

26TH ANNUAL



26TH LCI CONGRESS

OCTOBER 22-25, 2024

Golden State Grooves: Uncorking the Power of Hybrid Big Room

Presenter: Anabella Pinon, California Drywall

Presenter: Jeffrey Long, Stantec

Presenter: Nick Norgaard, Del Monte Electric

Presenter: Tom Guardino, Herrero Builders

Moderator: Tom Martin, Sutter Health


SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

Thursday October 24, 2024

Preamble



Change...Via...Virus

- The world of business changed in 2020 and with no greater effect than how, and more importantly, WHERE people work. With the addition of unimaginable constraints, the community had no choice but to adapt.
- 
- When a pandemic forced teams to retreat to their homes it flipped the rule that collaborative teams “must meet in person.” Teams did adapt, with the help of telecommuting, but the playbook didn’t have an answer to the barriers created by the physical distance and available teleworking tools.

What is a Big Room?

- From Lean Construction.org:

Big Room – called “Obeya” in Japanese – is a project approach of bringing key individuals together to speed communication and decision-making, and to reduce siloed thinking and approaches. Big Room refers to the approach rather than the physical space where these discussions occur – simply co-locating in a room or holding a meeting with team members is not sufficient to be considered a Big Room approach.

Living...Learning...Improving

- Our panel of IPD experts lived through the migration of traditional Big Room, to 100% remote, and then to today's *hybrid approach* (meaning some folks physically together and others online).
- They have been collecting data on what steps, tools, culture, and measured expectations work to successfully squeeze the most out of the hybrid Big Room.



Hybrid is difficult

- Hybrid Big Rooms are fraught with inefficiency.
- There's a disconnection between the “in-person” and the “online” team members.
- Accountability is decreased for those outside the live environment.
- We see over-invited participants when the commitment to travel to the meeting is removed. This creates waste.
- Lastly, leaders struggle with the task to be effective with agendas and timekeeping when the traditional approach is taken to facilitation.



Problem Statement



The Problem

- How do we optimize the whole *Hybrid Big Room* despite the varied types of attendance?

Panelist Introductions



Anabella Pinon



Anabella Pinon, Project Manager

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Jeffrey Long



Jeffrey Long, Associate, Project Manager

Company: Stantec

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Nick Norgaard



Nick Norgaard, Project Executive

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Tom Guardino



Tom Guardino, Senior Superintendent

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Questions for the Panelists



HBR Disfunction

- **Share an example of Hybrid Big Room dysfunction?**

Culture Matters

- **How does the culture of the project play into the Hybrid Big Room collaboration? Give example(s) please.**

Culture Matters

- Team building, Icebreakers, and Fun for everyone

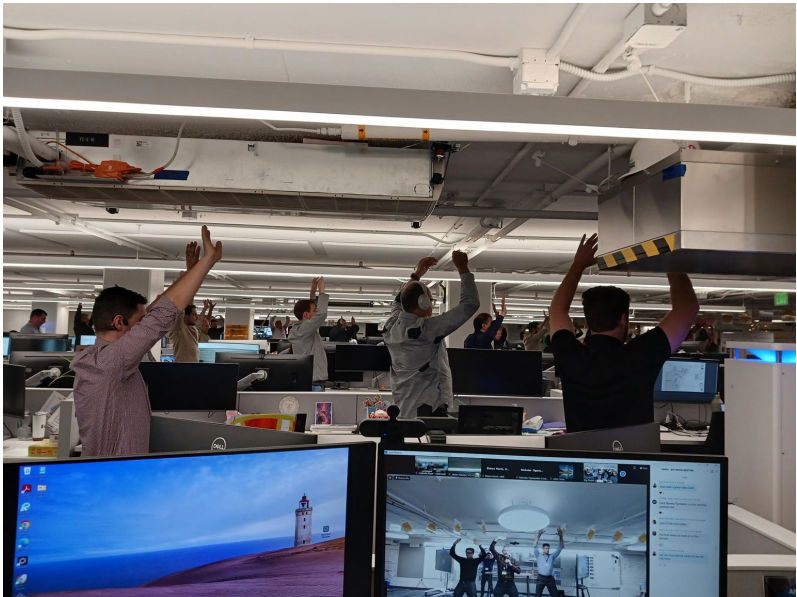




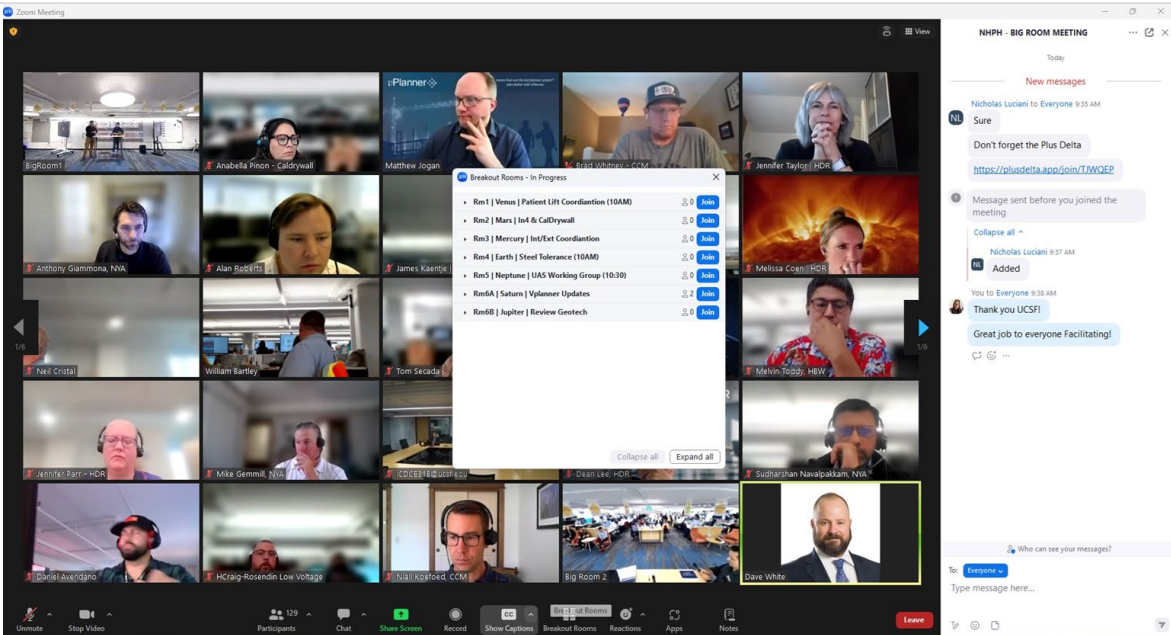
Wrangling Technology

- **What role does technology play in the Hybrid Big Room and are their hardware or software that have improved your meetings?**

Wrangling Technology



Stretch
and
flex



Breakout
Rooms



Multiple
cameras /
angles for
better
immersion



Multiple
screens
and
seating

Big Room Agenda

Live / On-line - Teams/ Smart Sheets - ACC

General Posts Files **Team Agenda** Task Planner NHPH Weekly Meetin... BlueBeam Sessions +6

Team Agenda Search Excel

File Home Insert Share Page Layout Formulas Data Review View Automate Help Draw

Calibri 10

B I U D A A

Font

Alignment

Number

Styles Cells Editing Add-ins

D46

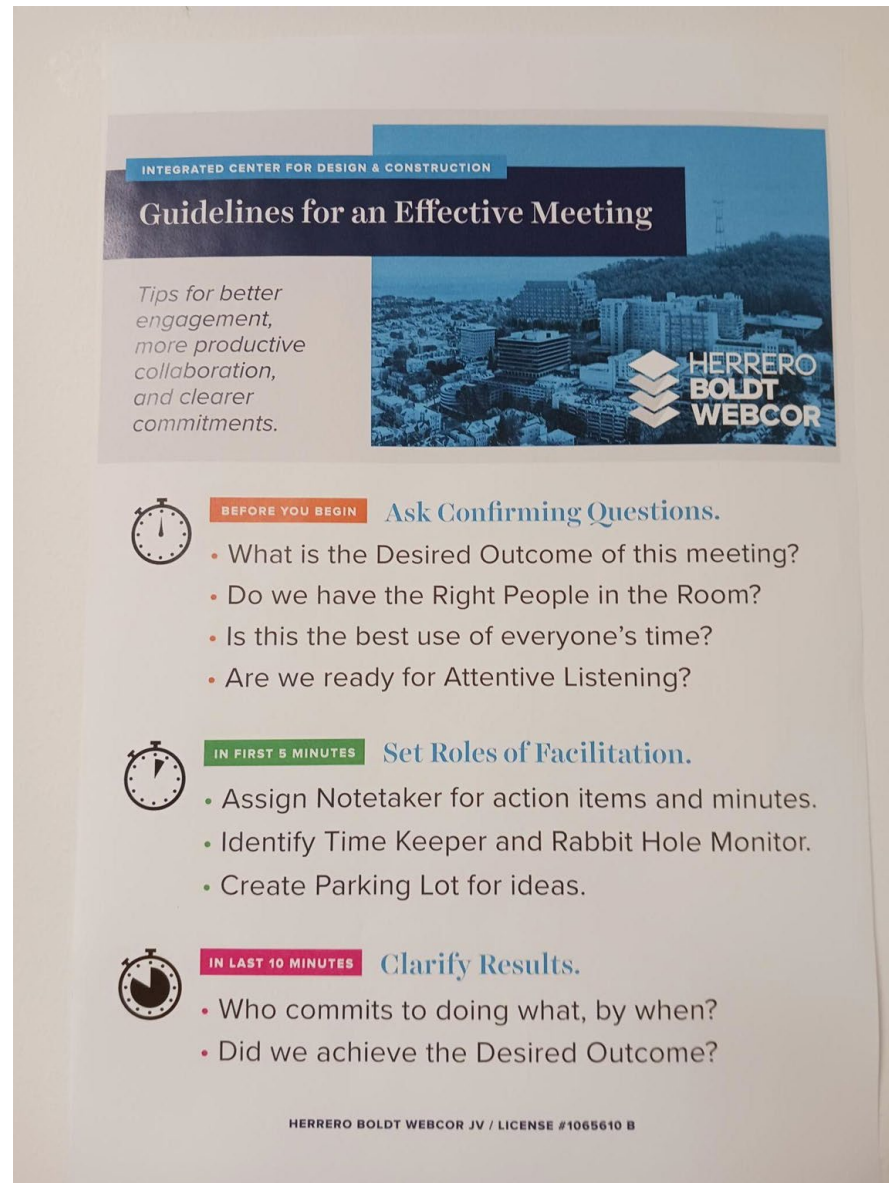
Duration	End Time	Topic	Leader/Buddy		
10 min	8:10AM	PX Report Out/Review Agenda	Eli/Jaime	Tuesday is a big review day for interior framing and wood cladding. Reviewing interior portion tomorrow early. Instead of big room tomorrow, Jaime to meet with Jim, then with Felix and Andrew. Felix to get complete bid by cladding subcontractor. Lots being asked of team members. Much	PM Meeting, Paul, David Mike Meeting - Meetings with Exterior Team - Andrew and Felix continue to work on Deliverables Resource Workload plan continuing to be updated. CDC VE Items and Report out to the UCSF / PMT Group. 315M Gap Fit Video - Desk Excercise
10 min	8:20AM	BIM Updates -Schedule/Milestones	Mike D/Jadon		Corrdiantion B1, L11, L1, L12 - Update Models Inc. 3 Update - Floor Plans for NYA and Schuff Steel - Clashes
10 min	8:30AM	Exterior (Inc. 4) Report Out -Schedule/Milestones -Constraints -Pricing/Estimating	Felix/Andrew/Sean/Tom		Estimate Reviews - Working on Resource Workload Plan, Overall backup to Overall estimate review, Schedule Review, Dan. T to provide Update on Schedule SS Estimate will be completed this week and presented to the team. FWC Shops Deliverables - penthouse framing details, Review with HDR, Pre-lim Soffit Set in development Column Samples to come in
		Interior (Inc. 5&6) Report Out		Inc. 3 - Inc. 4	

Team Meeting-8.12.24 Team Meeting-8.5.24 Team Meeting-7.29.24 **Team Meeting-7.22.24**

Workbook Statistics 55%

smartsheet		Do more for free	
Manage your programs, projects, and processes with more capabilities. Do more for free			
File Automation Forms Connections		NHPH Big Room Meeting Agenda ☆	
Grid View Filter		Arial 10 B I U	
Ancestors		Time Lead Description	
0		08/27/24 Weekly Agenda Items	
1		08/27/24 Recurring Agenda Items 61 minutes Joe Leoncavallo & Jose Arebello	
2		08/27/24 Review Desired Outcomes & Agenda 1	
2		08/27/24 Stretch and Flex 5 Kelly Alfaro	
2		08/27/24 Special Announcements - HDH Project Pulse Survey - Touch-A-Truck Day (Sept 14th) 5 Greg, HBW Frances, UCSF	
2		08/27/24 Safety Moment 5 Saul Urquilla	
2		08/27/24 Lean Moment 5 Matt Kitzmiller	
2		08/27/24 New Attendees / Introductions Small Wins Next Week's Theme Day: Sept 3 - Sports Day 5 Aaron H	
2		08/27/24 Review Plus/Delta from Last Meeting 2	
2		08/27/24 Focused Recognition - Teammate of the Week 3	
2		Design Update Brian, HDR	
2		PMT Update 5	
2		08/27/24 BIM Issues Update 10 Laura	
2		08/27/24 Construction Updates HMR & SMR 10 Rafael & Zack	
2		08/27/24 Review Last Week's Planning Metrics 5 Matthew Jogan	
2		08/27/24 Plus/Delta 0	
0		08/20/24 Breakout Meetings	
1		08/27/24 Breakout Meetings 120 minutes	

Guidelines for an Effective Meeting - Big Room or Small or large project.

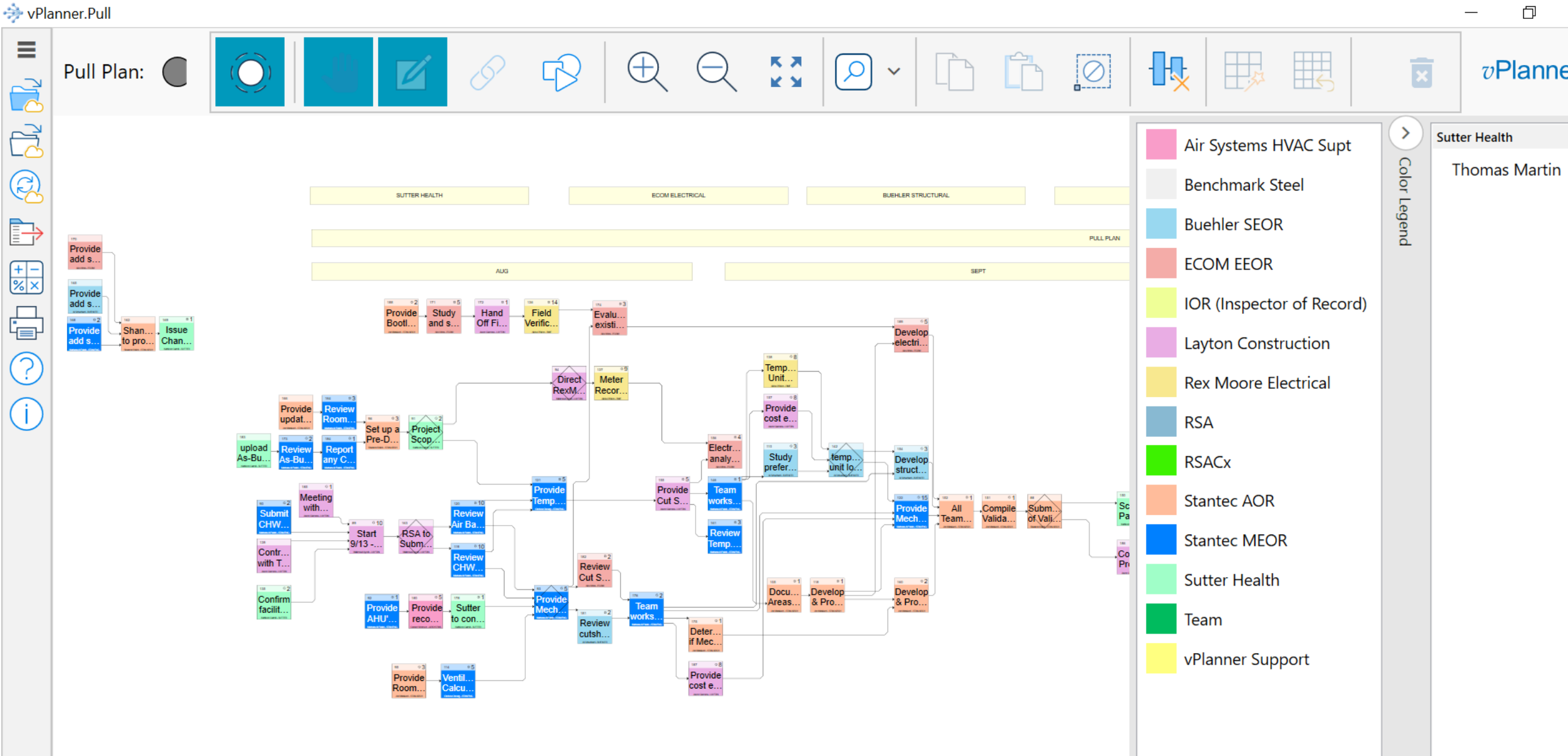


- Agenda sent to team prior with room for adjustment- it's important to stay flexible, have a proactive mindset with openness to adjust to the needs of the team - have a Live Document
- Assigning Roles leads to team taking ownership and engagement
- Gives others a chance to lead and learn by practice. Apprentice/Intern to Exec Level. Important for teams to see leadership taking on roles like being a scribe.
- When we Clarify results, we understand goals, wins, and fails as a team.
- Builds Trust and Builds Accountability - Reliability

Tools of the Trade

- **Have you seen a specific approach or tool added or removed to the Hybrid Big Room that may or may not have existed in a traditional Big Room?**

Planning Tools



On-line Tools

On-line Timers for Breaks - Spin the Wheel for Facilitation



Top Value

- **What is your most important focus point for Hybrid Big Room success?**
- **Does it vary depending on scale of project?**

Conclusion



How can you apply this tomorrow?

- Create an environment for the telework team that synergizes with the in-person folks.
- Build agendas that cater to the fringe attendees that may not otherwise attend in person. This is a new changemaker.
- Culture needs to be accessible for everyone. Fit culture-building to the people online.
- Invest in the right technology to bring the two types of teammates as close together as possible.

Q & A



Takeaways for Optimizing the Whole

- The waste created by the current state should be rooted out and removed.
- This requires an adaptation to the varied approaches that optimizes the whole.
- Making only the physical setting better is the traditional set and does not create value for the overall team success.
- The focus should be on the teleworking partners and how the many digital and special barriers can be erased for the entire group to thrive as one.

