



January 23, 2013

In my first newsletter report as the new executive director, I'd like to take this opportunity to bring you up to date on some of my thoughts and recent activities as I embark on this third full week of my tenure with LCI. First of all, I'd like to thank Dick Bayer, Victor Sanvido, and a number of our other board members for spending quality time to orient me on LCI and its mission, goals and programs. Dick and I have invested many hours reviewing every aspect of the Institute's work program and business operations, including a trip last week to help stand up our newest Community of Practice in San Antonio (more on that below). There is much more for me to learn, of course, and plenty to do, building on the strong financial and programmatic foundation that Dick and the board have established over the past three years.

A few highlights of the last couple of weeks' activities: Effective January 14, we established a DC-area office location at 2300 Wilson Boulevard, Suite 400, Arlington, VA 22201. We will be located here for the next 90 days or so as I explore options for either an expanded footprint in this building, or moving on to a more permanent location elsewhere. There are many current and potential partner associations in close proximity here, plus easy Metro access to government offices in downtown DC, so I expect we'll stay in Arlington going forward. Our new phone number is (703) 837-5421.

I have connected in person or via phone with a number of our board members since my first week (and have more calls scheduled), with a view to learning more about their past involvement and future expectations for LCI. This is helpful for me as we look forward to a board-level strategic planning meeting set for Boulder in early February. (I expect to be sharing the results of that session with you sometime next month.) I have also been going over budgets, getting to know the staff, and gathering bids for some redesign work on our website. I'm beginning to work with the planning teams for both the June meeting we will hold with the Construction Users Roundtable (CURT), and our own October Congress. I will also be attending the P2SL/LCI/AIA Design Forum meeting in Berkeley next week. Finally, I am endeavoring to connect with the leaders of LCI Communities of Practice as time and travel permit, with upcoming FTF sessions in Nor Cal and the National Capital Region, plus last week's visit to San Antonio.

I want to close with some first impressions of seeing lean at use in the real world, thanks to our San Antonio visit and a tour of a project site lined up for us by Linbeck's Patrick Byrnes (who also has assumed a lead role in establishing our new CoP). Our visit allowed us to see Linbeck's on-site implementation of lean using the traditional "post-it note" stickies arrayed across a long wall segmented into three sections for each of the three floors of the project underway. For me the highlight here was hearing from an electrical contractor who briefed us on the implementation. He affirmed that lean was not only making for smoother, safer and more successful project performance, but also amicable and enjoyable working relationship among everyone interacting on the project. Next we moved to a trailer in which a large, pre-printed white board provided space to record a two-week overview of tasks, schedules and numbers of workers on site at any given time. This is where the various contractor and trades representatives meet daily to review the work to be performed and to de-conflict any onsite activity that might create issues as the project moves forward. On Fridays they come together to chart



Lean Construction Institute

Building Knowledge in Design and Construction

another two weeks' planned progress. Here everyone is making reliable promises and engaging in the open communications that are among the hallmarks of lean.

I know none of this is new or surprising to those of you who, like Linbeck, are busily implementing and deriving the benefits of lean in your own project work. But for a new player such as myself, it offered both a ratification of the value of lean tools and techniques and an energizing of my own determination to strive to make lean as pervasive as possible. I look forward to working with many of you in months ahead to accomplish that task. And now, stay tuned for a word from Dick concerning the upcoming Design Forum meeting in Berkeley.

Sincerely,

Dan C. Heinemeier, CAE
Executive Director

Lean Construction Institute
2300 Wilson Boulevard, Suite 400
Arlington, VA 22201
Tel – (703) 837-5421
danh@leanconstruction.org
<http://www.leanconstruction.org>

Hello Everyone,

If you haven't made plans for next Thursday and Friday, I would encourage you to take a plane, boat, car, bus, train, rickshaw, bicycle or other mode of transportation and find your way to Hs Lordships restaurant at the Berkeley Marina in Berkeley, California. The boat might be best.

That's the time set for this year's P2SL/LCI/AIA Design Forum. The caliber of the program is extraordinary—it's too bad we keep covering up our light with a giant basket and don't get these things on the calendar earlier—Dan Heinemeier, Greg Howell and Iris Tommelein are all meeting Friday afternoon to make sure that doesn't happen again. That said, let me repeat:

The program is extraordinary.

- Will Loftis, who spent 7 plus years at Smith Group (many of those working with the Cathedral Hill team) and is now with Jones Laing LaSalle, starts the festivities off with an opening provocation. Many will remember his thoughtful weaving of ancient themes into a discussion of



design value delivered in is soft Southern drawl at the last Berkeley iteration of the design forum.

- Next, Greg Howell unveils his most recent thinking on the essential fairness of our human cooperative species and what that means for integrated teams. Check out Samuel Bowles and the “Cooperate Species” as preparation.
- Paz Arroyo is next up to speak about integrating sustainability criteria into design. This sounds like a complement to the presentation Andreas Phelps of Balfour Beatty made at the June Design Forum in St. Louis last June.
- The perennial trio of hosts/hostesses—David Mar, Laura Lesniewski and Markku Allison (late of the AIA and now head of his own consulting firm SCAN) continue the dialogue on value.
- Ash Notaney of “projectfrog” will speak on “buildings as projects”. Don’t croak but there might be a ribbit or two.
- Rick del Monte of Beck will deliver an IPD/BIM/Lean Case Study. I’ve been working on Beck for a while to get them to join LCI on a corporate level. They have so many ideas to inform our community and have brought great value to the DFW-LCI group that I think its time to take their commitment nationally.
- When do you get the opportunity to hear the closest thing we have to Duane Allman/Dickie Betts doing a double lead guitar on “Blue Skies” than the opportunity to hear Lean Community legends Will Lichtig (Boldt) and Bernita Beikmann (HKS) present on their work together in Akron on yet another Children’s Hospital. IPD projects have been undertaken on at least Seattle Children’s, Denver Children’s, Cook Children’s in Ft. Worth, Riley Children’s in Indianapolis and now Akron Children’s.
- Bill Whipple, a Northern California Core Group leader from HGA will talk Friday morning about data driven design—a possible complement to the program on Moving Toward an Evidence Based Practice delivered by Zofia Rybkowski, PhD from the Construction Engineering Program at Texas A & M in St. Louis (looks like we’re actually starting to connect our discussions from one Design Forum to the next—sneaky, eh?).
- Stan Chiu (HOK), another luminary in our community who knows as much about Target Value Design as anyone talks about defining and testing value.
- A tag team from Smith Group (Heather Chung and Simon Bruce) will stretch themselves to discuss how we measure flexibility in design. Makes my torn rotator cuff ache at the mention.
- Closing out the session will be another one of our brightest lights, Todd Henderson of Boulder Associates helping us with a discussion centered on measuring value.

You probably won’t need Todd’s tool to measure how much will get out of this conference. We’re trying to make arrangements to have our crack film crew on location so we can capture this learning and share it with those unable to make it.

If all this wasn’t enough, it will be a chance to meet and rub shoulders with our new Executive Director, Dan Heinemeier and the usual all-stars mentioned above. I hope to see you there.



Lean Construction Institute

Building Knowledge in Design and Construction

Stay safe my friends,

Dick Bayer

Lean Construction Instruction