

26TH ANNUAL



26TH LCI CONGRESS
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Streamlining Field Communication: Daily Huddles in Trades

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SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 23rd, 2024

Introductions



Henry Nutt III
Southland Industries



Michael Villar
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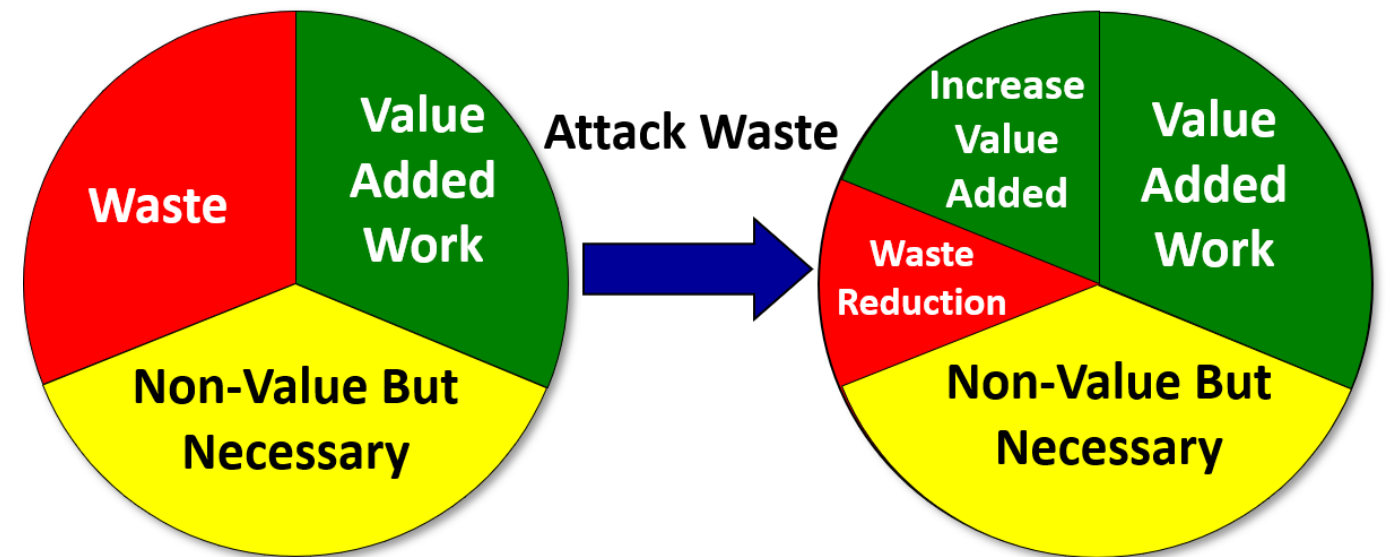
Blake Tormey
KHS&S Contractors

Problem Statement

- 1. Workforce Transience:** Frequent changes in personnel disrupt the continuity of communication and processes.
- 2. Inconsistent Communication:** Variability in the way information is shared leads to misunderstandings and errors.
- 3. Lack of Standardization:** Different teams follow different procedures, leading to a lack of uniformity in operations.
- 4. Resource Limitations:** Insufficient resources to support effective daily huddles, such as time, tools, and dedicated personnel.
- 5. Engagement Challenges:** Difficulty in engaging all team members consistently due to varying levels of commitment and involvement.

The Purpose of Lean

- All lean practices, tools, and initiatives should result in work being put in place more efficiently, more effectively, or safer.
- Daily huddles should also have the same result.



PARTICIPATION TIME



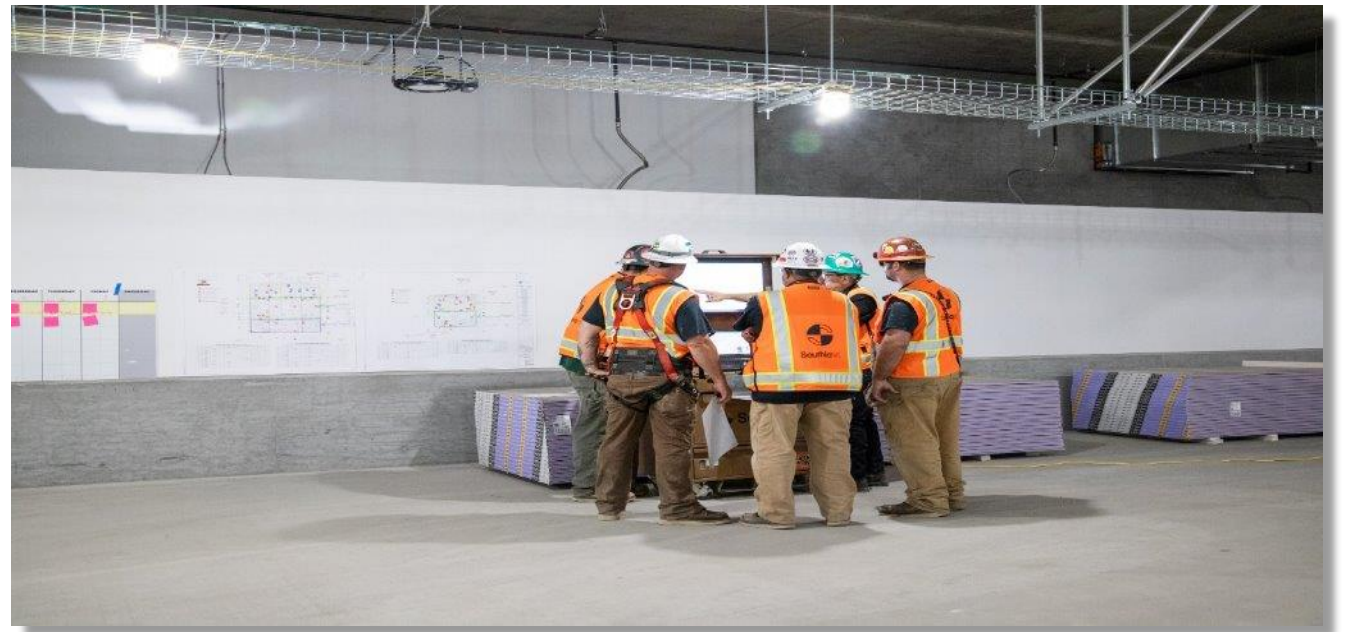
Your Voice



- We want to hear from YOU...not just us.
- Several questions about Daily Huddles from GC and Trades Perspectives
- 100+ Years vs 10,000 Years

Expectation

- Walk away with 2-3 ideas that can help make your huddles better
- Now everyone stand up



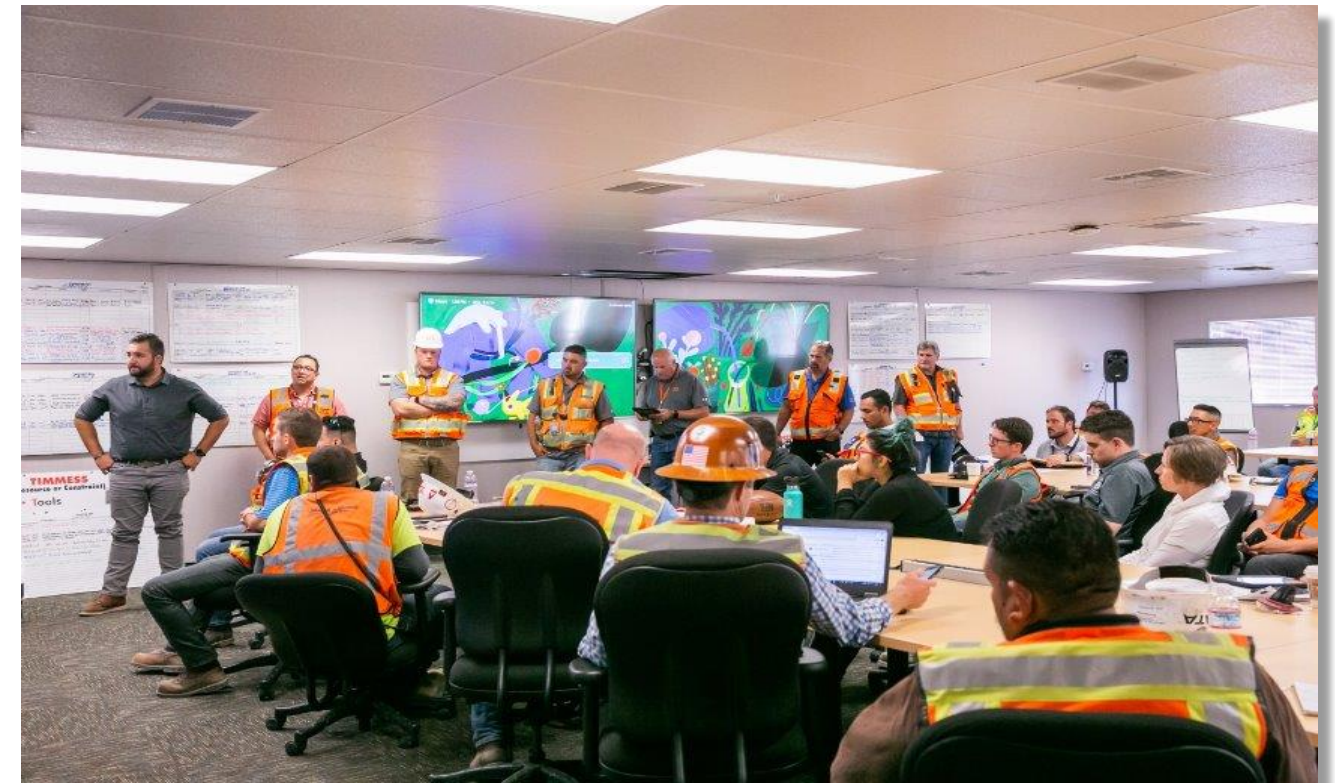
ROOM INTRODUCTION

- How Many GCs?
- How many Trades?
- How many Owner/Architects?
- Others?



GCs - Purpose

- How many of you are doing (or have done) daily huddles?
- Why do you do huddles, what is your purpose?



GCs - Purpose

- Coordinate daily activities.
- Ensure safety and logistics.
- Identify any potential constraints.
- It's also a platform for ensuring the necessary information is shared and to verify that everyone is aligned with the day's plan.



TRADES - Purpose

- How many of you are currently or have participated in daily huddles on a job?
- How many of you do your own daily huddles within your trade (even if the GC is not)?
- Why do you do it, what is your purpose?
- How is it helping your crew be more efficient or more effective?
- IF YOU ARE NOT DOING YOUR OWN HUDDLES – WHY NOT?



TRADES - Purpose

- Keeping the huddle focused and on topic
- Short specific answers or report out (these are huddles, think football terms, short and quick to communicate and then execute)
- Helping team members who are not prepared more than two times in a row (those who are unprepared waste the teams time and sours the culture)
- Be on time, start on time
- Promote the same agenda or cadence to prompt momentum
- Above all else help the team listen to each other, foster it!!!
- Cannot BS their way through and gain respect simultaneously
- Have a good pulse of what is happening onsite vs. what schedule says, or their own agenda
- Tap the experience of the Trade Partners



GCs - Expectations



- What do you expect from your trade partners?
- What do positive interactions look like?

GCs - Expectations

- **Expectations:**
 - Punctuality and full participation
 - Accurate manpower counts and headcounts
 - Safety measures in place (permits, JSAs)
 - Clear plans for the day's work
 - Coordination with other trades, especially on constraints
 - Contribution to discussions, not just passive attendance
- **Positive Interactions:**
 - Trades communicating directly with each other, not just with the GC
 - A cooperative atmosphere, with trades offering assistance and solutions to others
 - A superintendent or foreman in a positive mood, creating an optimistic work environment
 - Active participation, with trades sharing updates and solutions
 - Focus on today's tasks and critical handoffs



Trades - Expectations

- Same now for your GCs.
- What do you expect from your GC?
- What do positive interactions look like?



Trades - Expectations

- **Expectations:**
 - Clear, concise communication without overwhelming information
 - Visual aids to help with coordination
 - GCs should avoid monopolizing the conversation; foster collaboration instead of merely reporting
 - A focus on actionable site logistics and safety that directly impact the trades
 - To feel included in problem-solving rather than being "talked at"
- **Positive Interactions:**
 - GCs facilitating rather than dictating, allowing trades to lead and engage in the huddle
 - GCs sharing relevant updates and hazards that impact the trades, allowing for direct trade-to-trade problem-solving
 - Encouraging input from trades, rather than using the huddle solely for daily reporting





GCs – Trade Shortfalls

- What do GCs want from Trades that you are not currently getting?
- What are you seeing from your trades that is ruining your huddles?



GCs – Trade Shortfalls

- More Engagement and Preparedness
 - Trades need to arrive with accurate headcounts, safety documents (JSAs), and a clear plan for the day's work.
- True Collaboration
 - More direct trade-to-trade communication, rather than relying on GCs to drive coordination.
- Active Problem-Solving
 - Proactively identify and resolve constraints instead of merely reporting issues.
- Ownership of Scope
 - Trades should confidently own their scope, understand its impact on others, and articulate it clearly.

Trades – GC Shortfalls

- What do Trades want GCs to improve?

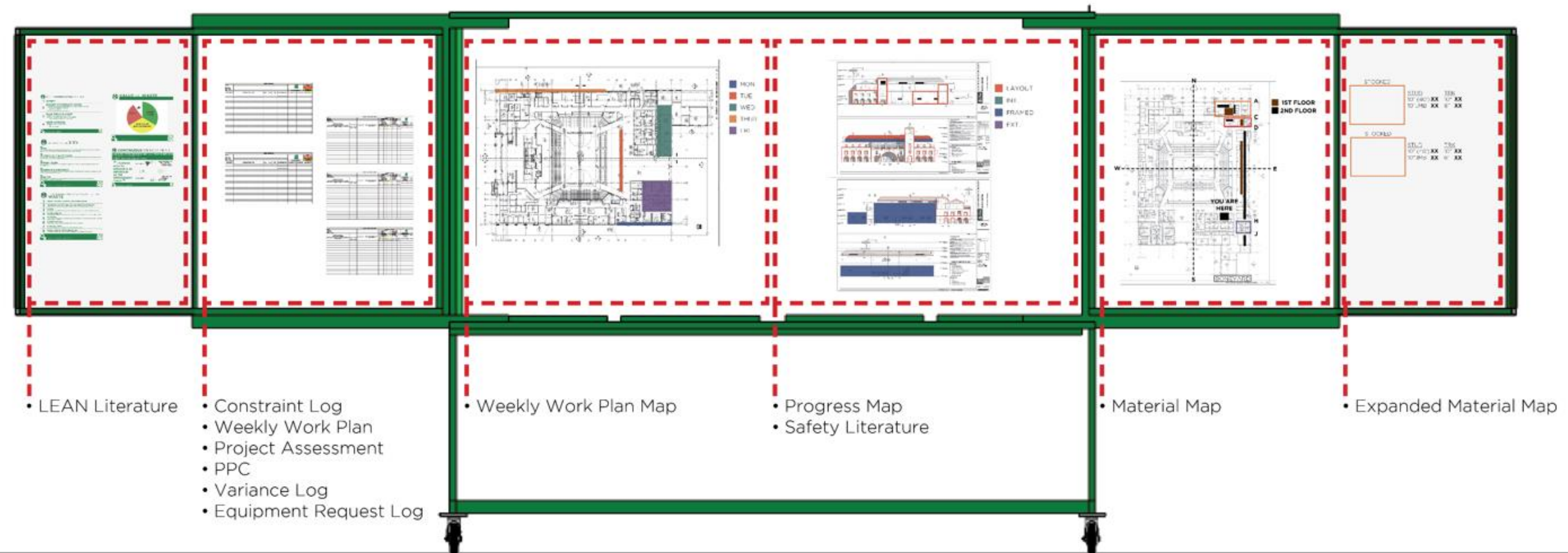


Trades – GC Shortfalls

- GCs to be more tactful when calling out individuals or trades.
- GC talking AT group not WITH the group.
- Zero visuals or engagement.
- Monotonous, only doing it to check a box.
- Speaker system not loud enough.
- Keep the meetings smaller if possible. For mega-projects one meeting can easily lose its value unless you engage extremely well.
- Easy to lose focus on topics that are relevant to all in attendance.

Set-Up

- How does everyone set up their huddles?
- Support? Coaching?



Top Tips for your Huddle

- Use an agenda that has time limit for each item...and stick to it
- Stop making the entire crew go to your huddle
 - You only need the foremen
 - But make the foremen prove their crew got the message
- Use visuals to show where work is being done and not just verbal
- Brevity, brevity, brevity
- Prepare as much as you can before the meeting starts



Example of Internal Huddle Agenda

DAILY HUDDLE AGENDA

1. ROLL CALL (1 min)

2. SAFETY/STRETCH AND FLEX (2-3 mins)

(Cover safety risks/mitigation for the entire crew for today's tasks while conducting stretch and flex)

3. DAILY WORK REPORT (7-8 mins)

a. Report out yesterday's team production

- i. Review the task(s) from yesterday? Review the goal(s) from yesterday?
- ii. Did the team hit the production goal?
- iii. Did the team have leave-outs?
- iv. Was material at point of use yesterday?
- v. Did the team QC their work?
- vi. (If the goal was not met) What were the reasons for variance?

b. Review team goal for today

- i. Explain the task(s) for today? Explain the goal(s) for today?
- ii. Does the team have tools, material, equipment, and information to complete 100% of the goal?
- iii. Is there a clear path for the task today?



Call to Action

- What are going to do to make your Huddle better?
- We're talking MONDAY, not SOMEDAY.



YOU'VE BEEN HAD

THIS IS A DAILY HUDDLE





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In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

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Thank you for attending this presentation. Enjoy the rest of the 26th Annual LCI Congress!