

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Supply the Vision, Nail the Mission and How to Start, Sustain, and Ride the Lean Wave to Success

O'Shea Builders, Henson Robinson and Robins & Morton

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

INSERT PRESENTATION DATE

Problem Statement

Recruitment and retention remain among the **top challenges** for construction companies.

Workforce Shortage: 501,000 people

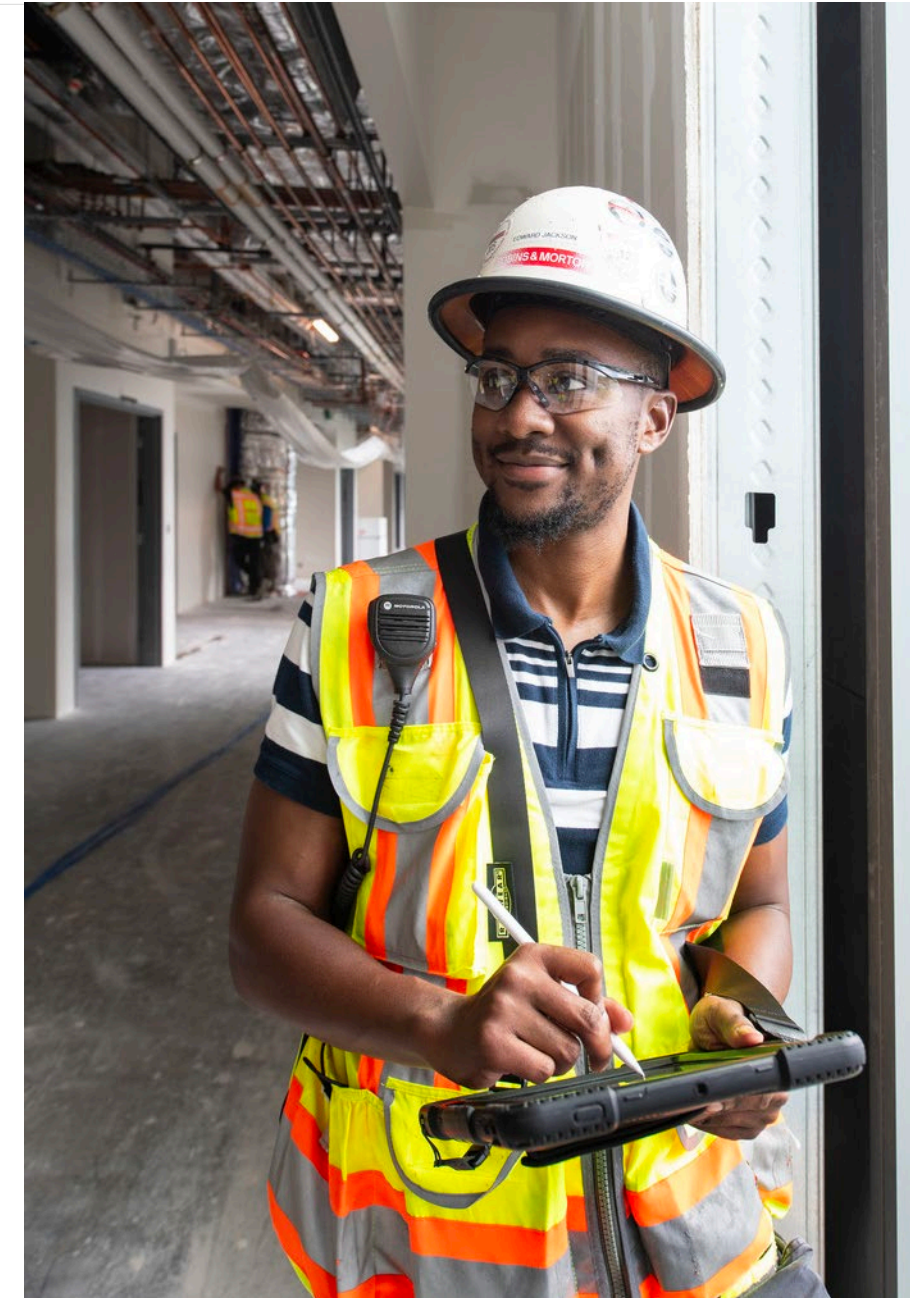
U.S. Construction Industry Turnover Rate: 40.9%

Data from the Bureau of Labor Statistics



What Can We Do?

- Realize tangible success in retention and recruitment due to the Lean implementation by
- **Prioritizing people development programming**
 - **Intentionally engaging team members**
 - **Emphasizing learning from one another**



Speakers & Companies



O'Shea Builders and Henson Robinson



- 200 employees
- Serves Central Illinois
- Healthcare, education, industrial, commercial, and faith-based sectors
- Specialty contractor for civil and steel services



Harry Schmidt
Director of Business Strategies
O'Shea Builders



Nick Clemens
Senior Superintendent/
Lean Field Operations
O'Shea Builders



Tony Park
Senior Superintendent
O'Shea Builders



Sam Sinclair
Prefabrication/Lean Project Manager
Henson Robinson

Robins & Morton

ROBINS & MORTON

- . 1500 team members
- . Serves primarily the South
- . Specializes in healthcare construction
- . Also serves hospitality, higher education, entertainment, sports, and government sectors



Jennifer Lacy
Lean Practice Leader



Kyle Davis
Senior Mechanical
Preconstruction Manager



Christena Smith
Preconstruction Manager

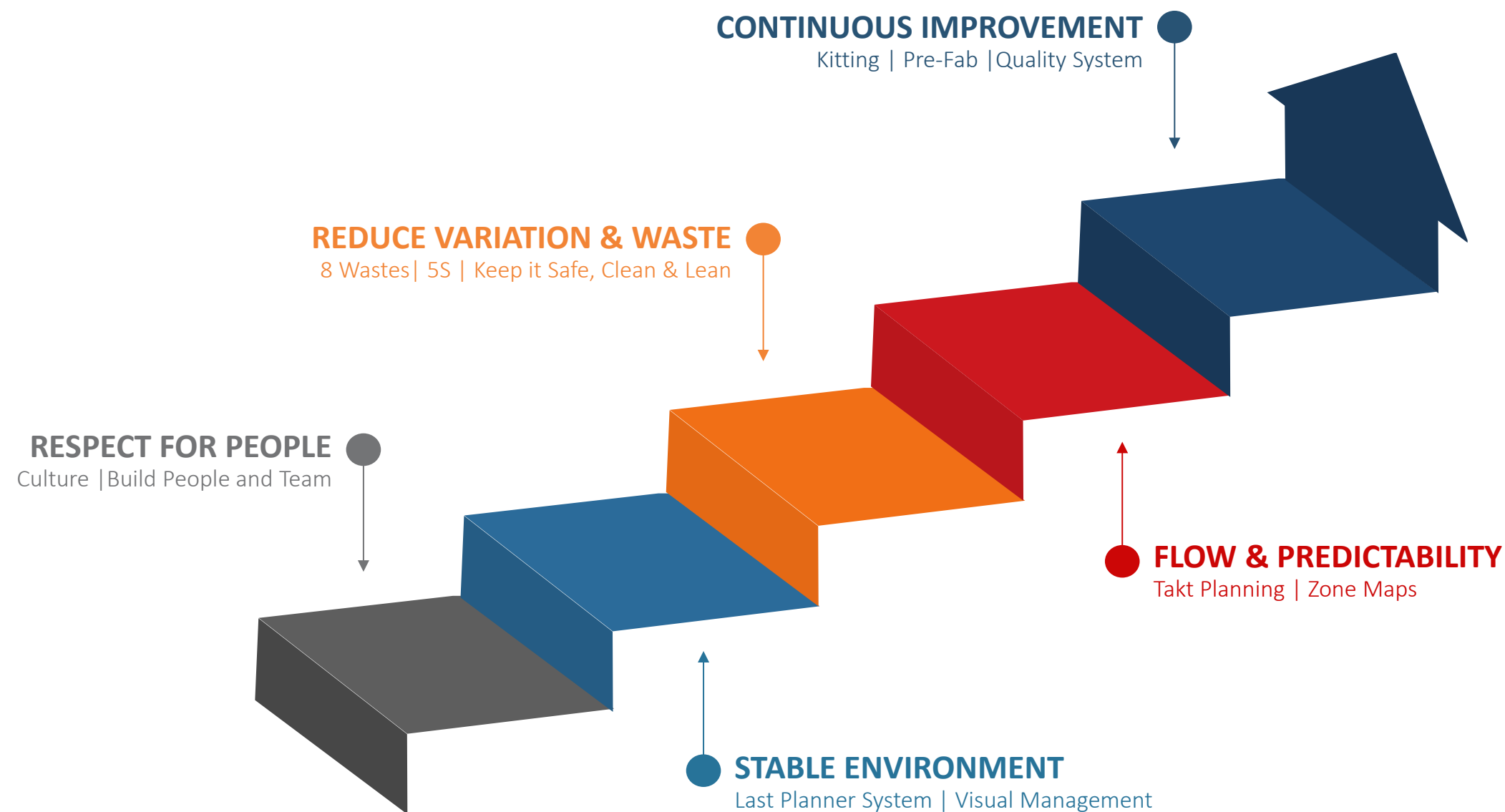


Marshall Scott
Operations Manager

Our Lean Journey



O'SHEA PRODUCTION SYSTEM (O.P.S.)



Henson Robinson - Trade Partner Perspective



- Voice at the table.
- Team mindset.
- Guiding principles:
 - Respect for others
 - Eliminate waste
 - Continuous improvement



Robins & Morton's Lean Journey

ROBINS & MORTON



Discovery
2011-2014



Expansion
2015-2019



Celebration and Reflection
2020-Present

Programs for Success



Workforce Development Programming



Superintendent 2.0 Cohort 3

Prerequisite:

- Book - The Lean Builder
- Book - Elevating Construction Superintendents
- Disc / Change Leadership / Crucial Conversations

Agenda (1.5 hours)

- **Icebreaker**
- **Update the Tracker**
 - Weekly continuous improvement videos
 - Attendance
- **Review any learnings from videos and applications from the previous week.**
 - 1 - 2 guys show and discuss how they are using the tool from the last session.
 - Team discussion and feedback
 - Added info for team sharing and review.
- **Overview of the topics for this module:** (Cohort 2 and 1 Facilitator)
 - Why is it important?
 - How are the facilitators applying it?
 - What are lessons they have learned in applying this tool?
 - Group discussion and questions that were submitted from the homework.
 - Fieldwork – Applying the learnings in the module during the coming week. Come prepared to the next session to discuss the application. 1 – 2 Cohort 3 team members will be asked to share during the next session.

Schedule:

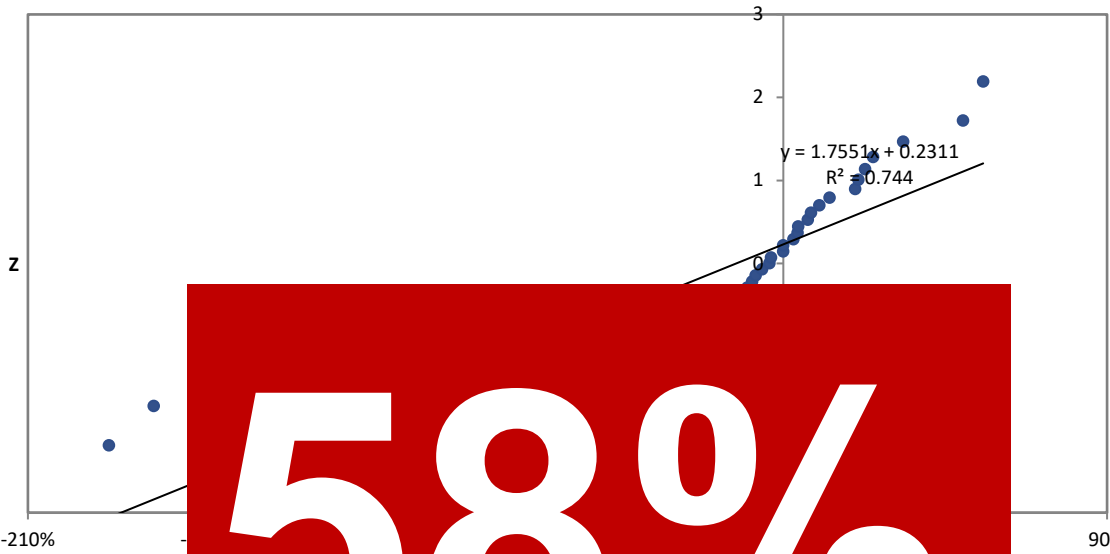
Bootcamp – kick off for the Cohort

- (1) Bootcamp afterburner and notes/rollout homework/rollout WhatsApp and videos
- (2) Team Alignment
- (3) Clarity Document, Leader Standard Work, Time Blocking/Tracking
- (4) Morning Routine, Capturing Notes, Day plan, and To Do List
- (5) Book Study - The Motive
- (6) Orient People Well, Reduction of Waste, 5S, Keep it Safe/Clean/Lean
- (7) Visual Management, and Interaction Spaces
- (8) Book Study - Death by Meeting
- (9) Stabilizing the project with Last Planner System/Team Huddles
- (10) Creating project Flow with Takt and Logistic Systems
- (11) Book Study - 5 Dysfunctions of a Team
- (12) Team Development tools to address dysfunctions
- (13) Team Coverage, Organizational Chart, and Communication Systems
- (14) Book Study - The Ideal Team Player
- (15) Afterburner, Plus/Deltas, and Capstone prep
- (16) Capstone check in
- (17) Capstone run through
- (18) Capstone

Outcomes



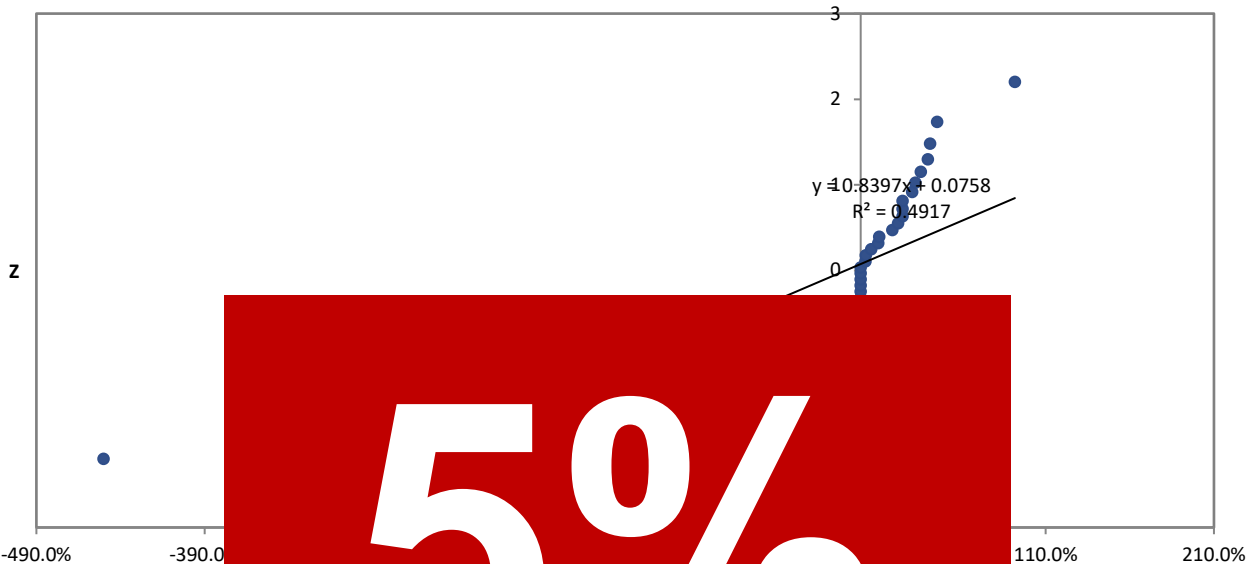
2019 Schedule Performance - % Gain / (Fade)
Probability Plot



58%
Improvement from
2019-2021

Standard Deviation	49%	28%	27%
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2021 Schedule Performance - % Gain / (Fade)
Probability Plot



5%
Improvement from
2021-2022



Outcomes



<3%

Employee Turnover

Net Promoter Scores

94

Client

81

Design Partner

73

Trade Partner

Direct (Intentional) Employee Involvement

ROBINS & MORTON



NextGen

Veterans Network

The Veterans Network is a place for military veterans across Robins & Morton to build, serve, and grow.



Indirect (All) Employee Involvement

- Monthly Calls
 - **Building Forward® Spotlight**
 - Quality Unplugged
- New Hire Orientation

BUILDING FORWARD SPOTLIGHT CALL

Every 4th Monday of the month
1:30CT/2:30ET

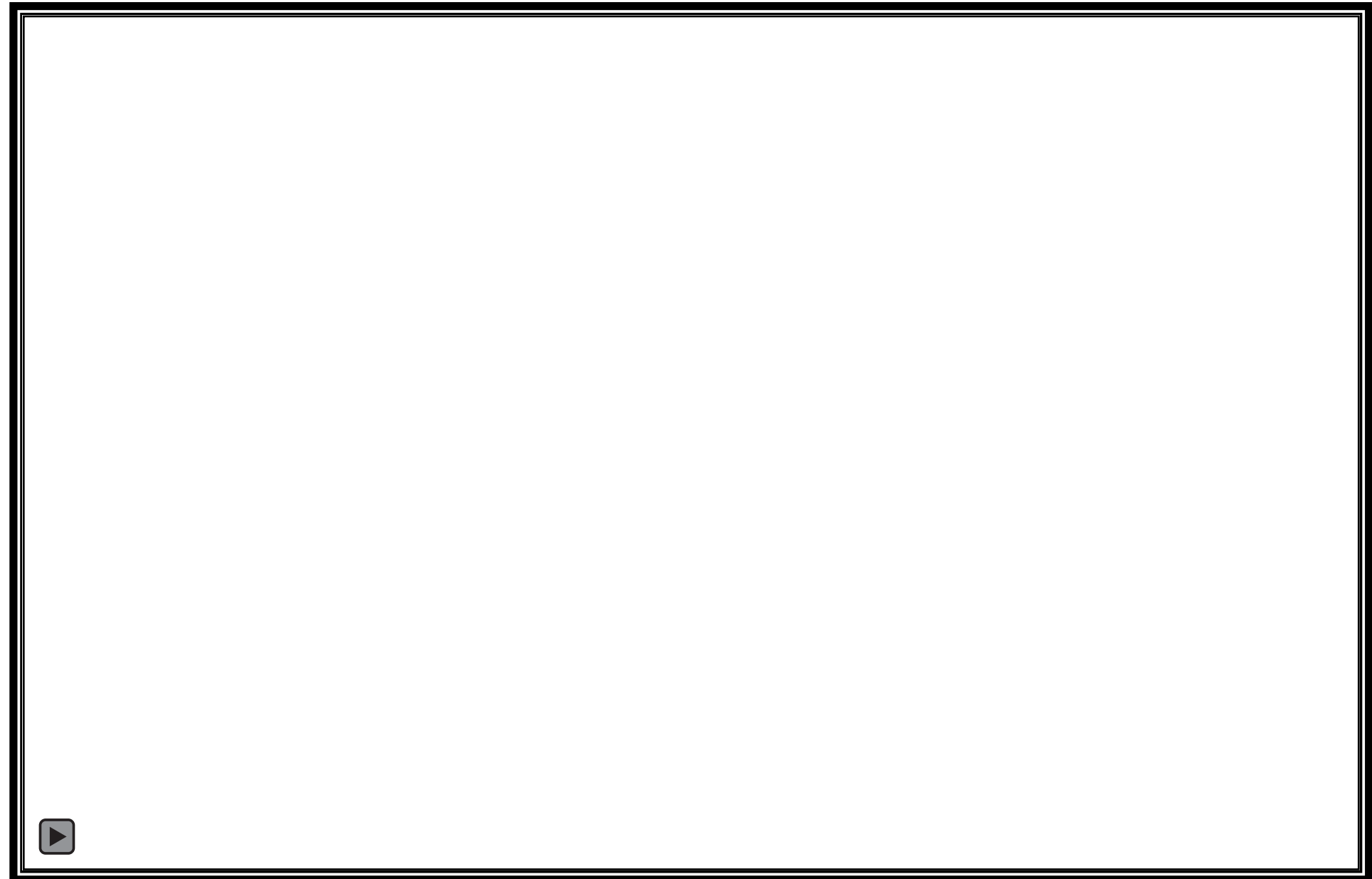
ALL ROBINS & MORTON EMPLOYEES ARE
INVITED TO ATTEND THE MONTHLY BUILDING
FOWARD SPOTLIGHT CALL.

Accept the invite even
if you are not able to
jump on every call.
This will allow you to
have a monthly
reminder on your
calendar for the call.



Leadership & Personnel Development

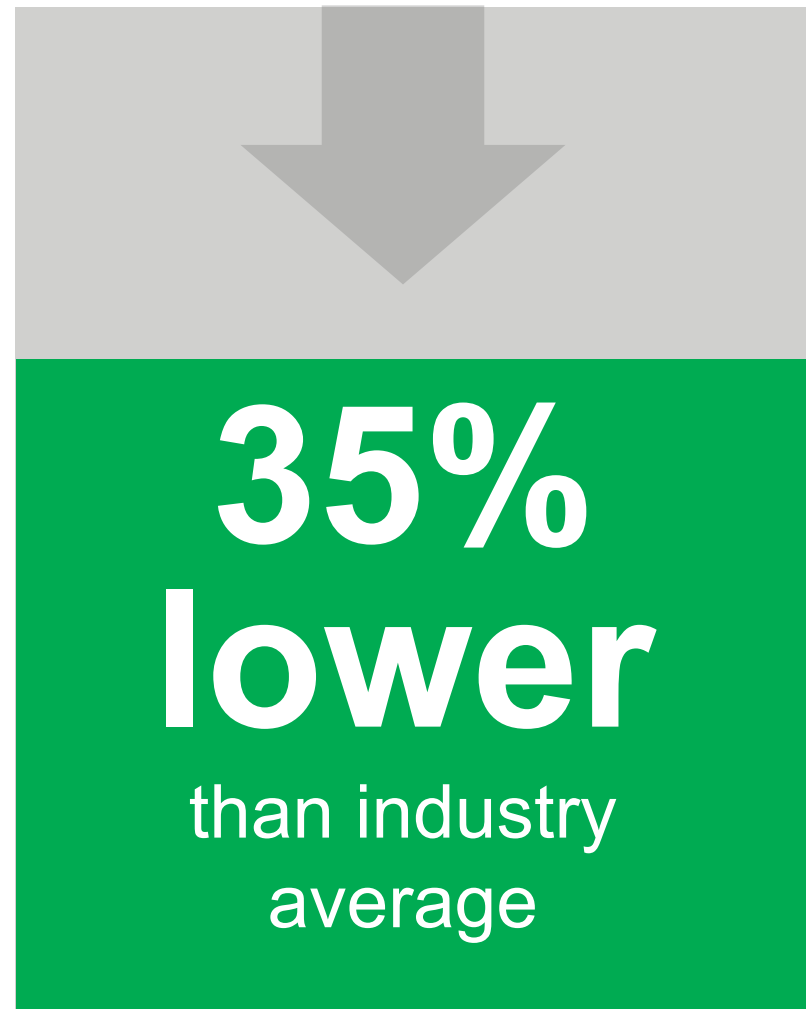
- Learning & Career Development Team
 - **Job Description A3**
 - Performance Reviews (SuccessFactors Software)
 - Defined Career Paths
- No team member left behind initiative



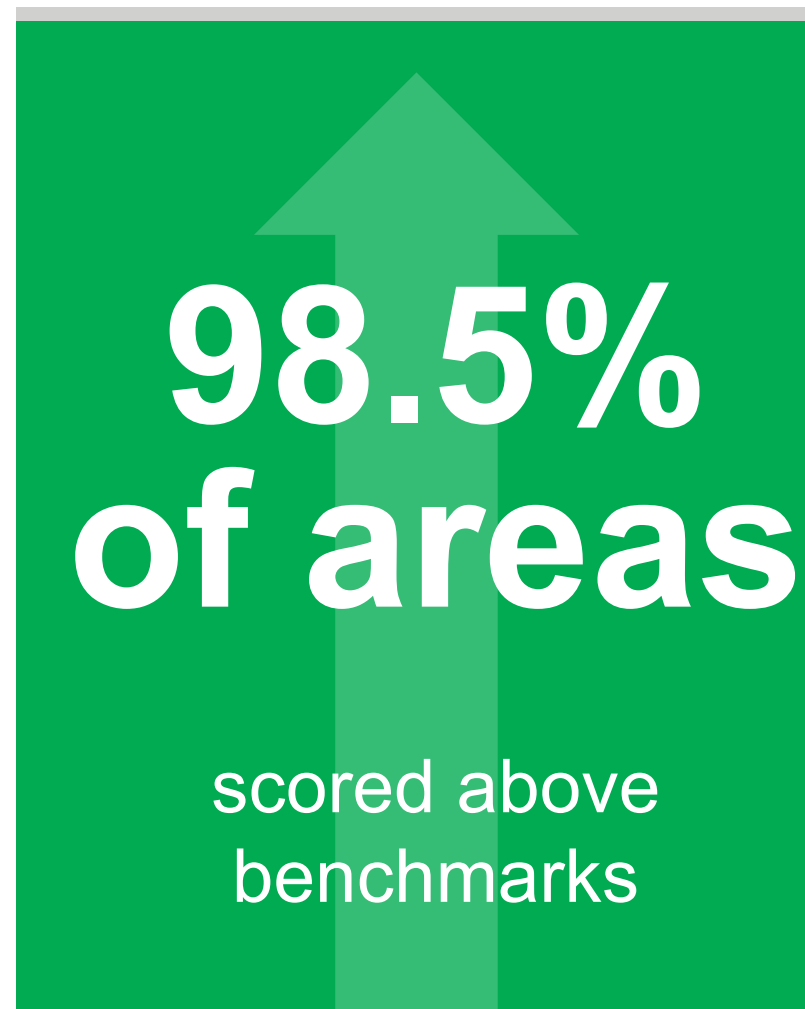
Outcomes

ROBINS & MORTON

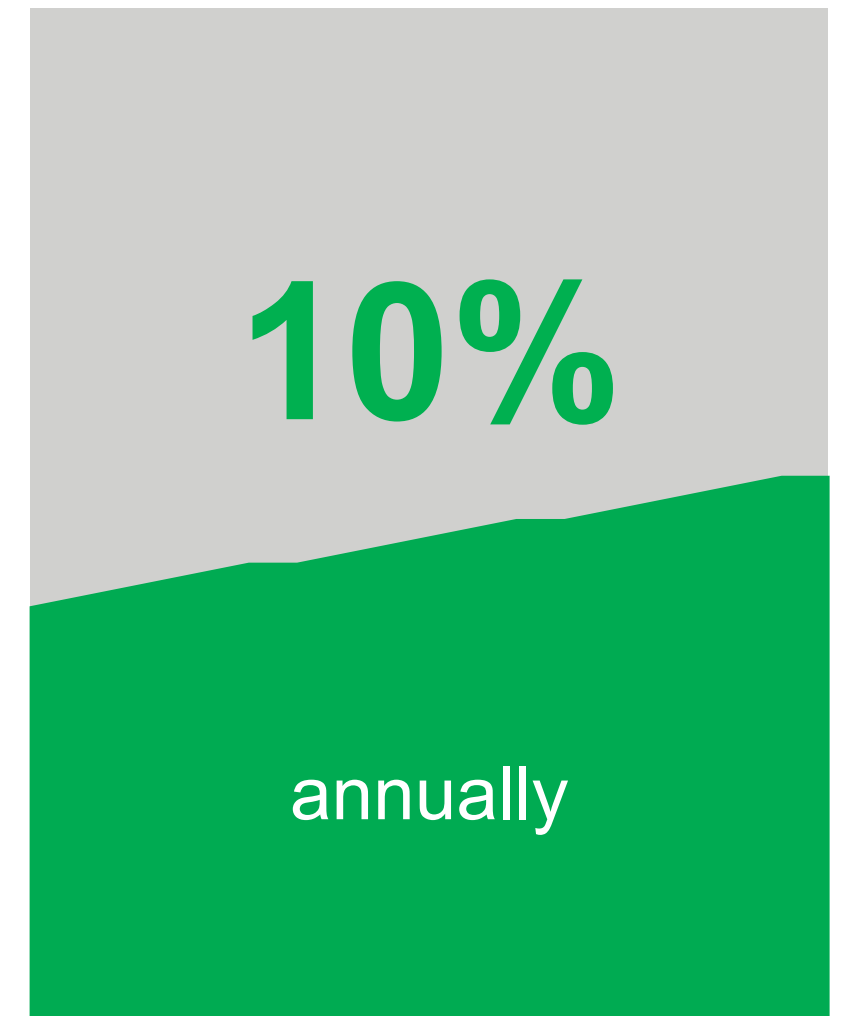
Turnover rate



Employee satisfaction



Average team member growth



How can you apply this tomorrow?

- **Start small and set manageable goals.**
- **Grow in a purposeful way.**
- **Dedicate a leader to the process.**
- **Measure your impact.**





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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!