



Lean Construction Institute

Building Knowledge in Design and Construction

The Lean Design Forum just completed in Milwaukee will be remembered for many things-it was "all design, all the time" as **Markku Allison** recounted, it began a robust discussion of the role of PPC (percent plan complete) in the design process and it featured both leading edge technology and how to use lean principles in managing a design firm. But the lasting image of the Conference may well be **Greg Howell** walking into the first morning session with a vicious Cockatiel captured in his small travel bag, and evidence of the viciousness displayed on Greg's bleeding hands. This, of course, was not Greg's first run in with the fostered feathered fiend.



He (Greg) appeared the evening before the commencement of the Forum at the Cocktail Reception sponsored by the **Wisconsin Community of Practice** (thank you **Rob Chartier** and all) with his shirt untucked. Turns out he was not trying to portray an aging Metrosexual but that he had removed his shirt in trying to help a group of kids in the park he had just passed capture the stray Cockatiel. The same keen eye and perception that we rely on at LCI for identifying quirks in construction production, Greg trained on the missing bird the following morning. Apparently the Cockatiel was lying in the gutter, having spent the night on the streets. The good Samaritan Howell was only trying to assist the bird (he later told the Game Warden to whom he delivered custody) when the beak flashed out and met his fleshy paw. The story of the capture, the battle and the subdual of the felonious fowl was relayed to the Forum because Greg had his mike on when he delivered the homeless hisser to John Law.

When the dust (and the tail feathers) settled, the important work of the Forum could begin. We will have .pdfs, Camtasia or video replays of most of the presentations available soon on the website. However, watching them in isolation conveys very little of the power of what we were able to learn at the Forum. It just reminds me that we keep acting as a community who's powerful light is kept under a basket. **Todd Henderson** of **Boulder Associates** took us through "Leaning Your Design Practice," with stories of both success and more importantly, failure, as they tried a number of "tools" until they found things that worked for them. **David Morgareidge** of **RTKL** went through the amazing work he is doing in simulations-broadening the horizon of "knowable" information in design. **Samir Emdanat** from **Ghaffari Associates** shared his work in designing how to design. His presentation was followed up by **Erik Ubersax** and **Andrew Flanigan** of **Devenney Associates** who discussed how Samir's design process worked in real time in designing the replacement hospital at Alta Bates for Sutter. **Mike Perry** of **Affinity Health Care** and **Scott Lindvall** of **HGA** walked us through how they used a universal room platform in an Affinity hospital to share pre-post op patient space with emergency room space, savings millions of dollars for the program. **Stacey Root** of **Boulder Associates** wrapped up the presentations with the triumphs and frustrations of using lean design principles in a major medical office building for Sutter on Van Ness in San Francisco.

Board Member **Dan Fauchier** of the **ReAlignment Group** then facilitated a workshop in how we would take what we learned in the Forum out into the real world. Forum participants decided to concentrate on six areas where work needs to be done to enhance and move lean principles forward in design and settled on these ideas for doing that:



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Design v. Const.	Encourage Lean where Owners not on Board	Cultural Change	Arch Schools	Mutual Respect/ Diversity	Small Projects
How to apply lean to one's particular aspect of the process	Only can control what you can control; use lean practices to model good behavior (push outwards)	Not what LCI can do for you, but what you can do for the movement?	Acknowledge this is out of our control but wouldn't it be great if fresh people were in the same curriculum for a year or two before they diversified	Let's hear presentations from small projects run in lean fashion or project with no client involvement	Do the things you can do; implement lean practices internally
Develop better practices	Lean construction demo value stream to owners	Promote diversity and mutual respect	Teach collaboration (collaborative design studios)	Let's hear more push from larger organizations like AGC and AIA to educate on lean	Implement lean tools like Last Planner and commitment logs on all projects; root cause analysis and 5 why can also be used
Community of better practices	Risk coverage issues; when you're in lump sum you're defensive; other agreements are out there that may need more development and education while operating under conventional scenario		Study with the Academic Forum to get them to be as successful in architectural schools as they've been in Construction Management	Let's look at changing LCI from Lean Construction to the Something Else Institute	
Building a culture with intrinsic value			Huge opportunity for outreach (guest Professor)	Identify project roles early to determine leader/facilitator; change person as project proceeds	
Identify thread that connects AEC component (what similarities and how we connect)			Working with the accreditation board--NAAB and NCARB	Work on changing contract language and vocabulary	
			Role for technical schools--offering continuing education	Set expectations upfront to improve on boarding process--eliminate lack of understanding	
			Integrated teams to conduct studios	have a discussion facilitated by AIA or architectural leadership to talk about design intent to solve issues	



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The group also developed a commitment log where 20 people committed to help implement the recommendations. We'll be following those commitments and report on "ppc" soon. The Plus/Delta also established that we were on the right track in the Forum:

Plus	Delta
First Design forum to have all design, all the time	A little more on implementation on Target Value Design
Having windows in the meeting room was good	Like to see consulting engineers included
As contractor, topics were fundamental and conceptual so this was good	Workshop the lean design process
Access to some smaller, dumbed down version of the power points	No list of participants
Good format, good mix of presentations	Like to know more about how you figure out your fees for IPD
Most organized design forum to date especially in delivery	Greg without his shirt chasing a cockatiel
Lunch food was good	
Good place	
Cockatiels	
Finishing 33 minutes early	
LCI Wisconsin core group was a great help	

Thanks to all who contributed to make the Design Forum a success. Participation is important to make the conversations we convene meaningful-please plan on attending the Congress this year (October 5-7 in Pasadena) and the remainder of our major meetings. The next Design Forum will be early winter in Berkeley (most likely) so keep your calendars open.