



What a weird and, well, weird time. I returned to Dallas after three weeks on the road and found that the weather here has been averaging in the low 90's. Last time this year it was well into the streak that turned out to be 70 straight days of 100° or more, and the 71st day was 98° before something approaching a cloud cover drove the temperature to 94° and kept it there until midnight, barely stopping the "record." The next 30 or so days were well above 100°. During my three weeks on the road, Washington D.C. and environs were hit with terrible thunderstorms that knocked out power for a week. People lived in basements they hadn't been in for years. All up and down the eastern seaboard, into upper New England, the mercury climbed above 100°. Crazy, wild weather. Dallas is temperate, Boston is sweltering.

Crises, like hangings, have a way of focusing the mind. The Mayor of Washington called for the local power company to take some real steps to prevent power outages. Con Edison in New York claims that "voltage reductions had nothing to do with the lockout [of its 11,000 union employees], noting the utility reduced the voltage before the lockout and after. The company and union were expected to meet again later Monday." Reuters reports: "The Midwest Independent Transmission System Operator (MISO), which operates the power grid in all or parts of 11 U.S. Midwest states and the province of Manitoba in Canada, forecast demand would approach 96,600 megawatts (MW) on Tuesday, which is close to the system's all-time peak of 98,526 MW in July 2011."

Things are upside down. W. B. Yeats: "Things fall apart; the centre cannot hold." No wonder we look everywhere for the culprits. Who is responsible for this disturbance of our equanimity? Disturbing our comfort zone focuses our minds, as well. Not as sharply as impending doom, but it does nudge us in a different direction. You have an opportunity this week to get a spell from the nasty weather, return your body clocks and restore your own climatology to some sense of sanity by attending the 20th annual *International Group for Lean Construction* in San Diego starting today, July 17. The IGLC is a wonderful, eclectic body of loosely affiliated academics who somehow manage every year to put on a spectacular conference covering the world (actually, the *world*) of lean construction and design. Like crazy weather patterns, you might find it a bit unnerving and, at the same time, a challenge to your personal comfort with lean construction and design principles.

Dr. Ken Walsh, a savant and lean leader and the Academic Member of the LCI Board of Directors, has been in charge of the extraordinary effort of bringing this program to San Diego. He's currently expecting almost 300 people for industry day. Academics and practitioners from



around the globe will be presenting papers on research done that changes the face of project delivery internationally. *And this has been going on for 20 years.*

Greg Howell last week set great expectations for the IGLC program: “Expect rapid learning along with some surprises and hard feelings when the experiments don’t work as planned. It will be a high-pressure week of tightly packed sessions coupled with the annual opportunity to meet (read “have a beer”) with our international friends and colleagues.” If you have a chance, get yourself to IGLC. It will give you great comfort that your work in the world of industry transformation is not happening in the vacuum of the U.S. industry. We have much to learn from the world, and they’re willing to share.

Speaking of sharing, I noticed that my name keeps cropping up in the offerings we’re touting below. While I’m happy to share the things I’m learning, and happy to move the evangelism forward with more Introductions to Lean throughout the continent, we need more help out there. We need more people sharing the work they’re doing and in which they are participating. What are your teams doing? What are you learning? What metrics are you using? Why? How have you implemented Last Planner®? How have you made work visible and transparent?

Our Communities of Practice are full of interesting, engaged, very busy people that have much to share. Let me know about the great presentations you’ve seen—we’ll promote those here and help Communities of Practice access those beneficial programs. Encourage our brethren and sisteren to share their project experiences. It is our hope and challenge to make more of those available. This week, presentations from the Design Forum in St. Louis will be available on our website. Let that be both an example and a trial to us—let’s share more of the richness that we have collected in this community with our “citizens.”

I won’t be in San Diego this week (I’ll be sweltering in Florida) but say hi to Greg Howell while you’re there. And help us take the cogent and inventive ideas you find there back to our lean communities here.