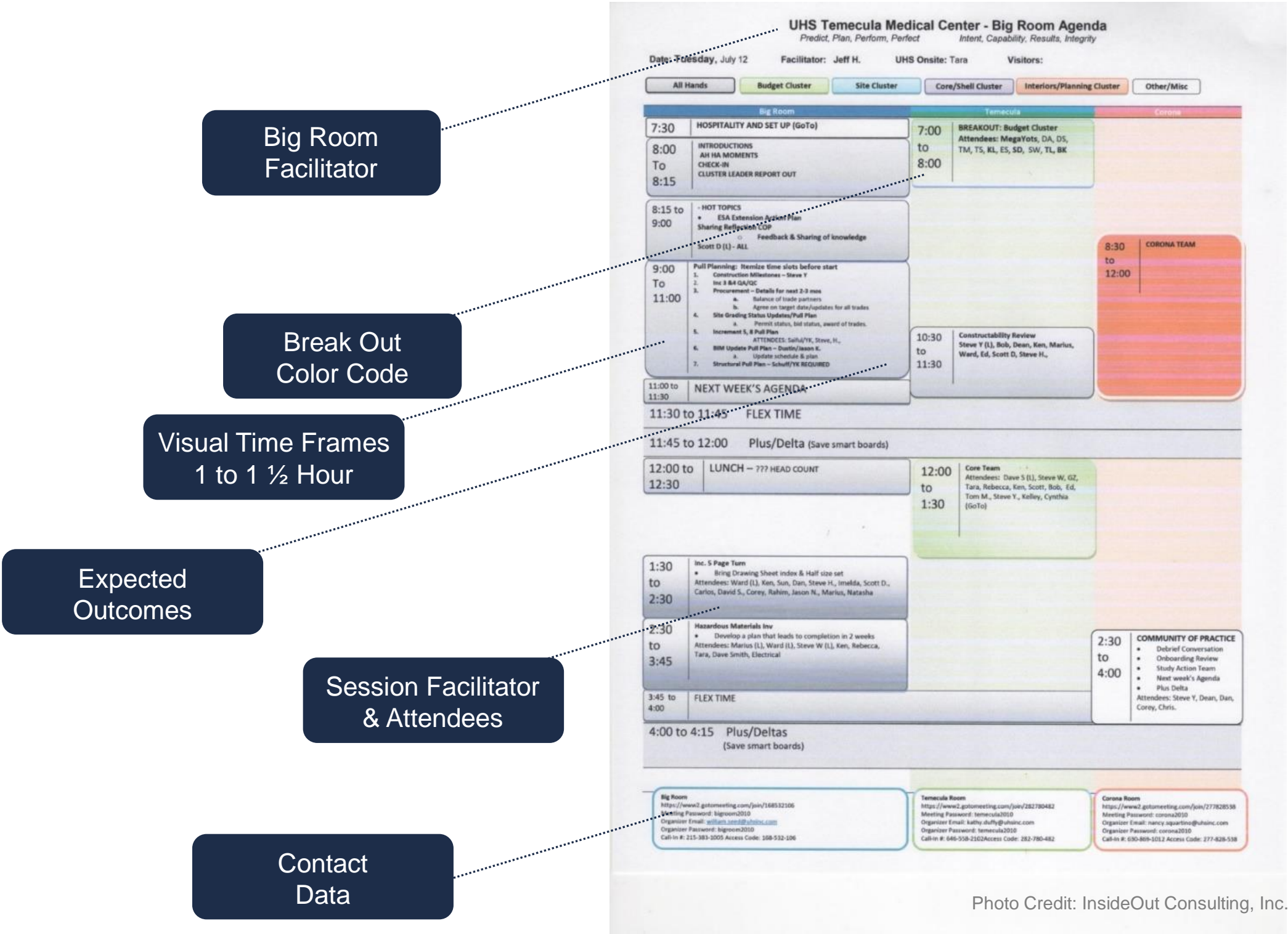


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UHS Temecula Medical Center - Big Room Agenda
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[All Hands](#)
[Budget Cluster](#)
[Site Cluster](#)
[Core/Shell Cluster](#)
[Interiors/Planning Cluster](#)
[Other/Misc](#)

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Big Room
<https://www2.gotomeeting.com/join/168532106>
 Meeting Password: bigroom2010
 Organizer Email: jeff.huff@uhsc.com
 Organizer Password: bigroom2010
 Call-In #: 215-383-3005 Access Code: 108-532-106

Temecula Room
<https://www2.gotomeeting.com/join/282780482>
 Meeting Password: temecula2010
 Organizer Email: kathy.duffy@uhsc.com
 Organizer Password: temecula2010
 Call-In #: 646-558-2102 Access Code: 282-780-482

Corona Room
<https://www2.gotomeeting.com/join/277828538>
 Meeting Password: corona2010
 Organizer Email: nancy.spartaco@uhsc.com
 Organizer Password: corona2010
 Call-In #: 630-869-5012 Access Code: 277-828-538

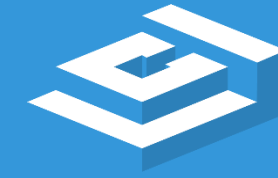
Introductions Cluster Leader Reports
 Hot Topics
 Check in Session Pull-Planning 2 hours
 Next Session Agenda
 Flex Time Morning & Afternoon
 Plus/Delta Morning & Afternoon

Photo Credit: InsideOut Consulting, Inc.

Stay on Track



ENOUGH
LET'S
MOVE
ON



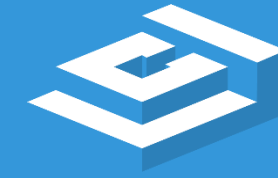
3. What could go wrong?

Commonly Occurring Risks

- The team spirit diminishes, and people gravitate to their silos and “us-them” thinking.
- Death by meetings – we don’t have time to do our work because we’re always in meetings.
- Enthusiasm wanes, this becomes just another day.
- Meetings start late because of late arrivals.
- Leadership quits listening and becomes directive.
- Planners don’t follow the plan, go rogue.

Drift to Traditional....





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4. Learning

Learning Opportunities

Simulations



Reading/Discussion Groups

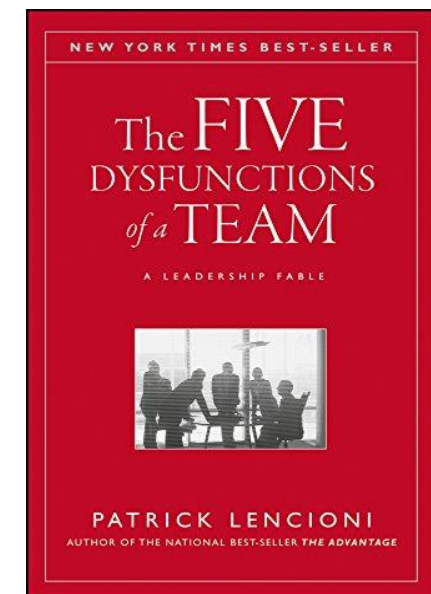
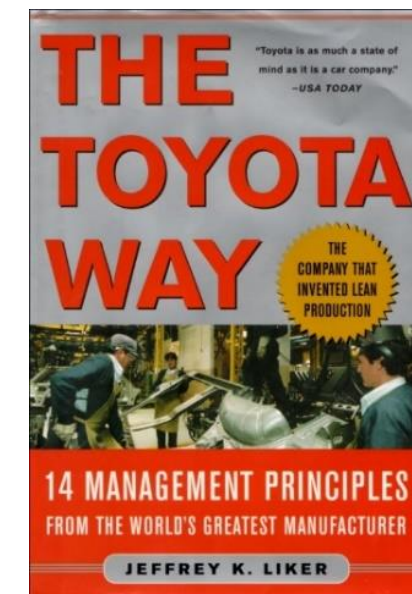
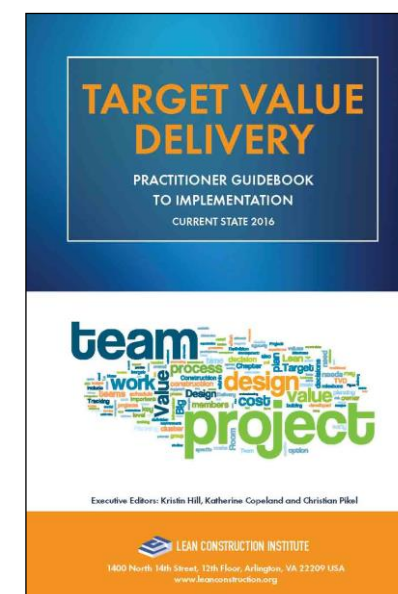
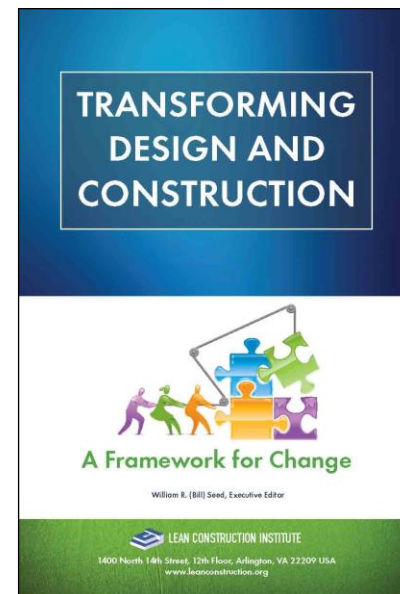


Photo Credits: InsideOut Consulting, Inc.

Learning



Team Health & Assessments

Teams need to assess how they are doing as they progress through a project.

- Chemistry
- Collaboration
- Teamwork
- Meeting Commitments
- Innovation/Creativity
- Target Value Delivery
- Learning & Coaching
- Excitement
- Attitude/Fun
- Building relationships
- Transparency

Team Monthly Average Scores

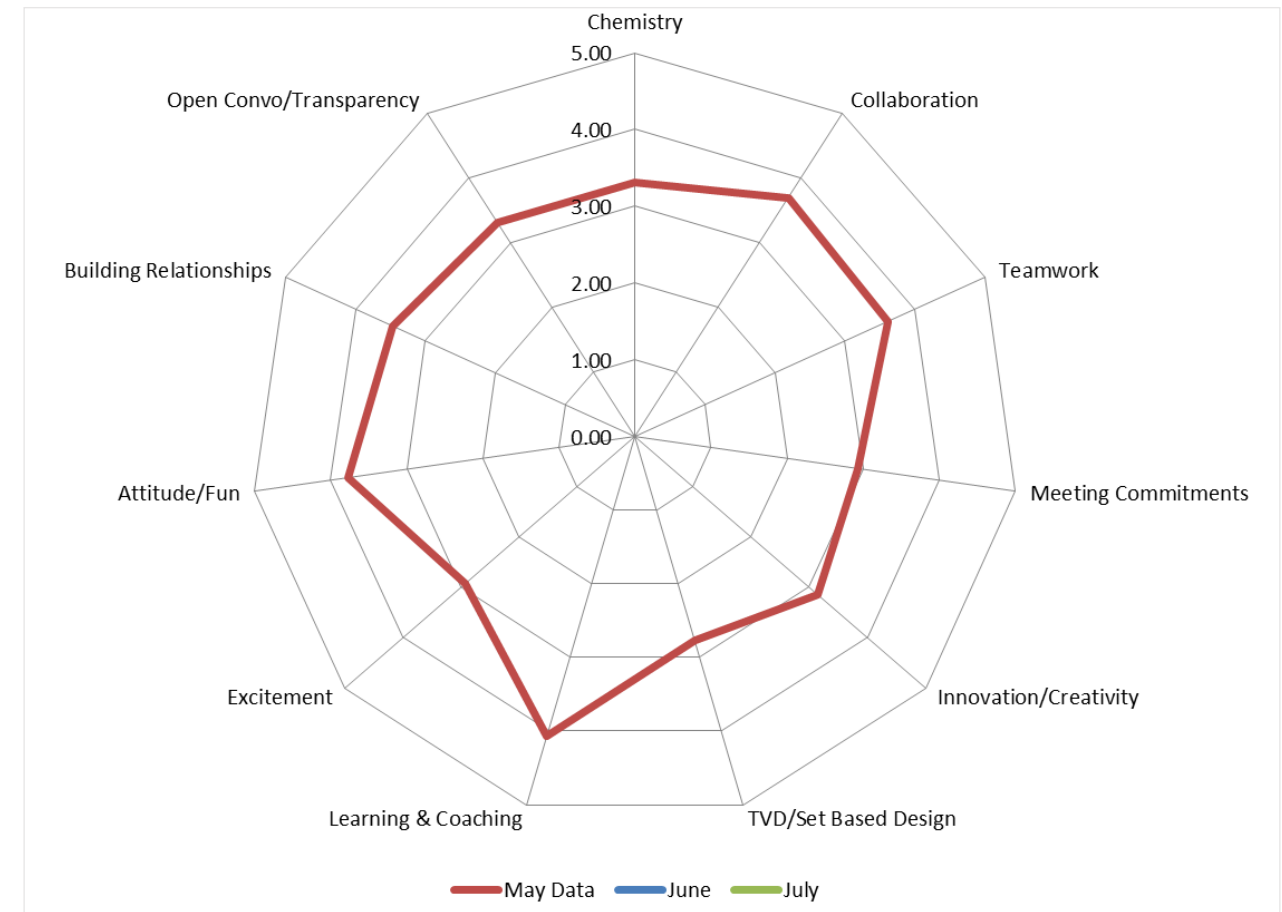


Photo Credit: UHS

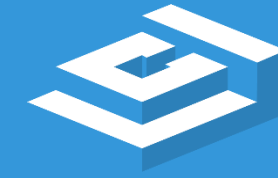
Retrospectives/Continuous Improvement

- Quick retrospective – conducted at the end of every meeting.
- Regular occurring retrospective – conducted at the completion of work cycles.
- Event-based retrospective – conducted at the completion of major milestones.
- Impromptu - when a breakdown is declared, or other reason arises.



Retrospective





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5. Onboarding

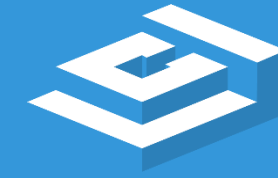
Onboarding Considerations

- Who
- When
- How can you get them “up to speed” on:
 - Project status and milestones
 - Team culture
 - Expected/desired behaviors
 - Safety
 - How we plan and execute
 - What we expect when problems occur

Onboarding is not a one-time event; it is a continuous process where concepts and culture are always reinforced.

Onboarding



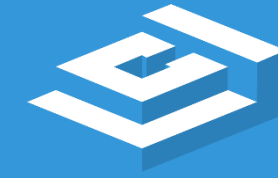


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6. Technology

What technology support is needed?

- SMART type boards
- Video conferencing
 - Large group
 - Individual with remote team members
- White boards
- Online collaboration tools
- PM/Documentation Software
- Shared file space
- Printing & Plotting
- Projection / Large TVs



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7. Meetings that Matter

Kickoff Meeting Framework

- Training/Expectations setting
- Design Vision
- Team Structure
- Team Culture

Planning

Planning has a Design Phase and a Construction Phase application



Photo Credits: InsideOut Consulting, Inc.

Reporting

A3 Dashboard



Decision Making

- A3 thinking
 - Collaborative document managed by a single champion.
- Choosing by Advantages (CBA)
 - A collaborative decision-making system to help simplify, clarify and unify the decision-making process.

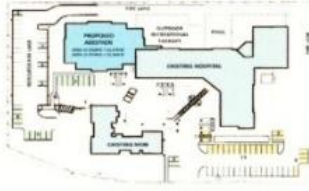


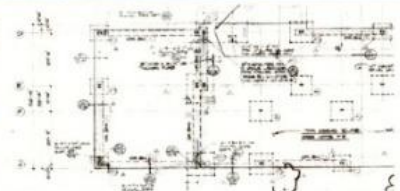
A3 #	Title	Revision	Champion	Date Started	Collaborators	Approved By	Date Approved	Status	
04	Option to build structural infrastructure for a future third floor or build a third floor shell.	1	N. Pera	3/27/2012	J. Gore, S. Stack, R. Migliori, S. Truesdale, N. Pera, J. Allen, K. Cook, S. Rasmussen	-	-	<input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Collaborative Review <input checked="" type="checkbox"/> Implementation	FREMONT HOSPITAL
Section 1 - Define / Background Information									
Project design services are approved for a 52 Bed, two story, 22,000sf bed wing. Project will be designed as an I Occupancy OSHPD Category 3. UHS Fremont could use space immediately. The project models are currently figured as shallow foundations with a strl steel frame. Initial budget targets where explored at \$235K/bed, however UHS has expressed an interest to reduce the targets 20-25% to align them closer with other US built facilities.									
March 27, 2012									
Section 2 - Problem Statement / Current Condition									
Fremont Hospital has observed a need for additional beds and has been turning potential patients/revenue away due to lack of onsite beds. This bed addition may be the last potential development on this site for the foreseeable future. If provisions are not made to maximize the size of this addition, the site may never be able to add additional beds without incurring significant costs. With current setbacks this is the last buildable site area and future construction would be limited to demolition of existing structures.									
									
Proposed Addition Leaves No Future Buildable									
March 27, 2012									
Section 3 - Future Goal / Target Condition									
Provide options which allow for future expansion of beds or general office space.									
Target Condition 1 Build a new two story bed wing addition with no accommodation for a future floor.									
Target Condition 2 Increase foundations and structural frame to accommodate future added third floor.									
Target Condition 3 Build third floor in shelled out condition.									
Target Condition 4 Build third floor with 26 new beds including all interior improvements.									
 									
2 Story Rendering									
3 Story Rendering									
March 27, 2012									
Section 4 - Analysis / Think									
We worked with the onsite facilities team to track down the existing structurals drawings. Currently a soils report is not available, however the existing structural drawings clearly indicate that a deep foundation option was not used with in the original design. Until the geotech report is completed we can not confirm whether or not deep foundations will be required due to specific findings or new structural codes.									
									
Existing Foundation Plan									
Target Condition 1 - No Third Floor Cost Variance To TVD \$ - Schedule Variance (Weeks) +0 Weeks This allows for no future site growth given the projects site geography and setbacks.									
Target Condition 2 - Structural Infrastructure For Third Floor Increase the structural columns and braces to accommodate a future third floor + 1.25-1.75lb/sf for gravity columns and increased brace sizes. Foundation concrete would increase by approximately 40-50 cuysd. Low Cost Variance To TVD \$ 70,000 Schedule Variance (Weeks) +0 Weeks High Cost Variance To TVD \$ 445,000 *** Potential cost if unfavorable soils. +4-5 Weeks Lowest initial cost premium to accommodate a future 3rd floor. Codes change on a periodic basis and this does not guarantee that this design will meet future codes. Future construction would also be burdened with removal and reinstallation of roof top MEP equipment. The 3rd floor could not be added without significant disruption incl temporary 1st and 2nd floor vacancy.									
Target Condition 3 - Shelled Third Floor Adds complete structure, exterior skin, conveyance, and MEP infrastructure for future bed wing. Low Cost Variance To TVD \$ 1,800,000 Schedule Variance (Weeks) +4-5 Weeks High Cost Variance To TVD \$ 2,175,000 *** Potential cost if unfavorable soils. +8-10 Weeks The 3rd floor could be added with minimal disruption, wont not require 1st and 2nd floor vacancy. The 3rd floor TI construction would be significantly more expensive due 1st and 2nd floors occupancy.									
Target Condition 4 - Third Floor Built Out With 26 Beds Complete finished/built out 26 bed unit. Low Cost Variance To TVD \$ 5,350,000 Schedule Variance (Weeks) +6-8 Weeks High Cost Variance To TVD \$ 5,725,000 *** Potential cost if unfavorable soils. +10-12 Weeks Maximizes the site bed count.									
April 9, 2012									
Section 5 - Proposed Counter Measures /Plan									
Revised this A3 to include potential high end costs if soils report does not come back favorable.									
April 9, 2012									
Section 6 - Follow Up									
TBD for outcome of UHS internal meetings.									
-									

Photo Credit: InsideOut Consulting, Inc.

Target Value Tracking Activities

- Target Cost Tracking Transparency
- Risk Identification
 - Mitigation strategy
 - Cost
 - Rank
- Path Back Identification



Photo Credit: InsideOut Consulting, Inc.

When is the right time to implement the Big Room?
When is **too soon**? When is **too late**?







Discuss as a whole group.
(10 minutes)



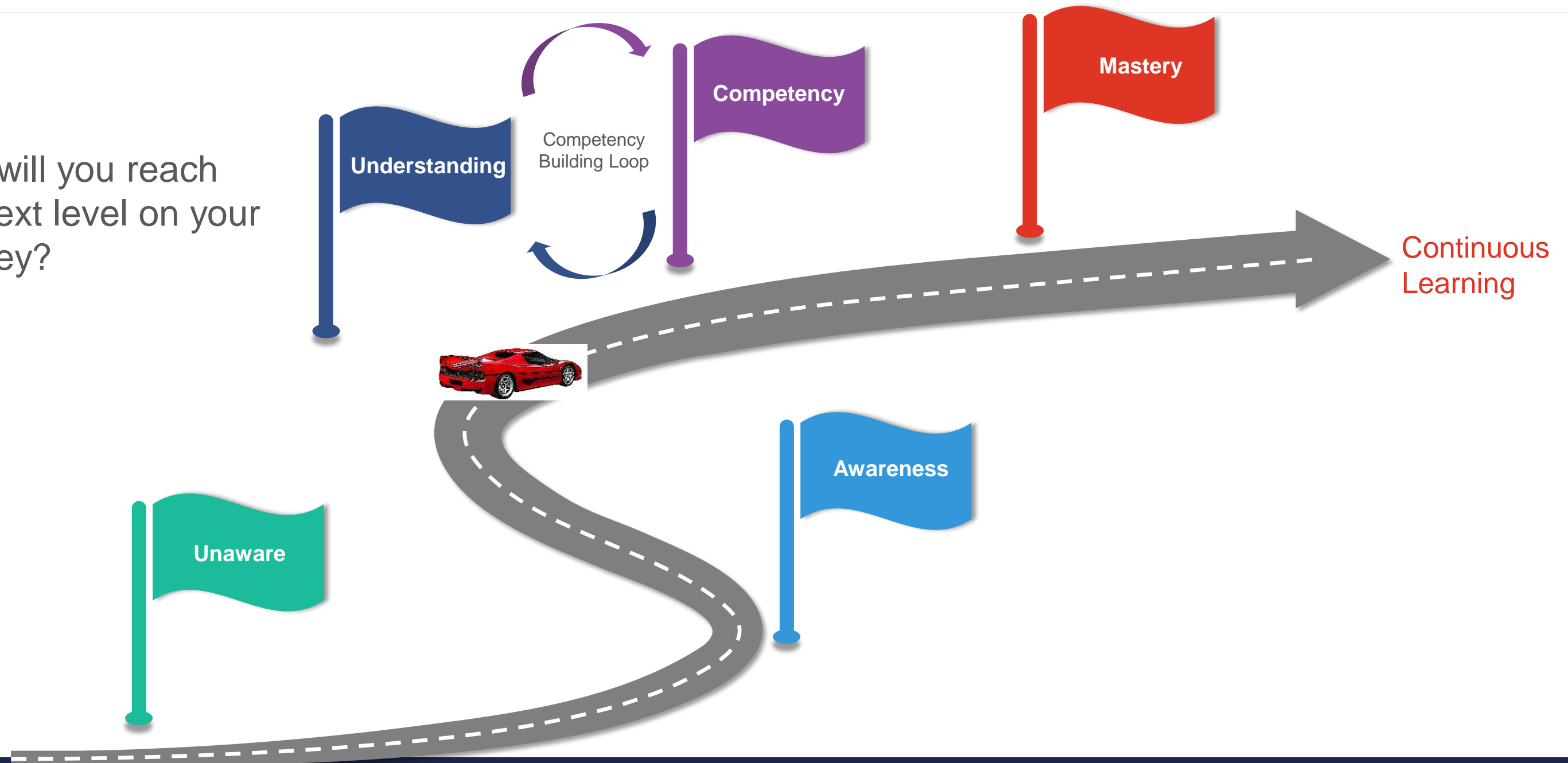
Take Live Notes.

Learning Objectives Review

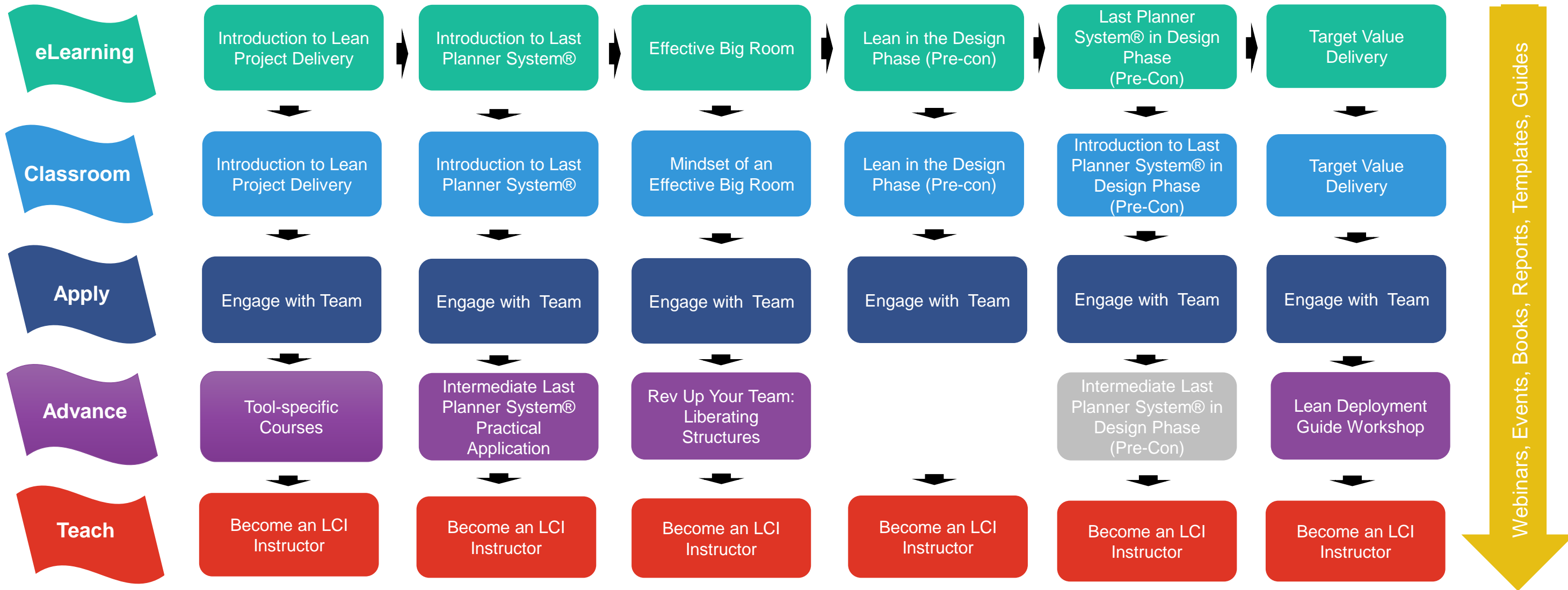
-  Define the meaning of a Big Room and understand the purpose and benefits of implementing the approach to improving project outcomes.
-  Understand the characteristics and behaviours of a Big Room Team including aspects of effective facilitation.
-  Identify the venue types for hosting a Big Room and discover the key elements for tailoring the space to support collaborative activities.
-  Gain insights into how the Big Room approach supports knowledge sharing and enhanced collaboration.

Lean Journey to Mastery

How will you reach
the next level on your
journey?



Define Your Journey



LCI Certification




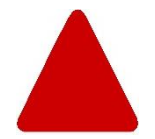
<https://leanconstruction.org/lean-certification/>

Questions?



Conduct Plus/Delta

 Plus: What produced *value* during the session?

 Delta: What could we *change to improve* the process or outcome?

+	▲

Presenter Contact Information



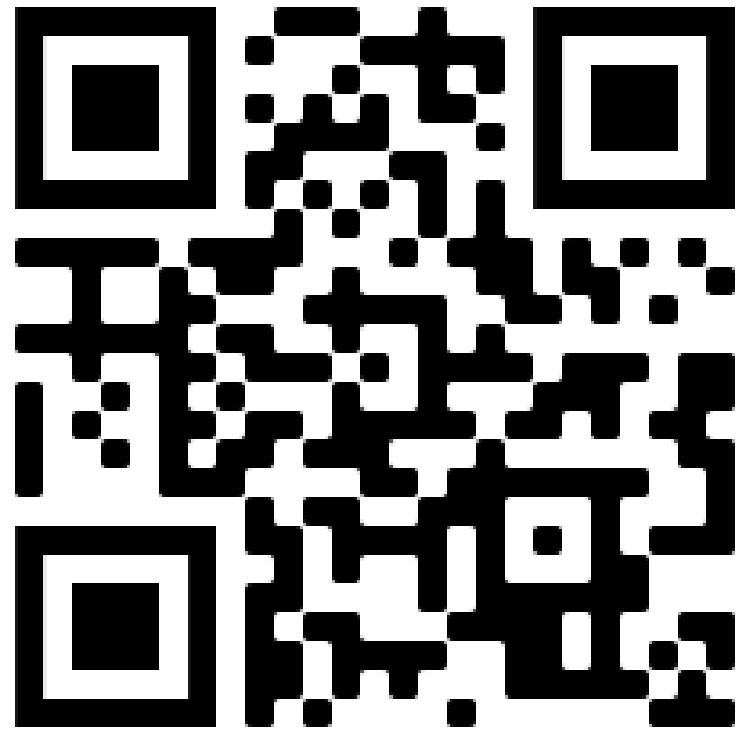
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