



13th Annual Lean Construction Institute Congress Pasadena, California

October 4-7, 2011

Sustaining Sponsors



AEC PROJECT INFORMATION MANAGEMENT

THE POWER OF FEEDBACK

LCI CONGRESS AGENDA

(Tuesday, Wednesday, and Thursday meetings start at 8 am and conclude at 5 pm)

(Friday's meeting will start at 8 am and conclude at 2:00 pm)

TUESDAY OCTOBER 4th

7:00am-8:00am Continental Breakfast/Registration

8:00am-5:00pm - Full day – **Introduction Seminar: Lean Construction Basics**

8:00am-5:00pm - Full day – **Choosing By Advantages: Facilitated Seminar** (see attached flyer)

3:00pm-5:00pm – **Meeting for LCI Community of Practice leaders** (RSVP using free ticket type)

6:00 pm-**Welcome Reception**

WEDNESDAY OCTOBER 5th

7:00-8:00am Continental Breakfast

8:00am-5:00pm Presentations

Reaching Owners

Owner Successes

Company Transformations

Lean Tools

6:30 pm Wednesday night – **First Annual Pioneer**

Awards Banquet: Recipients--Glenn Ballard and Greg Howell

(Separate registration required)

THURSDAY OCTOBER 6th

7:00am-8:00am Continental Breakfast

8:00am-5:00pm Presentations

Reaching Owners

Owner Successes

Company Transformations

Lean Tools

No evening events scheduled for Thursday

FRIDAY OCTOBER 7th

7:00am-8:00am Continental Breakfast

8:00am-11:00am Breakout Sessions

- Innovation with Lean tools
- Production Planning
- Lean in Design
- Built in Quality Plans

11:00am-2:00pm – Working Lunch: **“Members Forum: Where does LCI go from here?”**

2:00pm--Conference Close

HOTEL RESERVATIONS

The Westin Pasadena, 191 North Los Robles Ave., Pasadena, CA 91101

NOTE: The LCI Room block expires September 13, 2011 at 5:00pm.

****There are many activities going on in Pasadena in October, please reserve your room as soon as possible.**

Reservation website: [Lean Construction Sleeping Rooms](http://www.starwoodmeeting.com/Book/leanconstructionrooms) (OR copy and paste the following link into a web browser) <http://www.starwoodmeeting.com/Book/leanconstructionrooms>

****Special Reduced Rates****for reservations that fall within Oct 1-9, 2011

\$179/night plus taxes for Singles/Doubles

\$194/night plus taxes for Triples

\$209/night plus taxes Quads

\$350 & up/night plus taxes for Suites

****Complimentary Internet access in hotel room.**

****Rates available 3 days prior and 3 days after** the event dates for your extended stay, subject to availability of guest rooms at the time of reservation.

****Reservation requests submitted after the room block cut-off date** will be accepted on a space-available basis, please be sure to give the LCI group code **“Lean Construction Institute”**

LOGISTICS

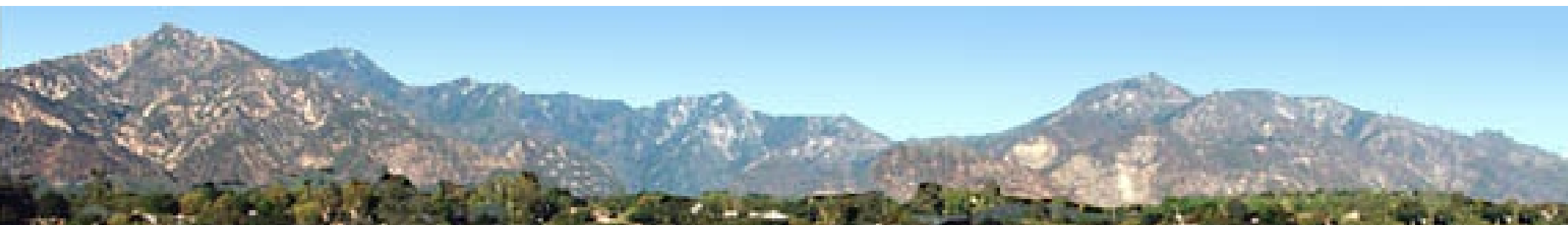
Registration fee includes: Continental breakfast, lunch, refreshments during breaks, and meeting materials. Hors d'oeuvres will be served at a welcome reception on Tuesday evening and there will be a Key Note address and Awards Banquet on Wednesday evening. (Separate registration required) Thursday evening there are no organized activities.

Dress Suggestions: Business casual.

Shuttle Service: Super Shuttle from Burbank Airport (\$23.00 each way), please contact Super Shuttle direct online at: www.supershuttle.com or 1-800-BLUE VAN (1-800-258-3826) to arrange for shuttle service.

Registration details are at:

<http://lci-congress--10-2011.eventbrite.com>



Wednesday, October 5

8 am	LCI: The State of the State <ul style="list-style-type: none">• <i>Dick Bayer, Greg Howell</i>
8:15	Conference Introduction and Welcome <ul style="list-style-type: none">• <i>Victor Sanvido</i>
8:30	Conference Overview and Recap of Construction Industry Institute Study <ul style="list-style-type: none">• <i>Glenn Ballard, P2SL</i>• <i>John Strickland & Cathy Meyers, CH2MHill</i>
9:00	How Disney is Introducing Lean into Project Delivery <ul style="list-style-type: none">• <i>Craig Russell, co-executive leader of Walt Disney Imagineering</i>•
9:45	Temecula Team Transformation <ul style="list-style-type: none">• <i>Tara Laski, UHS</i>• <i>Ken Lindsey, Southland</i>• <i>George Zettel, DPR-Turner JV</i>• <i>Scott Dater, Bergelectrict</i>• <i>Steve Wilson, HMC</i>• <i>Bob Kenz, SWFP</i>
10:30	Break

**Owner reps designated in blue*

11:00	Optimizing Healthcare through Modeling <ul style="list-style-type: none">• <i>David Morgareidge, RTKL</i>
11:45	Lean VSM for Target Value Design <ul style="list-style-type: none">• <i>Ted Angelo, Grunau</i>• <i>Larry Rubrich, WMC Consulting</i>
12:30	Lunch
2:00	Implementing IPD, Lean Construction BIM through Design Build at San Diego Community College District <ul style="list-style-type: none">• <i>Dave Umstot, SDCCD</i>
2:45	Creating a Culture of Teamwork <ul style="list-style-type: none">• <i>Chris Dugas, Catholic Healthcare West</i>• <i>Brad Hyatt, CSU Fresno</i>• <i>Art Border (RBB Architecture)</i>• <i>Bryan Anderson (McCarthy)</i>
3:30	Break
4:00	Lean Project Delivery at Michigan State University <ul style="list-style-type: none">• <i>Amr Abdel-Azim, MSU</i>• <i>Chad Stirrett (MSU)</i>• <i>Tariq Abdelhamid (MSU)</i>• <i>Jim Venton, Clark University</i>• <i>Gene Carroll, Neumann/Smith Architects</i>
4:45	Lean Facility Design as an Organization <ul style="list-style-type: none">• <i>Miguel Burbano de Lara, Neenan</i>

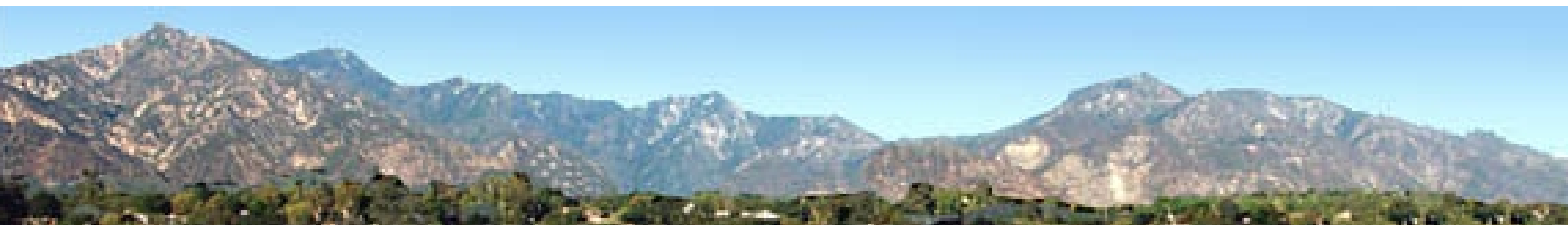
First Annual Pioneers Award presented to

**Glenn Ballard
Greg Howell**

In recognition of their long term commitments to developing, disseminating and advocating the principles of lean construction and design, their seminal roles and innovations in transforming industry project delivery processes and their untiring efforts on behalf of the Lean Design and Construction Community

Cocktails: 6:30
Dinner: 7:30
Awards Presentation
8:30

Will Lichtig, Emcee
Dress: Business Formal



Thursday, October 6

- 8 am Introduction and Recap**
- Victor Sanvido, Greg Howell
- 8:15 Owners Panel**
- Victor Sanvido, Moderator
 - Kristina E. Raspe
Vice President, Real Estate Development and Asset Management, University of Southern California
 - Sanford L. Smith, AIA, Senior Vice President: Real Estate, Facilities, Construction and Operations, Hoag Memorial Hospital Presbyterian
 - Addition owner TBD
- 9:45 Lessons Learned on Castro Valley**
- Digby Christian, Sutter
 - Dean Reed, DPR
- 10:30 Break**
- 11:00 Redesigning the Design Process**
- Donnie Reed, Indiana University Health, Riley Children's Hospital
 - Bernita Beikmann, HKS
 - Rachel Saucier, HKS

*Owner reps designated in blue

- 11:45 Improving Lean Behavior**
- James Pease, Sutter
 - Mike Galvez, Pankow
 - Raneé Davall (Young Electric)
 - Brett Paloutzian (BHFL Architects)
- 12:30 Lunch**
- 2:00 Theory to Reality--Bridging Academic Theory to Practical Application of IPD**
- Tony Burg, Sutter Health
 - Larry Maas (SMCS)
 - Jay Harris (Boldt)
 - Nick Stromer (Boldt)
 - Don McAllister (Lionakis Architect)
 - Michael Lehman (EwingCole Arch)
- 2:45 Production Planning: Moving Beyond Last Planner®**
- Klas Berghede, Boldt
 - Dan Murphy (Boldt)
 - Bagatelos Glass Rep
 - KHS&S Rep
- 3:30 Break**
- 4:00 Chassis Based Modular: Leveraging Innovation & Technology to Build More for Less**
- Kelly Lutrell, ConXTech

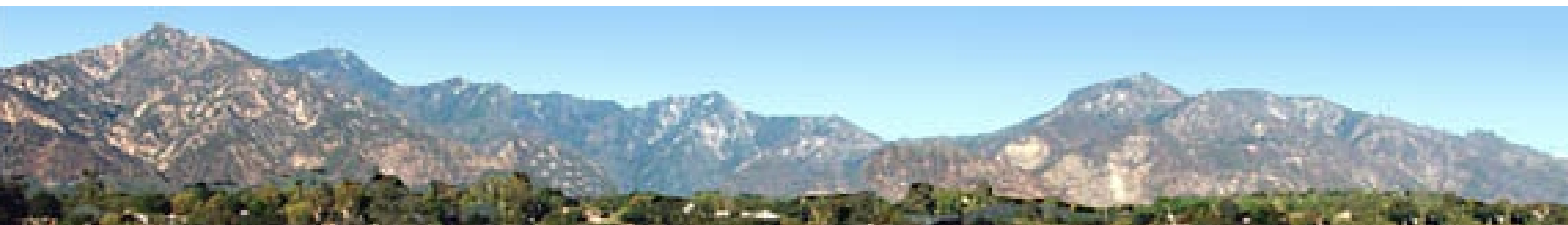
- 4:45 What we've learned about Lean-- what we need to learn about Lean**
- Glenn Ballard, P2SL
 - Greg Howell, LCI

Greg and Glenn conclude the Congress plenary sessions with an informal discussion of how they brought lean principles to the fore in Design and Construction and what lies ahead

- Enjoy what
Old Town Pasadena
has to offer
- Restaurants
 - Museums
 - Shopping

No scheduled activities are set for Thursday evening. We want you to spend the time catching up with old and new friends. Let us know if you need an special help in making arrangements and we'll try to put you in touch with the right resources.

Dick Bayer & Donna Pemberton



Friday, October 7

- 8 am **Introduction and Recap**
- Victor Sanvido, Greg Howell

- 8:15 **Five Minute Review of Presentations**
- Each Presenter in the Friday sessions will present a 5 minute synopsis of the presentation for the benefit of the Congress goers

- 9:00 **Room 1: Innovations with Lean Tools**
- Operation Dam Excellence**
- Mike Casten, Consultant Olmstead Dam
 - Dave Phillips, Olmstead Dam

Innovation and Improvement on Public and Private Lean Projects

- Karen Colby, Gilbane
- Sue Klawans, Gilbane
-

- 9:00 **Room 2: Production and Planning Control**
- Incorporating Lean in VCM**
- Chris Pechacek, McCarthy
 - John Iselman Kaiser
 - Simon Gregson, McCarthy

9:00

- Parkland Tools**
- Mark Konchar, Balfour Beatty
 - Walt Massey, Balfour Beatty

- Room 3: Lean in Design Pull Planning in Design**
- Katherine Blume, Southland
 - Tony Blackely (Sharp Chula Vista)
 - Reyna Ruiz (RYA Architects)
 - Alex Begg, Hensel Phelps

Information Flow on Cathedral Hill

- Gernot Hicketier, UC Berkeley
- Baris Lostuvali (Herrero Boldt)
- Damon Chandler (Southland)
- Andy Sparapani (Herrero Boldt)
-

Analyzing Outcomes to Achieve Better Results in Cluster Groups

- Brett Firebaugh, Pankow
- Merv Dixon (Sutter)
- David Mar (Tipping Mar Architects)
- Bob Hazelton (Herrick Steel)

9:00

- Room 4: Built in Quality Plans (hands on program)**
- Will Lichtig, Boldt
 - Ryan Yoho, Boldt

- 9:00 **Room 5: Where the Rubber Meets the Road: Software Solutions for Lean**

- 9:00 Session Description: This session offers insights into practical software solutions organizations like yours are using in their project delivery.
- Ryan Suydam, DesignFacilitator
 - David Wagner, Newform

11:15 **Break**

- 11:30 **Working Lunch:**
- Congress Plus/Delta
 - Next Steps for LCI

2:00 **Congress Adjourns**

October 2 - 5, 2012 • Washington, D.C.



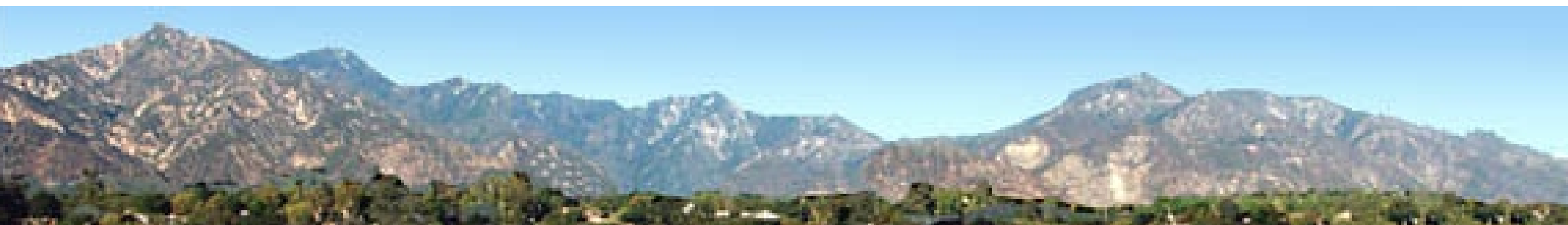
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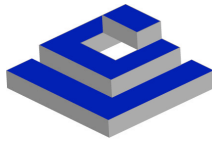


14th Annual Lean Construction Institute Congress



Lean Construction Institute
Building Knowledge in Design and Construction





Choosing By Advantages CBA full-day Workshop

LCI Congress, Pasadena, CA, October 4, 2011

8:00 am to 5:00 pm

This workshop is aimed at people who have already done an *Intro to Lean* with LCI (or others) and who are intrigued by the growing number of projects using CBA in real decisions and are now curious about how to make good decisions on their own projects.

Good decisions matter because they lead to effective actions that produce desired results. That's why the method you use to make decisions matters.

CBA enables decisionmakers to concentrate on what is important: the benefits that effective decisionmaking delivers to all stakeholders.

Choosing By Advantages is a decision-making system that enables organizations, project teams and individuals to make more effective decisions. The system consists of definitions, models, principles and a suite of methods.

By focusing on **advantages** CBA connects decisionmakers with *value*. It helps focus on what is an advantage for the customer and supports Liker's principle 13 from 'The Toyota Way' *make decisions slowly by consensus, thoroughly considering all options before implementing rapidly*.

In design and construction, companies like Boldt, Boulder Associates, CH2M Hill, DPR, Herrero, HKS, Smith Group and clients like Michigan State University, Sutter and UHS are using CBA to make sound decisions and A3s to document them.

Is this workshop for you?

This workshop is for anyone who wishes to improve their decisionmaking skills in their work or their life. The course is designed for those who want training in the fundamentals. No prior CBA training or experience is needed – and it won't get in the way either if you have some. *Not sure if this is for you?* Feel free to contact Roberto Charron (rcharron@leanproject.com) or one of the other facilitators.

In this one day workshop:

- **learn** how to apply three basic CBA methods in your work
 - **practice** in small groups on a number of problems
 - **learn** the basic vocabulary and how to use it
 - **learn** the key principles that underpin the CBA system
- **understand** the benefits of using the whole CBA System and how you can learn it
- **develop awareness** of other methods within the CBA system
- **learn** why CBA is an improvement on:
 - weighing advantages and disadvantages
 - weighting rating and calculating
 - considering *pros* and *cons*.

To book your place please register at: <http://lci-congress-10-2011.eventbrite.com>

For a copy of the congress flyer go to: http://www.leanconstruction.org/2011_congress_flyer.pdf

All proceeds from the workshop go to support the work of LCI.

Tutor-Facilitators

Throughout this workshop you will be practicing CBA methods in small groups. Our team of five facilitators means that everyone will get support when working in small groups as well as plenty of time with an experienced coach as well as critiquing and being critiqued by fellow participants. All five Tutor-Facilitators are active in the lean construction community and were trained by Jim Suhr, developer of the *Choosing By Advantages* Decisionmaking System.

Rebecca Bettler is an Associate Principal at Lean Project Consulting (LPC). She coaches owners, architects, engineers and constructors, leads strategic planning sessions, implements Responsibility-based Project Delivery™, Last Planner® System and various other lean practices, and has co-developed the successful 10-hour *Conducting Good 5-Whys™* and *Quick n' Easy Kaizen for Supervisors* courses. Rebecca is a co-author of *No-Fault Problem-Solving* and *How to Use A3 Reports on Projects*. She joined LPC after 12 years at a national design and construction company where in two years as Corporate Lean Consultant, she learnt - and taught others - how to work from a lean perspective. Using this learning she co-created a re-organization plan for the company's largest division — which she was then asked to lead.

Roberto Charron is LPC Associate Principal for Corporate Transformation with over 17 years construction management experience and a focus on project planning and scheduling. He was the contract manager for large process and energy facilities in Venezuela when he first learned and implemented the Last Planner System (LPS) on the pioneering Parc project in 1994. Since joining LPC in 2004, he has coached construction teams working on complex medical center renovations, water treatment facilities, massive parking structures and a performing arts center. Roberto is skilled in Lean Construction, Leadership Coaching, Project Management, LPS, *Quick n' Easy Kaizen* and *Good 5-Why™*.

John Draper - a registered Professional Civil Engineer, John has a strong technical background coupled with leadership, managerial, planning and coaching skills developed and honed during a 22-year career in the US Navy's Civil Engineer Corps followed by over eight years coaching project teams throughout the US on their lean transformations. An effective Last Planner System

coach, he also leads *Study-Action Teams*, helps clients formulate and implement improvement strategies, and facilitates kaizen workshops and value-stream mapping exercises. John's experience with Lean Project Consulting during the past five years has included a multi-year engagement with a nationwide specialty contractor getting them started with their lean transformation. With 30 years in facility engineering, management and construction, he is at home in both the construction trailer and the corporate office.

Jeff Loeb is a Project Manager in CH2M Hill's Industrial and Advanced Technology business group and a member of its Lean Promotion Office. He has managed design teams ranging in size from 10 to over 100 people with capital costs up to \$500 million. Jeff's project experience includes microelectronics, PV Solar, data center, and research laboratory. He coaches and trains CH2M Hill project teams in lean delivery approaches including Responsibility-based Project Delivery, *Choosing By Advantages*, PDCA-based problem solving, and reliable promising. Jeff is a registered Professional Chemical Engineer.

Alan Mossman is a UK based adviser on lean transformation and Last Planner in design and construction at The Change Business, Alan trained as an architect and then in management and organization development. He has been a socio-technical systems consultant since 1988, only returned to construction in 2001 building on his knowledge and understanding of collaboration, systems thinking, variation, quality and lean. He coaches teams implementing Last Planner and making a lean transformation and is working with design and construction teams, projects and organizations in the UK, Netherlands, Switzerland and Portugal as well as teaching on the *MSc Lean Construction* program at Nottingham Trent University, UK. He is a co-editor of the *Lean Construction Journal*.