



January 29, 2013

**Still time to register for the Design Forum - <http://www.regonline.com/LeanDesign2013>**

A quiet few weeks early in January and then the world began to spin faster again. The first event was a meeting at Boise State University (BSU). Professor Tony Songer is working to design and establish a Master's Degree in Integrated Project Delivery. He has strong support from the University of Idaho (UI), Boise State, the leadership of the appropriate departments and local industry. Crystal Arreloa, Owner and Chief Designer at Studio Interiors (and restorer of a '42 Chevy Truck), a leading force in this initiative, organized the meeting. Sponsors included BSU and UI, The Intermountain Chapter of the American Society of Interior Designers, and corporate sponsors; Office Pavillion, Hoffman Construction Company, and the Office Environment Company, A Steelcase Dealership. The event started Thursday evening with a lovely reception during which an expected text let me know Sprout had arrived; and me so young, became a Grandfather.

The next morning, Crystal and Professor Songer set the challenge for the meeting. My job was to explain the history and evolution of Lean Construction (LC) and its relationship to Integrated Project Delivery (IPD). Cade Lawrence, B.S.C.M. 1981 from BSU with Hoffman Construction, along with Troy Slosser and Dale Stenning and presented "Real Life Lean Applications" filled with super examples of the application of lean principles and practices, preassembly and clever thinking. Then John Bennett from United Health Services (UHS) explained the advantages of IPD from an owner's perspective. John spent 20 years in the Civil Engineer Corps and him so young. His presentation detailed the development of LC at UHS and connected practices to substantial results. He works for Bill Seed of UHS, a member of LCI's Board of Directors.

"Cardboard and Collaboration," by Stacey Root of Boulder Associates wrapped the day. She showed how the design of health care facilities evolved and matured by involving users of all stripes in a multi-day rapid full-sized prototyping initiative. She took us inside the process with creativity, enthusiasm and clarity. I was particularly interested in the way the process evolved as people became more comfortable with the process and one another. The participants started by almost recreating what they had at the detailed level and then began to back up to larger issues. After a group discussion with the presenters and audience, Professor Songer presented an overview of the proposed BSU/IU IPD MS degree and facilitated a discussion. Details as they happen and I am confident this innovative approach will produce leaders qualified and able to manage in this new world.

My [Design Forum](#) (still time to sign up) presentation this Thursday aims to shift how we think about the nature of organization and motivation in IPD Teams. I'll draw on Robert Keidel for organizations - he proposes three types - Hierarchy, Autonomy and Cooperative. He has developed a pattern language to understand alternative organizational structures. I have used his thinking since about 1985 starting with his book, Game Plans, available as an Ebook



at [http://books.google.com/books/about/Game\\_Plans.html?id=uCQDuJZF8h4C](http://books.google.com/books/about/Game_Plans.html?id=uCQDuJZF8h4C)

Don't be put off by Keidel's athletic metaphor rather use it to think about the structure of your organization as it takes on different tasks. For a deeper dive, find and read his book, "*Seeing Organizational Patterns*" published in 1995. His website, <http://robertkeidelassociates.com/>, is worth a visit. And he has a new book, "*The Geometry of Strategy*". I have it on my Kindle but haven't yet dug in.

Prof. Sam Bowles of the Santa Fe Institute is the real heart of what I have to explore at the Design Forum. He has strong evidence, and I intend to prove in the room, that people have an innate sense of fairness that overpowers economic interests. Bowle's perspective on the nature and evolution altruism and the sense of fairness moves the discussion beyond organizational structure and urging people to work as a team. His book is a tough read. <http://www.amazon.com/Cooperative-Species-Human-Reciprocity-Evolution/dp/0691151253>.

I believe his perspective describes what does and doesn't happen in IPD arrangements; how the sense of fairness is more powerful than the harder edge Adam Smith Economic Man formulations. Even better, this perspective opens a new way to connect the social, commercial and physical aspects of Lean Construction. He provides a new way to think about cooperation in projects, a new set of distinctions. I can read and understand the first 3 chapters and chapter 12 where he speaks directly about contract. Do me a favor and bring to the Design Forum your answer to this question: Have Free-Riders ever taken advantage of you or the situation on projects.

Some notes and links: Look at Bowles site: <http://tuvalu.santafe.edu/~bowles/>. In the left hand column find "**[Commentary, Videos, Debates](#)**". **Under that link watch the second item, his interview with Loreen Mills.** You can also see his Ulam Lectures: <http://www.youtube.com/playlist?list=PLB3264FFDC0791945>. I was lucky to have been there and have followed him since if at a distance. I have had a brief email exchange with him and perhaps we can engage him if we can develop our thinking to an interesting enough place. And I see some interesting links between Bowles and Kurtz & Snowden and the Cynefin model [The New Dynamics of Strategy](#).

Following the Design Forum, I am off to North Carolina State University to make a presentation on LC to Prof. Ed Jaselkis' International Construction course and then to meet with Professor Min Liu and members of the local LCI Community of Practice. Then back to Boulder for the LCI Board Meeting the offices of Boulder Associates.

### **From February 11 on:**

[LCI - Australia](#) - Glenn Ballard will present "Realised Benefits of Lean Construction" on a tour sponsored by AECOM. LCI WA - Monday 11th Feb 2013, LCI SA - Tuesday 12th Feb 2013,



## Lean Construction Institute

Building Knowledge in Design and Construction

LCI NSW - Wednesday 20th Feb 2013, LCI QLD - Tuesday 26th Feb 2013, LCI VIC - Thursday 28th Feb 2013

**Take a chance, win a prize:**

ENR Global Best Projects Awards: Entry closes February 28th. Details at [ENR Best Projects](#)

**Support a friend:**

TradelIne, an active supporter of LCI is conducting a survey on Space Planning and Space Management: [Space Planning Survey](#)

**A folly:**

[How to Simplify Your Life](#)

See you in Berkeley.

*Greg*