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# Flow Like Lasso

Navigating Uncharted Waters the Lasso Way

Mike Chiles, Eric Neill,  
Chris Koch & Dr. Charlie Belt

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

10/24/2024



# Is Ted Lasso Lean?

- Ted Lasso ended up being a great Lean Leadership coach for our project team.
- Here is our story.
- After this presentation, you will know:
  - Who "Ted Lasso" is.
  - Some "Lasso Way" principles to apply.
  - What 87/13 means and why it is important.





# Representing our team today:

## **Eric Neill**

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# Who is Ted Lasso?

- *Ted Lasso* is an Apple TV comedy series
- The main character, Coach Ted Lasso, previously an American college football coach, gets hired as an English football (soccer) club coach with no experience.

- Coach Ted Lasso is courageously optimistic and a GREAT LEADER. Lasso inspires not only the team and community in the show, but also our project team.
- It all began with a contagiously positive Superintendent that was passionate about the show...

**DISCLAIMER:** *Our team has no official connection to the Ted Lasso show and our companies make no official endorsement of the show or its content.*

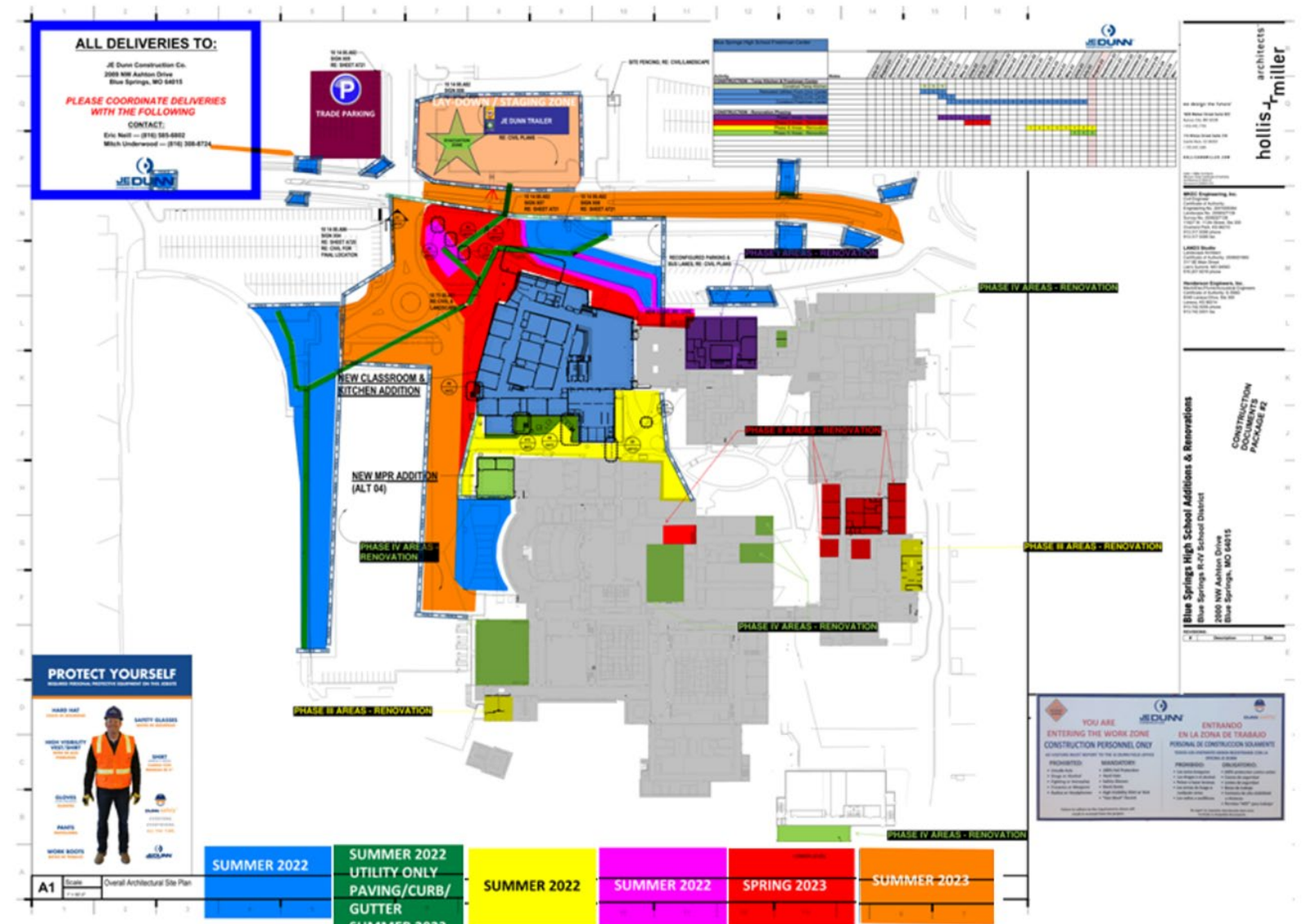
# The Problem





# The Challenge

- Add a 9th grade wing to the 10-12th grade High School
- New main entrance off busy city street
- Revised site circulation
- Active throughout construction
- Add a 2-lane bridge over an active railroad that was all on District land



# Problem Statement – Design Perspective

- New in the role of architect lead.
- Working with a young design team unfamiliar with one another.
- New owner's rep and new JE Dunn field team.
- Largest high school in Missouri – 2,600 students
- The schedule and the site were tight.
- Completed amid COVID labor and supply chain issues.
  - Required early procurement packages to meet school deadlines. Tough on design development flow due to public bid requirements.



# Problem Statement – Owner Perspective

- COVID's impact on the district:
  - Moved back planned bond efforts
  - Uncertainty in project schedules
- 9 school sites total = tight bond budget
- New roles as owner rep's
- The project was CM-A
- Contention with the city leadership
- Strained relationships with community neighbors: Planning Commission meeting





# How do we unite the team to sail these waters successfully?

- Our team was not familiar with Lean.
- We needed to build a team quickly.
- How? Not sure yet, but "Have you all seen *Ted Lasso*?"
- “I won't let you on my jobsite until you start watching **Ted Lasso!**”
- Team starts watching and gets HOOKED.
- From the show, **a new bond forms**
- Lean principles are given a new name to form our "Lasso Way"



# Solution: "The Lasso Way"





# Leadership Lessons from Ted Lasso

- **Believe!**
- **Utilize the Locker Room**
- **Be the best version of yourself**
- **Be a goldfish**
- **Celebrate your wins!**
- **Round up the Diamond Dogs**
- **Be curious, not judgmental**

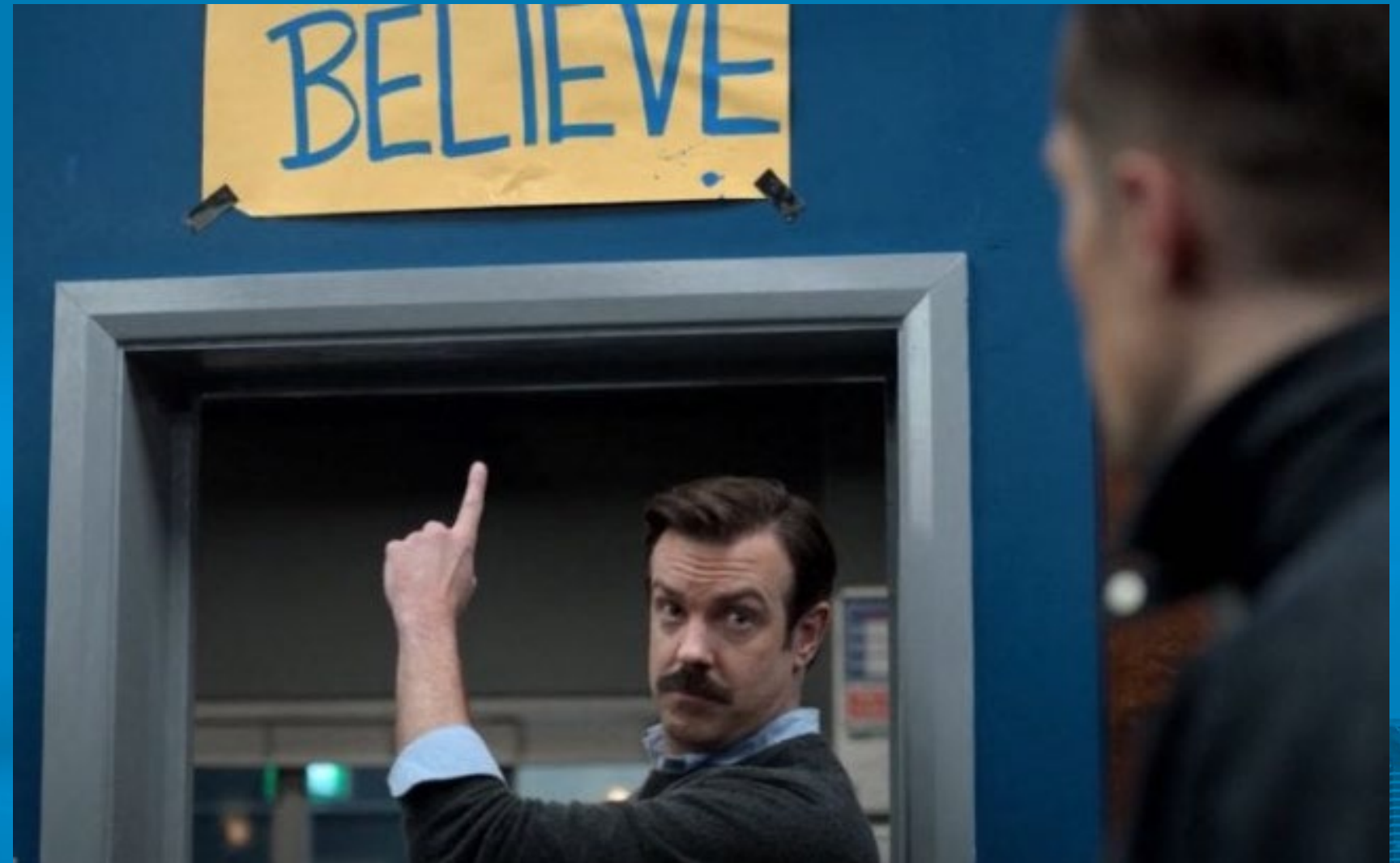




# BELIEVE!

"All we need to win are the fellas in this room right now. And all you fellas need to do is believe it...**to believe in yourself, to believe in one another**, man that's fundamental to being alive...if each of you can truly do that, can't **NOBODY** rip that apart!"

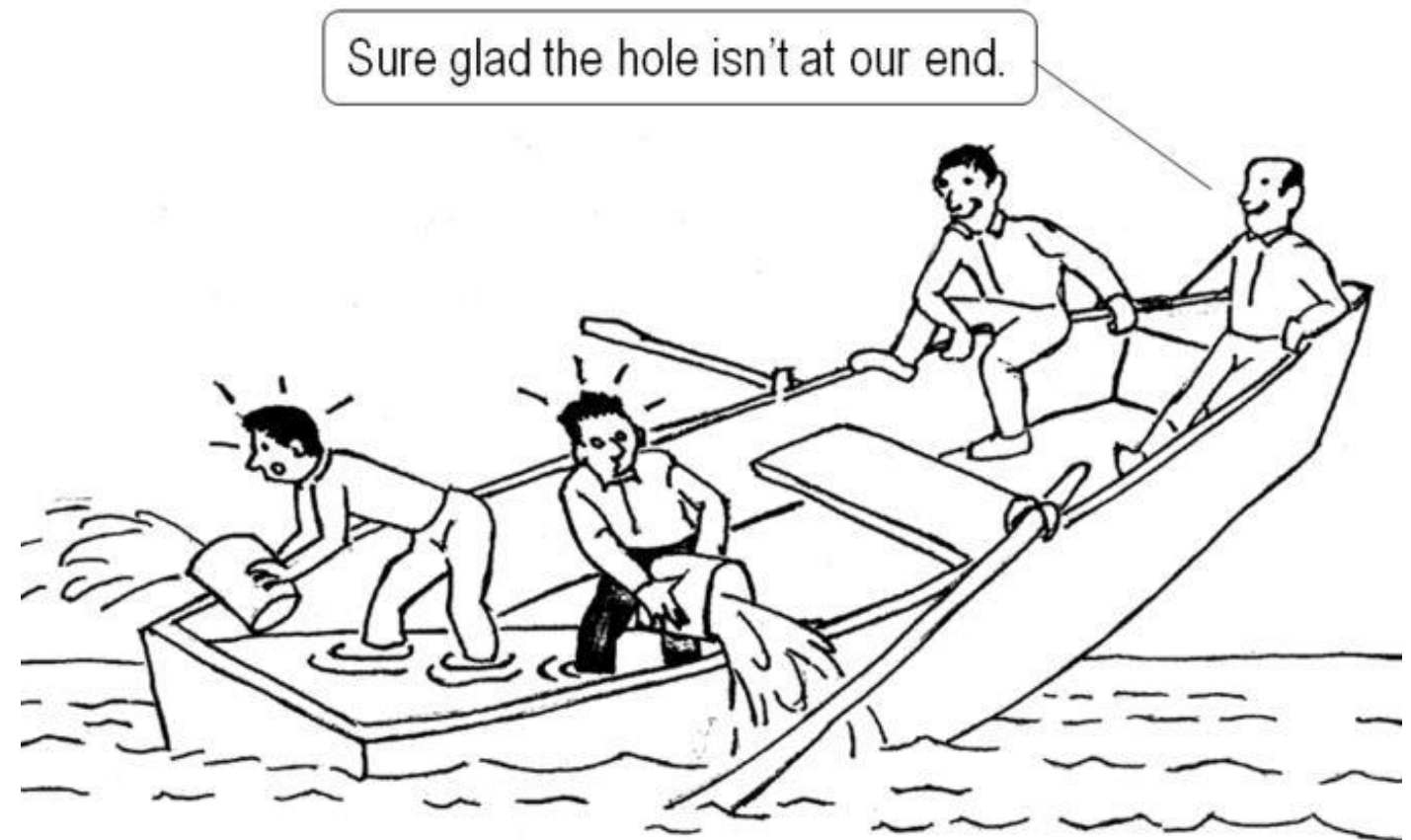
-Ted Lasso





- CM-A: Contractually, many sides.
- Multiple contractors over multiple bond projects.
- In function, we all had to be in the boat together and help one another. If one failed, we all failed.

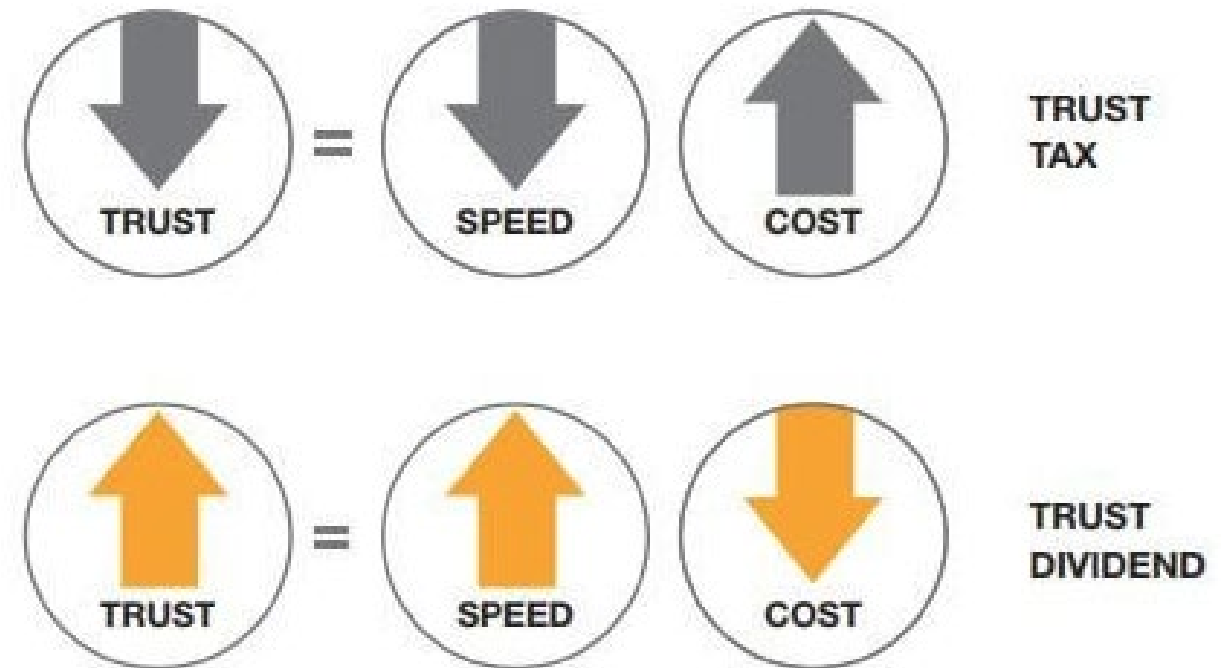
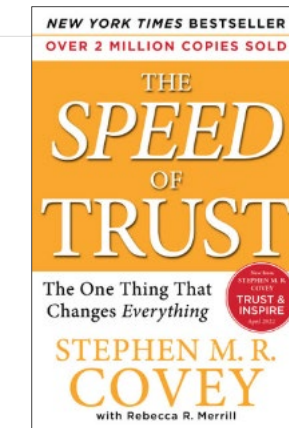
*Mistake of many construction projects today:*







- Monthly Bond Projects Budget Meetings
  - Optimism: Believe in the best of people.
  - This is what we've got – no mystery.
  - We are all on the same team. 2 CM's...
  - Communication: straight line, no triangles
  - Didn't have time to earn trust, so we expected high trust from day one.
  - Our team will be excellent stewards of the community's resources and children

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# UTILIZE THE LOCKER ROOM

"I do love a locker room. It smells like potential."

-Ted Lasso

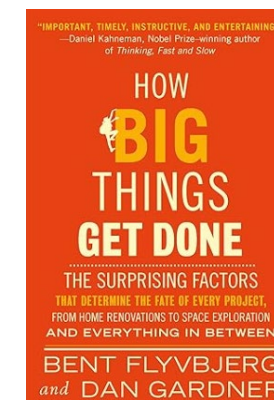






# Utilize the Locker Room

- Use a "big room" concept to have all parties who can add value together in one place.
- No stripes! One team. Safe place.
- Have the people in the room who can make the decisions!
- "Think slow to act fast." (*How Big Things Get Done*)
- *Remember, "slow is smooth and smooth is fast." - Navy SEALs*



# Utilize the Locker Room

- Keep info simple – Use A3s (all basic info on one 11x17) so team can quickly be caught up.

### Root Cause and Improvement Analysis

I. Safety Moment

Share a safety lesson learned or topic.

II. BACKGROUND

Who is involved?  
When and how did concern arise?

III. CURRENT CONDITION

What is current condition?  
Where is condition?

IV. GOAL/TARGET

Where do we want to be?

V. ROOT CAUSE

5 Whys  
Ask "why?" to what happened to get to current state, then ask "why?" to that answer...so on until you have asked "why?" 5 times or have gotten to the true root cause of the issue  
  
(answers why)

VI. NEXT STEP IMPROVEMENT

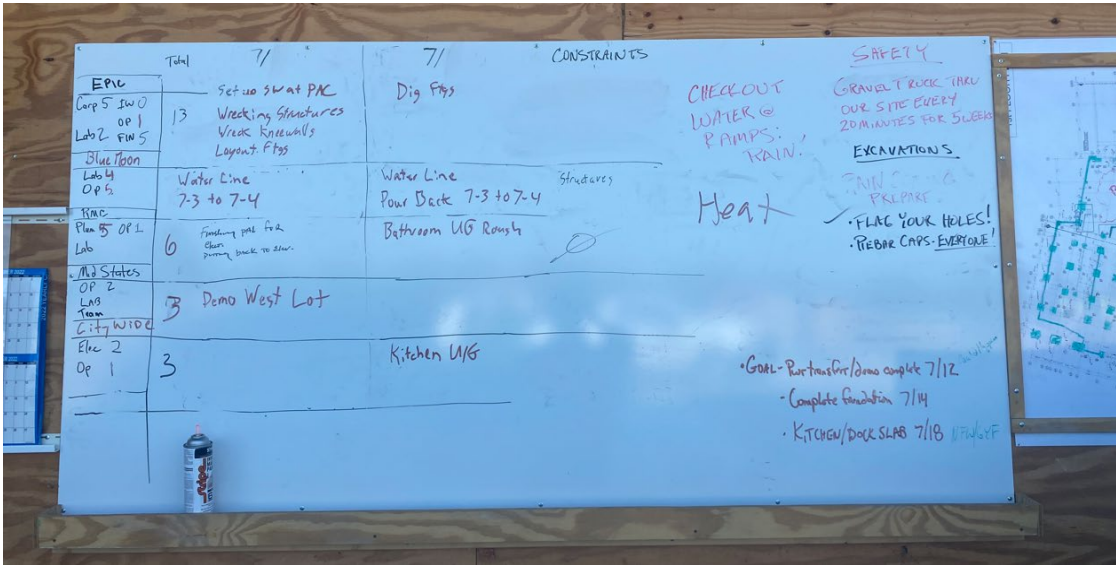
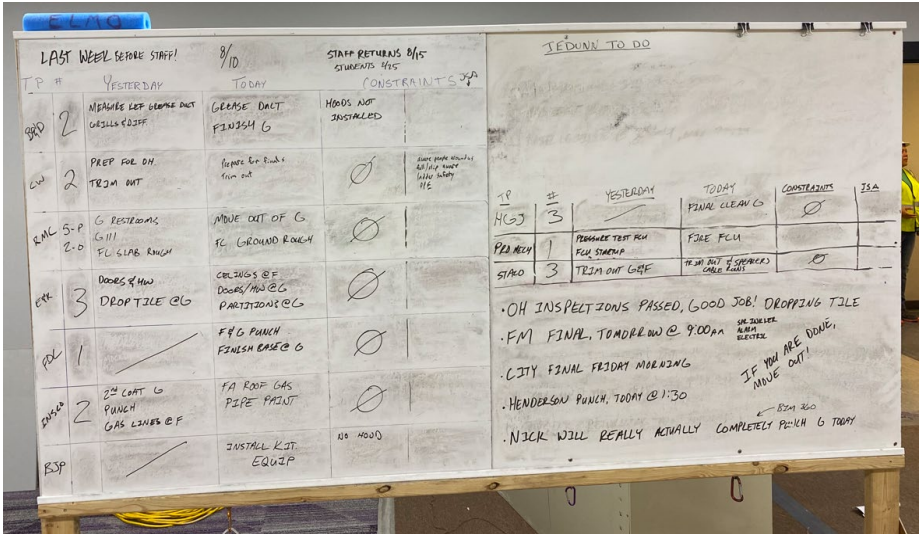
How do we address the current condition to change the root cause and get a step closer to where we want to be?

VII. FOLLOW UP

When are we following up to see if our next step is working?

BLUE SPRINGS HIGH SCHOOL ADDITIONS AND RENOVATIONS

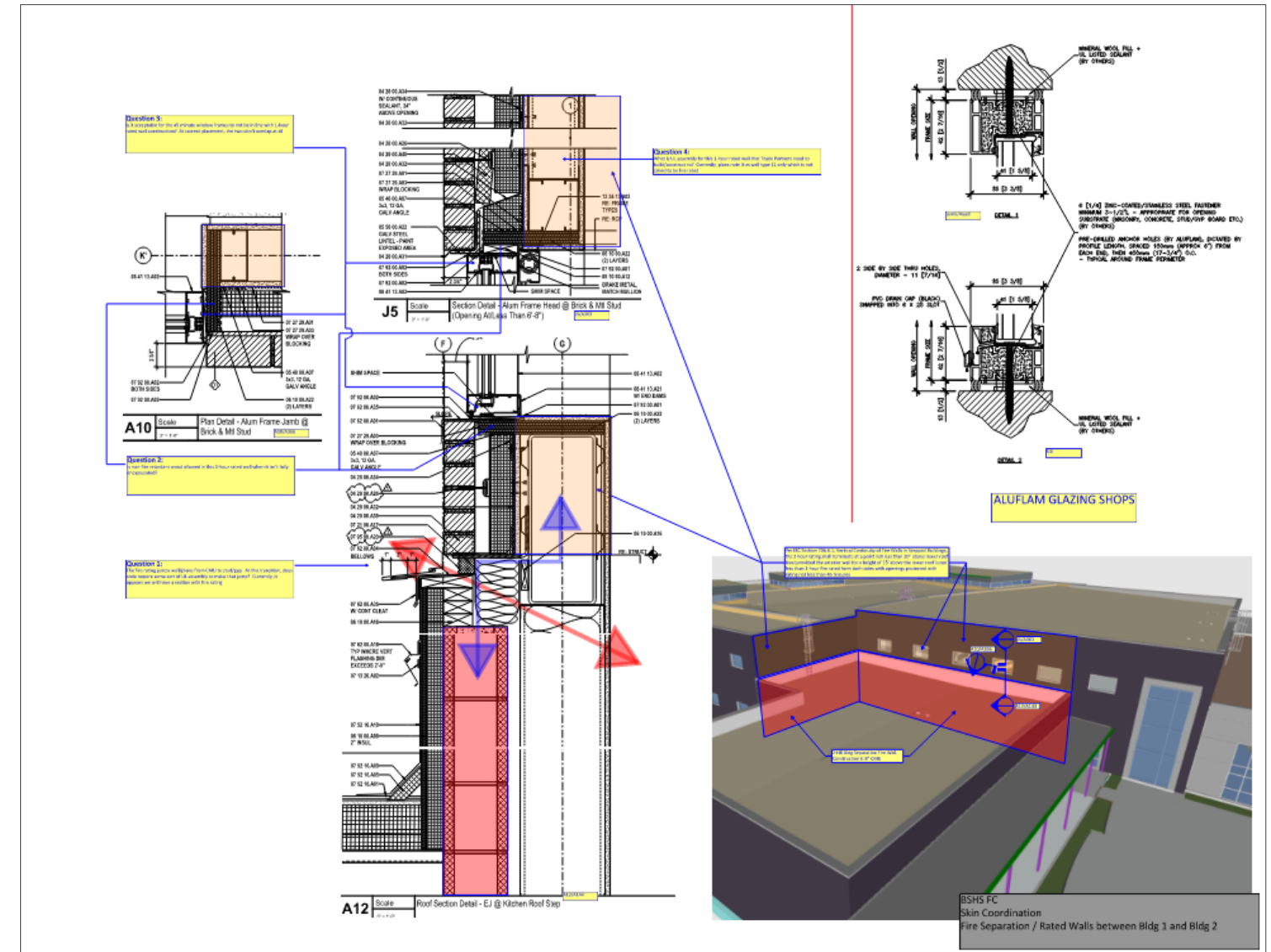
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# Utilize the Locker Room

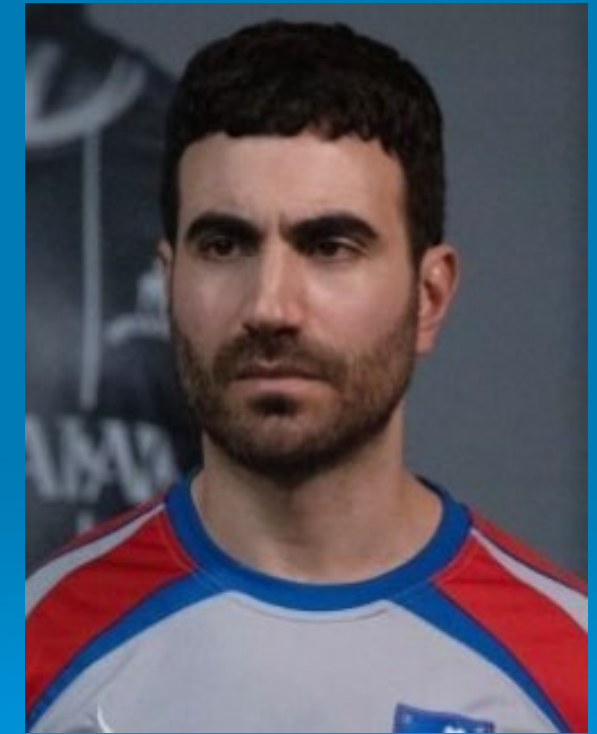
- Bring up the **hard things**. Challenge your teammates to get better.
- Example: building skin coordination meetings



# BE THE BEST VERSION OF YOURSELF

"For me, success is not about the wins and losses. It's about helping these young fellas be the best versions of themselves on and off the field."

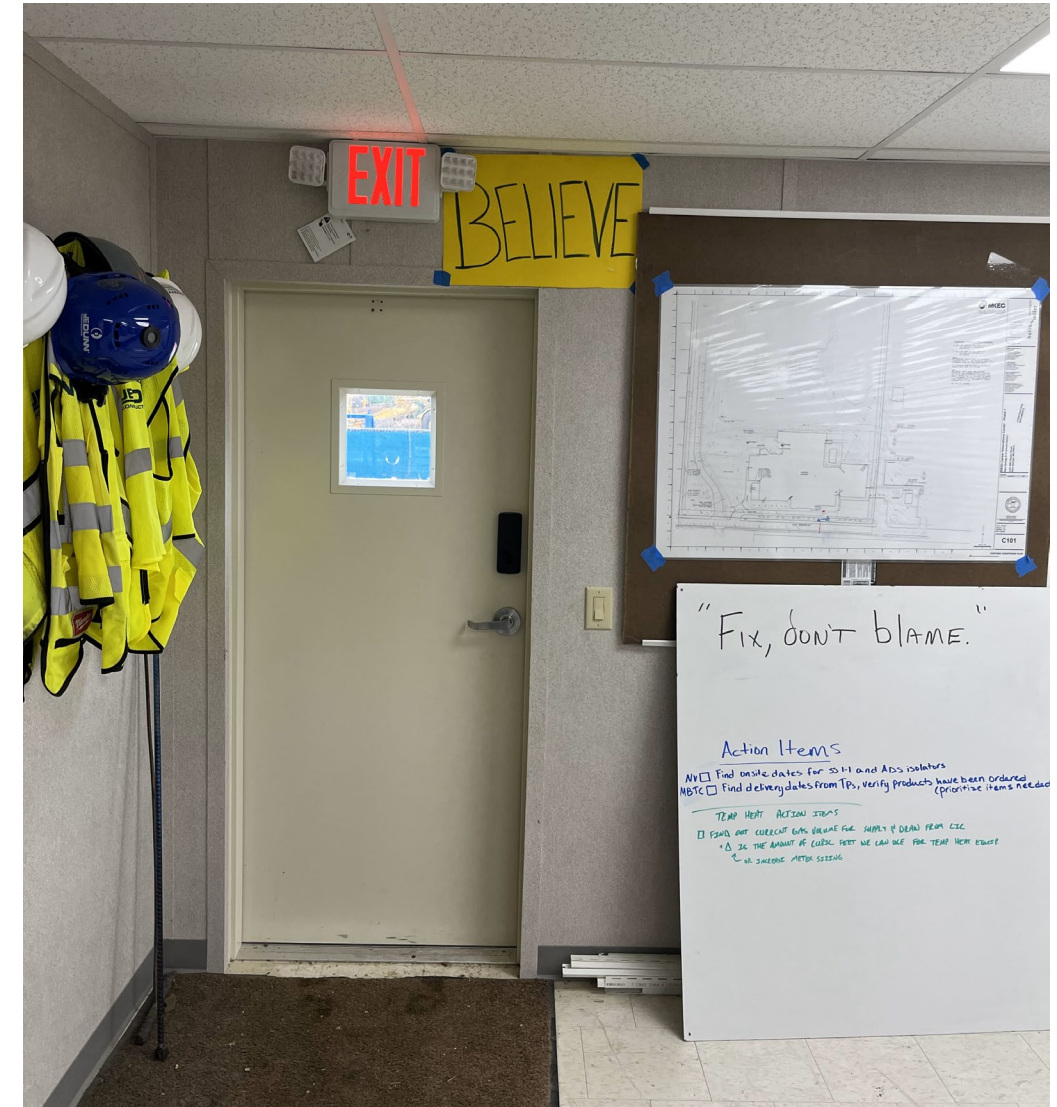
-Ted Lasso





# Be the Best Version of Yourself

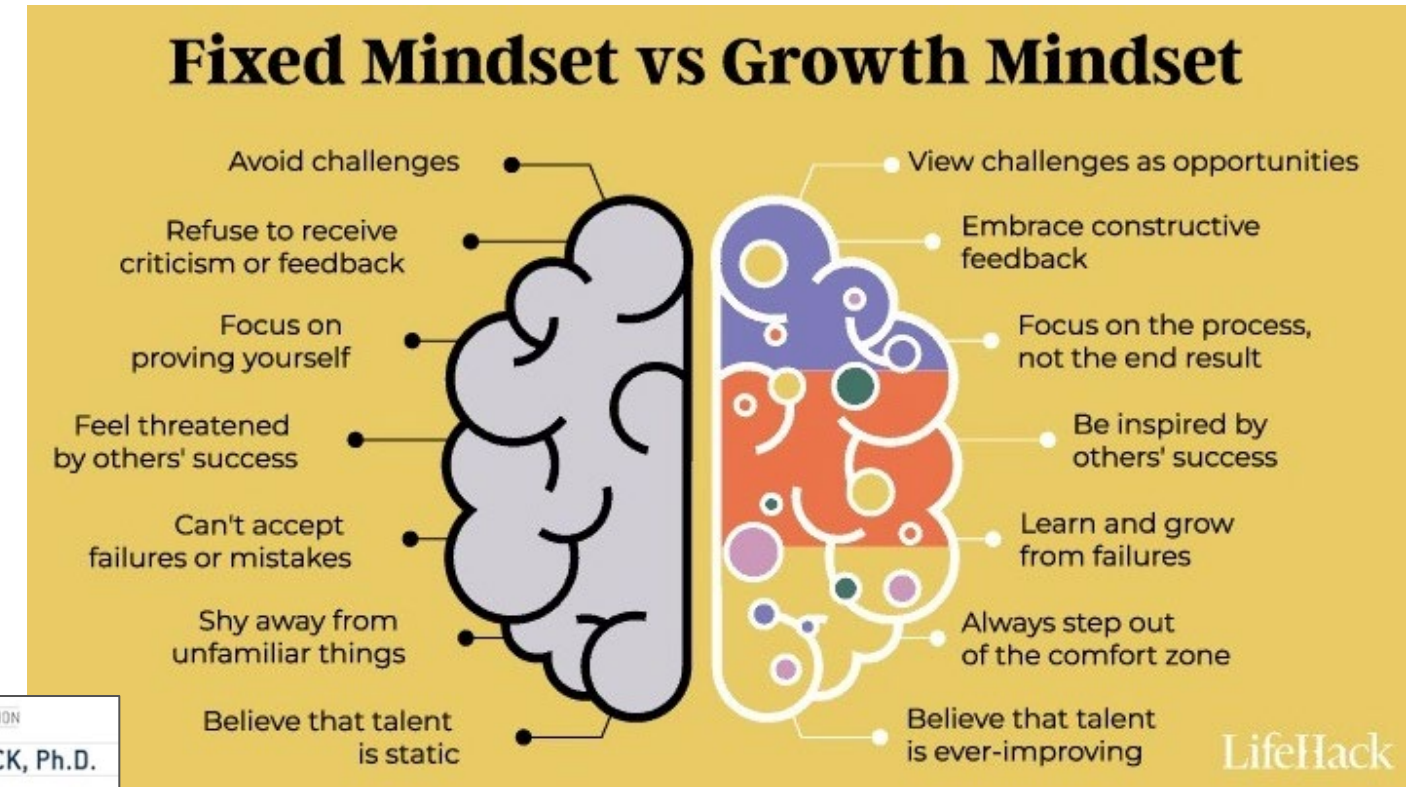
- First rule of leadership: make the space safe.
- FIX don't blame.
- Help people grow and develop and success will be there.



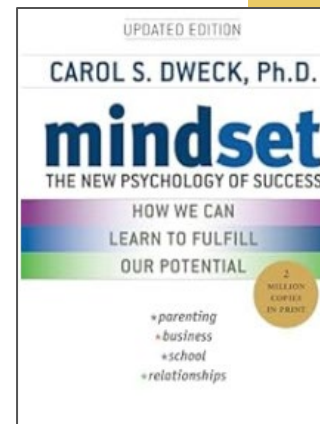


# Be the Best Version of Yourself

- Must maintain a **growth mindset**.
  - You can always change and improve, but it takes work.
  - Failure doesn't define you, but gives you lessons to grow from.
- Remember, when things aren't working, it is usually a problem with **systems, not people**.



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# BE A GOLDFISH

"You know what the happiest animal on earth is? It's a goldfish. You know why? It's got a 10 second memory. Be a goldfish, Sam."

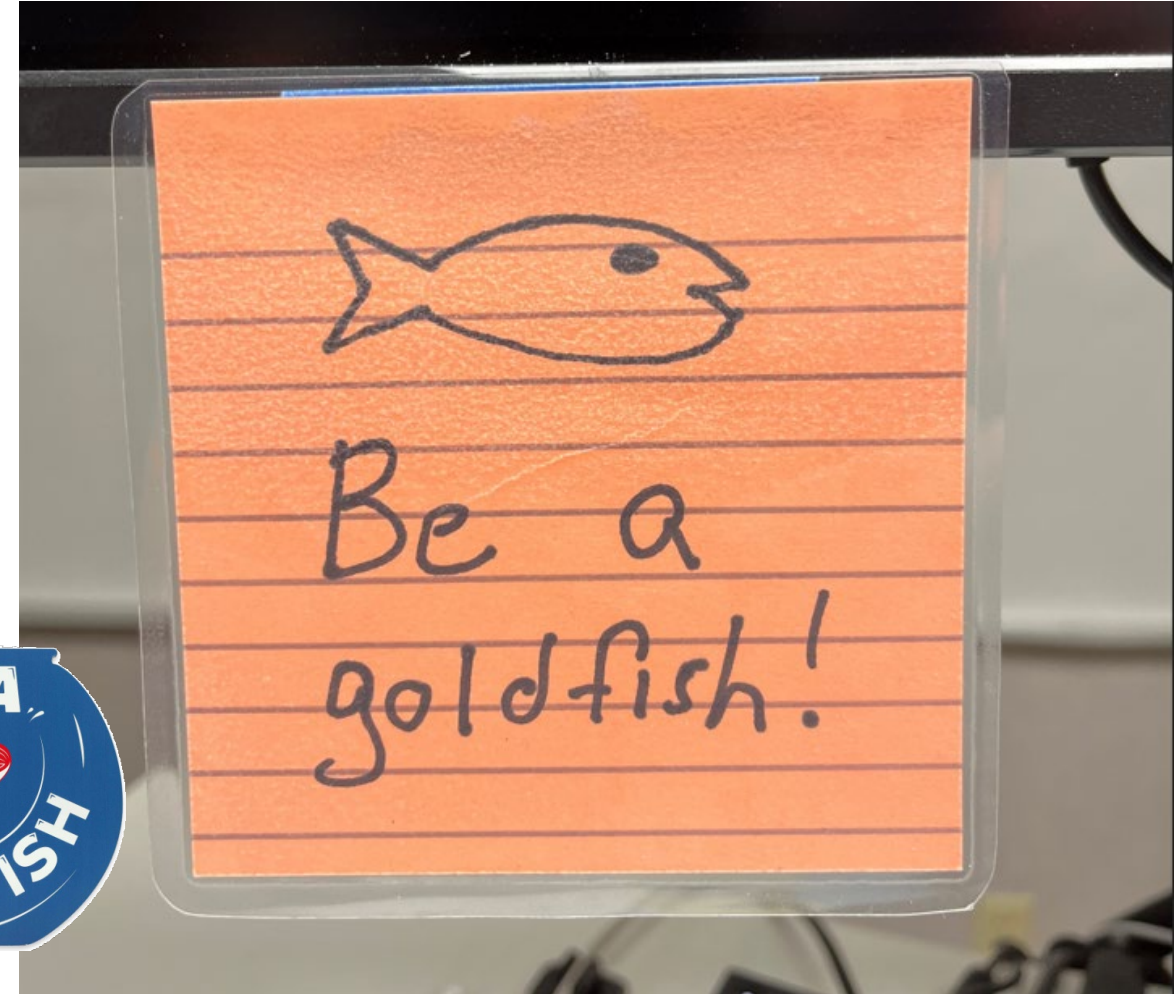
-Ted Lasso





# Be a Goldfish

- “Living in the moment, it’s a gift. That’s why they call it the present.”  
– Ted Lasso
- When things go wrong, learn and move forward. Don't get stuck.
- "If you're not making mistakes, then you're not doing anything." - John Wooden
- "You learn more from your losses than from your gains." - Paul Tudor Jones



# CELEBRATE YOUR WINS!

"Boy oh boy was that a perfect day! You know, I think it's fine that we can't bring in any new players. We have the best team we could have exactly as is."

-Ted Lasso





# Celebrate Your Wins

Take time to show your team you appreciate their efforts.

Fix Don't Blame

Who

JE Dunn  
Any Trade Partners On-Site

What

Safety Incentive  
Quality Incentive - i.e. FWIP Compliance

How

1. Reward/Incentive Ideas Are:

a. Cooler (or other giveaway items)  
i. <https://www.walmart.com/ip/437466220>  
25 QT Hard Cooler

b. Parking Spot  
ii. Premier parking spot close to JE Dunn job site office or work area.


c. Get code of conduct cards from Marketing  
iii. Marketing resources are Susan McCullick and Josh Arnold.


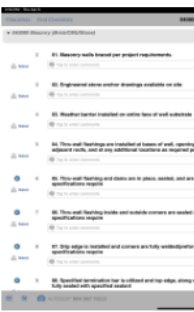
When/Where

1. For a set period, any JE Dunn employee can walk the site with the code of conduct cards in hand. If JE Dunn find a trade partner crew member wearing all applicable PPE, JE Dunn writes their name and company they work for on the code of conduct card (filled out code of conduct cards stay with the JE Dunn employee filling them out). For quality, fill out the code of conduct card for worker(s) that have completed 100% passing First Work in Place (FWIP) inspections.

2. At the end of the period, JE Dunn holds a huddle and draws the code of conduct card to determine the winner. of the specific reward/incentive!

Find Bright Spots Safety Incentive Program











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Eric



# ROUND UP THE DIAMOND DOGS

"In a matter of minutes, your relationship dilemma will be in the past...for I am rounding up the Diamond Dogs!"

-Ted Lasso





# Round up the Diamond Dogs

- Get out of work mode and connect as people.
- Find the local pub and talk about life.
- The more informal the better.
- Someone has something on their mind? Then call for, "Diamond Dogs, mount up!"





# BE CURIOUS, NOT JUDGMENTAL

"I saw this quote...it said, "Be curious, not judgmental," and I like that...all them fellas that used to belittle me, not a single one of them were curious. You know they thought they had everything all figured out so they judged everything, and they judged everyone...if they were curious, they would have asked questions..."

-Ted Lasso





# Be Curious, Not Judgmental

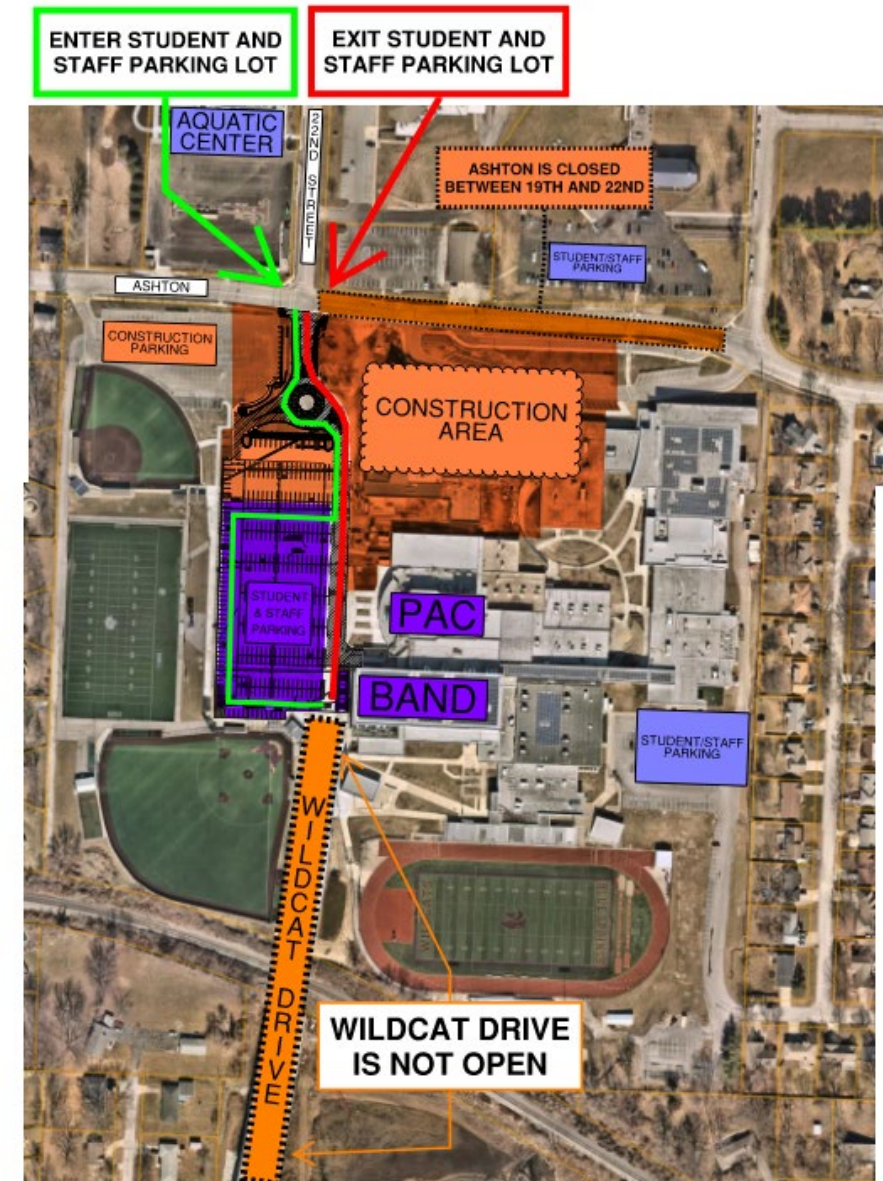
- MOST IMPORTANT PRINCIPLE!
- No one is better than anyone else.
- EVERYONE and ANYONE can add value. Listen to them!
- Assume positive intent.
- "Gemba" - get where the work is.
- Ask people what they like and don't like.
- Take suggestions and do something about it.





# Be Curious, Not Judgmental

- Greatness can come from anywhere. The high school students helped us solve two real project problems :
  - The front entrance needed scaffolding. How do we make that more attractive?
  - Round-about sitework - suggestions for routing traffic since we have construction at the only entrance?

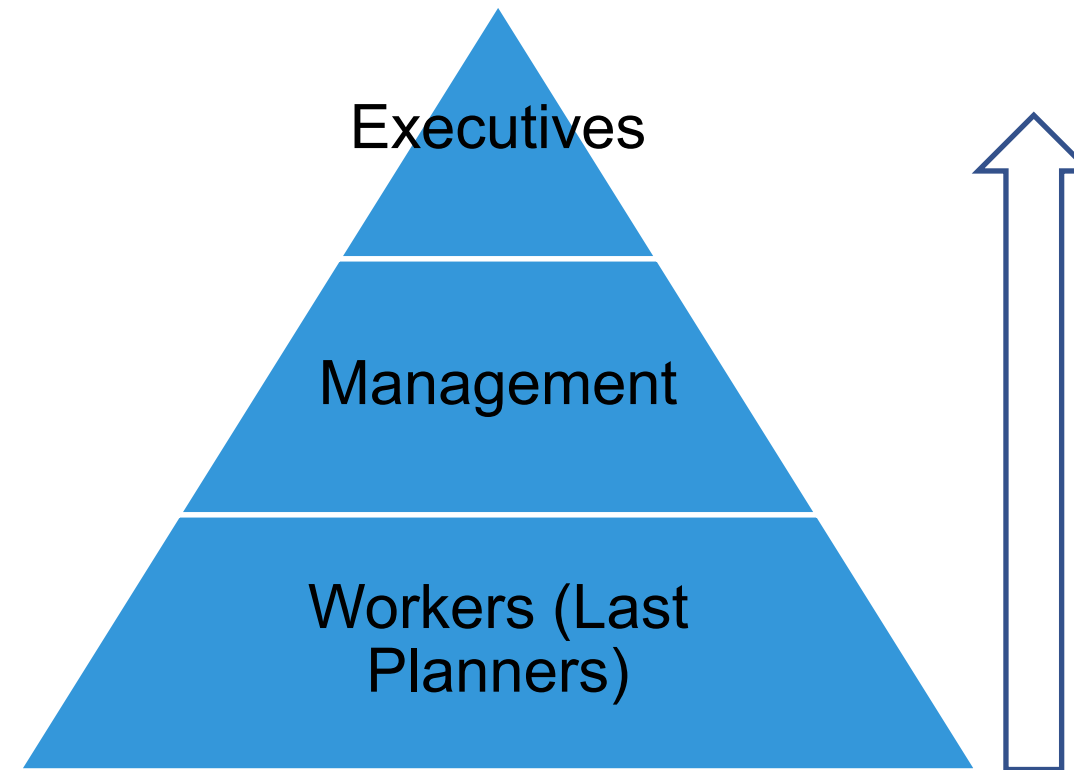
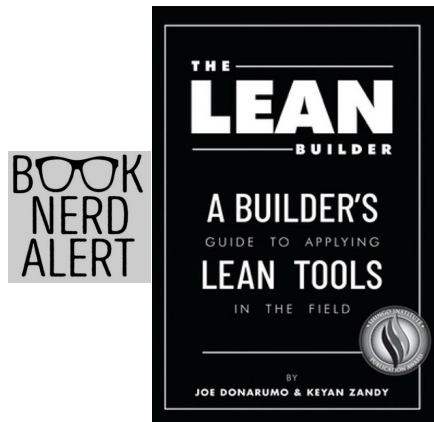






# Be Curious, Not Judgmental

- “...if they were curious, they would have asked questions...”  
– Ted Lasso



*Who knows best the conditions of the field?*

*Who is planning the work?*

*Do the people that **know the field best** have a say in how the work gets done?*

Top-Down management is disconnected from where the work is. Be curious about what the workers see and think.

# Results





# The Results

- On time, on budget despite COVID.
- ~1% of the owner's budgeted contingency utilized.
- Multiple additional projects!
- Neighbors are now our fans!





# The Results continued

- Family bond created
- "How do I get on the team?"
  - Design team
  - Trade partners
  - JE Dunn staff
  - Owner





# Key Takeaways

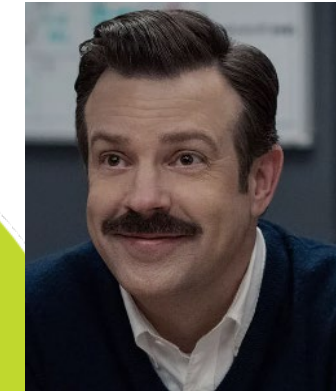
"Takin' on a challenge is a lot like ridin' a horse. If you're comfortable while you're doing it, you're probably doing it wrong."

-Ted Lasso



# How can you apply this tomorrow?

- Ted is a LEADER not a manager.  
The team did not follow Ted because of what he knew about football (soccer).
  - People follow managers because they HAVE to.
  - People follow leaders because they WANT to.
- Why people follow your LEAD = 87% character, 13% content.

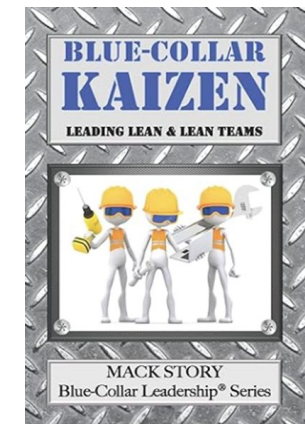


*"If you care about someone, and you got a little love in your heart, there ain't nothing you can't get through together."*  
-Ted Lasso

- Content
- What you know
- Tools



*Check out this book for more info on 87/13 rule!*



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# Remember

## People (The Lasso Way) – 87% impact

- BELIEVE! in your team.
- Utilize your locker room.
- Push everyone to be the best version of themselves.
- Be a goldfish.
- Celebrate your wins.
- Round up the Diamond Dogs.
- Be curious, not judgmental.



## Tools used – 13% impact

- A3s
- Visual schedules
- Daily huddles
- Root cause analysis
- Pull planning

# Don't give up!

- Keep at it! Stay inspired and inspire others. **You never know how impactful you are going to be.**
- Example: Coach Donnie Campbell was the real-life influence behind Coach Ted Lasso!
- More on his story at:  
[Coachdonniecampbell.com](http://Coachdonniecampbell.com)





# Coach Donnie Campbell approved this message!

A parting word of wisdom from the OG Lasso, Coach Campbell:

**"Creating a culture of winning starts with creating good people."**



# Contact Us:

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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 26<sup>th</sup> Annual LCI Congress!

**QUESTIONS?**