



While I am not Willy Nelson, I am on the road again. On the way to 2012 Lean in the Public Sector (LIPS) meeting in Tampere, Finland, Dana and I stopped to visit with Sven and Sonja Bertelsen in Copenhagen. Long ago they became our close friends but we hadn't seen them in years. Sven is one of the great thinkers, writers and teachers in the international community of Lean Construction (LC). His career as an engineer in Greenland and Russia is filled with wonderful adventure and learning. He has written a number of papers and books on Lean Construction (LC) – including one starring Louise the cat. The industry in Denmark has been heavily influenced by his work. The Woodworker's Union is a solid proponent of the principles and practices of LC. We had some fine discussions about the historical development of LC and an easy time together as I started to recover a little from jet lag. Here is a link to [Sven's Work](#).

Then off to Tampere for the LIPS 2012 meeting. Tampere is the largest inland city in Scandinavia. We arrived in time for dinner with Lauri Merikallio who led in organizing the conference, and Dr. Yasuaki Kobayashi and Dr. Akira Inokuma, President and Executive Director of the Japan Federation of Construction Management and Engineers Association, and Dr. Glenn Ballard. The conference began the following morning and presentations were recorded by video. I'll let you know when these are available and they are not to be missed. A list of the presentations and program is on <http://www.lips2012.fi/>. Reports and case studies were presented on projects from 10 countries delivered under a variety of commercial agreements and organizational practices – some under lean protocols and some not – in very tough circumstances. The ability of project teams to deliver very large and high risk projects using Integrated Project Delivery was impressive. Almost every story had a dramatic moment when some new problem became apparent – coalmines below the road that could collapse, overwhelming floods etc. – and tested the organizations to work collaboratively when the going got very tough. If it fell to me to award the LIPS 2012 Oscar, it would go to Mr. Homayoon Orumchi of AHAB Construction for their work on the Tehran Metroline #6 Tunnel. He told a wonderful story of how his company has used LC principles and practices to improve their work. Dr. Fritz Gehbauer gets Best Supporting. Looking forward, LIPS is likely to be in the US next year. After the applause, Dana and I caught the train to St. Petersburg Russia, a smooth 120 MPH ride. We'll be here for about 10 more days. I have a few contacts in Russia but haven't made been able raise them. Let me know if you are here or know someone we might connect with.

On Sept. 27, I will lead along with Brian O'Kelly from DPR, the second Introduction to Lean Construction for the Work Force Development Institute in San Jose on. More information on under the IPD tag at [SJECCD](#). Michael Bade will follow on Friday with his report on managing an IPD project.

## **ENR Reports on Turner Construction Lean and Safety Stand down**

Engineering News Record has a brief report on Turner Construction's annual post Labor Day Safety Stand Down. An hour-long briefing connecting LC and Safety was delivered to 45,000



people in the US and more world wide. [Turner Lean & Safety](#)

## Now for something completely different

### Reinventing Fire

Staying away from politics in these perilous times seems a good idea - but not too far away. So I recommend “Reinventing Fire” by Amory Lovins, or watch his Ted Talk presentation.

*“In this intimate talk filmed at TED’s offices, energy innovator Amory Lovins shows how to get the US off oil and coal by 2050, \$5 trillion cheaper, with no Act of Congress, led by business for profit. The key is integrating all four energy-using sectors—and four kinds of innovation.”*

[http://www.ted.com/talks/amory\\_lovins\\_a\\_50\\_year\\_plan\\_for\\_energy.html](http://www.ted.com/talks/amory_lovins_a_50_year_plan_for_energy.html)

Facing a coming change in status from father to grandfather concentrated my mind on the legacy we leave. Early on there is a great quote from Henry Ford in those early years when widespread use of personal autos was inconceivable. He said that if he had asked people what they wanted, their answer would have been “Faster Horses”. As it was, he sold 2.5 million cars in the first 8 years. One car is now produced in the world every 5 seconds. That is 12 per minute X 60 X 24 X 365 = 6,307,200 per year. So read the book or listen to the Ted lecture. And that quote “Faster Horses” kept me up last night thinking about listening both for what customer’s want and to their dissatisfactions. The horseless carriage offered advantages inconceivable to those limited to shoes, horses real and iron. I suspect Henry had the same problem we have answering skeptics. Results alone probably didn’t persuade then but riding in an automobile surely did.

Then there is “Can Hospital Chains Improve Medical Delivery” by Atul Gawande in the August 13 edition of the New Yorker. Like Don Reinertsen’s video, <http://vimeo.com/45947817>, this article is a sort of diagonal application of lean without ever using the word; standard work, engaged management and leadership and my favorite note on how they manage contingencies to reduce waste.

### Other Links

Dennis Sowards, who would be the winner of the “Prolific Pen Award” if we had one, has an article on preventing errors: [SNIPS Preventing Errors](#)

Marton Marosszeky is still looking for people to complete a survey on results achieved using LC. Please complete the [Results Survey](#).

Porter Hedges, LLP reports in their “Lean and the Law” Note: **Every Owner Needs to Experience the “Parade of Trades” and “Light Fixture” Simulations.** [Lean and the Law](#)

Don’t miss Atul Gawande’s 8/31 New Yorker [article](#) on implication of the production management approach at the Cheese Factory restaurants on Health Care (and construction too.)



## Lean Construction Institute

Building Knowledge in Design and Construction

Professor Tariq Abdelhamid put me on to the [Skender Blog](#).

An LCI member company has asked to see a copy of a master schedule for a building project that reflects what is needed for use on a project managed under the Last Planner® System. Please send [me](#) a PDF if you have one to share.