



**Lean Construction Institute**  
Immersive Education Program

# The Mindset of an Effective Big Room

Victoria Navarro, Advent Health

Dan Shipley, JE Dunn Construction

October 22, 2024

# Presenter Highlights



Victoria Navarro  
System Vice President  
Advent Health D&C CoE



Dan Shipley  
Lean Services Manager  
JE Dunn Construction  
Kansas City



LCI Course:  
The Mindset of an Effective Big Room  
4 CEU

*Sign the sign-in sheet for credit*



**Approved  
Continuing  
Education**

# Learning Objectives



Define the meaning of a Big Room and understand the purpose and benefits of implementing the approach to improving project outcomes.



Understand the characteristics and behaviours of a Big Room Team including aspects of effective facilitation.



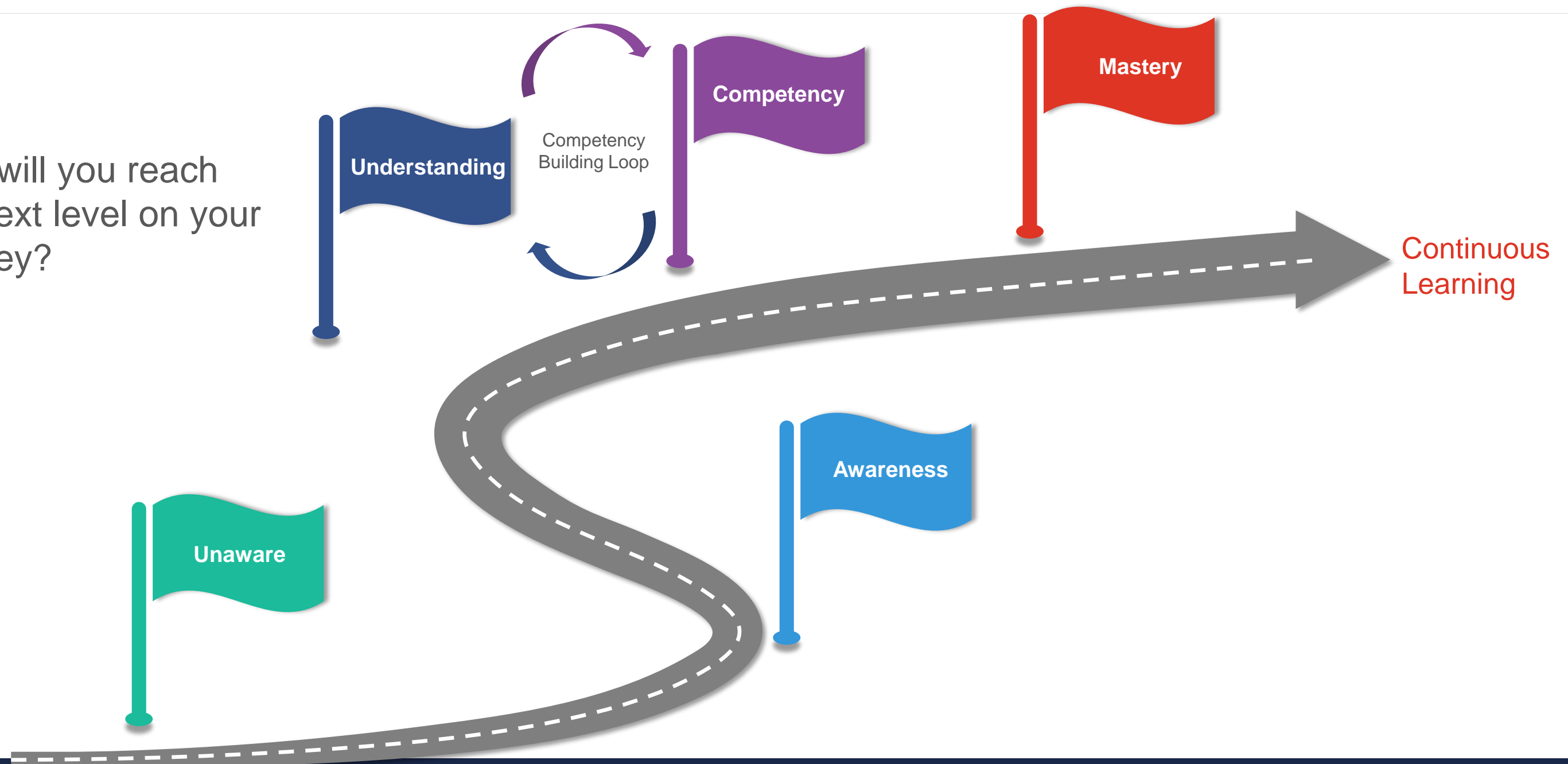
Identify the venue types for hosting a Big Room and discover the key elements for tailoring the space to support collaborative activities.



Gain insights into how the Big Room approach supports knowledge sharing and enhanced collaboration.

# Lean Journey to Mastery

How will you reach  
the next level on your  
journey?





# Today's Process

- We will facilitate discussions in small and large groups.
  - Small groups will report back to the large group.
- If you have Big Room experience, great! But prior experience is not necessary.
  - You will be able to think logically about the topics to be discussed.
- We will take “Live Notes” on the screen or a flip pad to capture your ideas.
  - You will receive these Notes by email after the Congress.
  - LCI is compiling ideas from each Big Room training session so the entire community can continuously learn.



# Rules of Engagement



This is a safe zone



Use E.L.M.O.



Everyone has equal status



Silence phones



Speak up and share your ideas



Be focused and engaged



Actively listen to others



Stay on time



One conversation at a time



Have fun!



# Stay on Track

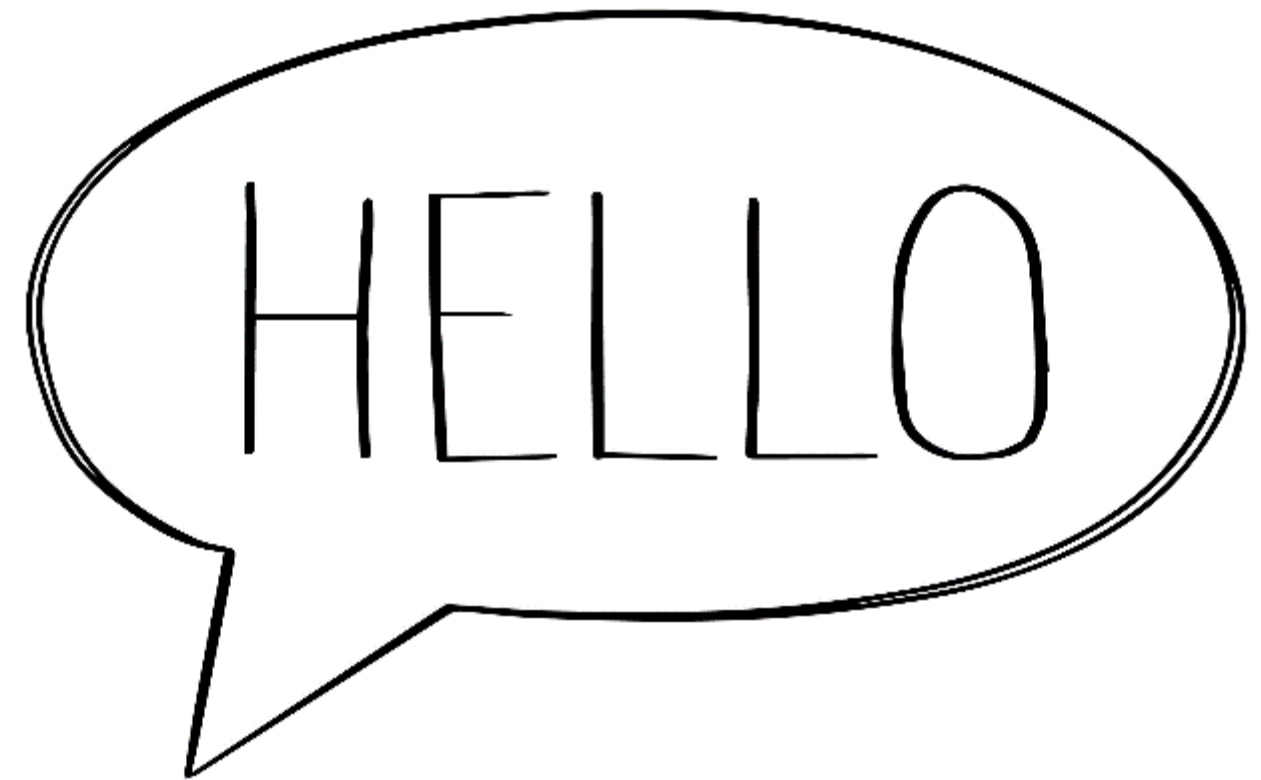


**E**NOUGH  
**L**ET'S  
**M**OVE  
**O**N



# Learn About Each Other

- Name, company, role.
- What is your experience with Big Room?
- What do you want to learn?



# Silent Squares



# Silent Squares

## Objective:

- Everyone get a 6-inch square in front of you
- You may not speak
- You may offer pieces to others
- You can receive, but you may not take or request pieces from another
- No finger pointing, grabbing, groaning, grunting, etc
- No cutting, tearing, folding the pieces
- There is NO TALKING

# Silent Squares Learning Points

It isn't about the individuals, but rather the group.

- Individuals need to give something up to make it work for the group

All players need to have a shared understanding of the entire project's successful outcome

Collaboration is not only okay, but is required

Challenge all assumptions for validity



# Six Tenets of Lean

- 1 Respect for people
- 2 Optimize the Whole
- 3 Generate Value
- 4 Eliminate Waste
- 5 Focus on Flow
- 6 Continuous Improvement



# What is a Big Room?

# Big Room - Definition

- Approach of bringing key individuals together to *speed communication* and *decision-making*, and to *reduce siloed thinking* or approaches.
- Scheduled and recurring event.
- Collaborate, plan, update, solicit resources, invite feedback, demonstrate accountability, make decisions, schedule events and *compare the project's current state to the published goals or Conditions of Satisfaction (CoS)*.



Photo Credit: InsideOut Consulting, Inc.



# Big Room - Definition

- A *mindset* of intense focus on *advancing work*
- Is instrumental in *cross-functional* team collaboration
- Refers to the *collaborative behavior* of a team and the work they are producing
- *Visually displays* all information needed to guide the team





# Purpose

The purpose of a Big Room is to:

- Support *cross-functional* high-performing teams in *advancing work*.
- *Add value* by driving down overall project costs.
- Facilitate *rapid advancement of work* in a short time frame.
- Enhance collaborative brain power of the team.

Big Room is a commitment to a project, the team, and to working together!



Example of a small project's Big Room

# Benefits

A Big Room benefits the project by:

- *Improving collaboration* through greater team interaction.
- Allowing team members to support each other and align themselves with *the goals of the project*.
- *Breaking down the silo mentality* within the project.
- Leading to *improved project outcomes*.



Example of a Big Room

# Discussion

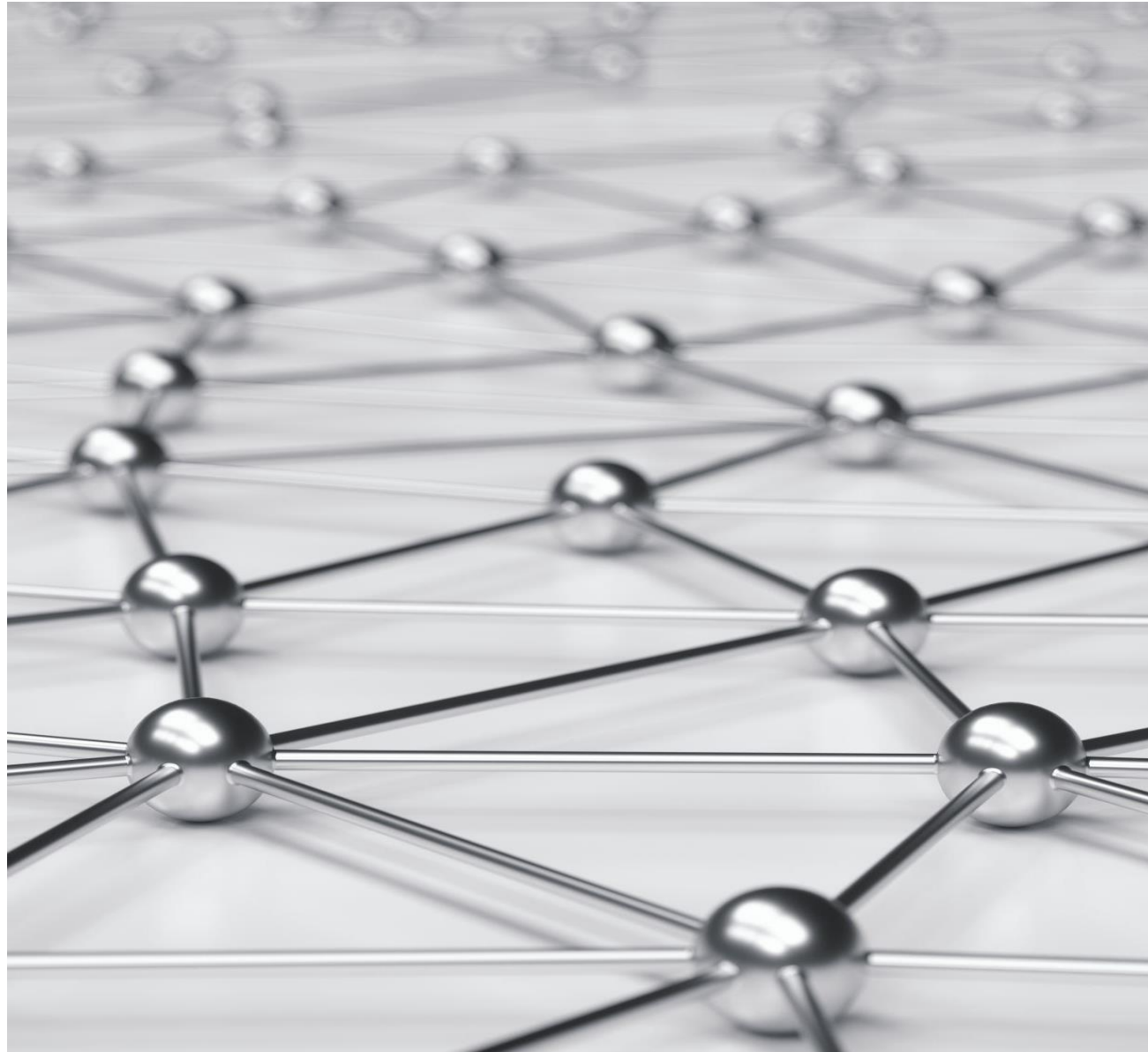
What happens in the Big Room and how is it different than a conference room?

How is it different than an Owner / Architect / Contractor (OAC) meeting?



Discuss at your table then  
discuss as a whole group.  
(10 minutes)

# Big Room Implementation



A successful team in the big room focuses on the following areas:

- Culture-Mindsets & Behaviors
- Alignment of Goals & CoS
- Production-Visual Management





# Big Room Implementation

- Adjust as needed
- Adjust at the pull of the project

- Retrospectives
- Plus/Delta's



- Learn & Align on the What
- Define your purpose & How

- Implement Your Plan
- Core Big Room Group

# Teams Interact to Advance Work

## It is .....

- Cross functional
- Visual management
- Includes all perspectives
- Explore Options
- Gains alignment
- Active Problem Solving
- Continuous Improvement
- Go & See

## It is not .....

- Just a report out
- A one-sided conversation
- Just a room with posters
- Traditional behaviors
- Fire and forget
- Hiding behind a screen
- Multitasking
- Just showing up



The Big Room is about fostering behaviors that lead to high levels of collaboration and thus to High Performing Teams.



# Culture & Mindset



**Building the right culture & mindsets are important  
no matter what the platform is.**

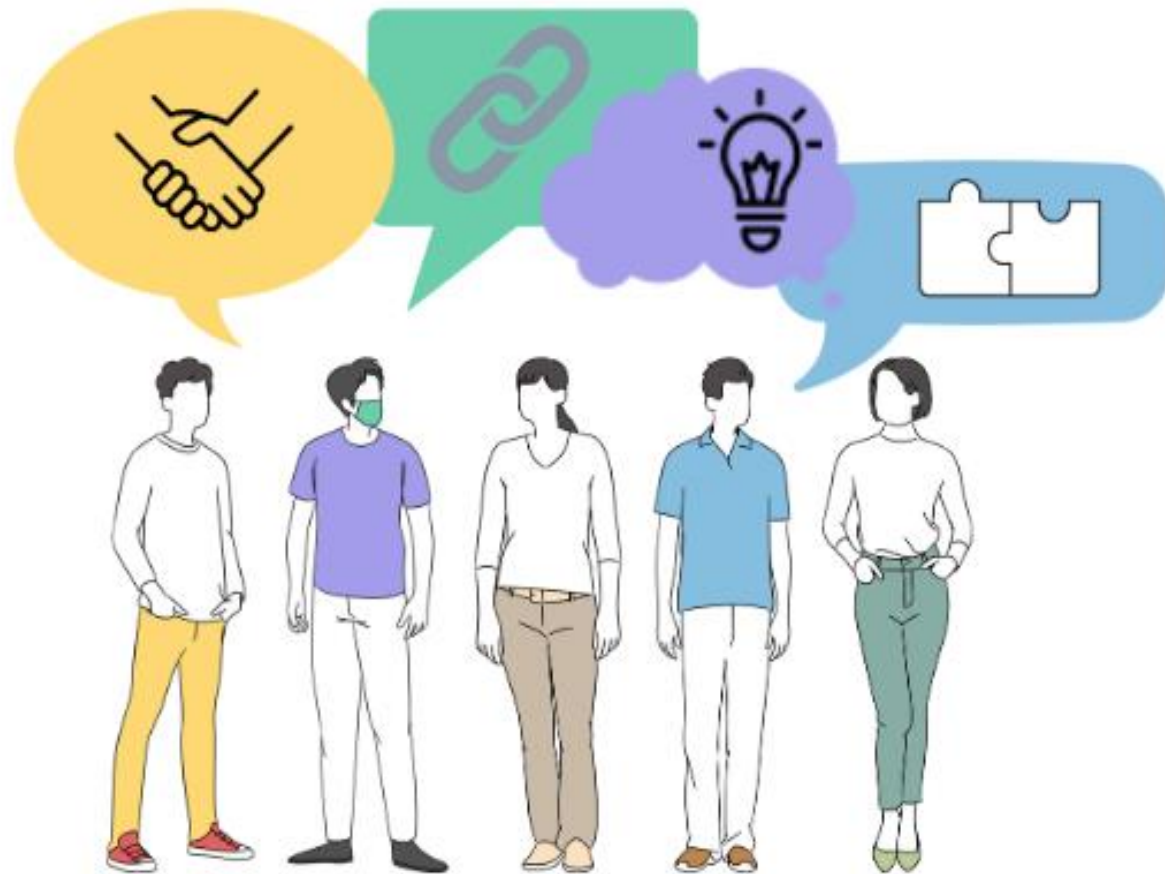


# What Is a Team?

Think about the best team you  
have ever been a part of.

**Use 1 word to describe what made it the best.**

# High-Performing Teams



- United in purpose
- Focus on delivering results
- Accountable & committed
- Engage in healthy conflict and debate
- Actively build trust

# High-Performing Teams

---

Strong foundation of trust

---

Culture of respect

---

Deliver on Conditions of Satisfaction

---

Celebrates both small and large successes of the team and individuals

---

Continuously improves

---

Breaks down traditional silos

---

High performing teams are not built through a single team building session, they must be constantly nurtured, maintained and developed.

# 5 Dysfunctions of a Team



**Inattention to Results:** The pursuit of individual goals and personal status erodes the focus on collective success

**Avoidance of Accountability:** The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance

**Lack of Commitment:** The lack of clarity or buy-in prevents team members from making decisions they will stick to

**Fear of Conflict:** The desire to preserve artificial harmony stifles the occurrence of productive ideological conflict

**Absence of Trust:** The fear of being vulnerable with team members prevents building trust within the team



# How will we engage the team?

Rules of Engagement

Problem solving

Communication & Conflict

Accountability & commitment

Life/work balance

Trust

Fun

# Rules of Engagement

## Fun



## Communication & Conflict



## Trust



# Discussion

How can you create a culture and a High Performing Team in a Big Room?



Discuss in small groups. **(5 minutes)**

- One person facilitate.
- Identify 3-4 tactics.
- One person take notes & report back.



Take Live Notes.

Report back to whole group. (5 minutes)  
Don't repeat same idea.

# Discussion

## What factors determine your Big Room set up?



Discuss in small groups. **(5 minutes)**

- One person facilitate.
- Identify 3-4 tactics.
- One person take notes & report back.



Take Live Notes.

Report back to whole group. (5 minutes)  
Don't repeat same idea.



# Co-located or Dispersed

Teams can either be *co-located* or *dispersed* in their set-up.

**Co-located:** Members of the team are located in the same physical location allowing for face-to-face continuous collaboration.

- Co-located teams schedule Big Room sessions to come together with a focused agenda.



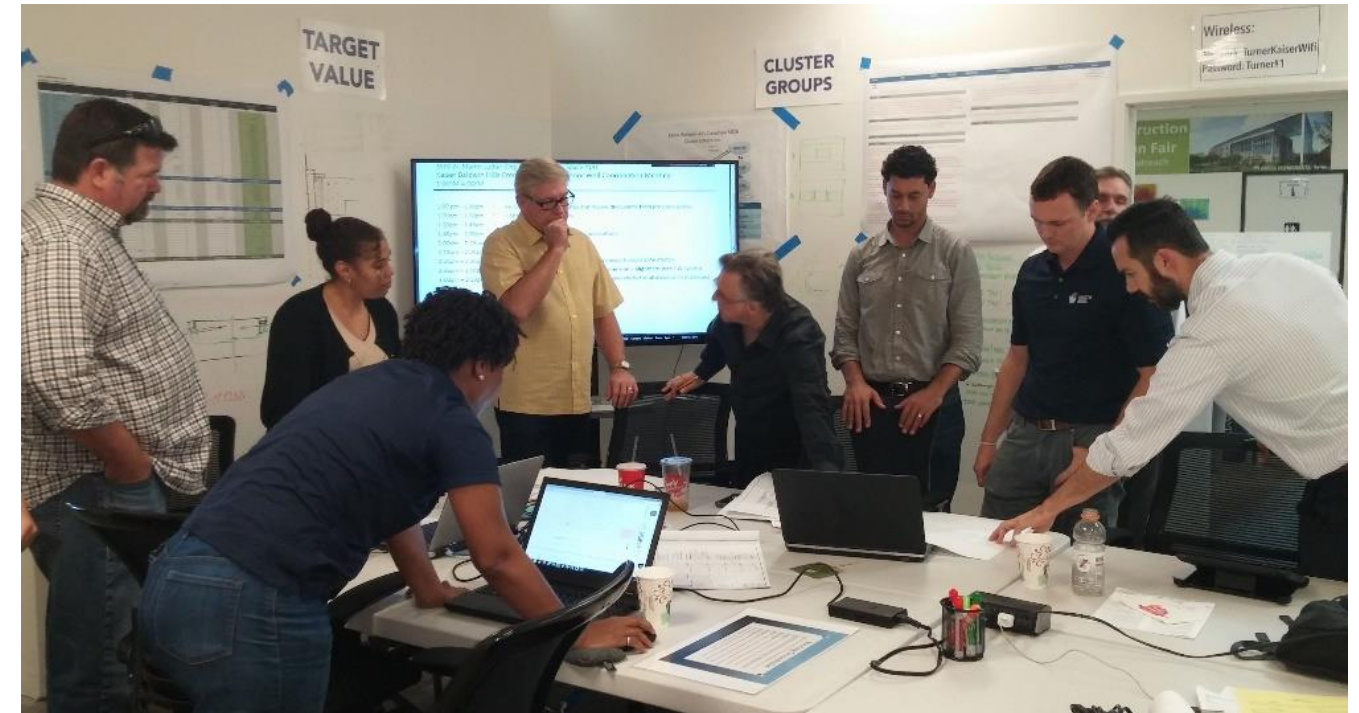
Example of a co-located team.

# Dispersed

**Dispersed:** Members of the team are located at their respective company site locations. Face-to-face collaboration may continuously happen within their organization but does not happen with the broader team.

Dispersed Teams can employ differing approaches to the Big Room Session:

- **Recurring in-person sessions**  
The Big Room team meets in person on a scheduled recurring basis.
- **Hybrid sessions**  
Combination of in-person and virtual sessions.



Example of dispersed team in a Big Room session.



# Advancing the Work



# Big Room Implementation

## When:

- As early in the project as possible.
- The frequency must support the work at hand.
- Teams must continuously evaluate the frequency and duration of sessions.

## Who:

- Participants will change overtime as the project advances.



Photo Credit: InsideOut Consulting, Inc

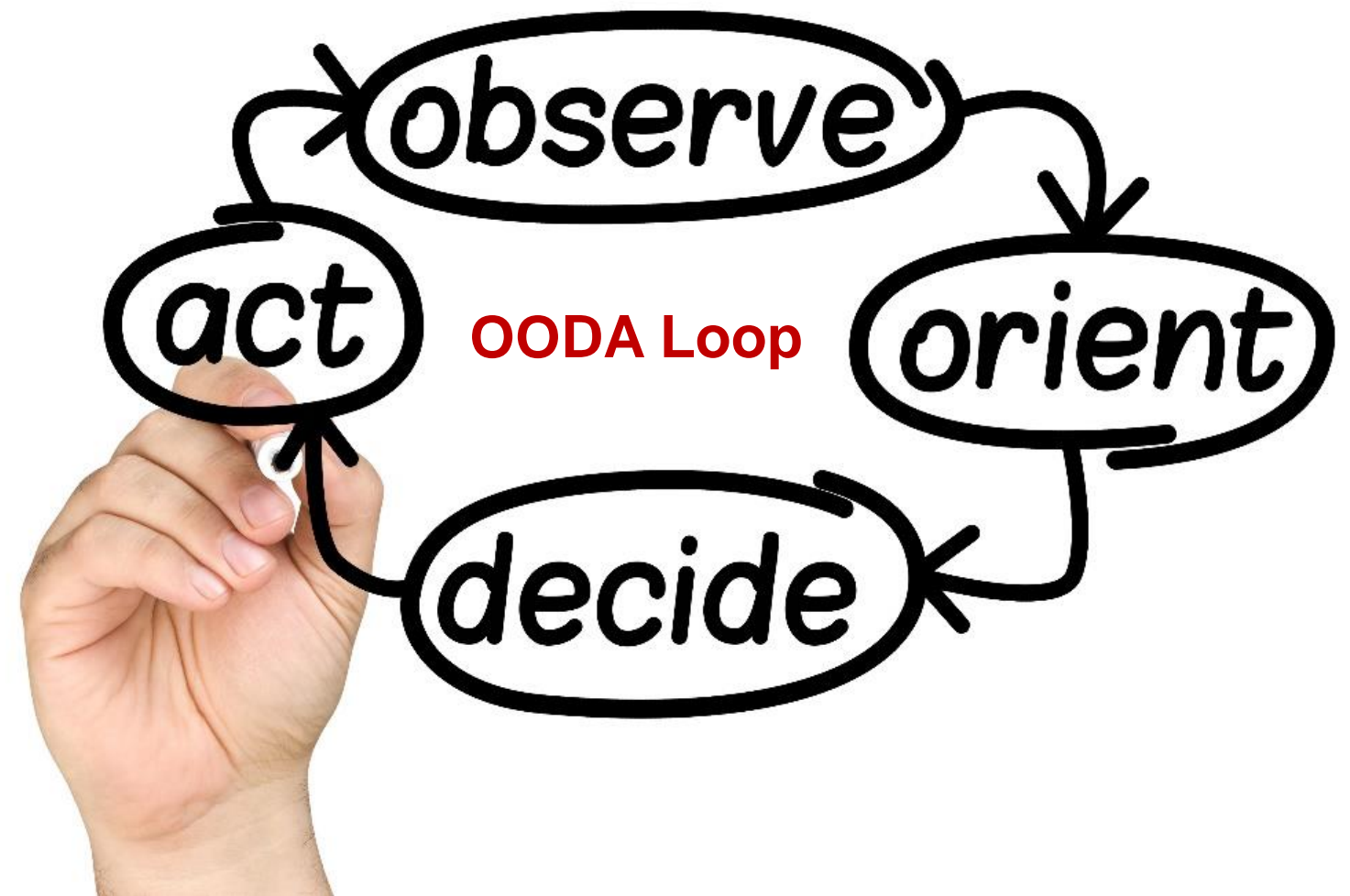


# Add the Core

The Big Room is a space for the team to gather that supports a team in:

- Seeing the situation (Observe).
- Grasping the situation (Orient).
- Making aligned decisions (Decide).
- Taking Action (Act).

The *OODA Loop* is the cycle of Observe-Orient-Decide-Act, developed by military strategist and US Air Force Colonel John Boyd. It is often applied to understanding commercial operation and learning processes.



# Venue Types

## Co-located:

- Continuously located with continuous collaboration.

## Recurring:

- Meet in person on regular scheduled recurring basis.

## Virtual:

- Fully remote.

## Hybrid:

- Combination of in-person and virtual.



Photo Credits: InsideOut Consulting, Inc.



# Big Room Example



Visual Information

Multi-Discipline Team

Collaborative Seating  
Arrangement

Name Cards

Personality  
Assessment Results

# Big Room Example

Small Group  
Collaboration

Visual Information

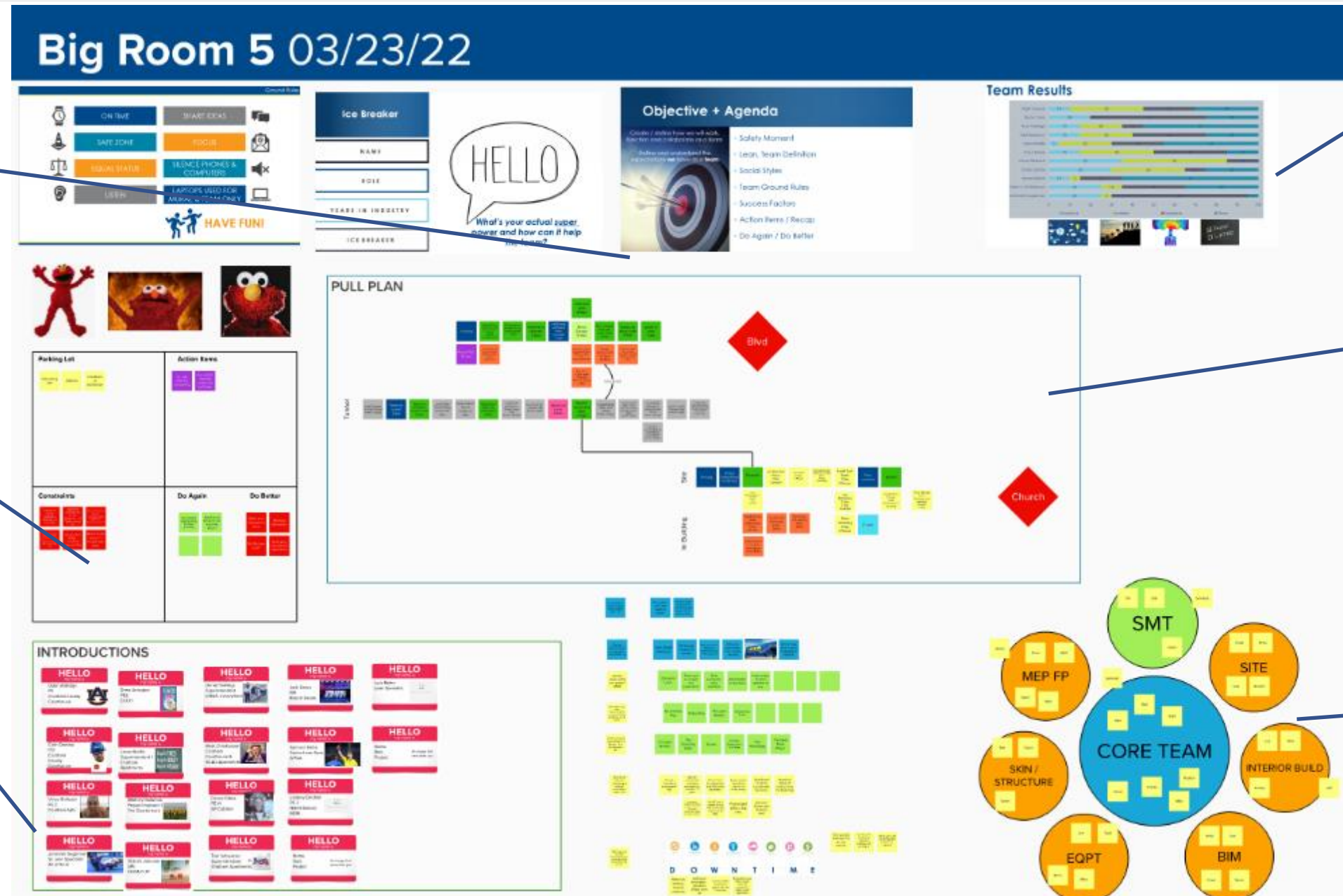
Collaborative Seating  
Arrangement



Multi-Discipline Team



# Virtual Big Room



# Agenda

## Communication / Behavior Assessments

## Visual Information

## Collaborative planning space

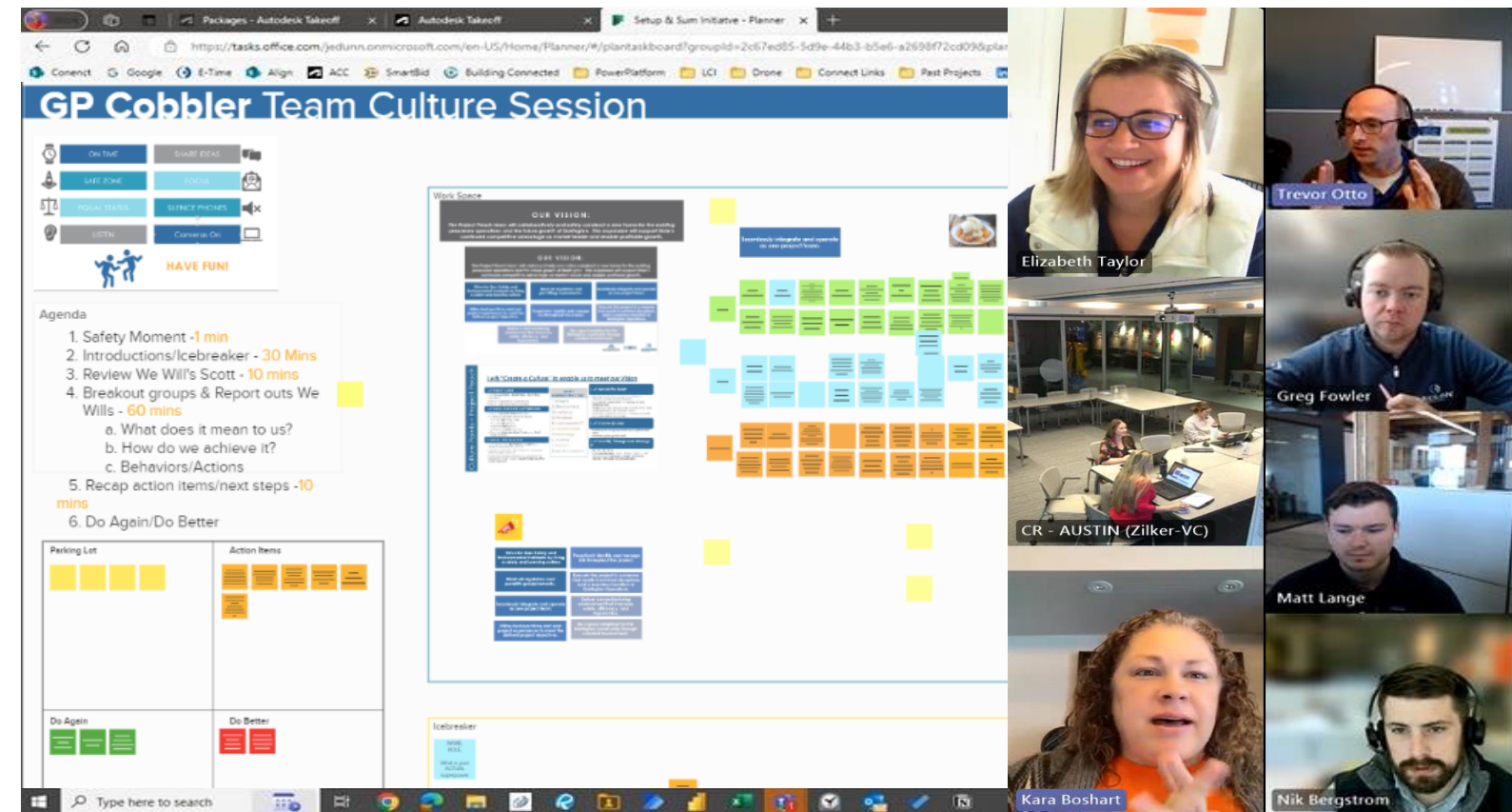
## Name Cards

## Visual Information

# Hybrid Big Room

*Hybrid Big Rooms* include in person spaces along with virtual spaces.

- Engage those on the phone
- Camera's on
- Unmute
- Pause often
- Use breakout rooms
- Smaller intentional breakouts
- Collaboration spaces must meet both needs



# Discussion

How does the Big Room fit into the Lean design and construction approach?



Discuss as a whole group.  
(10 minutes)



Take Live Notes.



# Setting up a Big Room

- Very large configurable room
- Several smaller conference rooms
- Cluster group work spaces
- Planning space (Last Planner ® System weekly boards and phase pulls)
- Small private breakout spaces
- Spaces to celebrate
- “Collision spaces” like Kitchen/break room
- Visual information
- Needs to be re-designable as the team evolves



Photo Credits: InsideOut Consulting, Inc.

# Spatial Needs for Activities

- Planning
- Learning
- Team-building
- Collaborative problem solving
- Target cost conversations
- Decision making
- Commitments
- Team health & assessments
- Ad hoc conversations
- Retrospectives
- What else?



Photo Credits: InsideOut Consulting, Inc.



# Big Room Example





# Big Room Examples



Courtesy of: KHS&S



# Big Room Examples





# Big Room Example





# How would you structure or organize your Big Room?



Discuss as a whole group.  
(10 minutes)



Take Live Notes.

## Examples:

- Team where everyone co-locates for several weeks/months.
- Team where most meet 1 day a week.  
Long distance team members join by GoToMeeting/Teams/Zoom.
- Design/Build or IPD team where the Big Room includes a co-location and runs the entire project from conception to completion.
- Others?

# Small Focus Group Topics

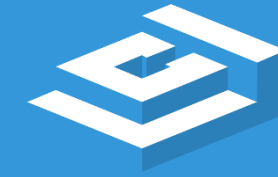
1. Desirable Behaviors
2. Effective Facilitation
3. What Could Go Wrong
4. Learning
5. Onboarding
6. Technology
7. Meetings that Matter

Discuss in small groups. **(30 minutes)**

- One person facilitate – make sure everyone talks.
- Use flip charts.
  - Two people take responsibility for the report out.
- Define the subject: what does it mean in the Big Room?
- Brainstorm topics and ideas.

Report out to whole group. **(30 minutes)**

- Wander from group to group . **(5 minutes each)**
- Take Live Notes.



Lean Construction Institute  
Immersive Education Program

# 1. Desirable Behaviors

# Desirable Behaviors

- Overcoming silos
- Leadership
- Conditions of Satisfaction (CoS)
- Respectful collaboration
- Maintaining enthusiasm
- Trust & respect
- Learning



Temecula Valley Hospital Big Room



# The Big Room Mindset



Photo Credit: InsideOut Consulting, Inc.

- Fostering behaviors that lead to high levels of collaboration.
- Understanding the behaviors and activities of the environment.
- Establishing high-performing teams.

# Effective Leaders are:

- Bold
- Observant
- Channel positive team energy
- Distinguish strength and weaknesses of team members
- Motivational
- Action takers



Photo Credit: InsideOut Consulting, Inc.

# Conditions of Satisfaction (CoS)



The project CoS define what “success” means for the project.



The CoS guide decision making throughout development and implementation of a project.



Each CoS is a commitment and all team members are responsible for delivering according to the CoS.



# Teams Interact to Problem Solve!

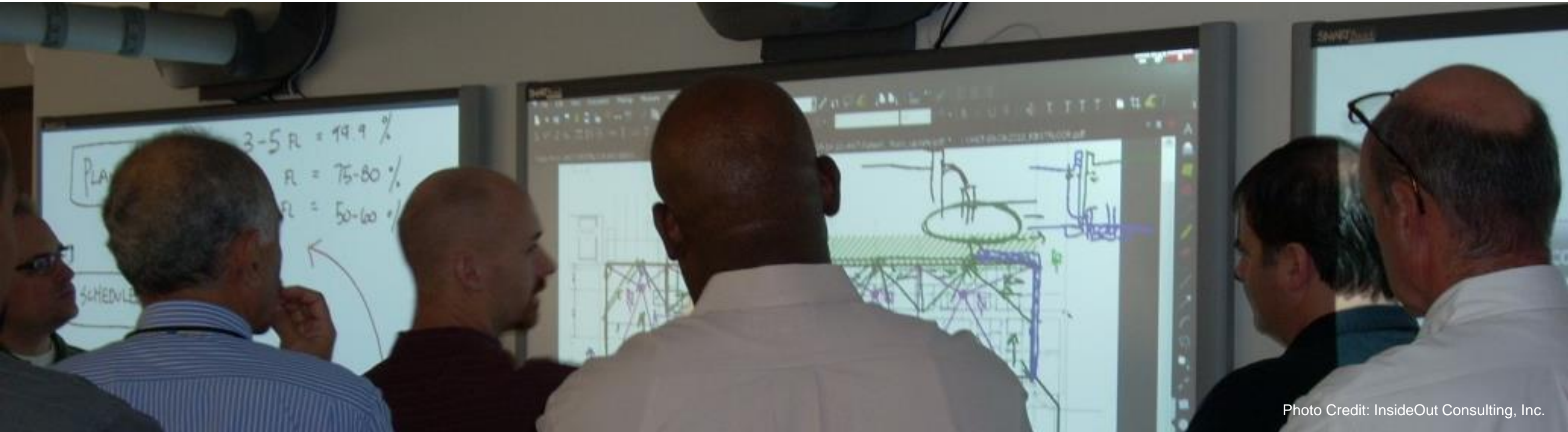
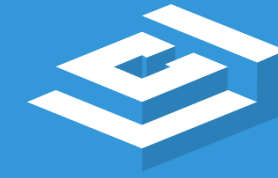


Photo Credit: InsideOut Consulting, Inc.

- Cross functional
- Visual manifestation
- All perspectives
- Explore options
- Gain alignment





Lean Construction Institute  
Immersive Education Program

## 2. Effective Facilitation

# Effective Facilitation Practices

- Collaboratively developed
- Clear
- Standardize where possible
- Visual controls
- Key participants
- Expected Outcomes
- Timekeeper
- Scribe for live notes

**UHS Temecula Medical Center - Big Room Agenda**  
*Predict, Plan, Perform, Perfect*    *Intent, Capability, Results, Integrity*

Date: Tuesday, July 12    Facilitator: Jeff H.    UHS Onsite: Tara    Visitors:

Big Room		Temecula	Corona
7:30	HOSPITALITY AND SET UP (GoTo)	7:00	BREAKOUT: Budget Cluster Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BK
8:00 To 8:15	INTRODUCTIONS AH HA MOMENTS CHECK-IN CLUSTER LEADER REPORT OUT		
8:15 to 9:00	- HOT TOPICS • ESA Extension Action Plan Sharing Reflection COP ○ Feedback & Sharing of knowledge Scott D (L) - ALL		8:30 to 12:00 CORONA TEAM
9:00 To 11:00	Pull Planning: Itemize time slots before start 1. Construction Milestones - Steve Y 2. Inc 3 & 4 QA/QC 3. Procurement - Details for next 2-3 mos a. Balance of trade partners b. Agree on target date/updates for all trades 4. Site Grading Status Updates/Pull Plan a. Permit status, bid status, award of trades. ATTENDEES: Saiful/YK, Steve, H., 5. Increment 5, 8 Pull Plan ATTENDEES: Dustin/Jason K. 6. BIM Update Pull Plan - Update schedule & plan 7. Structural Pull Plan - Schuff/YK REQUIRED	10:30 to 11:30 Constructability Review Steve Y (L), Bob, Dean, Ken, Marius, Ward, Ed, Scott D, Steve H.,	
11:00 to 11:30	NEXT WEEK'S AGENDA		
11:30 to 11:45 FLEX TIME			
11:45 to 12:00 Plus/Delta (Save smart boards)			
12:00 to 12:30	LUNCH - ??? HEAD COUNT	12:00 to 1:30 Core Team Attendees: Dave S (L), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)	
1:30 to 2:30	Inc. 5 Page Turn • Bring Drawing Sheet index & Half size set Attendees: Ward (L), Ken, Sun, Dan, Steve H., Imelda, Scott D., Carlos, David S., Corey, Rahim, Jason N., Marius, Natasha		
2:30 to 3:45	Hazardous Materials Inv • Develop a plan that leads to completion in 2 weeks Attendees: Marius (L), Ward (L), Steve W (L), Ken, Rebecca, Tara, Dave Smith, Electrical		2:30 to 4:00 COMMUNITY OF PRACTICE • Debrief Conversation • Onboarding Review • Study Action Team • Next week's Agenda • Plus Delta Attendees: Steve Y, Dean, Dan, Corey, Chris.
3:45 to 4:00	FLEX TIME		
4:00 to 4:15 Plus/Deltas (Save smart boards)			

Photo Credit: InsideOut Consulting, Inc.

# Meeting Rules of Engagement

- Safe zone
- No stripes
- Speak up
- Listen to others
- No side-bar conversations
- No cell phone use
- No multi-tasking
- Stay on time





# Creating the Agenda Tips

- Develop together for next session before ending current session.
- Determine frequency of Big Room sessions.
- Pull-plan informs breakout sessions/subjects.

**UHS Temecula Medical Center - Big Room Agenda**  
*Predict, Plan, Perform, Perfect*      *Intent, Capability, Results, Integrity*

Date: Tuesday, July 12      Facilitator: Jeff H.      UHS Onsite: Tara      Visitors:

Big Room		Temecula		Corona	
7:30	HOSPITALITY AND SET UP (GoTo)	7:00 to 8:00	BREAKOUT: Budget Cluster Attendees: MegaYots, DA, DS, TM, TS, KL, ES, SD, SW, TL, BK		
8:00 To 8:15	INTRODUCTIONS AH HA MOMENTS CHECK-IN CLUSTER LEADER REPORT OUT				
8:15 to 9:00	- HOT TOPICS • ESA Extension Action Plan Sharing Reflection COP o Feedback & Sharing of knowledge Scott D (L) - ALL			8:30 to 12:00	CORONA TEAM
9:00 To 11:00	Pull Planning: Itemize time slots before start 1. Construction Milestones - Steve Y 2. Inc 3 & 4 QA/QC 3. Procurement - Details for next 2-3 mos a. Balance of trade partners b. Agree on target date/updates for all trades 4. Site Grading Status Updates/Pull Plan a. Permit status, bid status, award of trades. 5. Increment 5, 8 Pull Plan ATTENDEES: Sarah/YK, Steve, H., 6. BIM Update Pull Plan - Dustin/Jason K. a. Update schedule & plan 7. Structural Pull Plan - Schuff/YK REQUIRED	10:30 to 11:30	Constructability Review Steve Y (L), Bob, Dean, Ken, Marius, Ward, Ed, Scott D, Steve H.,		
11:00 to 11:30	NEXT WEEK'S AGENDA				
11:30 to 11:45 FLEX TIME					
11:45 to 12:00 Plus/Delta (Save smart boards)					
12:00 to 12:30	LUNCH - ??? HEAD COUNT	12:00 to 1:30	Core Team Attendees: Dave S (L), Steve W, GZ, Tara, Rebecca, Ken, Scott, Bob, Ed, Tom M., Steve Y., Kelley, Cynthia (GoTo)		
1:30 to 2:30	Inc. 5 Page Turn • Bring Drawing Sheet index & Half size set Attendees: Ward (L), Ken, Sun, Dan, Steve H., Imelda, Scott D., Carlos, David S., Corey, Rahim, Jason N., Marius, Natasha				
2:30 to 3:45	Hazardous Materials Inv • Develop a plan that leads to completion in 2 weeks Attendees: Marius (L), Ward (L), Steve W (L), Ken, Rebecca, Tara, Dave Smith, Electrical			2:30 to 4:00	COMMUNITY OF PRACTICE • Debrief Conversation • Onboarding Review • Study Action Team • Next week's Agenda • Plus Delta Attendees: Steve Y, Dean, Dan, Corey, Chris.
3:45 to 4:00	FLEX TIME				
4:00 to 4:15 Plus/Deltas (Save smart boards)					

Photo Credit: InsideOut Consulting, Inc.

# Agenda Topic Tips

- Hot Topics
- Work Cluster Reports
- A3 Dashboards
- Commitment Log Progress
- Constraint Log
- Agenda for Next Session
- Last Planner® Planning
- Cluster Group Breakouts
- Learning Activity

Start Time	Duration	End Time	Topic	Leader	
1:00 p	5 min	1:05 p	Introductions, Agenda Review & Review Big Room Rules of Engagement	Facilitator	
1:05 p	5 min	1:10 p	Plus Delta Reflection from Last Meeting	Facilitator	
1:10 p	5 min	1:15 p	AH HA Moments	Facilitator	
1:15 p	5 min	1:20 p	Hot Topics (list only)	Facilitator	
1:20 p	15 min	1:35 p	FF&E Update Review	Nancy	
1:35 p	20 min	1:55 p	Civil Update	Rene	
1:55 p	15 min	2:20 p	Budget Update & Burn Rate	Keyan	
2:20 p	25 min	2:45p	Review Pull Plan/Work Register	Facilitator	
2:45p	30 min	3:15 p	Hot Topic Work Session	Facilitator	
3:15 p	20 min	3:35 p	Lean Learning	Facilitator	
3:35 p	10 min	3:45 p	Agenda for Next Meeting	Facilitator	
3:45 p	10 min	3:55 p	Plus Delta		



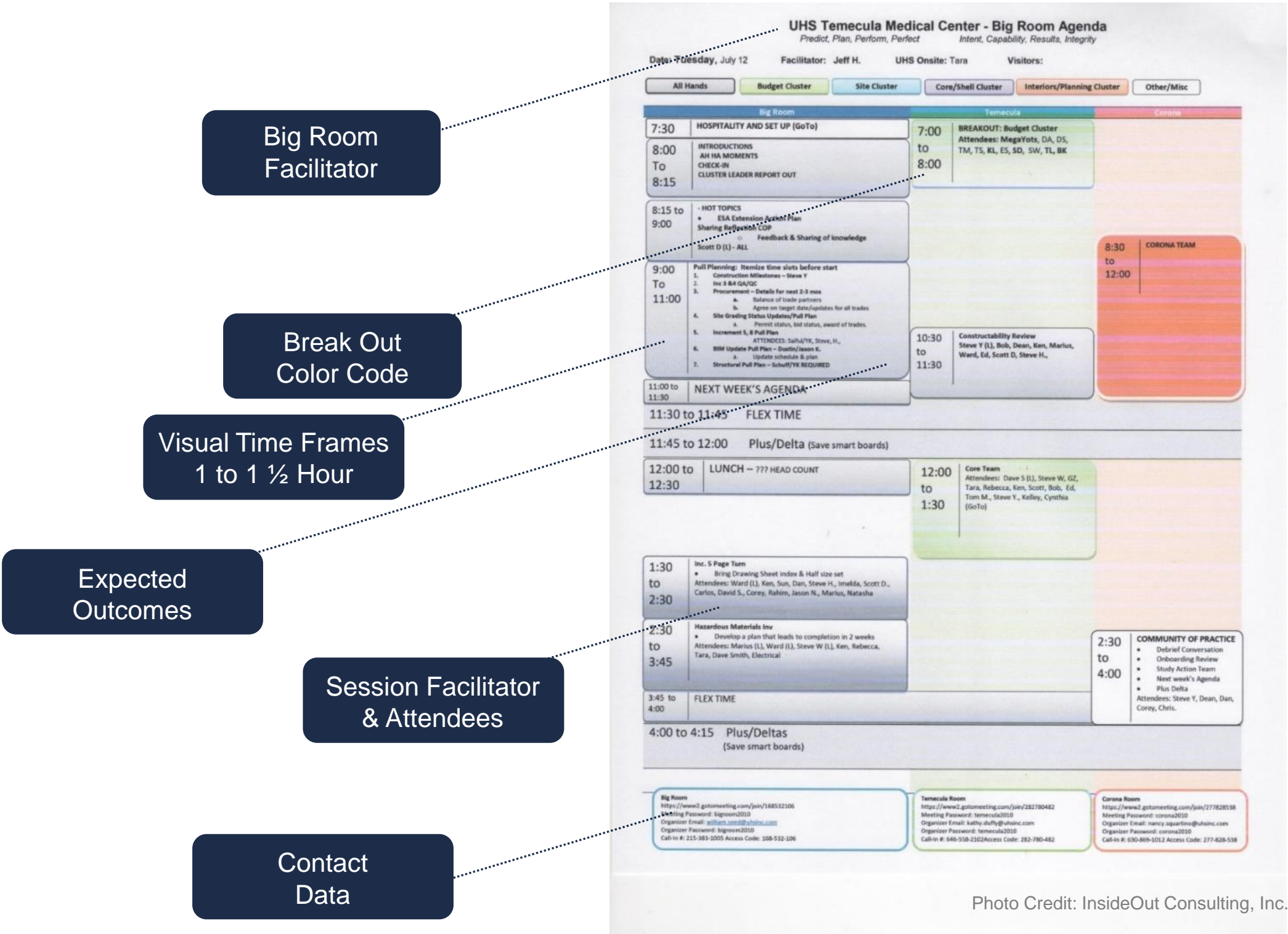


Photo Credit: InsideOut Consulting, Inc.



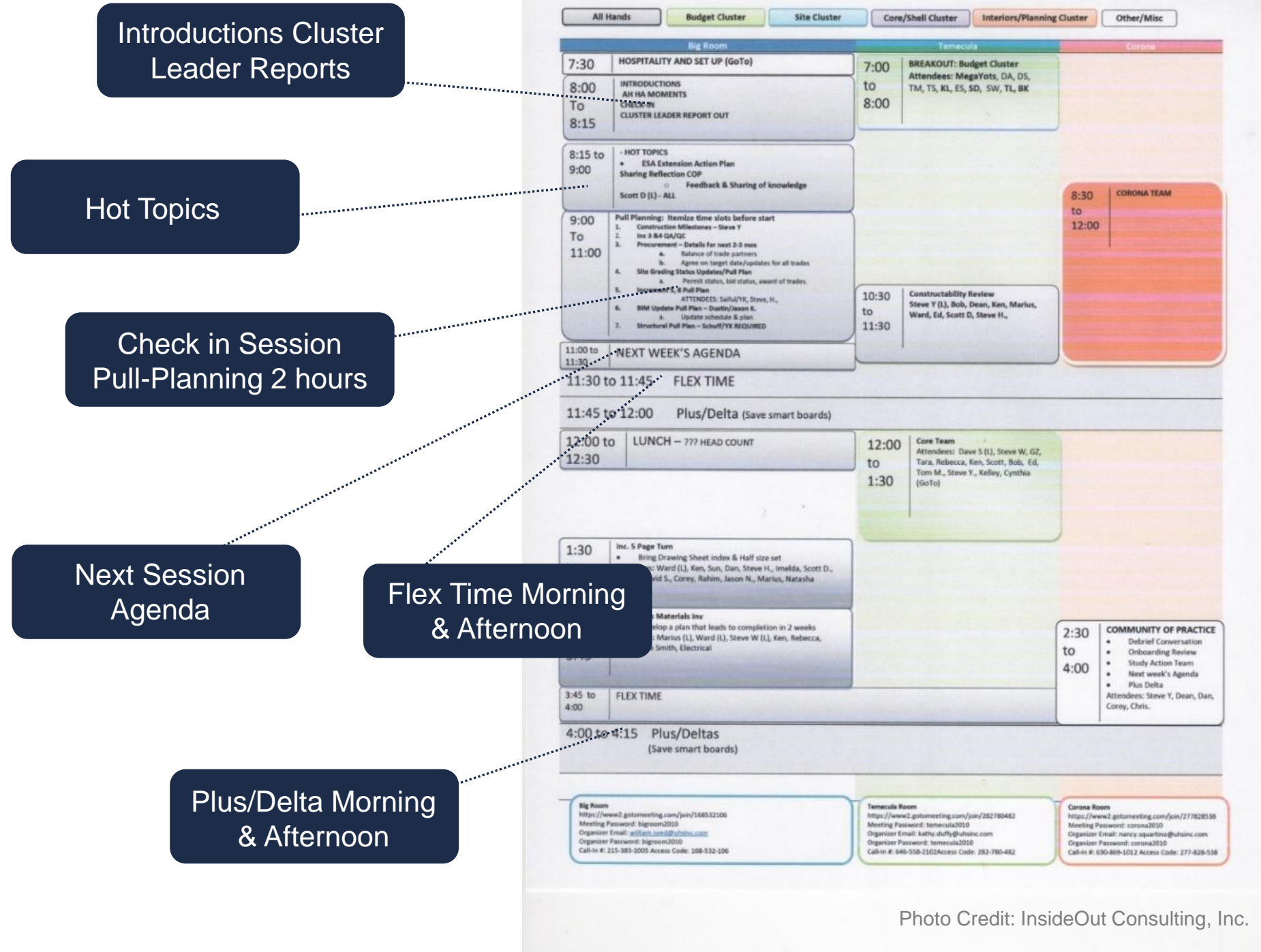
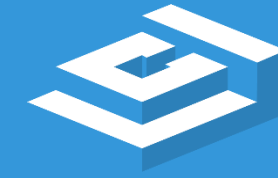


Photo Credit: InsideOut Consulting, Inc.

# Stay on Track



ENOUGH  
LET'S  
MOVE  
ON



# 3. What could go wrong?



# Commonly Occurring Risks

---

The team spirit diminishes, and people gravitate to their silos and “us-them” thinking.

---

Death by meetings – we don’t have time to do our work because we’re always in meetings.

---

Enthusiasm wanes, this becomes just another day.

---

Meetings start late because of late arrivals.

---

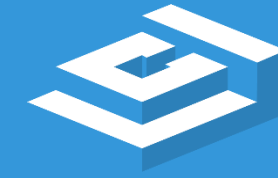
Leadership quits listening and becomes directive.

---

Planners don’t follow the plan, go rogue.

# Drift to Traditional....





Lean Construction Institute  
Immersive Education Program

## 4. Learning



# Learning Opportunities

## Simulations



## Reading/Discussion Groups

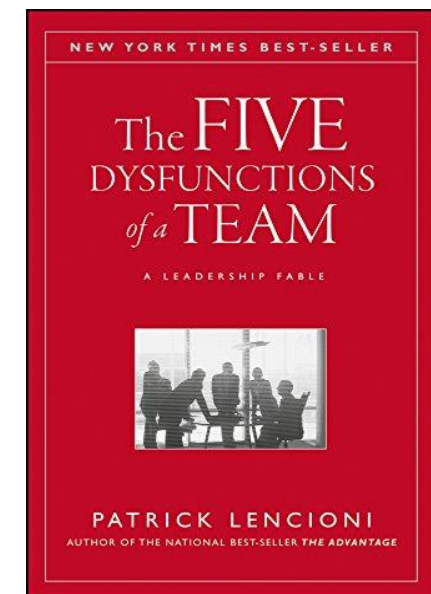
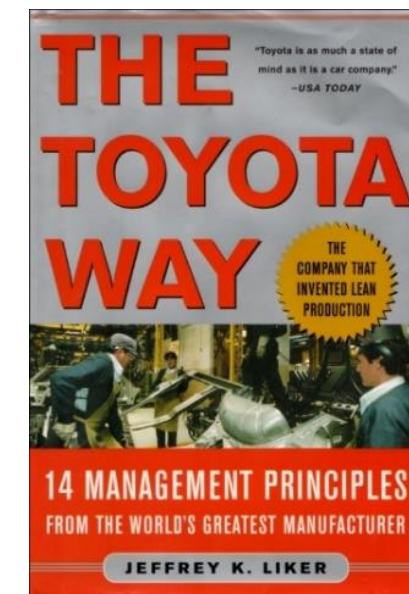
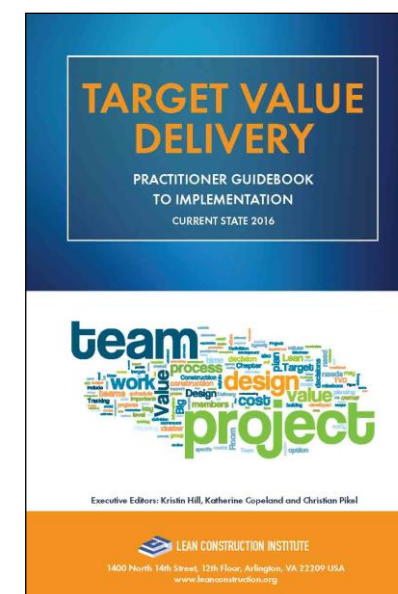
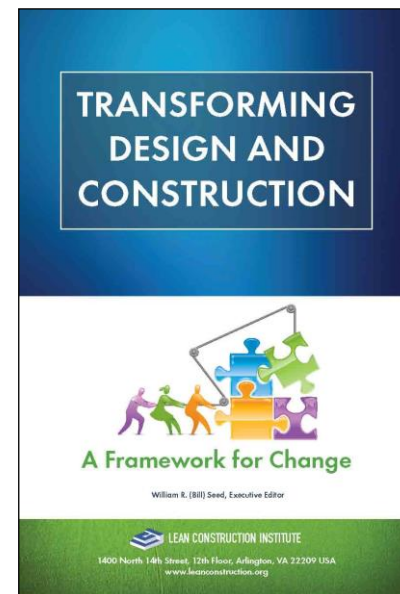


Photo Credits: InsideOut Consulting, Inc.



# Learning



# Team Health & Assessments

Teams need to assess how they are doing as they progress through a project.

- Chemistry
- Collaboration
- Teamwork
- Meeting Commitments
- Innovation/Creativity
- Target Value Delivery
- Learning & Coaching
- Excitement
- Attitude/Fun
- Building relationships
- Transparency

## Team Monthly Average Scores

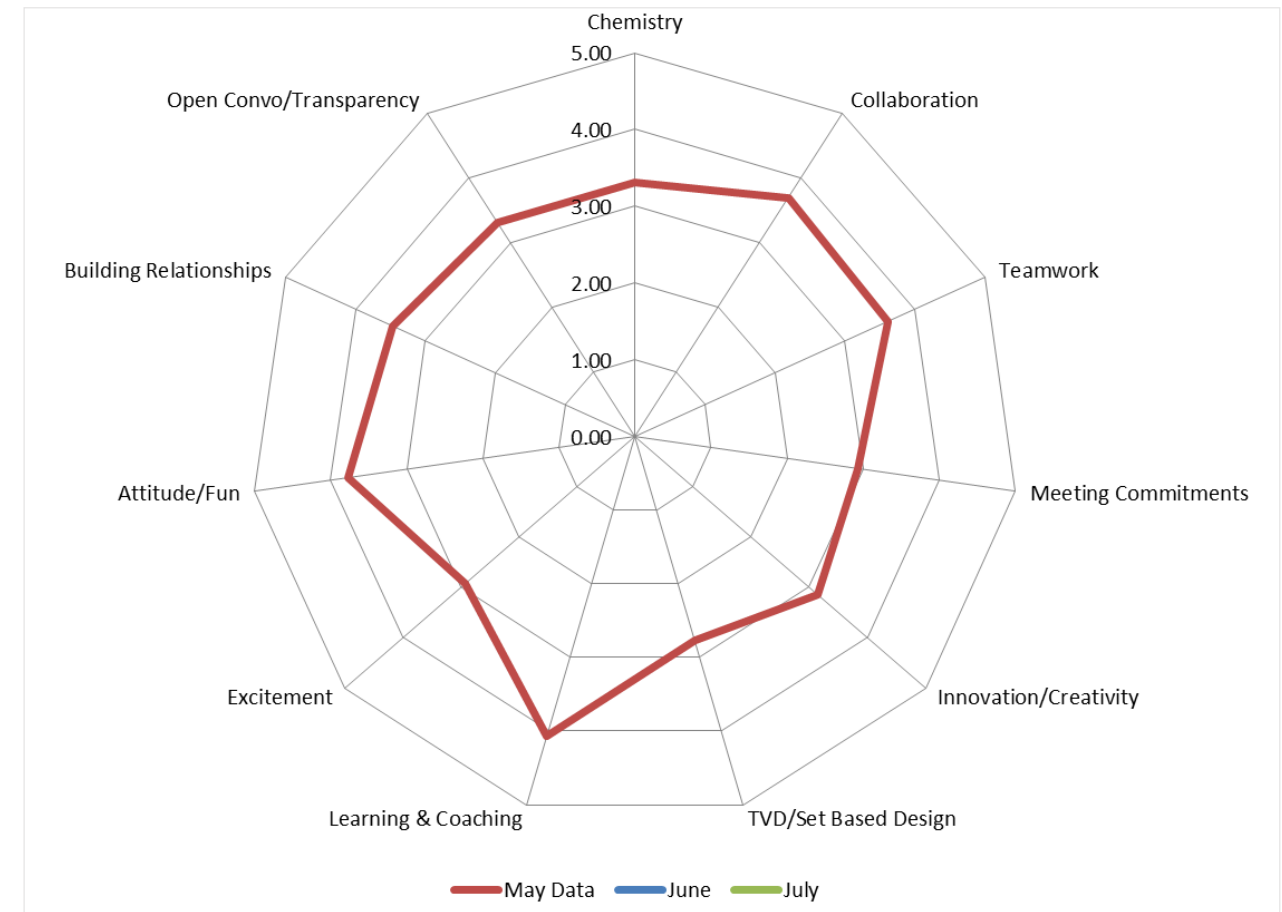


Photo Credit: UHS



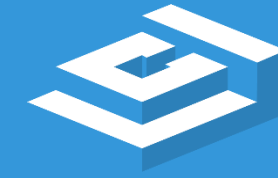
# Retrospectives/Continuous Improvement

- Quick retrospective – conducted at the end of every meeting.
- Regular occurring retrospective – conducted at the completion of work cycles.
- Event-based retrospective – conducted at the completion of major milestones.
- Impromptu - when a breakdown is declared, or other reason arises.



# Retrospective





Lean Construction Institute  
Immersive Education Program

# 5. Onboarding



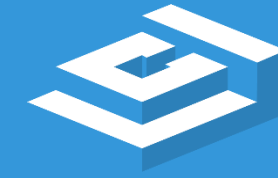
# Onboarding Considerations

- Who
- When
- How can you get them “up to speed” on:
  - Project status and milestones
  - Team culture
  - Expected/desired behaviors
  - Safety
  - How we plan and execute
  - What we expect when problems occur

Onboarding is not a one-time event; it is a continuous process where concepts and culture are always reinforced.

# Onboarding





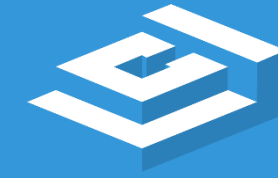
Lean Construction Institute  
Immersive Education Program

## 6. Technology



# What technology support is needed?

- SMART type boards
- Video conferencing
  - Large group
  - Individual with remote team members
- White boards
- Online collaboration tools
- PM/Documentation Software
- Shared file space
- Printing & Plotting
- Projection / Large TVs



Lean Construction Institute  
Immersive Education Program

# 7. Meetings that Matter

# Kickoff Meeting Framework



Training/Expectations setting



Design Vision



Team Structure



Team Culture



# Planning

Planning has a Design Phase and a Construction Phase application



Photo Credits: InsideOut Consulting, Inc.



# Reporting

## A3 Dashboard





# Decision Making

- A3 thinking
  - Collaborative document managed by a single champion.
- Choosing by Advantages (CBA)
  - A collaborative decision-making system to help simplify, clarify and unify the decision-making process.

A3 #	Title	Revision	Champion	Date Started	Collaborators	Approved By	Date Approved	Status
04	Option to build structural infrastructure for a future third floor or build a third floor shell.	1	N. Pera	3/27/2012	J. Gore, S. Stack, R. Migliori, S. Truesdale, N. Pera, J. Allen, K. Cook, S. Rasmussen	-	-	<input checked="" type="checkbox"/> Development <input checked="" type="checkbox"/> Collaborative Review <input type="checkbox"/> Implementation

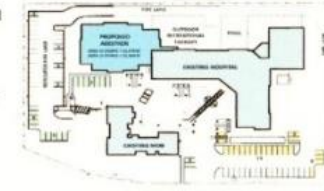
**Section 1 - Define / Background Information**

Project design services are approved for a 52 Bed, two story, 22,000sf bed wing. Project will be designed as an I Occupancy OSHPD Category 3. UHS Fremont could use space immediately. The project models are currently figured as shallow foundations with a strl steel frame. Initial budget targets where explored at \$235K/bed, however UHS has expressed an interest to reduce the targets 20-25% to align them closer with other US built facilities.

March 27, 2012

**Section 2 - Problem Statement / Current Condition**

Fremont Hospital has observed a need for additional beds and has been turning potential patients/revenue away due to lack of onsite beds. This bed addition may be the last potential development on this site for the foreseeable future. If provisions are not made to maximize the size of this addition, the site may never be able to add additional beds without incurring significant costs. With current setbacks this is the last buildable site area and future construction would be limited to demolition of existing structures.



Proposed Addition Leaves No Future Buildable

March 27, 2012

**Section 3 - Future Goal / Target Condition**

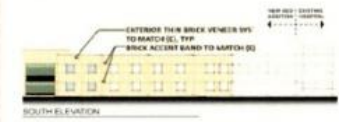
Provide options which allow for future expansion of beds or general office space.

**Target Condition 1**  
Build a new two story bed wing addition with no accommodation for a future floor.


**Target Condition 2**  
Increase foundations and structural frame to accommodate future added third floor.

**Target Condition 3**  
Build third floor in shelled out condition.

**Target Condition 4**  
Build third floor with 26 new beds including all interior improvements.



2 Story Rendering




3 Story Rendering

March 27, 2012

**Section 4 - Analysis / Think**

We worked with the onsite facilities team to track down the existing structurals drawings. Currently a soils report is not available, however the existing structural drawings clearly indicate that a deep foundation option was not used with in the original design. Until the geotech report is completed we can not confirm whether or not deep foundations will be required due to specific findings or new structural codes.



Existing Foundation Plan

**Target Condition 1 - No Third Floor**  
Cost Variance To TVD \$ - Schedule Variance (Weeks) +0 Weeks  
This allows for no future site growth given the projects site geography and setbacks.

**Target Condition 2 - Structural Infrastructure For Third Floor**  
Increase the structural columns and braces to accommodate a future third floor + 1.25-1.75lb/sf for gravity columns and increased brace sizes. Foundation concrete would increase by approximately 40-50 cuysd.  
Low Cost Variance To TVD \$ 70,000 Schedule Variance (Weeks) +0 Weeks  
High Cost Variance To TVD \$ 445,000 \*\*\* Potential cost if unfavorable soils. +4-5 Weeks  
Lowest initial cost premium to accommodate a future 3rd floor.  
Codes change on a periodic basis and this does not guarantee that this design will meet future codes. Future construction would also be burdened with removal and reinstallation of roof top MEP equipment. The 3rd floor could not be added without significant disruption incl temporary 1st and 2nd floor vacancy.

**Target Condition 3 - Shelled Third Floor**  
Adds complete structure, exterior skin, conveyance, and MEP infrastructure for future bed wing.  
Low Cost Variance To TVD \$ 1,800,000 Schedule Variance (Weeks) +4-5 Weeks  
High Cost Variance To TVD \$ 2,175,000 \*\*\* Potential cost if unfavorable soils. +8-10 Weeks  
The 3rd floor could be added with minimal disruption, wont not require 1st and 2nd floor vacancy. The 3rd floor TI construction would be significantly more expensive due 1st and 2nd floors occupancy.

**Target Condition 4 - Third Floor Built Out With 26 Beds**  
Complete finished/built out 26 bed unit.  
Low Cost Variance To TVD \$ 5,350,000 Schedule Variance (Weeks) +6-8 Weeks  
High Cost Variance To TVD \$ 5,725,000 \*\*\* Potential cost if unfavorable soils. +10-12 Weeks  
Maximizes the site bed count.

April 9, 2012

**Section 5 - Proposed Counter Measures /Plan**

Revised this A3 to include potential high end costs if soils report does not come back favorable.

April 9, 2012

**Section 6 - Follow Up**

TBD for outcome of UHS internal meetings.

-

Photo Credit: InsideOut Consulting, Inc.



# Target Value Tracking Activities

- Target Cost Tracking Transparency
- Risk Identification
  - Mitigation strategy
  - Cost
  - Rank
- Path Back Identification

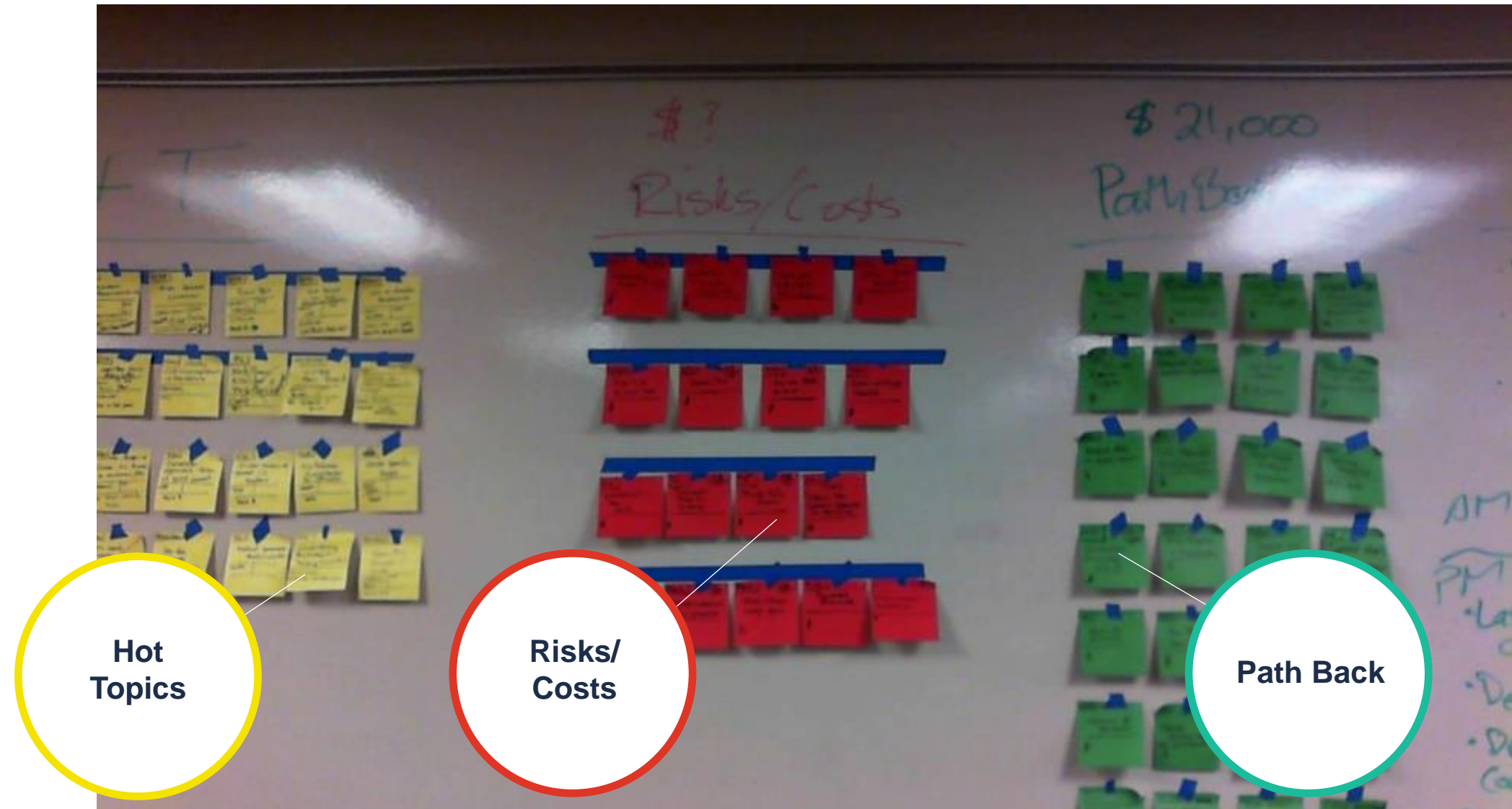


Photo Credit: InsideOut Consulting, Inc.

When is the right time to implement the Big Room?  
When is **too soon**? When is **too late**?







Discuss as a whole group.  
(10 minutes)



Take Live Notes.

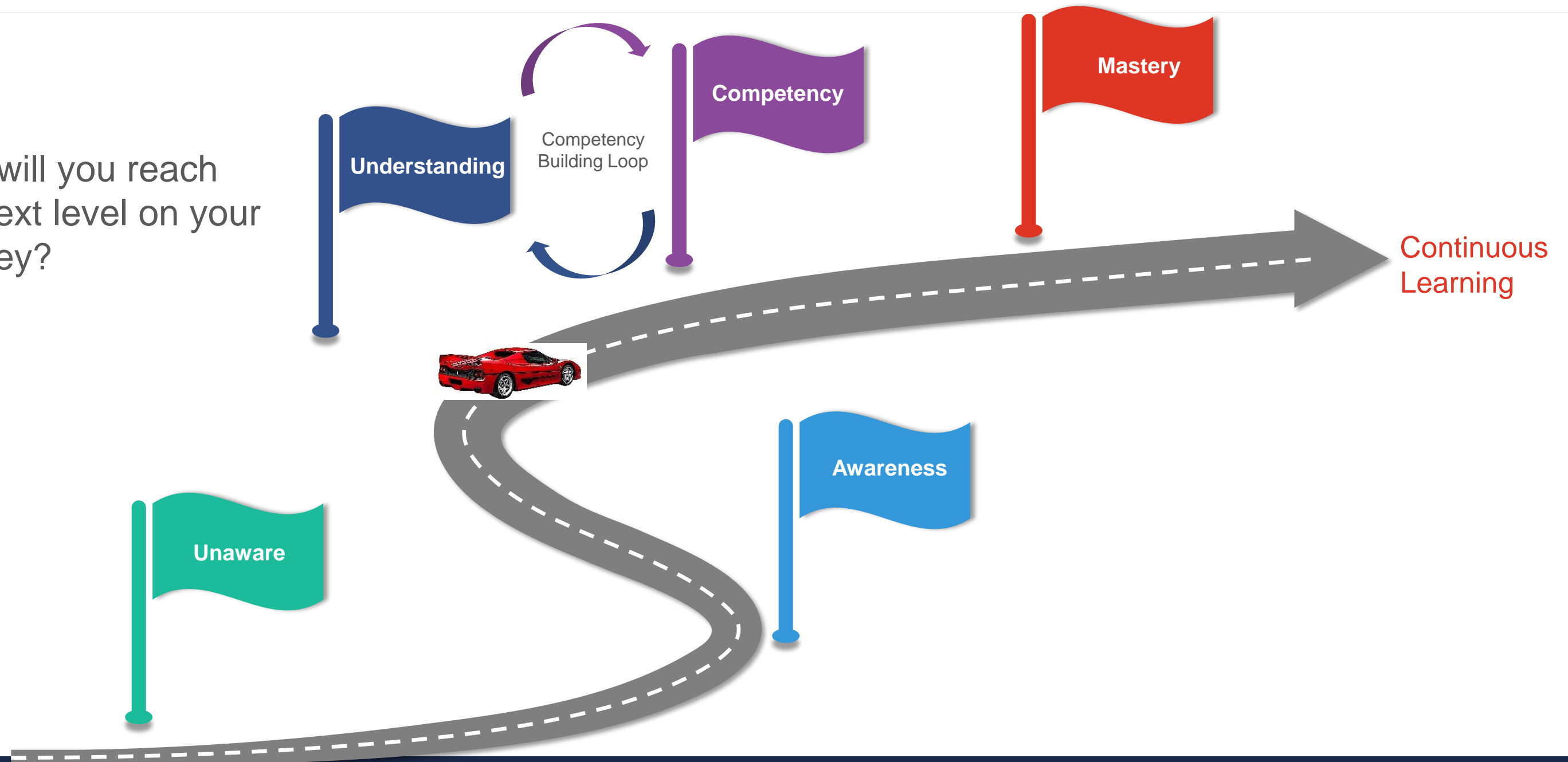
# Learning Objectives Review

-  Define the meaning of a Big Room and understand the purpose and benefits of implementing the approach to improving project outcomes.
-  Understand the characteristics and behaviours of a Big Room Team including aspects of effective facilitation.
-  Identify the venue types for hosting a Big Room and discover the key elements for tailoring the space to support collaborative activities.
-  Gain insights into how the Big Room approach supports knowledge sharing and enhanced collaboration.

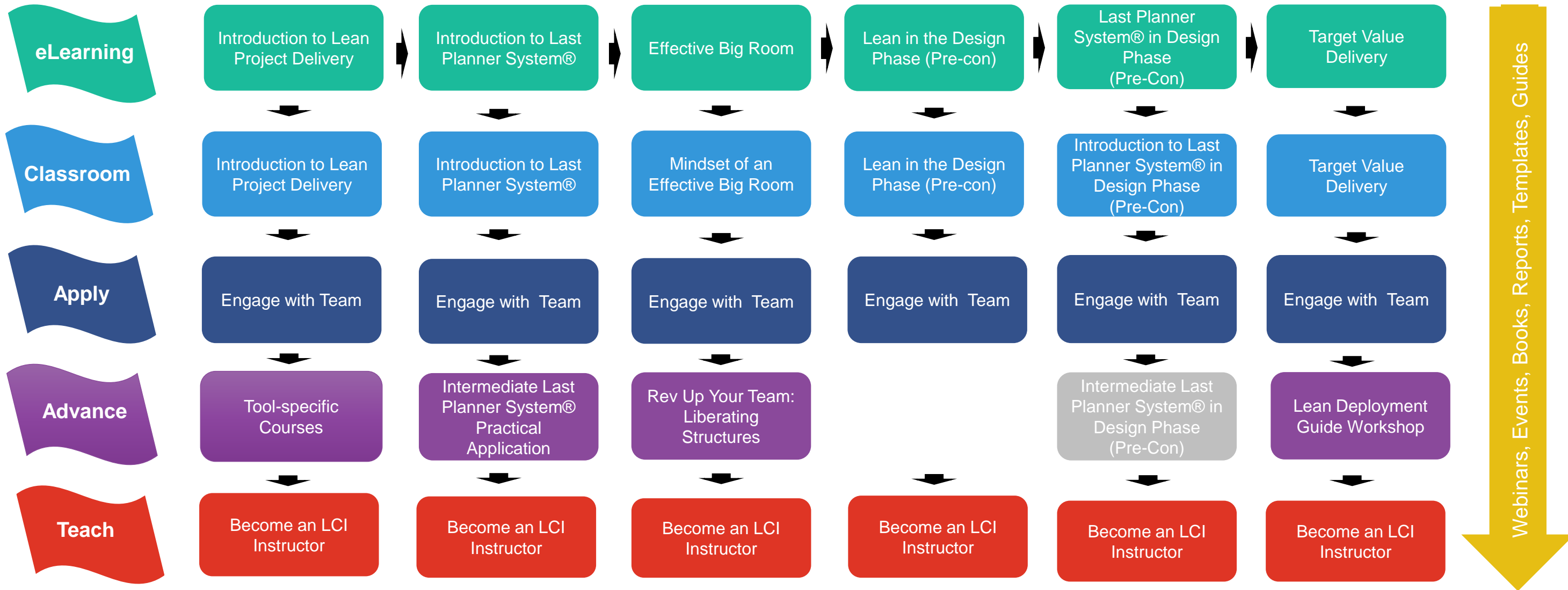


# Lean Journey to Mastery

How will you reach  
the next level on your  
journey?



# Define Your Journey



# LCI Certification




<https://leanconstruction.org/lean-certification/>

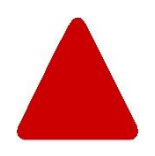



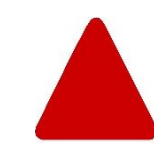
# Questions?



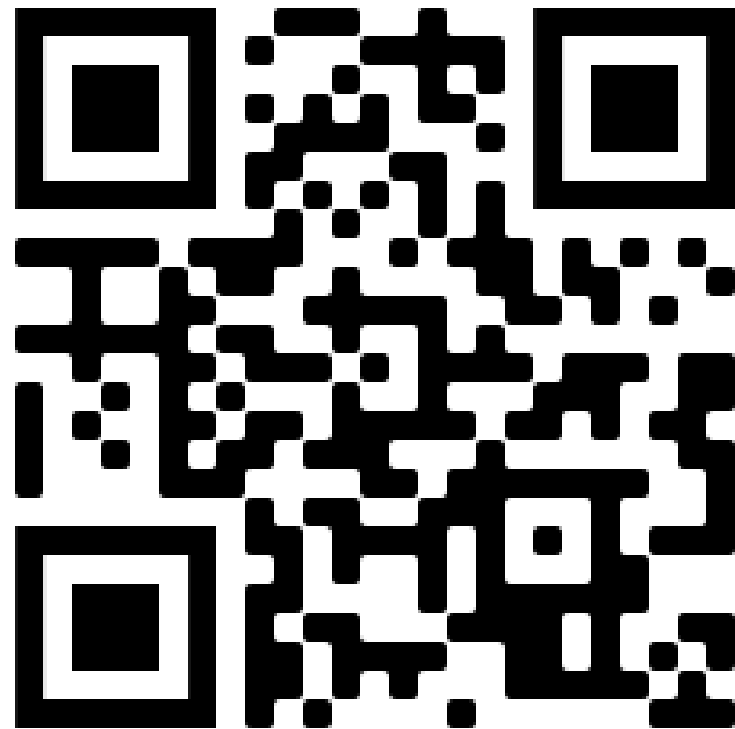
# Conduct Plus/Delta

 Plus: What produced *value* during the session?

 Delta: What could we *change to improve* the process or outcome?

# LCI Website Information

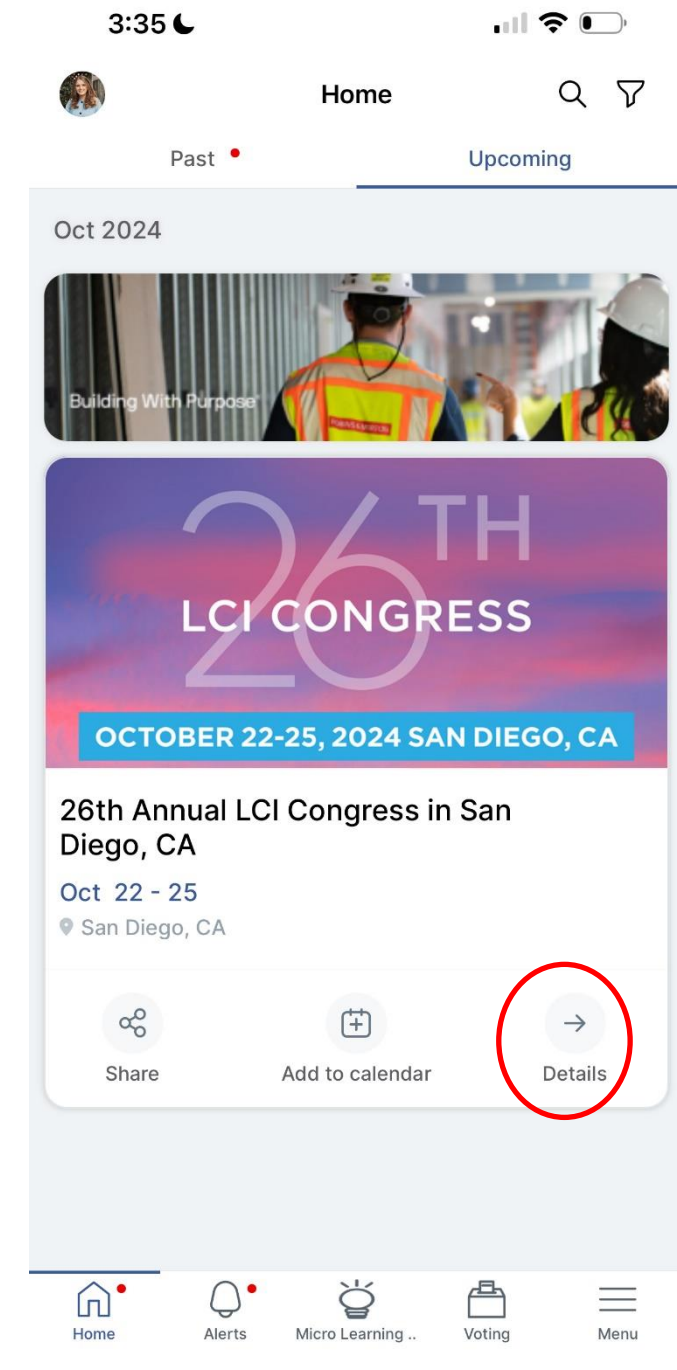
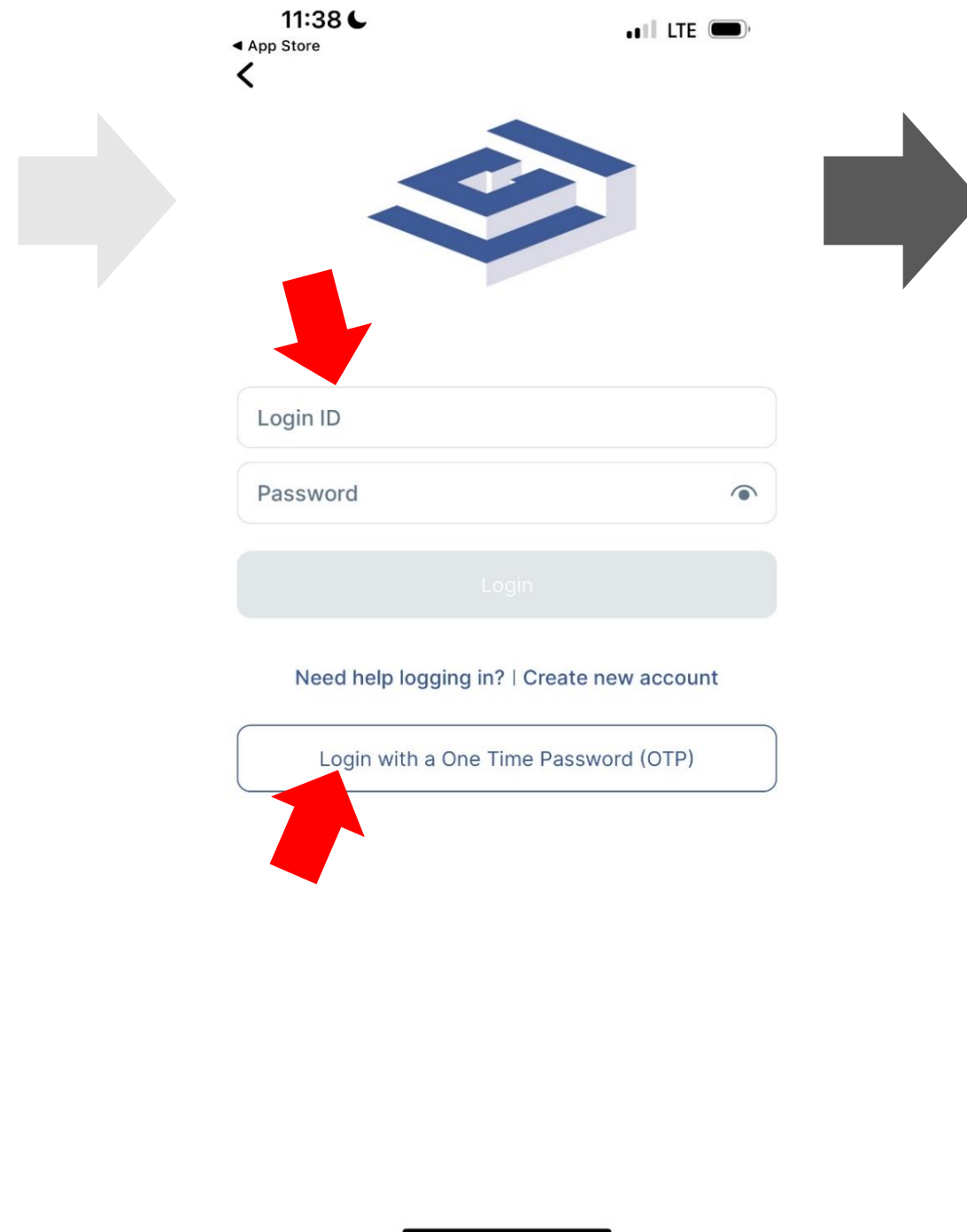
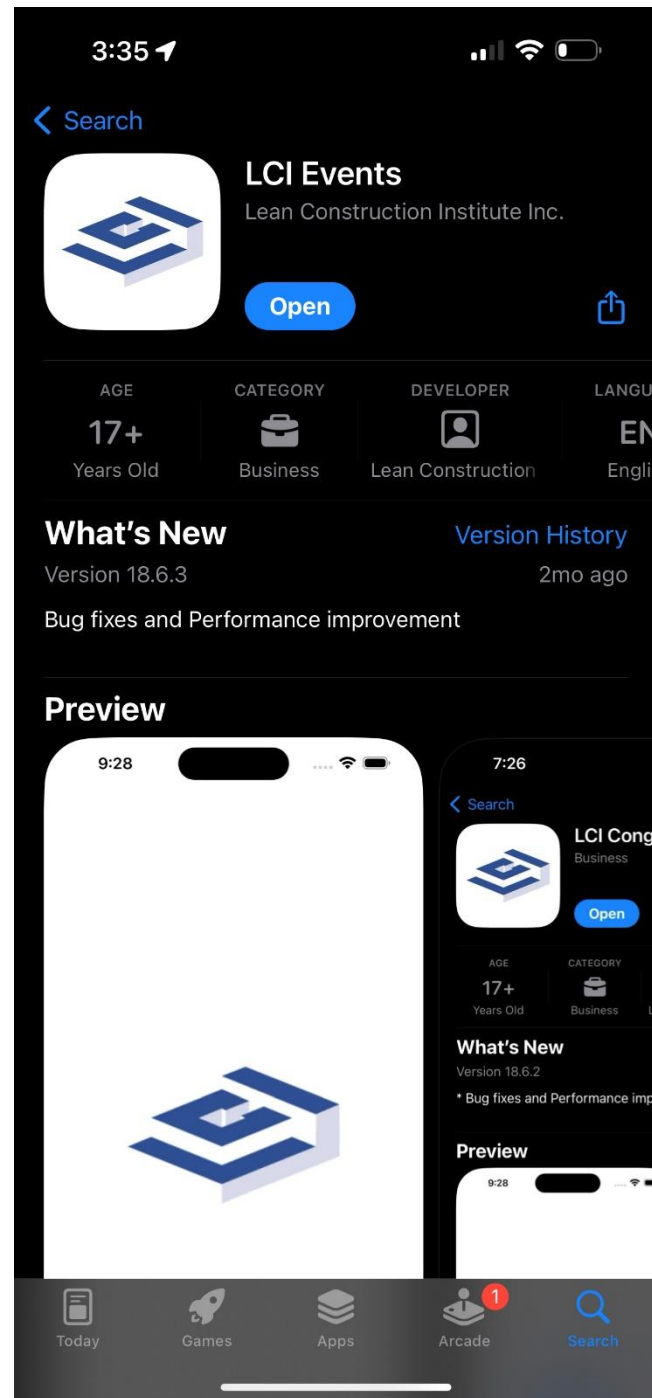


[www.LeanConstruction.org](http://www.LeanConstruction.org)





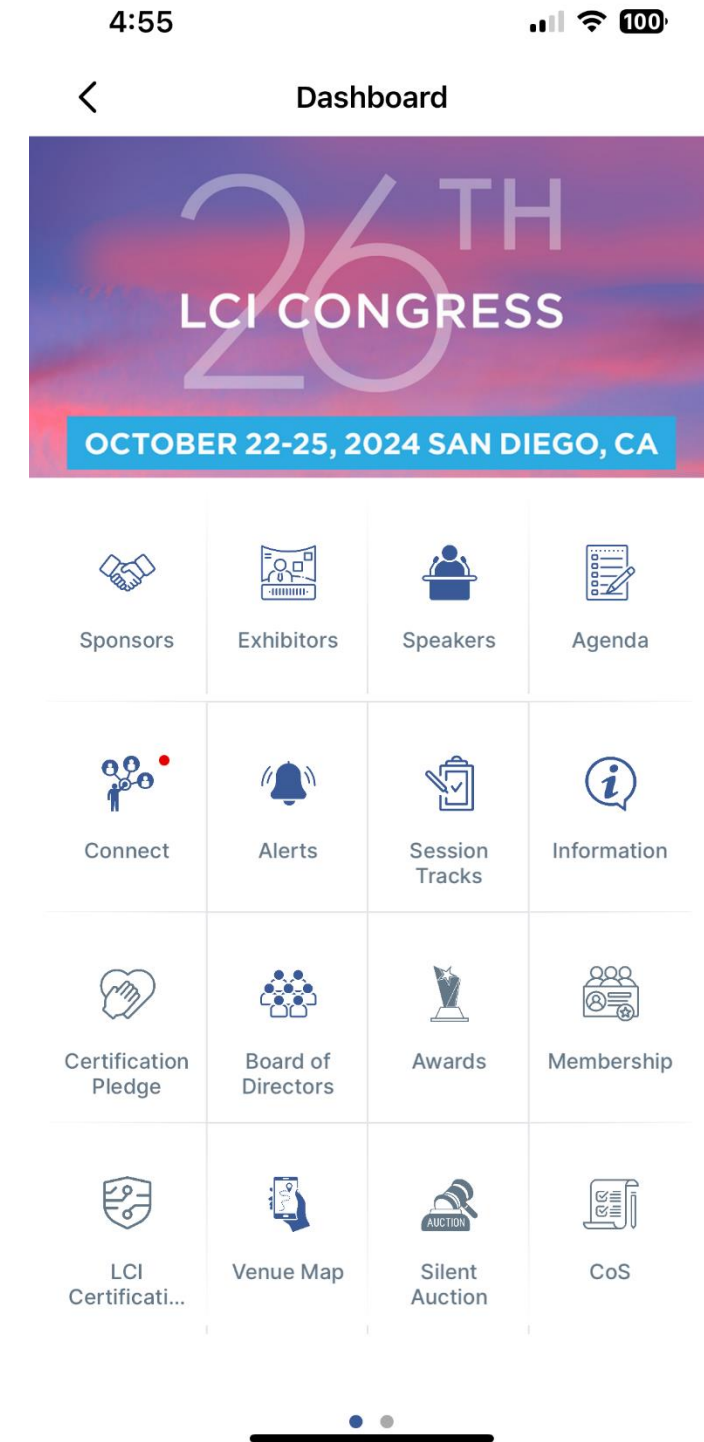
# Download the Congress event app



# Download the Congress event app

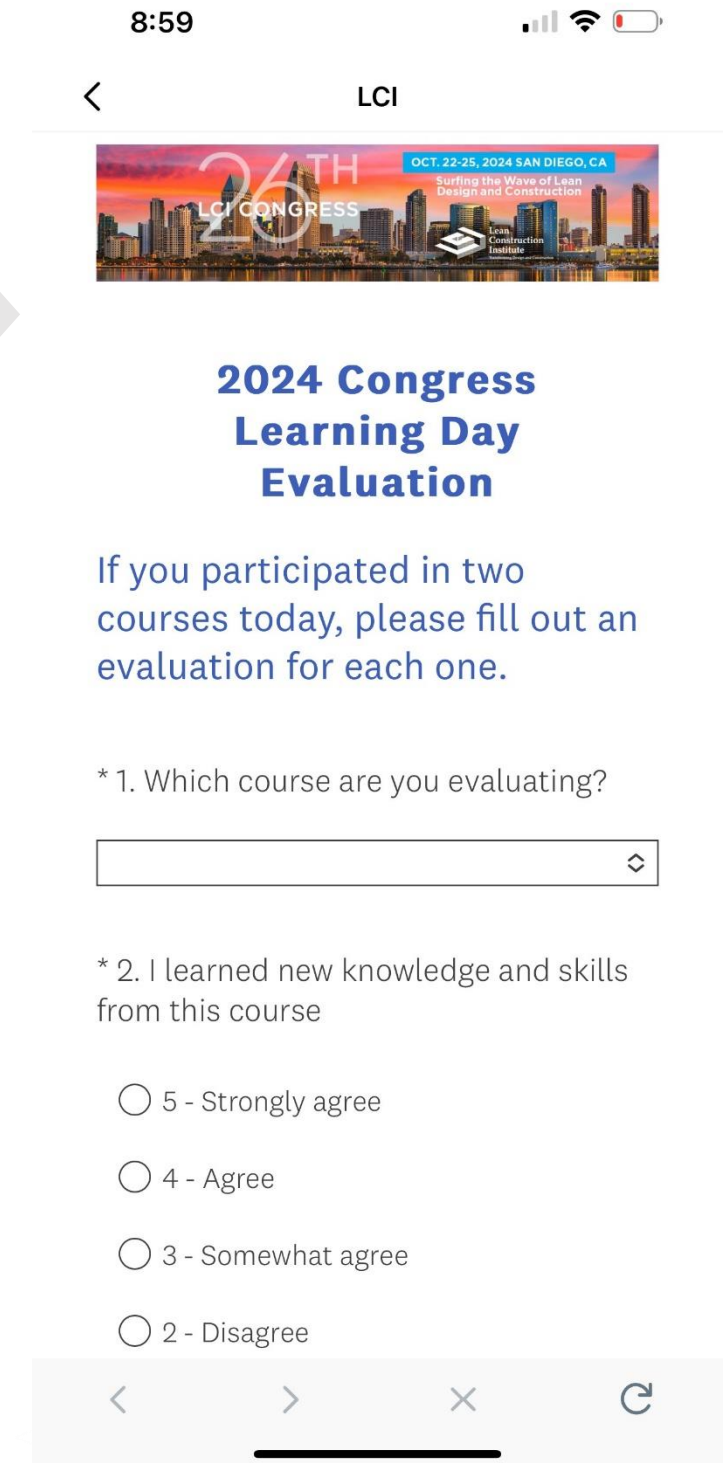
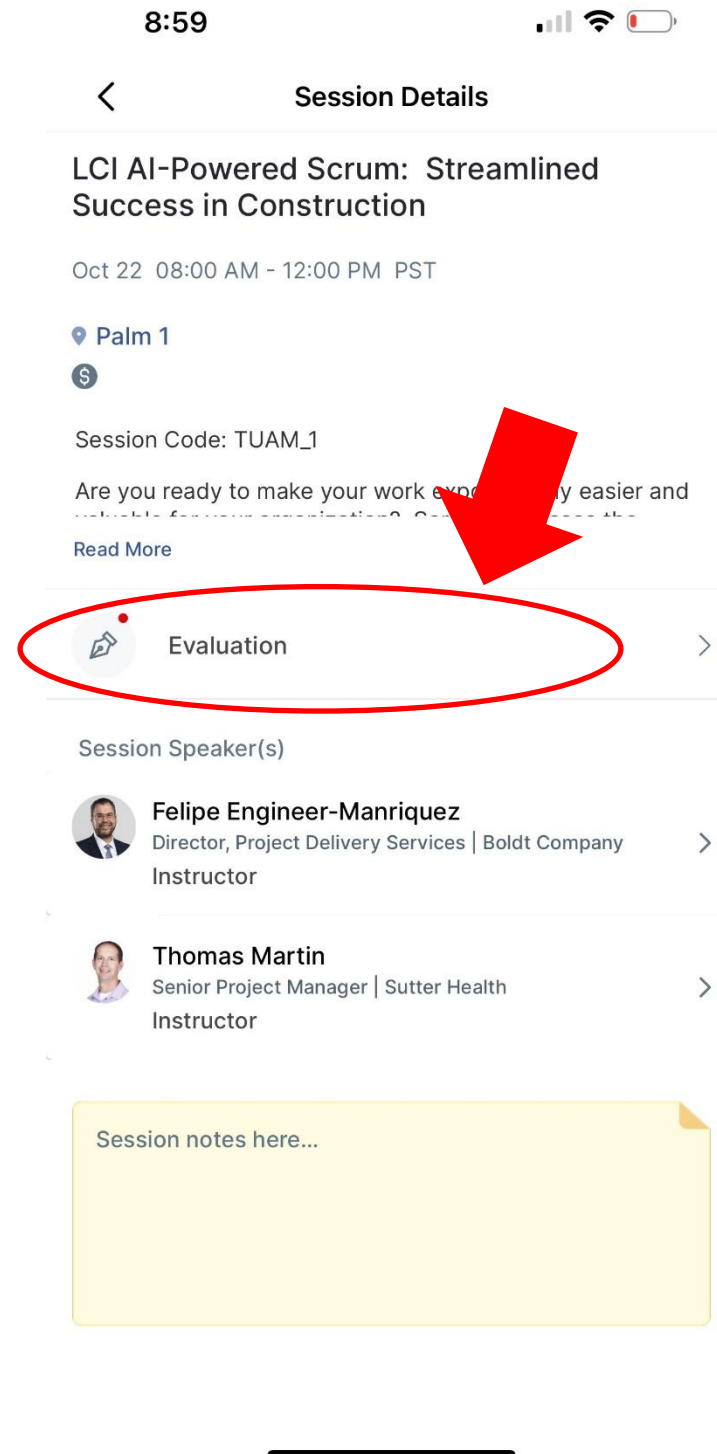
- Plan your schedule in your personal agenda
- Browse all available sessions
- Read speaker profiles
- Navigate to your session on the venue map

Scan this QR Code to  
download the app



# Rate Session In Event App

Plan to evaluate  
each session you  
attend in the  
event mobile app!





# Presenter Contact Information



Victoria Navarro  
System Vice President  
Advent Health D&C CoE  
[victoria.navarro@adventhealth.com](mailto:victoria.navarro@adventhealth.com)



Dan Shipley  
Lean Services Manager  
JE Dunn Construction  
[dan.shipley@jedunn.com](mailto:dan.shipley@jedunn.com)





# Dan Shipley

**ROLE** - To lead organizational improvement through training, coaching, and modeling lean behaviors and tools. To continuously learn and grow and enable people to do the same.

## YOU GET THE **BEST** OF ME WHEN:

- I am working in a team that can openly share ideas
- Finding new ways to use or adapt tools and concepts
- When people are “stuck”
- A complex problem needs to be broken into manageable chunks

## YOU GET THE **WORST** OF ME WHEN:

- You discount my value to the team
- The conversation is dominated by one person
- People are not sharing information or are “sugar coating”
- People give up and revert back to old ways
- Expectations are constantly changing

## YOU CAN **COUNT** ON ME TO:

- Keep a level head in high pressure situations
- Sort through the noise and assess the situation
- Listen to understand your perspective and needs
- Adapt to the situation
- Have a sense of humor
- Admit when I am wrong or have made a mistake

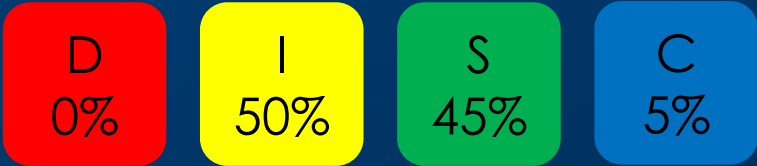
## THIS IS WHAT I **NEED** FROM YOU:

- Open communication
- How you really feel
- The whole picture
- A growth mindset, not fixed
- To get to know you

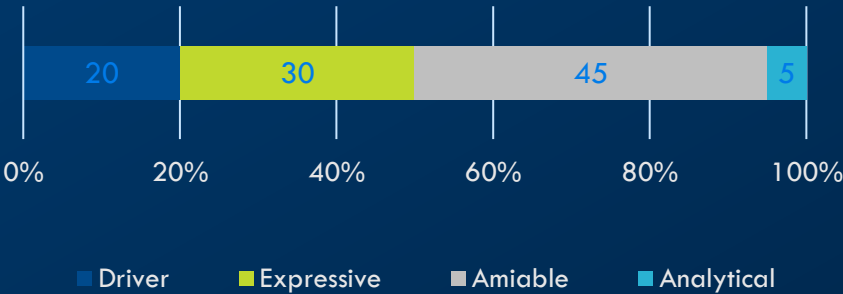
## **WHY** I WORK HARD:

- To make a positive impact on our people and our industry.
- To lead by example for my coworkers and my family.
- To fund my golfing and traveling hobbies

### DISC



### SOCIAL STYLE



### WORKING GENIUS



### StrengthsFinders

- |                  |                 |
|------------------|-----------------|
| 1. WOO           | 4. Activator    |
| 2. Communication | 5. Adaptability |
| 3. Relator       |                 |