

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>WEDNESDAY PROGRAM - General Session Day 1</b>				
<b>WED 8:15</b>	Paul O'Neill	45 min	Keynote	
<b>WED 9:00</b>	Steven Spear	45 min	Keynote	
<b>WED 10:00</b>	Jonathan Bykowski, Array Architects	60 min	Living Lean - One Firm's Journey to Practice What We Preach	This presentation will show how proven Lean strategies in other industries were applied to a service based company to drive improvement. Attendees will gain knowledge around applicable engagement strategies including visual management, successful team huddles, and communication clarity. Attendees will develop approaches to bring Lean thinking to their organization and understand the opportunities and limitations of several improvement platforms available to service industries for both improvement project management and communication.
<b>WED 10:00</b>	Joe Cleves, DBL Law, Joel Darrington, DPR Construction, Mark Voigtmann, Faegre Baker Daniels, Will Lichtig, The Boldt Company	60 min	The New and Improved ConsensusDOCS 300	Define key areas of improvement of existing CD300. Identify key advances and terms, discuss provisions supporting Lean behavior, and describe the document's flexibility to accommodate various situations.
<b>WED 10:00</b>	Andrew MacGregor, Vice President, Skender Construction, Jeff Krol, Project Manager, CBRE, David Winans, Senior Associate, Gensler	60 min	Leveraging Last Responsible Moments: How the Motorola Mobility Team Controlled the Cost of Change through Flexibility	<ul style="list-style-type: none"> <li>• Leveraging Last Responsible Moments and maintaining a flexible mindset to control the cost of change</li> <li>• Utilizing Lean construction principles on tenant interiors projects</li> <li>• Structuring the right, high-performing team for the job</li> <li>• Engaging key trade partners early on; building relationships and garnering commitments</li> <li>• Phasing/batch-sizing on a massive scale through design pull planning</li> <li>• Managing workflow on a large-scale, fast-track project</li> </ul>
<b>WED 10:00</b>	Dave Crumrine, Interstates Construction	60 min	Can we really deliver Lean Construction without Integrating Specialty Contractors?	Share how collaboration with all the trades and true partnering will help guarantee success for the project. Discuss how Integration on Electrical design, controls and construction can impact a project.
	Alan Mossman, The Change Business	Lean Lab	Developing future Lean leaders and consultants	At the end of the presentation participants will be aware of a number of key ideas with origins in the US military and where to find out more.
	Rich Seiler & Brent Darnell	Lean Lab	From the heart to the head - pull planning well led : The three biggest mistakes made in pull planning and how to avoid them forever!	Participants will learn all about emotional intelligence: what it is what it is not, how it can be measured and improved, what is it's relevance to Lean? How emotional intelligence work enhances Lean practice and behavior. Participants will learn the three biggest pull planning mistakes and how to avoid them. A. Not having all of the right players in the room. B. Not resolving upstream constraints in a timely manner. C. Not taking into account the human dimensions of relationship and trust. Participants will also learn the basics of Beyond Partnering for better Lean practice and behavior and a better project.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
WED 10:00 Lean L	Deborah Read, ErgoFit Consulting, Inc.	Lean Lab	Integrating Lean and Ergonomics to Improve Safety & Productivity	<ol style="list-style-type: none"> <li>1. Learn common goals and outcomes that bridge the gap between Safety/Ergonomics and Lean languages.</li> <li>2. Experience (through an activity) how Prevention Through Ergonomic Design solutions can positively impact waste, inefficiencies, and injury risk -- thereby optimizing your work system.</li> <li>3. Learn which Lean wastes can be reduced through Ergonomic intervention.</li> </ol>
	Viktor Bullain, Daniel Sistrunk, Will Chehayeb - Turner Construction	Lean Lab	Safer Site Utilizing BIM for 3 Week Look Ahead Planning	The challenge here was getting the superintending team to adapt to this new format and providing clear direction on which activities were happening in which area of the project. The new 3D three week look ahead plans were very transparent since text wasn't buried in a Gantt chart, this made accuracy very important. Our superintending team did quickly transition into these snapshots for efficient collaboration.
	Darren Smith, Cima Strategic Services & Ryan Suydam Client Feedback Tool	Lean Lab	There is no 'I' in Kumbaya: Learn how to win hearts, not just minds	Understand why a common collaboration language is important. Understand why it's difficult to create this language. Learn how to create a common collaboration language to help you collaborate effectively and what to avoid. Learn how to quantitatively measure collaboration with a number.
<b>WED 10:00</b>	Michael Mills & Kevin Coen Liberty Mutual Insurance, Gary Cunningham Suffolk Construction	60 min	Prevention Through Design	The attendees will: <ul style="list-style-type: none"> <li>• Learn the benefits of prevention through design</li> <li>• Understand how Prevention Through Design Process and Lean complement each other</li> <li>• Become familiar with how to establish and use a safety design team</li> <li>• Identify, document and manage potential risks of collaborative project delivery processes</li> <li>• Brief overview of two major insurance lines affected by PtD (General Liability, Professional)</li> </ul>
<b>WED 10:00</b>	Raquel Ranieri, Walter P Moore Robert Shmerling, P.E. Walt Disney Imagineering Eric Anderson Walt Disney Imagineering Mike Russell, DBIA Steel Fabricators, LLC	60 min	Collaborative Design of Unique, Large Scale Thematic Structures	Learning objectives include a practical understanding of how to apply Lean Integrated Project Delivery principles to projects with unique aesthetic and technical challenges, including non-repeatable elements, in early phases of design. The presentation provides insight into the owner's perspective, particularly when the owner is a key player of the design team. Practical lessons are presented from multiple points of view; owner, designer, and builder.
<b>WED 10:00</b>	Rudy Lonergan, Northeast Georgia Health System Scott Seaman, Lawler-Wood, LLC Mark Bultman, AIA HGA Architects Keith Merritt, LEED AP, HCC Turner Construction	60 min	Lean Project Delivery – Outstanding Results for a New Hospital Project	We will explore how to engage the user team in a dynamic and iterative Lean design process centering the functional design elements around key quality metrics while maximizing the patient care experience. How to incorporate "real-time" budget control and eliminate the traditional conceptual, SD, and DD estimate reviews which often slow progress and momentum down to all those involved. Thus eliminating non-productive re-work. How to remain open minded to all possibilities including project innovations. The team's communication plan was built upon a single agreement that "No" will never be the first response to a question. In essence, all options were open to discussion and exploration allowing for trust to foster. The team learned to collaborate

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>WED 11:10</b>	Paul A. Becks Welty Building Co., Ltd. Nick Loughrin The Boldt Company Pat Oaks, Welty Building Co. Ltd.	40 min	Safety At The Decision Point : One Team's Experiences and Revelations With Preventing Incidents and Injuries	<ul style="list-style-type: none"> <li>• Relate the Proactive Components of a Safety Approach to the Components of the Last Planner system</li> <li>• Understand how Jidoka and the Andon Cord process Relate to Safety At the Decision Point</li> <li>• Understand the impediments to the Implementation of an Andon Cord System on a Construction Process</li> </ul>
<b>WED 11:10</b>	Douglas G. Fitzpatrick, Fitzpartick Engineering	40 min	Innovation in Structural Engineering Design - The Complete Structural Package	<p>At the end of the presentation participants will understand the presenter's observations of the current process to deliver structural steel to a project and why it needs to change.</p> <ul style="list-style-type: none"> <li>• Learn how BIM can deliver more than just a pretty model to improve a steel project's time to market.</li> <li>• See how this new process can reduce hidden costs in time and money for both the design and construction teams by virtually eliminating RFIs and change orders.</li> <li>• Provide case studies to support adoption of this new process.</li> <li>• Discuss the liability of the structural engineer adopting this process but also the reduction in risk.</li> <li>• Share possible contractual arrangements for using this</li> </ul>
<b>WED 11:10</b>	Jason Bredbury SunPower Eli Mastin Mortenson	40 min	Standard Work Instructions & First Build Program: Setting the Foundation for Continuous Improvement	<p>Most of what is learned during the delivery of every project is knowledge that can be transferred for the benefit of the next project's delivery. There are more similarities between projects than is generally acknowledged. While this is obvious in solar projects that deploy massive numbers of fairly simple systems, the principle is equally applicable across all project types. A systematic approach to the development and implementation of current best known methods results in improvements for all project participants - owner, designers and builders. We will lay out the details of our process, from product design through data collection in the field, development of Standard Work Instructions, and execution of First Build activities on job sites.</p>
<b>WED 11:10</b>	Robert Purcell PE HerreroBoldt Partners Digby Christian Sutter Health Andy Sarapani HerreroBoldt Partners Juan Restrepo HerreroBoldt Partners	40 min	Equipping the Regulator for Digital File Exchange and Electronic Plan Review and Approval on a California Hospital Project	<p>When working with regulators, you may need to equip, train and support their Lean initiatives in order to make them happen. We will share the processes, the hardware, software used to implement. We will show the innovation and efficiency that result from using electronic file transfer, on-line plan review, and digital collaboration.</p>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>WED 11:10</b>	Malvin Whang UCSF Capital Programs Merdith Hargreaves Haley & Aldrich Ernie Duran Rudolph & Sleteen Andrew Lee Southland Industries	40 min	Continuous Improvement: Case Study from UCSF	<ul style="list-style-type: none"> <li>• Understand strategies for applying Lean principles in innovative ways for change that leads to a mindset of continuous improvement</li> <li>• Identify innovative tools that help expose problems and waste so they can be addressed in an effective way</li> <li>• Utilize at least one tool that helped the HSIR team work towards meaningful results</li> </ul>
<b>WED 11:10</b>	Mitch Miorelli Walt Disney Imagineering, Carl Ross, Clear on Black, Bill Minnielli Hubbard Construction (Civil Trade Partner), Chris Dierks DPR Construction	40 min	Starting up an ILPD Project	<ul style="list-style-type: none"> <li>• Understand the importance of selecting the right partners and all of what that process entails. A sampling of those activities includes developing the evaluation sheet and interview questions (team did a detailed workshop to develop them), prepping team members on new style of interview, conducting the interviews themselves, evaluating afterwards which includes doing a Plus/Delta for both successful and unsuccessful partners so feedback can be provided.</li> <li>• Suggestions and reasons for doing Kick-Off Workshops and general learning sessions on Big Room days.</li> <li>• The benefits of <u>establishing Clusters &amp; associated Leaders early on and getting them to understand their critical</u> Quality management was key in enabling Toyota to transform the automobile industry. Similarly commissioning has the potential to take quality, productivity and performance management to a whole new level for the building industry.</li> </ul>
<b>WED 11:10</b>	Murray Guy, Integrated Designs Inc. Gary McEwan PCL Constructors Westcoast	40 min	LeanCx: Commissioning for Productivity, Performance and Profit	<ul style="list-style-type: none"> <li>• Quality management was key in enabling Toyota to transform the automobile industry. Similarly commissioning has the potential to take quality, productivity and performance management to a whole new level for the building industry.</li> </ul>
<b>WED 11:10</b>	Somik Ghosh, University of Oklahoma	40 min	Case Studies on the State-of-the-Practice for Adoption of Prefabrication in Construction: Benefits, Limitations, and the and Lessons Learned	<p>There are a few tools available that aid with the decision making strategies for the adoption of prefabrication for any given project. However, their wide spread adoption in the industry is limited especially during the early stage of the project when detailed information is not always available. Our presentation will focus on what were the driving forces for DPR Construction to adopt prefabrication in some of the recently completed projects. The audience will learn from the three case studies we will be presenting: Health Science Education Building at the Phoenix Biomedical Campus, Banner MD Anderson Cancer Center Phase 2 in Phoenix, and Skysong Phase 3 buildings at Arizona State University. We will also shed light on probable impediments for prefabrication as perceived by the construction team, and most importantly discuss the lessons we have learned from these projects.</p>
<b>ORGANIZATION</b>	Christian Blomdahl, Suffolk Construction	80 min Panel	Wins and Failures of working Lean into an organization	In this presentation, we will outline the following: Where to begin when implementing Lean processes in an established firm? What challenges arose and how to get around them? What do we call success when implementing Lean? what have the benefits been for the company?

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
WED 1:30 - CHANGING TO A LEANER C	Joubin Hassanein, Ron Simoneau, Les Hiscoe Shawmut Design and Construction	80 min Panel	Shawmut's Lean Journey	Discuss different potential components of a Lean Journey for a construction company. Identify potential barriers to and activities that enhance the advancement of Lean practices and a Lean Culture within the internal workings of a construction company Describe the benefits and challenges of the mechanics of A3 creation and VSM in advancing a Lean Culture with internal operations groups, through the discussion and analysis of the actual Value Stream Mapping of the marketing and business development processes such as better flow across functions and carving out team member time in a busy organization. Give examples of the benefits of an opportunity to experiment with IPD and collaborative processes on the renovation of your own office and the learning opportunities it creates for developing work spaces to support collaborative work for client projects.
WED 1:30 - Company Lean Transformations: From Project to Organization	Kable Oldham Hensel Phelps Dave Benjamin Hensel Phelps Gregg Stoneham Hensel Phelps	80 min Panel	Scaling Change: Leveraging learning from LPS on Large Scale Projects	We want to make sure that people understand that LPS can be used successfully on very large scale projects the same as on smaller projects. Also, we want to convey that although it is ideal to implement LPS at the beginning of a project it can be implemented at any time. We were able to successfully implement LPS at the busiest time in the project. Projects convert to LPS midstream every day so do not let yourself be convinced that it will be better to wait until the next project to try it. We will talk about who the right people to get on board are and will talk about ways of getting those people on board. We want people to realize that there will be failures and regressions, but we will talk about how to get past those.
	Shaun Sleeth McCarthy Building Companies, Inc. Ken McBroom McCarthy Building Companies	80 min Panel	Rebooting Lean: The Evolution of a 4 Billion Dollar National General Contractor	<ul style="list-style-type: none"> <li>• How to lead a Lean transformation in an Organization o Support from the Top &amp; Growth from the bottom (McCarthy's specific roadmap)</li> <li>• How to develop people before attacking process and new technology</li> <li>• Failures are as important to learning as successes is</li> <li>• Never quit attitude; how to overcome adversity</li> </ul>
	Josh Thrap Hy-Vee Construction, Mike Sherman, Hy-Vee Construction	80 min Panel	Building A Lean Organization: Empowering People to Change	This presentation will walk through Hy-Vee Construction's Lean transformation timeline from 2007 until present. We will cover the successes and struggles of implementation in the field as well as office operations and support. We will discuss the initial momentum, the learning, and the revitalization of our efforts. This presentation includes learning for all companies regardless of the maturity of their transformation.
WED 1:30 - Organizational Continuous Improvement – Implementing, Growing, and Sustaining a Lean Corporate	Joseph Breen Carmen Jordan Skanska Kevin McCain Skanska USA Building	80 min Panel	Employee Driven Change - Skanska's Lean Journey	Safety performance is affected by cultural, communication, controls, competency, and contractor elements. True improvement can be measured effectively by qualitative metrics.
	Melissa Moreno Sundt Construction Jeff A. Esgar, Sundt Construction Jeff S. Ferguson, Sundt Construction Wendy LaPlaca Sundt Construction	80 min Panel	"Things that make you go...Lean"	Attendees will: <ul style="list-style-type: none"> <li>• Understand the power of having a strategic plan for Lean culture change</li> <li>• Understand the importance of creating small pockets of successful culture change</li> <li>• Understand the role of incremental improvements in encouraging a Lean culture change</li> </ul>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
WED 1:30 - Maximizing Delivered Value: Lean During Design	Saeid Izadpanah P.Eng. Stantec William (Bill) Bailey Halton Health Services	80 min Panel	Smart Hospitals, Integrations of systems and automation	Learning Objectives • Better understand the availability of data from various technologies and different systems • List the benefits of access to data and information by facility management and clinical staff • Staff, leadership and management team will be able to assess the shortfalls of access to data and information within their own facilities • Prepare to deploy/start an integration plan that results in additional automation with the ultimate goal of a Leaner processes
	Markku Allison, Scan Consulting	80 min Panel	Design Is Value (or "How Much, Not How Fast")	The importance of defining the "last responsible moment" as regards design. How design is directly related to value. How teams can collectively drive value in during the design phase of projects.
	Gina Kish Stantec Architecture, Inc.	80 min Panel	Managing Complexity in a Perfect Storm: Lean Led Master Planning	We will examine the interrelationship among Lean-led master planning, clinical operations redesign, culture change and facility design. Share a case study which offers a step-by-step approach to addressing all of these aspects of change simultaneously. Highlight the value of establishing a strong network of commitments among the team and using these Lean tools and processes during master planning: a. Pull Planning b. Risk Register c. Gemba Walks d. Value Stream Mapping e. 3P Design Sessions f. Set-based Design g. Choosing by Advantages h. Plus Delta. Share client feedback and lessons learned.
WED 1:30 - SCALING Lean IN THE ENTERPRISE	Luis Martinez Howard S. Wright a Balfour Beatty Company Kevin Marck Howard S. Wright a Balfour Beatty Company	80 min Panel	Catalyzing Lean Transformation	The specific learning objectives are to showcase how educating early adopters and then empowering them to lead change within the business can be effective, especially when the effort is clearly endorsed and supported by leadership. Will also describe how to tailor the learning effort among different functional segments of the business. The effort in this case has crossed all functional segments including Project Management, VD+C, Accounting and a presentation to the Division Leadership team. The effort has also been nationally recognized among the entire group and has sparked similar efforts in other divisions.
	Terry Brickman PCL Construction, Eric Lulis, David Mackay	80 min Panel	Planning & Scheduling - Transforming Your Enterprise	Learn how to take the benefits of Lean techniques applied to planning and scheduling a single project and expand it to a whole organization. Learn how to more than simply accommodate traditional CPM scheduling, but adapt and integrate it into a Lean planning and scheduling process. Learn how to organize your enterprise to get more value out of your planning and scheduling process.
Owner's Panel	Janet Chrisos Mass State College Building Authority Leigh Warren Mass State College Building Authority	80 min Panel	Taking Lean In House	In the presentation, we will point out how every stakeholder in our industry can embrace Lean. Discuss how MSCBA and similar owner agencies could support Lean Project Delivery. Identify the benefits we have realized from employing Lean. Describe how MSCBA decided to engage more in Lean and support Lean on its projects. Discuss from the owner perspective what we have learned from the projects using Lean Project Delivery.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
WED 1:30 - Public	Michelle Malloy Colorado Department of Transportation	80 min Panel	Change Management - The People Side of Change	Come learn about how CDOT integrates Change Management throughout its organization. This presentation will give you insights into what Change Management is and how CDOT uses it to address the "People Side of Change". Details about CDOT's Change Agent Network, the methodology behind the madness, and how Change Management integrates with Project Management. There will be plenty of give-a-ways to help you remember what you learn so that you can begin or improve upon Change Management within your organization
	Brandon Bergholz Mortenson Construction Sarah Simpson H+L Architecture Al Davis SCL Health/Saint Joseph Hospital	80 min Panel	Better, Faster, Smarter - How integrated project delivery approaches and prefabrication helped meet a 30-month construction schedule on an 831,000 square foot urban hospital.	Attendees will understand benefits/ROI from cloud-based online collaboration to meet aggressive schedules - especially with repetitive elements such as patient rooms. Specific topics include In-wall / Above Ceiling Inspection; Punch List; Material Tracking; Design Review Process. Attendees will learn how this process and technology can eliminate redundancies, enable the quick exchange of project information and feedback, provide an integrated method of tracking project status, all within a scalable solution. Learn and understand specific benefits and applications of prefabricated components as they apply to healthcare facilities (e.g. head walls, exterior panels, doors/hardware, multi-trade racks) and how prefab can be used to move beyond a linear approach to meet aggressive schedules. Understand how team commitment to an Integrated Project Delivery approach by the design and construction team can benefit both parties and work with or without a formal IPD contract.
WED 1:30 -Integrated Project Delivery Approach: Successes and Lessons Learned	Joshua DiGloria Suffolk Construction Brenda Bullied Lawrence + Memorial Hospital Scott Mueller TRO Jung Brannen (TROJB)	80 min Panel	Integrated Project Delivery: A Case Study on Process Improvement and Embracing a True Collaborative Team Approach	<ul style="list-style-type: none"> <li>• Explain the process of implementing an IPD contract, including the importance of collaborative planning and execution and how risk management and insurance factor into the equation</li> <li>• Identify the benefits and challenges of utilizing an IPD method for institutions of any size nationwide</li> <li>• Outline the importance of establishing a supportive culture within all three parties and obtaining buy-in from all project stakeholders</li> <li>• Describe how to enhance the IPD experience such as developing a co-location site and a 3P (production, preparation, and process) event, and other day-to-day tactical collaboration methods.</li> </ul>
	Ryan Gorscak, AIA, LEED AP Steffian Bradley Architects Joshua DiGloria, LEED AP Suffolk Construction Steve Nagle Legere Group Louis Faassen, AIA Baystate Health	80 min Panel	Finding the Right Approach: An IPD Roundup with the Stakeholders of an Active, Complex Healthcare Project	We will identify specific tools, teaming, and timing strategies that create the most flexible and organized IPD teams. Assess how the symbiotic relationship between profit and project success changes the dynamic of how subcontractors are involved. Provide perspectives on the IPD approach from all stakeholders: Owner, Contractor, Architect, and Subcontractor. State the benefits of utilizing IPD through examples of success, specifically focusing on the importance of target value design versus value engineering (cutting scope is not adding value). Discuss the benefits and pitfalls of co-location.
	Alan Mossman, The Change Business	40 min	Coordinated operations, decentralised control: Leadership lessons from the US military for more agile, flexible (and Lean) projects and enterprises	At the end of the presentation participants will be aware of a range of skills, sensitivities and knowledge required to be an effective Lean leader, internal or external Lean consultant or Lean construction champion - be aware of ways to develop them - have insights into how they can develop those skills in themselves and others.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
WED 3:20	Ken Hyland CH2M Hill Blake Devine Skanska USA Building	40 min	Naked in the Big Room	We will discuss • How to set it up properly • The Owner's role • The trade's role • The GC's role • To pass on what worked and what didn't.
WED 3:20	Jonathan Bykowski, AIA, Lean Six Sigma Black Belt Array Architects	40 min	Start Smart - Lean Design as the Foundation for Lean Construction	<ul style="list-style-type: none"> <li>Attendees will learn ways to engage clients with meaningful dialogue to gain insight at all levels of an organization.</li> <li>Attendees will learn how to use Lean tools to guide clients through complex, early project definition decisions swiftly.</li> <li>Attendees will understand the importance of early engagement of all of the design, client and construction professionals to ensure that the integrated project, with all of its Lean principles, is never compromised.</li> <li>Attendees will understand the value of establishing a culture of Lean early in projects.</li> </ul>
WED 3:20	Justin Maletic Balfour Beatty Construction Mike Woomer San Diego State University (SDSU)	40 min	Incentive Programs for a Design- Build Public Work Project – an Updated Case Study	The following are the learning objectives we intend to cover: <ul style="list-style-type: none"> <li>Learn how to build an incentive program, and what performance factors work best to incentivize, as demonstrated by the Case Study.</li> <li>Share Lessons learned during the implementation of the Incentive Program and discuss circumstances that came up during construction that required adjustments to the incentive program.</li> <li>Learn how incentive program inclusion at the field level (actual tradespeople) program is achieved and how it motivates people.</li> <li>Explore the Public Agency's motivations in pursuing an incentive program as part of a construction project (first time San Diego State University has done this) and their thoughts on doing this again.</li> </ul>
WED 3:20	Kurt Maldovan JACOBS	40 min	Leading change through individual managed weekly work plans	During the presentation participants will learn to develop individual weekly work plans Learn how individual weekly work plans contribute to team task planning Learn to calculate Plan Percent Complete Determine typical causes of not achieving individual planned tasks.
WED 3:20	Laura Mitchell Walt Disney Imagineering Matt Thomas Whiting Turner RJ Reed Whiting Turner	40 min	Plan Do Check Act (PDCA) for Safety	In the presentation, we will: <ul style="list-style-type: none"> <li>Provide ideas of how other teams, ILPD or otherwise, can implement the PDCA cycle with safety.</li> <li>Show how real change in safety thinking comes when the worker WANTS to be safe - psychological change vs. forced rules and regulations.</li> </ul>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>WED 3:20</b>	Laurie Spitler Autodesk Construction Nathan Wood DPR Construction Tom Feliz Autodesk	40 min	Plan to Perform: The Value of a Constructible BIM to the Last Planners	Learning Objective #1 Definition of what is constructible: • Omission - Fabrication is not modeled • Tolerance- The form of the physical fabrication deviates from the modeled element due to natural variances in fabrication or installation. • Model Error - The form of the digital element does not accurately represent the physical fabrication. • Field error - The form or location of the physical fabrication is not analogous to the digital representation due to an information transfer issue. • Buildability - The digital element cannot be physically built as modeled. • Conditions of Satisfaction - The physical fabrication does not meet the design intent or quality as mandated by the customer. • Adjacent Fabrication - An adjacent fabrication causes the primary fabrication to deviate from the location or form in the model. The constructability analysis should be repeated to determine ultimate root cause. Learning Objective #2 Show a case study that proves how trades show coordinate and use the BIM model to reduce variation in the field Learning Objective #3: How we can identify incomplete assignments from Weekly Work Plans whose root cause can be associated with unconstructible BIM elements. And How we can use that information to build more constructible BIM Models.
<b>WED 3:20</b>	Martin Abt, Dimeo Construction	40 min	Lessons from Last Planner with a Takt Time Focus	• Discuss the implications of a specific focus on takt to the implementation of LPS on a project and project success (including adoption of Lean by a project team) • Identify methods for achieving balanced work density across trades • Calculate how the impact of different methods to achieve takt impacts a project schedule • Describe barriers to achieving and maintaining takt on a project • Explain how the use of specific methods to achieve takt can sometimes create flexible capacity for trades.
<b>WED 4:15</b>	Bernadette Muncy, AIA, NCARB, LEED AP BD+C TRO Jung   Brannen Lescar Beane ES Boulos Gerald Topping, PE, Boston Medical Center	60 min	The "Big Room" Mindset	During this presentaion participants will: • Explore the role of a "Big Room Mindset" in regards to enhancing coordination and improved project results • Describe the differences between a "Big Room" and "Big Room Mindset" • Discuss ways to effectively create a "Big Room Mindset" • Challenges, counter measures and results
<b>WED 4:15</b>	Jennfier McMullen, Skanska	60 min	Skanska Safety Roadmap - Parallels between Our Safety Journey and the Lean Journey of your Company	We will outline the following: • Specific "grass roots" efforts at individual offices and their successes/lessons learned. • Project-based successes/lessons learned. • How Skanska is then harnessing local expertise to drive change at a national level. • National efforts to understand how Lean could benefit our organization. • Strategy and rolling out the Lean business model.
<b>WED 4:15</b>	Charles A. Bacon III Limbach Facility Services LLC Kevin Labrecque Limbach Facility Services LLC Al Belsito	60 min	Hearts and Minds: How to Pull (Not Push) Your Way Through Cultural Change	At the end of this presentation participants will know the importance of pull versus push in cultural change. The Parallels between the IIF® and Lean journeys and what successful change looks and feels like at the Gemba.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>WED 4:15</b>	Chauncey Bell Harvester.co Anne Miller A Miller & Associates	60 min	When and Why Lean IPD Practices Succeed: an Exploration of Language and Trust	During the presentation the speakers will introduce a set of foundational distinctions dealing with language, coordination of action, value and waste, and other relevant matters as background for the exploration, and will introduce examples from their experience in construction of a variety of products and fields, including semiconductors, power plants, transmission and distribution systems, concrete, wind farms, retail and wholesale banks, and other industries. At the end of the this talk, participants will be able to: <ul style="list-style-type: none"> <li>• Develop a new and richer interpretation about the kind of historical phenomena is represented by "the Lean Discourse."</li> <li>• Encounter and consider the relevance of "Language Action" to practitioners of Lean practices.</li> <li>• Appreciate new historical dimensions of what we call value and waste.</li> <li>• Grasp how our common sense about value and waste can be changing in the world in the near future.</li> </ul>
<b>WED 4:15 - Lean LABS</b>	Blake Daniels Johnson Johnson Crabtree Architects David Brown Johnson Johnson Crabtree	Lean Lab	Design Jam - Collaborating, Coordinating, and Innovating	In this presentaion we will look at the work flow your team has control of and see if shifts in process alter results.
	Kate Calenberg Skender Construction Dan Conery Newforma	Lean Lab	Clicking with Lean: How Skender Uses Technology to Eliminate Waste Company-Wide	<ul style="list-style-type: none"> <li>• Define global company technology goals with Lean in mind.</li> <li>• Evaluate your current software tools to determine opportunities to enhance current functionalities.</li> <li>• Evaluate your current software to determine needs not currently being met.</li> <li>• Determine what to look for when filling your technology gaps.</li> </ul>
	Robert Warcup Utah Valley Universit	Lean Lab	How the Lean Pioneers Transformed their Organizations	Attendees will gain a better understanding of the Lean transformation process through the eyes of the best pioneers in the industry. They will learn from their successes as well as their failures. Much of the study emphasizes how executives should shape the transformation. Eight core themes were addressed in the study: Theme 1: Discovery-How and why was the discovery of Lean found to be useful to the organization and to the individual? Theme 2: People-In what way did people contribute or hinder the success of Lean? Who were the key leaders? Theme 3: Tools-In what ways did the organization utilize tools to implement Lean? Theme 4: Implementation-What were the implementation strategies and how effective were they? Theme 5: Training-How did the organization emphasize training to its employees and to trade contractors? Theme 6: Culture-What role did the organization's culture play in Lean initiatives? Theme 7: Barriers-What resistance occurred? How did path dependencies affect Lean implementation? Theme 8: Future-What is the organization doing to drive Lean into its future?
<b>idence</b>	FRANK PARIS Disney, Bart Bodway, PCL Construction Services	60 min panel	ILPD Pratices for Major Renovation/Expansion in the Entertainment Industry	

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
WED 4:15 - Lean and IPD, Conf Restored	Sean Graystone, House of Temple Andrew Huck, Shapiro and Duncan Erin Cox - Hartman Cox Architects Luca Covi - Grunley Construction Pooja Goul - DPR Construction	60 min panel	Historic Building Conservation in a Lean Construction Environment	Attendees will learn about unique challenges experienced on a historic preservation ILPD project as distinct from other project types. Attendees will also learn about fundamental lessons learned by the project team, as follows (these lessons will be demonstrated by stories from the project team): <ul style="list-style-type: none"> <li>• Get to know one another. Build trust.</li> <li>• Work collaboratively.</li> <li>• Construction-side perspective during design helps mitigate risk.</li> <li>• Pay for what you get - All team members establish the Target Cost for the Design and Construction Phases.</li> <li>• A clearly defined timeline is a very helpful thing in establishing expectations.</li> <li>• Decision makers need to be at the table, and goals made clear.</li> <li>• Clarity of understanding the process is critical. Be ready to be bold.</li> <li>• Team Composition is critical.</li> <li>• Consistency of team members over time is important. So is buy-in.</li> </ul>
WED 4:15	Dean Reed , Glenn Ballard, Project Production Systems Laboratory, University of California, Berkeley Blake Dilsworth KPFF Structural Engineers Wayne Low, Degenkolb Engineers James Mobley Devenney Group, Phill Phillips, Southland	60 min	Is Shared Risk and Reward Sustainable?	Use data to validate whether a Target Cost is possible before a team commits itself to achieve it. Understand countermeasures that can be taken to insure a sustainable outcome for parties sharing risk and reward.
WED 4:15	Jessica Kelley Southland Industries Gary Lovewall Southland Industries, Chris Brooks Southland Industries	60 min	Rapid Creation of a High Performing Team (HPT) – Southland’s development program to create highly effective project teams including the Designers, Fabricators, Builders	The emotional/social skill sets of a team are equally as important to HPTs as the technical skill sets. Explore the value of Distributed leadership (individual and collective leadership). What experiences can be created to enable a quick shift in the teams culture to improve project performance? Explore the value of Accountability, relationship building, fostering innovation, the 4 C’s (Collective, collaborative, concurrent, compassionate) leadership culture, 70/20/10. An IPD-like focus on culture can benefit any project team, whether it is at the company level or on non-IPD contracted projects.
<b>THURSDAY PROGRAM - General Session Day 2</b>				
THUR 8:00	John Shook	70 min	General Session	

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>THUR 9:20</b>	Moderator - Victor Sanvido, Southland Industries, LCI Board Member Panelists: Steve Jones, Dodge Data and Analytics Mike Mayra, Construction Group Manager, General Motors Company Kevin Mahoney, Executive Vice President, Penn Medicine John Bechtel, Assistant Director, Design and Construction Division, Office of Physical Plant, Penn State University	60 min	PANEL: WHY ARE OWNERS PIONEERING LEAN IMPLEMENTATION?	Attendees will learn why major owners are implementing lean for the first time in areas of the country and in industries where it has not been previously accepted. Three owners with multi-billion dollar portfolios of projects will share the factors that drove them to implement lean in their programs. Attendees will learn results of recent industry wide research findings on owner perceptions and lean drivers.
<b>THUR 10:40 - Pulling Up: Trades taking Lean from shop, to field, to project</b>	Nicholas Shaink Professional Drywall Construction, Ron Perry Professional Drywall Construction	80 min Panel	Drywall contractor tries Lean: How standardized two-week make-ready planning and questioning requests improved workflow reliability and the bottom line	<ul style="list-style-type: none"> <li>• Name several ways that trade contractors can apply and benefit from Lean.</li> <li>• Identify some of the challenges, limitations, and consequences to improvement trade contractors have when faced with unreliable trades, lack of flow, and insufficient make-ready planning on projects. For Example:</li> <li>• Workers waiting for work.</li> <li>• Rework to write a RFI and wait for the answer.</li> <li>• Ending up with many go backs and loose ends with incomplete or uncoordinated work.</li> <li>• Getting your team to buy into it. It is change and most people are uncomfortable with change.</li> <li>• Change orders/back charges interrupting flow</li> <li>• Big push at the eleventh hour which could be unsafe, poor quality and cost you large amounts of money in labor because of lack of flow and balance.</li> </ul>
	David Los, Interstates Construction	80 min Panel	Lean/Agile - a cultural journey of change for an Electrical Contractor	What is in it for the craftsmen, client and company? Share wins, lessons learned, practical application of Lean principles, cultural impacts not just tools, it can be done without the whole team with focus, however, it works even better with cooperation from the whole team. How have we had to modify the use of the Last Planner concept to work even when we are the only Contractor applying the concept.
	Robert Lilly New England Tech Air Kevin Robinson New England Tech Air Garrett Duffy, New England Tech Air	80 min Panel	Lean by the numbers: Creating an improvement culture in the shop, attempts to take it to the field and	Learn how sustaining Lean principles and practices company wide, office and field, is imperative to overall project success.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
THUR 10:40 - The Art of Continuous Improvement, Bringing Order out of Chaos	Steve Kundich, Digital Realty	80 min Panel	The 3P's at Digital Realty	Participants will take away an understanding of Digital Realty's current project delivery process with a focus on the process, product and partnerships.....the "3P's".....that forms the foundation to deliver our program of projects. Participants will also understand how AEC Process can be redefined and tailored to a businesses specific needs....as exemplified by Digital Realty's "Gating Process". Participants will understand how a Program of projects can be delivered flexibly and effectively with a product design that utilizes a "standard kit of parts" approach. Participants will understand how Partnerships offer the opportunity to make significant / measureable improvements in the delivery of a program of projects.
	Susan Pratt Pratt Architecture and Management	80 min Panel	Learning from Experience: Turn Everyday Chaos into a Smooth Running Operation	Learn how your current processes lead to the 8 wastes in Lean, and learn how to see these wastes quickly and clearly. Develop simple metrics to track the costs of these wastes and measure continuous improvement. When there are problems, delays, and conflicts in a project, learn how to "reverse engineer" the process to find the root cause of the problem and create genuine "lessons learned" that will improve that project midstream, as well as any project in the future. Set up your project to succeed: Discover how to develop the Value Proposition from the Owner's perspective to guide the team in creating several options (Set-Based Design) that can be explored for the optimal solution. Use Rapid Prototyping to the best effect. Learn to design to the budget instead of "value engineering." And see how sustainable objectives will be easier to obtain with an integrative approach. Learn to see any failures as an opportunity to learn and grow, and make even better buildings (and profits) next time. (And have fun with it!)
Breaking Paradigms in the Field: Standard Observed Productivity, and Customizing the LPS	Chuck Danner, Hy-Vee Construction and Erin Hiscox, Hy-Vee Construction	80 min Panel	Trials and Tribulations of LPS: A Deeper Dive	This presentation will provide a brief overview of the LPS implementation from one project to all projects in the company. The majority of the material will cover how the LPS can be customized to fit the needs of any project. This presentation will show how there is an industry planning barrier and how this can be broken by customizing how the Weekly Work Plan is organized and facilitated. We will also discuss how to utilize a project as a "model line" to try the most current customizations of the LPS to then be shared with the rest of the company. This presentation includes learning for all companies regardless of their level of implementation.
	Allison Davis Engineering	Brendan Malone DPS Panel	80 min Panel	Lean Learning through Direct Observation.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
THUR 10:40 - Work Week, C	Jason Herrera DPR Construction Nikolin Turner Brent	80 min Panel	A Call For New Research In The Lean Construction Community: Alternative Work Schedules	In the presentation, we will outline the following: <ul style="list-style-type: none"> <li>• Safety, productivity, and quality of life can be dramatically influenced by our daily and weekly work hours.</li> <li>• What are other industries and countries doing differently to improve these metrics that our construction industry can learn from.</li> <li>• How can our Lean community be a part of challenging the norm to make an industry changing impact.</li> </ul>
THUR 10:40 - The People Side of Lean – A Live Demonstration & Project Lessons in Selecting & Developing the Right Team	Christian Pikel, Universal Health Services Jenna Santamaria, In.Design Dick Bayer, The Realignment Group Houston Brown, Brasfield & Gorrie General Contractors David Craddock, Brasfield & Gorrie General Contractors Douglas Lee, Brasfield & Gorrie General Contractors Ken Lindsey, Southland Industries Mark Spies, Stengel Hill Architecture, Tim Ott	80 min Panel      80 min Panel	The Interview: A Lean/IPD partner interview and selection demonstration      The People Side of Lean - Project Lessons in Selecting & Developing the Right Team	By observing an actual mock interview of a new partner being selected to an established team, the attendees will learn: <ul style="list-style-type: none"> <li>• How to manage room setup, and dynamics to get at honest discussion</li> <li>• How to ask questions that lead to insights as to an individual's likely success in an integrated Lean team.</li> <li>• What types of questions to ask</li> <li>• What are the important factors in arriving at a consensus based decision</li> <li>• How to follow up and set expectations with the candidates.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• choosing the right people (technical &amp; interpersonal skills)</li> <li>• matching company culture &amp; value system</li> <li>• Selection mechanics</li> <li>• pre-interview/prequalification, RFP, team interview, timing</li> <li>• Onboarding</li> <li>• speed to synergy</li> <li>• foster &amp; maintain engagement</li> </ul>
Production Planning	Kim Maul , Shaun Carvalho, Parviz Tabrizi, Shawmut	80 min Panel	Safety Performance Is No Accident: Applying Lean Principles	Participants will see through case study presentations how Lean assists with safety "basics" such as the creation of safety plans and development of related training programs. Learn how Lean principles can revitalize your traditional methods for staff and subcontractors training and education, and lead to your reshaping and continual evolution of best practices for safety. Learn how the application of Lean tools can allow you to include safety in the overall evaluation of the various options. Learn why and how much application of Lean tools can improve safety performance.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
WED 1:30 -Lean's Convergence of Safety, Quality and P	Rodney Spencley, DPR Construction	80 min Panel	"Evolution of Safety, Quality and Production Planning"	<ul style="list-style-type: none"> <li>• Share lessons learned from early Last Planner projects and how it relates to safety. Why it was low on those projects and what new practices created safer projects. Share safety metrics.</li> <li>• Importance of understanding language action - it just doesn't pertain to Last Planner, it's essential to safety and quality. Standard work, "Don't get distracted by brands!"</li> <li>• Understand expectations for talking to architects and engineers about the importance of incorporating safety and quality into the design of a project. What do those conversations look like?</li> <li>• Look at the three together holistically.</li> </ul>
	Gary Cunningham, Suffolk Construction, Grant Gagnier, VP Operational Support Suffolk Construction	80 min Panel	How to truly make Safety an integral part of construction	In this presentation, we will outline the following: How can companies successfully implement Safety with Lean processes? what can the results be? How can you truly integrate Safety into construction projects and what role can Lean play in that? How can you be truly safe- not by luck?
ration in Higher Education: An IPD ities to Drive Project Success	Craig Davis DPR, John Bechtel PSU	80 min Panel	Developing an IPD project team – Penn State's first IPD experience	At the end of this presentation participants will know <ul style="list-style-type: none"> <li>• Setting up IPD on a Public Campus o Perspective and thoughts as an owner o And, the builder and designers o Share in depth student study in regards to overall project award for picking IPD partners</li> <li>• Provide insight and recommendations from the Trade Partner Selection Process</li> </ul>
	David Shrestinian BOND Jon Keller, Imai Keller Moore Architects Patrick McAleese, WSP Flack + Kurtz	80 min Panel	Embracing Teamwork: Adopting Integrated Project Delivery Within Your Organization	This session will focus on four main learning objectives: <ol style="list-style-type: none"> <li>1. What are the best methods for gaining consensus among organizational stakeholders to adopt IPD for campus design &amp; construction work?</li> <li>2. How does Integrated Project Delivery utilize Lean Construction techniques to benefit the design &amp; construction process?</li> <li>3. What are the best methods for ensuring IPD success?</li> <li>4. Through a first-hand account of Brown University's first IPD project, learn how multiple constituents in the process contributed to success. Discuss the ultimate benefits and rewards of the IPD method for Brown University.</li> </ol>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
THUR 10:40 - Embracing Collaborative Journey of Two Top Universities	Joubin Hassanein, Shawmut Design and Construction	80 min Panel	Dissecting project delivery approaches at Brown University – Their journey along the collaboration spectrum	Discuss different potential components of a Lean Journey for a construction company. Identify potential barriers to and activities that enhance the advancement of Lean practices and a Lean Culture within the internal workings of a construction company Describe the benefits and challenges of the mechanics of A3 creation and VSM in advancing a Lean Culture with internal operations groups, through the discussion and analysis of the actual Value Stream Mapping of the marketing and business development processes such as better flow across functions and carving out team member time in a busy organization. Give examples of the benefits of an opportunity to experiment with IPD and collaborative processes on the renovation of your own office and the learning opportunities it creates for developing work spaces to support collaborative work for client projects.
THUR 10:40 - COLLABORATIVE ENVIRONMENT PANEL 3	Bob Friesen Stantec Architecture Ltd. Rory Picklyk Stantec Architecture Ltd.	80 min Panel	Why IPD	In this presentation, we will discuss the following: Better team work, trust, commitment, focus, common goals to bring value and reduce waste using Integrated Lean Project Delivery as opposed to Traditional or P3 Methods.
	Brian Meyer and Mike Solak Colliers International	80 min Panel	Owner Project Managers - Driving Client Value across a Region	In this presentation, we will outline the following: • How an OPM delivers increased value to the owner, not just trade partners. • How an OPM can raise the bar of performance from project to project and CM to CM. • Raise client expectations of what they can and should be getting from Lean construction initiatives.
	John Barnes BDR Partners Anna Forgey BDR Partners Webb Embry BDR Partners	80 min Panel	The Owner's Impact on Lean Project Management - Lessons Learned from Organizational Realities that Enable and Hinder Lean Practices	Multiple Lean practices and tools will be covered during the presentation. Each segment (story, case study, etc.) of the presentation, if not explicitly Lean in context, will be connected back to Lean practices and tools, including some of the following: • Defining and communicating value for the owner and end users • Owners' Decision-Making Processes and their impact on Lean initiatives • Reducing waste • Continuous improvement • Creating a Lean culture • Last responsible moment decision making • Target value design • Last planner system • IPD-ish contract agreements • A3s
THUR 10:40	Steve Spear, Senior Lecturer, MIT Sloan School of Management, Senior Fellow, Institute for Healthcare Improvement, HVE LLC Consultancy	80 min	Getting to the Right Answer Fast	The gap between a project's initiation and its full achievement is more than measured by steel, concrete, and interior finishes. The starting point is always a poor understanding of what the client needs, what form a solution should take, and how to actually achieve full expression to that solution effectively, efficiently, and safely. The ending point has to be a deep understanding on all those points. The gap closure is the real time learning that occurs at all phases of design and build. Therefore, the better and faster the learning, the better and faster the project.
THUR 1:30	Niklas Modig	60 min	"One" lean operations strategy – How to resolve the efficiency paradox	Lean is the most spread management concept of all time, yet academically, there is not even a generally accepted definition of lean. When it comes to "what" lean actually is, the confusion is overwhelming. A variety of management concepts, with different origin and purpose, are today competing for attention within our organizations. What improvement concept is the best? How can we achieve consistency when new concepts are almost launched every year? How can we achieve congruence when we adopt different concepts in different contents? Niklas Modig shares his latest insights on the Toyota Production System. Niklas sheds new light on what TPS really is about and

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
THUR 1:30	LEI	90 min	Gemba Walk Training	Required for all Gemba Day Participants
THUR 1:30	Lisa Reynolds INTEL Bill Seed Disney	40 min	Just give me the book: a framework for learning	In this presentation we will share transformational change. Lean Project Delivery Systems, Integrated Project Delivery, and Lean Project Management as large categories of learning with sub categories and documents defining practices and strategies.
THUR 1:30	Henry Nutt, III Southland Industries Joe Perraton, Webduct	40 min	Old Dogs, New Technology	At the end of the presentation participants will walk away with ideas and tools on how to impact your specific work environments, despite current state.
THUR 1:30	Kevin Fenton DPS Engineering & Construction Ltd Conor Fennessy Intel Ireland	40 min	What is Transformation: A \$1B Project Perspective from Ireland	Multiple areas but key to our overall success as we near completion of this project with > 95% PAS consistently, a very happy customer and incredible collaboration amongst the management team and trade partners Principles of operation - Lean • PDCA - Plan Do Check Act • Last Planner System • Root cause Analysis • Continuous Improvement • Aligning project deliverables with customer expectations • Alignment of structures and language in line with a High Volume Manufacturing operation Organisation and structure around the project • Integrated Project Delivery • Gap analysis in • Skill set conversion • Customer expectation • PAS V PAC • Risk Management
THUR 1:30	Peter Berg (DPR Construction - Project Executive) Will Powell (Senior Consultant - AML Technologies)	40 min	IMPLEMENTATION OF DEPENDENCY STRUCTURE MAINTENANCE FOR MANAGING ITERATION ON COMPLEX PROJECTS: A CASE STUDY	A case study of DSM implementation for a biomedical building in downtown Phoenix, Arizona will be presented. Specifically, this presentation explores DPR Construction's use of DSM from the creation of the design schedule to the weekly work plans used to monitor design progress and BIM coordination. Challenges encountered by the project team in managing this project and descriptions of how the DSM process helped evaluate set based design and complex design iteration while simultaneously providing other benefits will be shared. The paper closes with a discussion of lessons learned from DSM implementation and recommendations for other project teams.
THUR 1:30	Raul Rosales Skanska Stella Sze Sutter Health, Mark Napier Southland, Larry Parrett – NBBJ	40 min	Palo Alto Medical Foundation, San Carlos California	<ul style="list-style-type: none"> <li>• Taking project delivery and patient-focused healthcare to the next level.</li> <li>• Successful execution of Lean Target Value Design</li> <li>• Validation Process</li> <li>• Co-location "Big Room"</li> <li>• Lean Delivery techniques</li> <li>• Trade Partner selection and experience</li> </ul>
THUR 1:30	Richard Barnett Colliers International Kurt Rockstroh, FAIA, FACHA, CEO, Theresa Williams, AIA, Steffian Bradley Architecture	40 min	Patient Room Challenge - Architecture's Role in Eliminating Healthcare Acquired Infections	Technology is available to keep rooms cLean(er) and to cLean thoroughly. The design of rooms can cue people to behave appropriately. There are seven architecture teams have proposed approaches to accomplish the above.
THUR 1:30	Robert Leicht, Penn State	40 min	Maximizing Success in Integrated Projects: An Owner's Guide	This presentation will describe the research motivation, research process, empirical analysis and salient findings. It will present an overview of the process contained within the owner's guide to maximizing success through the introduction of integrated processes and enabling group cohesion.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>THUR 2:20</b>	Adam Cohen, Structures Design Build, Passiv Science, Quantum Architects, Passiv Structures	40 min	Lean Integrated Project Delivery of Passivhaus, a pathway to high performance at market rate	At the end of the presentation participants will understand basic Passive House design principals for commercial and institutional buildings and be knowledgeable about commercial and institutional case studies for buildings that achieved Passive House and were built at market rate. They will also understand how Integrated Project Delivery systems can help a project achieve
<b>THUR 2:20</b>	Steve Smithgall, Balfour Beatty Construction	40 min	From Good to Great Safe - Our cultural journey from compliance to caring	Collaboration as a community can change our industry safety culture faster than waiting for government policy - safety is where we should be sharing everything. Safe people make safe projects - how do we equip our workforce to have collective behavior to look out for each other? There are benefits of scaling learning and positive observations in changing a safety culture - creating right mindset similar to quality for safety (Built in Safety)
<b>THUR 2:20</b>	Jason Herrera & Anthony Munoz, DPR Construction	40 min	1st Run Video Studies: Driving Continuous Improvement	Learn how to use Gemba Video Studies to observe work and make incremental improvements to drive down waste and achieve higher value in safety, quality, productivity and schedule. - Why we
<b>THUR 2:20</b>	John Cannistraro, Cannistraro	40 min	Lonely Lean: Accelerating the Learning Curve for Project Cost	We want to share a trade contractor's perspective on collaborative work and the challenges we face when collaboration is incomplete. We also want to share our experience of getting value out
<b>THUR 2:20</b>	Paulo Napolitano, Herrero Builders	40 min	Creating Synergy between Governance System and the Lean	What is Governance System? What are the main characteristics that a Governance System must have to be synergetic with the Lean transformation? How to assess you current governance system
<b>THUR 2:20</b>	Ralf-Uwe Modrich, Webcor Builders	40 min	Is CPM + LBMS + LPS + VSM an Explosive Formula?	Show the recipe of how to create a advanced production planning System.
<b>THUR 2:20</b>	Bob Banghart Libraries Archives and Museums, State of Alaska Wende Wilber ECI/Hyer Architecture, Anchorage, AK Tyler Kautz PCL Construction, Juneau, AK, Kim Mahoney, Libraries Archives and Museums, State of Alaska, Terry Brickman (Moderator) PCL Construction	40 min	Lean Techniques Bring Museum's Collection to Life at new Alaska State Museum in Juneau, AK	Learn how to redefine collaboration and break down barriers between the Owner, Architect and Contractor. How to organize and streamline the design and procurement of Owner Furnished, Owner supplied exhibit items, while not impacting construction progress. How to apply the Last Planner methodology to nontraditional development of the museum exhibits. How to achieve success while working within the boundaries of traditional government procurement regulations. How to overcoming obstacles and challenges along the way associated with a geographically isolated and remote community
<b>THUR 3:20</b>	Baris Lostuvali, Webcor Builders	40 min	Building as a Product	In this presentaion, we will outline the following: • Current state & trends in Design & Construction • Translation of Lean Principles to Design & Construction • How to apply Lean processes to Design & Construction • How to apply Lean tools to Design & Construction • How to apply Lean management ideas to Design & Construction.
<b>THUR 3:20</b>	Bernita Beikmann HKS Inc Andrea Sponsel HKS Inc	40 min	Life Hacks- Improving your Life Using Lean	Understand the act of creating a Lean value stream by applying to every day tasks that you do with family, yourself, and your co-workers. Lean is simple. Use the tools that we use in Design and Construction in their simple forms. Identify waste, develop a process map, create standard work, pull planning, are all things that you can use at home, and in your personal life.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
THUR 3:20	Brian D. Anderson, AIA	40 min	How Lean practices have shaped the design firm	Explain how Lean practices including defining conditions of satisfaction, pull planning, kanban, daily stand-ups, knowledge briefs can help create greater value for the client and greater efficiency for designers. Describe reactions of project teams and staff to employing Lean techniques State how employing Lean thinking within APD has impacted the roles of the principles and how we manage our practice Define how specific Lean practices can be employed by architectural firms to better manage the project and their practice.
THUR 3:20	Steve Jones, Dodge Analytics & Bevan Mace, Balfour Beatty	40 min	How Satisfied Really Satisfied are Owners	<p>The heart of a lean practice lies in delivering greater value to project owners. But in order to do that it is critical to understand how owners define value, and how that translates to contractors' performance. To establish a meaningful benchmark for owners' perception of value, Dodge Data &amp; Analytics and the Lean Construction Institute conducted a comprehensive research study with owners, asking them to contrast cost, schedule, quality, and safety performance on what they would consider a typical project versus their best project over the last five years. The owners were also asked about how the project teams were contracted and coordinated, the degree of project team integration and communication, and how effectively 15 individual lean practices were employed on the both the typical and best projects. The results provide a framework for understanding the range of perceived value by owners and the project activities and structures associated with greater success.</p> <p>This session will provide the findings of this landmark study, and it will then use these findings as the basis of a panel discussion featuring expert lean contractors and owners. The panel will focus on what the study reveals about how owners define value and how contractors can capitalize on delivering value to their clients to make their work more productive, predictable and profitable.</p>
THUR 3:20	Jason Martin (on behalf of the VNGC IPDT Team) Jason Martin HerreroBoldt Andi Schoppa Zurich Risk Engineering Joseph McKeown, Pankow Builders and Jeannie Austin, Sutter Health	40 min	An Integrated Project Team's Culture: Driving a Remarkably Safe Project on one of America's Busiest Street Corners	Using Lean techniques including bottleneck analysis, Takt time planning, just-in-time, Poka-Yoke, 7S application, SMART goals and standardized work for small batches of work where duplication, rework, stacking and overproduction is eliminated (in design and construction for both planning and execution) teams can drive to a safer project resulting in higher quality and time/cost savings no matter how complex or what the size of the project is. Focusing on designing building spaces and the associated required work with both end customers in mind. Integration is possible on all projects . The team will show how the momentum carries from small batch planning to execution.
THUR 3:20	Ram Ganapathy DPR Construction	40 min	Stabilizing Craft Labor Workflow With Instantaneous Progress Reporting	Building on previous efforts, the study examines how the combined fine-grained work packaging and real-time monitoring approach enables detailed workflow stabilization and daily and near real-time progress monitoring. The success of the combined approach is tested through a drywall activity for a healthcare facility project.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>THUR 3:20</b>	Rüdiger Leutz Porsche Consulting Brazil Ingo Glawe Porsche Consulting Brazil Fabricio Sousa Porsche Consulting Brazil	40 min	Applying Lean to an entire project value chain – Mega Infrastructure Project in São Paulo, Brazil	The specific learning objectives from the presentation are: •Pointing out the major challenges and success factors of infrastructure Mega-Projects • What are the major effects/results of applying Lean along the whole value chain of the Mega projects • How Lean can help to improve the safety standards on the construction site • How it is possible to multiply the Lean philosophy and methodology among several participating consortium companies in a Mega project • What is the right way/sequence to implement Lean among the whole mega-project value chain • and where to start when there is still no end in sight • what are the arguments for Lean in a complex environment of governmental, public and enterprise interests.
<b>THUR 4:15</b>	Co-Moderators: Bill Seed, Project Integration Executive, Walt Disney Imagineering Will Lichtig, Vice President, Business & Process Development, The Boldt Company Panelists: Niklas Modig, Researcher, Center for Innovation and Operations Management, Stockholm School of Economics John Shook, Chairman and CEO, Lean	60 min	Gut Check for the Lean Design and Construction Community	Closing session with keynote speakers
<b>MONDAY PROGRAM - Training Day 1</b>				
<b>MON 8:00</b>	Bruce Hamilton	8 hrs	*Shingo - DISCOVER EXCELLENCE Day 1 (Two Day Class)	A foundational, two-day workshop that introduces The Shingo Model™, the Guiding Principles and the Three Insights to Enterprise Excellence™. With real-time discussions and on-site learning at a host organization, this program is a highly interactive experience. It is designed to make your learning meaningful and immediately applicable as you learn how to release the latent potential in your organization and achieve enterprise excellence.
<b>MON 8:00</b>	Ed Pound	8 hrs	* Lean Physics® for Delivering Projects Day 1 (Two Day Class)	Based on the award-winning ideas of Factory Physics® concepts, this workshop will help you avoid common errors of project planning and delivery. A combination of hands on exercises and practical operations science that will greatly improve your understanding of the natural behavior of project delivery. Don't leave your success to chance.
<b>MON 8:00</b>	John Koga, Boldt	8 hrs	Choosing by Advantages Day 1 (Two Day Class)	Choosing by Advantages is a method for making sound decisions for both simple and complex situations. The participants will learn: <ul style="list-style-type: none"> <li>• Choosing By Advantages fundamentals</li> <li>• How to select only one from a set of alternatives</li> <li>• How to soundly prioritize the use of time or funds</li> </ul> The class consists of lecture and hands-on CBA classwork and participants will be provided the tools to put CBA to work right away.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
MON 8:00	Dick Bayer & Dave Umstot	8 hrs	Target Value Design	Target Value Design is a collaborative management practice and design process that is used throughout all stages of design and construction to ensure that projects are delivered within the allowable budget, that projects meet the operational needs and values of the users and that projects promotes innovation to increase value and eliminate waste. Participants in this course will learn how to drive innovation into a project using constraints and understand the importance of continual cost estimating in giving power to the end users to add value. By participating in simulated activities, participants will also acquire an understanding of the parameters and methods for structuring Target Value Design within their own projects.
MON 8:00	Dave MacNeel	8 hrs	Intro to Lean	This workshop is intended to give newcomers a broad awareness of the vocabulary, fundamental principles and basic practices of Lean Project Delivery. This can serve as a framework for learning how to apply lean thinking and methods to deliver significantly greater value on your projects and within your organization.
MON 8:00	Jason Klaus & Tom Richert	8 hrs	Villego® A Last Planner® Experience	<p>The Villego® simulation enables participants to experience the contrast between traditional project management and the management of projects using the Last Planner® System of Production Control. Participants will assume the various roles typical commonly found on project sites, including that of trade foremen, superintendents, and project managers. As part of a team you will be required to build a complete building out of LEGO(R) blocks within a given budget and time constraint.</p> <p>The learning goals of this training include obtaining an understanding of the Last Planner® System, an understanding of the skills and attitude necessary to truly cooperate successfully, and the important ways the Last Planner® System structures the conversations necessary to work reliably. Participants will learn the importance of engaging all elements of the Last Planner® System as a key piece of their Lean implementation.</p>
MON 8:00	Kimberly Maul	8 hrs	AGC 5 - Lean Supply Chain and Assembly	<p>AGC Unit 5: Lean Supply Chain and Assembly is a one-day, instructor-led course that explains the concept of lean supply chain and assembly. Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Differentiate between traditional procurement practices and lean supply chain applications;</li> <li>• Identify waste and value-adding activities within the supply chain and assembly;</li> <li>• Evaluate the impact of using lean supply chain on waste elimination, continuous flow and site operations pull;</li> <li>• Identify strategies needed at the project and company levels to support the lean supply chain;</li> <li>• List examples of process improvements to the lean supply chain;</li> <li>• Expand lean beyond the individual project; and</li> <li>• Create a value stream map to diagnose and improve the supply chain.</li> </ul>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
MON 8:00	Dan Fauchier	4 hrs	Intro to Last Planner®	The training will provide a thorough explanation of the different aspects of the Last Planner® System. The class will utilize simulations, to show how the individual pieces of Last Planner® System integrate with each other and provide real life examples of the use of Last Planner® System. Attendees will leave this training with enough knowledge and hands on experience to actively participate in Last Planner on a project or within an organization.
MON 8:00	Colin Milberg	4 hrs	AGC 1 - Variation in Production Systems	<p>AGC Unit 1: Variation in Production Systems is an introductory course in the Lean Construction Education Program. This half-day, instructor-led course teaches the concept of variation. Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Define the different types of variation</li> <li>• Explain the concept of throughput</li> <li>• Distinguish the concepts of throughput and work in progress</li> <li>• Describe the role of variation in production operations</li> <li>• List sources of variation in construction settings</li> <li>• Explain variation mitigation techniques</li> <li>• Contrast variation mitigation techniques</li> </ul>
MON 1:00	Katherine Copeland & George Zettel	4 hrs	Effective Big Room for Design and Construction Phases	<p>During this session, participants will learn what is meant by 'Big Room' and how it supports Lean as an Operating System. The session will focus on understanding Big Room as a concept, how teams have used Big Rooms to support improved collaboration for delivery of their projects. The session will include a learning simulation to support the concepts.</p> <p>Learning Objectives include:</p> <ul style="list-style-type: none"> <li>• Working definition of Big Room</li> <li>• Why teams work in a Big Room setting</li> <li>• What teams look to achieve by using a Big Room</li> <li>• The types of activities take place</li> <li>• How to keep the Big Room effective</li> <li>• The importance of trust and transparency</li> <li>• Sound Facilitation methods for organization</li> </ul>
MON 1:00	Colin Milberg	4 hrs	AGC 2 - Pull in Production	<p>AGC Unit 2: Pull in Production is a half-day, instructor-led course that explains the concept of pull as a means to reliable production workflow. Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Compare batch-and-queue and continuous-flow production systems</li> <li>• Distinguish push systems from pull systems</li> <li>• Describe the impact of pull on production systems</li> <li>• Explain pull strategies in construction operations</li> </ul>

### TUESDAY PROGRAM - Training Day 2

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
TUE 8:00	Bruce Hamilton	8 hrs	*Shingo - DISCOVER EXCELLENCE Day 2 of 2 (Two Day Class)	A foundational, two-day workshop that introduces The Shingo Model™, the Guiding Principles and the Three Insights to Enterprise Excellence™. With real-time discussions and on-site learning at a host organization, this program is a highly interactive experience. It is designed to make your learning meaningful and immediately applicable as you learn how to release the latent potential in your organization and achieve enterprise excellence.
TUE 8:00	Ed Pound	8 hrs	* Lean Physics® for Delivering Projects Day 2 of 2 (Two Day Class)	Based on the award-winning ideas of Factory Physics® concepts, this workshop will help you avoid common errors of project planning and delivery. A combination of hands on exercises and practical operations science that will greatly improve your understanding of the natural behavior of project delivery. Don't leave your success to chance.
TUE 8:00	John Koga	8 hrs	Choosing by Advantages Day 2 of 2 (Two Day Class)	Choosing by Advantages is a method for making sound decisions for both simple and complex situations. The participants will learn: <ul style="list-style-type: none"> <li>• Choosing By Advantages fundamentals</li> <li>• How to select only one from a set of alternatives</li> <li>• How to soundly prioritize the use of time or funds</li> </ul> The class consists of lecture and hands-on CBA classwork and participants will be provided the tools to put CBA to work right away. Attendance at Day 1 of Choosing by Advantages is a pre-requisite.
TUE 8:00	Dave MacNeel	8 hrs	Intro to Lean	This workshop is intended to give newcomers a broad awareness of the vocabulary, fundamental principles and basic practices of Lean Project Delivery. This can serve as a framework for learning how to apply lean thinking and methods to deliver significantly greater value on your projects and within your organization.
TUE 8:00	Klau Lemke & David Long	8 hrs	Villego® A Last Planner® Experience	The Villego® simulation enables participants to experience the contrast between traditional project management and the management of projects using the Last Planner® System of Production Control. Participants will assume the various roles typical commonly found on project sites, including that of trade foremen, superintendents, and project managers. As part of a team you will be required to build a complete building out of LEGO(R) blocks within a given budget and time constraint.  The learning goals of this training include obtaining an understanding of the Last Planner® System, an understanding of the skills and attitude necessary to truly cooperate successfully, and the important ways the Last Planner® System structures the conversations necessary to work reliably. Participants will learn the importance of engaging all elements of the Last Planner® System as a key piece of their Lean implementation.

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
TUE 8:00	Kimberly Maul	7 hrs	AGC 7 - Problem-solving Principles and Tools	<p>AGC Unit 7: Problem-solving Principles and Tools is a seven hour, instructor-led course that describes the Lean Problem Solving Process and illustrates how to use tools to solve problems in a lean manner. Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Define the difference between traditional and lean problem solving.</li> <li>• Describe how to create a team environment to solve problems.</li> <li>• Explain how to create trust to avoid problems.</li> <li>• Describe Observation Walks.</li> <li>• Identify root causes of problems.</li> </ul>
TUE 8:00	Rich Seiler	4 hrs	Intro to Last Planner®	<p>The training will provide a thorough explanation of the different aspects of the Last Planner® System. The class will utilize simulations, to show how the individual pieces of Last Planner® System integrate with each other and provide real life examples of the use of Last Planner® System. Attendees will leave this training with enough knowledge and hands on experience to actively participate in Last Planner on a project or within an organization.</p>
TUE 8:00	Dan Fauchier	4 hrs	Root Cause Analysis	<p>“5 Why” is a common tool in problem solving, but “5 Why” only gets to one root cause - often there are multiple root causes. For this we need a more robust methodology: Root Cause Analysis. This session will help participants learn "deep problem solving" skills. Participants will get hands-on experience doing a Root Cause Analysis on a real problem in their professional life.</p>
TUE 8:00	Tariq Abdelhamid, PhD	4 hrs	AGC 3 - Lean Workstructuring	<p>AGC Unit 3: Lean Workstructuring is the first of two units that introduces the Last Planner® System (LPS). This system was developed by the Lean Construction Institute (LCI) to plan projects in a way that produces predictable workflow and rapid learning. This half-day, instructor-led course describes the process of Lean Workstructuring. Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Apply the methods and tools utilized in pull planning</li> <li>• Describe the concept of Lean Workstructuring</li> <li>• Outline the desired outcomes of Lean Workstructuring</li> <li>• Describe the characteristics and application of the Last Planner® System</li> </ul>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
TUE 1:00	Christian Pikel & John Draper	4 hrs	Last Planner® System for Design Teams: Collaborative Planning	<p>During this session, participants will learn why it is important to collaboratively plan during design phases and how Last Planner® System is an effective tool to support improved delivery for their projects. This use of Last Planner® System is adapted to the specifics of design, which is about advancing the flow of information. Last Planner® System has been used by teams during design to stabilize their delivery process by keeping all team members' needs being met reliably. The session will include a learning simulation to support the concepts.</p> <p>The Theoretical and Practical Learning Objectives include:</p> <ul style="list-style-type: none"> <li>• Why teams are more effective by collaboratively planning</li> <li>• The principles supporting Last Planner® System</li> <li>• Last Planner® System beyond just the Pull-planning session</li> <li>• How the principles are adapted for design phase vs. construction</li> <li>• Real team examples and experiences will be shared</li> </ul>
TUE 1:00	Katherine Copeland	4 hrs	The Executives' role in succeeding with Last Planner® and Lean	<p>A roundtable of practical experience</p> <p>Have you ever asked yourself what you need to change to make sure Last Planner® System is successful in your company? Would you like to collaborate with other executives that have started a learn transformation and implemented Last Planner® within their company? Would you like to get ideas on how to implement and standardize Last Planner® throughout your company even if many projects utilize "old" management techniques? Do you want ideas on to support the Last Planner® system on projects that contractually require a CPM schedule? If so this roundtable will give you the venue to ask those and many more questions to executives that may be further down the path of lean implementation and can share their lessons learned.</p> <p>The panel discussion will be moderated by Katherine Copeland with Southland Industries, who will also share her insights on the leadership keys to success from Southland's lean journey.</p> <p>Learning objectives:</p> <ol style="list-style-type: none"> <li>1. How to implement last planner within the framework of a lean culture and other lean tools.</li> <li>2. Key processes and/or behaviors have to change at the leadership level of a company to implement last planner and lean within the company.</li> <li>3. Metrics that are important to track with Last Planner and metric that you should not track.</li> <li>4. What specific actions and behaviors are required from leadership for successful implementation of lean and Last Planner®.</li> </ol>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
<b>TUE 1:00</b>	Rich Seiler	4 hrs	AGC 4 - The Last Planner® System	<p>AGC Unit 4: The Last Planner® System is the second of two units introducing the Last Planner® System (LPS). This system was developed by the Lean Construction Institute (LCI) to plan projects in a way that produces predictable workflow and rapid learning. This half-day, facilitator-led course shows how to conduct make-ready and weekly work planning sessions. Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Apply the Last Planner System on a project;</li> <li>• Hold make-ready and weekly work planning sessions; and</li> <li>• Calculate, track and analyze percent plan complete for a project</li> </ul>
<b>TUE 1:00</b>	Tariq Abdelhamid, PhD	4 hrs	AGC 6 - Lean Design and Pre-construction	<p>AGC Unit 6: Lean Design and Pre-construction is a half-day, instructor-led course that explains the concepts of value-based management, lean in the design process and relational contracting. Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Distinguish between the varying definitions for design.</li> <li>• Define value and commonly used methods to maximize it.</li> <li>• Discuss waste and commonly used methods to minimize it.</li> <li>• Differentiate between traditional project methods and lean design.</li> <li>• Explain the various lean tools used in design and how to deploy them.</li> </ul>
<b>FRIDAY PROGRAM - Gemba Day</b>				
<b>FRI 7:30</b>	New Balance	4.5 hrs	New Balance Factory Tour, A Lean Success Story	<p>The New Balance Factory in Lawrence, Massachusetts has demonstrated that by focusing on flow efficiency using Lean principles that products made in the U.S. for U.S. markets can be produced profitably. This tour includes a 30-minute discussion led by New Balance factory leaders about their Lean journey and how they transformed operations in the factory. Then we will break into small groups for a tour of the manufacturing operations. After that tour the group will come together for a question and answer session with the New Balance team.</p> <p>This is an opportunity for to see Lean principles in action outside the design and construction environment. Lawrence is approximately 30 minutes north of Boston, and the tour will include a discussion on the bus about what we observed and learned.</p>
<b>FRI 8:00</b>	Turner Construction	4 hrs	Laboratory and Office at 50 and 60 Binney Street	<p>Alexandria Real Estate's development at 50 and 60 Binney Street in Cambridge, MA is a 10 +/- story, 900,000 square foot core and shell building designed for either laboratory research or office use individually. The schedule requirements associated with the 6 levels of below grade parking drove the decision to utilize a up-down construction sequencing approach.</p>

## Presentation Descriptions - Wed/Thurs General Sessions, Mon/Tues Training Days, Fri Gemba Day

Time	Presenter, Organization	Length	Title	Summary
FRI 8:00	Columbia Construction Company	4 hrs	Flexible Teaching and Learning at Berklee College of Music	The 150 Massachusetts Avenue Renovation Project will provide the students, faculty and leadership of the Berklee College of Music with an easily navigable, cost-effective facility that includes both high quality teaching spaces and flexible student focused areas which continues the college's world-class reputation in music education and industry. The result of this complex renovation to the historic anchor building on campus will embody both the legacy and future of the college.
FRI 8:00	Skanska	4 hrs	Sustainable Residences at Watermark Seaport	Watermark Seaport is a multifamily LEED Gold project located in the Fort Point neighborhood of South Boston. The project features a six story Loft style building attached to a seventeen story Tower totaling 346 apartments connected by a single story lobby space. Project features innovation apartments, ground floor retail and amenity spaces including roof top decks along with private and open collaboration spaces along with two levels of parking below grade.
FRI 8:00	Suffolk Construction	4 hrs	Boston Medical Center, Master Plan Menino Addition and Renovations	<p>Integrated Project Delivery at Boston Medical Center</p> <p>As part of the hospital's Institutional Master Plan, the scope of this complex project will remedy operational inefficiencies for BMC and provide an enhanced, streamlined patient experience. This includes extensive renovations, covering 240,000 square feet, of the existing Menino Pavilion and Moakley Cancer Center, as well as the construction of a 110,000 square-foot infill addition to house specialty healthcare services.</p> <p>The project is being delivered under a true, Lean Integrated Project Delivery arrangement and is distinguished by being the first of its kind in Boston. The project is being led by a four-party project management team comprised of owner Boston Medical Center, program manager Tocci Building Companies, architect and engineer TRO JB, and construction manager Suffolk Construction. During construction this collaboration will be critical to navigating key issues such as constructing a two-story addition above active ambulance bays, working within a constrained, zero lot-line site, and protecting BMC's operability throughout all phases of construction.</p>
FRI 8:00	Consigli Construction	4 hrs	Lean Implementation at Oxford Ping On Affordable Housing Project	The \$26.6 million Oxford Ping On project features a new 11-story, 60,000 square-foot high-rise that sits on a 6,500 square-foot site, and it will provide 67 rental apartments for Boston Chinatown's low-income population. Gemba Day visitors will learn about the project's challenges in scheduling and site management and, as a consequence, the project team's use of a variety of Lean project delivery techniques—from tried-and-true techniques including just-in-time material deliveries and use of the Last Planner System® for managing on-site work, to the use of Line of Balance (LoB) scheduling to graphically illustrate the connection between production lines on a project and vPlanner—one of the industry's more advanced software offerings for managing projects as production systems.