

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Don't Surf Alone: Build Capacity for Lean Coaching

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SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 24, 2024

The Leadership Ask

A major project
needs you



The Project

Multi-billion-dollar pharmaceutical campus

Multiple “workstreams”

Different contracting methodologies

Project team ramp-up

Last Planner System® by summer intern



First Steps

3 Realizations



First Steps

3 Realizations

I can't do
this alone.



First Steps

3 Realizations

I can't do this alone.

**I need to get
help, and fast.**



First Steps

3 Realizations

I can't do this alone.

I need to get help, and fast.

**I need someone
who already
knows and can
teach others.**



The Consultant's Dilemma

(But really, the Lean community's dilemma)



The Consultant's Dilemma

Scaling capacity

Partnering

- Cost, Availability & Location

Grow internally

- Timing, Development, Consistency

Industry hire

- Construction Knowledge, Process Focused

**+ *Who's Crazy
Enough?***



An Emerging Idea...



...over several years

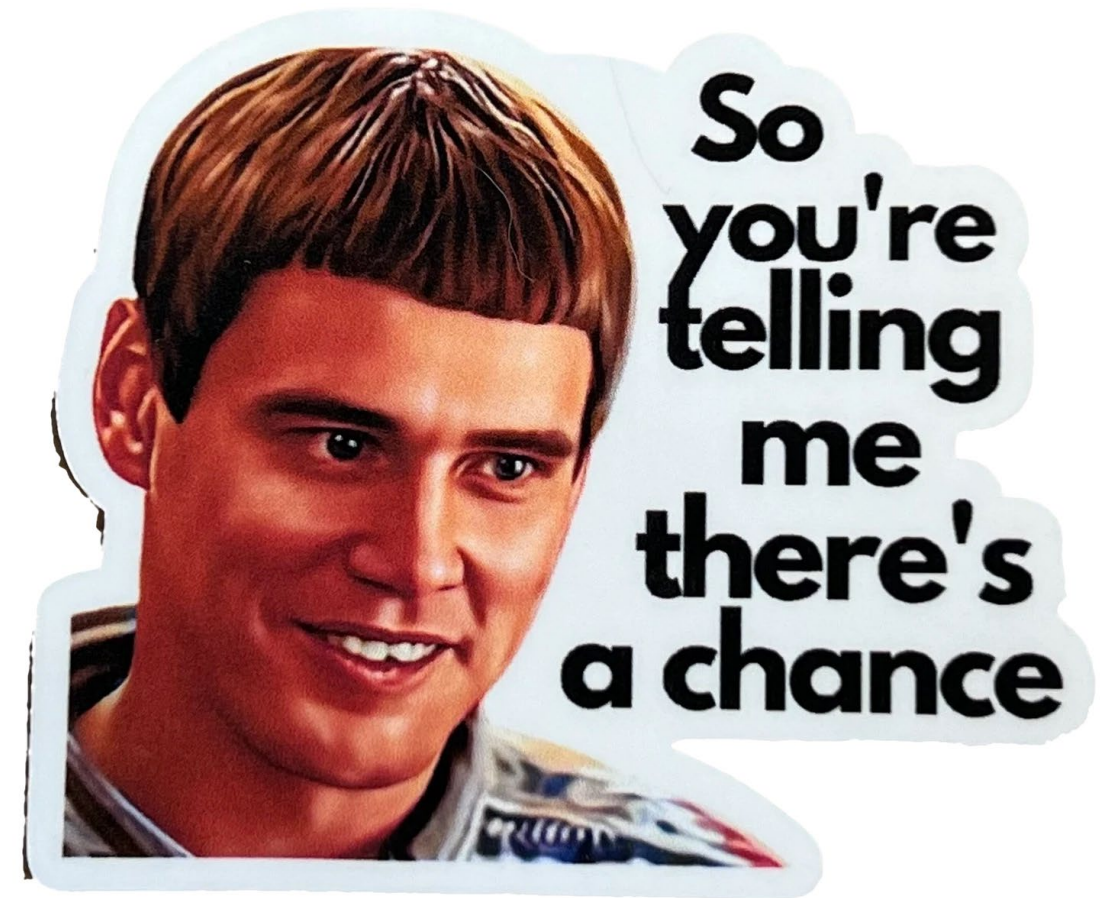
Subcontract from an LCI corporate member?

Surely, there must be
someone available with:

- 5-10 years' experience (Lean/IPD)
- Attitude
- Champion or coaching role
- Local, or willing to travel
- Capacity

From idea to maybe, just maybe

Let me make some calls
The idea I've been exploring
Can we pull it off?



Implementation

From Maybe to Actual



Analyzing the Possibility

Internal resolve

Capacity

Legal

Legalities

Lawyers

Boilerplates

Resolving obstacles without a trusted relationship

Secondment Agreement:

“a legal contract that allows an employer to temporarily transfer an employee to another business location either within the company or to a separate organization. Secondment agreements are valuable for employees who would like to advance their skillset and professional development.”

- contractcounsel.com

Getting Buy-in

Delineation of the Consultant as the lead

Process setup

Trainings

Seconded talent for direct engagement

No Conflict of Interest!!

Confidentiality

Different industry



Olympic surfer Gabriel Medina of Brazil

Taking the Plunge

Dive in



Novice Advantages

Experience

Exposure

Neutrality

Consulting Coach Advantages

Better team support

Feedback from a different perspective

More time wearing coaching hat

More diverse relatability with team members

More fun!



Project Advantages

Project team experienced different coaching perspectives and styles

Managing time and availability

- Locality

Project expense and cost savings

Lean Support Group

Lessons Learned

Go bigger, faster

Earlier involvement

Coach continuity

Adaptability



Scaling Success

What is needed

Project, Coach, Corporate Member
Matching

Trust Without Existing Relationship

Performance/Qualifications Risk

Conditions of Satisfaction for
Mentoring Alignment

Crossing Lines of Competition



Scaling Success

Who is needed

Coaching interest

Commitment from Coaches
Community of Practice



Corporate member interest

Legal support

Tech support

Projects and people!



Scaling Success

Who is needed: You!



Questions & Takeaways





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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.

Contact Us

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