



Pierre Bedry won the "1st To Respond" prize for returning the Uncertainty Matrix attached in the last e-mail. Will Lichtig and I used it in meeting with the Cascadia Community of Practice last week to explore the relationship between uncertainty, risk and Lean Construction. More on that later. I link to the [form](#) again in this report for those of you who may have missed it. Again, I'm trying to understand your opinion of the nature and level of uncertainty at the start of construction on a specific project. Fill out the form and email it to me. You can win a prize too.

## Looking further back:

I really enjoyed our [Annual Meeting in Pasadena](#). And I have enjoyed every such meeting but my experience of those meetings was always tempered by the stress of planning, execution and cleanup. So when I say, "I **really enjoyed** our annual meeting in Pasadena," please understand how big the word "REALLY" is. I have been on the other side trying to resolve the immense variety of urgent problems, working with the hotel; finding, organizing and preparing speakers, and cleaning up loose end after loose end. Dick (and Henry) Bayer, Vic Sanvido and Donna Pemberton's planning, organization and management were super. Henry Bayer, Dick's son did a great job recording and editing the sessions. And the presenters: they were provocative, informative, funny, powerful and on and on. My vote for the most moving and powerful presenter goes to Raneé Duvall from Young Electric. She was nervous and authentic as she described her experience and what it meant for her working on a project at Mills Hospital.

And then Pioneer award. It was great if embarrassing fun. Many kind words were spoken, some of them true. I initially opposed to the idea of the award because I am one of the most fortunate people - I am able to work on things that fascinate me and live where I want to live. It was a night to remember: the warmth, wit and history of the evening along with presentations by Will Lichtig, Victor Sanvido, Roberto Charron, Professor Iris Tommélien and Dick Bayer. Later, my daughter, Emily, suggested LCI might be trying to tell me something about moving on.

Reflections? Sure. Looking back at a life and the many people helped me along the all teachers of one sort or another: Misses Hill, Kinchel, Mothershead and Sessions, Scout Leaders, Senior Officers and often junior Enlisted men in the Navy, and Professors Oglesby and Parker at Stanford. (This is the sort of list that once started is hard to stop. Enough already to make the point that there have been so many.) And I imagine they would all be surprised to be on my list. Just as I was surprised and wonderfully touched by Professor Iris Tommelein's recounting of where we first met; I gave a guest lecture at Stanford and she was moved by what I said. Whatever impact this had or door opened, she has become one of the most powerful thinkers in our community. I treasure our collegial relationship and friendship.

The time I spent with Glenn preparing our remarks reminded me how central and important he has been in my life and career. There may be two people who are more different from one another than we are, but it is hard for me to imagine. People often cross up our names on introduction. My response is that one of us is smart and the other good looking. Whichever way



you take that, it has been a great relationship. He is intelligent, clear headed and able to make things happen, important and big things. How odd is life that a West Texas chicken rancher had any role in this. For those who weren't there, watch the [video](#). It was a grand evening. Will looked great in his tux, the Pisco sour was wonderful (there is a story behind that), Dick was witty and fun. Thank you all.

Moving on: Dana and I visited the Gamble House (<http://www.gamblehouse.org>) late Friday afternoon. And then I left for Australia. While there I was able to attend both the Alliancing Association of Australia's (AAA) 2011 Conference and the kick off meeting of LCI - Australia. We, the LCI community, first connected with the Alliancing movement at the December 2009 at the "Lean Public Sector" meeting in Karlsruhe. Jim Ross of PCI spoke to us about their experiences with relational contracting. He could see the connection with Lean Construction and invited me to attend the AAA meeting in Brisbane. There were 90+ people in the AAA meeting (remember that Australia has about 2/3rds the population of California). The meeting included big picture and project level presentations about the application of Alliancing on very tough projects. See their website for more - <http://www.alliancingassociation.org>. Unlike Integrated Project Delivery in the US, Alliancing is mostly applied on public sector projects and the relational contract typically does not include trade contractors.

Two LCI-Australia Meetings followed the AAA meeting. "Lean in Public and Private Infrastructure" (LIPPI) and an "Introduction to Lean Construction," both in Brisbane. These meetings were sponsored by both AECOM and Evans & Peck - <http://www.leanconstruction.org.au/events/>. The PDF of each presentation is available online if you scroll down. The range of projects and what they have done is impressive. Marton, Michael Ward, Lauri Merikallio and I wrapped the week with a one-day "Introduction to Lean Construction." All in, I had a great time and was sorry to see Australia lose the Rugby match to New Zealand.

## **Back in the USA:**

After spending a day and half in Sacramento visiting a Boldt project, my next stop was Atlanta. There I was inducted into the National Academy of Construction - <http://www.naocon.org>. Established in 2000 by Professor Richard Tucker, it is described on the website as "a select organization made up of industry leaders whose present or past professional career, over a period of years, demonstrates outstanding contribution to the effectiveness of the engineering and construction industry." I was surprised at how many industry and academic members I knew and appreciate their nominating me for this honor.

I spent the next week mostly at Virginia Tech where I worked with the faculty and students on Lean Construction and collaboration. And finally returned to Idaho and planned surgery on an odd hernia. Not the most fun ever but I'm back splitting wood and falling on ice. Next note will focus on thinking about LCI and research.