

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Surfing in a Hurricane –

"Lean in" to Adjust When Storms Hit

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JE Dunn

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

INSERT PRESENTATION DATE

Presenting today:



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MOST LCI stories....



- Great wins!
- Aligned teams and aligned scenarios working together to advance Lean.
- Puppy dogs and rainbows

NOT THE CASE HERE

- This is a hurricane survival story.
- The project was TOUGH, and there are battle scars.
- Storms give you the strongest teams and "battle tested" warriors.



"The pain you feel today will be the strength you feel tomorrow." – Dan Gable



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Background



- 350,000 SF, multi-phase building and site renovation
- 60,000 SF 2-phase addition
- Active high school
- ~1,900 students
- Design through 2020
- Construction: March 2021 – August 2023

Problem Statement

Known:

- Most of the JE Dunn team was not familiar with Lean.
- Owner and design team had not heard of Lean practices.
- The project was publicly bid; the lowest price responsive contractor was awarded the project. Many teams were working together for the first time.
- The project was on an active high school campus that could not be shut down.
- Project had complex phasing; all MEP systems were renovated. Phases were dependent on one another.

Unknown:

- Problems arose...

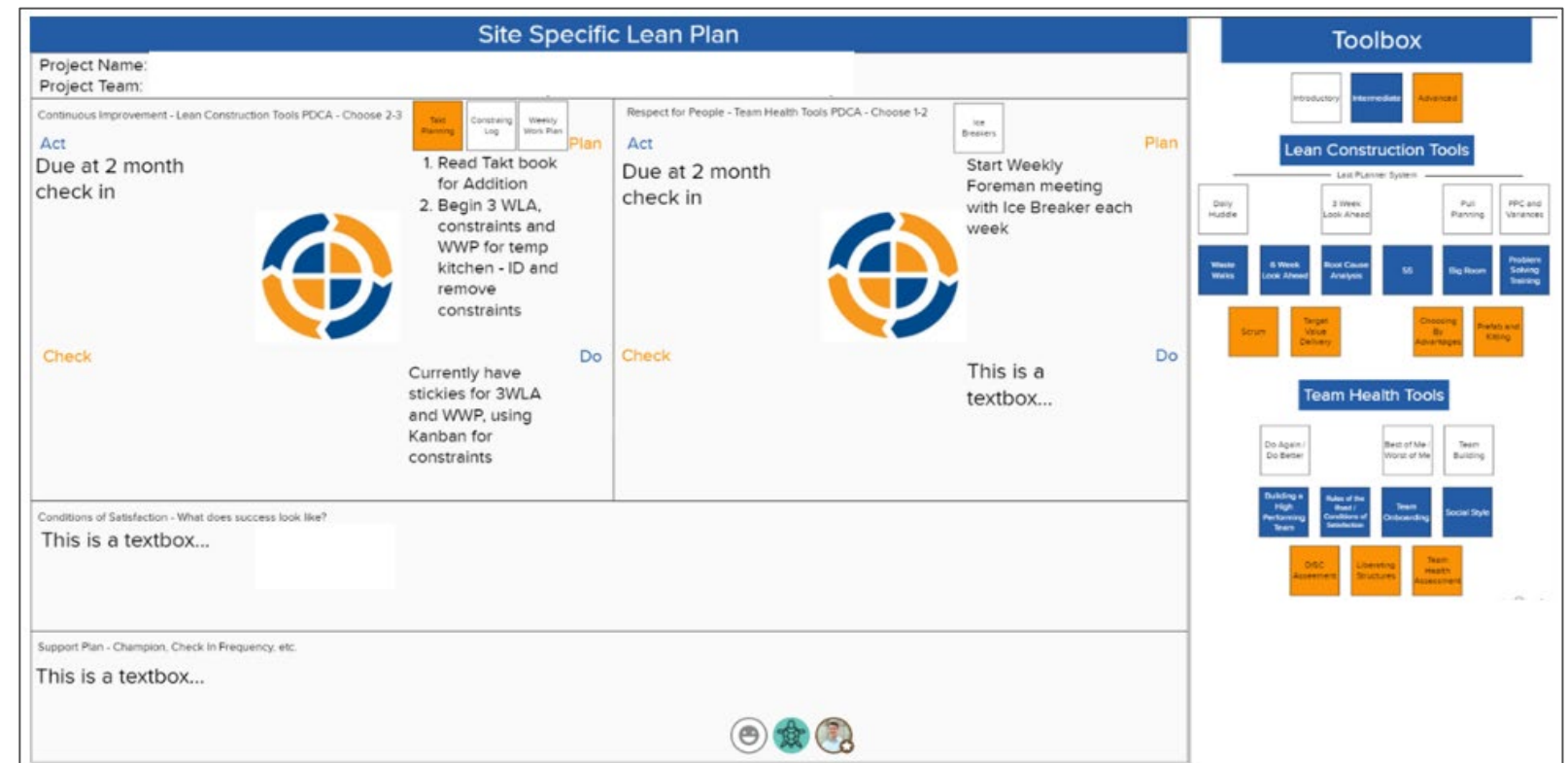
PLAN



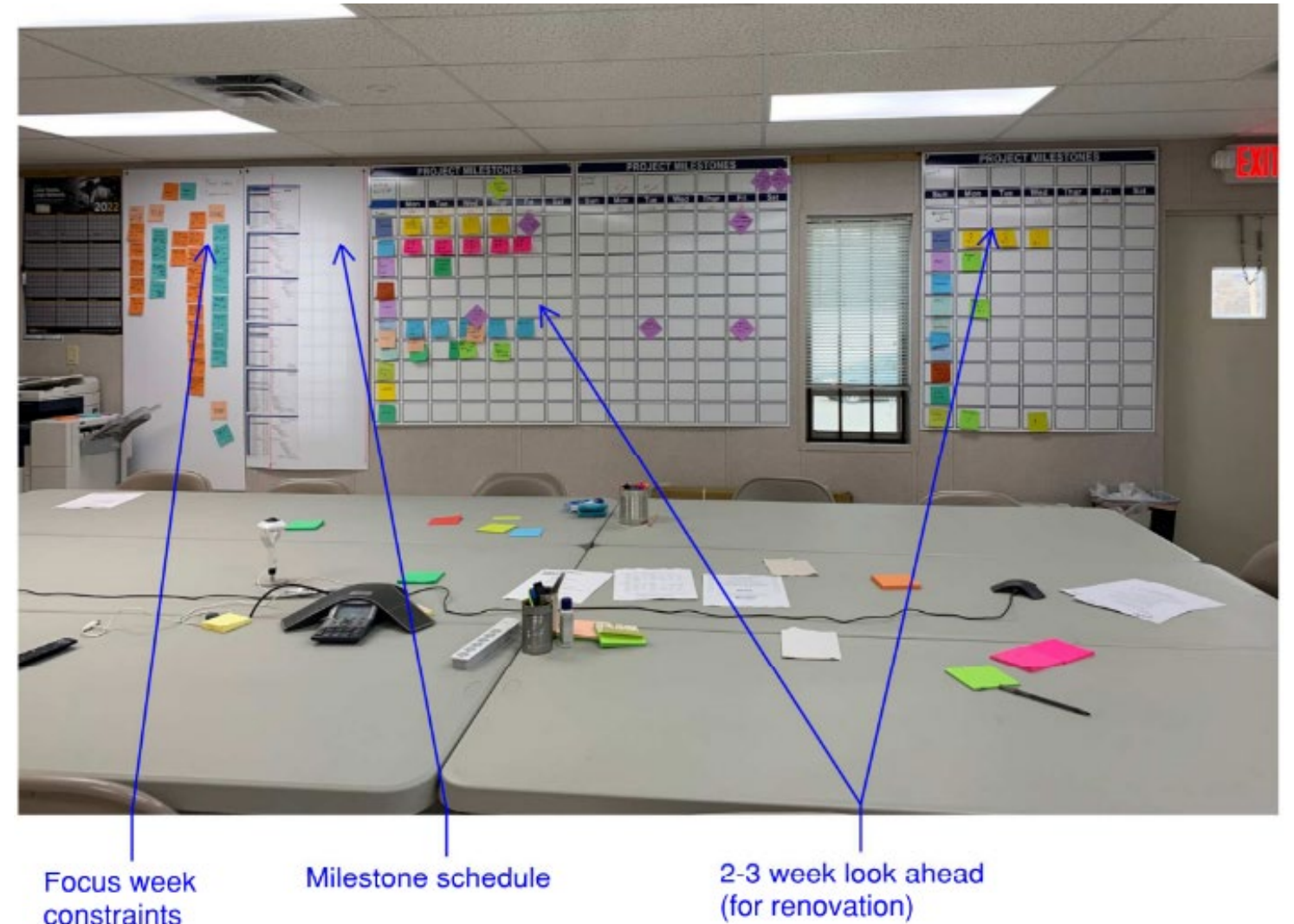
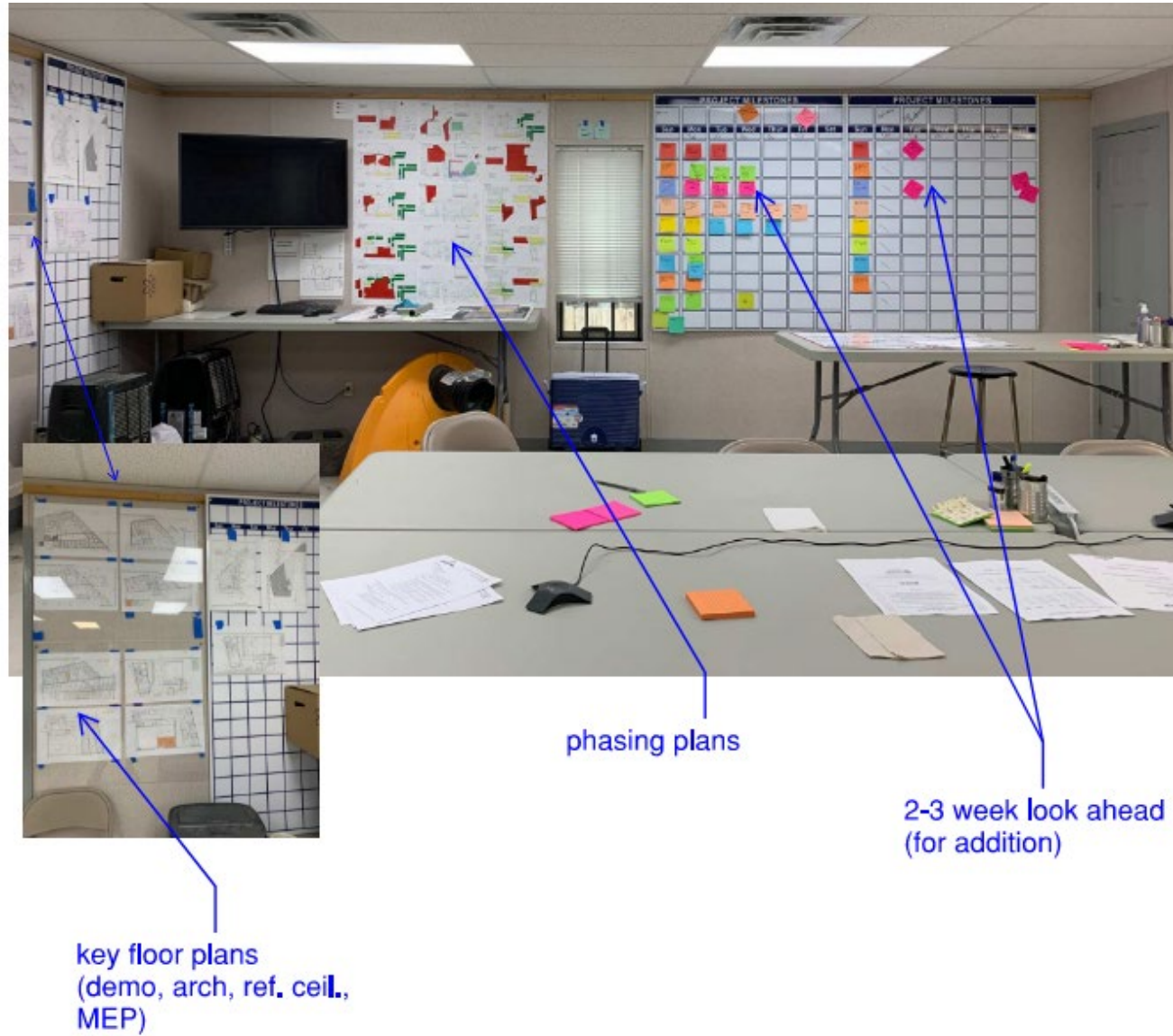
PDCA – Start with a Plan

Following what we learned from LCI Congress 2021, we developed a Lean Implementation Plan with our JE Dunn team. Our plan was to focus on:

- Daily stand-ups
- 3-week post it board
- Tell the story in the trailer.



The Plan



DO



Hurricane!



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The UNKNOWN problems...

- COVID-19 induced material and labor shortages hit right after the start of construction.
- Summer months included camps/sports/activities on campus that didn't relocate.
- Unforeseen conditions in renovation areas were plentiful, and the schedule could not change due to student learning needs.
- Averaged a change order per day throughout the 2.5 year project.

Waves and Wind Picked Up

Issues arose quickly, magnifying in the large renovations of the first summer phase.

- We weren't collaborating with the OAC team or with trades.
- We didn't solve issues together.
- Schedule dates were not being met.
- We couldn't ramp up to address COVID manpower changes.
- We couldn't get roofing and critical materials in time.
- Team burnout.

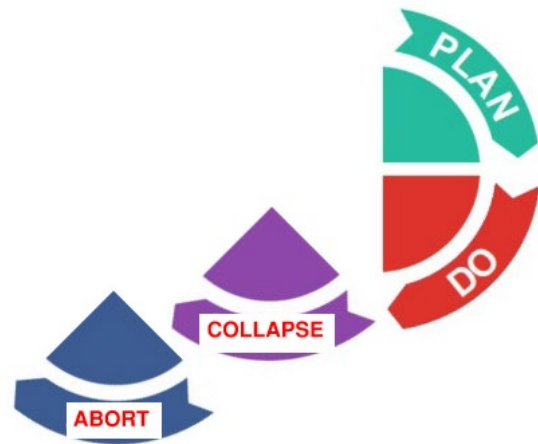
CHECK



The Defining Choice

We had a good plan but didn't count on the storm.

Do we say we tried and go back to how we used to do things? Back to status quo?...



...or do we keep fighting? Keep adjusting?



ACT (or ADJUST)



Adjust tools and keep surfing!

Adjustments made, dug deeper in the toolbox:

- Have PMs sit in on daily stand-up meetings and immediately capture constraints.
- Have more pull plans to get trade partner buy in on remaining schedule.
- More Lean Department site visits, attend meetings, and provide feedback.

This board didn't work...let's try this board.



A little better, but....



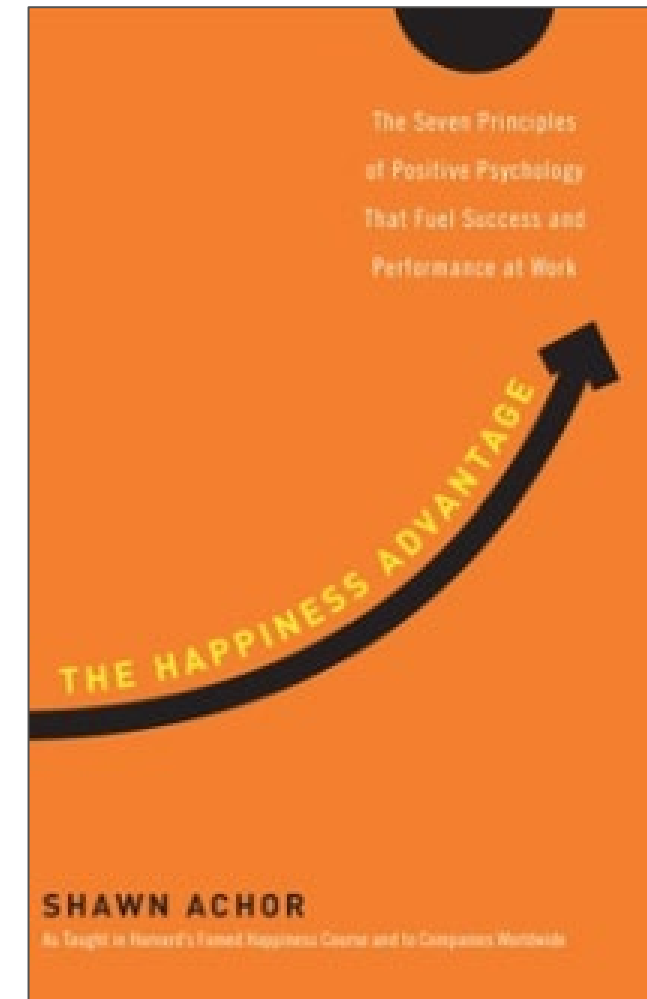
Results of adjustments:

- Knew the plan better, but we still weren't hitting dates.
- Better idea of constraints, but it was still a fight to get answers.
- Burnout was still rampant.

Something's got to give....

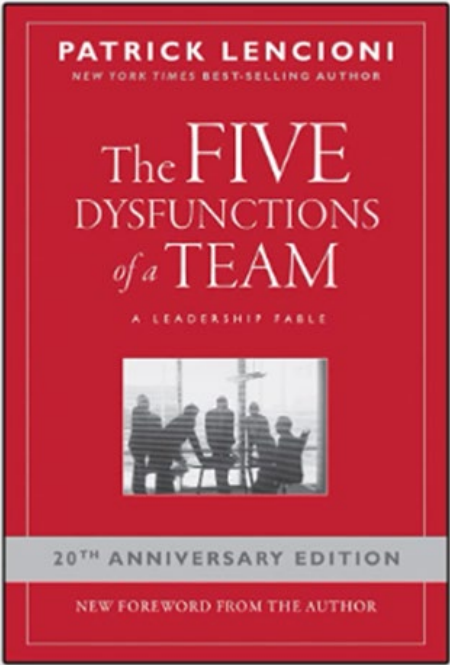
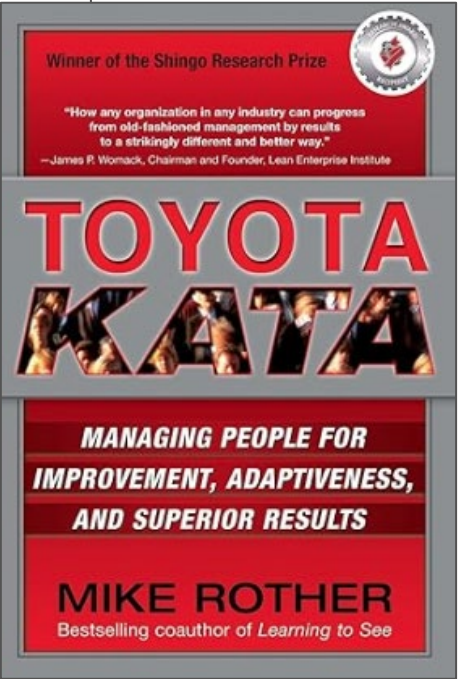
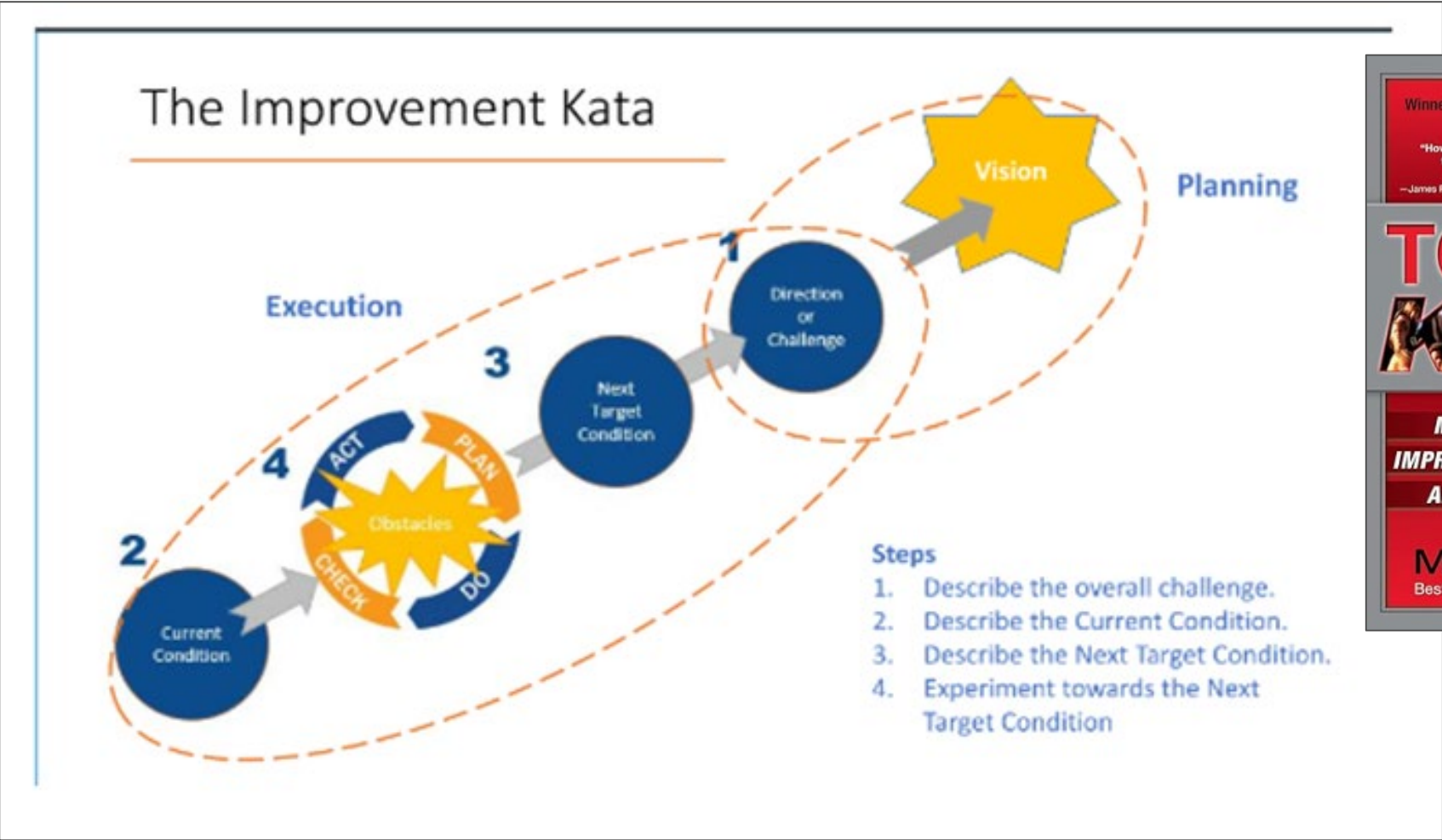
Enter Dan:

- “Y'all need to read this book...”
- Lean Department began a series of stand ups for the office regarding the chapters of "Happiness Advantage," by Shawn Achor.
- The Tetris Effect
- Team started focusing on “finding the positive.”
- Planted seeds that would prove fruitful.



Turning Tides...

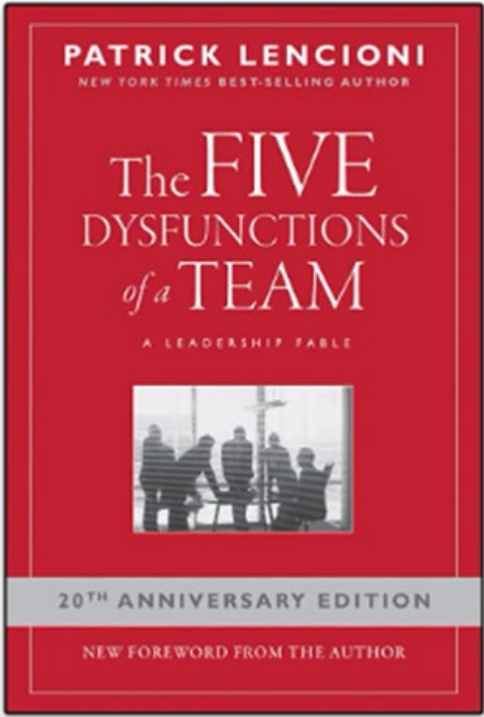
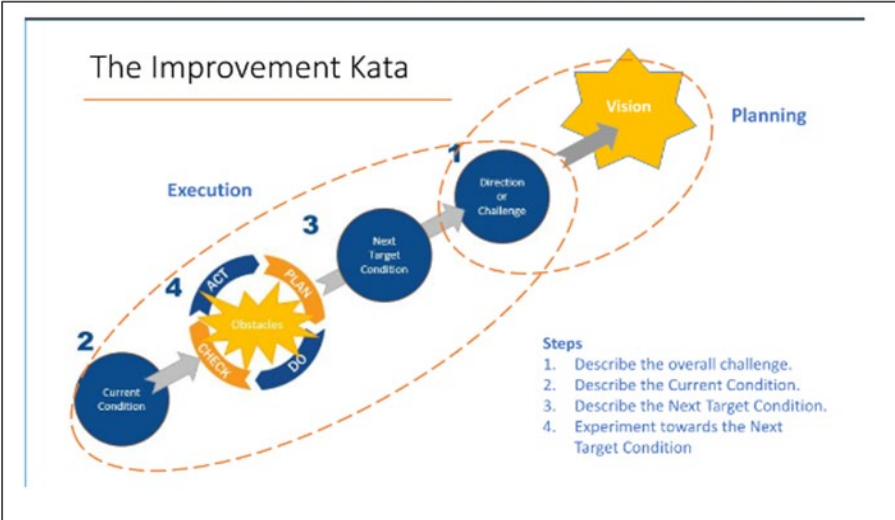
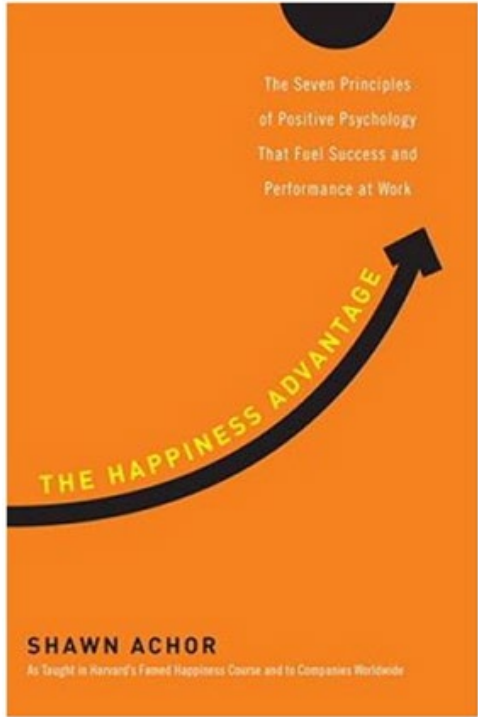
Lean Congress 2022



Turning Tides...



Epiphany moment - Put it all *together*!



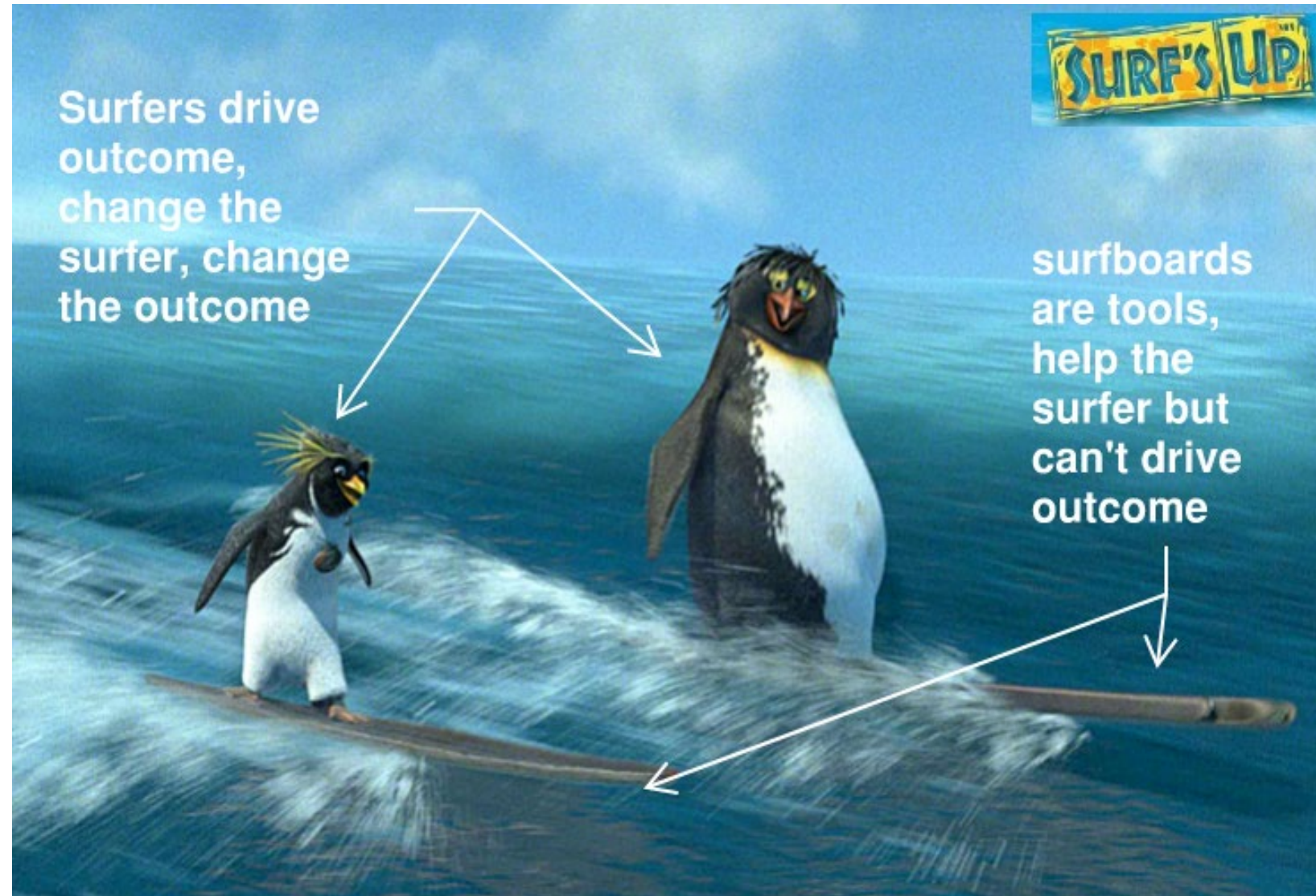
The Epiphany



- We were trying really hard to be Lean, but we were focusing on the wrong things.
- **We kept trying to change the Lean tools, but we weren't focusing on the people.**
- IOW, we changed the **surfboard** but failed to help the **surfer**.

The key to change = HEAR AND HELP THE SURFER!

People drive change, tools only help



“People don't care how much you know until they know how much you care.”

- Theodore Roosevelt

Where is the surfer looking?

Always remember:

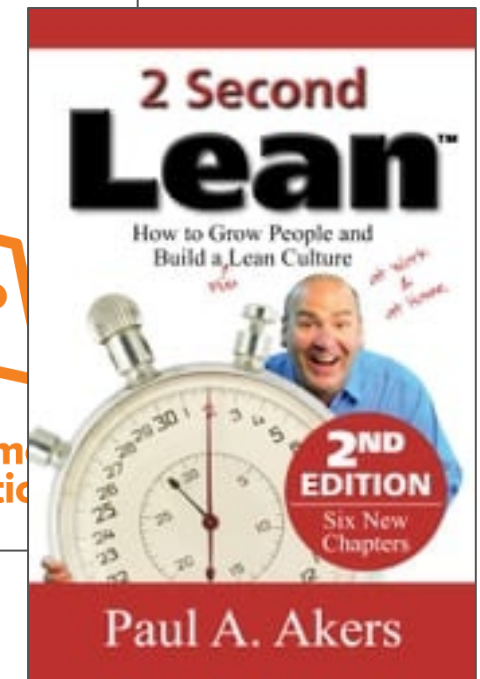
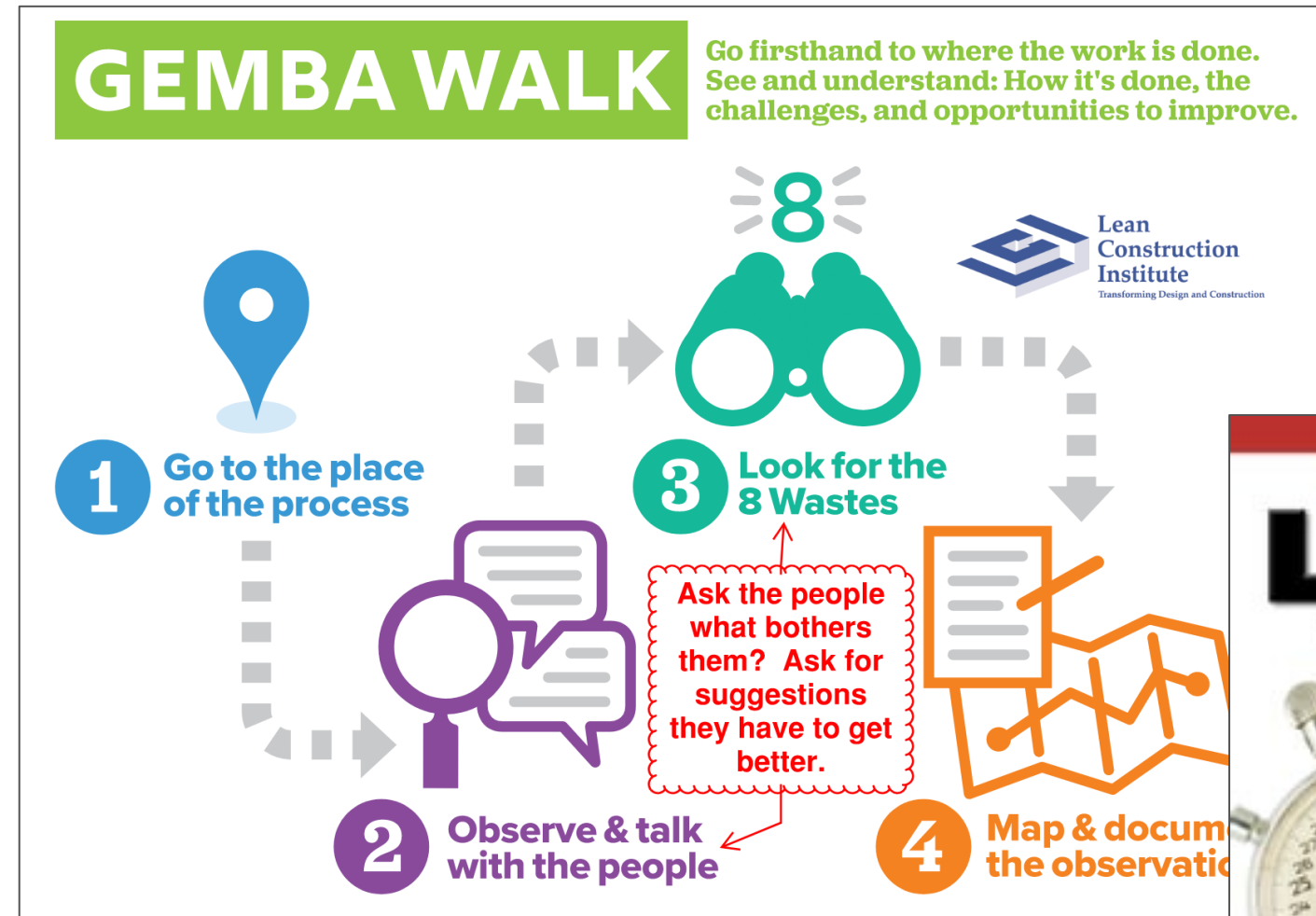
“Where we look is where we go.”

- To change the surfer, change where the surfer is looking.
- Looking down you will fall down, no matter how good the surfboard.
- Look at where you WANT to go. Then you can get there.



How we CHECK on our people

- Gemba – go where the work is
- “Be curious, not judgmental.” – Ted Lasso
- Stop and ask, “What is bothering you?”
 - *2 Second Lean* – What bothers people is WASTE.



Re-check example

- Problem: Our trade partners were burnt out.
- Check: What was bothering them?
- Held a **KEEP/STOP/START** to find out.



- *What do you like and want to KEEP doing?*
- *What don't you like and want to STOP doing?*
- *For our STOPs, what do we want to START doing instead?*

Listen to what bothers the surfer



In the KEEP/STOP/START, **what did we learn?**

- Trades wanted graphic schedules with milestones over post its.
- Trades valued and wanted to keep the daily stand ups.
- Trades were sick of meetings!
 - They wanted “micro” pull plans of small areas or constraints after stand ups rather than another long meeting.
 - Trades wanted to quickly cover progress meeting content.

ADJUST for the surfer, conquer the wave!

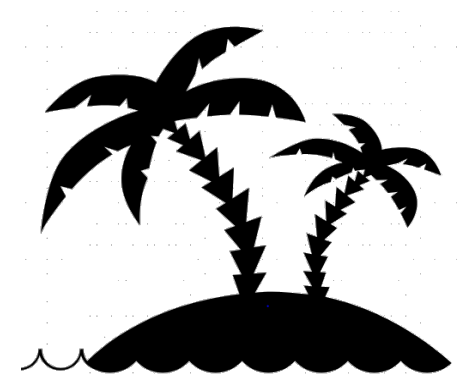


What did we do about it?:

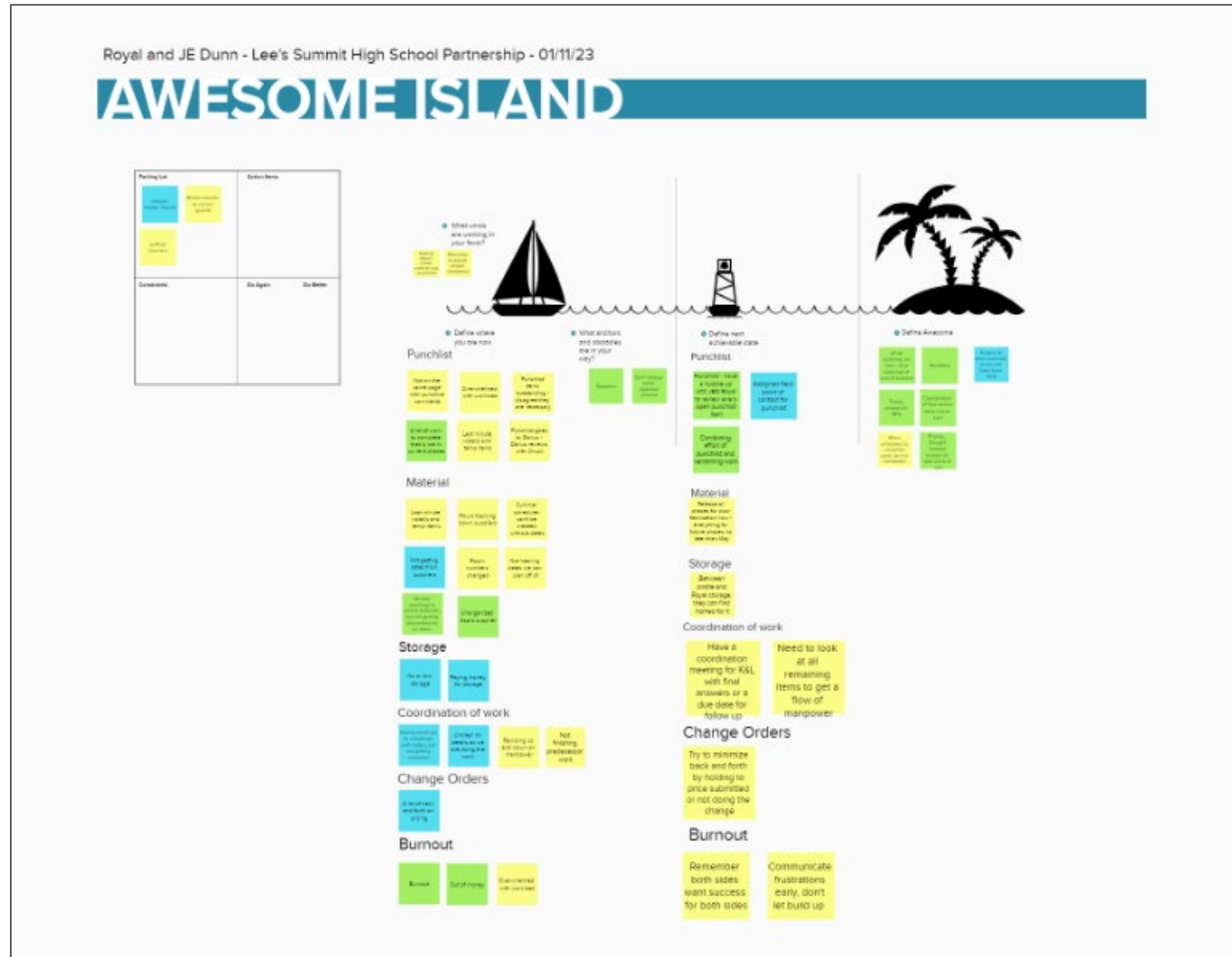
- Started using visual schedules tied to contract milestones.
- Held “micro” pull plans.
- Provided post it constraints in the trailer; revisited daily during stand up meetings.
- Created RAIN meeting agenda.

Re-check example 2

- Some trade partner relationships were strained. Neither side was happy with one another.
- **Rebranded Improvement Kata** and took them to **AWESOME ISLAND**.
 1. Describe what your Awesome Island looks like. **Where do you want to go?**
 2. Describe where you are now.
 - What **anchors** are holding you back?
 - What **winds** are blowing in your favor?
 3. Set SMART (Specific, Measurable, Achievable, Realistic, Timebound) goals to get **ONE STEP closer** from where you are now to where you want to be.
 4. Set up a time when you can **meet again** to see:
 - If you are getting closer.
 - What your next step closer SMART goal will be.



ADJUST for the surfer, conquer the wave!



- After Awesome Island, JE Dunn and trade partners left aligned with a plan for more proactive and frequent communication.
- Was a turning point with our relationship on this tough project.
- Wasn't perfect, but smoother surfing for sure.

Listen to what bothers the surfer



- The PM team was overwhelmed with change orders; averaged one change order per day for the entire 2.5 year project.
- The schedule was very demanding, and we couldn't add more time.
- The budget was tight, and there was pressure to finalize changes.
- What did we do?
 - Decided to use SCRUM to manage change order processing.
 - Set up a Mural board with SCRUM categories.

ADJUST for the surfer, conquer the wave!

Using SCRUM for change orders, we could track our processing pace.

- Helped us communicate weekly quantities to anticipate to owner and design team.
- Helped keep executive leadership up to date.
- Allowed PMs to jump in and assist others, as needed, to keep pace.



Listen to what bothers the surfer

Lencioni's Five
Dysfunctions
of a Team

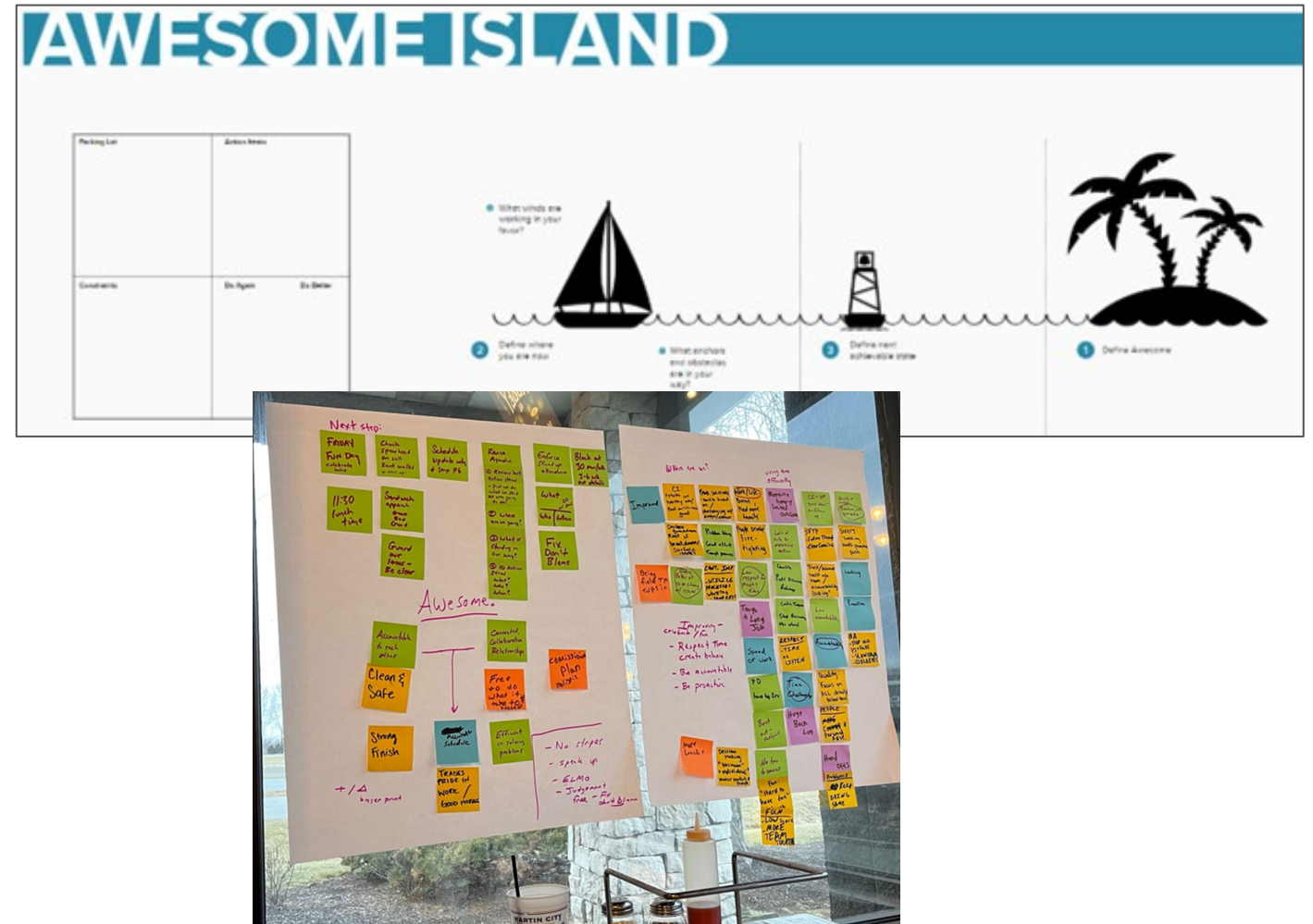


The entire JE Dunn project team was feeling beat down and burnt out.

- With previous Awesome Island success, we hosted a **team retreat** with that as our agenda.
- Used a pre-retreat team health assessment following the “Five Dysfunctions of a Team.”
 - This became our "where are we now" info for Awesome Island.
- Shut down for an afternoon, got pizza, and held our retreat.

ADJUST for the surfer, conquer the wave!

- Retreat proved a “reset” for team morale.
- “Happiness Advantage” came full circle. A key takeaway was a weekly team text chain sharing **3 gratitudes**.
 - Brought the team closer and motivated us to celebrate one another.



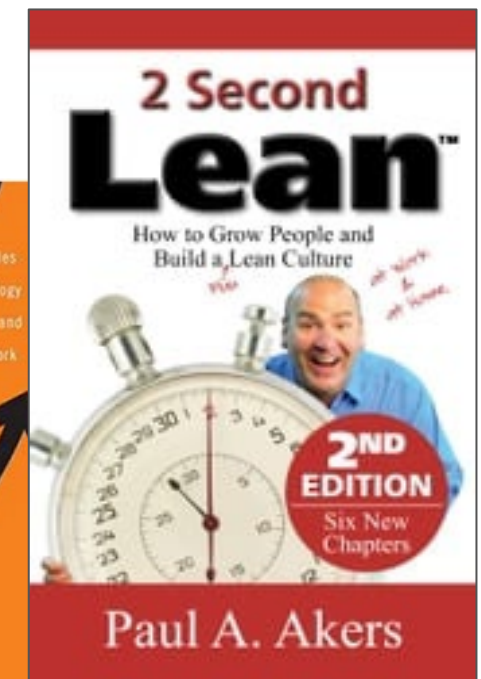
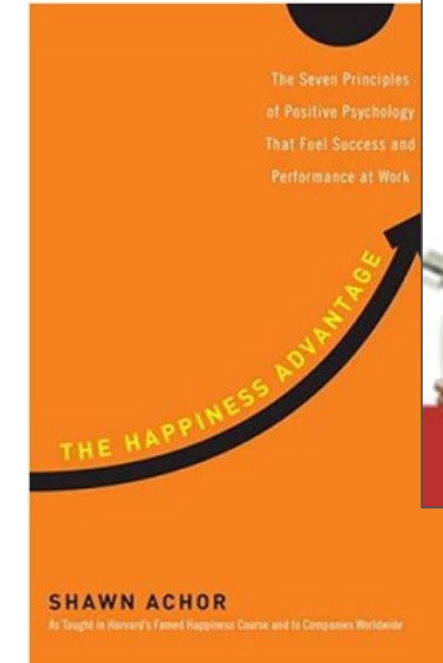
Results

- Had a close team that would work together again.
- Had battle scars, but learned good lessons to take forward to our next projects.
 - Reminder: your impact magnifies as people spread out with future projects.
- Trade partners stayed with us until the end, against all odds.



Key Takeaways

- Focus on “C” and “A” of PDCA to CHECK and ADJUST to the conditions. Don’t quit!
- Focus on the people, not the tools. The surfer, not the surfboard.
 - **Stop and ask** people, “What bothers you?” Check with the surfer.
 - When you find out, **do something** about it. Adjust the surfer.
- Focus on the positives. Take time to share your gratitudes.
 - Even in storms, there are things to be thankful for.
 - **Where you look is where you go.**

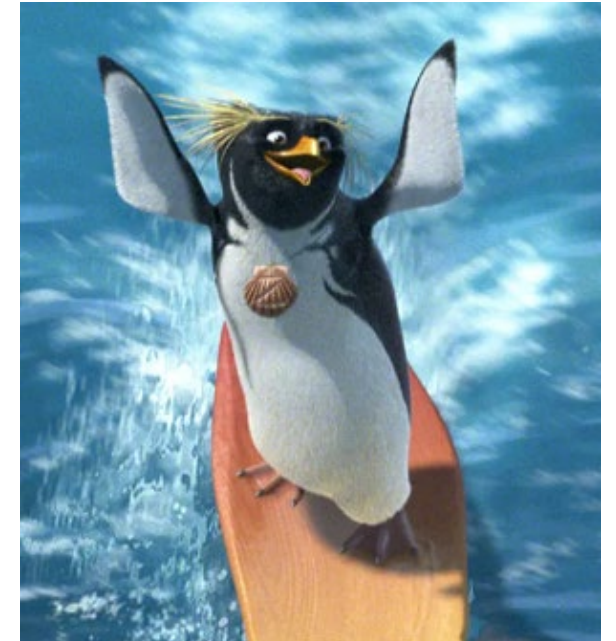


How can you apply this tomorrow?

- Having your job trailer tell a story of the project.
- Visual schedules and constraints.
- RAIN meeting agenda format.
- Improvement Kata – “Awesome Island” style.
- Scrum boards on MURAL.

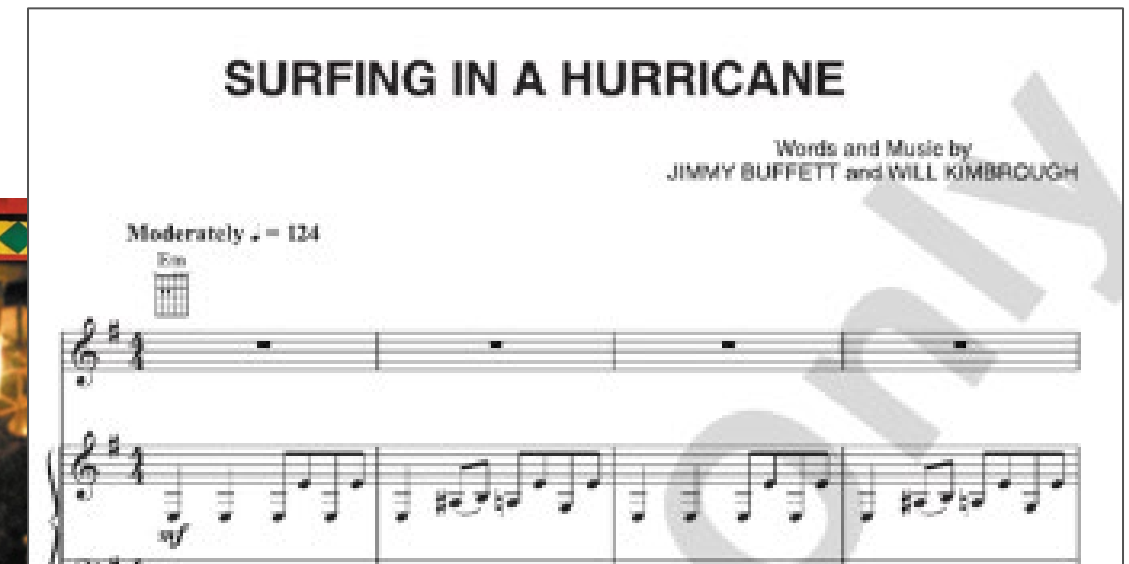
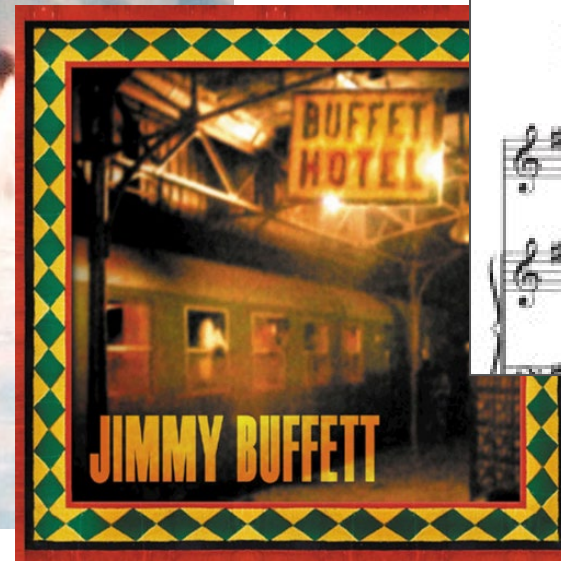
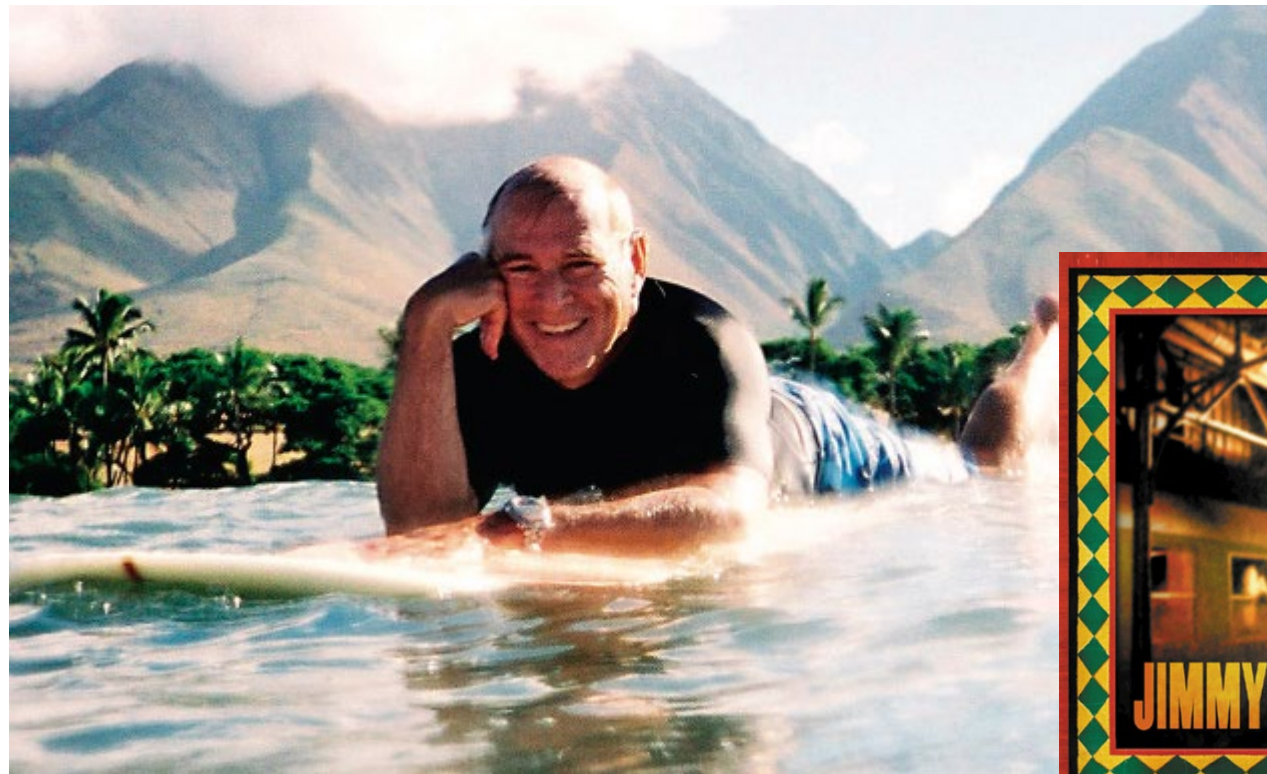
*Remember, tools have little impact until you prioritize your **people**.*

- Ask the pros working in the field what bothers them.
- Adjust to get people looking where they WANT to go.
- **Listen to the surfers, and you will conquer the waves.**
- **Take the NEXT step – you won't solve it all in one day.**



Special Thanks

Thank you to the late, great Jimmy Buffett, who inspired the title for this presentation as well as surfers, fisherman, sailors, and dreamers for decades. May he continue to remind us all to slow down, smile, and enjoy our lives.





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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.

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

QUESTIONS?