

JULY 24, 2014

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## Toward development of the Integrated Project Manager

Our board member Bill Seed, long a spokesman for LCI and the expanded use of Lean on project work, has made yet another significant contribution to the field. His paper presented recently at the 2014 meeting of the International Group for Lean Construction (IGLC) addresses **the changing nature of the PM role based upon his experience in implementing over 100 IFOA (Integrated Form of Agreement) projects** in his previous assignment with UHS. The paper's premise is that there is now a need for a dramatically new skills set among project managers if they are to promote transformational success on Lean project work. Integrated Project Managers (IPM), as he calls them, need a range of skills designed to both empower workers to more successfully plan and execute their work and encourage the ongoing application of new tools and techniques to maintain focus and meet owners' Conditions of Satisfaction. Lest it appear an impossible task to endow a single individual with all the personal and professional attributes necessary to perform effectively across the entire range of project phases and activities, the IPM is intended to be a flexible and shared role, in which a variety of disciplines may lead or co-lead (via an IPM team) depending on the phase or set of tasks at hand.

[Read More](#)

One of the most important activities LCI is engaged in toward meeting our long-term goals of transforming the design and construction industry is the **outreach to and cultivation of owner organizations** to help them understand and embrace the benefits of Lean on their project work. To state the obvious, there is no more effective means of encouraging broader industry adoption of Lean tools and techniques than to have owners specify its use on their projects--as well as having sufficient internal expertise/understanding to ensure they are actually getting what they believe they have specified. How are we doing this? Through a combination of ongoing outreach by owner and other board members, Community of Practice

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### Words of Wisdom

From: "Integrated Project Delivery Requires a New Project Manager," IGLC 2014 paper by Bill Seed, Walt Disney Imagineering (based on his previous role at Universal Health Services): "UHS has found that the traditionally trained Project Manager is not equipped to deal with the relationship-based nature of the (Integrated Lean Project Delivery)

programs, and presentations at meetings of key owner groups. The latter this year has included a more comprehensive set of LCI member-delivered presentations than ever before at the June 2014 Lean Summit organized by CURT, the Construction Users Round Table, a group largely made up of industrial owners. On the academic/institutional side, we also are increasing our outreach through LCI's membership in the Construction Owners Association of America (COAA) and are seeking to provide a major presentation at their next annual session coming up this fall. Finally, the board has directed that we work to attract more owner organizations into LCI membership, with a goal of having 20 owner members by the end of 2014 (currently, we have 11). We also have a new dues schedule for owners designed to keep dues from becoming a bar to joining.

Some quick metrics on our educational outreach program so far in 2014: Our national seminars conducted in cooperation with our communities of practice have served 130 people, and our new webinar series this year has seen registration in excess of 330 attendees.

## Houston CoP Hosts Long-Time Lean Practitioner

Former LCI board chairman, Victor Sanvido/Southland Industries, recently traveled to Houston to address members of our local Community of Practice. He gave an overview of Lean Construction and the difference it has made for his company in terms of its organization and results. Differentiators in Integrated Lean Project Delivery (ILPD) include: Respect people; customer-defined value; identification and removal of waste; and innovation for continuous improvement. What are some characteristics of project waste? These may include having no real customer for the output/product of various processes in planning, design, and construction, as well as products that are over designed or based on "stick built" designs, and people who are unengaged and operating in unsafe environments.

[Read More](#)

## 2014 Congress reminder:

The October 7-10, 2014 LCI Annual Congress is now just 11 weeks out. Since we are in some ways "coming home" to the Bay Area, in which Lean had its inception, this year's program

delivery model. The desire for early involvement from the constructors and specialty trades and strong multi-disciplinary collaboration demands a new kind of leadership... it is critical that an owner interested in improving their portfolio of projects take a strong, active leadership role in transforming the relationships and roles on projects to deliver better value for all stakeholders...the most successful project will have a highly active, seasoned leader from the Owner's side of the team as champion."

## Upcoming Events

July 24  
**Lean Design:  
Integrating Lean  
Techniques Into  
Design As Well As  
Construction**  
(San Diego CoP)

July 29  
**Hands-on Lean  
Training in Pull  
Planning**  
(New England CoP)

July 30  
**Integrated Project  
Delivery Panel  
Discussion**  
(Georgia CoP)

August 5th  
**Benefits of Lean  
Series, Toyota's  
Georgetown Plant  
Tour**  
(Ohio Valley CoP)

will feature a number of Lean project visits around San Francisco, plus an expanded set of training day offerings October 7. Owners' panel discussions and case studies from various types of Lean project work will also headline the program. We will keep you updated on keynote speakers and other aspects of the program as these evolve. Greater San Francisco in early October offers an endless variety of wonderful tourist options, so consider bringing family members to enjoy the sights while you are in town. You may access the registration link for the Congress [here](#), and the hotel registration [here](#). Hotel rooms in downtown San Francisco at our \$209 rate are hard to come by in the fall, so be sure to book early. On behalf of the 2014 planning team, we look forward to seeing you there.

**Sponsorships are going fast for the 2014 Congress** so the Gold sponsorship has been temporarily reopened.

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## Be sure to register for our Intro to Lean webinar with Dick Bayer on August 18th.

This webinar will provide an introduction to Lean design and construction concepts, the opportunities that Lean implementation provides and how to start using these principles on your projects. Lean in design and construction focuses primarily on project improvement by identifying and enhancing value and identifying and eliminating waste in projects. Beyond tools and jargon, this webinar provides you help so you can start using Lean principles tomorrow on your projects.

Register Here

## Dan Fauchier will discuss how a dozen or more project teams (design and construction, current and past) have implemented Last Planner® System (LPS),

the triumphs and stumbles, the pitfalls and challenges, on a variety of project types (schools, hospitals, prisons, commercial, residential) in our LPS webinar on September 5th. He will share case histories, show photos, demonstrate his energetic 15 minute kickoff explanation of LPS (it will give you some ideas on tightly coupling learning with action), give tips on facilitating LPS sessions, and take lots of questions. This

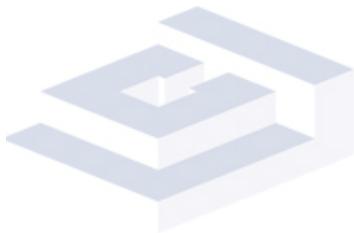
**August 12th - 14th**  
**4th Australian Lean**  
**Construction**  
**Conference**  
(Perth, Australia)

**August 12th**  
**Introduction to Lean**  
**Design &**  
**Construction with**  
**David MacNeel**  
(Carolinas CoP)

**August 13th**  
**Half Day Introduction**  
**to Last Planner**  
**Training**  
(Northern California  
CoP)

**August 13th**  
**Integrated Design**  
**Build Delivery on the**  
**St. Jude's Medical**  
**Center Project**  
(NorCal CoP)

[View all events](#)



session will be very interactive.

[Register Today!](#)

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## CoP Corner

For all behind the scenes MemberClicks things, each CoP is allowed two people to manage their records – the leader and one admin. If you wish to have an admin for your CoP, please e-mail Ilene Goldberg at [igoldberg@leanconstruction.org](mailto:igoldberg@leanconstruction.org) and she will set one up for you and then go through training with that person.

On August 21st, the Central Indiana CoP will be launching their CoP by presenting Lean Design in Healthcare Facilities. The focus of the presentation will be: What is LCI? What is Lean? How does Lean impact operations? What is the Philosophical approach to Lean and real world examples (not just from manufacturing.) Come and join the Central Indiana CoP from 5:00pm – 7:00pm in Fishers, IN. Drop by if you are going to be in the neighborhood.

[Register Today!](#)

Check out the LCI calendar of events for more CoP events happening in your area!

Sincerely,

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Executive Director

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