

**26<sup>TH</sup> ANNUAL**



**26<sup>TH</sup> LCI CONGRESS**  
**OCTOBER 22-25, 2024**

# **Congress Closing Session**

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



26<sup>TH</sup> ANNUAL



**Sean Phillips**  
*General Superintendent, Balfour Beatty*



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# Safe Environments Through Personal Connections

- Digital management does not create a substitute for personal interactions
- Leadership presence with project teams and trades is vital to create and maintain a safe working environment



Sean Phillips  
General Superintendent  
Balfour Beatty  
**ZEROHARM**





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# 2024 LCI Congress

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



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**Daniel Shirkey**  
*Sr. Director, Technology & Operations  
Improvement, Balfour Beatty*



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**Henry Nutt, III**

*Preconstruction Executive, Southland Industries*



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**Kara Hermann**  
*MEP Specialist, Dome Construction*



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# Breaking Down Walls

*Lyrics by Kara Hermann*

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We're breaking down walls, tearing them down  
Taking our swings till it hits the ground  
Throwing away what we don't need  
Getting it done with lightning speed

We're breaking down walls  
The barriers fall  
We're gonna build it back with something new  
Making space for a breakthrough  
Ooh...we're breaking down walls





It's not the norm but we're breaking the mold  
In with the new and out with the old  
Foundation's good, the walls ain't right  
Building a place where everyone thrives

We're breaking down walls  
The barriers fall  
We're gonna build it back with something new  
Making space for a breakthrough  
Ooh...we're breaking down walls

It's time we put a stake in the ground  
Standing for a new reality found  
It won't be easy to do  
But it won't happen without you





We're breaking down walls tearing them down  
Taking our swings till it hits the ground  
Throwing away what we don't need  
Getting it done with lightning speed

We're breaking down walls  
The barriers fall  
We're gonna build it back with something new  
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# Meet the 2025 Congress Co-chairs



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Jennifer Lacy, Robins &  
Morton

Keyan Zandy, The Skiles  
Group

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**Jennifer Lacy**  
*Lean Practice Leader, Robins & Morton*



**Keyan Zandy**  
*CEO, Skiles Group*



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# SAVE THE DATE

OCTOBER 21-24, 2025  
ARLINGTON, TX

# 27TH LCI CONGRESS



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Construction  
Institute

Transforming Design and Construction



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# Top Presentation Teams

**Matt Bleakley**

Whiting-Turner



**Michael Villar**

Nevell Group Inc.





# Extended Congress Planning Team – Core Program Champions

**Co-Chairs: Matt Bleakley, Whiting-Turner and Michael Villar, Nevell Group**

- Jeremy Atkinson, Landis Construction
- Afshan Barshan, Skender Construction
- Matt Biehl, AXA XL
- Mary Celestin, The Boldt Company
- LaShira Champion-King, Walbridge
- Chris Dierks, DPR Construction
- Emerson Dority, Turner Construction
- Jason Ellerson, Barton Malow
- Felipe Engineer-Manriquez, The Boldt Company
- Adam Frandson, DPR Construction
- Kevin Franklin, Brasfield & Gorrie
- Jose Garcia-Aranda, Alberici Constructors
- Melanie Gilbertson, Flintco, LLC
- Sean Graystone, Fluor
- Dave Hagan, Devenney Group Ltd., Architects
- Chad Halmrast, W. D. Manor Mechanical Contractors
- Jenny Han, The Boldt Company
- Kasey Kaeser, Whiting-Turner
- Lydia Knowles, Turner Construction
- Kevin Franklin, Brasfield & Gorrie
- Kevin Labrecque, Integration Point, LLC
- John Lezotte, Commercial Contracting Company
- John Linenberg, Walbridge
- John Medvec, Skanska
- Andy Rhodes, Southland Industries
- Tom Richert, RisingTerrain LLC
- Claire Rosenstein, The Boldt Company
- Neelanjana Sen, Stantec
- Elizabeth Taylor, JE Dunn
- Blake Tormey, KHS&S Contractors
- Cynthia Tsao, Navilean, LLC
- Peter Ukstins, AXA XL Insurance
- Chris Vine, Hensel Phelps
- Bryan Wahl, Bostwick Design Partnership
- Rachel Waner, JE Dunn
- Brad Wigh, Swinerton
- Colby Woods, Skanska
- John Zachara, Integrated Facilities Solutions





# 63 Core Program Breakout Sessions

- Thank you for filling out your presentation surveys
- Surveys are critical to the success of Congress
  - They allow us to get Voice of the Customer (your voice)
  - They allow our presenters to continuously improve
  - They will be reviewed by next year's planning team to improve presentations
- All surveys have been counted and here are the scores for the top Live Lab the top 5 presentations





# Top Live Lab

Rank	Panel/Presentation Name	Speakers	Champion
1	Optimal Project Flo (Live Lab 6b)	Steve Moore (Robins & Morton) Jared Wilson (Robins & Morton)	Michael Villar (Nevell Group)





# Top Presenting Teams

Rank	Panel/Presentation Name	Speakers	Champion
1	How to Surf as an IPD team without an IFOA Wave TH4C	Scott Boisvert [Merck & Co., Inc.], Rob Ledder [IPS] Rick Tarburton [Merck & Co.,	John Lezotte, Commercial Contracting Corporation
2	Flow like Lasso - Navigating Uncharted Waters the Lasso Way (TH4D)	Mike Chiles [JE Dunn Construction], Eric Neill [JE Dunn Construction], Chris Koch [Hollis and Miller Architects], Charles Belt [Hollis and Miller]	Dave Hagan, Devenney Group
3	Awareness to Action - Next Steps for Respect for People (TH1A)	Brittanie Campbell-Turner [AmFam Group], Sean Graystone [Fluor], Henry Nutt III [Southland Industries] Dave Hagan [Devenney Group]	Dave Hagan, Devenney Group
4	Surfing in a Hurricane - Lean in to Adjust When Storms Hit (TH3E)	Mike Chiles [JE Dunn Construction], Clayton Anderson [JE Dunn Construction], Dan Shipley [JE Dunn Construction]	Matthew Biehl, AXA XL
5	Quit Bringing Sand to a Beach: A Study of Lasting A3's (TH3F)	Tyler Campbell [Storey Program Management], Steven Haemmerle [Atrium	Claire Rosenstein, Boldt







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# LCI Congress Closing Remarks

**Daniel Shirkey**

Balfour Beatty



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



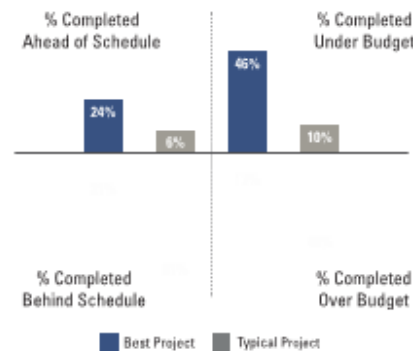
## THE BUSINESS CASE FOR LEAN CONSTRUCTION...THERE IS A BETTER WAY!

How do you increase speed to market and/ or improve the return on investment of your capital projects? The Lean Construction Institute sponsored two separate research studies, conducted by Dodge Data & Analytics and the University of Minnesota, to explore how and why projects excel. **Empirical evidence now shows that projects with high Lean intensity are three times more likely to complete ahead of schedule and two times more likely to complete under budget.**

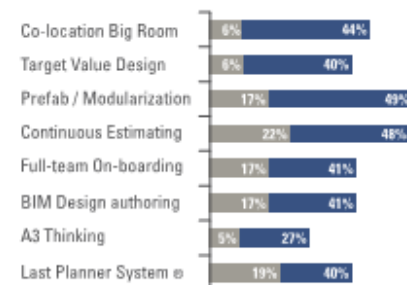


### HOW DID PROJECTS PERFORM?

Dodge benchmarked 162 projects identified by owners as best or typical vs. schedule and budget performance (what owners cited as most valuable to them). The sample represents projects using various delivery methods and contract types across the United States for owners completing more than five capital projects over three years.

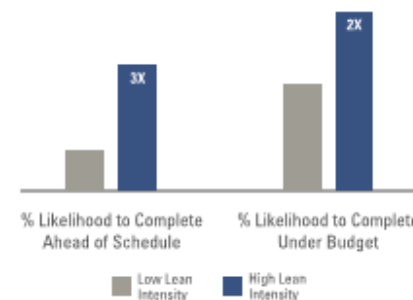


Dodge also inquired about the use of 27 project management methods on each project. The research found the following methods with the biggest gap between use on best and typical projects.



### WHY DID PROJECTS EXCEL?

Of the best projects Dodge found a **statistically significant correlation** between high Lean intensity projects and likelihood to complete ahead of schedule or under budget. Lean intensity refers to the extent a project used the management methods studied, particularly those that are recognized as the most effective.



### MYTHS ABOUT LEAN

The University of Minnesota "busted" some industry myths through ten in-depth case studies in partnership with the Integrated Project Delivery Alliance. Regardless of project type, regulations or Lean/IPD experience the research found that teams are leveraging Lean and IPD to foster and cultivate "project first" behaviors to deliver "A team results" with every team!

#### TOP MYTHS BUSTED

1. Delivery matters less than choosing the right people – behaviors can't be dictated by a contract
2. IPD contracts are too complicated, Lean tools are too rigid
3. IPD only works on large, complex healthcare projects – Teams new to IPD and Lean are at a disadvantage
4. Owners aren't getting best value – or – Owners are getting value but the team is not making profit
5. IPD and IPD-lite are essentially the same; financial incentives and release of liability are no big deal

### SO HOW DO I START?

Based on the research follow these four key steps:

1. **Set Targets:** Define owner's business case and goals.
2. **Build the Team:** Use a best value selection process to contract key stakeholders prior to or during concept design to validate targets and unify the team.
3. **Learn as a Team:** Provide training and ongoing coaching for the team to increase adoption of Lean methods.
4. **Support the Team:** Contracts should support (not thwart) a collaborative team culture and adoption of Lean methods.

### WHAT DOES THIS MEAN FOR ME?

While the research is focused on the project business case; the benefits extend to the individuals and businesses of both owners and service providers for the project including:

- Reduced costs and improved profitability
- Increased employee engagement
- Better work/life balance

### HOW DO I LEARN MORE?

For more information about the research, connect with the Lean community in your area and to advance your own Lean journey, please visit:

[WWW.LEANCONSTRUCTION.ORG/LEARNING](http://WWW.LEANCONSTRUCTION.ORG/LEARNING)











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