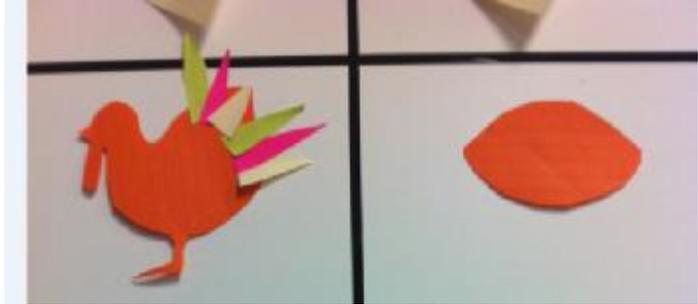




Next Monday is Labor Day. Hardly seems likely that we're hard upon that holiday already. Age seems to speed up the freight train; I keep arriving at stations sooner than I've planned.

I've been extraordinarily lucky to have spent the last three years in a variety of trailers on a variety of construction sites. I learned from Sam Moses, General Superintendent at the Parkland Hospital Project, in *his* trailer, that schedule milestones should be based on holidays so people internalize the date, gives the date meaning. We've invented a kind of sticky art—we represent milestones on phase and weekly work plans with a cut out of different stickies to represent holidays. Here's last Thanksgiving at Parkland, for instance.



Construction teams often work through holidays. All of the pours last summer at Parkland started at 1:00 a.m. because it was so hot, concrete couldn't be poured and set appropriately if the crews worked normal hours. They often work through Valentine's Day and Christmas and almost surely Columbus Day and President's Day. They try to observe Memorial Day and Veteran's Day and Fourth of July—they are routinely very patriotic and proud of their country. But the one day they hold sacred is *their* day—Labor Day. And rightfully so. The men and women that actually do the work on the projects we talk about everyday give meaning to the research we do, the meetings we put on, the principles we develop and the very nature of our work at the Lean Construction Institute. Let's take some time on Friday and thanks these folks. Let's send them home a little bit early. And let's not pressure them to work Monday—it is, after all their day.



We can also honor them by:

- Truly working on safety issues, integrating safety into every aspect of our work;
- Using the vast experience they bring to the job by empowering them to help us manage and develop the work (good place for the Last Planner®); and
- Insuring they have the right tools, equipment, materials and resources to make a safe, timely, quality product.

That's a true celebration of Labor Day.

Turns out we had almost 60 different submissions for the Congress. We were not able to find room for every idea turned in. By and large, we tried to avoid mostly academic presentations, feeling that we have a pretty good place for those in the LEAN CONSTRUCTION JOURNAL and the



## Lean Construction Institute

Building Knowledge in Design and Construction

Academic Forum held in the Spring every year. There were many presentations with Owners involved and, as we're presenting in the Washington D.C. where the largest landowner, developer and landlord in the country has its greatest collection of employees, we had a preference for those presentations. We've also tried to bunch a number of presentations on lean journeys and case studies together so that we can view these in context and develop some simple lessons learned that apply across platforms. We have extended the Early Bird discount for both presenters and those not selected to present this year. You will have the ability to take advantage of the discount through this Friday, August 31.

I'll announce the Pioneer Awards winners this year next week. Keep tuned and make plans to celebrate with them in Washington in seven short weeks. Thanks for all you do—thank those that do the heavy lifting this week. And, as always, be safe.