



Lean Construction Institute

Building Knowledge in Design and Construction

Welcome to the New Year. And, welcome to the New Executive Director, Dan Heinemeier. Greg's note yesterday teased this announcement but we now have a contract in place.

The process of finding Dan actually started in July, 2010, when I was asked to act as the Interim Executive Director. That stretched into more than 2 ½ years before we could hang the banner, "Mission Accomplished." It has been quite a ride. We've gone from using Owen Matthews' series of \$6 million Chilled Water plants in Orlando as our signature project to opening the Congress this year with Board members Bill Seed (UHS), Craig Russell (Disney) and Michael Bade (UCSF) representing billions of dollars in facilities designed, built and managed in a lean way. I have been so honored to have worked with Greg Howell, Victor Sanvido, the changing Boards of Directors, the heads of the Communities of Practice, our staff and a host of other lean leaders throughout the country. This has truly been the best job I've ever had.

We talk a lot about the importance of hand offs and this one, to Dan, is very important. It marks an important milestone for LCI. We're no longer a few lone voices in the wilderness—we're broadly recognized in the industry as the voice of lean design and construction. We have close relations with the AGC, AIA and CURT, we're developing relationships with DBIA, SMACNA, NECA and MCAA and we'll soon be knocking on the doors at COAA and CMAA and other associations to help them help us transform the industry. Our Board is now populated by C-Suite corporate representatives of those organizations whose future is tied to our success in developing and extending lean practices. It's a beautiful sunrise out there for our prospects.

Enter Dan Heinemeier. Dan is an accomplished and experienced Association Executive, with a certification in association management from the American Society of Association Executives to prove it. He worked through early development of a number of technology related associations, always managing to help them merge into larger, more influential organizations. His latest challenge was helping Tech America emerge as the "leading voice for the U. S. technology industry worldwide." TA's tag line is "the association of companies driving innovation worldwide." That's almost as daunting as the LCI mission of "transforming the industry."

Dan's thirty years of experience in the Association world, his longtime connections in Washington, D.C. and throughout the association world will certainly help him meet our challenges. More importantly, he has great drive and ambition to help LCI move to the next level—to start our journey as a substantial member of those that lead change in the built environment.

The Board reviewed hundreds of applications and resumes, doing deeper evaluations on about 80 people. Dan distinguished himself in his interview with the hiring committee. It also didn't hurt that his references uniformly rated his ability at "10+" on a ten point scale.



Dan's comments on the LCI challenge and opportunity: I am excited to be working with all of you in the design and build environment who are committed to making lean processes not only the dominant approach to project management, but the recognized means of transforming our industry as a whole. Even in my brief time to date interacting with the LCI membership, staff and board, I have been uniformly impressed with the professionalism and mission orientation they bring to the task of moving lean forward. Dick Bayer's efforts as interim ED, together with the board's leadership, have made LCI a strong and growing force in the industry. I plan to continue to build on that solid foundation to expand our financial and programmatic success. I look forward to getting to know many of you throughout the coming year, for it is only by working in partnership that we will achieve LCI's ambitious goals. Your support and guidance will be key to that success.

Dan will be holding court in an office we're subleasing from our friends at the AGC at 2300 Wilson Boulevard in Arlington. He'll be making some initial decisions regarding a more permanent office location (or a virtual office location) and staff needs in the next few months. These decisions will be informed by the results of the Strategic Planning Retreat the Board is planning for February. We should have a decently comprehensive way forward by March 1.

Meanwhile, Congress planning is underway. Thanks to Stewart Trapino (Linbeck), Bernita Beikmann (HKS), Romano Nickerson (Boulder Associates) and Steve Warnick (Austin Commercial), we have secured the Dallas Fairmount as our venue, we've set the dates for October 21-25 and we've started to outline the program. We plan to have presentation criteria available in March.

Steve Warnick is travelling to San Antonio to help me, Patrick Byrnes (Linbeck) and a host of others to kick-off the San Antonio Community of Practice on January 17. Dan Heinemeier will be coming out for that as well. Stop by to see what lean means in San Antone' and meet the new Executive Director.

Videos from the 14th Annual Congress are now all on the website and are no longer protected by passwords. Send links to your friends.

The Berkeley Design Forum is being managed by Iris Tommelein and her committee from P2SL. Committee members include Markku Allison (late of the AIA), Laura Lesniewski, David Mar, Dean Reed (DPR), Romano Nickerson (Boulder Associates), Matt Welker and Mike Tamara from the AIA and Will Loftis (late of the Smith Group and now with CBRE). Glenn and Greg are participating as well. LCI is happy to co-sponsor the event with AIA. It will take place in Berkeley on January 31 and February 1. This is always one of the most remarkable conversations in the industry. Make plans to be there (see below for more details).

We're once again working with the Construction Users Roundtable to plan our Midwest, June Design Forum to coincide with a CURT meeting. More news on that soon.

Change is almost always good and in this instance, it is a sign our continuing improvement. I will continue to be directly involved in LCI for at least the next few months so we can ensure



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that Dan has the resources he needs to take over the helm. I do want to send a special shout out to Donna Pemberton and Shannyn Heyer. Without their help over the last 2 ½ years, we would be about where we were back then. Thanks ladies. Finally, a special thanks to my friends Greg Howell and Victor Sanvido. Greg has been extraordinarily patient with me, allowing me great freedom while providing substantial mentorship. It's never easy to hand over the keys to your favorite car, especially to someone with my passion for speed. Victor's vision that we need to drive implementation of lean processes with Owners and those responsible for how we design and construct our environment coalesced nicely with mine. His energy in bringing that to reality has been extraordinary.

And to all of you, thanks for the support, thanks for reading the Update and carrying the torch of lean design and construction into the world. And most of all, thanks for taking a few extra moments every day to make sure that those under your care and directions return home to their loved ones every night, safe, sound and fulfilled with building projects that matter in a collaborative ways.