

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

State of Lean in our Industry

Bevan Mace

LCI Board of Directors

Vice President Balfour Beatty

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

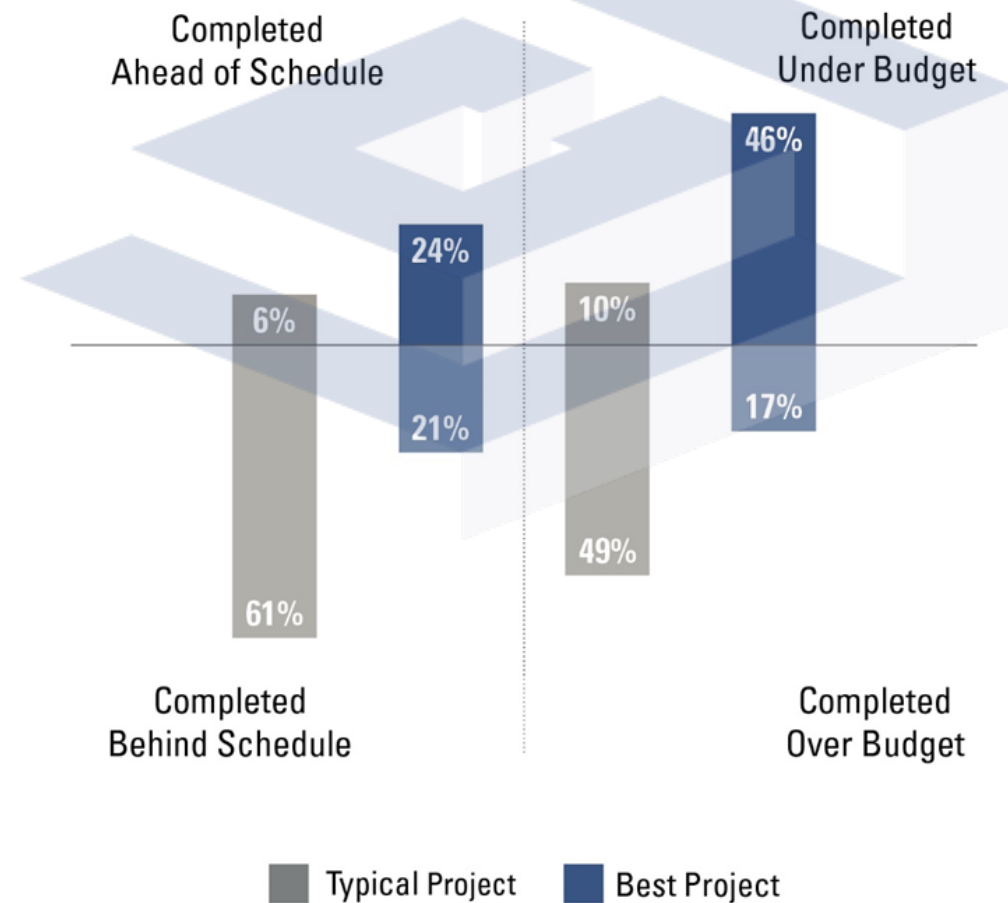


Bevan Mace

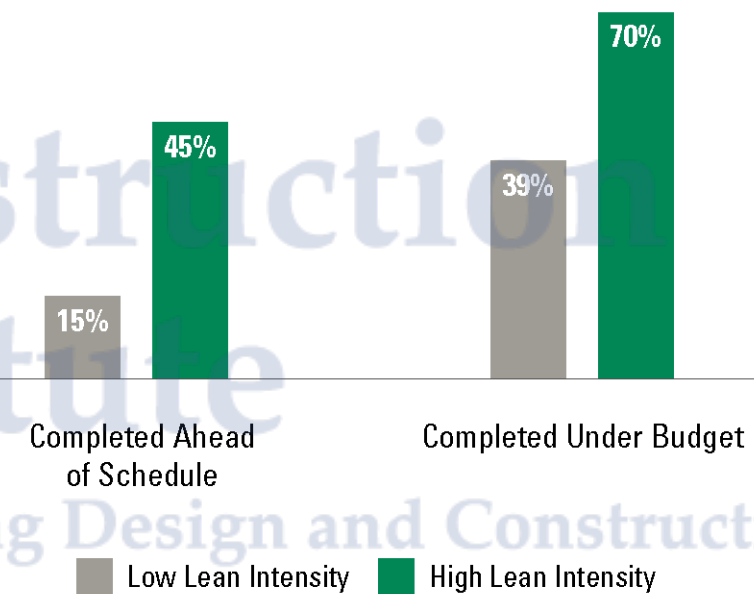
Vice President, Balfour Beatty

Owner's Business Case for Lean (2016)

**% of Projects Achieving Outcome
(From approval of Capital Project)**

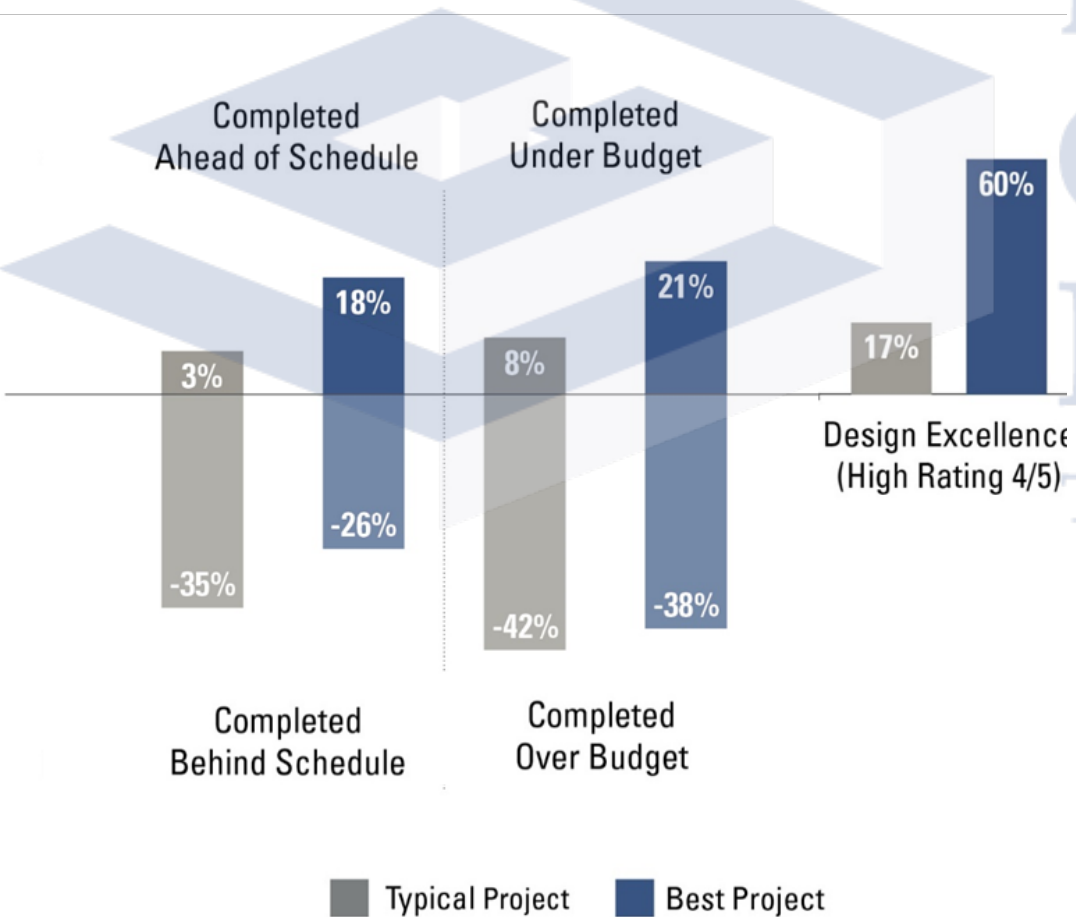


% of BEST Projects Achieving Outcome

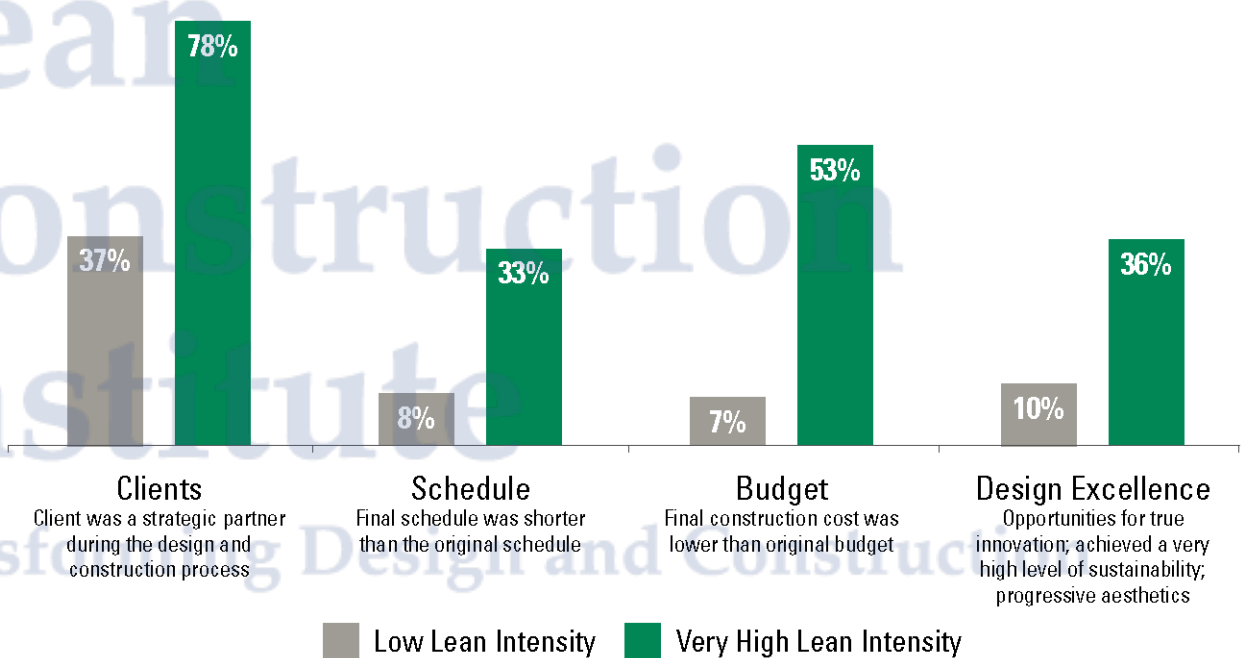


Great Design Enabled by Lean (2017)

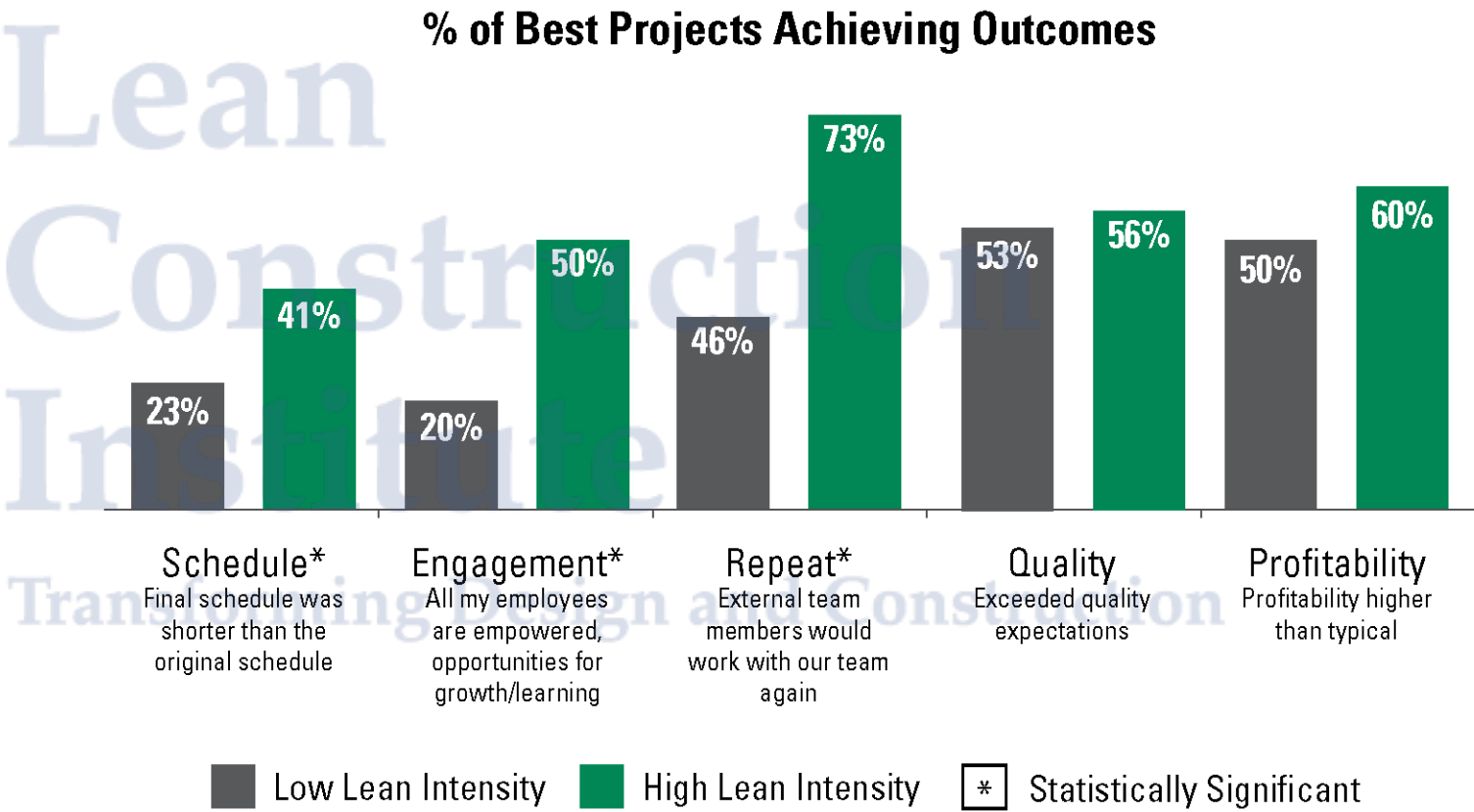
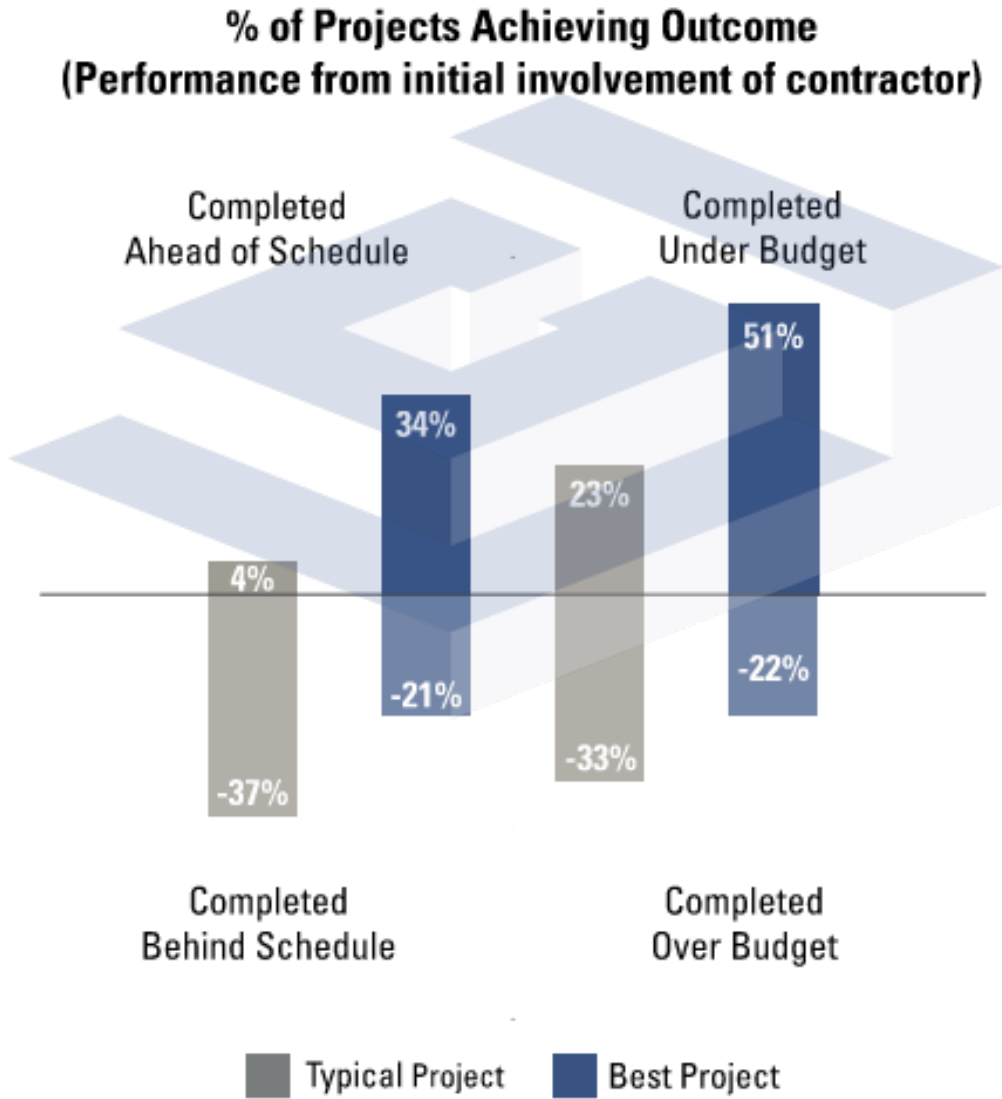
% of Projects Achieving Outcome
(From initial involvement of Architect)



% of BEST Projects Achieving Outcome



Operational Excellence Improved by Lean (2021)



Lean Adoption Survey (2022, 2024)

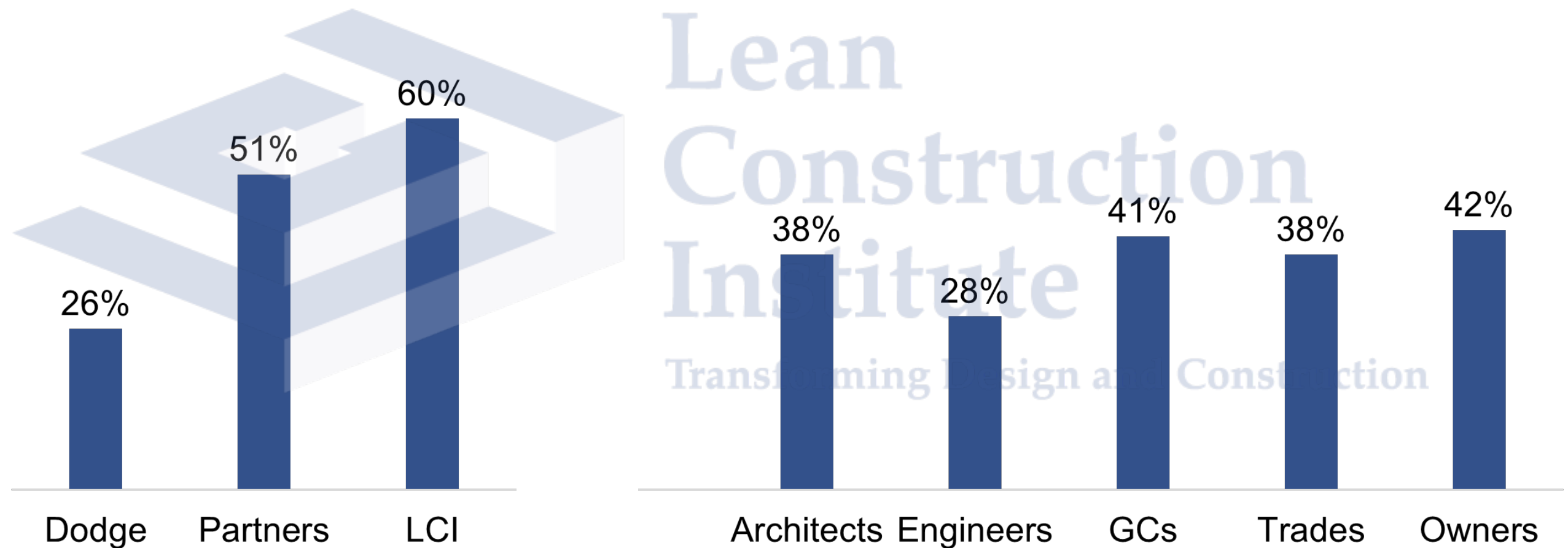
- **809 responses from three groups (33% increase from 2022):**
 - Dodge (461 or 57%) – Dodge's panels and member lists (industry at large)
 - LCI (228 or 28%) – LCI's member list
 - Partners* (120 or 15%) – Partner organizations member lists (COAA, AIA, AGC)
- **Three types of organizations in each group:**
 - Construction (47%) – General contractor, construction managers, trade contractors
 - Design (35%) – Architecture, engineering and A/E firms
 - Owners (18%) – Building owners, government agencies, institutional organizations

What percentage of planned tasks are completed on time?

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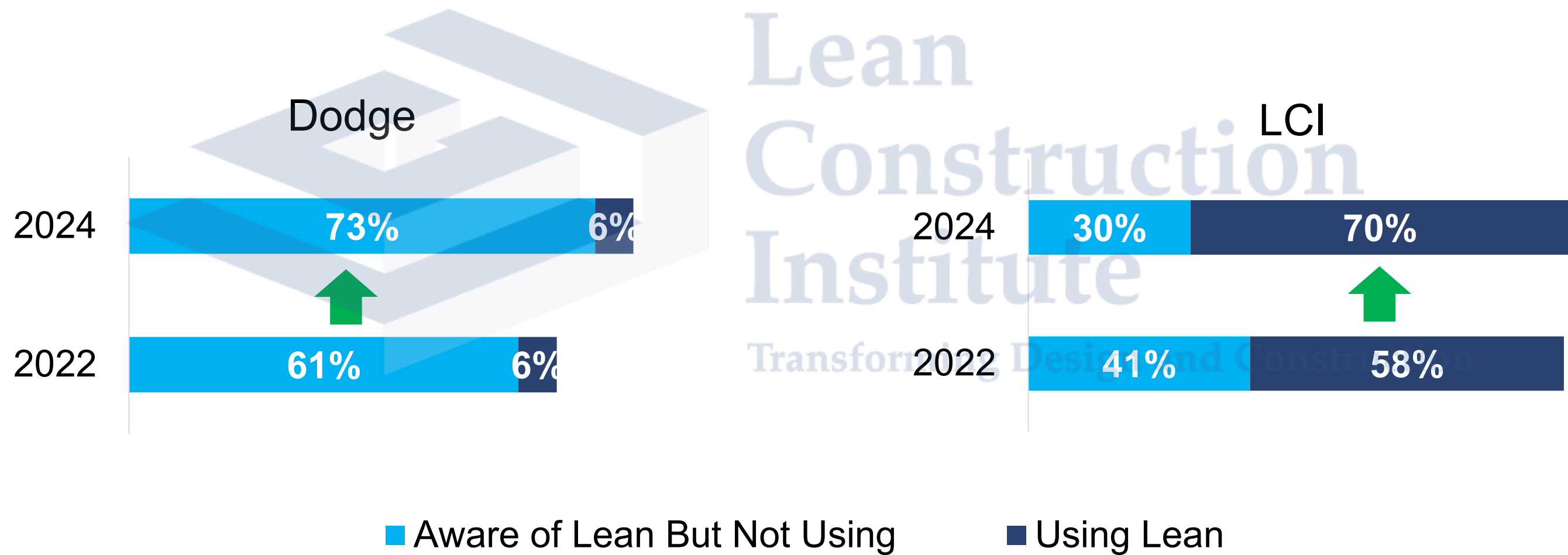


LCI respondents mostly believe our industry is inefficient or highly inefficient but not the industry at large



% of Respondents who believe the Construction Industry Is Inefficient/Highly Inefficient

Lean awareness is growing in the industry at large and more LCI respondents are using lean



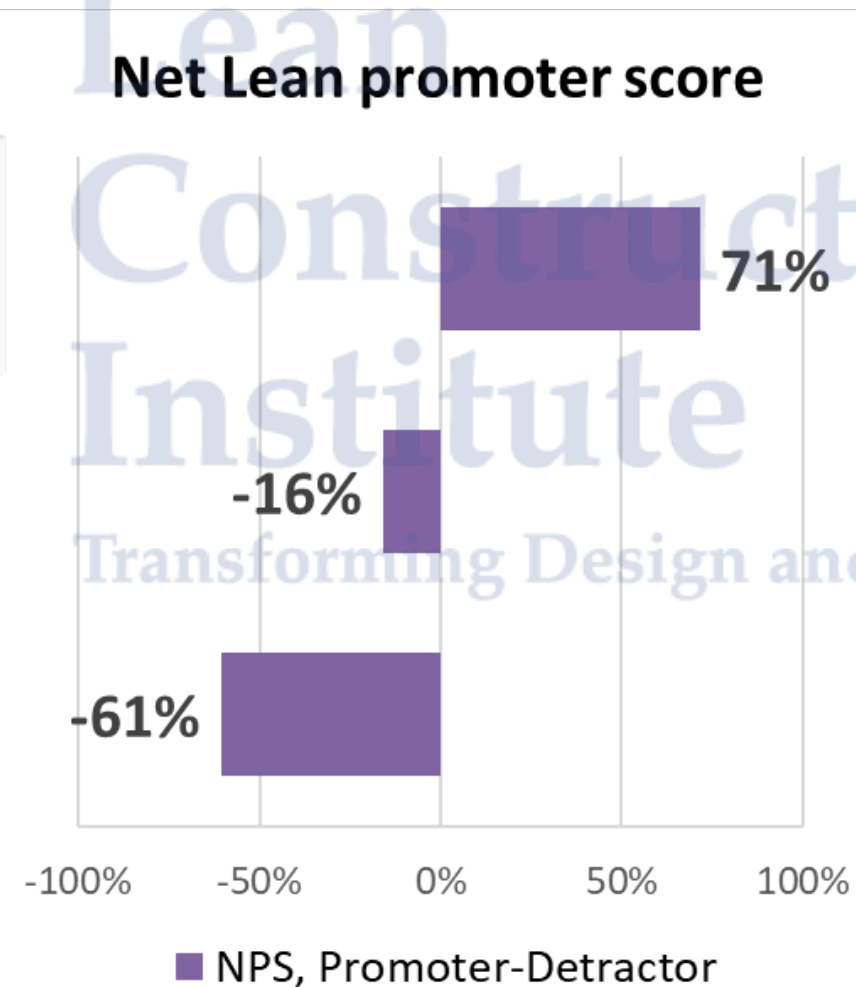
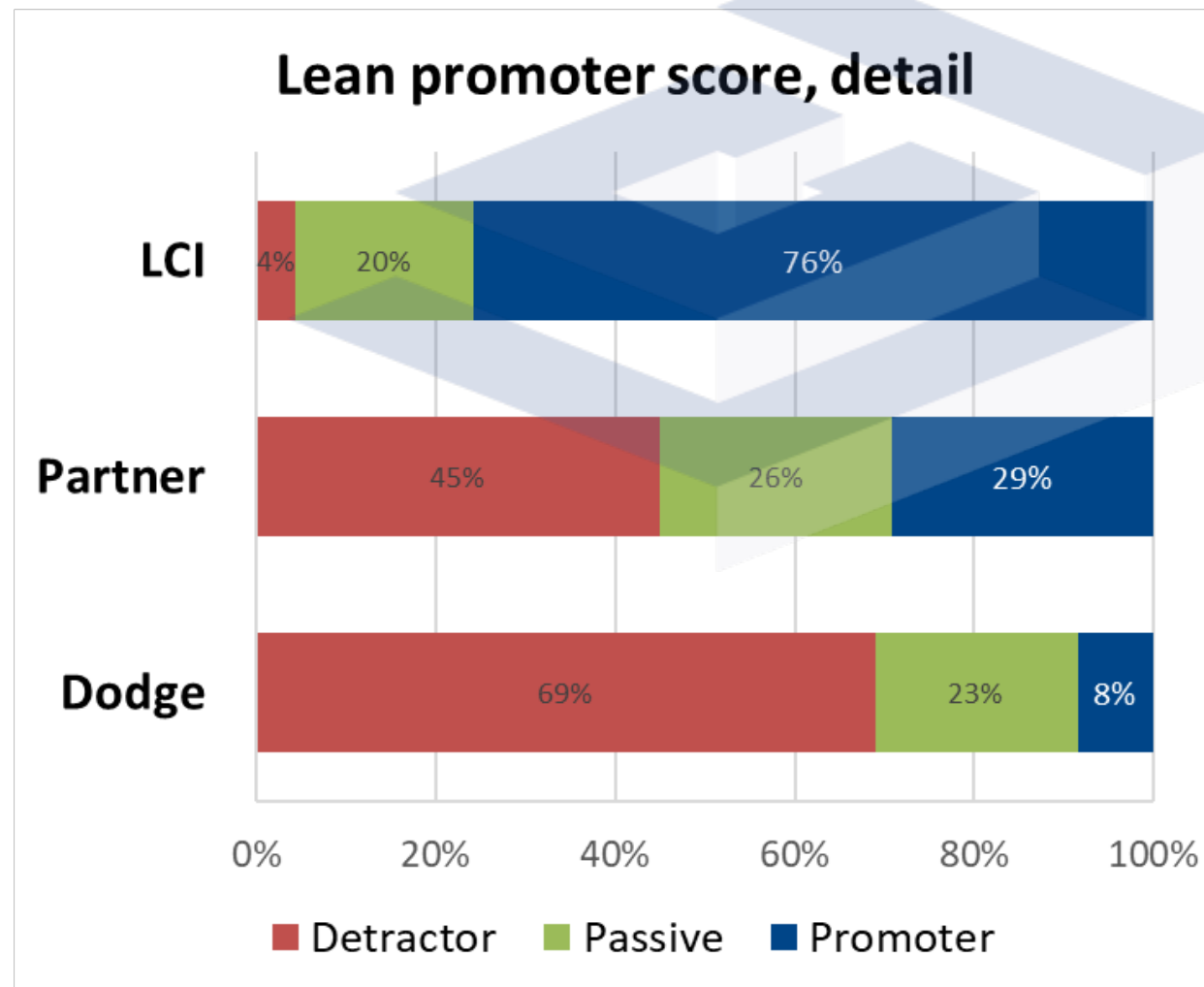
LCI Goal #1

Grow Belief

On a scale of 1-10, how likely are you to recommend the use of Lean to a friend or colleague?



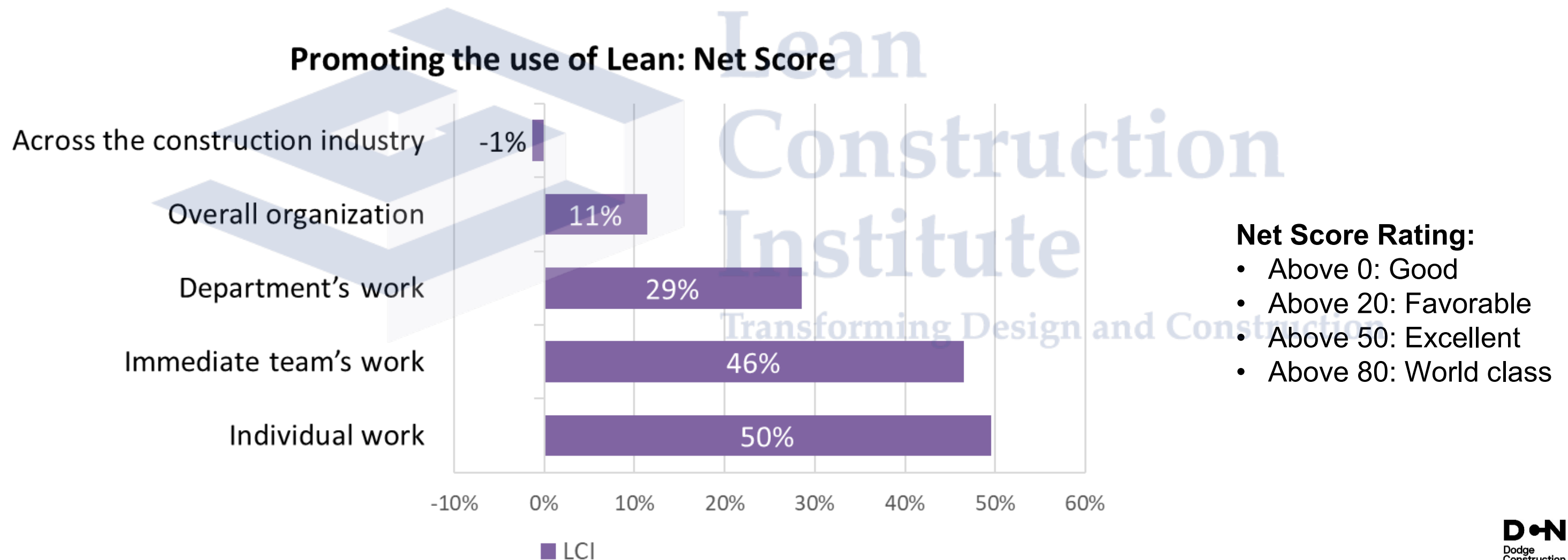
LCI respondents are excellent promoters but we have serious work to do within our industry at large



Net Score Rating:

- Above 0: Good
- Above 20: Favorable
- Above 50: Excellent
- Above 80: World class

LCI respondents are excellent promoters with their teams but less so across their company and across our industry



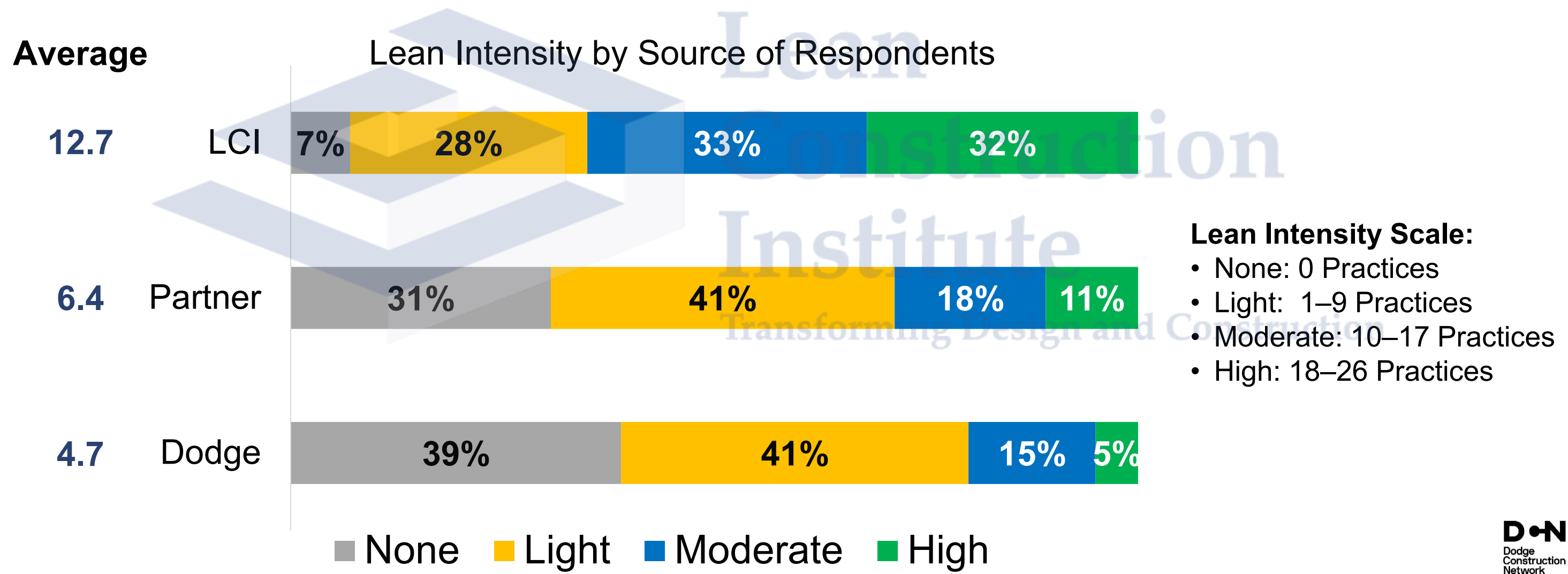
LCI Goal #2

Drive Application

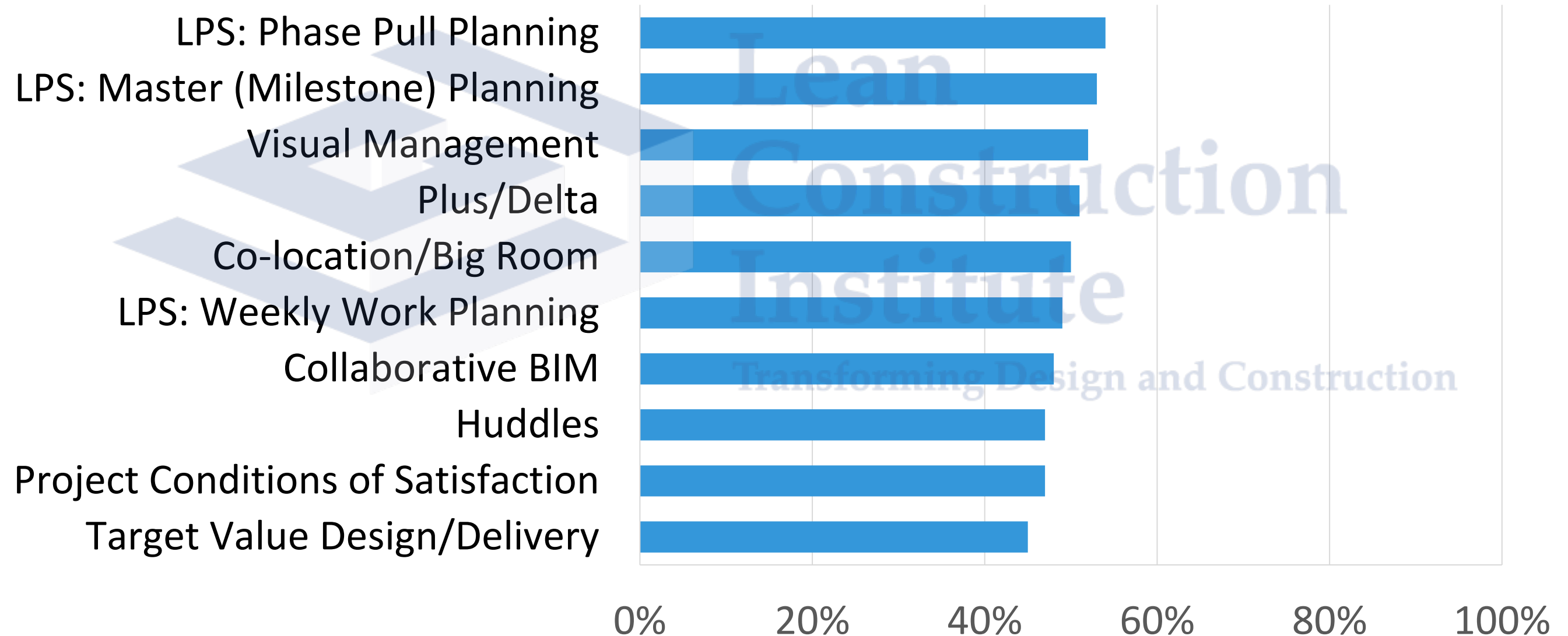
What lean practices have you or your teams implemented in the last three years?



LCI respondents have the greatest overall Lean intensity and about double average intensity of industry at large



Top 10 Lean Practices implemented by LCI teams are





What action is needed?

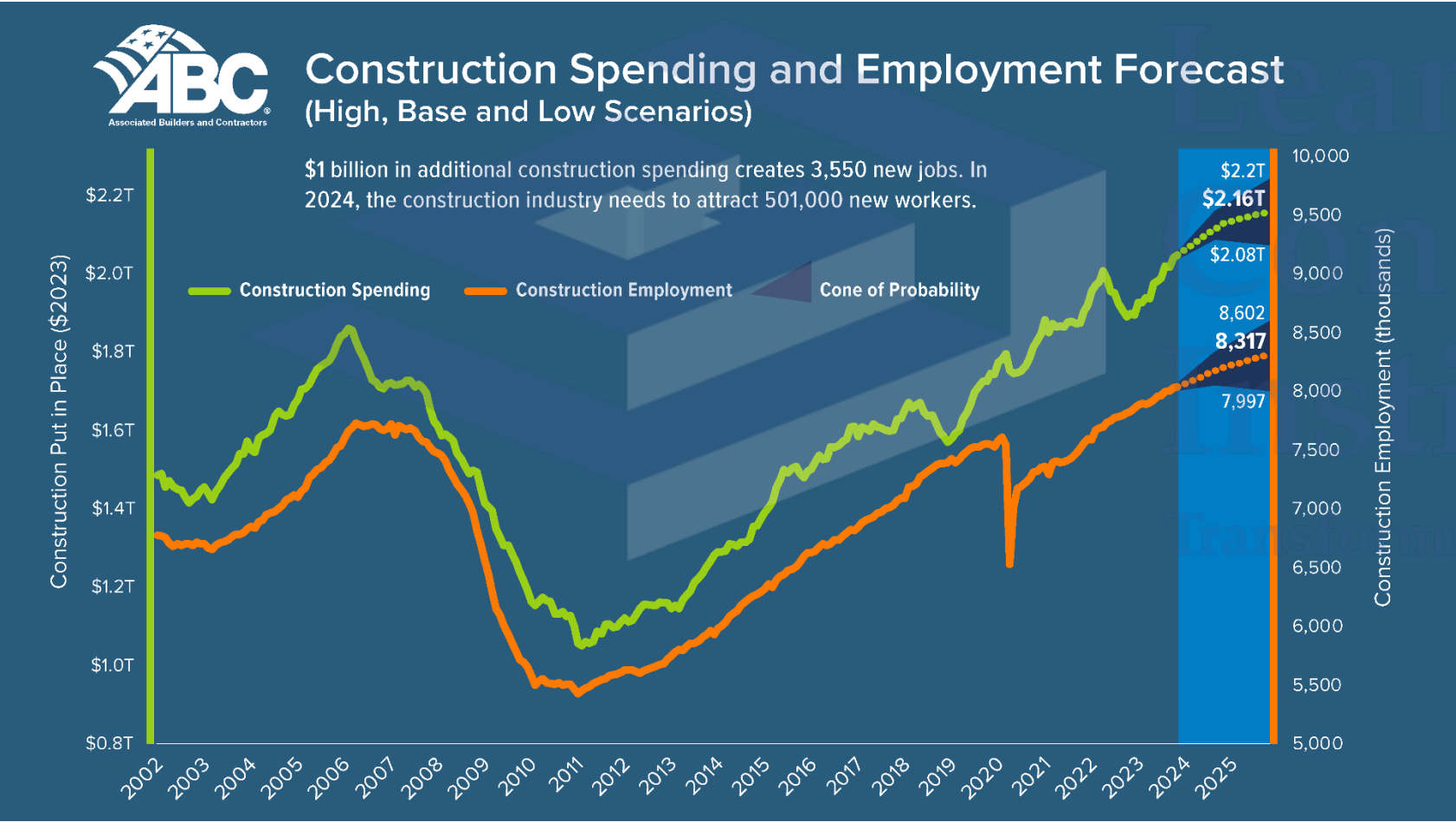
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In the United States... demand for construction continues to increase and productivity continues to lag



Real gross value added per hour worked in construction sector



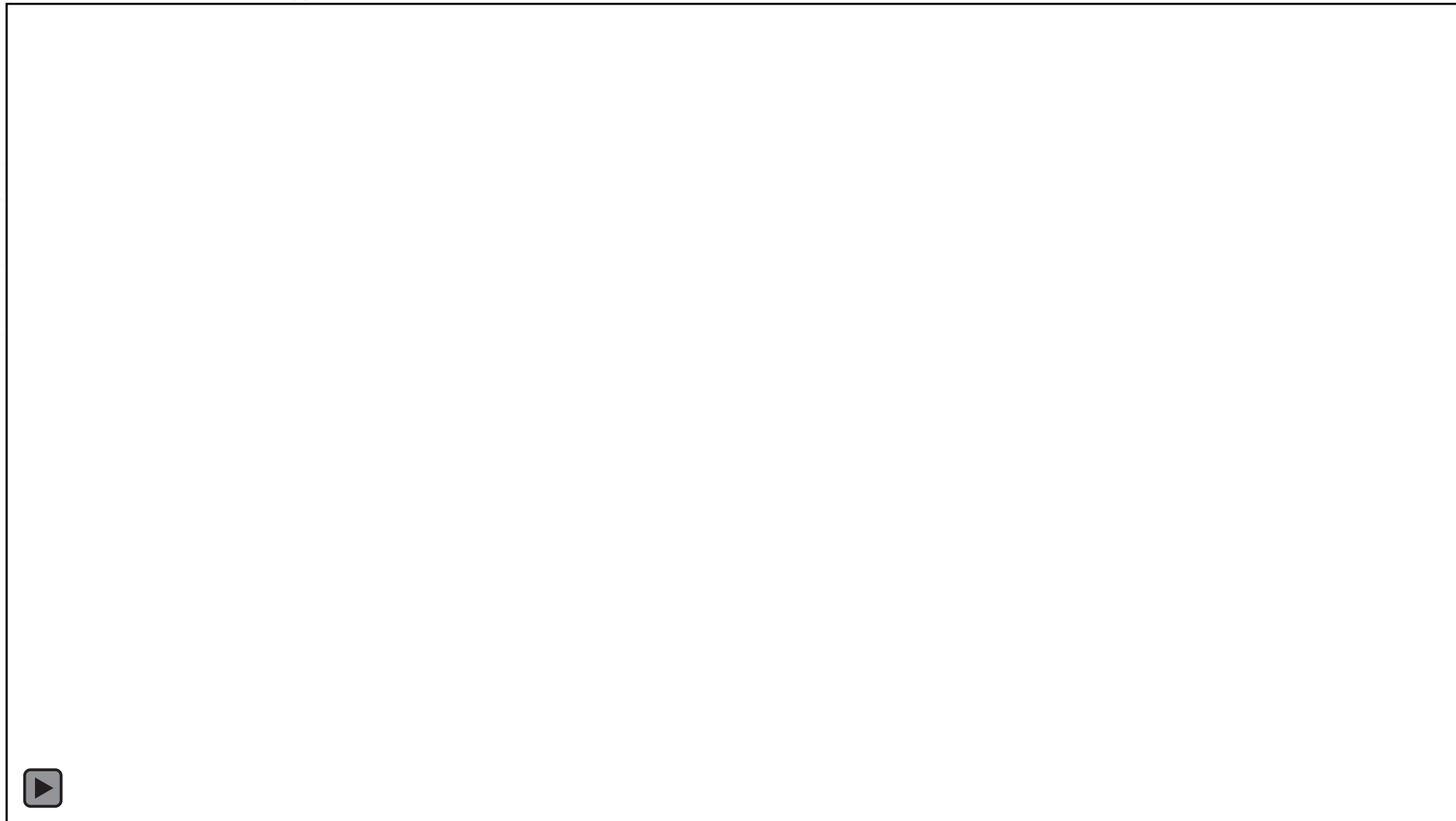
**We need each of you to be an active promoter,
lead by example, and inspire followership...**



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We need each of you to be an active promoter, lead by example, and inspire followership...





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