

## LIVE NOTES

### 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