



Lean Construction Institute

Building Knowledge in Design and Construction

Act now....

June 6 & 7, San Francisco: “Choosing By Advantages Sound Decisionmaking: CBA Module 1 and Module 2”

Presented by John Koga from Boldt.

Registration through harriet.byrd@boldt.com or 415-762-7431.

June 13, St Louis: 3rd Annual Joint CURT/AIA/AGC/LCI Summit, “Optimizing the Project note the Pieces”

<http://www.curt.org/Events-LEANSummit.aspx>

June 14 & 15, St Louis: “9th Annual LCI-P2SL/AIA Design Forum”

<http://lci-design-06-2012.eventbrite.com>

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Well, it was a quiet week there in Guadalajara. Dana and I flew down on May 22nd for a series of meetings and seminars at the Universidad Panamericana and a two-day Introduction to Lean Construction. Our host was a long time friend, Engineer Nissim Hasson Baltazar. He has been advocating and teaching the principles and practices of Lean Construction since our last visit in 2005. As luck would have it, Jim Barrett from Turner construction was also a speaker at the Civil Engineering Conference. His presentation focused on building information modeling and its relationship to project delivery and management. He was also on the same panel when I made a presentation in Toronto a few months back. My presentation in Mexico closed the Civil Engineering Conference. It told the story of Lean Construction, its history, development, principles, practices, application and results. I was fortunate to be able to spend a lot of time with the students who were coming up on their last set of finals. I was impressed with their optimism and intelligence, the way they were thinking about their careers and future. Then I worked with a group of students on Saturday so they could help me manage the simulations on Monday and Tuesday.

The Introduction to Lean Construction was built with standard LCI material, simulations, additional cases and stories. About one third of the participants were designers and developers, and the rest constructors. Ms. Larissa Rubio, one of those people who knows how to get things done, organized the meetings. An excellent translator supported me. He engaged with the material in a way that made my job easy.

Lean Software Systems Conference

Earlier in the month, I was a keynote speaker at the Lean Software Systems Conference in Boston organized by the [Limited WIP Society](#). This was a meeting devoted to using lean



principles and practices, particularly Kanban, to manage the development of software. David Anderson is the mainspring of this organization, and what an organization it is! For a bit of history start here - <http://www.lips2012.fi>. The conference featured a combination of keynote speakers, "Ignite and Lightning Talks" (short intense presentations at <http://vimeo.com/42769614>), break out sessions, networking breaks, awards for leaders in the community. We can learn a lot from the way they organized and managed this meeting.

Stephen Spear was the leadoff hitter on opening day. He opened his presentation, "Achieving the High Velocity Edge in System Design, Deployment and Operation" by asking if there were any questions. The video of this is not yet up on the LSSC site so check in till it you see it. I was thinking to open my session with questions – listening to customer matters - and decided against that because it seemed unlikely that people would have enough background and I wasn't sure how I would answer the question, "Why are you here?"

Professor Spear's presentation was followed by David Anderson's presentation "The Systems Thinking Approach to Introducing Kanban". David is a remarkable leader. We should get him in front of LCI audiences. In preparation for this presentation, I read both his book "Kanban: Successful Evolutionary Change for Your Technology Business" and Donald Reinertson's "The Principles of Product Development Flow, 2nd Edition. Along the way, I realized both LCI and the Limited WIP Society were informed by and took different lessons from Goldratt's book, "The Goal." The book put our attention on the impact of dependence and variation on system performance. (The Parade of Trades™ is an adaption of a simulation described in "The Goal".) The software community put their attention on reducing work-in-process through the use of Kanban; Same book, different lessons.

My presentation, "Lessons learned in Lean Construction" opened the 2nd day. I was nervous and made matters worse in a brilliant way. I had 75 minutes for presentation and questions. A time-keeper had warning cards beginning with 15 minutes remaining then 10, 5 & 1. I asked him to add one for 45 minutes and he did. I should have said add one for 30 minutes remaining as that is what I wanted. He did what I said and made a card for 45 minutes remaining. I thought it meant I had used 45 minutes – the presentation was going well, the audience generous and interesting so I figured I was moving too slow; I was having so much fun. I spun up and whew was done. I asked if I had time for at least one question and was told we had 30 minutes. This was a brilliant mistake – I made my points well enough for a good discussion and we had one. All of the presentations will eventually be on the [LSSC meeting site](#).

Professor Yochai Benkler's keynote, "The Penguin and the Leviathan: Cooperative Human System Design" pushes back on the "self-interested rationality" by exploring and explaining research from a variety of disciplines "to build a field of cooperative human systems design." This is a dense presentation worth every neuron. This theme was also explored by Allan Shalloway in "Blending Hierarchy with Collaboration: Using Lean to Create Context for Self Organization."

Michael Kennedy, the author of "Product Development for the Lean Enterprise" and "Ready, Set, Dominate" explained and explored set based design in his [presentation](#) "Set-Based Decision Making – Taming System Complexity to Ensure Project Success". I was able to spend time with him and believe he has much to contribute to our community.



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Meeting Don Reinertsen iced the cake. We both attended college on Naval Reserve Officer Training Corps (NROTC) scholarships and became officers in the U.S Navy. Our careers differed after that – he served in nuclear submarines retiring as a Captain. I can't say I was ever on a ship underway after being commissioned and left the service as a Lieutenant in the Civil Engineer Corps. Navy stories aside, his presentation “Decentralizing Control: How Aligned Initiative Conquers Uncertainty” explored and explained both the management of wild land fires and the way the U.S. Marine Corps relies on commander's intent and local initiative and decision making. At the end, someone observed that a recruiter for the Corps could have signed up enough recruits to fill a significant proportion of a battalion. Having served up close and personal with Marines - Captain Kingrey call me if you read this – I knew what he said to be true. Do keep checking the site to see this presentation and the others I touched on.

Coming Events and other cool links:

September 10-12, Tampere, Finland: Lean in the Public Sector 2012

<http://www.lips2012.fi>

A case for IPD and DB contracts by David Umstot, San Diego Community College district

<http://www.youtube.com/watch?v=WHuye1uXrso>