



The LCI Update

Lean Construction Institute

More 2013 Congress Highlights: There were dozens of outstanding talks given last month in Dallas. I will try to highlight portions of at least some of them in future newsletters. First up, a few gems from a great presentation by JE Dunn, *Multiple Roads to Last Planner Implementation*, which featured several project participants talking about JE Dunn's Lean journey and lessons learned applicable to everyone:

Role of the Superintendent

- Become the Facilitator
- Always be the Leader
- BELIEVE in the process and the project
- Follow all the principles of the Last Planner®
- Ask the right questions, and do not be a dictator
- Scheduling horizontally and vertically
- Continuous improvements

Common Ingredients for Success

- Ask questions instead of dictating
- Ask 5-whys when things go differently than expected
- Forms don't matter, content does
- Be aggressive making work ready
- Superintendent and PM must want to and believe they can succeed

What we learned

- Successes generate new challenges – be ready to get those long-lead items pushed up another month
- Field communication is great – constant office communication for buy in, manpower support, and deliveries is just as important
- Make Pull Plan commitments visible, check back often
- It is easy to start "cruising". Stop periodically and ask all participants again "What is working?", "What about this is helpful to you?", "What is good, but can be better about this?"

Interested in viewing the 2013 Congress presentations although you were unable to attend?

Click here for information on accessing the full program in our digital library. [Click Here](#)

Speaking of Congress, this is “back by popular demand”: One of the unique and popular features this year at Congress was a set of poster-style graphics posted in 11x17 format on a wall across from the registration area. These contained information on 18 of our member companies’ Lean journeys, the brainchild and product of Congress planning team member Romano Nickerson of Boulder Associates. Romano personally called and/or emailed all our member companies, asking them to provide the data and graphics he needed to highlight their Lean journeys. Just 18

responded, and they are featured here in alphabetical order. [Click Here](#) It’s a great format for showcasing how these members are seeking to implement Lean in the markets they serve: Boldt, Boulder Associates, BSA Lifestructures, CG Schmidt, Devenney Group Architects, Gilbane, HKS, Holder, JE Dunn, Linbeck, MMC Contractors, Pankow, PCL Construction, Rosendin Electric, Skender Construction, Southland Industries, Sundt, and Walt Disney Imagineering.

Earlier this year, **LCI teamed with McGraw Hill on a survey of the construction environment** regarding the use of Lean Construction across the industry. Many of you responded to that survey, for which we thank you. The final results are captured in a *SmartMarket Report*, now posted on our website. The full title is *Lean Construction: Leveraging Collaboration and Advanced Practices to Increase Project Efficiency*. **Here are some highlights**, with a link to the full (60-page) study on our website:

Lean construction offers an alternative that allows companies to thrive in any economic conditions; in combination with BIM and pre-fab, Lean makes firms more competitive and yields strong business benefits. Surveyed companies cited such benefits as higher quality construction, greater customer satisfaction, greater productivity, and improved safety. Two things were perceived as continuing challenges: education about Lean and the need for and benefits of increasing efficiency are lacking in the industry as a whole, and technologies currently in place could be much improved to support a more highly collaborative environment. Interestingly enough, Lean practice seems to shift perceptions about the efficiency of the industry as a whole: 55% of firms not familiar with Lean regard current industry practices as efficient or highly efficient, while 62% of Lean practitioners see it as inefficient or highly inefficient. Obviously, it’s awfully hard to fix a problem that you can’t see!

To learn more, [Click Here](#).

It’s always interesting to see **how the LCI corporate membership roster matches up with the latest list of “Top Firms” in the industry** identified in ENR or other sources. The October 14 ENR listed “Top 50” firms in specialty contracting areas, including these LCI company members: *Electrical* – Rosendin Electric; *Mechanical* – API Group, TDIndustries, Southland Industries, Limbach Facility Services, and MMC Contractors; *Wall and Ceiling* – KHS&S; *Concrete* – Baker; *Sheet Metal* – Superior Air Handling. LCI member E-Light Electric Services also made the “Top 600” list, at number 358.

As previously announced, **LCI has been selected to receive the 11th Henry C. Turner Prize for Innovation in Construction**. To mark the occasion, we will give a presentation at The Building Museum in Washington, DC explaining the benefits and future vision for Lean. A panel of property owners and builders will then discuss how Lean benefits the building industry. Titled, *“Faster,*

Better, Safer: Lean Design and Construction," the program is open to anyone to register and attend on December 4, 6:30–8:00 pm. Registration info: [Click Here](#)

Thanks as always for all you are doing in the market where you live and work to make Lean design and construction an increasingly pervasive means of accomplishing project work. We can't succeed without you!

Sincerely,



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LCI welcomes a new member company to our ranks



Coming LCI Events

Faster, Better, Safer: Lean Design and Construction, December 04
[Click here for more details](#)

ConsensusDocs Workshop, December 11
[Click here for more details](#)

(Click [HERE](#) for our FULL Calendar of events)

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