



The events of the week-before-last and the steady flow of news plus more to do each day prove that the world keeps turning faster. I understand the arguments against this theory but it works for me. I realize what follows reads like a long diary entry titled “What I did last week and this.” Surely there is more to say about each topic but not just now -

Dick Bayer reported in his recent member note on the 1st meeting of LCI's new Board of Directors on June 12th. We covered a lot of ground because Vic Sanvido, the Chairman, kept us on track. Now we need other members to join one of the committees -Research, Standards, Communities of Practice, Meetings and Conferences, and Education – if we are to be the catalyst to transform the industry. I'm eager develop a research agenda and figure out how to fund it. “Meetings and Conferences” led by Mark Konchar of Balfour Beatty has made a great start organizing the 2012 LCI Annual Meeting set for Washington DC in October. More will follow on that. For the moment, I urge you to respond to Dick's request that you join and participate in those committees.

The Board Meeting was followed on Wednesday by the 3rd Annual LCI/Construction User Round Table meeting. The turnout was super as were the presentations. Michael Bade's, Presentation “LEAN Implementation: Lessons From University of California, San Francisco (UCSF) spoke directly to CURT members who also manage large projects often in the public sector. His story of developing major projects for UCSF was compelling. (Michael is the Assistant Vice Chancellor - Capital Programs & Campus Architect at UCSF.

In a previous meeting, CURT members asked for examples of Lean Construction on Industrial projects. Boldt Construction responded in this meeting with examples. Dave Kievet, Group Vice President at Boldt told compelling stories about their experience on a variety of such projects. Then Klas Berghede, Production Manager & Dan Murphy, Superintendent explained Boldt's use of Takt time to drive the design of the operations. They reported on how they planned and learned and re-planned how to install the skin of a hospital to meet what appeared to be an impossible duration. They began by setting the duration of the operation, establishing the rhythm, and then designing the production system to meet it while keeping safety, quality and productivity high. We will see more of this leading edge approach.

And then came the two day joint LCI and P2SL (Project Production System Laboratory at the University of California) meeting. Markku Allison of the AIA pulled together the most coherent and compelling agenda yet in this series. I tried to record the presentations on video and believe we will have them processed and online shortly. I'm always reluctant to report on my favorites because they were just that—my favorites. Other people surely will have different opinions. Having said that and meaning no disrespect to the others...

James Jankowski, FAIA, Cannon Design was the leadoff hitter who offered that there were



several “types” of design that called for different thinking, processes and organization. I could see a 2 X 2 Matrix here – almost: Defined and Undefined Problem vertically and Standard and Unknown solution horizontally.

	Standard	Unknown	
Problem Definition		<i>Transformative</i>	Unique
	Obvious	Knowable	
	Nature of Solution		Defined

It would be nice if problems came with tags that identified their nature and the boundaries between quadrants were sharp. But these distinctions are how we as humans experience the situation as opposed to being an attribute of a “thing.” This model reminded me of the [Cynefin model](#) as described in the paper “The new dynamics of strategy: Sense-making in a complex and complicated world” by C. F. Kurtz and D. J. Snowden.

And this reminded me of the research on uncertainty in projects and its reduction in a sort of conversation between project ends and the means. Research to better understand uncertainty and its relationship to the application of contingencies or padding to absorb uncertainty offers a new way to think about managing projects. And then there is an interesting connection between contingencies and safety. More on all that later.

After lunch, Todd Henderson from Boulder Associates gave the best and clearest yet short explanation of the decision-making process, Choosing by Advantages (CBA). He is a great presenter, witty, clever and quick - he got it right and you will want to watch the video when we get it posted.

Andreas Phelps, PE, Balfour Beatty Construction followed Todd and spoke about BM-enabled Set-based design. Looking back, I wish we had staged a conversation between him and Todd to think through how CBA could be used with this fluid technology. And then there was Stacy Root, another great presenter from Boulder Associates who along with Randy Kram swung the



meeting to the opposite end of the technological scale: “Adding value in design: cardboard and collaboration” at the University of Iowa. While BIM can show you a lot, a quick full-sized mockup built from 1 inch thick cardboard puts you inside the space and able to change it without goggles or mice. Always more to say about the Design Forum and I need to get on.

I made it back to Idaho early Saturday morning, sort of recovered over the weekend and have been busy ever since. I spent Monday morning cleaning up and then had a great conversation with Natalie Sayer the author of the “Lean for Dummies.” She has a remarkable background and is no dummy. I can see interesting possibilities for collaboration here. And then worked my inbox down to 30 messages.

On Tuesday, Joe Dager interviewed me for a podcast on his [site](#). Joe was a presenter at the Lean Software Systems Conference where I spoke a few weeks back. You should be able to hear the interview on his site but it wasn’t posted as of this note. In the afternoon, I prepared a presentation for a meeting on Construction Logistics in Qatar set for this week. I built a 30-minute Introduction to Lean Construction as a series of counter measures developed to cope with unpredictable workflow. Alan Mossman from the UK will be there on the ground as will Sam and Deborah Salimi who are trying to launch an LCI affiliate in the Gulf. Michigan State University Professor Abdelhamid is also presenting remotely. I was pleased with my home-made presentation until I woke on Wednesday to discover that the recording had serious sound and visual problems. So I learned in a hurry a lot more about Camtasia and sent a much-improved version in the afternoon. I will post this online once it has been presented.

Further in the future, I am responsible for the closing panel at the [Lean in the Public Sector](#) set for Tampere, Finland on September 11 & 12. The closing session will be on “Leadership as an Enabler for Cultural Change” with 5 speakers and a panel discussion set for 2 hours and 40 minutes. My experience at the Lean Software Systems Meeting was that shorter presentations and longer discussions work best. (The [video](#) of my presentation has been posted but the one you want to see by Don Reinertsen isn’t.)

Back to planning for the LIPS meeting: I was reminded of Pecha Kucha presentations – 20 slides each for 20 seconds – so hoping to inspire my panel to try something new, I went online to see if I could find one on leadership and got lucky. Take a look at http://www.youtube.com/watch?v=OOkm7_mjox8 on influence built on the principles identified by [Professor Robert Cialdini](#). (A related set of ideas is reported in the [SCOAR magazine](#).) So; I have no idea what the panel will decide but the 6 minute Pecha Kucha video is super. It offers a coherent way to understand how leaders influence others. Don’t miss it.

Along the way, I reviewed an important article for one of the primary construction journals, began to organize a series of seminars that might be held in South America, and helped organize a meeting on Lean Construction for a group of executives and lawyers who are trying to rethink insurance for projects managed on a Lean basis. Details as they happen – I am expecting LCI will organize another Symposium on Contracting and include discussion of insurance and



bonding. The Insurance and Bonding companies want evidence that IPD and Lean really do reduce risk and we should organize the data needed.

I've rambled on too long here—one of the dangers of dictation software. But before I go some important or least interesting links.

On Topic

A very interesting [testimonial](#) for IPD using DB contracts by David Umstot at San Diego Community College district.

Mike Rother is offering a free webinar on "[Improvement Kata \(routine\) and Coaching](#)" on June 28th.

Follies – Just cool

Wind, currents, pizza delivery and mushroom processing in that order:

<http://hint.fm/wind/>

<http://io9.com/5896210/watch-the-ocean-currents-turn-the-earth-into-a-living-van-gogh>

<http://laughingsquid.com/visualization-of-nyc-pizza-delivery-routes-from-america-revealed/>

http://www.huffingtonpost.com/2012/06/15/mushroom-processing-video_n_1600051.html?utm_hp_ref=mostpopular