

## Greg Alvin Howell: Teaching Through Caring and Connection

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Dear Gregory,

I am writing to you to express some reflections about our friendship in these sad moments when we feel your absence. We will miss you for many things that were unique when you were present in our gatherings but also for those that will remain with us in your absence. Your presence always brought joy and fun to all the people around you, your unique sense of humor and your talent as comedian is something we will always miss.

You were a man who always cared about other people and you made us feel special every time we shared time together. Our own milestones in our relationship were unforgettable. Our first meeting in a CII event, with Ronald Reagan as speaker, was something we never forgot. The time Emily spent with us and your trip to Santiago to pick her up was a very special time for my family and me. Your trips to Santiago to help me spread the word on Lean Construction were always filled with anecdotes and stories to remember. We will always remember you and Dana dancing in Isabel's wedding party!

Nevertheless, maybe more important than many good memories... you set an example for many of us to follow and which will remain forever. You were a unique caring individual who worked hard your entire life to develop an ideal for our industry, but you did it with generosity and humility, always caring and constantly helping others to develop their own way in the academia and the industry. Thank you very much for this great legacy!

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*Gregory Alvin Howell (Greg Howell) passed away peacefully on June 15, 2020 at home in Ketchum, Idaho. He was born February 3, 1943 in Springfield, Missouri to Alvin Hinshaw Howell and Joyce Howell, née Gregory. He lived in Independence, Missouri before moving to Scottsdale, Arizona when he was in high school. Greg studied construction engineering at Stanford, was a member of the ATO fraternity, and played on the university rugby team. After he graduated in 1965, Greg joined the Navy as a Lieutenant Commander in the Civil Engineering Corps and commanded Mobile Construction Battalion 11, better known as the Seabees. He served in Vietnam in Dong Ha and then led a group of 12 Navy men in a kind of Peace Corp role in northern Thailand for one year. After returning to the U.S. he served as Aide to Admiral Robert Wooding. Among his duties was recruiting on university campuses in full dress uniform amidst the rising protests against the war in Viet Nam.*

*In 1972, after leaving the Navy, Greg worked with Paolo Soleri at Arcosanti for a while, then returned to Stanford for a Master's in Construction Engineering. Two of his instructors, Henry Parker and Clark Oglesby, had just authored a book on construction productivity improvement. Their teaching inspired Greg to explore more fully how to improve construction work methods, and in 1989, Greg joined his mentors as author of Construction Productivity Improvement. After graduating in 1973, he started working at Timelapse, Inc. in Mountain View, CA. Greg eventually took over the company and hired his future wife, Dana Langhorne, as office manager.*

*In 1986, Greg moved from California to Albuquerque, where he held the position of Visiting Professor, funded by the New Mexico AGC, in the construction program at the University of New Mexico. In 1997 he left the University and moved to Ketchum, Idaho. He founded the Lean Construction Institute with Glenn Ballard to work with construction industry companies to develop and deploy Lean thinking and practice. In 2001, he founded Lean Project Consulting with Hal Macomber.*