



EXPERIENCED LEAN PARTNERS (BIG L)

1.0 Why

Lean/IPD is a transformational journey for all participants in any project delivery. As with any change, the faster the participants can develop effective behaviors, the faster they become a High-Performing Team. Because most programs and projects require the participation of many vendor firms and individuals on a relatively temporary basis, it is crucial for teams to find and work with as many experienced partners as possible. Teams typically do this through Partner Selection.

For repetitive builder organizations, an Experienced Lean Partner (Big L) becomes a long-term business partner and can act as an extension of the owner/operator staff.

Experienced project teams often find that a minimum of three partners that can work in a leadership role—preferably more—are required to keep a team successfully on-task. Team Forming and Onboarding efforts are critical to this success. For repetitive builder organizations, an Experienced Lean Partner (Big L) becomes a long-term business partner and can act as an extension of the owner/operator staff.

2.0 What

A Big L is a project leader who advocates for the Lean project delivery process and is actively involved in training and mentoring others involved in the project. A Big L is typically a primary contract signer and involved in the Business Deal. A Big L helps to create and champion the Conditions of Satisfaction—and thus align all participants with the team-determined goals of the project. A Big L Facilitates meetings with strong Agenda and Big Room management. It is helpful to enlist a variety of Big Ls from various industry perspectives—for example, architects, designers, trade partners and GCs. It is often easier for peers to encourage or mentor each other rather than learn from traditional customer/vendor relationships. Several Big Ls must share project leadership and champion the change process in moving from traditional to integrated project delivery, particularly because reversion to old thinking is a constant threat. If these Big L partners are in non-traditional leadership roles, it helps set the stage for a significant project cultural change.

Big Ls:

- Are among the first partner selected to form a new project team.
- Must be knowledgeable of and an advocate for Lean thinking and the Lean/IPD processes.
- Have strong leadership abilities.
- Behave as an extension of the owner's staff.
- Have or create a long-term business relationship with the owner and others.
- Must be a committed Lean/IPD learner—not just for the project but also for his or her own firm/company.
- Bring expertise to the project.
- Are a Lean/IPD advocates in the marketplace.
- Help others with Lean growth without business provocation.

- Must be capable of assuming non-traditional leadership roles.
 - Must be willing to admit mistakes and self-correct when deviating from Lean practices.
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A Big L is a long-term partner with his owner clients because of the value generated as a team. A Big L can differentiate himself from his competitors by being a market leader, becoming more efficient and being known as an industry change agent.

Becoming a Big L is both challenging and valuable. A Big L is a long-term partner with his owner clients because of the value generated as a team. A Big L can differentiate himself from his competitors by being a market leader, becoming more efficient and being known as an industry change agent.

A strong partnership with a client and a Big L partner will share the following characteristics:

We believe mutually beneficial partnerships will drive Better Project Delivery: product outcome, delivery experience, Conditions of Satisfaction, and parallel learning.

Partnerships will require a commitment to Consistent Learning: develop baselines, improve performance, measure outcomes, and improvement on each project.

We as partners will be dedicated to Continuous Improvement: pursuit of perfection, challenge old ways, challenge each other, and grow in knowledge together.

A common understanding of our partner's needs will help Drive Customer Value: assessing the customer's real needs, determining value, treating each other as customers, caring about each other's needs.

Understand Owner/Operator Processes and Experiences: on boarding, O/O standards and specifications, payment process, informational needs, improving for collective benefit.

Retain Partners for Future Projects: creating relationships, understanding expectations, maintaining a deep level of trust, continued work, training new partners together.

Selecting the Right Partners for the Right Projects: understanding skills, right-sizing partner to job, balancing workflows, preparing the team for success.

Partners will look for ways to Improve the entire Value Stream: understanding the value stream, looking for waste, improving the process, purchasing, handling payments and group buy, keeping promises, examining each other's processes to drive improvement.

Meeting Prequalification Standards: insurance, work ethic, experience.

Define and Assign Scope that Adds Maximum Value: determining who does what work, how much work, and when, identifying risk, quantifying it and covering it with skill or mitigation funds and efforts.



Quick Reference

Leadership and Lean IPD Projects	69
Team Partner Selection	117
Continuous Improvement	179