

26TH ANNUAL



26TH LCI CONGRESS
OCTOBER 22-25, 2024

Lean: It Starts From Within

John Zachara, Integrated Facilities Solutions

SURFING THE WAVE OF LEAN DESIGN AND CONSTRUCTION

October 23, 2024



LEAN: IT STARTS FROM WITHIN

October 23, 2024

John Zachara
Vice President
Integrated Facilities
Solutions, Inc.



TODAY'S AGENDA

What we'll learn:

01

Core Tenets of
Lean

02

Stoicism
Background

03

How Does
Stoicism
connect to Lean

04

Revised Core
Tenets of Lean

05

Call to Action



JOHN ZACHARA, LCI-CPC-SME, CCM, LEED AP

Vice President
Integrated Facilities Solutions, Inc.

- Illinois - based Owner's Representative, Lean Coaching, Program Management Firm
- Almost 3 Decades in Business
- Successfully completed over \$6.4B in work on over 4,000 projects
- 2023 LCI Board Achievement Award Winner
- LCI National Practice Team Vice Leader since 2022
- 2022 American Heart Association Leader of Impact National Award Winner



**INTEGRATED FACILITIES
SOLUTIONS, INC.**

Owner's Representative/Program Management





PART I

Core Tenets of Lean

RESPECT FOR PEOPLE

**Optimize
the Whole**

**Generate
Value**

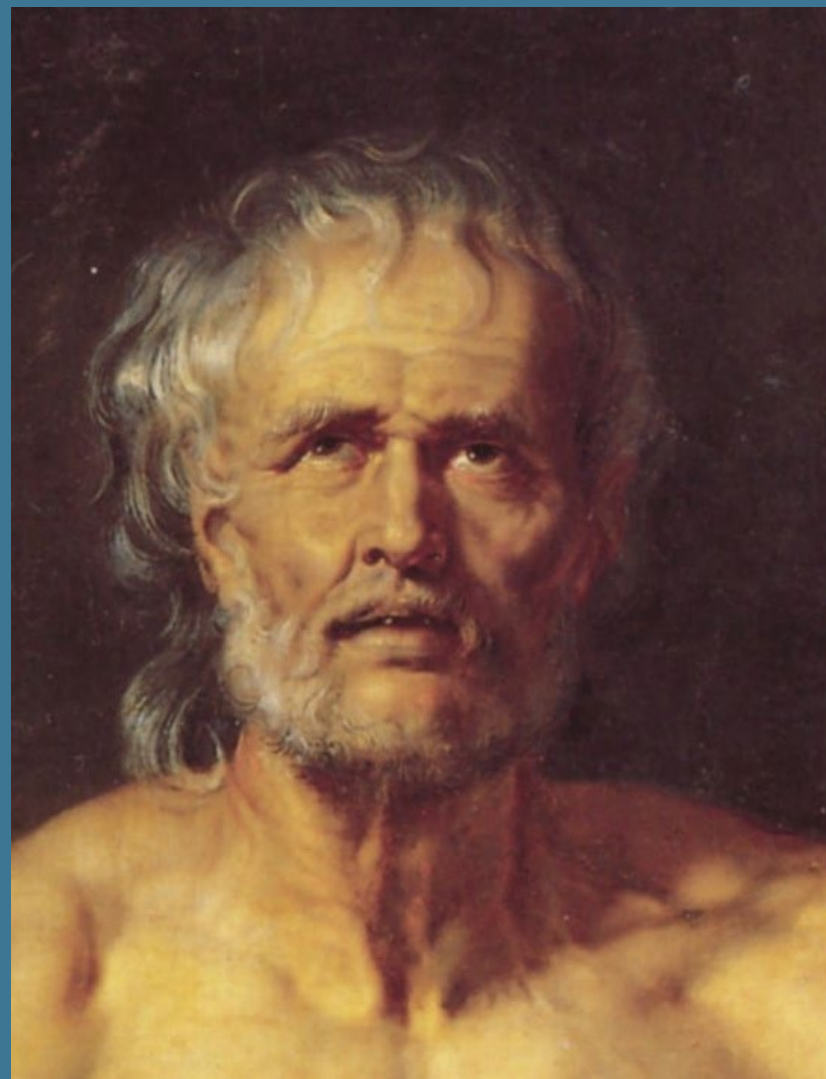
**Eliminate
Waste**

**Focus on
Flow**

**Continuous
Improvement**

PART II

Stoicism Background



SENECA

4 BC - 65 AD

A Roman Senator



EPICTETUS

50 - 135 AD

Former Slave turned Philosopher



MARCUS AURELIUS

121- 180 AD

Roman Emperor, 161- 180 AD

LUCIUS ANNAEUS SENECA THE YOUNGER

4 BC - 65 AD
A Roman Senator



Acted as Advisor to Nero from 54 - 62 AD

12 Main Essays and 124 Letters dealing with ethical, moral, and philosophical issues

Described as “a towering and controversial figure of antiquity” and the “world’s most interesting Stoic”



EPICTETUS

50 - 135 AD

Former Roman Slave turned
Greek Philosopher

His given name is unknown, *epiktetos*, in
Greek means “gained” or “acquired”

Obtained his freedom after the death of Nero
in 68 AD

No writings are known. His discourses were
transcribed and compiled by his pupil Arrian

Ruled as co-emperor with his adoptive brother Lucius Aurelius Verus, the first co-emperors of Rome

While on a military campaign between 170 and 180 he wrote Meditations (in Greek) as a source of guidance and self-improvement

He acquired the reputation of a philosopher king with his lifetime



MARCUS AURELIUS ANTONINUS

121- 180 AD

Roman Emperor, 161- 180 AD



PART III

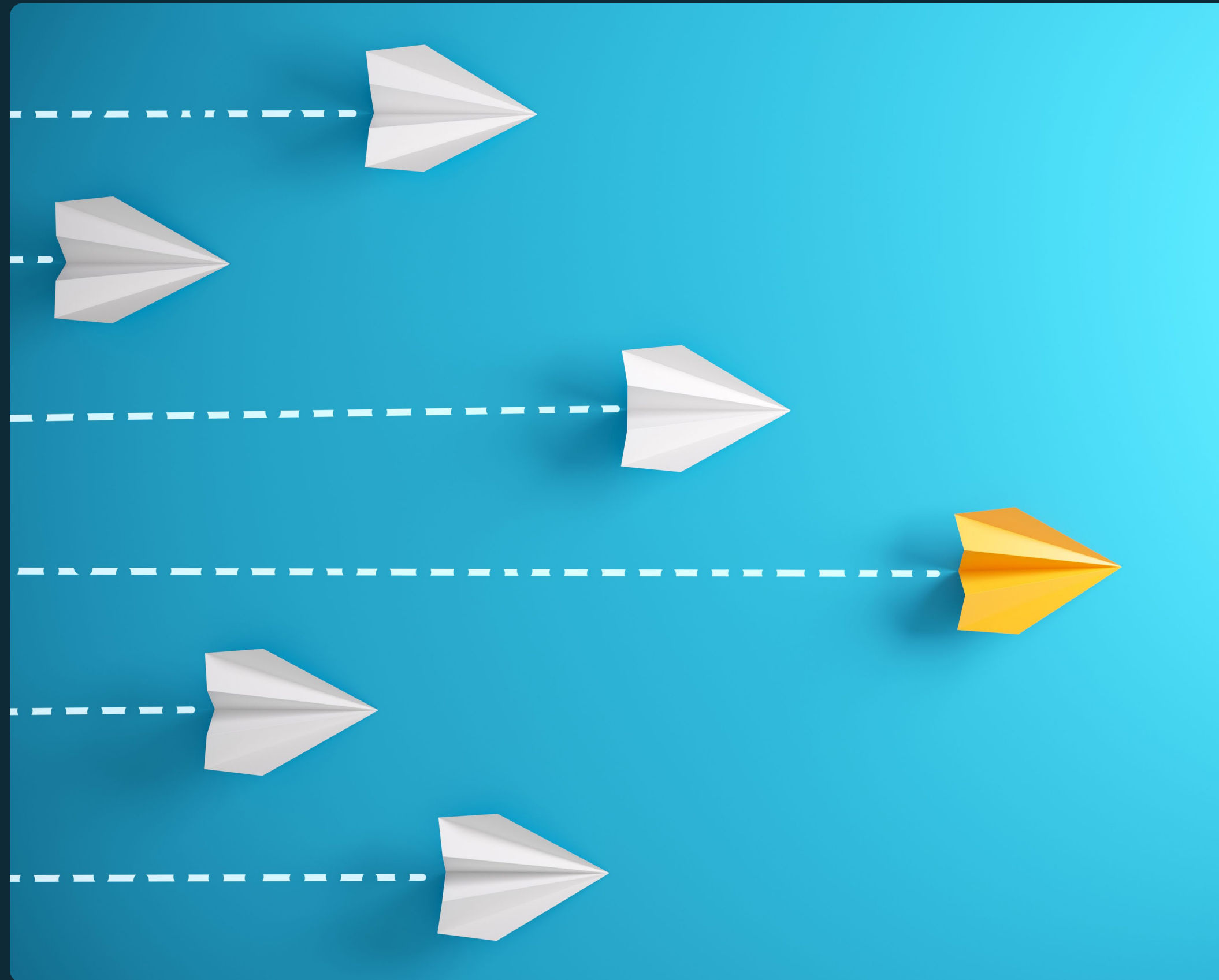
Stoicism Connection to Lean


LEAN LEADERSHIP

“You have power over your mind; not outside events. Realize this, and you will find strength. If it is not right, do not do it. If it is not right, do not say it.”

- Marcus Aurelius

• *Meditations*, 12.19



A close-up photograph of two hands shaking in a firm grip. The hand on the left is wearing a blue suit sleeve, and the hand on the right is wearing a light-colored suit sleeve. The background is a soft, out-of-focus blue.

“What is not good for the hive is
not good for the bee.”
- Marcus Aurelius

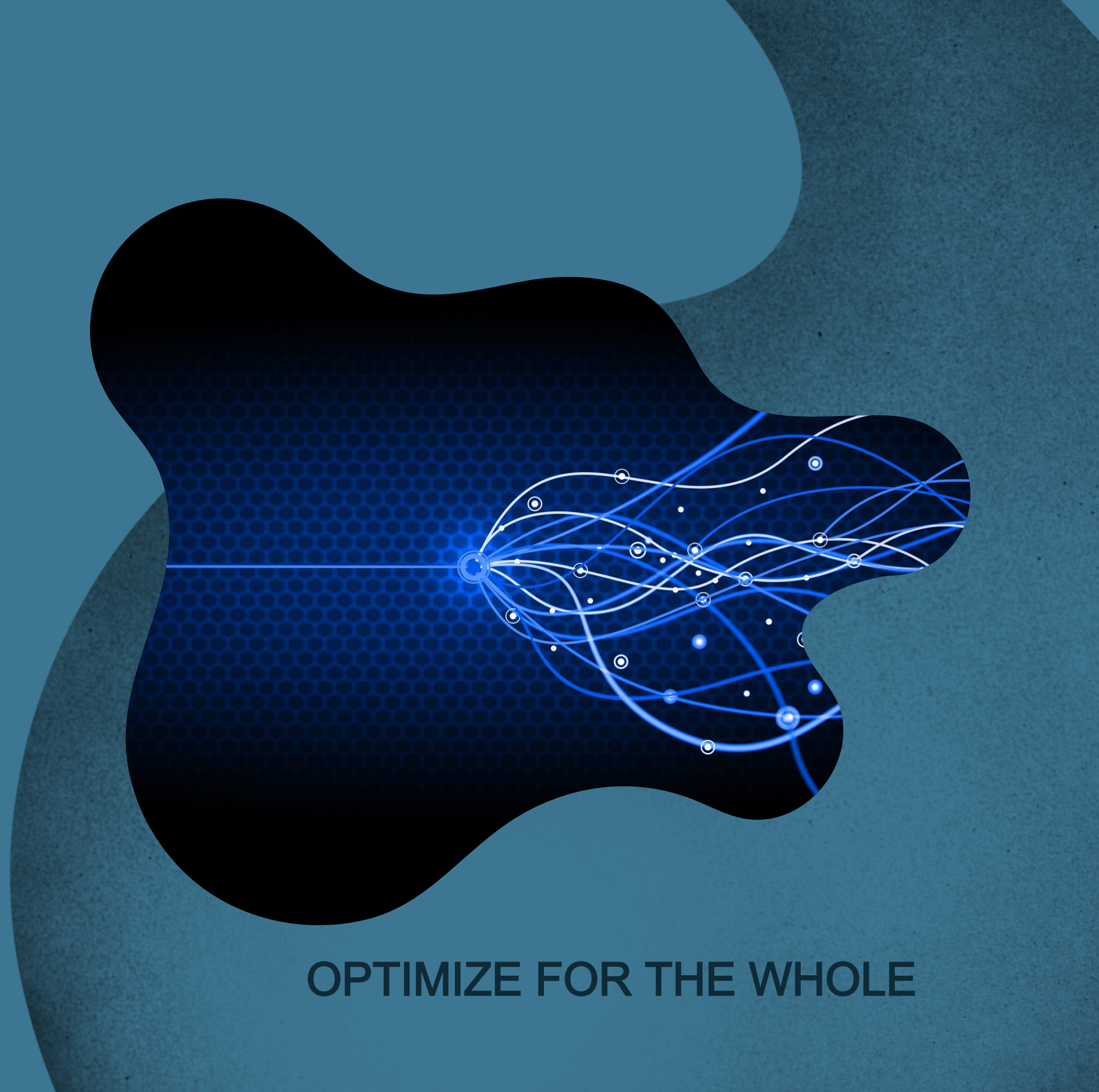
• *Meditations*, 6.54

RESPECT FOR PEOPLE

“No great thing is created suddenly, any more than a bunch of grapes or a fig. If you tell me that you desire a fig, I answer you that there must be time. Let it first blossom, then bear fruit, then ripen.”

- Epictetus

• *The Discourses*, Book 1, Chapter 15



OPTIMIZE FOR THE WHOLE

FOCUS ON FLOW



“Time is like a river made up of the events which happen, and a violent stream; for as soon as a thing has been seen, it is carried away, and another comes in its place, and this will be carried away too.”

- Seneca

• *Letters to Lucius*, Letter 58

“It is not that we have a short time to live, but that we waste a lot of it.”

- Seneca

• *On the Shortness of Life*, Chapter 1

A hand is shown holding a US dollar bill that is on fire. The bill is held vertically, and the flame is at the top. The background is a dark blue circle. The overall image is set against a teal background with abstract white line art.

ELIMINATE WASTE

GENERATE VALUE

Focus on Creating Value.

“The key is to keep company only with people who uplift you, whose presence calls forth your best.”

- Epictetus

- *Discourses*, Book 3, Chapter 16

“While we teach, we learn.”

- Seneca

- *Letters to Lucius*, Letter 7



CONTINUOUS IMPROVEMENT

PART IV

Revised Core Tenets of Lean

There is a
missing
element in the
core tenets...





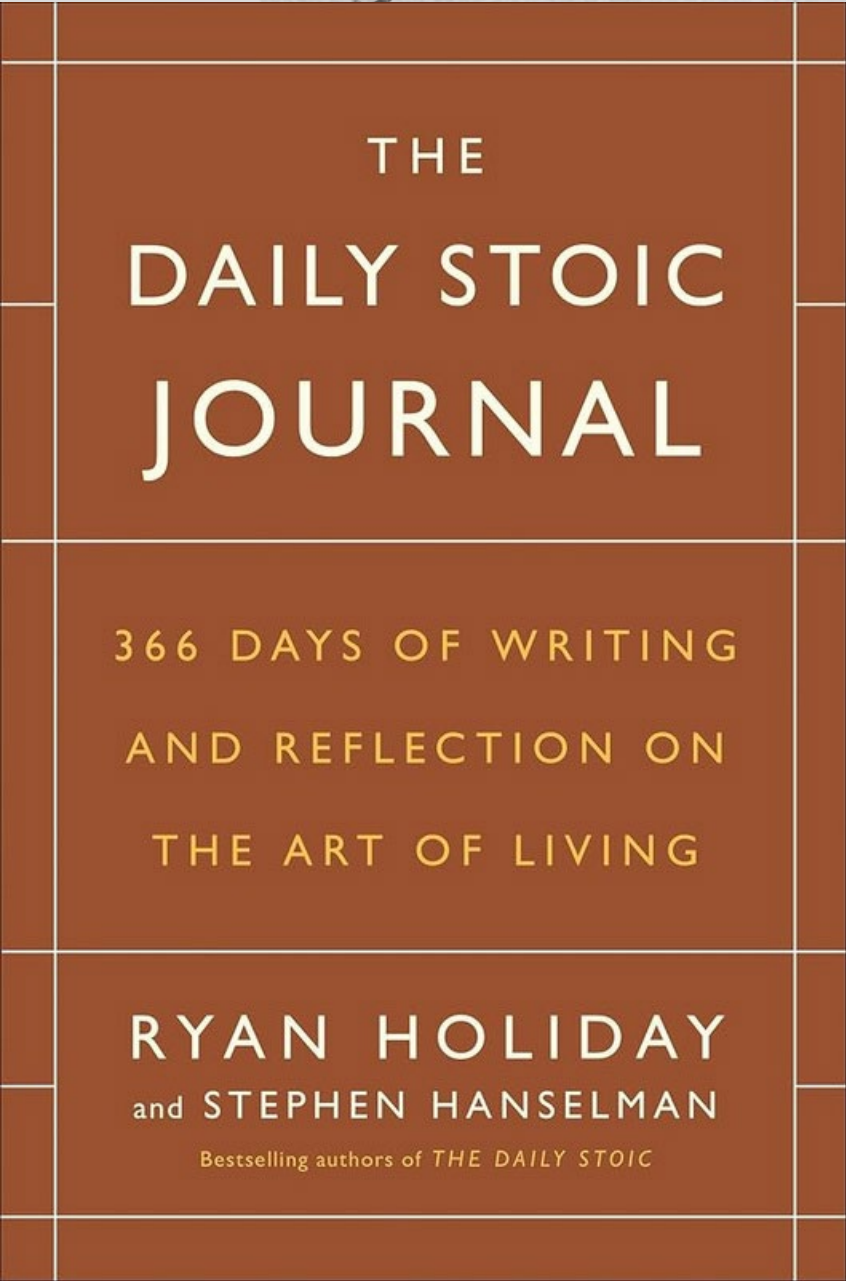
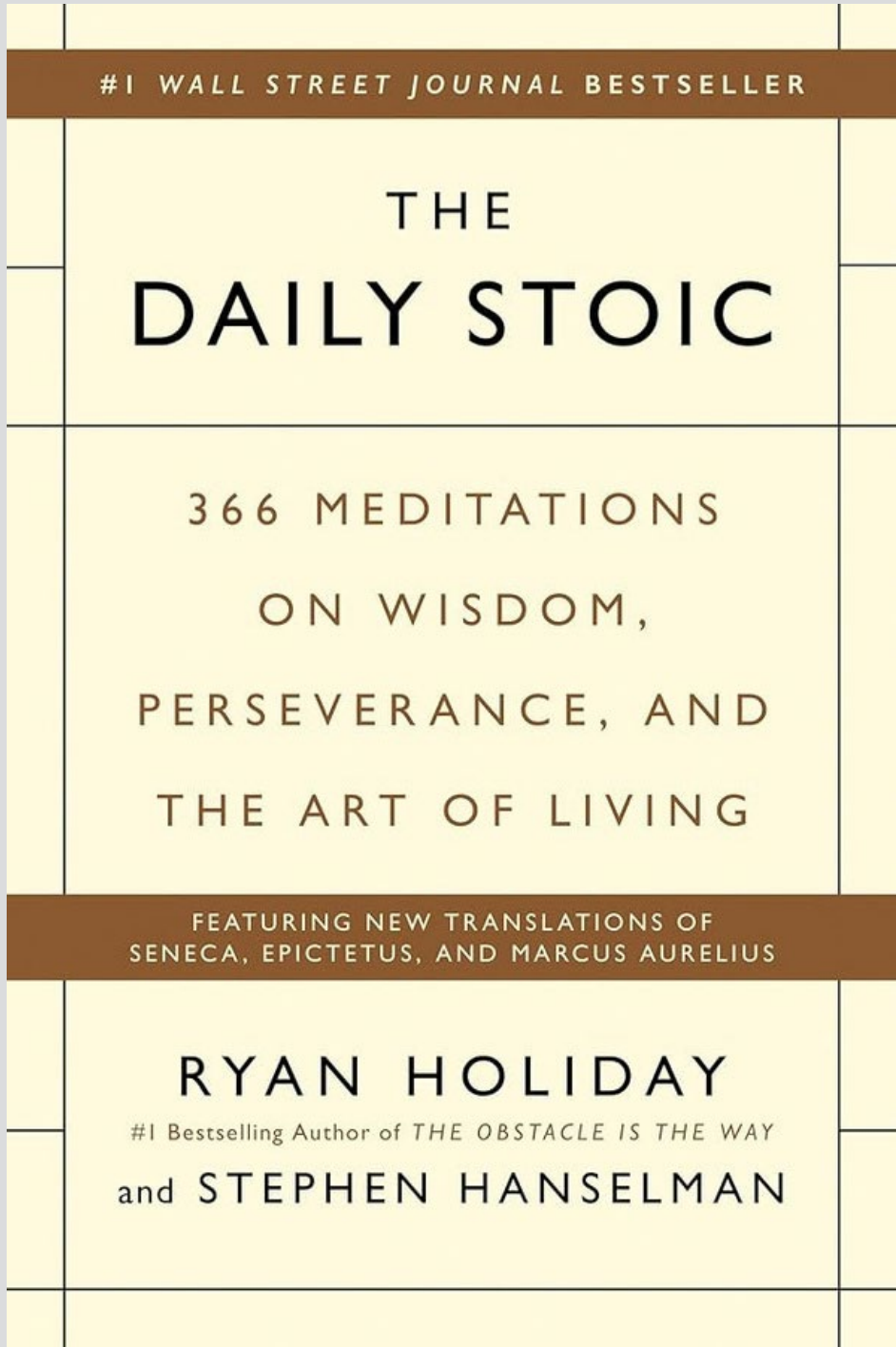


PART V

A Call to Action

THE DAILY STOIC

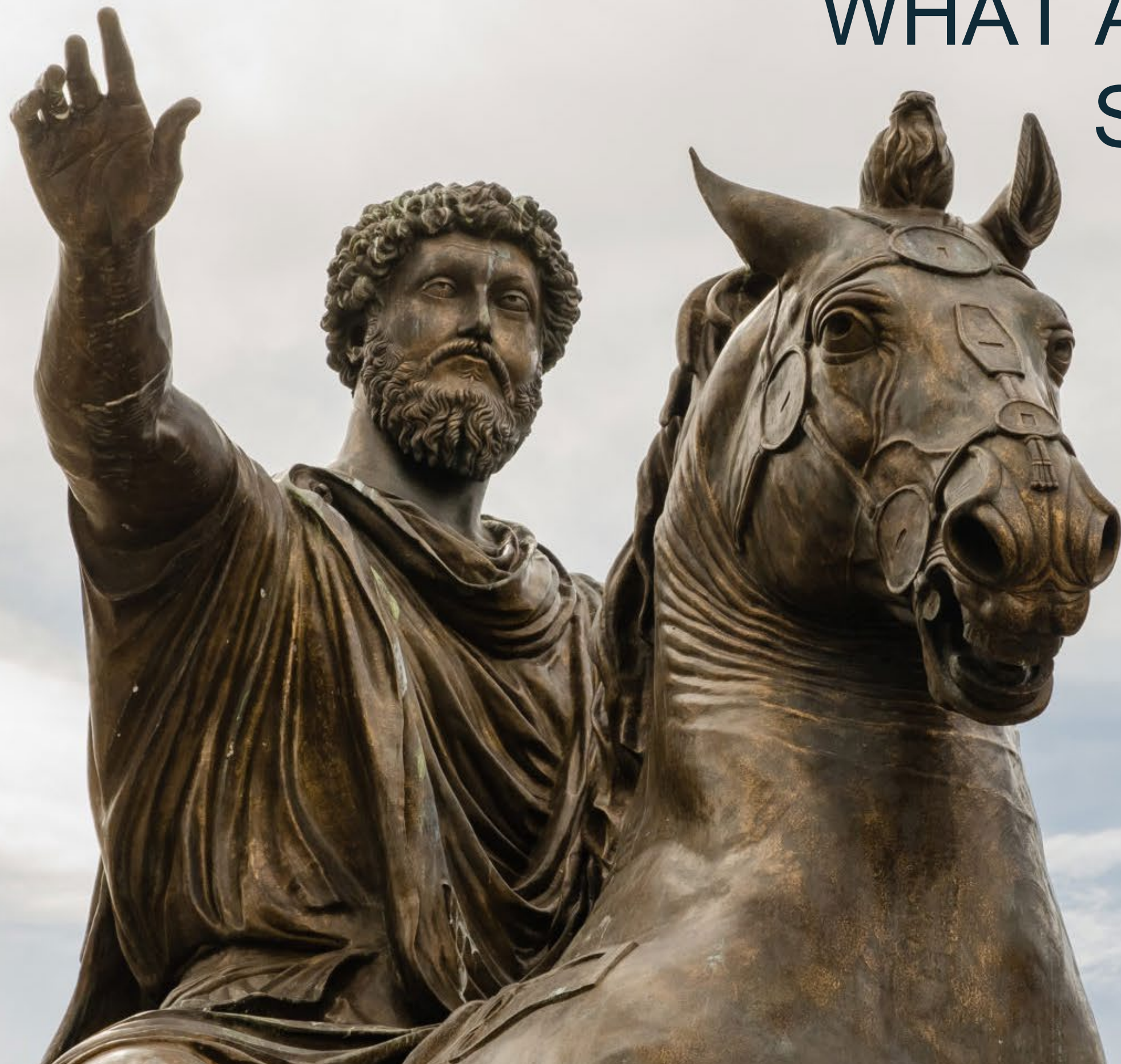
By: Ryan Holiday and Stephen Hanselman



“WASTE NO TIME ARGUING ABOUT
WHAT A GOOD MAN PERSON
SHOULD BE. BE ONE

- MARCUS AURELIUS

• *Meditations*, Book 10, Chapter 16



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THANK YOU!



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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!

