## General Session - Wednesday, Oct. 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
<th>Level</th>
<th>Tracks</th>
<th>Session Code</th>
<th>Location</th>
<th>Access</th>
<th>Open To… (All, LCI Corporate, LCI Congress, LCI Members, LCI Members + Corporate, and Guest)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wed. 6:45 AM</td>
<td>45 mins</td>
<td>General Session - Individual</td>
<td>Influencing Lean Adoption</td>
<td>Bevan Mace, Balfour Beatty</td>
<td>None</td>
<td>None</td>
<td>LCI TBD</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 7:45 AM</td>
<td>15 mins</td>
<td>General Session</td>
<td>Congress Welcome/Opening Remarks</td>
<td>Dan Heinemeier, LCI Executive Director</td>
<td>None</td>
<td>None</td>
<td>W2PS TBD</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 9:25 AM</td>
<td>15 mins</td>
<td>General Session</td>
<td>General Session - Individual</td>
<td>Case Study of Brown's IPD New School of Engineering Building</td>
<td>Patrick Lencioni, Best-Selling Business Author, Internationally Recognized Speaker, and Thought-leader</td>
<td>None</td>
<td>None</td>
<td>W3PS 15</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
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<tr>
<td>Wed. 9:25 AM</td>
<td>40 mins</td>
<td>General Session</td>
<td>General Session - Individual</td>
<td>Pull Planning in Design - You have to do your homework before you can play!</td>
<td>Ronald Mogliano and Larry Summersfield, Barber &amp; Summerfield Structural Engineers</td>
<td>Intermediate</td>
<td>WAS 300</td>
<td>Salon E</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 9:25 AM</td>
<td>40 mins</td>
<td>General Session - Individual</td>
<td>Alignment of CPM Scheduling and Short Interval Planning in Design and Construction</td>
<td>John Kelly, Wal Disney Imagineering; Jeff Batts and Steven Soloway, Whiting Turner Contracting Co.; Dan Rorie, Building Technology Pacific</td>
<td>Intermediate/Advanced</td>
<td>WA2 300</td>
<td>Salon F</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 9:25 AM</td>
<td>40 mins</td>
<td>General Session - Individual</td>
<td>A Case Study of Brown's IPD New School of Engineering Building</td>
<td>John Coles, Brown University; Judith Hassett and Peter Vroomandel, Sheraud Design and Construction; Mark Davis, forest Timberline</td>
<td>None</td>
<td>None</td>
<td>WAF 300</td>
<td>Salon SK</td>
<td>No</td>
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### Notes:
- This agenda is current as of Friday 10/13/2017. For the most current agenda, please log into the app.
Implementing Lean Thinking at LAX by a Trade Partner

Los Angeles World Airports (LAWA) projects are delivered using the traditional delivery methods or design build at the GC/Architect level. These projects are competitively bid based on lowest responsible cost. In 2015, the Los Angeles World Airports (LAWA) was concerned about the safety of the workforce and LAWA was able to identify financial savings. We want to share two big ideas: innovation, partnership, collaboration and lean thinking. A LAWA project can be delivered successfully for all parties. And, lean can be followed by one subcontractor/trade partner and radiate across the Owner, CIU and other trade partners.

Leveraging an Integrated Lean Project Delivery Team to Deliver Exceptional Safety in Construction

In 2011, Limbach Facility Services completed a project to implement a Field-Driven Lean methodology. This methodology involves planning and lean sessions to create the most benefit for the project as a whole. Lean and lean thinking are directly tied to fabricatable parts and included material costs and locations and cross-disciplinary functions (Engineering, Estimating, Planning, Fabrication and Installation) using model components that were directly tied to fabrication parts and included material costs and labor estimation. Coupled with the IHI-led Lean Construction Initiative (LCI) and the national implementation, the value streams of engineering through building systems service & maintenance was enhanced by improving the hand-offs between functional components of the organization, enabling design for manufacturing with fabricable parts and enhancing waste elimination from concept through plant start-up, commissioning and supporting Target Value Design process on Design Build & ROI projects with real-time estimating.

Why Lean Projects are Safer

In 2016, there were 899 construction death in the United States and two of thousands of disabling injuries. The Center for Construction Research and Training (CPWR) estimates that over a 45 year career, a construction worker has a 75 percent chance of experiencing a disabling injury. The same worker has a one in 200 chance of being fatally injured on the job during his or her career.

The Van Ness and Geary hospital project in San Francisco is a 1 Billion $, K. galaxy medical hospital project constructed in the center of the city. The construction included demolition of a 8 story hotel, excavation breaching 50 feet down into the ground, and erecting the new 240 foot tall hospital.

The project has a field work force peaking at 900 workers, and required over 4 million worker hours to build.

With this number of workers and hours, statistics and insurance sales say the project will have dozens of disabling injuries and a significant probability of a death.

This Integrated Lean Project delivery team set out to set the bar for the industry – to have an exceptionally safe project.

Continuous improvement has been a part of the KHS&S fabric since inception. This approach provides a platform for all major trades to get involved in planning and lean sessions to create the most benefit for the project as a whole. KHS&S field experience andlean development/ partake in full planning sessions, weekly work plans, weekly plans, and progress maps with the General Contractor and field. The LAX T2 project was a $100+ Million turn-key design build replacement of 15 AHUs for Los Angeles World Airports (LAWA) projects are delivered using the traditional delivery methods or design build at the GC/Architect level. These projects are competitively bid based on lowest responsible cost. In 2015, the Los Angeles World Airports (LAWA) was concerned about the safety of the workforce and LAWA was able to identify financial savings. We want to share two big ideas: innovation, partnership, collaboration and lean thinking. A LAWA project can be delivered successfully for all parties. And, lean can be followed by one subcontractor/trade partner and radiate across the Owner, CIU and other trade partners.

The LAX T2 project was a turn key design build replacement of 15 AHUs

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Lean Design: Mock-ups, Simulation, and Design for Prefabrication

The Ambulatory Care program was conceived as a $250M-$300M initiative based on one IPD team delivering eleven floors over a two-year time frame to create a proprietary design operating model, a sustainable LEED Alternative that would set a new standard for care delivery and care design. The LCI framework will be conducted along with metrics geared to design firms to establish a benchmark of performance as well as identify potential improvements.

Steve Chen, HGA; Brian Marz, Ballmer Beatty; Michael Murray, The Beck Group; Andrea Spanner, HKS

The Business Case for Lean

The Business Case for Lean

The Business Case for Lean

Keyan Zandy and James Eastham, Jr., Skiles Group

The Beck Group; Andrea Sponsel, HKS

Stan Chiu, HGA; Bevan Mace, Balfour Beatty; Michael Murray, The Beck Group; Andrea Spanner, HKS

The Business Case for Lean

John Sincklaf and Jeff Lob, CHGM

Leveraging Lean in Planning & Design

Leveraging Lean in Planning & Design

Leveraging Lean in Planning & Design Owner Interest

Intermediate WC3 300 Salon F

No All

Advanced WB2 300 Salon G

No All

Fundamental WB4 300 Platinum 7-10

No All

Fundamental WB3 300 Salon A-D

No All

Fundamental WB2 300 Salon A-D

No All

Intermediate WC3 300 Salon F

No All

Intermediate WC3 300 Salon F

No All

Intermediate WC3 300 Salon F

No All

Intermediate WC3 300 Salon F

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Intermediate WC3 300 Salon F

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Intermediate WC3 300 Salon F

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<th>Event Type</th>
<th>Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
<th>Tracks</th>
<th>Level</th>
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<th>Capacity</th>
<th>Location</th>
<th>Date Out</th>
<th>10am to 10pm LCI corporate</th>
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<tbody>
<tr>
<td>Wed. 11:35 AM</td>
<td>45 mins</td>
<td>General Session - Individual</td>
<td>Integrated Design &amp; Delivery Planning Tool</td>
<td>TBD</td>
<td>Chris Pechauer, McCarthy Building Company, Inc.</td>
<td>Lean Interventions Challenges &amp; Transformations</td>
<td>Advanced</td>
<td>W04</td>
<td>300</td>
<td>Platinum 1-4</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 11:30 AM</td>
<td>45 mins</td>
<td>General Session - Individual</td>
<td>Fabrication Shops Lean Turnaround</td>
<td>TBD</td>
<td>Gary Lowisel, Robert Lineally, and Curt Schwartz, Southland Industries</td>
<td>Field Lean</td>
<td>Intermediate</td>
<td>W02</td>
<td>300</td>
<td>Salon E</td>
<td>No</td>
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<td>Wed. 12:15 PM</td>
<td>60 mins</td>
<td>Meal</td>
<td>LCI Awards Luncheon</td>
<td>TBD</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>TSB</td>
<td>Marsalis - Plenary Rooms</td>
<td>No</td>
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<tr>
<td>Wed. 1:15 PM</td>
<td>45 mins</td>
<td>General Session - Individual</td>
<td>Behavior-Based Project Delivery – Shingo Model Thinking Leads a Team to Relate What’s Possible</td>
<td>TBD</td>
<td>Roberto Masi, Haley &amp; Aldrich; Patricia Andre Tillman and Patrick McGee, University of California, San Francisco; Rene Huertas, Webcor Builders; Marianne O’Brien, SmithGroupJJR</td>
<td>Lean Interventions Challenges &amp; Transformations</td>
<td>Advanced</td>
<td>W07</td>
<td>300</td>
<td>Salon E</td>
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<td>Session</td>
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<td>Level</td>
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<td><strong>Wed. 1:15 PM</strong>&lt;br&gt;45 mins</td>
<td>General Session - Individual&lt;br&gt;&quot;Go Slow to Go Fast&quot;: How Exeter Hospital Successfully Used Lean Principles To Structure a Pre-Design Study Of Inpatient Care</td>
<td>This presentation will explore how an architecture firm utilized lean techniques to lead, Exeter 2020, a pre-design study intended to make the subsequent design process more efficient and effective. Using the principles of &quot;Go Slow to Go Fast,&quot; Exeter Hospital commissioned TRO to lead a team of nurses, doctors, technicians, managers, and planners on an exploration of current inpatient care models and innovations. The purpose of the study is to create a shared understanding of the design patterns and develop a body of research to inform better decision making during design. The team implemented a continuous improvement driven framework for the investigation. The four main steps of the study - Learn, See, Explore, Analyze, and Decide - align with the PDSA cycle. These steps provided a structure for the team to explore the current state of care. The study benefitted from the team's experiences, better outcomes and reduced expenses. The Toyota A3 problem-solving process served as the basis for the entire study; other tools used include clearly defining the problems to be solved, gap analysis, gemba walks, 5-why root cause analysis, and plus/delta examination.</td>
<td>Dennis Stone and Leigh Snow, TRO; Robert Corson, Exeter Hospital; Chee Korng Lin, SmithGroup JR</td>
<td>Intermediate</td>
<td>W2D</td>
<td>300</td>
<td>Salon F</td>
<td>No</td>
<td>All</td>
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<td><strong>Wed. 1:15 PM</strong>&lt;br&gt;45 mins</td>
<td>General Session - Individual&lt;br&gt;When Life Deals You Lemons: Adjusting Your Way to a Lemon Drop</td>
<td>We have all worked on projects that hit rough patches and leave us feeling a little sour. We are faced with two paths to take - continue down the sour path and risk the negative impact on your project, work life, and home life, or choose to make adjustments to the current situation and break down the sour path.</td>
<td>Ramona Schnellmann and Andrea Sponholz, HKS, Inc</td>
<td>Intermediate</td>
<td>W2D</td>
<td>300</td>
<td>Platinum 7-10</td>
<td>No</td>
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<td><strong>Wed. 2:05 PM</strong>&lt;br&gt;55 mins</td>
<td>Applying Lean Thinking to Interior Design</td>
<td>Throughout its life, the interior design of a hospital is incredibly complex, involving thousands of decisions and products. It's not just about furnishings and materials, but their integration with the architecture and engineering, application and installation, operations and maintenance, safety, infection control, equipment, supply chain, code compliance and costs. The Van Ness &amp; Geary Campus Hospital Integrated Project Delivery Team, working with 20+ trade partners, used lean techniques to help manage that complexity on a billion-dollar, multi-campus project, based in San Francisco. The team quickly identified that the use of principal and lean tools such as TCO and Lean Planner helped the team develop the typologies and space hierarchies that were mandatory to guide the design concept and budget for nearly 1 million square feet facility. Lean requires a much different approach than interior designers are used to, requiring that decisions be made earlier in the design process than is typical. Through the use of PI problem solving, prioritization, planning and target cost, the design team is able to focus on interior details, materials and pricing in order to inform the integrated team and users of the design intent and its clinical, experiential, and monetary value.</td>
<td>Paul Klemish, Hensel Phelps, SmithGroup JR; Jayme Hissam, Sutter Health</td>
<td>Intermediate</td>
<td>110</td>
<td>Exhibit Hall</td>
<td>No</td>
<td>All</td>
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<td><strong>Wed. 2:05 PM</strong>&lt;br&gt;55 mins</td>
<td>Building the Project Playbook with Lean of Development</td>
<td>Traditional project delivery structures unnecessary behavior by tying firm to the project's performance, rather than project outcomes. Non-traditional project delivery methods and business models are evolving that use both new technologies including BIM and Lean processes. The Integrated Project Delivery (IPD) approach engages a cross-functional team of design professionals and specialty contractors at the project validation phase of a project. At a result, these new processes require more management of both the internal and external planning and traditional design workflows. It has been recognized by those that have embarked on a more concurrent and integrated workflow, even in traditional project settings to establish value by reducing project costs. This presentation will focus on the concept of Lean of Development as an approach to build the most value to the owner and ultimately building users. The &quot;Product development&quot; approach to design requires in reliance on the owner and will involve in a truly integrated delivery approach. The speakers will discuss how BIM execution planning can be used to establish a value proposition for design deliverables and guide the entire project team in optimizing work flow and deliverables that fulfill the information flow and bring of downstream users. They propose a Project Implementation strategy that establishes a project &quot;Playbook&quot; based on the Lean of Development (LoD) as published by the AGC BIMForum. The BIMForum definitions of LoD are used in the context of the project lifecycle and creates a framework which all stakeholders, owners, designers and builders can work with. These guidelines are intended for both design/build and IPD projects.</td>
<td>Paul Luz@McKinsey &amp; Company, Co-Owner, Sutter Health; Jenny Azzariti, Sutter Health</td>
<td>Intermediate</td>
<td>110</td>
<td>Exhibit Hall</td>
<td>No</td>
<td>All</td>
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<tr>
<td><strong>Wed. 1:15 PM</strong>&lt;br&gt;45 mins</td>
<td>General Session - Individual&lt;br&gt;&quot;Think Small and Win Big&quot;</td>
<td>This presentation will explore how an architecture firm utilized lean techniques to lead, Exeter 2020, a pre-design study intended to make the subsequent design process more efficient and effective. Using the principles of &quot;Go Slow to Go Fast,&quot; Exeter Hospital commissioned TRO to lead a team of nurses, doctors, technicians, managers, and planners on an exploration of current inpatient care models and innovations. The purpose of the study is to create a shared understanding of the design patterns and develop a body of research to inform better decision making during design. The team implemented a continuous improvement driven framework for the investigation. The four main steps of the study - Learn, See, Explore, Analyze, and Decide - align with the PDSA cycle. These steps provided a structure for the team to explore the current state of care. The study benefitted from the team's experiences, better outcomes and reduced expenses. The Toyota A3 problem-solving process served as the basis for the entire study; other tools used include clearly defining the problems to be solved, gap analysis, gemba walks, 5-why root cause analysis, and plus/delta examination.</td>
<td>Tony Lowe, Southland Industries; Tom Monier, Sutter Health; Paul Klemish, HerreroBoldt; Kathryn Dunn, SmithGroup JR</td>
<td>Intermediate</td>
<td>W2D</td>
<td>300</td>
<td>Salon F</td>
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<td><strong>Wed. 1:15 PM</strong>&lt;br&gt;45 mins</td>
<td>General Session - Individual&lt;br&gt;Field-Driver Lean Owner Interest</td>
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<td>Intermediate</td>
<td>W2D</td>
<td>300</td>
<td>Salon F</td>
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<td>Day/Start Time</td>
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<td>Wed. 2:05 PM</td>
<td>55 mins</td>
<td>Social Science Tools for Discovering True Customer Values</td>
<td>Intermediate</td>
<td>Leveraging Lean in Planning &amp; Design</td>
<td>Traditional lean tools and techniques offer a great way of collecting expert and quantitative customer values, however, it is often the implicit experiential customer values that truly drive decision making. Take coffee selection for example: customers describe their values in terms of taste and price, however, those same customers consistently choose Starbucks over McDonalds for coffee despite McDonalds superiority in both of those explicit customer values. Consumer decision making is actually being driven by experiential values. See how we use techniques that allow us to uncover those implicit but more powerful customer values.</td>
<td>Eric Peacock, Taylor Design; Rob Williamson, Taylor Design; Jen Leonard, Taylor Design</td>
<td>General Session - Panel</td>
<td>Intermediate</td>
<td>100</td>
<td>Exhibit Hall</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 2:05 PM</td>
<td>55 mins</td>
<td>Design Phase Mapping - Aligning Goals and Defining Deliverables</td>
<td>Intermediate</td>
<td>Leveraging Lean in Planning &amp; Design</td>
<td>What’s the Problem: The typical design phase process of standard SD, DD, and CD type of deliverables does not look up when speed and efficiency are required. This is typically seen when non-standard delivery type projects are engaged such as Design-Build and PIP. Expectations by the various stakeholder groups are largely out of alignment and the design process quickly diverges into a reactive race to meet deliverable deadlines. What’s the Solution: By implementing pull-style process planning at project inception you will be able to align goals and milestones between all parties involved. Each phase of the design should be outlined so to what is being developed, what will need to be completed, what design packages are to include and when they are expected, where pricing activities occur, and when the VDC can flow into the process. Design phase milestones should not be determined by dates of a schedule, but by completion of key activities. Each of the phases of design will be driven by the goals and objectives that help align the needs and expectations from the Owner, Design, and Construction groups. This class will focus on the Design Phase Mapping process and why it’s time for a paradigm shift in the typical design process that we’ve seen and dealt with for years.</td>
<td>Megan Conoral and Chase Preple, Ryan Companies US, Inc.</td>
<td>General Session - Panel</td>
<td>Intermediate</td>
<td>100</td>
<td>Exhibit Hall</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 2:05 PM</td>
<td>55 mins</td>
<td>General Session - Panel</td>
<td>Panel 14</td>
<td>Field-Driven Lean</td>
<td>How good is good enough? The productivity paradigm</td>
<td>Dave Bontrager, University Colorado Boulder</td>
<td>Intermediate</td>
<td>ME2-A</td>
<td>300</td>
<td>Salon AD</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Wed. 2:05 PM</td>
<td>55 mins</td>
<td>Direct Observation: the benefits to the client of implementation</td>
<td>Intermediate</td>
<td>Field-Driven Lean</td>
<td>The last planner system provides an excellent foundation for collecting productivity data directly from the field. The PPC metric is easily understood and timely. Productivity data is viewed as the foundation for organizational learning and the quality of the data is paramount to the realization of continuous improvement. Lean management deploys various training and control mechanisms to stabilize the consistency and objectivity of the reported data. Still, the reported productivity data is not complete or subjective in nature. The interrelated expectation of high-performance levels inevitably leads to reporting bias. This productivity paradigm is a cultural response to system of measure—more is better. Perfection is achieved. While these measures represent the intended outcome of the productivity effort, they are physiologically counterproductive to the value of learning. BIG IDEA: Lean philosophies can be better supported by changing the way we analyze and report the PPC measure.</td>
<td>Acil Bakran and Brian Clow, Dublin Institute of Technology; Barry Kehily, Mercury Engineering</td>
<td>Intermediate</td>
<td>ME2-B</td>
<td>300</td>
<td>Salon AD</td>
<td>No</td>
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<tr>
<td>Wed. 2:05 PM</td>
<td>55 mins</td>
<td>Solving the Innovation Dilemma - Leveraging Lean Innovation</td>
<td>Intermediate</td>
<td>Technology &amp; New Techniques in Lean</td>
<td>The disruptive nature of technology is fundamentally changing the nature of business competition. The intersection of ubiquitous smart portable devices, improvements in wireless connectivity, and the increasingly low cost of new hardware like Drones, Laser Scanners, IOT, and Augmented Reality devices have created a disruption tipping point for the entire Architecture, Engineering, and Construction (AEC) industry. The ability to effectively approach the adoption and utilization of these disruptive technologies will be the key indicant of successful business and projects in the immediate future. After researching the fundamental elements of the Lean process and approach across several industries (including manufacturing and construction), we have concluded that the most effective framework for overcoming “The Innovation Dilemma” is by implementing Lean Innovation Lean Innovation is a delicate balance between Technology (which is constantly changing), Process (innovation or operational) and People (the biggest variable of them all). We will show that by leveraging Lean principles in the adoption and utilization of innovation on a project or corporate level, already exists, and will continue to inevitably yield an increasingly expensive competitive advantage.</td>
<td>Uchensia Dickey, Skees Building Group; James Preese, Sutter Health; Lauren Spiteri, Autodesk Inc.; Nathan Wood, SpectrumAEC</td>
<td>General Session - Panel</td>
<td>Panel 5</td>
<td>Intermediate</td>
<td>ME5-A</td>
<td>300</td>
<td>Salon F</td>
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A Presentation on the Continuance of the Development and Implementation of an Architectural and Electrical Construction System to Transform Traditional Construction Methods into a Modern Process of Assembly

The presentation discusses the continuance of the development and implementation of a construction system designed to transform traditional construction methods for mechanical, electrical and public health (MEP) systems into a modern process of assembly. The system was developed with the aim of improving efficiency, reducing costs, and increasing sustainability in construction projects. The outcomes are presented in a number of published research papers since its implementation. The methods have been applied to large hospital projects in downtown Montreal, in the province of Quebec, Canada. The presentation outlines particular aspects learned from each of the implementation efforts and asks a platform of understanding that can be informative to the LCI community in terms of its adaptability and usefulness to the industry.

Peter Court, LeaG2Software

Technology & New Techniques in Lean

Advanced | M5E-3 | 300 | Salon F | No | All

Being Lean in a Non-Lean World

Understanding and knowing how to practice and implement lean in an organization or project that is not. Not every project team or organization understands or values lean practices. This presentation will cover concepts and give real examples of how to be lean as possible in your given environment. This happens by understanding the different stages of being lean and achieving the appropriate behaviors for the situation.

Jeremiah Supergan, Mitch Christmon and Steve Wilson with HMC Architects

Leveraging Lean in Planning & Design

Intermediate | M5E-4 | 300 | Platinum 1-4 | No | All

Leveraging Lean Processes in a Design/Build

Lean processes are not just for life sciences and projects under IFPA contracts. Teams implementing Lean in design/build projects and portfolio and granting models of use of these collaborative processes. Selecting the right team members is not just about fees and resumes. See how one team used CBA's in the selection of their team leading to a winning of a design-build net zero project.

Steven Wilson, HMC Architects; Justin Marike, Balfour Beatty

Leveraging Lean in Planning & Design

Field-Driven Lean

Fundamental | M5E-5 | 300 | Salon E | No | All

Utilizing waste walks to drive root cause problem solving

Waste reduction is key to Lean in 2017, with a focus on field engagement. Our strategy has been streamlining our foremen and superintendents commitment to the field workforce, in order to reduce waste and increase productivity to balance cost, schedule, and quality. Focused waste walks (gemba walks) have been introduced to drive closer observations of work performance and to document areas of struggle. Establishing areas of struggle lead to focused problem solving projects. KHS&S will present our tactical and strategic approach to conducting waste walks on a job site and the benefits of implementing this program. This presentation will be filmed.

Michael Villar, KHS&S Contractors

Fundamental

Owner Interest

Video Time Case Studies for the Installation of Curtain Wall Systems

Field-Driven Lean

Intermediate | M5E-6 | 300 | Salon E | No | All

Field-Driven Lean Owner Interest

Video Time Case Studies for the Installation of Curtain Wall Systems

The increasing implementation of Lean construction principles of projects requires the researchers and industry members to perform of scientific studies, which illustrate the benefits of using Lean principles in this field. With this study, the researchers will present the results of a field-driven experiment, which focuses on the analytical and removal of waste in the use of video studies, process mapping, and 4D modeling. This experiment, the researchers worked with superintendents and field workers to record the installation process of curtain wall systems and to document the benefits of applying Lean construction principles. In addition, by video interviews, the learning process mapped the installation and identified different types of wastes, which caused the installation to not efficiently. Based on this analysis the lean team was able to identify the installation took over 60 minutes and over a week of field work. The team then intensified and simulated the new proposed processes through a 4D simulation. Therefore, with the experiment, the team wants to illustrate how the implementation of Lean Principles and, most importantly, input from the field can have direct impacts on project and overall schedule and budget.

Fadi Castromonti, CSI Eastbay; Never Awad, BENSON INDUSTRIES INC

Monthly Metric Report – HCA’s Business Case for Lean

The Business Case for Lean

Intermediate | M5E-1 | 300 | Salon G | No | All

Owner Interest

General Session – Panel 11

Ken Kulaga and Natasha Moore, HCA

The Rise of Big Data

Big data provides important insights and analysis. In-depth and detailed analysis provides knowledge needed to improve Gold Build Prototyping, Change-by-Advantages, and Target Value Setting/tracking. From quickly producing lease requirements and construction costs to building design and cost efficiency vs market averages, Big Data does it all. This presentation will be filmed.

Joiyne Couteure, The Boldt Company; Mark Sands, Performance Building Systems & Caley LLC

The Business Case for Lean

Intermediate | M5E-2 | 300 | Salon G | No | All
General Session - Panel
State of Research in Lean (LCI Research Committee)

Want to know what Lean research is being done in the U.S. and abroad? Please join the LCI Research committee for brief presentations on specific areas of research (safety, cost models and workflow) followed by panel discussion and questions from the audience about research on a wide range of Lean topics. Hear from experts on what we know, pressing research questions and future opportunities.

Agenda:
- Safety and health hazards - David Guss, Arizona State University
- Cost modeling - Glenn Ballard, University of California, Berkeley
- Field-Driven Lean - Jon Olset, Yale University

Moderator: Renee Cheng, University of Minnesota

Level: TBD
Track: WE8 300 Platinum 7-10
Capacity: TBD
Location: TBD
Sold Out: No
Open To: (All, LCI Corporate)

General Session - Individual
Gemba Training 1

Rich Seiler, Unified Works; David Olsen, W.B. Olsen, Inc.

What is the role of Gemba training in Lean? What is the role of Gemba Walks? Gemba? This presentation will introduce the basic mechanics of Lean in a Gemba Walk and be a hands-on Gemba Walk to apply the basic principles of Lean in a Gemba Walk workshop. The workshop will be in the form of a Gemba Walk, with opportunities for questions and discussions. What is the role of Gemba training in Lean? What is the role of Gemba Walks? Gemba? This presentation will introduce the basic mechanics of Lean in a Gemba Walk and be a hands-on Gemba Walk to apply the basic principles of Lean in a Gemba Walk workshop. The workshop will be in the form of a Gemba Walk, with opportunities for questions and discussions.

Day: Wed
Time: 2:05 PM
Duration: 55 mins
Track: TBD
Capacity: TBD
Location: WE8 300 Platinum 7-10
Sold Out: No
Open To: (All, LCI Corporate)

General Session - Panel
Built to Last: How Sutter Health Assembled a Collaborative, High-Performing IPD Team

Jessica Kelley, Southland Industries

The intent is to introduce the basic mechanics of a Gemba Walk and link to continuous process improvement. It will center on better understanding the current state of value streams; bridging the gap between management, planning and the front-line work; enforcing how to look for and talk to workers; analyzing and managing waste and resources and raising awareness of efficiently site organization and internal workflow.

Day: Wed
Time: 2:05 PM
Duration: 55 mins
Track: TBD
Capacity: TBD
Location: WE8 300 Platinum 7-10
Sold Out: No
Open To: (All, LCI Corporate)

General Session - Individual
Transformations

Dimeo Construction Company; Jon Olsen, Yale University

The intent is to introduce the basic mechanics of a Gemba Walk and link to continuous process improvement. It will center on better understanding the current state of value streams; bridging the gap between management, planning and the front-line work; enforcing how to look for and talk to workers; analyzing and managing waste and resources and raising awareness of efficiently site organization and internal workflow.

Day: Wed
Time: 2:05 PM
Duration: 55 mins
Track: TBD
Capacity: TBD
Location: WE8 300 Platinum 7-10
Sold Out: No
Open To: (All, LCI Corporate)

General Session - Individual
Field-Driven Lean

Paul Alapinto, Bibe Olsen, Jared Novotny and Andy Schiff, Bimes Construction Company; Jon Olset, Yale University

The intent is to introduce the basic mechanics of a Gemba Walk and link to continuous process improvement. It will center on better understanding the current state of value streams; bridging the gap between management, planning and the front-line work; enforcing how to look for and talk to workers; analyzing and managing waste and resources and raising awareness of efficiently site organization and internal workflow.

Day: Wed
Time: 2:05 PM
Duration: 40 mins
Track: TBD
Capacity: TBD
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Sold Out: No
Open To: (All, LCI Corporate)
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<th>Speaker Name, Organization</th>
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<tr>
<td>Wed. 3:30 PM</td>
<td>General Session - Individual</td>
<td>LC Design: Cracking the Code</td>
<td>Russell Chang, University of Minnesota, Macomb</td>
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<td>LEAN Lawyering—Crashing through barriers no one thought efficiency could penetrate</td>
<td>Jonathan Head, Balfour Beatty Technology &amp; New Techniques in Lean</td>
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<td>Choosing by Advantages: LPS in ToolSelection</td>
<td>Felipe Engineer-Manriquez, McCarthy Building Companies Technology &amp; New Techniques in Lean</td>
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<td>Wed. 3:30 PM</td>
<td>General Session - Individual</td>
<td>Leveraging Lean in Planning &amp; Design</td>
<td>Renee Cheng, University of Minnesota, Mackendrick Skene, NBBJ architect, John Heymaker, Perkins + Will Architects</td>
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<td>Wed. 3:30 PM</td>
<td>General Session - Individual</td>
<td>Last Planner System: Collaboration on Wheels</td>
<td>Nick Maul, Haley &amp; Aldrich; Cliff Cott, Triumph Modular Technology &amp; New Techniques in Lean</td>
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<td>Wed. 3:30 PM</td>
<td>General Session - Individual</td>
<td>Using lean techniques to reduce complexity and support lean construction implementation</td>
<td>Nick Maul, Haley &amp; Aldrich; Cliff Cott, Triumph Modular Technology &amp; New Techniques in Lean</td>
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**Description: (Background, Motivation, Big Idea)**

1. **LEAN Design: Cracking the Code**
   - Leveraging Lean in the construction phase has been well known to increase value for the owner by reducing waste and rework. The design process fundamentally relies on iteration and parallel explorations of alternative design solutions. Lean Design empowers the design process to have the potential to generate enormous value for the building owner. Because of the perception that Lean is in opposition to open-ended design exploration, designers are less aware of Lean’s potential. In this session, architects will discuss how value in design can be achieved with current and new roles of the architect in the construction process. Find out how owners, contractors and trade partners can support designers to best achieve Lean design.

2. **LEAN Lawyering—Crashing through barriers no one thought efficiency could penetrate**
   - Our company was looking to improve implementation of Last Planner System and created electronic pull planning / Last Planner System on our construction projects. Software companies have adapted their strategies to show how LEAN business, and how we can align commercial terms to support rather than frustrate business intentions. Providing two specific legal negotiation (to show how Legal can adopt LEAN thinking to support a LEAN business) and how we can align commercial terms to support rather than frustrate business intentions. Providing two specific legal practices typically thought with wastes, I’d like to educate stakeholders to think better questions of their own clients.

3. **Choosing by Advantages: LPS in ToolSelection**
   - Our company was looking to improve implementation of Last Planner System on our construction projects. Software companies have adapted their strategies to show how LEAN business, and how we can align commercial terms to support rather than frustrate business intentions. Providing two specific legal negotiation (to show how Legal can adopt LEAN thinking to support a LEAN business) and how we can align commercial terms to support rather than frustrate business intentions. Providing two specific legal practices typically thought with wastes, I’d like to educate stakeholders to think better questions of their own clients.

4. **Determining Lean in Planning & Design**
   - Using lean techniques (full kitting; pull planning; 8 wastes in contract administration) to show how Legal can adopt LEAN thinking to support a LEAN business, and how we can align commercial terms to support rather than frustrate business intentions. Providing two specific legal negotiation (to show how Legal can adopt LEAN thinking to support a LEAN business) and how we can align commercial terms to support rather than frustrate business intentions. Providing two specific legal practices typically thought with wastes, I’d like to educate stakeholders to think better questions of their own clients.
How 4D Model Coordination Eliminates Risks from Challenging Healthcare Renovations

Project teams of healthcare owners and their architectural organizations for large capital expenditures have encountered hospital owners to explore projects that retrofit and update aging buildings to meet the changing needs of their patients and staff. While renovation projects may save money and time compared to new construction, there are significant risks and challenges in dealing with complicated site conditions and achieving programmatic hospital functionality. One such project is the Alta Bates South Wing/Renovation project, which is scheduled to build three programmatically distinct sub-projects (Dietary Department, MRI Suite, and Dr’s Lounge) within a $25 million complex existing ground floor of the 1970s building at the Alta Bates Summit Medical Campus in Oakland, California. 3D Model integration and coordination has been critical to the project, and it has been able to confirm that even from existing conditions on site, the need for new extensive MEP systems will be even more extensive if four feet higher, side adjacencies to highly active, complex spaces, and the need to adhere to a strict completion schedule are all factors common in healthcare renovation work. Through model based workflows, it was possible to identify structural conditions and existing MEP systems not represented in as-builds, and to analyze how to site complex medical equipment such as MRI units to avoid interference with other systems and equipment. This ability to identify areas through 3D model coordination, both in existing conditions and design; in present and future states, is crucial to a successful renovation project in healthcare.

How 4D Time Machine can Benefit Your Lean Project

Many projects are benefiting from 3D BIM models, but have not taken the next step to leverage the powerful fourth dimension of time. This interactive session will provide participants with a hands-on demonstration of how Synchro is currently benefiting the MUSC Children’s Hospital in Charleston, SC. We will explore how this efficient tool has enhanced communication and participation among all parties. By reviewing time lapse footage of the future, our teams have been able to collaboratively solve problems well before they occur. 4D scheduling has captured many issues that normally fly under the radar of traditional scheduling tools. Using a brand new hotelian metaphor, the ‘Time Machine’, we will explore actual 4D models from this project and analyze how together.

Implementing Lean Principles and Visual Management Technologies in Facilities Management Systems

North West England University’s Estates and Property Services (E&PS) department was directed to transform the way they provided FM services. They entered into a departmental transformation effort labelled ‘lean approach’ with a ‘value driven’ directive. It was noted that E&PS employees were not educated in what lean meant and needed a lean visual management intervention. Therefore a lean visual management workshop/demonstrated was developed to introduce lean principles, concepts, and visual management technologies. This presentation details Estates and Property Services/lean journey efforts and challenges and what transpired before and after the lean visual management workshop/demonstrated. Several other visual management artefacts were designed and introduced with and without success. FM is all about people, places, technology and processes and procedures. The success of any FM services department depends on employees and customer expectations and how effectively to take the lead and follow with it.

Leveraging Lean Construction to Gain Trust, Transparency, and Productivity in the Semiconducter Construction Industry

Semiconductor market is forecasted to grow from $335 billion to $400 billion by 2025. Many projects are benefiting from 3D BIM models, but have not taken the next step to leverage the powerful fourth dimension of time. This interactive session will provide participants with a hands-on demonstration of how Synchro is currently benefiting the MUSC Children’s Hospital in Charleston, SC. We will explore how this efficient tool has enhanced communication and participation among all parties. By reviewing time lapse footage of the future, our teams have been able to collaboratively solve problems well before they occur. 4D scheduling has captured many issues that normally fly under the radar of traditional scheduling tools. Using a brand new hotelbased metaphor, the ‘Time Machine’, we will explore actual 4D models from this project and analyze how together.

The Business Case for Lean Owner Interest

Facility Management (FM) services. They entered into a departmental transformation effort labelled ‘lean approach’ with a ‘value driven’ directive. It was noted that E&PS employees were not educated in what lean meant and needed a lean visual management intervention. Therefore a lean visual management workshop/demonstrated was developed to introduce lean principles, concepts, and visual management technologies. This presentation details Estates and Property Services/lean journey efforts and challenges and what transpired before and after the lean visual management workshop/demonstrated. Several other visual management artefacts were designed and introduced with and without success. FM is all about people, places, technology and processes and procedures. The success of any FM services department depends on employees and customer expectations and how effectively to take the lead and follow with it.

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### Winning Hearts, Minds, & Hands: A Lean Culture in Sold Day/Start Time

**Wed. 4:20 PM**

**Session Title:** Agile Values, Lean Process with "Design" in the Middle

**Description:** Presentation on the implementation of agile in design and construction, focusing on the integration of design and lean principles to improve project outcomes.

**Speaker:** Marc Chouinard, Perkins+Will

**Presentation Title:** Leveraging Lean in Planning & Design

**Tracks:** Intermediate

**Level:** BGA-A

**Capacity:** 300

**Location:** Platinum 7-10

### Agile Methods in Design

**Wed. 4:30 PM**

**Session Title:** Agile Methods in Design

**Description:** Presentation on implementing agile methods in design and construction, highlighting the benefits of agile development in the software industry.

**Speaker:** Todd Henderson, Boulder Associates

**Presentation Title:** Leveraging Lean in Planning & Design

**Tracks:** Intermediate

**Level:** BGA-B

**Capacity:** 300

**Location:** Platinum 7-10

### Going Integrated on Hard Bid Work at UC Davis

**Wed. 4:40 PM**

**Session Title:** Going Integrated on Hard Bid Work at UC Davis

**Description:** Overview of the integration of lean principles in hard bid work, focusing on improving project outcomes through collaboration and continuous improvement.

**Speaker:** Angela Bowman and Paul Tate, The Baldr Company; Pat Derickson, Stafford/King Waice Architects

**Presentation Title:** Leveraging Lean in Planning & Design

**Tracks:** Intermediate

**Level:** BGA-G

**Capacity:** 300

**Location:** OC 2-4

### Empowering the Tradesworker - Lean in the Field

**Wed. 4:50 PM**

**Session Title:** Empowering the Tradesworker - Lean in the Field

**Description:** Presentation on the importance of proper onboarding of the trades workers, focusing on motivation and a culture of respect.

**Speaker:** Kyle Becker, McCarthy Building Company; Darren Toy and Brad Barnett, Andersen Construction

**Presentation Title:** Field-Driven Lean

**Tracks:** Fundamental

**Level:** BGA-A

**Capacity:** 300

**Location:** Salon A0

### General Session - Panel

**Panel:** Panel 7

**Description:** A panel discussion on agile values, lean process with "Design" in the middle, focusing on the integration of design and lean principles to improve project outcomes.

**Speaker:** Marc Chouinard, Perkins+Will

**Presentation Title:** Leveraging Lean in Planning & Design

**Tracks:** Intermediate

**Level:** BGA-A

**Capacity:** 300

**Location:** Platinum 7-10
From read to embrace: a veteran superintendent leads Lean changes

I have been running work in the field for over 30 years and have led some of my company’s most challenging projects in the Western Region. None of which are larger than $200M. I knew that I was asked in an interview by a potential client about what I did that was Lean that I realized I had nothing to offer. Not wanting to lose another project, I decided to start my Lean journey on a daydream, $200 million Federal Courthouse project with the GSA. I had personal resistance to change. I also had the challenge of implementing Last Planner System (LPS) on a team new to the system and many skeptics. With video commentary of Tom Secada, this story provides a transparent look at how implementing LPS is received by those who use it. This story provides insight on how a veteran Superintendent can benefit from taking ownership of LPS implementation, and transforming resistance into endorsement on their project.

Greg Groleau, Clark Construction Group

Fundamental

Field-Driven Lean

Wind. 4:20 PM

55 mins

General Session - Individual

Gemba Training

The subject matter of this 55-minute program is what in Gemba and more particularly, How do a Gemba Walk? It will be presented using a multimedia of PowerPoint and custom videos and reinforced by interactive group exercises, questions and discussions. The intent is to introduce the basic mechanics of a Gemba Walk and is link to continuous process improvement. It will center on better understanding the current state of value streams, bridging the gap between management, planning and the frontline work; enhancing how to look at work and talk to workers; analyzing and managing waste; and developing conditions of satisfaction for production, o takes ownership in understanding the current state of value streams; bridging the gap between management, planning and the frontline work; enhancing how to look at work and talk to workers; analyzing and managing waste; and developing conditions of satisfaction for production, and learning's. A Gemba Walk is a snapshot of the job and understanding what is happening at that moment. The program will cover the eight wastes (DOWNTIME) and the seven categories of value (TIMMESS).

Rich Seiler, Unified Works; David Olson, W. B. Olson, Inc

Thur. 6:45 AM

45 mins

Lean Coffee/Breakfast

Lean Coffee is an organized meeting. Participants gather and build an agenda to discuss lean-related topics. The discussion is focused and productive because the agenda for the meeting is generated by the attendees. To benefit most from the time, be on time and plan on participating for the entire session.

None

None

Lean Coffee/Breakfast
<table>
<thead>
<tr>
<th>Time</th>
<th>Event Type</th>
<th>Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
<th>Tracks</th>
<th>Level</th>
<th>Session Code</th>
<th>Capacity</th>
<th>Location</th>
<th>Sold Out?</th>
<th>Open To...</th>
<th>Auto.</th>
<th>LCICorporate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thu. 7:45 AM</td>
<td>15 mins</td>
<td>General Session</td>
<td>Congress Welcome/Opening Remarks</td>
<td></td>
<td>Mike Konchar, Balfour Beatty, LCI Board Chair</td>
<td>None</td>
<td>None</td>
<td>T2PS</td>
<td>TBD</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
<td>All</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu. 8:00 AM</td>
<td>40 mins</td>
<td>General Session</td>
<td>Keynote - Elizabeth Fikes</td>
<td>Elizabeth Fikes is proud to be an Engineer at Procter &amp; Gamble for over 20 years. She has worked in the US and China leading global and regional organizations in digital business, engineering project execution, process development, and supply chain design. She is skilled at building capacity and delivering innovative solutions in transformation and project execution. Her current role is to enable our 350+ P&amp;G Engineers to deliver projects with excellence across our business sectors - Fabric &amp; Home Care. She holds BS and MS Engineering degrees from the University of Illinois.</td>
<td>Elizabeth Flash, Director, Product Supply Engineering – Cincinnati, Procter &amp; Gamble</td>
<td>Owner Interest</td>
<td>None</td>
<td>T3PS</td>
<td>TBD</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
<td>All</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu. 8:45 AM</td>
<td>30 mins</td>
<td>General Session</td>
<td>Owner's Perspective Panel</td>
<td>This session has three industry leaders from companies who have experienced the benefits of implementing lean in their core business. They will articulate their expectations from the design and construction industry and discuss opportunities and challenges.</td>
<td>Owner Interest</td>
<td>None</td>
<td>None</td>
<td>T4PS</td>
<td>TBD</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
<td>All</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu. 9:45 AM</td>
<td>30 mins</td>
<td>Lean Coffee</td>
<td>Owner's only Lean Coffee</td>
<td></td>
<td>Owner Interest</td>
<td>None</td>
<td>None</td>
<td>T5PS</td>
<td>TBD</td>
<td>50 Grand Ballroom JK</td>
<td>No</td>
<td>Owners-only, Invite-only</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thu. 10:15 AM</td>
<td>40 mins</td>
<td>General Session - Individual</td>
<td>Successful Use of Lean Tools During Design - IPD at Hall</td>
<td>The Lean Construction process provides an incredible opportunity to use Lean tools during the planning and design phase. Designers and builders have myriad opportunities during this time to implement Lean tools that make the end product more efficient and reliable for all parties. While some seem to think it is only happen in an RFP environment, there are incredible examples of how Lean tools help us still accomplish our goals regardless of delivery method. Some of the benefits we see in the two environments that will be discussed are: Big Room, Lean workflow, etc. - constructability, prefabrication, C3A, TVO, better handoffs, Lean Plan and pull planning.</td>
<td>Owner Interest</td>
<td>None</td>
<td>None</td>
<td>T6PS</td>
<td>TBD</td>
<td>No All</td>
<td></td>
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<tr>
<td>Thu. 10:15 AM</td>
<td>40 mins</td>
<td>General Session - Individual</td>
<td>Leveraging Lean Advantage: Union Partnership</td>
<td>Are we still, contractor managers are framing subcontractor Liens in Lean principles, often multiple times to the same subcontractor due to changing times and new projects. Steelman Design and Construction partnering with the Rhode Island Building and Construction Trades Council to assist training their membership in Lean principals and, in particular, the Last Planner System, thus creating workers that come prepared to the projects with the training and knowledge.</td>
<td>Owner Interest</td>
<td>None</td>
<td>None</td>
<td>T7PS</td>
<td>TBD</td>
<td>No All</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Thu. 10:15 AM</td>
<td>40 mins</td>
<td>General Session - Individual</td>
<td>Lean interventions Challenges &amp; Transformations</td>
<td>Are you interested in engaging more people in your company in Lean, but not sure where to start? Using a comprehensive case study we will discuss how a large hospital engaged the entire organization to work together and develop the Last Planner System. The case study will address how the Lean interventions in the Last Planner System training, challenges that arose, and where they plan to go from here.</td>
<td>Owner Interest</td>
<td>None</td>
<td>None</td>
<td>T8PS</td>
<td>TBD</td>
<td>No All</td>
<td></td>
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<td>None</td>
<td>T9PS</td>
<td>TBD</td>
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<tr>
<td>Thu. 10:15 AM</td>
<td>40 mins</td>
<td>General Session - Individual</td>
<td>Last Planner Road Show - A Grass Roots Effort with an Organization</td>
<td>Are you interested in engaging more people in your company in Lean, but not sure where to start? Using a comprehensive case study we will discuss how a large hospital engaged the entire organization to work together and develop the Last Planner System. The case study will address how the Lean interventions in the Last Planner System training, challenges that arose, and where they plan to go from here.</td>
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<td>None</td>
<td>T10PS</td>
<td>TBD</td>
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**Additional Notes:**
- **Invitation:** Only invitees have access to the full agenda. A limited number of individuals within a large company have a positive lean impact. The case study will address how the Lean interventions in the Last Planner System training, challenges that arose, and where they plan to go from here.
### Thursday, 10:15 AM

**General Session - Individual**

**Presentation Title:** The Power of the "Makigami Wall" to solve problems in Organizations or Projects

Neal C. Ernest and Todd Stewart, Balfour Beatty

**Description:** The "Makigami Wall" enables teams to better identify and evaluate opportunities for improvement as it guides them to focus on effectiveness and efficiency at the same time. This methodology introduces a holistic understanding of continuous improvement that cannot be obtained with A3 reports only. The construction industry has not been introduced to this methodology; so far, it has been used as an exercise for continuous improvement, systems thinking and the development of lean culture in organizations or projects. This presentation will be filmed.

**Speaker:** Paulo Napoleone and Jamie Cruz, Herrera Builders Inc.

**Tracks:** Technology & New Techniques in Lean

**Level:** Intermediate

**Location:** THA6 300 Salon E

---

### Thursday, 11:05 AM

**Presentation Title:** Lean Interventions Challenges & Transformations

Tom Richter, Lean Project Consulting; Joanna McGee, Unconventional Works

**Description:** This presentation will show how substantially building on a three-day workshop will yield fresh observations about how we design and construct buildings.

**Tracks:** Lean Interventions Challenges & Transformations

**Location:** Salon F

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### Thursday, 11:45 AM

**Presentation Title:** The Business Case for Lean

Glenn Patterson, Tim Moore and Michelle Doyle, Rosendin Electric

**Description:** This presentation will indicate how our division implemented some Lean methods in limited areas with tangible success; and in 2013, the NW division had implemented expanding the Lean Culture. In 2015, a decision was made to strategically up the some Lean methods in limited areas with tangible success; and in 2015, the NW division had implemented expanding the Lean Culture. In 2016, the NW division (2016 revenues of $225M) and years. We have 30 operating divisions within the organization. A case study follows about our NW division (2016 revenues of $225M) and addresses recent Lean Construction improvements, centering on expanding the Lean Culture. In 2013, the NW division had implemented some Lean methods in limited areas with tangible success; and in 2015, the NW division had implemented expanding the Lean Culture. An important part of our division's strategy was to continue to support the corporate-wide Lean emphasis while identifying what Lean methods would work best for our division. We chose to make the highest priority to be a higher level of investing in the building or expanding our NW division. The right way for our division involved 4) a series of small and continuous improvements in various areas of the organization that lead to improved cost management, a culture of continuous improvement and agile development of solutions, and a repetitive process to be utilized on future organizational goals.

**Speaker:** John Pinchak and John Strickland, CH2M

**Tracks:** The Business Case for Lean

**Level:** Fundamental

**Location:** Exhibit Hall

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### Thursday, 2:00 PM

**Presentation Title:** Building and Expanding Our Lean Culture – How We Got To This Point

Glenn Patterson, Tom Moore and Michelle Doyle, Rosendin Electric

**Description:** This presentation will show how substantial building on a Lean Culture was done in our division and will show some of the tangible positive results.

**Speaker:** Glenn Patterson, Tim Moore and Michelle Doyle, Rosendin Electric

**Tracks:** The Business Case for Lean

**Level:** Intermediate

**Location:** Exhibit Hall
Reorganizing to deliver Lean solutions to our customers.

Panel 9

Speaker: Tim Nagle, McGough Construction; Jeff Driskill, McGough Construction; Matt Wagner, McGough Construction

Description:

This presentation will walk through what Lean Coffee is, how to implement it, and how it can help build a positive culture focused on continuous improvement that retains great employees, and share a window into Skender’s journey with Lean Coffee.

The Battle for Change

Speaker: Courtney Druskoe, Sabrina Oshin and Taylor Tomaszewski, The Bold Company

Description:

"How to Lead with Lean in the Field: The JGO Project"

Speaker: Ann Hensock, Chandos Construction; David Owen, Chandos Construction; Hugh Phillips, Chandos Construction

Description:

"Streamlining Field Operations"

Speaker: Joe Pecoraro, Skender Construction LLC; Colleen O’Brien, Skender Construction LLC

Description:

"Using Lean Coffee as a tool for building an engaged workforce"

Speaker: Joe Pecoraro, Skender Construction LLC

Description:

"The Business Case for Lean"

Speaker: Tim Nagle, McGough Construction; Jeff Driskill, McGough Construction; Matt Wagner, McGough Construction

Description:

"Road to Mastery to set achievable targets in order to gauge whether change was successfully adopted within the organization."

Speaker: Joe Pecoraro, Skender Construction LLC

Description:

"The Business Case for Lean"

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Lean Interventions Challenges & Transformations

Panel 9
Sacting Lean from the construction division to the organization, how to sustain the transformation

Khaled El Mansour, Glaucef Rigoli de Costa and Deisa Corregeand, Andreia Guilear

Lean Interventions Challenges & Transformations

Panel 10
Lean and Prefabrication Success: Case Study of Harvard LifeLab

Jabin Hassemim and Dennis Riley, Shewroll Design and Construction; Northeast Finley, Shopig Buttrich; CIP Con, Throom Mambler

Lean Interventions Challenges & Transformations

Panel 11
The Kanban Board Method in Lean Design Management

Bruce Granville and Ralf-Usen Motsch, SWORD Integrated Building Solutions; Eric Van Den Berg, Intrestates Engineering

Leveraging Lean in Planning & Design

Intermediate THB5-A 300 Salon E No All

Lean Interventions Challenges & Transformations

Panel 12
Designing and Building a Lean Project Monitoring Culture

Tom Roberts; Lean Project Consulting, Grae Canadien; Cleveland Clinic; Bryan Wahl, Bostwick Design Partnership

Leveraging Lean in Planning & Design

Intermediate THB5-B 300 Salon E No All

Lean Interventions Challenges & Transformations

Panel 13
DOJO Teach Yourself to Train Your Mind

Pad Maple; Limb Facility Services; Stephen L. Gibson, I.C. Management

Leveraging Lean in Planning & Design

Intermediate THB5-B 300 Salon E No All

Lean Interventions Challenges & Transformations

Panel 14
Meet Your Speaker Luncheon

Jodi Labrecque, Harper Building Systems (Limbach Facility Services); Stephen L. Gibson, I.C. Management

Leveraging Lean in Planning & Design

Fundamental THB5-B 300 Salon E No All

Lean Interventions Challenges & Transformations

Panel 15
Understanding of both Lean practices and the specific work for which the learning platform were leveraged successfully, particularly as it pertains to prefabrication. This is a fantastic case study of modular construction of a complicated lab building for Harvard Business School. This presentation will be filmed.

Thomasson Associates, Inc.

Leveraging Lean in Planning & Design

Fundamental THB5-B 300 Salon E No All

Lean Interventions Challenges & Transformations

Panel 16
Training Work In progress WIP and how this approach facilitates reprioritization of work

Karen H. Berman and Brian Cave, Dublin Institute of Technology; Robert Hughes, Jones Engineering

Leveraging Lean in Planning & Design

Fundamental THB5-B 300 Salon E No All

Lean Interventions Challenges & Transformations

Panel 17
"Meet Your Speaker" Luncheon

A practical tool to understand of both Lean practices and the specific work for which the learning platform were leveraged successfully, particularly as it pertains to prefabrication. This is a fantastic case study of modular construction of a complicated lab building for Harvard Business School. This presentation will be filmed.

2017 LCI Congress - 18th annual agenda
OCT 16-20, 2017 - Anaheim, Calif.
Wed-Thru General Sessions | Mon-Tue Training Days | Fri Gemba Day

Hal Macomber, Macomber Consultants and Calayde Davey, Cleveland Clinic; Bryan Wahl, Bostwick Design Partnership

Intermediate THB5-A 300 Salon E No All

Lean Interventions Challenges & Transformations

Brian Hughes, Jones Engineering

Leveraging Lean in Planning & Design

Fundamental THB5-B 300 Salon E No All

Lean Interventions Challenges & Transformations

Kathleen Le, Harper Building Systems (Limbach Facility Services); Stephen L. Gibson, I.C. Management

Technology & New Techniques in Lean

Intermediate THB5-A 300 Salon E No All
<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Event Type</th>
<th>Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Ideas)</th>
<th>Speaker Name, Organization</th>
<th>Tracks</th>
<th>Level</th>
<th>Session Code</th>
<th>Capacity</th>
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<th>LCI Corporate</th>
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<tbody>
<tr>
<td>Thu.</td>
<td>1:00 PM</td>
<td>General Session</td>
<td>Individual</td>
<td>Field-Driven Lean</td>
<td>The silo-ing of design and construction specialties is a major source of waste in our industry. Designers often still consider construction issues in design because &quot;that's just means and methods&quot; and construction folk partners generate change and collate them into the design from the earliest stages. This presentation will provide real world examples of structural and enclosure systems integrating design and construction engineering through the full project delivery process. Specific case studies will demonstrate the importance of people-focused collaborative design processes as well as data-centric digital workflows to transfer building data from design to construction. Examples from the world of sports, themed entertainment, and healthcare show very tangible cost and schedule savings from these lean processes.</td>
<td>Aaron White and Matt Laguasia, Walter P Moore</td>
<td>Field-Driven Lean</td>
<td>Intermediate</td>
<td>THC2</td>
<td>300</td>
<td>Platinum 7-10</td>
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<tr>
<td>Thu.</td>
<td>1:00 PM</td>
<td>General Session</td>
<td>Individual</td>
<td>Transforming Lean &amp; IPD For A New Industry: Energy &amp; Infrastructure</td>
<td>Any Lean Integrated Project Delivery has traditionally felt a driving force to standardize construction, while still providing the delivery method that best meets the unique needs and characteristics of the project. The objectives of this presentation are to share why our team believes focusing on the Energy and Infrastructure market segment is a significant opportunity for Lean Construction Practitioners and Owners alike. This presentation will be filmed.</td>
<td>Paul Springer, Roxanne Searle and Dr. William Poppell, Woolf Building Co. Ltd.; Ron Ferrer and Rich Vavrek, FirstEnergy Corp.</td>
<td>The Business Case for Lean</td>
<td>Advanced</td>
<td>THG5</td>
<td>300</td>
<td>Salon E</td>
<td>No</td>
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<tr>
<td>Thu.</td>
<td>1:00 PM</td>
<td>General Session</td>
<td>Individual</td>
<td>Lean Culture Converge to Achieve Project Success</td>
<td>Assistant, Fermin Mccrindle Architecture and Siemans USA Building were involved in several different projects, each with an unique set of challenges. The team worked together to implement Lean principles, resulting in increased collaboration and improved project outcomes. This presentation will focus on the implementation of Lean in the Energy and Infrastructure market segment, and share lessons learned from specific projects.</td>
<td>Michael Zeppiere, Siemens USA Building; Jonathan Creede, Fermin Mccrindle Architecture LTD</td>
<td>Lean Interventions Challenges &amp; Transformations</td>
<td>Intermediate</td>
<td>THG5</td>
<td>300</td>
<td>Salon CD</td>
<td>No</td>
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<tr>
<td>Thu.</td>
<td>1:00 PM</td>
<td>General Session</td>
<td>Individual</td>
<td>Reliable Decisions in Design</td>
<td>We want to present the experience of collaborating on design decisions as a key part of Lean Design processes in the context of a complex ground-up campus project with team members participating remotely across the world. We implemented an innovative design-decisions process based on ABC problem solving and Choosing By Advantages (CBA) decision-making method, all connected with a Target Value Design (TVD) approach. The benefits of applying this process were several: reduced cost of the project budget, increased value through innovations, improved project team collaboration across multiple disciplines, and implementation helped to reduce the challenges of working remotely within a project culture that has not explicitly embraced lean ideals.</td>
<td>Paul Armpy and David Long, Lean Project Consulting; Andy Springer, Jonas Lang Laddalle (AL); Daniel Kim, ARUP Engineers</td>
<td>Lean Interventions Challenges &amp; Transformations</td>
<td>Intermediate</td>
<td>THC3</td>
<td>300</td>
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<tr>
<td>Thu.</td>
<td>1:00 PM</td>
<td>General Session</td>
<td>Individual</td>
<td>Coffee Hour in the Exhibit Hall</td>
<td>None</td>
<td>Ted</td>
<td>Ted</td>
<td>THC3</td>
<td>Exhibit Hall</td>
<td>No</td>
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</table>
Surviving the Big Room

Description (Background, Motivation, Big Idea): 
- Background: Clark Construction’s design build team at the San Diego State University Engineering and Interdisciplinary Sciences Project used the big room concept as a starting point for the University for how the team was going to implement construction, both on the project management side and the field supervision side. In theory, having all partners, GC, major scope subcontractors, the construction manager, and the inspectors working together daily in the same room for the entire duration of the building construction and closeout to an environment created for success – no wasted time making phone calls to people you may not get a hold of at all. A perfect example of this is the report to a contractor – higher “quick setup” meeting flexibility, higher P/T% (100% Cal) verbal and written communication, transferable work products that pass from field to office without wasted interpretation or translation (manufacturer can’t take a break for long, is theory). It is the most ideal work environment that can be created.

- Motivation: The motivation is to make this system work because it should be the most ideal work environment that can be created. Reality is a different story.

- Reality: The low productivity in construction, as compared to other industries, suggests a need for drastic changes such as the change on current delivery methods. The first author experienced Lean approach when she was working for the largest Peruvian construction company – GyM. This exploration aims to investigate the main dimensions of IPD such as metrics to gauge effectiveness of IPD, potential addition of value to the clients. The study will explore different dimensions of IPD such as metrics to gauge effectiveness of IPD, collaboration patterns, ownership, involvement of parties that would potentially add greater value and help to achieve the client’s business objectives in the case of Peru.

- Purpose: As part of the presentation we will be explaining how infrastructure projects are designed for Latin American countries such as Peru, most infrastructure projects will consider operation and maintenance as part of its scope. Therefore we will emphasize the use of an integrated approach that includes O&M in its operation and maintenance as part of its scope, therefore we will emphasize the use of an integrated approach that includes O&M in its operation and maintenance as part of its scope.

Speaker Name, Organization: Kyle Green, Clark Construction Group; Al Kinneke, O’Connor Construction Management, Inc.
<table>
<thead>
<tr>
<th>Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
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<th>Capacity</th>
<th>Location</th>
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<tbody>
<tr>
<td>S5</td>
<td>Why the Industry Needs Design-Assist and Lean, With or Without IPD Agreements</td>
<td>The proposed presentation is a panel discussion will consist of Joe Cleves, Joel Darrington, and Joe Luce as the moderator. The presentation will focus on the business case for using Lean Design and Construction techniques for implementing Lean on a project-wide basis short of full Integrated Project Delivery, and contractual considerations along with. The presenters are four construction lawyers with significant experience in implementing Lean, Design-Assist, and IPD on construction projects.</td>
<td>Joseph Luce, Dewey Simmons Varnum LLP; Joel Darrington, DPR Construction; Lisa Del Gatto, Hansing Bridgell; Joe Cleves, Tall Stakhuus and Holbrook</td>
<td>General Session - Panel</td>
<td>Intermediate</td>
<td>TH2-B</td>
<td>300</td>
<td>Salon All</td>
<td>No</td>
<td>All</td>
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<tr>
<td>S5</td>
<td>Organizing “Pulls” and Construction Pull Planning to enhance communication and assist Monthly Billing on a large scale IPD Project</td>
<td>Monthly Billing on a large scale IPD projects currently in construction. The job involves 60+ team members in a collocated space to the “CO-LO”. The size and complexity of the project demands that the team operates in a lean and efficient manner. Communication is rapid and clear and a sustainable feedback loop is established to support an integrated project team. Below are a couple that elaborated further in this presentation. The primary “huddle” to improve communication: • Attributes of huddle (electronic/whiteboard) with multiple presenters, 200+ beams can work on updating material during the week on (Bluebeam) shared platform, • Use of electronic dashboard for tracking safety, productivity and schedule (outside huddle). TV screens display info in Colo and on site. • Real-time data displayed regarding production.</td>
<td>Richard Ryan, New-First; Christopher West, Foster and Partners; Brandon Scheidt, Aegis Project Controls</td>
<td>General Session - Panel</td>
<td>Intermediate</td>
<td>TH3-A</td>
<td>300</td>
<td>Platinum 7-10</td>
<td>No</td>
<td>All</td>
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<tr>
<td>S5</td>
<td>Using a collaboration platform to manage expectations on an IPD project</td>
<td>We would like to present on how a mobile and web-based task-centric collaboration platform can help increase transparency, accountability and efficiency among an integrated project team. Commitments between team members are tracked within tasks, which can be linked to relevant project information, prioritized, and tracked until resolution. This is a significant shift from more traditional and “siloed” communication methods (paper, phone, emails, etc.).</td>
<td>Stefano Ceradelli, Fieldstyle; James Pease, Sutter Health</td>
<td>General Session - Panel</td>
<td>Fundamental</td>
<td>TH4-D</td>
<td>300</td>
<td>Platinum 7-10</td>
<td>No</td>
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<tr>
<td>S5</td>
<td>Best Practices for Collaborative Pull Planning of Complex Renovation Work in Manufacturing</td>
<td>Our team is involved in the design/construction of design build project for General Motors (GM) to renovate a manufacturing plant while the plant remains in operation. The project involves various re-building projects, the construction of a new addition, and the replacement of the two primary transformers that provide the plant with power. Given the complexity and the nature of the renovation, close collaboration was essential between the owner’s engineering team, the plant, the electrical service company, the design team, and the construction team to ensure the project moved forward on schedule. We employed collaborative pull planning to develop the overall planning for the project that was implemented on the Last Planner System during project execution. This presentation will highlight a specific area where the combination of detailed collaborative pull planning and the augmentation of visual aids (detailed time-based step-by-step visual representations) proved to be effective in communicating the detailed sequence. This combination allowed us to communicate at the appropriate level of detail with all stakeholders and capture its proper timing and sequence so that the replacement work can proceed with minimal disruption to plant operations.</td>
<td>Sean Endresen, Ghafari Associates, LLC; Brandon Brinkley, General Motors; Tim Buckley, Barton Malow Company</td>
<td>General Session - Panel</td>
<td>Intermediate</td>
<td>TH4-A</td>
<td>300</td>
<td>Platinum 1-4</td>
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<td>All</td>
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## Three Paths to Lean: Learning from the Field and Beyond

**Panel 2**

### Session Description:

Owner approached CRB with a complex project requiring 23 months on a traditional approach, with the challenge to complete in 13 months. This aggressive schedule forced the team to find a non-traditional approach. CRB developed a way to succeed with early partner engagement. Early engagement minimized scope of the responsibility of changing and implementing Lean concepts by focusing on the systems design, resulting in overall system design responsibility. To define stages for deliverables, the schedule was built backwards, in order, allowing the traditional deliverables would not need modification. Combining CRB’s P6A and Plumbing Design Plan with MMC Contractors’ routing drawings for systems help accelerate the permitting process. Allowing MMC to provide the piping help jump start the construction, while CRB focused on the system design. CRB spent 10,903 hours on the original planned P6A site. Open line of communication, shared design responsibility and team approach helped reduce time from the traditional approach. Allowing each trade to participate in the design of the systems reduced the time for the owner by expediting the schedule. Along the way, the team won several lessons for improvement on the next project, but overall, the team found many positives to prepare them for the next opportunity.

**Speaker Names:**

- Jeff Tyler and Tyler Barwell, MMC Contractors
- Matt Hoover and Steve Wessel, CRB Builders
- Yavuz Goktas, Stephan Radspinner and Edward Fitzgerald, Genentech
- Jessica Kelley, Noah Melko, Robert Lindsey and Hassan Biles, Southland Industries
- Paul Amort, McCarthy Construction
- Darren Toy, Andersen Construction
- Darren Toy, Andersen Construction
- Yvon Blakes, Southland Industries
- Yvon Blakes, Southland Industries
- Victor Avelar, Southland Industries

**Track:** Leveraging Lean in Planning & Design

**Speaker Profiles:**

- Field-Driven Lean
- Owner Interest
- Lean Interventions Challenges & Information
- Lean Interventions Challenges & Information
- Lean Interventions Challenges & Information
- Lean Interventions Challenges & Information
- Lean Interventions Challenges & Information
- Lean Interventions Challenges & Information
- Lean Interventions Challenges & Information

**Level:** Fundamental

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**Event Details:**

**Day:** Thu., 1:50 PM

**Duration:** 55 mins

**Event Type:** General Session - Panel

**Tracks:**

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<td>THD4-A</td>
<td>300</td>
<td>Platinum 1-4</td>
<td>No</td>
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</table>

**Speaker List:**

- Jessica Kelley, Noah Melko, Robert Lindsey and Hassan Biles, Southland Industries
- Yavuz Goktas, Stephan Radspinner and Edward Fitzgerald, Genentech
- Paul Amort, McCarthy Construction
- Darren Toy, Andersen Construction
- Yvon Blakes, Southland Industries
- Yvon Blakes, Southland Industries
- Victor Avelar, Southland Industries

**Level:** Fundamental

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**Event Details:**

**Day:** Thu., 1:50 PM

**Duration:** 55 mins

**Event Type:** General Session - Panel

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**Speaker List:**

- Jeff Slinger, Andersen Construction
- Darren Toy, Andersen Construction
- Paul Amort, McCarthy Construction

**Level:** Intermediate

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**Event Details:**

**Day:** Thu., 1:50 PM

**Duration:** 55 mins

**Event Type:** General Session - Panel

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<td>THD4-A</td>
<td>300</td>
<td>Salon E</td>
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**Speaker List:**

- Yvon Blakes, Stephen Rade puppeteer and Edward Fitzgerald, Genentech

**Level:** Fundamental

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**Event Details:**

**Day:** Thu., 1:50 PM

**Duration:** 55 mins

**Event Type:** General Session - Panel

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<td>THD5-D</td>
<td>300</td>
<td>Salon E</td>
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**Speaker List:**

- Kelly Hendron, Continuum Advisory Group
- Mike Myens, General Motors
- Jeff Cogsdon, Barton Malow

**Level:** Intermediate

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<th>Track</th>
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<tr>
<td>Thu.</td>
<td>3:15 PM</td>
<td>40 min</td>
<td>General Session - Individual</td>
<td>Integrating Project Delivery: An Outcome Driven Framework for Achieving Highly Valuable Projects</td>
<td>Lean and integrated Project Delivery are typically presented in terms of particular interventions or innovations. Alternatively, case histories are used to show how teams have achieved success using innovative organizational structures, processes and systems. While these presentations have value, they do not offer a functional framework to implement Lean. The Simple Framework, developed by Karen Martin Fischer, Dean Read, Dr. Alid Khosravani and I, have distilled our combined experience, the experience of other accomplished Lean practitioners, and current organizational behavior research into an integrative and unified system for delivering high performance projects. The Simple Framework, shown below, is at the core of Integrating Project Delivery, a comprehensive text published this March by Wiley. Integrating Project Delivery begins with the outcomes we want to achieve and then, through the Simple Framework describes the requirements for achieving high performance projects, how to integrate these requirements, support them with a collaborative culture and tie the system together with an integrated agreement that is built on self-enforcing, relational principles.</td>
<td>Howard Fischer, Hanson Bridgett LLP; Dean Read, DPR Construction</td>
<td>The Business Case for Lean</td>
<td>Intermediate/Advanced</td>
<td>THE2</td>
<td>300</td>
<td>Platinum 7-10</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Thu.</td>
<td>3:15 PM</td>
<td>40 min</td>
<td>General Session - Individual</td>
<td>Lean and Prefabrication - A Process Paradigm Shift</td>
<td>Implementing Lean process and tools has been a journey for most of the early adapters in the industry. The process to enable and optimize prefabrication on Lean projects challenges some traditional lean tools and enables others. Our presentation outlines the challenges and best practices to implementing prefabrication and how they align, differ and enhance current lean process, thinking, tools, and practice.</td>
<td>Amy Marks, Joka Modular</td>
<td>Technology &amp; New Techniques in Lean</td>
<td>Intermediate</td>
<td>THE3</td>
<td>300</td>
<td>Salon AB</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Thu.</td>
<td>3:15 PM</td>
<td>40 min</td>
<td>General Session - Individual</td>
<td>Why Projects Excel! Great design enabled by Lean</td>
<td>Building on the success of the 2016 LCI sponsored owner study focused on premium projects, and based on the owner business case for Lean construction LCI has sponsored a follow on study focused on design professionals. Similar methodology of comparing best vs typical projects as well as evaluation against LCI framework will be conducted along with metrics focused on design firms to establish a benchmark of performance as well as identify impact of Lean methods. This presentation will be thrilled.</td>
<td>Sten Chu, HGA; Shien Mace, Balch Beatty; Michael Morrey, The Beck Group; Andrea Spenceon, HKS</td>
<td>The Business Case for Lean</td>
<td>Fundamental</td>
<td>THE4</td>
<td>300</td>
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<tr>
<td>Thu.</td>
<td>4:00 PM</td>
<td>15 min</td>
<td>General Session</td>
<td>2017 LCI Congress Preview</td>
<td></td>
<td></td>
<td>Greg Zinberg, Clark Construction, and Kevin Lutesque, United Facilities Services, LLC.</td>
<td>None</td>
<td>None</td>
<td>T5PS</td>
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<td>Marquis - Plenary Room</td>
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<tr>
<td>Thu.</td>
<td>4:15 PM</td>
<td>45 min</td>
<td>General Session</td>
<td>Closing Keynote – Karen Martin</td>
<td>Clarity First</td>
<td>Karen Martin is a leading authority on Lean management and business performance improvement. She is the Shingo Award winning author of The Outstanding Organization, in which she addresses how companies improve their performance by reducing the organizational change that drives the cost and time overruns on projects. The new book, Clarity First, focuses on developing fundamental organizational behaviors that open the door to sustainable growth, greater profit, and a deeply engaged workforce.</td>
<td>Karen Martin, Leading Authority on Lean Management &amp; Business Performance Expert</td>
<td>None</td>
<td>None</td>
<td>T6PS</td>
<td>TBD</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
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<tr>
<td>Thu.</td>
<td>5:00 PM</td>
<td>15 min</td>
<td>General Session</td>
<td>Closing Remarks</td>
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<td>Marquis - Plenary Room</td>
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<td>Thu.</td>
<td>5:15 PM</td>
<td>60 min</td>
<td>Meal</td>
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<tr>
<td>Mon.</td>
<td>6:00 AM</td>
<td>45 min</td>
<td>Meal</td>
<td>Dinner</td>
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<td>None</td>
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<tr>
<td>Mon.</td>
<td>6:00 AM</td>
<td>2 hours</td>
<td>Training</td>
<td>Introduction to Lean Project Delivery (1-day course)</td>
<td>This workshop is intended to give newcomers a broad awareness of the integrative, fundamental principles and basic practices of Lean Project Delivery through a combination of presentations, case studies and hands-on exercises. The goal is to effectively enable participants to apply the tools and methods to deliver significantly greater value on their projects and within their organization. This course differs significantly from conventional Lean training and methods to deliver significantly greater value on your projects.</td>
<td>David Machiel and Dan Pearsick, On Point Lean</td>
<td>Lean Fundamentals</td>
<td>Fundamental</td>
<td>M1</td>
<td>50</td>
<td>Platinum 3</td>
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<tr>
<td>Mon. 8:00 AM</td>
<td>Training</td>
<td>8 hours</td>
<td><strong>Target Value Delivery (1-day course)</strong></td>
<td>Aims to: Learn how TVD process works through a hands-on simulation. Define the keys to success using TVD.</td>
<td>Katherine Copeland, Southland Industries</td>
<td>TBD</td>
<td>M2</td>
<td>51</td>
<td>Grand Ballroom J.K</td>
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<tr>
<td>Mon. 8:00 AM</td>
<td>Training</td>
<td>8 hours</td>
<td><strong>Choosing by Advantages Training for Teams taught by approved instructor John Koga</strong></td>
<td>How to use the sound methods of the CBA Decision-making System individually or as a team. This course is split into 2 unique sessions to emphasize a major difference in decision types. Join us to improve your decision-making skills and receive a certificate of participation. AIA LU credit. Koga’s spreadsheet files and a 3-volume set of CBA books by the originator Jim Suhr. This course offers up to 7.5 AIA credits.</td>
<td>John Koga and Juanita Frankfurth, The Boldt Company</td>
<td>Intermediate/Advanced</td>
<td>M3</td>
<td>26</td>
<td>Grand Ballroom F</td>
<td>SOLD OUT</td>
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<tr>
<td>Mon. 8:00 AM</td>
<td>Training</td>
<td>8 hours</td>
<td><strong>Creating the Culture of High-Performing Teams (1-day course)</strong></td>
<td>This course is ideal for anyone involved in creating, leading, or fixing project teams.</td>
<td>Rex Miller, Mindshift</td>
<td>Intermediate/Advanced</td>
<td>M4</td>
<td>50</td>
<td>Platinum 7</td>
<td>SOLD OUT</td>
<td>All</td>
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<tr>
<td>Mon. 8:00 AM</td>
<td>Training</td>
<td>8 hours</td>
<td><strong>Value Stream Mapping (1-day course)</strong></td>
<td>This is a hands-on course that will help you learn how to use Value Stream Mapping (VSM) effectively.</td>
<td>Mike Cakeling, Cakeling Consulting</td>
<td>TBD</td>
<td>M5</td>
<td>24</td>
<td>Grand Ballroom CD</td>
<td>No</td>
<td>All</td>
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**Day/Start Time** | **Length** | **Event Type** | **Type** | **Presentation Title** | **Description (Background, Motivation, Big Idea)** | **Speaker Name, Organization** | **Tracks** | **Level** | **Session Code** | **Capacity** | **Location** | **Sold Out?** | **Open To… (All, LCI corporate members-only)**
--- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | ---
Mon., 8:00 AM | 8 hours | Training | Lead with Respect | 2-day course, LCI corporate members only | Organizations reflect their leadership and when change needs to happen, often needs to begin at the top. Through practice, we learn and gradually begin to master the 7 practices to become more effective leaders and create healthier high-performance organizations. This is a personal journey of growth, sometimes quite painful, which transforms individuals and companies. It is tough work and not for someone who believes that the change that needs to occur is 100% outside themselves! If we are not prepared for this work, we won’t be able to lead with respect. This workshop explores why leading with respect is essential in a successful transformation, what respect looks like in practice, and how it impacts your people to drive lasting change for the better. Leading with respect involves awareness of our focus, how well we are connecting with people to created sustained high levels of performance. This is accomplished through the application of 7 core practices: 1. Challenge: a key to getting people to work together is to agree on the problem before disagreeing about solutions. Rather than setting fixed goal posts and objectives, “challenge” is about highlighting specific improvement dimensions in any job. The art and persistence of challenging brings an influx of energy and constructive tension to get teams focused on the right problem they need to solve. 2. Listen: challenges exist because of very real barriers preventing people doing what we want/need them to do. Listening means standing in their shoes and looking through their eyes until one understands the point of view the employee is expressing and the reality the obstacles they face. Listening also means actively engaging the employee, putting aside Mike Orzen, Mike Orzen & Associates, Inc. Focus on People TBD | MT6 | 30 | Grand Ballroom E | SOLD OUT | LCI corporate members-only
Mon., 8:00 AM | 8 hours | Training | Leading for Sustainable Change - the use of the A3 Management Process | 1-day course | The fundamental purpose of any organization is to solve it’s customers’ problems. That, in turn, involves solving many more problems along the way. Successful enterprises understand the importance of developing problem solving as a core competency at all levels of the organization. But how does one really make this happen? The answer can be found in the A3. Often understood as a tool, a succinct story on a single piece of paper, the A3 is actually much more. In the class, Leading for Sustainable Change - the use of the A3 Management Process, participants will: 1) Develop a clear understanding of the true purpose of the A3 as a process to solve problems, but just as important, a process to develop people, align the organization and more effectively manage. 2) Practice writing their own A3. 3) Learn how to more effectively share their A3 with others. 4) Practice coaching others through the process of a problem-solve. 5) Learn the underlying thinking of a good problem-solve, regardless of the size or scope of the problem. To be successful in the class, pre-work is required of all participants: 1) Select a problem that you need to resolve, and is important to your organization’s success. 2) Read the book, “Managing to Learn” by John Shook. Attendance to this one-day class is limited to 30 participants. | Erica Ethridge, Lean Shift | Lean Improvement Tools | TBD | M7 | 30 | Platinum II | No | All
Mon., 8:00 AM | 8 hours | Training | Improvement Kata | 1-day course | A Kata is a pattern of behavior that serves as a basis for improvement and evolving/raising higher standards. In this workshop, teams of 2 work in pairs and are led by experienced Kata coaches to: 1) Understand and apply the Coaching Routine and (2) The Rapid PDCA Cycle to build a scientific way of thinking, acting, and learning. In this workshop, participants will experience the core practices of improvement Kata’s continuous improvement methodology through a highly interactive simulation. | Both Carrington, Kata Matters; Jeff Utenbroek, Toyota Kata and CI Coach | Lean Improvement Tools | Fundamental | M8 | 30 | Grand Ballroom AB | No | All

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**2017 LCI Congress - 19th annual agenda**

Oct. 16-20
Anaheim, Calif.
Wed-Thu General Sessions | Mon-Tue Training Days | Fri Gemba Day
| Mon. 8:00 AM | 3 hours | Training | Villages: Last Planner® (4-day course) | Objectives: Develop an understanding of the LPS, identify the important ways the LPS structures the conversations necessary to work reliably. The Villages 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 assume the various roles typically found on a construction site and work collaboratively to develop a plan for a typical construction project. As part of a team you will be required to build a complete building out of LEGO® 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 leave the importance of engaging all elements of the Last Planner® System as a key piece of their Lean implementation. This course offers up to 7.5 AIA credits. | Sean Lerman and Susan Pratt Reinhardt, Lean Project Consulting | Intermediate/Advanced | M9 | 36 | Platinum-2 | No | All |

| Mon. 8:00 AM | 3 hours | Training | Shingo - Discover Excellence (3-day course) | Objectives: Learn and understand the Shingo Model™, Explore how the Guiding Principles inform daily behaviors that ultimately lead to sustainable results. Identify your learning with a soil action. A foundation, 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, the program is highly interactive and designed to make your learning meaningful and immediately applicable as you learn how to apply the Shingo Model™ and Guiding Principles to your organization and the Three Insyights to Enterprise Excellence. This course offers up to 15 AIA credits. (3-7.5 each day) | Shana Padgett and Joseph Bustillo, Value Capture ULC | Executive Education | Intermediate/Advanced | MT10 | 27 | Platinum-4 | No | All |

| Mon. 8:00 AM | 3 hours | Training | AGC Unit 5: Lean-Supply Chain and Assembly (1-day course) | Objectives: 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: Differentiate between traditional procurement practices and lean supply chain applications; Identify waste and value-adding activities within the supply chain; Evaluate the impact of using lean supply chain on waste elimination, continuous flow and site operators; Identify strategies needed at the project and company levels to support the lean supply chain; List examples of process improvements to the lean supply chain; Explain lean beyond the individual project; Create a value stream map to diagnose and improve the supply chain; | Sean Graystone, House of the Temple | Path to Certification | Fundamental | M12 | 30 | Platinum-10 | No | All |

| Mon. 8:00 AM | 4 hours | Training | AGC Unit 1: Variation in Production Systems (Half-day course) | Objectives: 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. The 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: Explain the difference between traditional project management and the management of projects using the Last Planner® System of Production Control. Participants assume the various roles typically found on a construction site and work collaboratively to develop a plan for a typical construction project. As part of a team you will be required to build a complete building out of LEGO® 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 leave the importance of engaging all elements of the Last Planner® System as a key piece of their Lean implementation. This course offers up to 7.5 AIA credits. | David Long and Pax Amory, Lean Project Consulting | Path to Certification | Fundamental | M11 | 30 | Platinum-2 | No | All |

| Mon. 8:00 AM | 4 hours | Training | Last Planner® System in Design (Half-day course) | Objectives: The 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: Explain the difference between traditional project management and the management of projects using the Last Planner® System of Production Control. Participants assume the various roles typically found on a construction site and work collaboratively to develop a plan for a typical construction project. As part of a team you will be required to build a complete building out of LEGO® 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 leave the importance of engaging all elements of the Last Planner® System as a key piece of their Lean implementation. This course offers up to 7.5 AIA credits. | Christian Plaat, The Realignment Group | Lean in Design | Fundamental | M13 | 50 | Standard Ballroom | Girl | No | All |

| 12:00 PM | 1 hour | Meal | Lunch | Marquis North |
### Monday, Oct. 16

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<th>Time</th>
<th>Session Code</th>
<th>Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
<th>Tracks</th>
<th>Level</th>
<th>Session Code</th>
<th>Capacity</th>
<th>Location</th>
<th>Sold Out?</th>
<th>Open To… (All, LCI corporate members)</th>
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</thead>
</table>
| 1:00 PM  | 4 hours      | Training | Lean in Design-Build (half-day course)                | Lean is increasingly being used in Design-Build project delivery and recently supports and builds on the collaborative environment necessary to make Design-Build delivery happen. This session will cover how you can integrate Lean into your Design-Build projects. Many public owners are now moving to a progressive Design-Build, best value selection process without requiring a firm contract price at award. Learn why and how they are doing it? The concepts of Big Room, Last Planner® System and Target Value Design are all integral to building successful teams that in turn deliver successful projects. Target value design is a key component in the growing application of Progressive Design-Build. Lean builds the value proposition for owners; learn how Lean Planning System can assist in design management as well as construction, owner engagement, and turnover. The course offers up to 4 AIA credits. Learning Objectives:  
- Understand fundamental concepts of Lean design and construction including identification of waste, definition of value and importance of reliable and predictable flow on project outcomes  
- Learn how Lean is not only for IPD projects, but is particularly well-suited to use in Design-Build which accounts for 40% of non-residential projects  
- Understand the fundamentals behind Design-Build, done right as recommended by DBIA  
- Learn how Lean revolves around Design-Build done right through an understanding of which Lean practices and tools align well with the objectives of Design-Build done right | David Umstot, Umstot Project and Facilities Solutions | Lean in Design | TBD | M14 | 50 | Grand Ballroom Girl | No | All |
| 1:00 PM  | 4 hours      | Training | AGC Unit 2: Pull in Production (half-day course)      | 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  
- Compare batch & queue processes  
- Explain Little’s Law  
- Identify limitations of pull systems in construction  
- Differentiate pull systems from push systems  
- Describe the benefits of pull systems in construction operations  
- Explain pull strategies in construction operations | David Long and Paz Arroyo, Lean Project Consulting Consulting | Path to Certification | Fundamental | M15 | 30 | Platinum-2 | No | All |
| 1:00 PM  | 4 hours      | Training | AGC Unit 6: Lean Design and Pre-Construction (half-day course) | 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  
- Distinguish between the varying definitions for design  
- Define value and commonly used methods to maximize it  
- Discuss waste and commonly used methods to minimize it  
- Differentiate between traditional project methods and lean design  
- Explain the various lean tools used in design and how to deploy them | Bruce Cousins, SWORD Integrated Building Solutions Consulting | Path to Certification | Fundamental | M16 | 30 | Platinum-1 | No | All |

### Tuesday, Oct. 17

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<th>Time</th>
<th>Session Code</th>
<th>Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
<th>Tracks</th>
<th>Level</th>
<th>Session Code</th>
<th>Capacity</th>
<th>Location</th>
<th>Sold Out?</th>
<th>Open To… (All, LCI corporate members)</th>
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<tr>
<td>6:45 AM</td>
<td>45 mins</td>
<td>Meal</td>
<td>Marquis None</td>
<td>Marquis: None</td>
<td>TB</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
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| 8:00 AM  | 2 hours      | Research Work Session | Validation, What is it and why is it so powerful? | All of you in any project, the owner makes a “go/no-go” decision, often called “validation.” The process of validation can vary widely, for example it might be  
- formally defined on Validate with clear processes and outcomes that include owner and core project team members  
- informal and including only internal parties within the owner group  
- driven by owner’s historical data, market information entered into algorithms that determine ROI  
- there are one type of validation that leads to better overall outcomes  
- more reliable budget or schedule? Better for managing fixed costs or operational costs? What are critical success factors? To answer these questions, we believe that first we need to ask  
- there is one type of validation that creates a better platform for Lean processes and integrated practices?  
Please come to this session to hear about LCI’s research efforts around validation and share your experiences about using Lean and integrated practices on projects that had effective validation and those that didn’t | Beverly Chang, University of Massachusetts, Lowell; Travel; Airbnb; State University; James O’Connor; University of Texas; The Timnott, University of California, Berkeley | None | 25 | Orange County 3 | SOLD OUT | All |

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**2017 LCI Congress - 19th annual agenda**

Oct. 16-20 | Anaheim, Calif.
Wed-Thu General Sessions | Mon-Tue Training Days | Fri Gemba Day

**Training Day 2 - Tuesday, Oct. 17**

**Training Day 3 - Wednesday, Oct. 18**

**Training Day 4 - Thursday, Oct. 19**

**Training Day 5 - Friday, Oct. 20**
Tuesday, Oct 17, 2017
8:00 AM 8 hours Training  Introduction to Lean/Project Delivery (1-day course)

This session will introduce you to the vocabulary, fundamental principles and basic practices of Lean/Project Delivery. You will learn how to apply these tools and methods to deliver significantly greater value on your projects and within your organization. This course offers up to 5 AIA credits.

Speaker Name, Organization: David Machowski and Dan Paeseck, On Point Lean

Tracks: Lean Fundamentals

Level: Fundamental

Code: T1

Capacity: 55

Location: Platinum 3

Sold Out: Yes

Type: All

Tuesday, Oct 17, 2017
8:00 AM 8 hours Training  Target Value Delivery (1-day course)

This session will help you understand what Target Value Delivery is, how the process works through a hands-on simulation, and the keys to success. This course offers up to 8 AIA credits.

Speaker Name, Organization: Christian Pikel, The Realignment Group

Tracks: Lean in Design

Level: TBD

Code: T2

Capacity: 51

Location: Grand Ballroom JK

Sold Out: Yes

Type: All

Tuesday, Oct 17, 2017
8:00 AM 8 hours Training  Choosing By Advantages Day 2 - Priority and Resource Allocation Decisions (1-day course)

This session will help you learn how to use different sound methods for decision-making, prioritize projects, allocate limited resources, and calculate and apply life cycle cost information. This course offers up to 7.5 AIA credits.

Speaker Name, Organization: John Koga and Juanita Frankfurth, The Boldt Company

Tracks: Lean Improvement Tools

Level: Intermediate/Advanced

Code: T3

Capacity: 26

Location: Grand Ballroom F

Sold Out: Yes

Type: All

Tuesday, Oct 17, 2017
8:00 AM 8 hours Training  Kaizen: Culture of Continuous Improvement (1-day course)

This session will help you understand the fundamentals of Kaizen and its importance as a central aspect of a lean system. This course offers up to 7.5 AIA credits.

Speaker Name, Organization: Sammy O’Bara and Bruno Eiti Wakamoto,  Honsha Strategy

Tracks: TBD

Level: TBD

Code: T4

Capacity: 50

Location: Platinum 9

Sold Out: Yes

Type: All
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<th>Time</th>
<th>Length</th>
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<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
<th>Tracks</th>
<th>Level</th>
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<tr>
<td>Tue. 8:00 AM</td>
<td>8 hours</td>
<td>Training</td>
<td>Value Stream Mapping (1-day course)</td>
<td>Designed to be used, most organizations fail to realize the full potential of Value Stream Mapping (VSM). Often delegated, performed over an extended period of time, limited just to production processes or used as a technical process design tool, the real power of VSM is only realized if it is utilized as a strategic, management engagement methodology. In this interactive, hands-on workshop, using a case study, you will learn how to use VSM as an effective management practice and utilize its application throughout your organization. Learn how VSM is intended to be so much more than just a mapping technique, and when properly managed, results in an aligned, engaged and knowledgeable leadership team. See how VSM can be used to build consensus and drive commitment via the development of a strategic level transformation plan. Get insight on how effectively use VSM for more complex processes. Learn through discussion and hands-on activities about the in-and-out-of organizational transformation using VSM in office and service environments - and how to scope, plan and execute these activities. Learn how to: • Use VSM to build leadership consensus and engagement for developing a strategic level transformation plan • Broaden VSM as an effective management practice throughout your organization • Properly scope, plan, execute and execute effective VSM activities • Address unique issues in office-based value streams.</td>
<td>Mike Osiering, Osiering Consulting</td>
<td>Lean Improvement Tools</td>
<td>TBD</td>
<td>TS</td>
<td>24</td>
<td>Grand Ballroom CD</td>
<td>SOLD OUT</td>
<td>All</td>
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<tr>
<td>Tue. 8:00 AM</td>
<td>8 hours</td>
<td>Training</td>
<td>Shingo - Discover Excellence (2-day course)</td>
<td>Objectives: Describe Shingo Principles in today's workplace. Explore how the Guiding Principles inform ideal behaviors that ultimately lead to sustainable results. Apply your learning with a real-world application. A two-day workshop that introduces Shingo Principles™ and the Guiding Principles and the Three Insights to Enterprise Excellence™. Through real-life discussions and on-site learning at a host organization, this program is a high-impact experience. It is designed to make your learning meaningful and immediately applicable so you learn how to release the latent potential in your organization and achieve enterprise excellence. This course offers up to 15 AIA credits. (Total - 7.5 each day)</td>
<td>Shana Padgett and José Bustillo, Value Capture LLC</td>
<td>Executive Education</td>
<td>Intermediate/Advanced</td>
<td>MT10</td>
<td>27</td>
<td>white</td>
<td>No</td>
<td>All</td>
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<tr>
<td>Tue. 8:00 AM</td>
<td>8 hours</td>
<td>Training</td>
<td>Leading with Respect (2-day course, LCI corporate members only)</td>
<td>Objectives: Organizations reflect their leadership and when change needs to happen, it often needs to begin at the top. Through practice, we learn and gradually begin to master the 7 practices to become more effective leaders and create healthier high-performance organizations. This is a personal journey of growth, sometimes quite painful, which transforms individuals and companies. It is a tough work and not for someone who believes that the change that needs to occur is 100% outside themselves. Come and learn about what Leading with Respect is about, add new skills, and drive new behaviors and results in your company. Building a great organization requires effective leadership. It turns out the leadership skills can be learned. A key element that is often misunderstood is what it means to lead with respect. The workshop explores why leading with respect is essential in a successful transformation, what respect looks like in practice, and how it impacts your people to drive lasting change for the better. Leading with respect involves awareness of our focus, how well we are connecting with people to create sustained high levels of performance. This is accomplished through the application of 7 core practices: • Challenge: a key to getting people to want to change is to agree on the problem before disagreeing about solutions. Rather than setting fixed goal posts and objectives, “challenge” is about highlighting specific areas that need improvement. • Listen: challenges exist because of very real barriers preventing people doing what we want/need them to do. Listening means standing in their shoes and looking through their eyes until one understands the point of view the employee is expressing and the reality the obstacles they face. Listening also means actively engaging in the gemba, pointing out life examples will be provided on the use of the LPS. Attendees will leave this training with enough knowledge and hands-on experience to actively participate in Last Planner® on a project or within an LPS.</td>
<td>Mike Osterling, Mike Osterling &amp; Associates, Inc.</td>
<td>Focus on People</td>
<td>TBD</td>
<td>M7E</td>
<td>30</td>
<td>Grand Ballroom E</td>
<td>SOLD OUT</td>
<td>LCI corporate members only</td>
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<td>Tue. 8:00 AM</td>
<td>4 hours</td>
<td>Training</td>
<td>Introduction to Last Planner® System (Half-day course)</td>
<td>The training will provide a thorough explanation of the different aspects of the Last Planner® System. This class will utilize simulations to show how the individual pieces of the LPS integrate with each other, and lead the participants through a practical last planner® simulation. Participants who complete this training will have a valuable tool to improve project performance in their own organizations. This course offers up to 4 AIA credits.</td>
<td>Rich Seiler, Unified Works</td>
<td>Lean Fundamentals</td>
<td>Fundamental</td>
<td>TS</td>
<td>55</td>
<td>Grand Ballroom GH</td>
<td>SOLD OUT</td>
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<td>Time</td>
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<td>Presentation Title</td>
<td>Speaker Name, Organization</td>
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<td>Tue. 8:00 AM</td>
<td>4 hours</td>
<td>Training</td>
<td>AGC Unit 3: Lean Workstructuring (Half-day course)</td>
<td>Apply the methods and tools utilized in pull planning, describe the concept of Lean Workstructuring.</td>
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<td>Tue. 9:00 AM</td>
<td>7 hours</td>
<td>Training</td>
<td>AGC Unit 7: Problem Solving Principles and Tools (Half-day course)</td>
<td>Detail the Lean Process and Solving Principles that describes how to use tools to solve problems.</td>
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<tr>
<td>Tue. 10:00 AM</td>
<td>4 hours</td>
<td>Training</td>
<td>BIM+Integration (Half-day course)</td>
<td>Numerous owners are requiring teams to maximize BIM capabilities.</td>
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<td>Tue. 11:00 AM</td>
<td>4 hours</td>
<td>Training</td>
<td>Mindset of an Effective Big Room (half-day course)</td>
<td>Learning objectives include:</td>
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<tr>
<td>Tue. 12:00 PM</td>
<td>2 hours</td>
<td>Research Work Session</td>
<td>Exploring Lean Construction Adoption Strategies by Project Teams</td>
<td>Project team leaders for embracing Lean Construction need to consider an adoption strategy and develop implementation plans with clear performance evaluation and accountability measures to ensure they achieve the benefits and success of Lean thinking.</td>
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<td>Tue. 1:00 PM</td>
<td>1 hour</td>
<td>Meal</td>
<td>Lunch</td>
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Training: Introduction to Last Planner® System (half-day course)

Description:
6 levels of planning: 3-way analysis (constraint, percent plan complete, variance) - proven technique for executing LPS

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 the LPS integrate with each other, and real-life examples will be provided on the use of the LPS. 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. This course offers up to 4 AIA credits.

Speaker Name: Rich Seiler, United Works

Level: Fundamental

Tracks: Owners Fundamentals

Capacity: 50

Location: Grand Ballroom GH

SOLD OUT: All

Training: Getting Over the Hump: Getting Beyond Good Intentions to High Performance (Half-day course)

Owners Only

Description:
A global top five contractor conducted two years of research examining the outcomes of every project. They divided them into those that ended well and those that ended badly. Their conclusion? 100% of projects that worked poorly ended badly. Starting strong is the key to finishing strong. This two day event includes lectures, case studies, and hands-on exercises that provide the tools to achieve predictable workflow and rapid learning. This half-day, facilitator-led training will provide insights to members of the contracting team and includes a hands-on simulation of the Last Planner® System. The class will utilize simulations to show how the individual pieces of the LPS integrate with each other.

Speaker Name: Stan Chiu, HGA

Level: Fundamental

Tracks: Owners-only

Capacity: 7-8

Location: Grand Ballroom AB

SOLD OUT: Owners-only

Training: Lean in the Design Practice (Half-day course)

Description:
Lean is increasingly being used in design-build project delivery and actively supports and builds on the collaborative environment necessary for success in design-build. Come learn how Lean radically flips the design-build delivery model and how you can integrate Lean into your design-build projects. Many public owners are now moving to a progressive design-build, best value selection without requiring a firm contract price at award. Learn why and how to do this. The concepts of Big Room, Last Planner® System and Target Value Design are all integral building successful teams that in turn deliver successful projects. Target Value Design is a key component in the growing application of Progressive Design-Build to enhance the value proposition for owners. Participants will also learn how the Last Planner® System can assist in design management as well as construction, commissioning, and turnover. This course offers up to 3.5 AIA credits.

Speaker Name: Sun Chiu, HGA

Level: Owners Fundamentals

Tracks: Owners Design

Capacity: 50

Location: Platinum 7-8

SOLD OUT: All

Training: AEC Unit 4: The Last Planner® System (Half-day course)

Description:
AEC Unit 4: The Last Planner® System is the second of two units introducing the Last Planner® System (LPS). The 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 the course, you will be able to:
- Apply the Last Planner System on a project
- Troubleshoot and resolve work planning problems
- Utilize and analyze visual management tools for a project

Speaker Name: Sue Page, Bullet Beatty

Level: Fundamental

Tracks: Path to Certification

Capacity: 30

Location: Platinum 1

SOLD OUT: All

Reception: Welcome "Sneak Peek" Reception

Description:
Receive with attendees and exhibitors while you enjoy drinks and light hors d’oeuvres in the exhibit hall!
<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Event Type</th>
<th>Presentation Title</th>
<th>Description (Background, Motivation, Big Idea)</th>
<th>Speaker Name, Organization</th>
<th>Tracks</th>
<th>Level</th>
<th>Session Code</th>
<th>Capacity</th>
<th>Location</th>
<th>Sold Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fri.</td>
<td>6:45 AM</td>
<td>Meal</td>
<td>Breakfast</td>
<td>- See Southland and witness our approach to customer value through not independent, but closely connected businesses. Learn how Southland integrates Lean principles into our design build process, prefabrication shop, and controls and technology to leverage the Lean advantage. Bus transportation from the hotel is provided and REQUIRED.</td>
<td>Marquis</td>
<td>None</td>
<td>TBD</td>
<td>Marquis - Plenary Room</td>
<td>No</td>
<td>All</td>
<td></td>
</tr>
<tr>
<td>Fri.</td>
<td>8:00 AM</td>
<td>Gemba Walk</td>
<td>Southland Industries/Envise Shop Tour</td>
<td>Gemba Walk: Southland Industries/Envise Shop Tour - Visit Southland and witness our approach to customer value through not independent, but closely connected businesses. Learn how Southland integrates Lean principles into our design build process, prefabrication shop, and controls and technology to leverage the Lean advantage. Bus transportation from the hotel is provided and REQUIRED.</td>
<td>None</td>
<td>None</td>
<td>Gemba3</td>
<td>40</td>
<td>Garden Grove, CA</td>
<td>SOLD OUT</td>
<td></td>
</tr>
<tr>
<td>Fri.</td>
<td>8:00 AM</td>
<td>Gemba Walk</td>
<td>Gemba Walk: KHS&amp;S Prefabrication Shop Part II</td>
<td>Gemba Walk: KHS&amp;S Prefabrication Shop Part II - Can we break through the next barriers of prefabrication with framing and drywall to provide greater value? How can framing and drywall (F&amp;D) provide additional value through Lean design for production, and lean processes and tools? Help the AEC community understand the value of framing and drywall prefabrication. Tell us how to provide you (more) value through framing and drywall prefabrication. Execute the AEC community of the capabilities and barriers. Bus transportation from the hotel is provided and REQUIRED.</td>
<td>None</td>
<td>None</td>
<td>Gemba4</td>
<td>40</td>
<td>Riverside, CA</td>
<td>SOLD OUT</td>
<td></td>
</tr>
<tr>
<td>Fri.</td>
<td>8:00 AM</td>
<td>Gemba Walk</td>
<td>Toyota Motor North America</td>
<td>Gemba Walk: Toyota Motor North America - Toyota plant in San Pedro is a key step in the mass customization process and very representative of the Toyota Production System. On this Gemba walk we will have an orientation to the process and an opportunity to see the Big Room, dashboards, the production line, and other quality and continuous improvement techniques. Bus transportation from the hotel is provided and REQUIRED.</td>
<td>None</td>
<td>None</td>
<td>Gemba1</td>
<td>40</td>
<td>Long Beach, CA</td>
<td>SOLD OUT</td>
<td></td>
</tr>
<tr>
<td>Fri.</td>
<td>6:04 AM</td>
<td>Gemba Walk</td>
<td>LAX Midfield Satellite Concourse</td>
<td>Gemba Walk: LAX Midfield Satellite Concourse - Work along with the teams of over 500 office and field staff as they were been working to deal with the challenges of designing and building the $1.3 Billion Midfield Satellite Concourse at Los Angeles International Airport. The steel is going up on the 800,000sf concourse. Dual 1000ft Passenger and Utility tunnels are cutting across existing taxiways. Construction of the new baggage facility is started. In this huge undertaking, how do you develop a Lean culture? What Lean tools were used in design? Observe “Big Room” successes and failures. See how the Lean Planner System is being used by five different construction teams. Learn the challenges of “challenging the process” with government agencies. With two years remaining, what insights can you share with the team to help them succeed?</td>
<td>None</td>
<td>None</td>
<td>Gemba3</td>
<td>40</td>
<td>Los Angeles, CA</td>
<td>SOLD OUT</td>
<td></td>
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