



February 21, 2013

We had an excellent board of directors' strategic planning retreat in Boulder earlier this month, which provided us the opportunity to deepen the board's ability to work together effectively even as it developed an actionable blueprint for the future success of LCI. The results of the three-day exercise were too expansive to capture in a single newsletter, but I'd like to give you a quick overview of some of what was accomplished. We reaffirmed four major areas of focus and activity for LCI going forward, mirroring the board committee structure set up last fall: education, communities of practice, research, and standards of practice. Each of these areas has a timeline with associated goals for the period through 2017. (Although not explicitly mentioned herein, we also remain committed to sponsoring successful national meetings like the Congress, Design Forums, the Academic Forum, etc.)

Working with our education committee members, we are looking to develop training curricula for Last Planner®, "Intro to Lean," and other key lean-related disciplines over the next several years. This will include establishing approaches to "training the trainers" to help us expand the pool of qualified speakers who can represent LCI as we respond to the growing volume of requests we are receiving for presentations on Lean.

In Communities of Practice (CoPs), our goals include stabilizing and strengthening the network of CoPs we have now, as well as growing the numbers of new CoPs being established around the country. We anticipate improving communications between our CoPs and LCI HQ, providing enhanced support for local events and an expanded web presence for each group to better serve its needs.

In standards of practice, we will be looking to create a comprehensive and evolving glossary of terms in support of Last Planner® and "Intro to Lean." We will survey the current state of practice and draw on the output of similar efforts to develop standards overseas. The standards of practice committee will be a key enabler and ongoing support to our efforts in the other key mission areas, especially education and research.

In research, our near-term goals include developing a categorization structure for the many research papers and other learning materials available on our website. We want to make this wealth of information more user-friendly and available to those accessing it via a newly-redesigned LCI website. We will be looking to bring on board a research director who can help identify basic research emanating from universities and other national/international sources and ensure it is made available to our committees and CoPs for their ongoing evaluation. We also want to capture and document the practical results of this research in a handbook-style compilation that represents "The LCI Way," guiding and informing practitioners in our CoPs and beyond. The CoPs, in turn, can utilize these findings to contribute applied research of their own to our ongoing process of evaluating groundbreaking materials in the field.

As I trust the above suggests, this is an exciting and challenging time in LCI's history. There is much to do to bring about transformation to design and construction through lean tools and techniques, and our board is to be commended for investing the time and effort necessary to ensure we have the goals and



## Lean Construction Institute

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plans in place to foster that transformation in the years ahead. I am reminded of the “flywheel” metaphor in Jim Collins’ *Good to Great*: each step we take to implement the goals set by the board represents another turn of the flywheel, and eventually the cumulative weight of all those individual steps begins to yield self-sustaining motion.

Thanks for all you are doing in your own environment to contribute to this process. Working together, we will continue to move the flywheel forward toward sustained growth for LCI and transformation for our industry.

This just in: Before closing, I would be remiss not to make note of the fact that the Engineering News-Record of February 11 just came out with their “Best of the Best” picks for successful projects completed from July 2011 through June 2012, and of the 19 projects cited, eleven had LCI member firms listed among the general contractors or construction manager/lead design firms listed. The winners emerged from an eight-month regional review of 1,000 projects completed in the US and Puerto Rico. Regional winners then were considered for national recognition, with the 19 winning projects being judged on teamwork, success in overcoming challenges, innovation and quality. It should come as no surprise that lean companies would emerge as winners based on those judging criteria.

Congratulations to these LCI member firms who were among the winners: Balfour-Beatty Construction, CH2M Hill, DPR Construction Inc., Gilbane Building Company, Hunt Construction Group, KBR Building Group, Linbeck, Russell Construction, Turner Construction, and The Whiting-Turner Contracting Company.

Sincerely,

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