What are you hoping to learn today?

- Learn basics
- Best practices
- Run better meetings
- Culture
- Documentation
- How to spread big room concept
- Be able to promote
- Understand technology
- Keep current
- Bolster big room
- How to scale

Rules of Engagement

- One person talking at a time (limit to 30 Seconds)
- Be authentic / honest
- Respectful
- Trust
- Have fun
- Encouragement / gratitude
- Eliminate distractions
- No Dual tasking
- Active disagreement
- No bad idea
- Create comfort
- Active listener / feedback
- Step up / step back -> create space
- One Conversation at a time
- Eye contact / engage
• Speak your truth
  ▪ Courageous conversation
  ▪ Interrogate reality
• Be present
• Have Fun
• Rotate note taking / Facilitation
• Listen with respect -> Seek to understand
• Stay on time
• Leader speaks last
• Silence phones

Why do we need to use a Big Room on projects?

• Collaboration
• Streamline decisions
• All on the same page
• Promote collective identity from collective goal
• Discover unique solutions
• Minimize surprise risks
• Face to face gets us out of silos
• Share ideas/ group solution
• Consensus creates better decisions
• Speed up decision making
  ▪ Higher quality decision
  ▪ Durable decisions
• Mutual accountability
• Trust
• Resource utilization
  ▪ Best use of time
  ▪ No one hides
• Visibility
• Support complex projects
• Consensus building
• Promotes collaboration
• Make quick decisions
• Wisdom in group
• Is it the right fit?
• Faster decision making
• All stakeholders are present
• To create team environment
• Venue for co-location
• Lower cost / quicker delivery
• Benefit to individual learning

What are some types of Big Rooms?

• Just for meetings
• Meeting and side-work
• On-boarding
  ▪ Dedicate purpose
• Virtual /Video Conference
• Full project
• Revolving
• Program
• Process / Temp
• Hybrid

What types of spaces need to be created?

• Movable / foldable tables
• Quiet spaces
• Lighting
• Huddle spaces
• Projection
• Group vs private
• phone booths
• Ventilation
• Tech capabilities (Cords)
• Connectivity (Internet, WiFi, Cell)
• Accessible (parking, mass transit)
• Printing
• Coffee and food
• Wall space
• Job site proximity
Behaviors

- Optimize whole- Success of projects, Not companies or individuals
- Recognize values in other team members
- Facilitators need to identify / correct Bad behaviors
- Recognize/Value/ Different backgrounds & Expertise
- Practice inclusive language rather than exclusive - And vs But
- Be open to new ideas / perspectives
- Don’t let time pressure lead to Bad behaviors / process - Go slow to go fast
- Reliable promises - Practice commitment conversations
- Training for positive behaviors
  - Lean tools
  - Facilitation
  - Communication tools
- Team building - Get to know each other outside of just project
- Behaviors to avoid
  - Disrespect
  - Yelling
  - Overpowering / authoritative
  - Inflexible
  - Siloed thinking
  - Disengaged
  - Disrespect people time/ Arrive late
  - Unreliable promising

Effective facilitation

- Objective - Aligning group to collective objectives / goals
- Keeping focus / on time
- Solving task at hand
- Parking lot use
- Agenda ahead of time
- Documentation of decisions
- Agenda recap for follow up meeting
- Listen and synthesize ideas / Point of View
  - Solutions / group focus
  - Coach emotion management
  - Procedural
• Ask, don’t tell
• Problem identifier and solver
• Rules of engagement enforcer
• Focus on solutions, not the problem
• Keeping emotions balanced on team
  ▪ Harness passion for solutions
• Celebrate success and failure
  ▪ fail forward
• Holding group accountable
• Rotating facilitators
• Document commitments and request action

What could go wrong?

• Personality types in leadership (Dictator)
• Crappy Spaces
  ▪ Causes disengagement
  ▪ Direct conflict
  ▪ Unsafe environment (Uncollaborative)
• Ineffective time management
  ▪ Especially relevant to labor
• Physical challenges
  ▪ Set up
  ▪ Proximity to site
• Undefined accountability
  ▪ Set / identify risks
  ▪ Change management
• Too many public spaces
• Irrelevancy to the individual
• Undefined processes
  ▪ Chaotic environment
• Lack of planning
  ▪ Consultant can help?
• Decision making expectations
  ▪ Understand process/Timing for approval
• Over weighted leaders
  ▪ Think about what stakeholders should lead when
• Ineffective visuals
- Paper vs apps
- Dated visuals
- Distractions
- Discipline of meeting

**Learning**

- Why is learning important? Constant improvement
- What is the role of learning?
  - Self-improvement
  - Creating clarity
  - Educate globally
  - Identify a baseline
  - Big idea focus
  - Share experience / expertise
  - Lessons learned
  - Bridging design with constructability
  - Bonding
  - Team growth
- Outcomes
  - More productive
  - Buy in
  - Efficiency
  - Cost saving
  - Happy team
  - Creativity
  - Common goal
  - Respect
- Implementation
  - Lesson learned sessions
  - Fly speck review
  - Subject training
  - Practical application
  - Team building exercise
  - Workshops
  - Bring in external experts

**Onboarding**
• Individual / group + team
• Process
• Timing
• Effective
• Group / team make up timing
  • Workshop
    ▪ Subject matter focus
    ▪ Periodic
    ▪ Breakout/ report out
  ▪ Group Additions
• Individual Tools
  • Document decisions (A3)
  • Display at big room
  • Define rules of engagement
  • Project memory / history
  • Introductions / roles organization
• Tools
  ▪ Champion
  ▪ Documentation / display
  ▪ Name card
    ◆ Info sheet
    ◆ Hobbies
    ◆ Personality profile
  ▪ Regular team building

**Technology**

• Most current information
• Most current software
• Onboarding people to use technology
  ▪ Everyone on the same platform
• Virtual meeting effectiveness
  ▪ Ground rules
• Training - Getting everyone proficient
• Onboarding for project stairs
• Bridge generational skepticism
• Creating dashboards to track progress
  ▪ Safety
- Quality
- Schedule
- Constructability QA / QC review
- Action item tracker
- Processes for tracking Changes/Completion
- Action item tracker
- Virtual collaborative box
  - Files
  - Whiteboard / ideas
- Use technology to predict/ Identify issues before critical
- Connectivity
- Screens (To display information, Create hybrid between Post-it and screens)
- Display to engage maximum amount of involvement
- Design documents to be printable and projectable
- Meeting notes (to keep everyone up to date)
- On-site live video feed
- Historical photos (During construction)
- Point cloud / matter port
- Video conferencing
- Use tech to enhance processes (Not recreate previous ones)

Meetings that matter

- Identifying types of meetings and making them better
- Frequency of meetings
- Clear & concise agendas that can measure effectiveness
- Have desired outcomes
- Establish rules of engagement Specific to the meeting type
- Have the right people included & All stakeholder
- Set the purpose (Why) First (understand the reasons and the purpose of meeting)
- Understand overall project & How the meeting fits in
- Allow meeting participants to give effective feedback loop
- Sharing the overall project goals (Succinctly) & Sharing immediate meeting purpose
- Getting the purpose of meeting out sooner
  - Tactical elements
- Tactical elements
  - Notes / meeting minutes
- Agendas that cite what the meeting purpose is
- Invitations that tell people what, when, and where
- Build in check and adjust
- Recap at the end and produce action item log (Who’s accountable and when)
- Plus / Delta
- Tools such as
  - Risk and opportunity log to drive more effective meetings
  - Shorter meetings (start / end) on time
- Facilitation ensuring meetings are run effectively
- Avoiding meetings that don’t matter
- Creating team atmosphere that drives ability to question meetings purpose / need