



This was a week by design. For design. Of design. And it's nice to say that some of it we actually planned.

First, the big news. We have reached an Agreement with the American Institute of Architects. Under the Agreement, the AIA becomes a sponsoring member of LCI. In addition, they have agreed to co-sponsor our semi-annual Lean Design Fora. Thanks to Markku Allison. He's often listed as the AIA's Resource Architect but what a resource. He has consistently championed efforts by the AIA to understand and increase its participation in lean design. He has been a Board Member of LCI for several years. He has authored and co-authored numerous papers on lean design and has been driving the design conversation on defining Integrated Project Delivery as a distinct delivery model. His hard work has culminated in today's agreement and will, I'm sure, continue to bear fruit as we extend our influence in the design community.

That influence was much in evidence Wednesday night. Markku joined Greg and Dana Howell and me at a local café in Berkeley to hear from Ken Sanders at Gensler and Kerry Hogue at HKS (a new LCI corporate member) how LCI can advance lean principles in the larger architectural firms. LCI has much to learn from all segments of the design profession and it was refreshing to hear that many of our lean tools and processes, especially those stressing early team formation and collaboration, have resonance in the largest firms.

We happened to be in Berkeley to welcome the support of the AIA at our first co-sponsored event, the 7<sup>th</sup> Annual Winter Design Forum, hosted graciously by the Project Production Systems Laboratory of Iris Tommelein and Glenn Ballard. It was, not surprisingly, a wonder.

David Mar, Laura Lesniewski and Markku Allison developed and drove an expansive agenda. Markku and Laura opened the discourse with a re-examination of a paper David authored in 2005 that underscored problems he saw with design in our industry. Their hypothesis was that the lean community often concentrates too much in driving waste out of the design process without a corollary benefit—thus missing the true value of design to a project. Their "value" proposition was that we actually need "more design," rather than less. Arguing that 92% of the value of design is in realizing benefits designed into a building or project, they advocated for deeper, longer design cycle, not constrained by artificial attempts to drive "waste" out of a project. Their value formula involved both benefits and cost, leaving Glenn Ballard suggesting that "cost" may have very little relation to value. That began the dialogue that ensued over the next six sessions and set the framework and internal tension for many of the presentations delivered. A panel discussion moderated by Romano Nickerson of Boulder Associates, featured Todd Henderson (Boulder Associates), Will Loftis (new LCI member Smith Group JRR), Bill Whipple (HGA) and Laura (BNIM) discussed transformation of behaviors in lean design. Tools, techniques and processes were also presented. David Mar (Tipping|Mar) discussed set based design as did Zig Rubel (Aditazz), Corey Messinger (NBBJ) and Chris



Pechacek (McCarthy) discussed change Management at the Kaiser Oakland Hospital, and Jamie Hammond (AML) and John Haymaker (Wecision) discussed the collaboration tools their companies offer design teams. On Friday, Will Loftis and his college roommate Bryan Shiles (WRNS Studio) talked passionately about the creative process including concepts like intuition, morphology, authorship and representation and the great joy in surprising owners/customers with something they didn't realize they wanted, something profound and unexpected. Their presentation followed the theme set the previous day that lean processes and integration of delivery should not compromise the space needed for true, deep and valuable design. Bill Whipple presented a panel on new integration in the design process with new design partners and David Long closed the seminar with thoughts on how owners/customers best benefit from robust design.

I had many comments at the Congress (many of which I captured and will post on our site this week) and several since that the Design Forum continued to deliver great value to attendees—this time really driving the conversation as to why design matters. Here's an interesting note from Jack Bousquet of MATT Construction in Santa Fe Springs, California—he forwarded it to Glenn Ballard, David Long, David Mar, Romano Nickerson and me but invited us to share it:

Reasonable people adapt themselves to the world. Unreasonable people attempt to adapt the world to themselves. All progress, therefore, depends upon unreasonable people.

As we're trying to transform the industry, we also trying to transform "unreasonable people." I think the best efforts start with reasonable dialogue between people of good will. We intend to build on the results of this conference at the next one in mid-June in St. Louis which will be co-sponsored by the Construction Users Roundtable and, of course our new partner in design, the AIA. See you there!