26TH ANNUAL

26TH LCI CONGRESS
OCTOBER 22-25, 2024

# Living Big! Lessons and Life in Successful Big Room

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Stan Chiu, HDR
Brad White, Gensler
Diane Anglin, Carta

Champion: Brad Wigh, Swinerton



**SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION**

October 23, 2024

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# Welcome!



**Diane Anglin**
Partner
Carta Advisors, LLC



**Jenny Han**
Director of Design Integration
Boldt Company



**Stan Chiu**
Director of Integrated Project Delivery
HDR Inc



**Brad White**
Senior Associate
Studio Director
Gensler



Brad Wigh
Senior Project Manager
Swinerton Builders

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# Purpose of a Big Room

Jenny




- Support cross-functional teams in **advancing work.**
- Facilitates **rapid** advancement of work in a **short time frame.**
- Function of collaborative **brain power.**

- Adds value by **driving down** overall project costs.
- **V = Q / T**
- **V = Q / $**

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# Establishing Conditions of Satisfaction




**NORTH STAR:**

- CoS **guide** team members to make **decisions** that best benefit the project and its outcome.
- Crucial: **clearly define “satisfied”** with tangible, measurable aspects



# Establishing Conditions of Satisfaction







**WHAT WILL SUCCESS LOOK LIKE FOR ME AT THE END OF THE PROJECT?**

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# Setting Conditions of Satisfaction for LIVE LAB




**What does success of this LIVE LAB look like for you?**




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# Setting Conditions of Satisfaction for LIVE LAB




## SESSION TAKEAWAYS:

- A demonstration why in-person collaboration matters
- Getting the right people involved
- Visuals - Low-Fi / High-Fi
- The importance of everyone "showing up" physically, culturally and mentally
- HAVE FUN | MAKE IT MEMORABLE

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# Big Room Examples

**Watch Later!**
**Nike Obeya**
**Video**

Stan

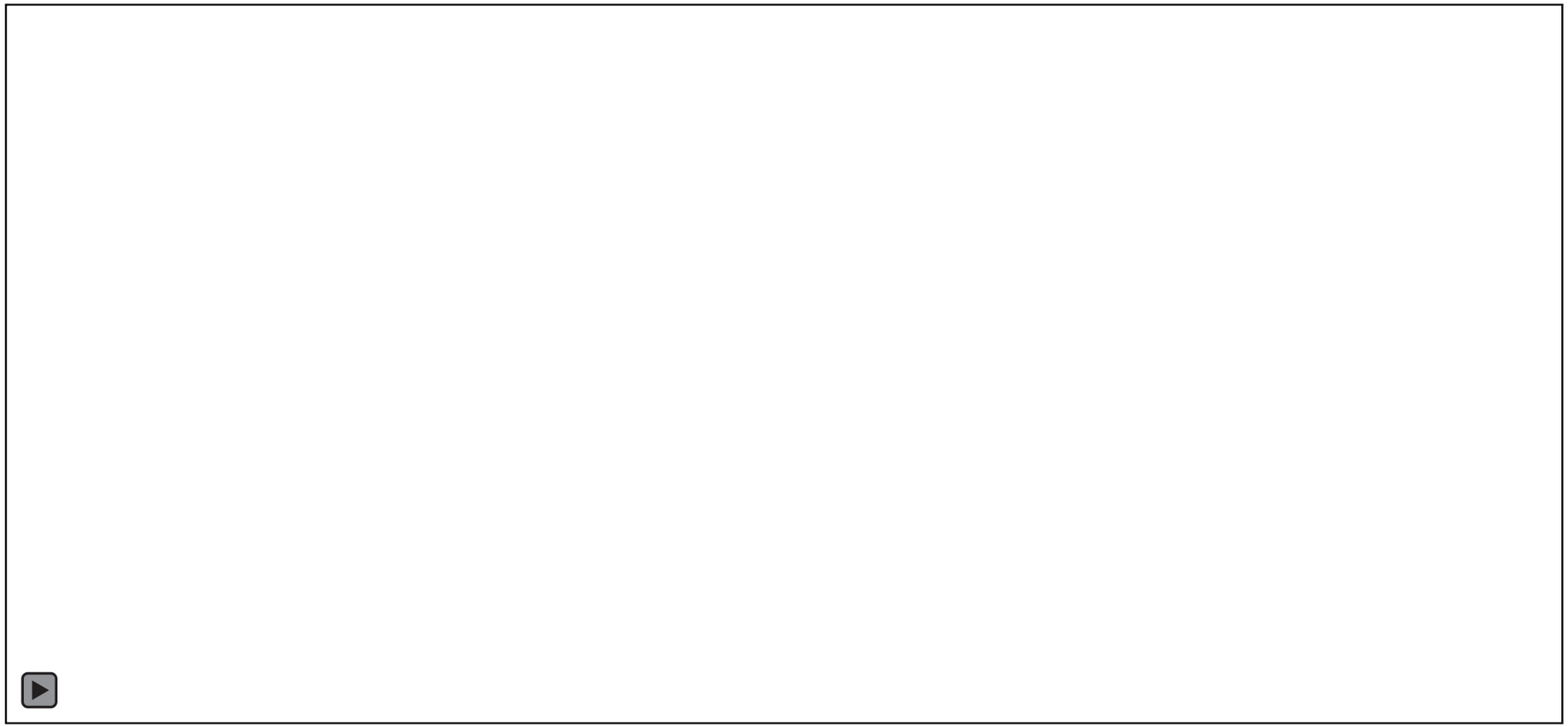
Visuals

- See as a group
- Know as a group
- Act as a group
- Make Visible

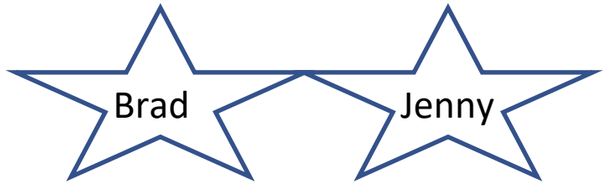
*- Problems can't hide*

Low-Fi

High-Fi



# Big Room Physical Set Up

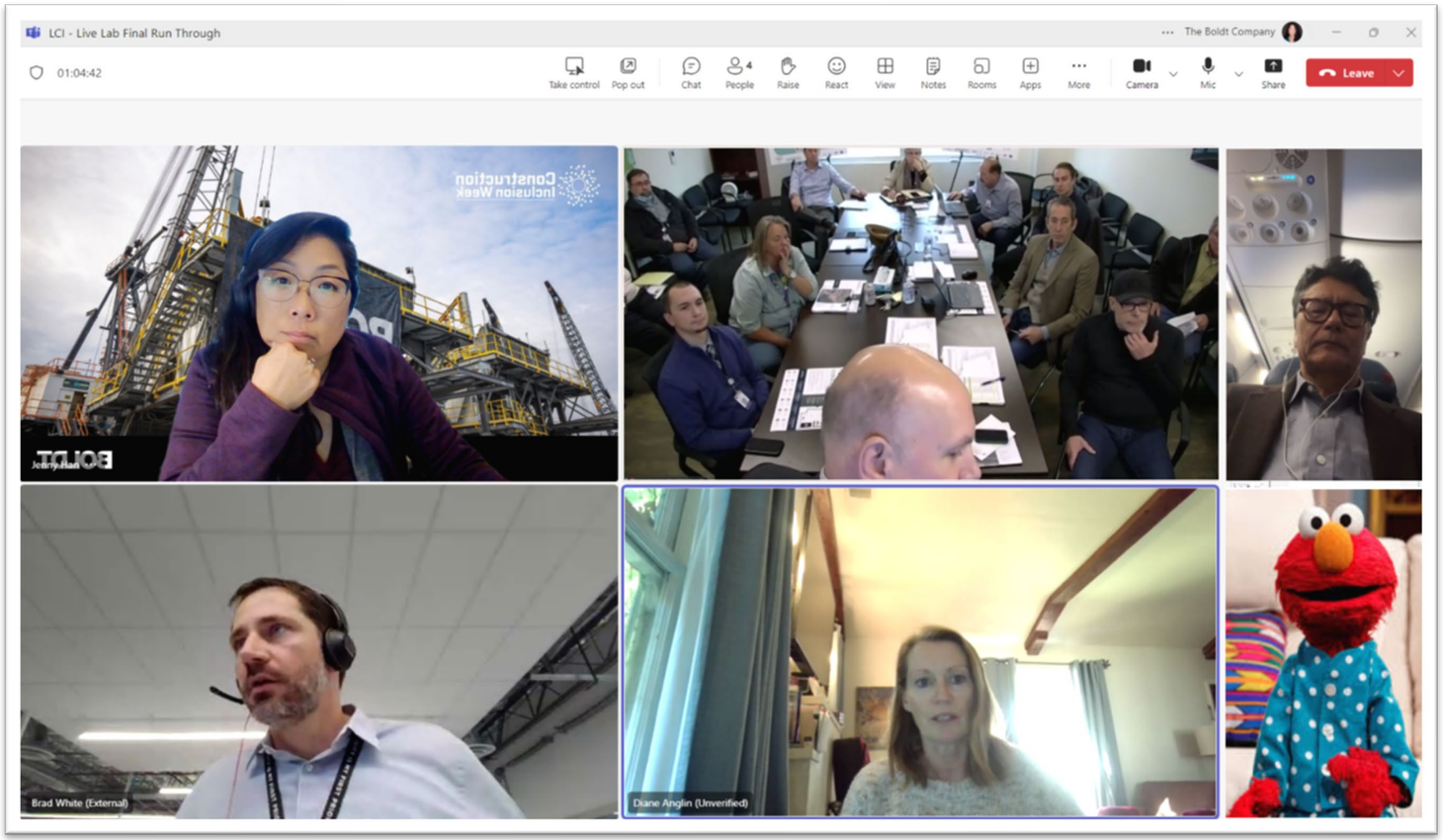



## IN PERSON





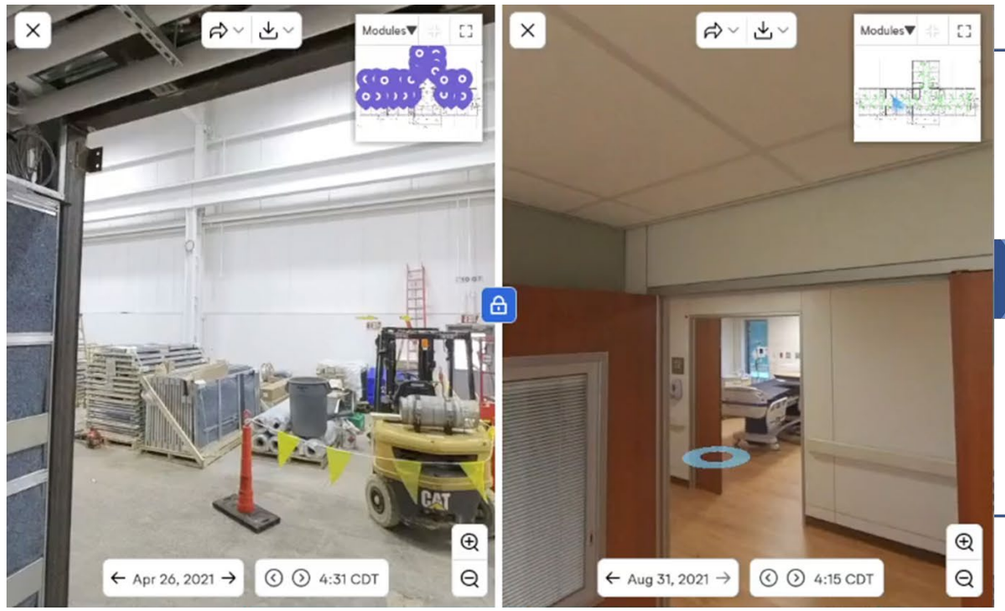
## HYBRID



# Big Room – How does this work with hybrid?

Jenny

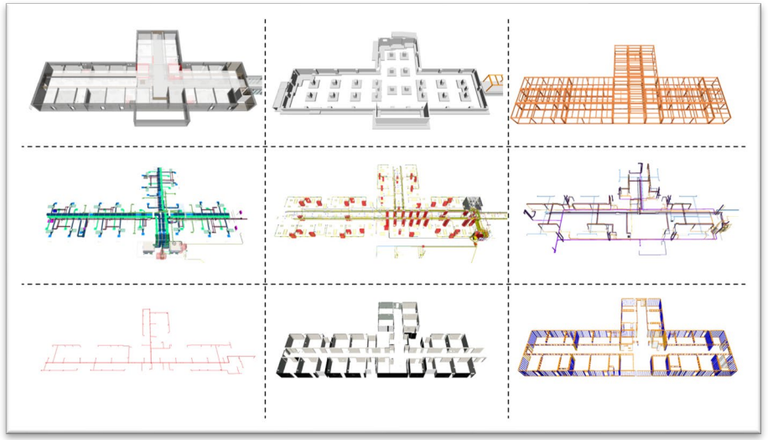
## CLOUD COLLABORATION

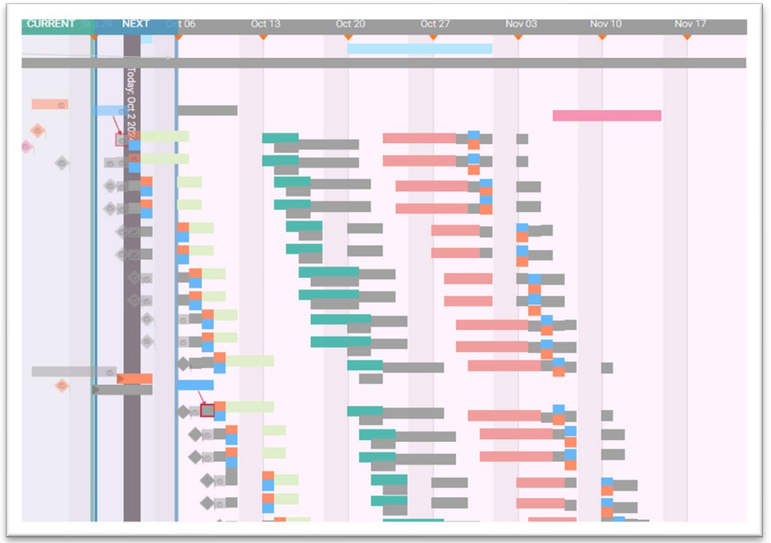



## Touchplan

AUTODESK® CONSTRUCTION CLOUD

| COORDINATE | CURRENT SET |
|---|---|
| Bluebeam Review / Studio Faster review of submittals - collaborative approach to the review process. | Easy access to view drawings, specifications, and punch-list, submittals, RFIs, 3D Model, Coordination, Clash Detection |

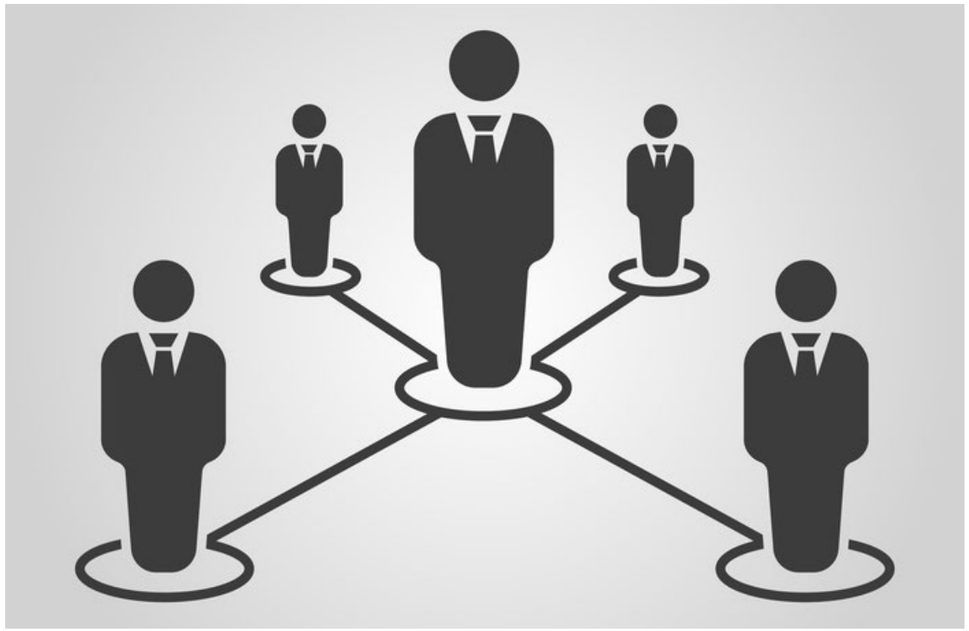


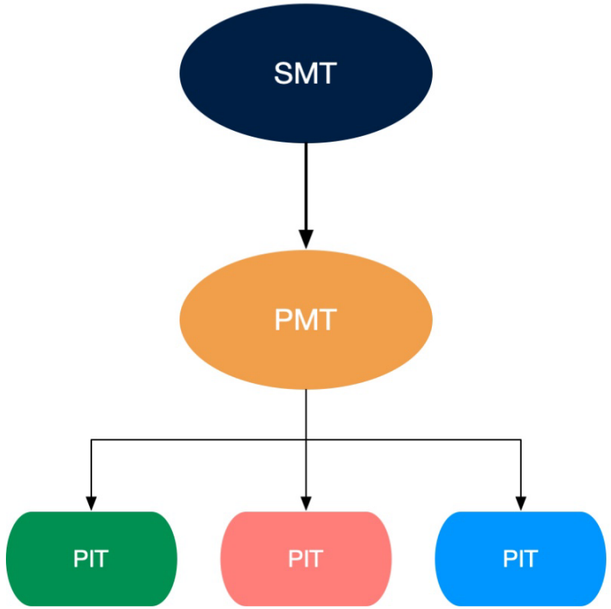


# Decision Makers in the Room

Brad

**Individual team members must be empowered to make decisions**






Senior Management Team
- ✓ Vision
- ✓ Strategic project decisions
- ✓ Confirmation of project goals
- ✓ Staffing and supervision of PMT
- ✓ Troubleshooting
- ✓ Dispute Resolution

Project Management Team
- ✓ Daily Project Management
- ✓ Information Systems/Project Controls
- ✓ Tactical project decisions
- ✓ Change Management
- ✓ Staffing and supervision of PITs
- ✓ Alternatives Analysis

Project Implementation Teams
- ✓ Cross-functional working teams
- ✓ Target value design
- ✓ Sub-budget and schedule
- ✓ Design development
- ✓ Logistics
- ✓ Production management

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# Culture Setting

Brad

Culture is a priority.

Projects are built by **humans.**

**Formal and Informal Happenstance**

**Increase relatedness of team**

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# Culture Setting

Brad Stan



*Projects are social networks*

Collaborate, really collaborate

Projects are networks of commitments

Optimize the whole not the part

**VALUE**

Increase relatedness of the team

Tightly couple learning with action

Written into the original Sutter IFOA.

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# Big Room: It's About How You Use It

Stan

Ah Ha Moments
Cluster Leader Reports

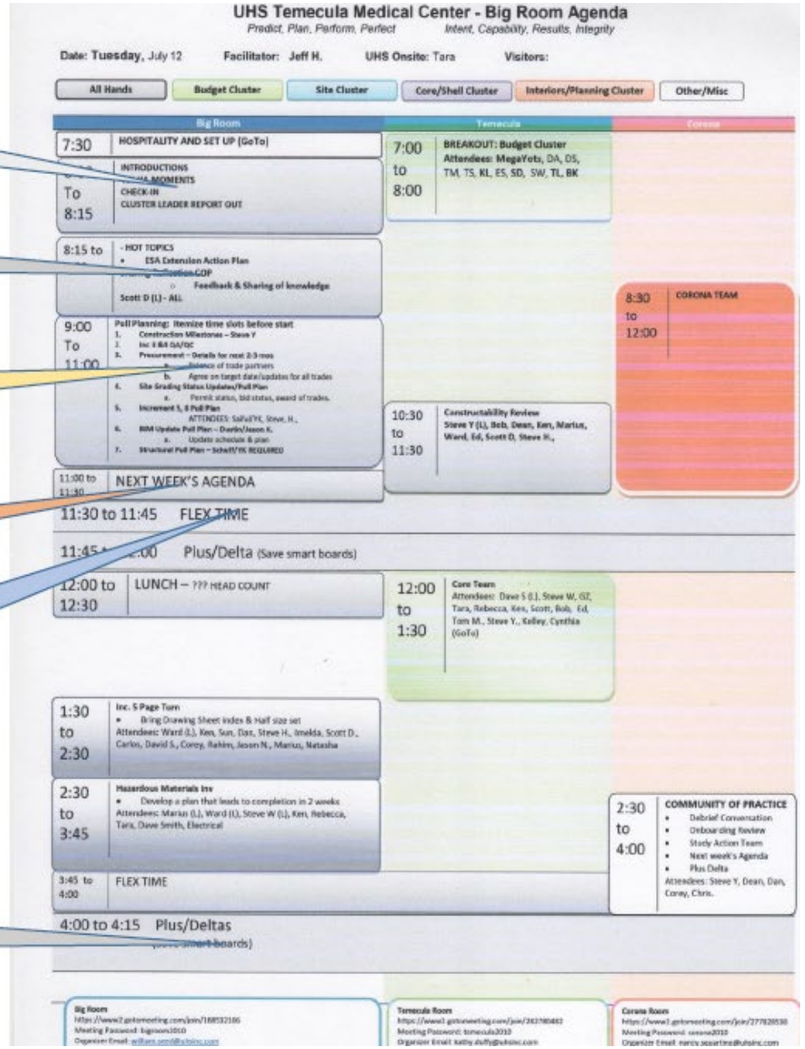
Hot Topics

Check in Session
Pull-Planning
2 hours

Next Session Agenda

Flex Time
Morning & Afternoon

Plus/Delta
Morning & Afternoon



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:**

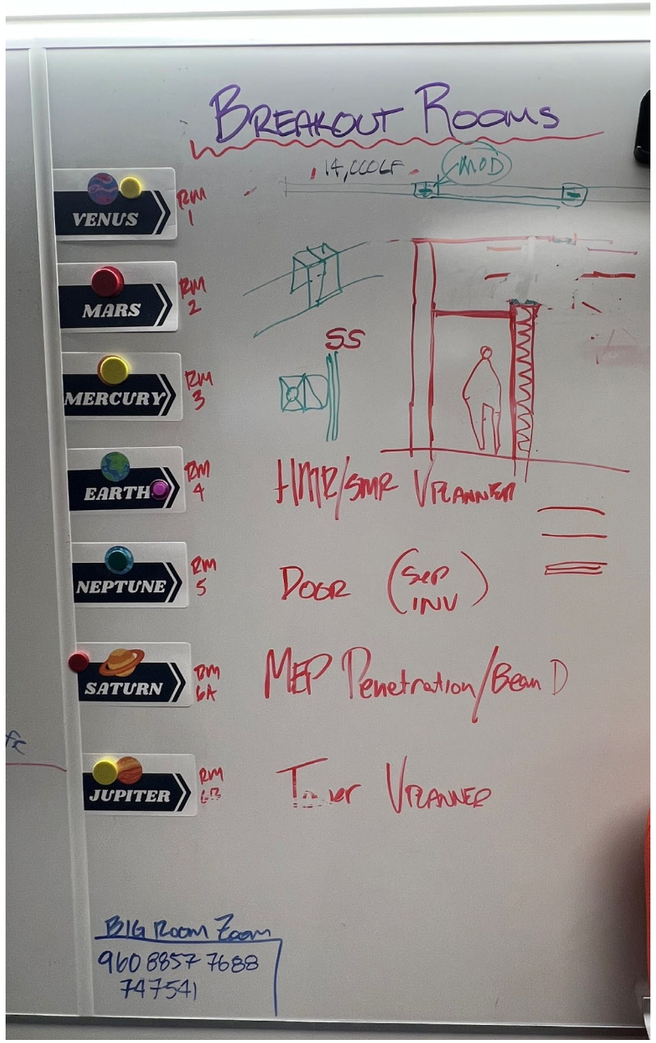
All Hands | Budget Cluster | Site Cluster | Core/Shell Cluster | Interiors/Planning Cluster | Other/Misc

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

Big Room https://www2.gotomeeting.com/join/168532186 Meeting Password: bigroom2010 Organizer Email: william.sen@uhsinc.com

Temecula Room https://www1.gotomeeting.com/join/282780482 Meeting Password: temecula2010 Organizer Email: kathy.duffy@uhsinc.com

Corona Room https://www1.gotomeeting.com/join/277820538 Meeting Password: corona2010 Organizer Email: nancy.sesartino@uhsinc.com



# Big Room: Knowledge flow

Stan

*Big Room Agenda*
*(Daily Activity Structure)*



AURORA MEDICAL CENTER MOUNT PLEASANT
INTERDISCIPLINARY
WORKING SESSION AGENDA

1. Safety (9:00 am – 9:05 am)
2. Wins (9:05 am – 9:10 am)
3. Schedule (9:10 am – 9:30 am)
   a. Upcoming Meetings
   b. Design / Construction Schedule
   c. Pull Plan Review
4. Financial (9:30 am – 9:40 am)
   a. Risk / Opportunity Log
5. Component Team Report Outs (9:40 am – 10:15 am)
   a. Site
   b. Structure
   c. Enclosure
   d. Interiors
   e. Mechanical
   f. Electrical
   g. Plumbing
   h. Fire Protection
   i. Owner
6. Building Information Modeling (10:15 am – 10:30 am)
7. Action Item Log (10:30 am – 10:45 am)
8. Design Update (10:45 am – 11:00 am)
9. Lean Integration (11:00 am – 11:30 am)
10. IDT Huddles (11:30 am – 12:00 pm)
11. IDT Swarms (12:00 pm – 3:00 pm)
12. Report Out (3:00 pm – 3:50 pm)
13. Agenda Prep (3:50 pm – 3:55 pm)
14. Plus / Deltas (3:55 pm – 4:00 pm)

**Issue**

**Hot Topics**

*Action Item Log*
*(Task Tracking)*



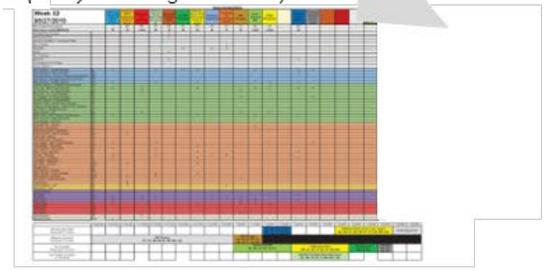
*R/O Log*
*(Budget Tracking)*



*Constraint Log*
*(Decision Tracking)*



*Swarms*
*(Daily Meeting Schedule)*



*Pull Plan Schedule*
*(Short Term Deliverable Tracking)*



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# Big Room

Brad

What are the **Challenges** of Big Room?

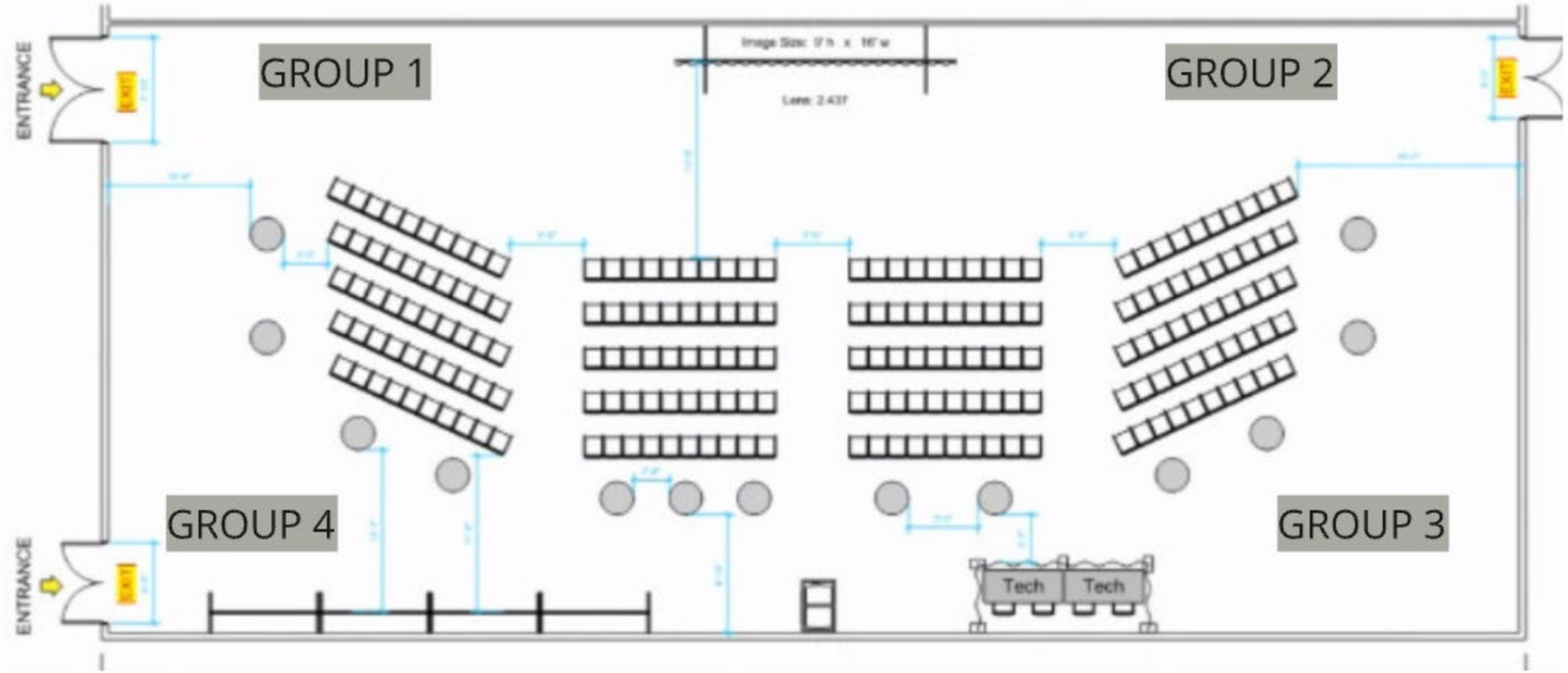



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# Breakout Groups

Diane

## 4 Groups
## 25 Approx People Each



# Trust exercise

Speed of trust

## ACTIVITY #1

Level of Trust

How much do you trust your teammates?

Place a post it under the corresponding level

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| | | | | |

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# Breakout Groups

## ACTIVITY #2

INSTRUCTIONS

**Making Personal Connections!**

Get into groups of 5

1. **Discuss** your favorite Karaoke song is!
2. Once everyone has had a chance to come up with and **share answers** (and stories, or sing a little!)
3. Each team member **please fill out a form** on the Team Poster and add a polaroid photo!
4. **Team Name** – Suggestions for Team Name – Post team name suggestions on post-its and place on the poster.




**Please note: there is additional time to add a Polaroid after the session!**

**Team Posters will be posted out in the general area after the session and more photos can be added.**

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# Breakout Groups

## ACTIVITY #3




INSTRUCTIONS

THIS TEAM WILL WORK ON BIG ROOM CHALLENGES IN THE TOPIC:

4 Different Topics

Each Group:

1. Identify a scribe
2. Identify someone who will report out
3. Everyone must participate

5 minutes to discuss solutions - round robin, write challenges and solutions here

| Challenges | Solutions |
| --- | --- |
| | |

# Breakout Groups

## Report Out






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# Trust exercise – Follow Up

## ACTIVITY #4

Level of Trust

How much do you trust your teammates?

Place a post it under the corresponding level

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| | | | | |

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# Breakout Groups




Please Move Back to Your Seats

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# Group Discussion




## Observations!

Personal Connections

Small group dynamics

Trust results

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# The Key to Big Room

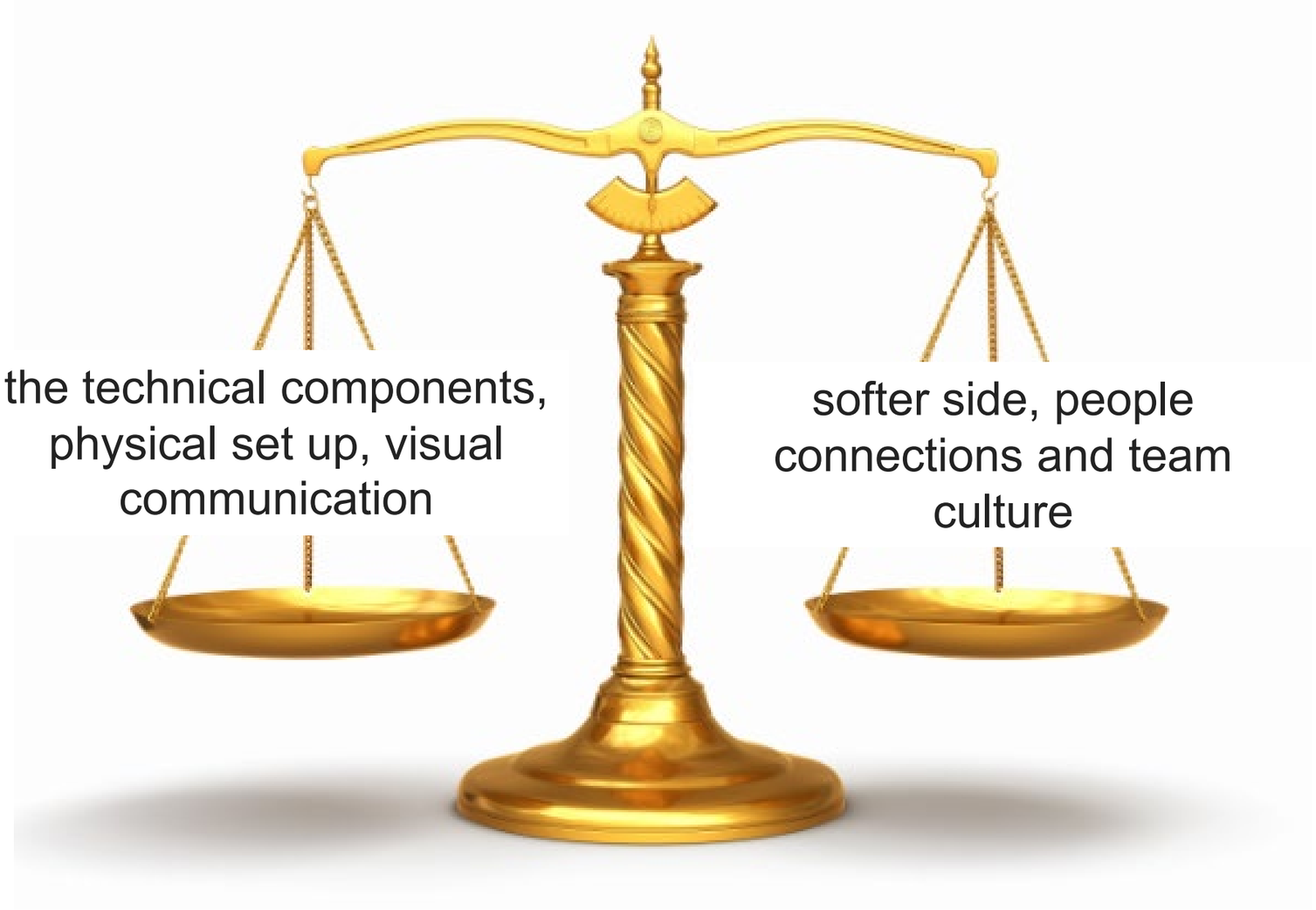



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# The Key to Big Room

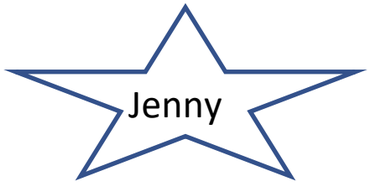
Brad

There is no silver bullet
to BIG ROOM success




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# Plus / Delta




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Jenny

# Living Big! Lessons and Life in a Successful Big Room




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