

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Swarm with Owners about sustaining High Performing Teams!

Moderator:

Cynthia Tsao (Navilean + BAECL)



Panelists:

- **Luciana Burdi** (Massachusetts Port Authority)
- **Phil Memmott** (Harvard Business School)
- **Tim Singleton** and **Mark Bontempo** (Northeastern University)

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

OCTOBER 24, 2024



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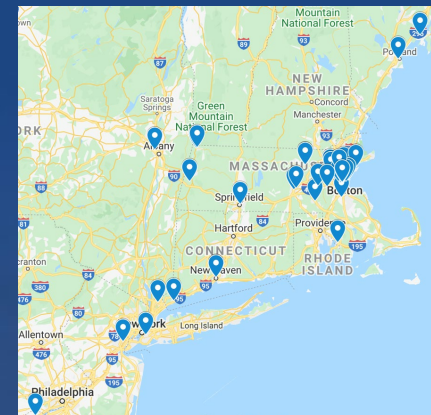


SINCE
1997



Project / Company coaching since 2013:

- \$14B+ projects supported
- 100+ superintendents & PMs
- 8-16 **Projects / Companies** annually
- Annual project coaching range
 - *Total value: \$800M to \$6.5B*
 - *Project sizes: \$6M to \$2B*
 - *Coaching duration: 2 weeks to 3+ years*



Cynthia C.Y. Tsao, Ph.D.
Owner & Founder

BAECL

a Peer Learning Lab facilitated by

navilean LLC

**BUILDING
ARCHITECTURE
ENGINEERING +
CONSTRUCTION
LEARNING**

navilean **LLC**



AVIATION

Boston Logan International Airport

Worcester Regional Airport

Hanscom Field



MARITIME

Conley Terminal

Flynn Cruiseport Boston



REAL ESTATE AND ASSET MANAGEMENT

Luciana Burdi, Intl. Assoc. AIA, CCM, MCPPO, NAC

Director, Capital Programs and Environmental Affairs

Massachusetts Port Authority



- Department :
- 200 Projects *annually*
- 120 staff in Department:
 - *90 direct staff*
 - *30 OPMs*
- 3,000 staff in Organization (Massport)
- Capital budget range:
 - *\$650M/ year*
 - *\$3B / 5-year Capital Improvement Plan*
- Average Project duration:
 - *Some shorter (6-9 months)*
 - *Some longer (3-5 years)*



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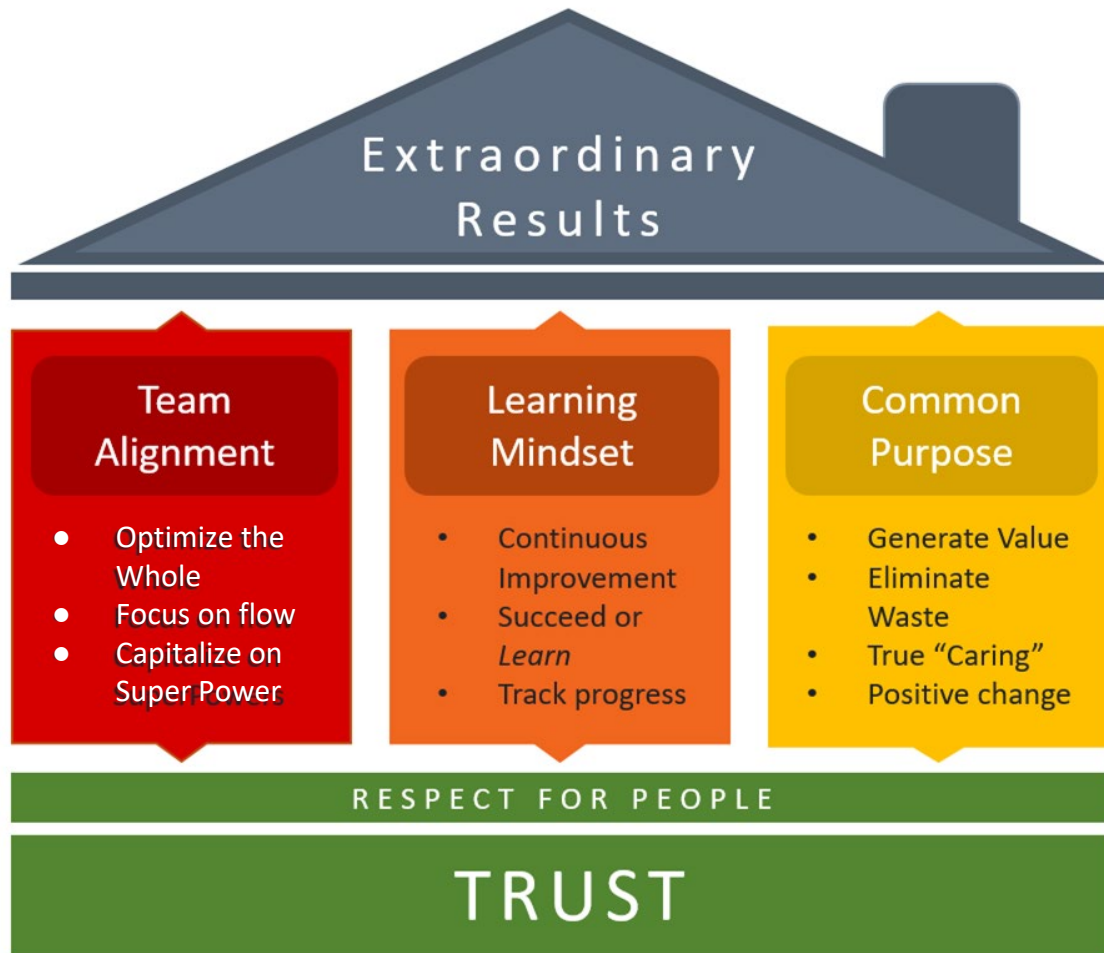
High-Performing Team

Framework



Creating High-Performing teams is crucial for success.

Cultivating a *culture of excellence*, will deliver Innovation, Creativity, and Extraordinary Results.



High-Performing Team

Framework

What a **great** way to advocate for Lean Project Delivery without using the word “**lean**”!

Creating High-Performing teams is crucial for success.

Cultivating a *culture of excellence*, will deliver Innovation, Creativity, and Extraordinary Results.



Extraordinary Results

Team Alignment

- Optimize the Whole
- Focus on flow
- Capitalize on Super Power

Learning Mindset

- Continuous Improvement
- Succeed or *Learn*
- Track progress

Common Purpose

- Generate Value
- Eliminate Waste
- True “Caring”
- Positive change

RESPECT FOR PEOPLE

TRUST

What a **great** way to advocate for Lean Project Delivery without using the word **“lean”**!

FACT: BOSTON IS AN HOUR DRIVE FROM BOSTON



Not fun fact:

"Lean" is a 4-letter word in New England



Encouraging fact:

Requests for use of Lean principles, tools, & techniques are **increasing in RFQs / RFPs**



Lean Construction Institute
Transforming Design and Construction

COMMUNITIES OF PRACTICE



Future State = Your regional market **recognizes** that Lean is **key** to building High Performing Teams (HPTs)



Source:
Gallup

Fact: Impact of HPTs =

- 18% higher **productivity**
- 23% higher **profitability**



1. **Learn** about your local Owners' internal and external challenges
2. **Review** their initiatives for those challenges and **suggest** new ideas too
3. **Experiment** in developing and sustaining High Performing Teams with Owner, Design, and Build partners
4. **Tell** the story about how **Lean** principles, tools, and techniques helped!

Then... RINSE AND REPEAT!



Future State = Your regional market **recognizes** that Lean is **key** to building High Performing Teams (HPTs)



*Our goal = This session provides a template for reaching that **Future State**!*



TODAY!

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SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

OCTOBER 24, 2024



Philip J. Memmott
Senior Director of Capital Programs
Harvard Business School



Source:
Wikipedia

School ♦	Founded ♦	Enrollment ^[81] ♦
Harvard University	1636	31,345
Medicine	1782	660
Divinity	1816	377
Law	1817	1,990
Dental Medicine	1867	280
Arts and Sciences	1872	4,824
Business	1908	2,011
Extension	1910	3,428
Design	1914	878
Education	1920	876
Public Health	1922	1,412
Government	1936	1,100
Engineering	2007	1,750



**Harvard
Business
School**



Philip J. Memmott

Senior Director of Capital Programs
Harvard Business School

- **Capital Projects Team:**
 - *4 Project Managers, 1 Clerk*
- **40-50 Projects** annually
- 54 staff in Operations Department
 - *~500 add'l service contractors*
- 2,000 staff in Organization
- Capital budget range
 - *\$35-45M / year*
 - *\$550-650M / 5-year plan*
- 12-16 weeks Average Project duration (active Construction)
 - *Some shorter (2-3 weeks)*
 - *Some longer (12-14 months)*

Timothy Singleton
Assistant VP
Capital Projects
Northeastern University



Mark Bontempo
Director
Capital Projects
Northeastern University



**Northeastern
University**

CAMPUS LOCATIONS

- London, UK
- Toronto, Canada
- Vancouver, Canada

- Seattle, WA
- Portland, OR
- Oakland, CA
- San Jose, CA

MAIN CAMPUS

- Boston, MA
- Burlington, MA
- Nahant, MA
- New York, NY
- Arlington, VA
- Charlotte, NC
- Miami, FL

Timothy Singleton
Assistant VP
Capital Projects
Northeastern University



Mark Bontempo
Director
Capital Projects
Northeastern University



**Northeastern
University**

- 300+ staff in **Planning, Real Estate, & Facilities**
→ (65+ staff in Capital Projects)
- \$350M capital budget range per fiscal year
- Average Construction Project duration = *6 months*

- **Team:** 4 Directors
(including Mark Bontempo)
- Oversees 200 Projects annually

- **Team:** 2 Senior PMs, 2 PMs,
2 Assistant PMs, 5 Clerk of the Works
- Oversees 40-45 Projects annually
- **Responsibility:** Student Experience Portfolio

*What are the top
internal vs. external
challenges for these Owners
and the Owners in your own
regional market?*



Enter your ideas in the
“Q&A” section of this QR code

If your idea has been noted by
someone else already, **upvote** it!



Do you have examples of “**doing** lean” vs. “**being** lean”?



Timothy Singleton

Assistant VP

Capital Projects

- Oversees 200 Projects annually
- ***Team: 4 Directors***
- ***65+*** staff in Capital Projects
- Capital budget = ***\$350M / year***
- Project duration: 6 months



Mark Bontempo

Director

Capital Projects

- Oversees 40-45 Projects annually
- ***Team: 2 Senior PMs, 2 PMs, 2 Assistant PMs, 5 Clerk of the Works***
- ***65+*** staff in Capital Projects
- Capital budget = ***\$350M / year***
- Project duration: 6 months

What have you done within your **organization** or **project team(s)** to develop and sustain High Performing Teams (that is, so they work on “being lean” vs. just “doing lean”)?



Luciana Burdi

Director

Capital Programs and Environmental Affairs

- 200 Projects annually
- 120 staff in Department:
- Capital budget range:
 - \$650M / year
 - \$3B / 5-year Capital Improvement Plan
- Project duration: 6 months to 5 years



Philip J. Memmott

Senior Director

Capital Programs

- 40-50 Projects annually
- **Team: 4 Project Managers, 1 Clerk**
- Capital budget range
 - \$35-45M / year
 - \$550-650M / 5-year plan
- Project duration: 2 weeks to 14 months

What worked **well** (or **not**) and why?

Will you continue the initiatives that worked well? What about the ones that did not?



Timothy Singleton

Assistant VP

Capital Projects

- Oversees 200 Projects annually
- **Team: 4 Directors**
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- Capital budget = **\$350M / year**
- Project duration: 6 months



Philip J. Memmott

Senior Director

Capital Programs

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What **internal** vs. **external** resistance do you face within your **organization** and **regional market** to your efforts thus far?



Luciana Burdi

Director

Capital Programs and Environmental Affairs

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Then... RINSE AND REPEAT!

What are the top
internal vs. external
challenges for these Owners
and the Owners in your own
regional market?



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What are the top
internal vs. external
challenges for these Owners
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What **ideas**
should these
Owners
consider to
address their
challenges?



Do you have
better ideas
than the
October 3rd
Boston
attendees?!



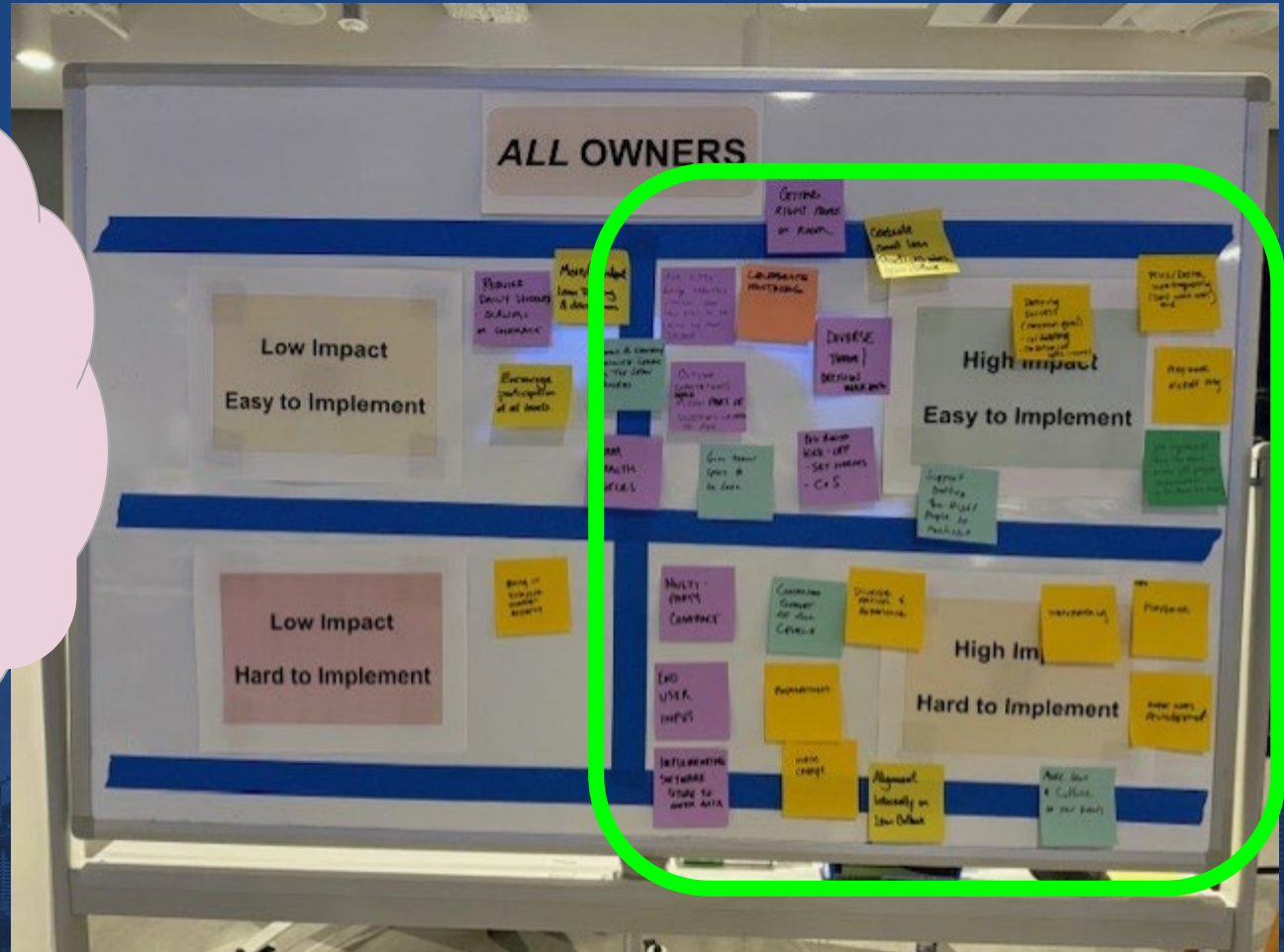
Technique used:
PICK Chart

Do you have
better ideas
than the
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Technique used:
PICK Chart

Do you have
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than the
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attendees?!



What **HIGH** impact, **EASY** to implement ideas should these Owners consider next?



If your idea has been noted by someone else already, **upvote** it!



What **HIGH** impact, **HARD** to implement ideas should these Owners consider next?



What **HIGH** impact, **EASY** to implement ideas should these Owners consider next?



What **HIGH** impact, **HARD** to implement ideas should these Owners consider next?



*Let's review the **Top 3** responses for each!*

If your idea has been noted by someone else already, **upvote** it!





Did you come up with *better ideas* than our Oct 3rd attendees in Boston?!





- Ask CMs during selection process how they plan to be Lean on that project
- Big Room Kick- Off - Set Norms - CoS
- **Celebrate mistakes**
- Celebrate small Lean practices wins, grow culture
- Defining success (common goal) - calibrating- Conditions of Satisfaction (client)
- Diverse Team decision making
- Getting Right people in room
- **Give teams space to do Lean**
- Having a Champion/ Passionate Leader for the Lean process
- Outline expectations make Lean part of selection criteria of RFP
- Playbook Kickoff Mtg
- **Plus / Delta more frequently (Don't wait until end)**
- Set expectations from the start across all project stakeholders (go far down the chain)
- Support setting the Right people to meetings
- Team Health Checks



LCI New England CoP
October 03, 2024 ideas



Lean Construction Institute
Transforming Design and Construction
COMMUNITIES OF PRACTICE



- Alignment internally on Lean culture
- **Diverse opinion & experience**
- Empowerment
- **End-User Input**
- Implementation software --> Time to enter Data
- Invite change
- Leadership Support at all Levels
- Make Lean a Culture on your projects
- Multi-party Contract
- Playbook
- Super users Development
- **Transparency**



LCI New England CoP
October 03, 2024 ideas



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Thank you!



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.

Contact Us

Phil Memmott

Harvard Business School

pmemmott@hbs.edu

Luciana Burdi

Massachusetts Port Authority

lburdi@massport.com

Mark Bontempo

Northeastern University

m.bontempo@northeastern.edu

Tim Singleton

Northeastern

t.singleton@northeastern.edu



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