The Trade Partner’s Lean Journey – TU1C

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THE ABC’S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING
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Joe Donarumo
Linbeck Group, Inc.
Senior Superintendent
Director, Lean Application

Joe serves Linbeck as Senior Superintendent in Fort Worth where he has been able to develop and lead high-performing field teams in our Healthcare market sector. He also serves Linbeck as Director of Lean Application, ensuring that Linbeck's Lean processes are continuously improved and consistently practiced. Joe has a unique passion for Lean implementation, continuous improvement, and a ruthless pursuit of waste elimination within his projects, teams, and our overall organization.

Joe is also the Co-Author to The Lean Builder, a business fable written for field leaders and last planners to help them begin their Lean journey with respect to Lean implementation at the field level.
Henry Nutt III
Southland Industries
Preconstruction Executive
Lean Champion

Henry serves as a Preconstruction Executive for Southland Industries, after serving as the Sheet Metal General Superintendent for 13 years and 32 years as a Union Sheet Metal Worker with Local 104. He was responsible for over 200 Sheet Metal Workers during his tenure and led Lean implementations on projects throughout Northern California on Southland projects. Henry’s strategy of field support included a mixture of a “boots on the ground” type of approach combined with practical theory and relationship building. This approach has allowed him to authentically build new Lean Champions within the company, and successfully strategize with clients by answering the number one question, “what’s in it for me”, which simply highlights how the ones closest to the work can actually benefit from Lean Practices.

In his new role Henry is now able to more effectively impact Lean execution through his established relationships with Owners and General Contractors, by being more heavily engaged on the front end of projects.
1. What can a GC do to promote a Lean environment?
2. What are some best practices for Trade Partners?
3. What are GC’s and Trade Partners secretly saying about each other when it comes to resistance to Lean Tools.
1. What can a GC do to promote a Lean environment?

- Genuinely lead the charge
- Become a partner in the process
- Teach through doing
- Start with the people not the tools!
- Start Small!
- Be honest, Be Open, and Listen!
2. What are some best practices for Trade Partners?

- Be open minded about trying to build in a different way.
- Be a Champion for the GC if they are willing to give Lean a shot
- Speak up, use your voice, hold the GC and team members accountable
- Even if GC’s isn’t practicing Lean, there is still value for your trade firm!
- Assemble the right team leaders
- Recognize your expertise and contribution to the project
- Clearly, respectively and consistently voice your concerns and ideas
3. What are Trade Partners and GC’s secretly saying about each other when it comes to leading the charge with an authentic Lean delivery?

- This is just your commercial to win the project
- Could you please just get out of our way and let us do our job
- You’re just as confused as I am, but you’re in charge
- Oh boy, here we go again...
- Practice what you preach
A Path Forward......

1. Focus on the people first, not the tools!
2. Start Small, build the project culture!
3. Invest in your field leaders!
4. Train your people to understand their work!
Q&A
In the spirit of continuous improvement, we would like to remind you to complete this session’s survey! We look forward to receiving your feedback. Highest rated presenters will be recognized.
Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!