



September 6, 2013

Dear Dan,

The 15th Annual LCI Congress is now just six weeks away. Registrations are running well ahead of last year this time, so please book your room now to ensure you obtain the \$199 conference rate – our room block expires at the end of this month. The **registration and room booking information** for the October 22-25 event are available here: <http://www.leanconstruction.org/calendar/35/11-15th-Annual-LCI-Congress-Dallas-TX/>

Don't forget, we also have **many great sponsorship and exhibitor opportunities** for showcasing your company and its commitment to Lean. Check it out at: http://www.leanconstruction.org/media/docs/2013_LCI_Congress_Sponsorship_Form.pdf

The **program schedule may be found here:** <http://www.leanconstruction.org/media/docs/2013-Schedule0825-2.pdf> I look forward to seeing you there!

We also are pleased to announce another outstanding keynote speaker now scheduled (for Oct. 24) at the Congress:



Mark Graban is an internationally-recognized expert in the field of “Lean Healthcare,” as a [consultant](#), [author](#), [keynote speaker](#), and [blogger](#). In June 2011, Mark joined the software company [KaiNexus](#) as their “[Chief Improvement Officer](#),” to help further their mission of “making improvement happen” in healthcare organizations, while continuing his other consulting and speaking activities. He is the author of the book [Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement](#) (Productivity Press), which was selected for a 2009 [Shingo Research and Professional Publication Award](#), the first healthcare book to win this award, and is being translated into eight languages. A [2nd revised edition](#) was released in November, 2011. Mark has also co-authored a new book, titled [Healthcare Kaizen: Engaging Front-Line Staff in Sustainable Continuous Improvements](#), which was released in June 2012 and also given the Shingo Research Award in 2013. A newly revised and condensed edition, [The Executive Guide to Healthcare Kaizen: Leadership for a Continuously Learning and Improving Organization](#) was released August, 2013.

Greg Howell represented LCI at the International Group for Lean Construction last month in Brazil. We are pleased to provide his insights from the meeting:

The 21st meeting of the International Group for Lean Construction (IGLC) was held in [Fortaleza](#), a city about three hours by plane north of Sao Paulo. The meeting was a series of well-managed events, - a Gemba Day, an Industry Day, and the IGLC meeting - that opened new lines of thinking and provided opportunities to reconnect with colleagues and friends.

Looking back:

IGLC 21 was the 3rd meeting in Brazil. IGLC 6 met in [Guaruja](#), a city on the beach near Sao Paulo, and IGLC 10 was held in [Gramado](#), a city in the hills of Southern Brazil near Porto Alegre. IGLC 6 was a small affair with 23 papers. IGLC 10 in Gramado was much larger with over 50 papers. There we first met Pedro Pereira, a construction manager from Fortaleza. He had begun to develop an approach to managing construction projects

based on his experience with the Toyota Production System. A gentle and direct man, he brought a humane and respectful approach to the design and management of production systems and became a close personal friend. Pedro's presentation at an LCI Annual Meeting included his use of Kanban cards to pull materials to installation, Poka-Yoke tools to assure proper installation of plumbing materials, a system of lights to alert management to problems, pull systems to bring materials to work location when needed in the amounts required and on.

Pedro connected with the faculty at the [Federal University of Ceara](#) particularly Professors Luis Fernando Heineck and Barros Neto. Pedro and the faculty invited me to speak to a conference on improving project performance in 2003. There I reconnected with Professor Fritz Gehbauer from the Karlsruhe Institute of Technology. He may well be the person in the world who has had personal responsibility for the largest amount of work put in place. Now a close friend, colleague and driving force for Lean Construction around the world, he speaks Portuguese (and a number of other languages) and has written a book on improving productivity for Brazilian contractors.

All this is to say that IGLC is an organization where long deep personal connections open opportunities while welcoming new voices and perspectives. The web of relationships is at once extensive and personal. It includes practitioners, faculty and students. And this year that network extended more fully to Africa with participants from Botswana, Ghana, Nigeria, South Africa and Zimbabwe.

An Unexpected Highlight at IGLC:

Tobias Steinhaeusser's presentation "Management cybernetics as a theoretical basis for lean thinking" opened a new line of thinking. [Cybernetics](#) is the study of systems and how they control themselves. Tobias' thesis and paper explores the relationship between management cybernetics and Lean Construction. Cybernetics provides a new and rich theoretical background for understanding the application of lean thinking on projects. (By theoretical here, I mean an explanation for how things work. Gravity is a great theory because it explains why water runs downhill.) Cybernetics provides a powerful way to understand and explain why traditional project management is less successful than Lean Construction (LC). His work has opened a new line of enquiry that can help us both as practitioners and academics better understand why LC works and how its principles and practices can be better tailored to the situation. Check out the Wikipedia link on the first word of this paragraph. You might also read Donella Meadows' "[A Childs Guide to Understanding Systems.](#)" I have suggested this before. While I urge you to read the entire essay, you can jump ahead to page four where she explains five ways systems fail. It isn't hard to find a firm example in the construction industry of each listed failure mode. This article introduces system thinking using easy to understand examples. Her work was a major contribution to cybernetics.

http://www.leanconstruction.org/media/docs/Spetember_9_2013_Newsletter_Supplement-IGLC_report_0813.pdf

Thanks as always for all you and your company are doing to transform our industry through Lean tools and techniques. I hope to see you next month in Dallas!

Sincerely,



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Easy Access Links

15th Annual LCI Congress - October 22, 2013 – October 25, 2013, Dallas, TX

[Registration](#)

[Sponsorship Information](#)

[Room Reservations](#)

[Preliminary Agenda](#)

NEW! LIVE STREAMING OPTION: Interested in Congress but can't make the trip this time? Try our new live streaming/on demand access option to view Congress presentations live - or anytime thereafter - from your desktop. It's the next best thing to being there! <http://www.prolibraries.com/lci/events/2013annualcongress>

Coming LCI Community of Practice Events

(See the LCI Website for our full [calendar](#).)

Mid-Atlantic CoP>> The Last Planner® Project Site Visit, September 13

Register here: <https://www.eventbrite.com/event/7807788305>

Carolinas CoP>> 3P Event: Cardboard and Collaboration at the University of Iowa, September 19

Register here: <http://lci-carolinas-09-19-2013.eventbrite.com>

Central Florida>> Bringing LEAN Manufacturing to Construction Prefabrication, September 25

Register here: <http://lci-central-florida-09-25-2013.eventbrite.com>

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