CURT/LCI Lean Summit:
Filling the Gap: Leading Change Within Your Organization
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Key Note Plenary Speaker:
Title: Leading Your Own Revolution
Description: Lean Integrated Project Delivery is a dramatic new way to think about projects and teams. It’s one thing to come to a conference and come away inspired. It’s another thing to go back home and get others inspired. This presentation and this conference is designed to show attendees how to take the revolution back home. Rex Miller will share some of the key lessons learned in leading change within your organization and then how to expand the revolution to your marketplace and beyond.

Rex Miller
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Rex Miller is the Principal and Thought Leader for mindSHIFT, a nationally respected futurist, IPD expert, consultant, speaker and communications expert. He is an author of The Commercial Real Estate Revolution, winner of the 2009 CoreNet Global Innovator of the Year Award. His book and expertise has been a catalyst in the growing awareness and adoption of IPD.

He is also the author of The Millennium Matrix, an innovative system for adapting to the future. His most recent book published in September of last year, Change Your Space, Change Your Culture provides key insights into solving some of the most difficult challenges faced by every organization: employee engagement, change leadership and innovation through intentional culture. It recently won the CoreNet Industry Excellence Award.

You will hear at this event some of the often overlooked principles that are key to creating a successful integrated project team. In Rex’s experience the soft skills are the hard skills that create success. The number of stories and experiences he shares brings these principles to life and makes them practical and compelling.
Introductory Track Session #1:

**Title:** Parade of Trades

**Description:** The Parade of Trades simulation illustrates the impact work flow variability has on the performance of construction trades and their successors. This illustration of “Flow” is a foundational principle in both lean manufacturing and lean project delivery. The game consists of simulating a construction process in which resources produced by one trade are prerequisite to work performed by the next trade. Production-level detail, describing resources being passed from one trade to the next, illustrates that throughput will be reduced, project completion delayed, and waste increased by variations in flow. The game shows that it is possible to reduce waste and shorten project duration by reducing the variability in work flow between trades.

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Annmarie Thurnquist has over 30 years of experience in construction management. During her career, Annmarie headed an estimating department which prepared in excess of $130 million in bids annually, managed projects in excess of $25 million, and was Director of Construction and Renovations for a Research I University. Annmarie currently is a Senior Preconstruction Manager for Danis Building Construction Company, specializing in healthcare, institutional, and commercial projects throughout southwest and central Ohio. In addition to her project-related responsibilities, Annmarie is the firm’s Lean Construction and Six Sigma champion, and coordinates Danis’ diversity inclusion efforts.

Annmarie holds a Bachelor of Science in Civil Engineering from Purdue University and a Masters in Business Administration from Xavier University.
Advanced Track Session #1:

Title: Collaboration Confirmed: The Integrated Agreement and Strategies For When You Can’t

Description: What principles should guide an integrated agreement? Why are they important? And if you really, really can’t, what should you do? Howard Ashcraft distills lessons learned in over 70 full IPD projects. (And many more projects that used Lean IPD principles, but were not “full” IPD).

Howard Ashcraft, Partner
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Howard is a senior partner and heads the Construction Group at Hanson Bridgett. A graduate of Stanford University and the University of California School of Law, he represents designers, owners, and contractors in project formation, professional practice and construction disputes with a focus on public infrastructure and complex private projects. Howard is actively involved in developing new approaches to construction project delivery that will avoid many of the issues he has seen over the course of his career.

Specifically, he is at the leading edge of project delivery innovation and use of digital technologies. He has structured collaborative projects across the United States and Canada and is currently working on Integrated Project Delivery projects ranging from a million to over a billion dollars. Additionally, among many other publications, he was a contributing author to the AIACC’s Integrated Project Delivery: A Working Definition and the joint AIA/AIACC Integrated Project Delivery: A Guide, reflecting the most current thinking regarding use and implementation of collaborative project delivery methods. Howard recently received the president’s award from the AIACC for this work.

Howard has been recognized as an outstanding construction lawyer by Chambers & Partners, USA, the International Bar Association and has been listed a Northern California Super Lawyer from 2004 through 2012, and was selected as the Northern California Lawyer of the Year by Best Lawyers in the United States in Construction.
Introductory Track Session #2:

Title: Getting in the Game

Description: Taking the first step is often the hardest. Many companies struggle with where to begin their lean journey. Will masterfully outlines the case for companies to get in the game and highlights the tools and knowledge necessary to make that first step. Whether your journey is personal, with a project team, or within your organization, Will’s case study examples and insight can help you build the plan and start you on your journey.

Will Lichtig, Vice President
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Will Lichtig is a nationally recognized leader in the lean and integrated project delivery movements. He has been at the forefront in the development of Integrated Lean Project Delivery® process. He is the current the Chairman of the Lean Construction Institute.

In his role with The Boldt Company, Will has worked with teams to develop and implement lean process for target value design, lean production planning and control, Built in Quality, lean problem solving, and other key processes that provide innovative approaches to project delivery. He also provides leadership coaching to project teams as they develop the wherewithal to deliver projects using lean methods.

His innovative efforts were recognized by ENR Magazine, which honored him as an "ENR Newsmaker" for 2007. He was also recognized by the Lean Construction Institute in 2012 with its “Pioneer Award.”
Advanced Track Session #2:

Title: Applying Target Value Design

Description: What Owners need to know about Target Value Design to get what they need for the money they can spend. Dean Reed will present real life application examples of value delivered on projects by teams making cost an input to design rather than an output.

Dean Reed is DPR Construction’s Director for Lean Construction, bringing 40 years of industry experience in a variety of roles. Dean became an early advocate for both Virtual Design & Construction and Lean Construction after seeing the value of 4-D simulations and the Last Planner System in 1997. Since 2005, Dean has shared his experience and insights with DPR teams using Integrated Project Delivery to produce exceptional results. Dean holds a Bachelor of Arts in Psychology from the University of California, Santa Cruz where he was a member of the first graduating class. He is co-author of the forthcoming book “Integrating Project Delivery.”
Advanced Track Session #1 & #2
Owner’s Rep:

Title: Contributions from an Owner’s Perspective on IPD Contracting and TVD

Description: Bill Seed will share his experience, insights, and perspectives pertaining to the materials presented by both Howard Ashcraft on IPD Contracting and Dean Reed on TVD.

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Bill is currently helping Walt Disney Imagineering transform their project delivery model to Integrated Project Delivery. While new to the entertainment industry he is using the skills developed in his prior roles to affect this change.

Bill has spent over 30 years in the construction related industry, 23 years specifically dedicated to health care. He earned his Bachelor of Science in Mechanical Engineering from the University of Akron, Ohio in 1990.

Bill has spent the last 7 years overseeing $3Billion of construction and design activities for Universal Health Services, Inc. He and his various teams have developed over 2000 new Behavioral Health beds including 4 green field campuses, 5 new Medical Acute Care hospitals, and numerous large and smaller facility enhancements. Most of these projects are utilizing IPD methods and contracts and are seeing phenomenal results.

Bill is a member of the Board of Directors for the Lean Construction Institute, the winner of the LCI Pioneer award in 2012, and an active owner advocate for the implementation of Integrated Lean Project Delivery.
Introductory Track Session #3:

Title: Introduction to Last Planner System®

Description: You’ll learn how the five elements of the Last Planner® System, by creating and maintaining reliable workflow, can be used to plan and manage projects that have fewer quality problems, finish sooner, cost less, and are safer than traditionally managed projects. You’ll see how this is not about a trade-off between objectives, but about achieving all the above consistently and with less stress.

Annmarie Thurnquist has over 30 years of experience in construction management. During her career, Annmarie headed an estimating department which prepared in excess of $130 million in bids annually, managed projects in excess of $25 million, and was Director of Construction and Renovations for a Research I University. Annmarie currently is a Senior Preconstruction Manager for Danis Building Construction Company, specializing in healthcare, institutional, and commercial projects throughout southwest and central Ohio. In addition to her project-related responsibilities, Annmarie is the firm’s Lean Construction and Six Sigma champion, and coordinates Danis’ diversity inclusion efforts.

Annmarie holds a Bachelor of Science in Civil Engineering from Purdue University and a Masters in Business Administration from Xavier University.
Advanced Track Session #3:

**Title:** Project as Production System

**Description:** Understanding and managing the dynamics of project production is core to achieving predictable and reliable project outcomes. Wherein alternative contracting approaches, incentive programs and organizational structures may unlock value, only through effectively managing project production can waste be eliminated and value captured. Participants attending this session will gain awareness about the Project as Production System framework including basic principles and methods used to understand and influence project production performance and ultimately project outcomes. This session will build upon concepts and learning associated with LCI’s Parade of Trades simulation and will use over twenty years of case studies as examples. Todd Zabelle will share his over 30 years experience in the construction industry delivering projects ranging from simple $5M to $200B complex oil and gas projects and his practice with advancing the Lean Operating system to a Production system to further improve the predictability and success of project delivery.

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**Todd Zabelle**
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Todd R. Zabelle is the founder and president of Strategic Project Solutions, Inc. (SPS). Founded in 2000, SPS enables customers to more effectively deliver complex and critical energy, industrial and civil infrastructure projects by applying operations management principles to optimize the project delivery process.

Prior to founding SPS, Todd was a founder and partner in the Lean Construction Institute (later made a not for profit where he served on the board of directors for several years) and the Founder and President of Pacific Contracting Engineers, Inc.

Operating as a specialty contractor from 1993 – 2000, Pacific Contracting was recognized for its leadership in the application of multi-dimensional computer modeling and project production control methodologies in the U.K.’s Rethinking Construction report sponsored by Deputy Prime Minister, John Prescott through the Department of the Environment, Transport and the Regions (DETR) in 1998.

In 2014, Todd led the launch of the Project Production Institute (PPI), a not for profit dedicated to leading research, development and dissemination of knowledge related to Project Production Management. www.projectproduction.org

Todd has authored numerous papers related to improving project outcomes, many of which are referenced by leading academic researchers and have been presented at numerous conferences and leading academic institutions globally.
Owners Panel Plenary Session:

Title: Owners’ Perspective on Advancing Predictability in Delivering Capital Assets

Description: Owners share their vision for delivering on their core business needs by significantly advancing the Design and Construction Industry through transformative program delivery improvements. Session will include interactive audience Q&A opportunity.

Moderators: Lisa Reynolds & Al Schwarzkopf

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