



## "Lot of water under the bridge, lot of other stuff too."

[Things Have Changed](#), Bob Dylan

I started this report last year on attending the launch of LCI-Peru. And there is some other stuff too. Two powerful TEDx lectures both on learning from very different angles. The first is by Jeffrey Cufaude on being a "A great student" [.....are you a great student?](#) . The second [TEDx Tear down the \(digital\) walls](#) starts with an interesting story about the evolution of offices and near the end presents a powerful example of using new social technology to solve problems and coordinate action. Take a look at both.

### Back to the water:

Starting in Lima Peru November 18, 2012 for the initiation of the Lean Construction Institute of Peru - a community of practice:

Glenn Ballard and I were invited to attend and support the establishment of a Community of Practice in Lima Peru. (IGLC19 was held in Lima in 2010.) Jorge Izquierdo from Grana y Montero (GyM), a long time corporate member of LCI, led the initiative. We arrived Saturday midnight and didn't start work before 9AM when we met with about 100 students and faculty at Universidad Peruana de Ciencias Aplicadas (UPC). It was a remarkably relaxed and easy morning supported by first-rate translation and well informed students asking good questions.

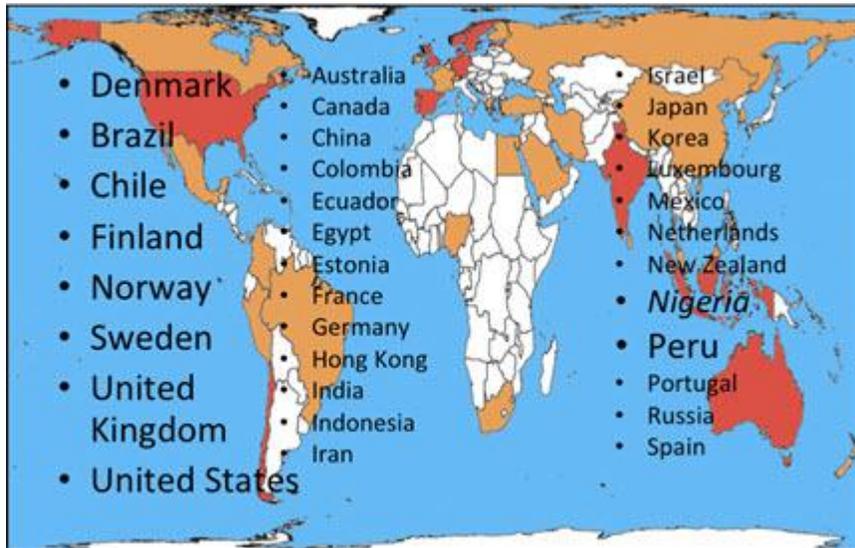
Afterwards, we moved to Jorge's home where he had prepared mint flavored Pisco sours, Tiradito de pesca (a raw fish dish with a crème of chile) and a savory pork dish. Good food and a rich conversation about leadership and organizational development.

Some perspective: Peru is a country of about 30 million people. This is about a three-fold increase in 50 years. The economy is growing quickly and construction of all sorts is active and intense. The economic growth and development since we last visited was striking. GyM has grown rapidly and is a dominant force in the industry.

Monday was a bigger day, much bigger – the first meeting of the Lean Construction Institute of Peru. 500+/- gathered in huge room at the Hotel Delfines with two large screens and highest tech AV support. Glenn's presentation defined and explained Lean Construction with a straightforward definition:

*"An application to construction of a management philosophy defined by the ideal it pursues, the principles followed in pursuit of the ideal, and the methods used to implement the principles."*

I reported on the application of Lean Construction around the world and reported on an initiative in Nigeria where Samaila Adamu used LC in the construction of government supplied in the far north. Here is the list as Glenn and I know it today. Larger text means greater levels of activity.



Cesar Guzman, President of Edifica, a Peruvian company, reported on his initiatives. Unlike most companies, Edifica did not struggle with organizational transformation. Rather it started as a Lean Construction company from the first maybe four years back. A long rich day punctuated by clever ‘initiatives’ that moved people out of their chairs and into action, and smaller group discussions.

Tuesday began with a meeting of about 50 people, more than half representing Facility owners. Jorge lined the problems with traditional practice and Glenn and I made the case for Lean Construction. Then it was off to the Catholic University, the site of IGLC 2011, and another huge venue – I think it was big enough for 5 full sized basketball courts – with another 500 attending.

All in, this was an overwhelming few days. The numbers of attenders, the breadth of corporate support and leadership, and the level of individual interest and thoughtful questions convinced me that LCI-Peru will grow and contribute to the larger community.

Tools down, Dana and I left Lima the next day for a week+ exploration of ruins and museums related to the pre-Inca societies in northern Peru. Then back to the US for a wrap up session with the Work Force Development group at San Jose State. LCI delivered a series of seminars aimed at developing managers able to work in IPD projects. Melody Spradlin from Dome Construction was the lead organizer and motivating force. Jason Cameron, a super person to work with was our contact at San Jose State and the organizing force for the series. Instructors included:

- Course 100 = Brian O’Kelly-DPR and Yours Truly.
- Course 200 = Michael Bade-University of California and Howard Ashcraft - Hanson Bridget.
- Course 300 = Rob Purcell-Herrero, Boris Lostuvali-Herrero, Lonnie Andrews-Pankow, Murat Obadasi-Herrero, and Katherine Blume-Southland
- Course 400 = Jessica Kelley-Southland, George Zettel-Turner, Dennis Sowards-Your QSS, and Damon Chandler-Southland.



Since my return for Peru, in two continuing research conversations - one with Glenn Ballard and Sven Bertelsen on project complexity, and another with Alan Mossman and his colleagues on Sam Bowles book, " A Cooperative Species: Human Reciprocity and its Evolution. I reported a little on this in my previous note and am more convinced than before of the power he brings to understanding teamwork. A good place to start is at [Bowles' Links](#) . The second link in this listing is an interview by Loreen Mills. (And see the link to Pluralistic Networks at the end of this note.)

So I have been spending most of my time and neurons trying to think through a new simulation that connects the design and operation of production systems to the organization and social dynamics of project. I am trying to develop the simulation as a tool to explore how we build trust and decide to cooperate in project settings.

## Now Comes December:

I joined the committee selecting an Executive Director for LCI. Dick has done a great job on many levels - significant growth in membership, solid meeting organization, leading LCI's seminar "Introduction to Lean Construction", great fundraising, regular updates, negotiating agreements with AGC, AIA & CURT, and the list goes on. He won't be missed because he isn't going away. It looks like our choice is now coming aboard. I don't want to announce this before it is true or name the candidate until we have a firm agreement.

The next big event is the LCI Board of Directors meeting set for Denver in early February. Preparing for that is what provoked me to get this note on the wire. Please do give me some ideas of questions to ask in a member survey to better inform the Board's planning.

## And January:

I am sitting in Missoula pretty still until January 24/5 when I will be in Boise supporting the development and initiation of the program led Professor Tony Songer [<tonysonger@boisestate.edu>](mailto:tonysonger@boisestate.edu).

*"Boise State University and the University of Idaho are developing a new collaborative graduate program leading to a Master of Science in Integrated Project Delivery. This graduate program will be unique to the Architecture-Engineering-Construction community, developing next generation industry leaders. Lead programs include BSU's Department of Construction Management and UI's Graduate Architecture, Landscape Architecture, and Engineering Programs located in Boise. The collaborative BSU – UI program is intended for Architecture Engineering and Construction professionals who want to acquire or increase their knowledge, skills, and credentials as leaders in the construction industry. The degree will focus on integrated project delivery with emphasis on leadership and sustainability."*

And then to Berkeley for the [2013 P2SL/LCI Design Forum](#) on January 31-February 1. Register with the link above. I have offered to present some early ideas on how we might apply Sam Bowles concepts and principles of collaboration.



Then off to Raleigh for a morning meeting on February 4th with Prof. Ed Jaselkis' course:  
**Global Construction Engineering and Management Practices**

***Construction is truly a global business.** It is not uncommon to find that design is simultaneously performed in different countries (24/7 design); material is procured from sources around the world; and construction is performed by a workforce that is multicultural, multilingual, and multinational. Because of these characteristics those involved with this profession need to embrace this reality and become more aware of the various design and construction practices found throughout the world. This course provides students with such a global awareness by revealing construction practices and innovations found in different countries—both developed and emerging. To introduce this global awareness, unique construction perspectives will be offered by a consortium of universities located in China (Tsinghua and Tianjin), India (IIT-Madras), Canada (University of Calgary), and the U.S. (North Carolina State University). Special topic lecturers will present practices found in other parts of the world including Panama, Europe, and Taipei. See Appendix A for the biographies of the course organizers.*

In the afternoon, I'll catch up with Professor Min Liu who is working with me on a new simulation.

Then to the LCI Board Meeting in Boulder and home.

## Links That Matter

Chauncey Bell sent me a series of articles by Peter Denning and others on the management of pluralistic networks. These are cross-cultural work groups that do not work face to face and must cooperate. I am not making this next part up. The article, [Pluralistic Networks](#), reports how such teams have developed skills to manage working in this tough environment - think of IPD at a distance - using Massive Multiplayer Online Games. The article includes this succinct advice:

1. Use Language as action to effectively make and coordinate commitments that add value to others.
2. Build trust with others by cultivating the ability to make assessments that facilitate taking care of each other's concerns.
3. Listen for opportunities to bring value to others.
4. Observe and bring to the foreground underlying moods that may help or hinder the ability to act and listen to others.
5. Respect people's differences.
6. Build strong, effective teams based on the above.

Roberto Charron sent what may be the first iPhone App explicitly designed for Lean Construction. I can't figure out who is behind this but it looks cool. I'm trying it for organizing my work. [TaskTrac by Macks Corp.](#) Other reports welcome.

Tom Robinson sent a fascinating link on how subway riders in New York coordinate. [Rare Choreography for Riders](#)



# Lean Construction Institute

Building Knowledge in Design and Construction

Daughter Emily sent a long a great engineering tale. [Slavaging the Costa Concordia.](#)

Mali Burgess sends an Idea House by D\*Haus that would provide great flexibility. Scroll down to the video [Origami House](#)

**"Don't get up gentlemen, I'm only passing through"**  
[Things Have Changed again](#)