



**Presentation Descriptions:**

**Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day**

Time	Panel /Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
<b>WEDNESDAY PROGRAM - General Session Day 1</b>										
WED 6:45			45 mins	Lean Coffee/Breakfast	Lean Coffee is an organized meeting. Participants gather and build an agenda to discuss lean related topics. The discussion is focused and productive because the agenda for the meeting is generated by the attendees. To benefit most from the time, be on time and plan on participating for the entire session.				Normandie	
WED 7:45		Dan Heinemeier, Executive Director, Lean Construction Institute	15 mins	Congress Welcome and Opening Remarks	The latest results are in and provide empirical evidence that Lean Construction correlates to better project outcomes! This session will present the highlights of two LCI sponsored research studies by Dodge Data & Analytics and University of Minnesota. We collectively examined 172 projects across the country to learn from the good to the great and why some projects excel. The research advances LCI's primary goal of increasing owner and supply chain satisfaction with design and construction delivery.			W1GB	Grand Ballroom	
WED 8:00	Keynote Speaker	Chris Fussell, Chief of Networking Management at McChrystal Group	45 mins	Keynote Speaker	Chris Fussell is a former Navy SEAL Officer and an author of the firm's management book, "Team of Teams: New Rules of Engagement in a Complex World." His expertise is in cross-functional collaboration and knowledge sharing within large, dispersed organizations.			W2GB	Grand Ballroom	
WED 8:45		Bevan Mace, Balfour Beatty Construction	15 mins	What Makes Projects Excel? The Lean Business Case	The latest results are in and provide empirical evidence that Lean Construction correlates to better project outcomes! This session will present the highlights of two LCI sponsored research studies by Dodge Data & Analytics and University of Minnesota. We collectively examined 172 projects across the country to learn from the good to the great and why some projects excel. The research advances LCI's primary goal of increasing owner and supply chain satisfaction with design and construction delivery.			W3GB	Grand Ballroom	
WED 9:10 Breakout Session		Paul A. Becks, Welty Building Co. Cliff Greive, Akron Children's Hospital Marge Zozulowicz, Hasenstab Architects, Inc.	40 mins	Lean & IPD : Not Just For The Big Projects	Lean and IPD easily scale from large projects to small projects, but project culture needs to be nurtured differently on a small project vs. a large project	Scaling Lean in the Enterprise Owner Interest	Fundamental	W1A	Salon A5	350
		David Doren, Cleveland Clinic Jennifer Storey, Stantec Architecture Joe Schilens and Jeff Abke, Turner Construction	40 mins	Cleveland Clinic Cancer Building - Building Lean from the Ground Up	Examples of successful ground-up Lean implementation, motivation to change, team building, developing people during project implementation. Concepts include LPS, Cluster Teams, Pre-fab, A3's, SIPS Schedule, Mock-ups, PDCA, Communication, Co-location and team member selection.	Lessons Learned Owner Interest	Fundamental	W2A	Salon A1	300
		John Kennedy, Mental Performance Training, LLC	40 mins	Lean Thinking	The same processes which are the foundation of Lean Construction can be applied to our mental processes through the power of neuroplasticity. Attendees will learn to apply proprietary mental efficiency exercises to make their thinking processes Lean; therefore, experiencing significant improvements in their ability to accomplish more with less stress at work and home.	Safety	Intermediate/Advanced	W3A	Salon A2	300
		Jean-Marc Legentil, Bell Nordic Inc.	40 mins	Toyota Kata for Lean Construction	The main learning objective is for the participant to understand the role of Improvement and coaching routines called Kata to make Lean operational and more efficient. In Lean Construction, it is important to go beyond the tools only - getting the spirit behind the tool is critical to success.	Scaling Lean in the Enterprise Owner Interest	Intermediate/Advanced	W4A	Salon A3	300
		Christian Pikef, Universal Health Services Douglas Lee, Brasfield & Gorrie Mark Spies, Stengel Hill Architecture Jerna Santamaria, InDesign	40 mins	Beyond the RFI: CYA to CBA - Managing Team behaviors in communication	Attendees will learn to develop project team members to implement and manage collaborative communication behaviors to support an all phases of an IPD project, with a special focus on transition from design to construction. Breaking down old habits based in CYA and exploring their pitfalls.	Building People Owner Interest	Intermediate/Advanced	W5A	Salon C 5/6	240
	Rebecca Brennan, Design Studio Blue Darryl Boh, Southland Industries Jeremiah Sugarman, HMC Architects	40	Lessons Learned and Best Practices for User Integration During the Design Process for Successful Integrated Design and IPD Process.	This panel will offer the best practices on how to set up user meeting agendas, retrieve, document and follow up on information learned from meetings. It also will explanation different meeting types including: on-screen and full-size foam mockups, 3D renderings, BIM models, and onboarding Lean to user groups.	Leading Change in Design and Construction Owner Interest	Fundamental	W6A	Salon C 3/4	240	
WED 9:50			30 mins	Break						
WED 10:20 Breakout Session		Bevan Mace, Balfour Beatty Construction Donna Laquidara-Carr, Dodge Data & Analytics Renee Cheng, University of Minnesota	55 mins	Good to Great: Why do Projects Excel?	The latest results are in and provide empirical evidence that Lean Construction correlates to better project outcomes! This session will present the findings of two LCI sponsored research studies by Dodge Data & Analytics and University of Minnesota. We collectively examined 172 projects across the country to learn from the good to the great and why some projects excel. The research advances LCI's primary goal of increasing owner and supply chain satisfaction with design and construction delivery.	Scaling Lean in the Enterprise	Intermediate/Advanced	W1B	Salon A5	350
	Panel 1	James Pease, Sutter Health Jaime Perez, W. L. Butler Construction, Inc. Dominic Esparza, Southland Industries	55 mins	How to Foster a Team Culture for a Successful Project	This presentation will provide ideas to create the team culture on an IPD project and will show that even with an IFOA contract, it takes additional effort for the best results.	Building People	Fundamental	W2B	Salon A1	300
		Dan Murphy and Tom Guardino, HerreroBaldt Tory Lowe, Southland Industries		All for one, one for all -- This is how we succeed	An owner's perspective of why IPD and Lean production planning is the way to go. The big idea is: "Strong collaborative team can participate in rapid learning that helps to achieve great results."	Building People Owner Interest	Fundamental			
	Panel 10	Bill Stevens and Josh Young, Robins & Morton Bob Lily, New England Tech Air	55 mins	Safety Emphasis Springboards Lean Transformation From Alabama to Maine	There is no greater respect for people than protecting them while they are at work. Learn how a project specific-safety initiative grew into a Lean transformation across multiple organizations that are thriving. This panel will demonstrate how Robins & Morton, a construction management firm based in Birmingham, Alabama, along with a diverse team of contractors and the Augusta, Maine, community embraced safety as a core value on the new \$224 million Maine General Medical Center (MDMC) project. Lean tools and processes implemented on this project dramatically lowered incident rates and forever changed how	Safety	Fundamental	W3B	Salon A2	300
		Tim Lally, Brian Ribordy and Dan Marjan of Skender Construction		Smashing the Safety Silo	This presentation will emphasize that the 5S of Lean (sort, set in order, shine, standardize and sustain) are ALL safety! Last Planner® scheduling and look ahead schedules are all safety's friends and should incorporate safety ahead of time to keep the project on track.	Safety	Intermediate/Advanced			
	Panel 14	Joshua DiGloria, Suffolk Construction Kristofer Kennedy, Steffan Bradley Architects	55 mins	IPD and The Evolution of Project Delivery Methods at a Complex Medical Campus	Panelists from all perspectives, owner, design team, construction manager and trade partner, will present their individual experiences comparing the traditional construction delivery method to a true tri-party Integrated Project Delivery (IPD) method.	Leading Change in Design and Construction Owner Interest	Fundamental	W4B	Salon A3	300
		Will Peterson JE Dunn Construction Hutch Hutchinson, Rocky Mountain Institute Kathy Berg, ZGF Architects		Chill Out: How we used IPD to build the most energy-efficient building in the coldest climate zone in North America	Panelists will share how problem solving for a beyond-the-state-of-the-art building can be made more effective, innovative and integrated due to the IPD contract model. Also, panelists will share the lessons learned from delivering the most energy-efficient building in the coldest climate zone in North America through an IPD delivery approach.	Leading Change in Design and Construction	Fundamental			
	Panel 18	Greg Heiser, Cannon Design Scott Nelson, Advocate Health Care Josh Odelson, Power Construction	55 mins	On the Advocate Health Care Front: How Project Success moved from "IPD Light" to IFOA	Learn how IPD first-timers embarked on their journey to embrace change and process. Helping the team learn new tricks (methods/process) for reducing the learning curve for teams new to IPD.	Lessons Learned Owner Interest	Fundamental	W5B	Salon C 3/4	240
		Tim Tracey, SmithGroupJJR Scott Nelson, Advocate Health Care Tom Nelson, Turner Construction		At Advocate Health Care: How Project Success moved from "IPDish" to IFOA	Having successfully delivered the project, the team will demonstrate their Lessons Learned and will demonstrate how success of this integrated design process helped Lead Change in AHC's Design and Construction process.	Lessons Learned Owner Interest	Intermediate/Advanced			
	Lean Lab 2	Matthew Jogan, Ghafari Associates	55 mins	Managing Design as an Information Supply Chain	Discover that predictable planning during the design phase is possible and can provide change in how teams think through, and manage design. Learn how teams can leverage 3D-enabled deliveries with lean principles to produce single stream information flow in design and construction, eliminating wastefully re-work cycles.	Leading Change in Design and Construction Owner Interest	Intermediate/Advanced	W6B	Salon C foyer	300
Corrie Messinger, Kyle Becker and Terry Ng of McCarthy Building Companies, Inc.		Hi-Lo of CoLo		Understanding the role that a co-location space can play in team productivity. Case studies of several integrated projects illustrating the evolution of the "trailer" into an office environment will show the good & bad. Key components to consider with learning and space planning relative to current workplace.	Lessons Learned Owner Interest	Fundamental				
Ryan Seckinger and Raquel Ranieri, Walter P Moore		Designing Design		At the end of the presentation, participants will be able to: identify the breakdowns in traditional project delivery approaches related to complexity, describe the key elements of Target Value Delivery related to the design process and articulate what this process looks like in action through project case studies from the healthcare, entertainment, and sports industries.	Leading Change in Design and Construction Owner Interest	Intermediate/Advanced				



**Presentation Descriptions:**

**Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day**

Time	Panel/Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
	Gemba	Rich Seiler, Unified-Works Dave Olson, W. B. Olson, Inc. Anthony Camasta, The Hill Group Brian McKibben, The Cumberland Group Nancy Dolan, Advocate Health Care	105 mins (includes 10 min break)	Gemba Training: How to do a Gemba Walk	The subject matter of this 105-minute program is What is Gemba and more particularly, How to do a Gemba Walk? It will be presented using a multimedia of PowerPoint and custom videos and reinforced by interactive group exercises, questions and discussions. The intent is to introduce the basic mechanics of a Gemba Walk and its link to continuous process improvement. It will center on better understanding the current state of value streams; bridging the gap between management, planning and the frontline work; enhancing how to look at work and talk to workers; analyzing and managing waste and resources and raising awareness of efficient job site organization and visual management.  Agenda: - Tell the story behind this presentation - Clarify objectives - Explain Gemba and Gemba Walk - Observe actual Gemba Walk video - Summarize value, value stream and value creators - Compare and contrast Modern Management vs. Lean Management - See how to bridge horizontal gaps of the supply-chain and vertical gaps of organizations Outline the eight wastes (DOWNTIME) and the seven categories of resources (TIMMESS)	Building People, Scaling Lean in the Enterprise, Leading Change in Design and Construction	Fundamental	W7BC	Salon C 5/6	240
WED 11:25 Breakout Session		Bernita Beikmann and Andrea Sponsel, HKS, Inc.	40 mins	Teaching Lean from a Different Angle: Tools and Tricks for Coaching and Facilitation	This presentation will demonstrate different simulations that have helped teams grasp the concept of commonly used Lean tools also demonstrate different coaching styles that have had success and failure with project teams.	Lessons Learned Owner Interest	Intermediate/Advanced	W1C	Salon A1	300
		Nick Loughrin, Boldt Constructio Ed Harding, Bay Area Medical Center Deanne Walz, AEI Affiliated Engineers	40 mins	An Owner's Perspective: How ILPD outperformed Design Build	Only with a tightly focused, Lean delivery method, could Bay Area Medical Center's vision be realized. This presentation will explain why the project required an integrated approach in order to bend the cost curve with very early trade onboarding, and set-based design.	Lessons Learned	Fundamental	W2C	Salon A5	350
		Katie Wells and Houston Brown, Brasfield & Gorrie, LLC Stan Chui, HGA	40 mins	BUSTED - Myth: High Quality, Low Cost, Shorter Schedule Can't Co-Exist	The Myth: Project teams cannot achieve a high quality project while being under budget and ahead of schedule. This is achievable through accelerating a team culture that will drive performance, relating Lean Tools to team health, reproducing the success of the project and understanding the value of the client role.	Leading Change in Design and Construction Owner Interest	Fundamental	W3C	Salon A2	300
WED 12:15		Dennis Stone and Mark Jussaume, TRO Hal Macomber, Macomber Consultants, LLC	40 mins	A People Based Operating System: Keys to Leveraging Lean in a Knowledge-Based Design Firm	The attendees will see how creating a culture of respect provides a foundation for improving outcomes through Lean initiatives and what it looks like for a knowledge-based firm to implement Lean concepts that enhance design and creativity. Embracing Lean provides value for our clients.	Building People	Intermediate/Advanced	W4C	Salon A3	300
			60 mins	Luncheon					Grand Ballroom	
WED 1:15 Breakout Session		Ian Bowen, Jones Lang Lasalle Dirk Koopman, Hoffman Construction Thane Eddington, PKA Architects	40 mins	Peering into the Crystal Ball - Predicting the Future through Rapid Validation	The big idea here is presenting a technique to arrive at a quality conceptual project budget in a very short timeline, without the input of end users. The technique's components are good questions and good people to drive good conversation.	Building People Owner Interest	Intermediate/Advanced	W1D	Salon A5	350
		Ben Bunge, The Weitz Company Dean McCormick, Iowa State University Channing Swanson, Neumann Monson	40 mins	LEANING the way to Game Day	The Weitz team will share with attendees the process and Lean techniques that were leveraged to successfully deliver a \$50M, state-of-the-art facility for a public institution. The Weitz team will also discuss the extensive planning process that was utilized, providing attendees a blueprint to follow on their own projects.	Leading Change in Design and Construction Owner Interest	Fundamental	W2D	Salon A1	300
		Laurie Canup, SRG Partnership William Bowen, Oregon Health Science University Kristina Winegar Thomsen, ZGF Architects	40 mins	Out of the Hive and Into the Garden: How the Big Room is Transforming our Culture	In IPD, we ask the design professionals to pull out of their comfort zone to create a new team. This requires team members to adapt behaviorally for each new project and also demands a new leadership style for the Design teams. This is done by maintaining the vision, setting up frameworks and collaboration.	Lessons Learned	Fundamental	W3D	Salon A2	300
		Clive Jordan, Irvine Company Dan Faucher, The ReAlignment Group of California Scott Shepard and Kevin Martin, The Irvine Company	40 mins	How We Finished Design 2 months Early With a Better Product	The Big Idea: break up the design process into 18+ stages of 2-3 weeks duration, pull plan the entire process using Revit elements as activities and emphasizing predecessor identification and small batching. Do bi-weekly check-ins for accountability and strive for reliable promising with a PPC of 75% or greater.	Leading Change in Design and Construction Owner Interest	Intermediate/Advanced	W4D	Salon A3	300
		Peter Messina, Advocate Health Care Ryan Yoho, The Boldt Company Jeff Neaves, HDR Architecture, Inc. Dave Pflipsen, KJWW Engineering Consultants	40 mins	One Team, Multiple Projects - Elevating the Performance and Processes of an Evolving Team	The goal is for attendees to understand the design collaboration process of an evolving team, understand the team culture and organization needed to sustain a long term engagement and review the Lean tools and concepts implemented across multiple projects.	Leading Change in Design and Construction Owner Interest	Fundamental	W5D	Salon C 3/4	240
Panel 7		Jason Diehl and Troy Ochoa, Black & Veatch	55 mins	The Lean Journey: An Insider's View	A Lean Coach with over a decade of experience and a Lean student with less than 18 months of exposure to Lean will discuss the emotional, physiological and comprehension obstacles students face during their Lean journey and how Lean coaches can modify their Lean curriculum and methodology to match the understanding and attitude of their students.	Building People	Fundamental	W1E	Salon A1	300
		John Gill and Bob Howell, SSOE Group		Creating a Culture of Collaboration	To ensure consistent success on projects, the cultural norms that breed collaboration must be established. In this presentation, how SSOE implemented a firm-wide program to create these norms of behavior will be highlighted.	Building People Owner Interest	Fundamental			
Panel 12		Joel Perry and Chris Hurley, Suffolk Construction	55 mins	Creating a culture of continuous improvement within the project	This presentation shows how focusing on developing people and their understanding of Lean, and engaging in conversations with people as the top priority is crucial to the both success of creating a culture of continuous improvement and the success of the project. Specific techniques used to onboard team members and develop engagement in planning, Lean Thinking and continuous improvement will be identified.	Building People Owner Interest	Fundamental	W2E	Salon A5	350
		William Paolillo and Phil Nagle, Welty Building Co.		People Centered Innovation: Contracts and Processes Don't Build Buildings- People Do	Post-session, participants will know how to create a relational climate on jobsite that enables a successful Lean Integrated Project Delivery, create a shared project vision, values and language for a project, create "Collaborative Engagement," and build trust with the project team.	Building People	Fundamental			
Panel 13		Brant Lahmert and Bob Redwine, KLA&A, Inc. Structural Engineers and Builders	55 mins	Lessons Learned from a Design-Build Firm's 30 year Experience with Value Stream Optimization	Present case study of the optimization of the structural steel design/construction process to provide validation of lean principles and concepts. The case study will show road map that can be applied in other design/construction processes within the many building systems and will demonstrate the importance of trust and collaboration.	Scaling Lean in the Enterprise	Fundamental	W3E	Salon A2	300
		Rebecca Brennan, Design Studio Blue Steve Wilson, HMC Architects		Lessons Learned and Best Practices for User Integration During the Design Process for Successful Integrated Design and IPD Process	This panel will offer the best practices on how to set up user meeting agendas, retrieve, document and follow up on information harvested from meetings. It also will explore different meeting types including: on-screen and full-size foam mockups, 3D renderings, BIM models, and onboarding Lean to user groups.	Leading Change in Design and Construction Owner Interest	Fundamental			
Panel 22		Clay Edwards, Brian Kane and Dan Polito of Skender Construction	55 mins	Lean for TI: Investing Time, Not Wasting Time	This presentation will explore Skender's initial entry barriers to implementing Lean, on smaller tenant improvement projects lasting 6-14 weeks. The audience will have a better understanding of how to implement Lean tools such as Last Planner®, Pull Planning and Micro-Phasing throughout aggressively-scheduled projects.	Lessons Learned Owner Interest	Intermediate/Advanced	W4E	Salon A3	300
		Keyan Zandy and Michael Knapp of Skiles Group Jeff Schroder, Methodist Health System		Utilizing Lean Tools and Methodologies on Small Projects	The presentation will provide attendees with inspiring ideas, real-life lessons learned, and examples of practical tools that can be implemented on all projects, regardless of size through Lean tools and processes.	Lessons Learned Owner Interest	Fundamental			
Lean Lab 5		Devin Hunsaker and Mark Story, Mortenson Construction	55 mins	The Cleanest Project Site in Phoenix: The new SRP Campus	Participants will understand and communicate the value of 5S in the context of a LEED certified site and its applicability to any construction project. Also, participants will understand common challenges in implementing 5S and how to confront those challenges so that the 5S program is successful and supports the project outcomes.	Leading Change in Design and Construction	Fundamental	W5E	Salon C foyer	300
		Tracy Lucero and Kyle Price, JB Henderson Construction		WHY WASTE TIME LEARNING WHEN IGNORANCE IS INSTANTANEOUS!	This display will highlight that your 'people' include more than just your front line managers or administrative staff. There needs to be deliberate focus on the people adding value to the customer and a fostered learning environment.	Leading Change in Design and Construction	Fundamental			
		Tracy Lucero and Kyle Price, JB Henderson Construction		COMMUNICATE, COMMUNICATE, STANDARDIZE AND THEN COMMUNICATE SOME MORE.	This presentation will show an approach to maintain Lean culture consistency as your manpower fluctuates standardization of communication, tools and equipment provides a foundation for continuous improvement as well as the ability to scale based on project size and scopes.	Leading Change in Design and Construction	Fundamental			
WED 3:00			30 mins	Networking Break						



**Presentation Descriptions:**

**Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day**

Time	Panel /Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
WED 3:30 Breakout Session		Stefanie Becker, McCarthy Building Companies Amy Clements, Anderson Construction Ed Trotter, Oregon Health Sciences University Ralph Schultz, Fred Shearer & Sons Nick Collins, PAE	40 mins	IPD/Lean: What in the world is going on in Portlandia?	This presentation is less about a specific project, and will have content from interviews of a individuals representing a cross-section of leaders from all parties. A series of questions will inform and inspire other building communities and paint a picture of how it has affected/infiltrated the Portland O/A/E/C community in a way that is mostly embracing a culture the industry hasn't used historically.	Leading Change in Design and Construction	Intermediate/Advanced	W1F	Salon A1	300
		Bruce Cousins, SWORD Integrated Building Solutions Clay Cousins, Elevate Momentum	40 mins	Collaboration vs Cooperation - Building Healthy Project Teams	Attendees will learn how to provide teams with organizational clarity and how to overcome the five dysfunctions of a team. How to capture commitments in a concise and actionable way. The presentation will answer: What characterizes a "healthy" team? Productive conflict? Why does conflict produce trust and true commitment? and Why do teams need to feel vulnerable?	Building People Owner Interest	Fundamental	W2F	Salon A2	300
		Joseph Day, EllisDon Corporation Kevin Greene, TD Bank Group Valerie Beare, Brookfield Global Integrated Solutions	40 mins	IPD Contract - Optimizing the Team for Lean	This presentation will show how team members and their organization's understanding of Lean and IPD changed over the course of the project and how to actively manage risk and business uncertainty as a team. Attendees will leave with some insight on how to develop tools and strategies that can aid in efficient change management and drive decision making both within the team and with the customer.	Building People Owner Interest	Intermediate/Advanced	W3F	Salon A5	350
		John Koga, Chris Waldron and Dave Shoemaker of The Boldt Company	40 mins	Engaging Front Line Team Members to Improve Workflow	This presentation highlights a method that relies upon the Lean concept of defined small amounts of work reliably, quickly and smoothly flowing. It requires a timed plan for every amount of work. Attendees will be able to use these modifications to workflow.	Leading Change in Design and Construction	Intermediate/Advanced	W4F	Salon A3	300
		Eric Smith, Merck & Co.	40 mins	Low Segment Project Program	Prior to 2015, Merck & Co. was experiencing inconsistent project performance. In an effort to better execute simpler projects and focus GE S engineers where most needed, a low segment project program was initiated at the start of 2015. Results thus far have been encouraging.	Scaling Lean in the Enterprise Owner Interest	Fundamental/Intermediate/Advanced	W5F	Salon C 3/4	240
		Camilla Moretti and Kimberly Caramagno of HKS, Inc.	40 mins	To Print or Not to Print? Reducing waste in the Iterative Process of Design	Attendees will explore different meeting tools that help eliminate wasted time in the design process, demonstrate easy to use strategies to increase user-group participation in meetings and establish a new base-line process for all projects with or without an IPD contract.	Leading Change in Design and Construction	Fundamental	W6F	Salon C 5/6	240
WED 4:20 Breakout Session	Panel 8	Joaquin Aguilar, ICA FLUOR Bernardo G. Cossio, ITN	55 mins	What we learned from implementing Lean in a complex industrial project organization	Lean successes and challenges include prioritizing Lean work with "day jobs" from staff and leadership to develop waste awareness and collaboration will be highlighted. Also, the importance of the Plan/Do/Check/Adjust cycle will be featured.	Scaling Lean in the Enterprise Owner Interest	Fundamental	W1G	Salon A1	300
		Mehdi EL Manssouri and Glauca Regina Alves, Andrade Gutierrez		Scaling Lean to the enterprise by focusing on the employees' cultural transformation	This paper will draw a comparison between the two approaches bringing qualitative a quantitative results and intends to demonstrate that scaling lean to a company can only be successful transforming first the company's members mindsets and behaviors.	Scaling Lean in the Enterprise	Fundamental			
	Panel 9	Stefanie Becker, McCarthy Building Companies Eric Wilson, SRG Partnership Tara Ogle, EHDD Architects	55 mins	IPD/Pull Planning: Adapting a Linear Process for an Iterative World	Attendees will understand how teams have modified pull planning to work more fluidly with the iterative design process and how the Contractor and Design teams are organizing themselves to bring the best value during the design phases of the project.	Building People	Fundamental	W2G	Salon A5	350
		Joubin Hassanein, Doug Pilkuhn and Parviz Tabrizi of Shawmut Design & Construction Ray Martin, Worcester Air		Self Managing Team of Last Planners®	Attendees will identify what worked for two superintendents in developing Last Planners on their projects what behaviors for facilitators of the Last Planner® System that proved successful in making the foremen own and run LPS as a self-managing team.	Building People	Fundamental			
	Panel 15	Mark Shaurette and Luciana Debs, Purdue University	55 mins	The Purdue School of Construction Management's Major in Design-Construction Integration: An undergraduate program to fill the growing need for employees prepared to work in a collaborative environment	The panel's big idea is that the establishment of the trans-disciplinary curriculum for an undergraduate degree in Design-Construction Integration in the Purdue School of Construction Management Technology offers ways to seek and evaluate future employees with the educational background that prepares them for the unique challenges of design-construction integration.	Leading Change in Design and Construction	Fundamental	W3G	Salon A2	300
		John Tingerthal and Calle Johns, Northern Arizona University		Developing the first LCI student Community of Practice at Northern Arizona University	Participants will understand how to develop and sustain a student Community of Practice and learn how Lean can be incorporated into a university Construction Management program.	Leading Change in Design and Construction	Intermediate/Advanced			
	Panel 21	Mark Brandewie, Federal Aviation Administration	55 mins	Collaborative Delivery in the Public Sector - How to Buy	This panel will describe why Lean tools are successful in fostering a collaborative environment on the project, enhancing the constructed product, and advancing the capabilities of field personnel to manage the work.	Lessons Learned Owner Interest	Fundamental	W4G	Salon A3	300
		Mahin Whang of University of California, San Francisco Andrew Mittleman, Jacobs Engineering		Evolution of Outcome based Procurement	This panel will describe historical approach to procuring design and construction teams, show the application of constraints in procuring in public contracting and analyze outcomes desired for projects identify strengths and weaknesses based on procurement process.	Lessons Learned Owner Interest	Intermediate/Advanced			
	Lean Lab 4	Mike Prelling, Ryan Companies	55 mins	Last Planner® + 4D = Certainty of Outcome	The knowledge, experience, and broad stakeholder team buy-in is accomplished with the push/pull and the 4D communicates out the plan to all.	Leading Change in Design and Construction	Intermediate/Advanced	W5G	Salon C foyer	300
		Josh Mercado, HerreroBOLDT Pancos Lampasas, Sutter Health		Delivering the Integrated Model to Field Personnel with BIM anywhere	This presentation will share the process for delivering the model to iPads in the field, provide case studies of how the field teams are using the models, how it affects their work life, production and quality.	Leading Change in Design and Construction	Fundamental			
Daniel Shirkey, Balfour Beatty Construction		Virtual Reality's Current and Future Impact on Lean Design & Construction		Audience members will learn about the current use cases for VR during the design and planning phases and how these effect Lean design. Additionally they will get a glimpse at some of the future impacts the technology can have on our projects for items such as scheduling (sequencing activities), safety and collaboration.	Leading Change in Design and Construction Owner Interest	Fundamental				
<b>THURSDAY PROGRAM - General Session Day 2</b>										
THURS 6:45			45 min	Lean Coffee/Breakfast	Lean Coffee is an organized meeting. Participants gather and build an agenda to discuss lean related topics. The discussion is focused and productive because the agenda for the meeting is generated by the attendees. To benefit most from the time, be on time and plan on participating for the entire session.				Normandie	
THURS 7:45		Bill Seed, Chairman, Board of Directors, Lean Construction Institute Mark Konchar, Vice Chairman, Board of Directors, Lean Construction Institute	15 mins	Welcome Remarks				T1GB	Grand Ballroom	
THURS 8:00	Keynote Speaker	Shawn Achor, author of "The Happiness Advantage"	45 mins	The Happiness Advantage: Building Optimism to Create Change	Shawn has become one of the world's leading experts on the connection between happiness and success. His research on happiness made the cover of Harvard Business Review, his TED talk is one of the most popular all time with over 4 million views.			T2GB	Grand Ballroom	
THURS 8:45	Owners Panel	Mansouri, Advocate Health - The Preferred Partner Program Master IFOA Agreement Jim Sexton, Procter & Gamble - Innovation in Prefabrication and Modularization Ed Fitzgerald, Genentech - Challenges in Implementing Lean company wide Moderator: Victor Savido, Southland Industries, LCI	60 mins	Industry Transformation: The Owner's Perspective	The panel will present: 1. An example of innovative lean program-wide project delivery 2. An example of what is possible to deliver modular solutions for an owner across the world 3. Challenges in implementing lean company-wide in a large company The panel will then answer questions from the audience for 30 minutes	Owner Interest		T3GB	Grand Ballroom	
THURS 9:45			30 mins	Break						
THUR 10:15 Breakout Session		John Kennedy, Mental Performance Training, LLC	40 mins	Lean Thinking	The same processes which are the foundation of Lean Construction can be applied to our mental processes through the power of neuroplasticity. Attendees will learn to apply proprietary mental efficiency exercises to make their thinking processes Lean.	Safety	Intermediate/Advanced	T1A	Salon A1	300
		Brent Darnell, Brent Darnell International	40 mins	Primal Safety: How to Motivate Your People to Actually Implement Your Safety Program	This course caters to the "highly independent" alphas in the construction industry. Brent demonstrates how a simple focus on emotional competencies can turn your safety program around. By tapping into the emotional part of safety, your employees will naturally work safer, instead of rebelling against rules and policies. The business will reap the financial benefit of them doing so, allowing the company to build a well-respected reputation around this increasingly important metric. The issue isn't about your people knowing the safety guidelines; it's about being motivated to actually follow them. This program provides that motivation.	Safety	Fundamental/Intermediate/Advanced	T2A	Salon A5	350
		Jason Herrera, DPR Construction Jeremiah Sugarman, HMC Architects Nick Krey, Southland Industries	40 mins	UHS Our Community of Practice	This presentation will address the problem of when the team acknowledged a "major breakdown" in the ILPD delivery due to decreased reliability, the team's disengagement from the project and the CoS, and attitude was overall not positive.	Scaling Lean in the Enterprise	Fundamental	T3A	Salon A2	300
		Marianne O'Brien and Franco Marinaro, SmithGroupJJR	40 mins	In Search of Lean Teams - Strategies to Develop Effective RFPs	Participants (especially Owners) will be able to: build an RFP to secure an effective Design or Design-Build team, learn how to incentivize the team to follow through with Lean practices, better understand the level of effort and investment involved in competition type proposals, and to create a selection process that is as Lean as the Design and Construction process.	Lessons Learned Owner Interest	Fundamental	T4A	Salon A3	300



## Presentation Descriptions:

### Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day

Time	Panel/Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
		Brandon Van Zeeland, Randy England, Mike Gasser and Nathan Webb of The Boldt Company	40 mins	Now is the "Right" Time to Implement: A Panel of Superintendents' Lean Development	"Lean is not about giving up control, but giving up the need to control and empowering your team to feel in control."	Building People	Intermediate/Advanced	T5A	Salon C 3/4	240
THURS 11:05 Breakout Session	Panel 3	Lisa Latronico and Mark Skender, Skender Construction	55 mins	Transforming the Construction Experience: Skender's Journey	Audience members will leave with a better understanding of how to empower their employees and why this is important for a company's longevity and strategic plan. Some key takeaways will be how to shift your company's core values and sustain them and how Skender evolved on the Lean journey from what we were.	Building People	Intermediate/Advanced	T1B	Salon A5	350
		Chris Vine, Eric Nee and Brad Nelson of Hensel Phelps		Lean from the Bottom Up: A Grass Roots Journey	This lean journey began on a large project when a client asked for a Lean transformation. Members of that project team learned and taught the fundamentals of Lean to others and subsequently became Lean champions within our company who continued to learn. This presentation will tell the story of that journey and how by building people and working toward a cultural transformation, others can begin a similar journey.	Building People	Fundamental			
	Panel 6	Andrew Apostolik, Terri Babcock and Melissa Moreno of Sundt Construction	55 mins	Stepping stones to companywide process improvement	This presentation will describe how nurturing Sundt's CI Leaders supported the development and implementation of the Sundt Management System (SMS) and how the Sundt Management System (SMS) incorporates Lean principles	Scaling Lean in the Enterprise	Fundamental	T2B	Salon A1	300
		Michael Zeppieri, Rebecca Jablonowski, Sherif Agha and Joseph Breen of Skanska		Implementing Lean Thinking	Presentation reflects a 3-year Lean journey for Skanska's New England office of more than 200 employees. It will define Lean in a way that resonates with all role contributors and functional areas, and establishing a common Lean vocabulary	Scaling Lean in the Enterprise	Fundamental			
	Panel 11	Donna Laquidara-Carr, Dodge Data & Analytics Steve Smithgall, Balfour Beatty Construction Will Lichtig, The Boldt Company	55 mins	How Lean Can Help Build a Safety Culture at Your Organization	This presentation will present the leading indicators of a safety culture and provide attendees with the opportunity to benchmark their own organization against the performance on those indicators reported in the Dodge Data & Analytics safety	Safety	Fundamental	T3B	Salon A2	300
		Tracy Lucero and Kyle Price, JB Henderson Construction		ACCIDENTS HURT BUT SAFETY STANDARDIZATION DOESNT	Lean practices contribute to jobsite safety and collaboration. What is standardization and why is it a 'good' thing? Finding your standardization opportunities will be covered in this presentation.	Safety				
	Panel 20	Craig Davis and Mike Brown, DPR Construction Jeff Spackman, Pennsylvania State University	55 mins	PSU IPD Project Follow-up	This presentation will highlight the Target Value Design's struggles with wishes, wants and needs. How team collaboration sifted out best results/practices for the systems and areas will be discussed along with collaboration with oncoming design assist partners and sharing the load.	Lessons Learned Owner Interest	Intermediate/Advanced	T4B	Salon A3	300
		John Cooke, Brown University Pete L'hommeuie, Shawmut Design & Construction Mark Davis, KairaiTimberlake		Rolling Out IPD at Colleges and Universities: Case Study of Brown's IPD New School of Engineering Building	For those who may be apprehensive about undertaking major projects IPD within the academic environment, this session offers practical advice based on proven methods. The question of how signature architects can endorse a delivery method where the cost informs the design and still achieve design goals will be addressed.	Lessons Learned Owner Interest	Intermediate/Advanced			
	Lean Lab 1	Eric Ahlstrom, Amgen	55 mins	Measuring Lean Project Delivery Health: A Tool for Assessing Progress	Participants will walk away with knowing the he benefits of using a repeatable standard approach for tracking Lean maturity and health on projects as part of an advancement strategy.	Leading Change in Design and Construction Owner Interest	Intermediate/Advanced	T5B	Salon C foyer	300
		Fadi Castronovo, Pennsylvania State University		ASSESSMENT INSTRUMENT FOR SELF-REGULATED LEARNING IN INTEGRATED LEAN PROJECT DELIVERY	The learning objectives of the presentation are to understand the theoretical foundations of cognitive behavioral necessary for the development of a self-assessment tool, explain the process of developing a self-assessment tool to measure the Lean health of an individual and share results from the implementation of a self-assessment tool in 3 ILPD projects.	Leading Change in Design and Construction	Intermediate/Advanced			
Calvin Kam, Tony Rinella and Justin Oldfield of Strategic Building Innovation  bmSCORE		Proven Approaches to Improve Value Realized from Expert Teams and Technology Investments		Attendees will learn to apply standardized approaches to benchmark Virtual Design and Construction (VDC) implementation maturity and project delivery practices. Owners can objectively plan and measurably improve team performance for projects and across portfolios of projects.	Leading Change in Design and Construction	Fundamental				
Andreas Phelps, The Collective Potential		Words of Change: Language Action Theory in Practice		This is an introduction to Language Action Theory, which is the foundational key to success in all Lean processes and tools. This lab will demonstrate how one of the key enablers to meaningful cultural transformation is changing how an organization speaks and listens.	Leading Change in Design and Construction	Intermediate/Advanced				
THURS 12:00			60 mins	"Meet Your Speaker" Luncheon					Grand Ballroom	
THURS 1:00 Breakout Session		Eric Ahlstrom, Amgen	40 mins	Strategy for implementing Lean: Amgen's Progress in the Journey	This presentation will provide an example of organizational change and how using monitoring and metrics can help show progress to gain support from executive management.	Scaling Lean in the Enterprise Owner Interest	Fundamental	T1C	Salon A5	350
		Gina Kish, Stantec Architecture	40 mins	Big Lessons from Small Hospitals: Lean Planning and Design for Integrated Healthcare Networks	This presentation looks at a project in rural Ontario, focusing on Lean planning, design and compliance ("PDC") consulting services for the Groves Memorial Community Hospital Greenfield Replacement Project. This case study offers a step-by-step approach to adding value to care providers and patients by addressing all of these aspects of change simultaneously	Leading Change in Design and Construction Owner Interest	Fundamental	T2C	Salon A1	300
		Mark Konchar and Andreas Phelps, Balfour Beatty Construction	40 mins	Unlocking the Full Potential of Teams: From Alignment to Custom Strategy Development	This is an overview of the root causes of project success and failure. The audience will have an understanding of the basic elements every project can utilize to maximize the likelihood for success (behavioral alignment, values alignment, governance alignment, milestone planning, and proactive risk assessment) through case studies.	Lessons Learned	Intermediate/Advanced	T3C	Salon A2	300
		Kyle Majchrowski, Banner Health Dennis Lawler, Heery International	40 mins	Raising your Community	The audience will take elements or workshops home to try internally, with projects, or with your local professional groups, learn the benefits of investing in yourselves, your vendors, and your vendors' vendors, and learn how great workshop activities and relevant guest speakers bring a deeper experience for attendees.	Building People Owner Interest	Intermediate/Advanced	T4C	Salon A3	300
		Romano Nickerson, Michael Zabritski and Hongseok Cha of Boulder Associates	40 mins	Process Improvement Using an Integrated Work Interface	Participants will learn how a Big Data approach to project information can reduce mistakes, shorten activity duration and increase likelihood of perfect field implementation. Also, Participants will see how difficult activities can be broken down into simple visual processes, optimized for built-in quality (BIQ), and synthesized in an Integrated Work Interface.	Leading Change in Design and Construction	Intermediate/Advanced	T5C	Salon C 3/4	240
Panel 2	Jennifer Hancock and Jeff Zawaski, CHANDOS	55 mins	Leading the Change - Lean in Construction	Our motivation for this presentation is to share our successes to date and to give the audience an idea of the what is required by all levels to properly plan and implement Lean throughout their organization. It will also focus on the idea that Lean is not just about being more efficient but also about effectiveness in delivering value.	Scaling Lean in the Enterprise	Fundamental	T1D	Salon A1	300	
	Tim Reimann, Cassie Nelson and Tim Nagle of McGough Construction		Building the Lean Enterprise	The presentation will highlight McGough's Lean Transformation Roadmap which is built around: Strategy Deployment, Values Stream Definition and Implementation, People, Organization, and Culture Development. In addition, the presentation will summarize the challenges encountered and successful approaches utilized in applying Lean principles to the Design and Construction phases of the company's work.	Scaling Lean in the Enterprise	Fundamental				
Panel 5	Dan Poffuss, W. B. Olson, Inc. William F. Kaitiam, VOA Ken Greve, The Boldt Company Carl Balsam, North Park University	55 mins	Integrated Project Delivery - North Park University Johnson Center	The audience will learn about the process, successes and pitfalls of true IPD that a team successfully completed as the first true IPD in the Chicago Area.	Building People Owner Interest	Intermediate/Advanced	T2D	Salon A2	300	
	Brian Perlberg, ConsensusDocs Jack Mumma, Michigan State University John Sier of Kitch, Drutchas Wagner Valitutti & Sherbrook		Owners Overcoming Obstacles to Contract for IPD & Lean: Making the Initial Decision and Implementing a New Way	The participants will understand the similarities of Lean construction with Lean processes generally and how unfamiliarity with contract terms or implementing Lean processes can scare owners and other stakeholders away.	Building People Owner Interest	Intermediate/Advanced				
Panel 16	Adam Cox, JE Dunn Construction Kyle Boehnlein, JE Dunn Construction	55 mins	First time TVD Lessons Learned	This panel highlights shared lessons learned on a first-time TVD experience, behaviors, tools and collaboration. This is an overview of specific examples of steps taken and tools utilized and how Last Planner® was used through the process.	Lessons Learned Owner Interest	Fundamental	T3D	Salon A3	300	
	Eric Ubersax, Devenney Group Dave Hagan, The Boldt Company		Value Equals [blank]	"Would it surprise you that a project team member sitting next to you defines success in a completely different way than yourself? A shared vision of success can be identified with measurable results only through early, open communication between team members, according to this presentation.	Lessons Learned	Fundamental/Intermediate/Advanced				
Panel 17	Yavuz Goktas and Stephen Radspinner, Genetech/Roche	55 mins	Robust & Practical End-to-End Lesson Learned Process for Effective Project Execution	This presentation will share a lessons learned process of large capital projects that resulted in successful project execution. We will demonstrate with real examples how we leveraged a newly developed Root Cause Analysis (RCA) process to build just-in-time capabilities of the project team members in support of meeting project deliverables.	Lessons Learned Owner Interest	Intermediate/Advanced	T4D	Salon C 3/4	240	
	David B. Kymowski, Cleveland Clinic Rick Becksted, Westlake Reed Leskosky Architects Ray Rigbsy, Gilbane Building Company		Implementation of Lean Construction: By the Wrong People, At the Wrong Time, Under the Wrong Circumstances	This presentation will highlight the importance of cultural continuity within the project team working in an environment of change, while undergoing the inherent transformational qualities that come with using Lean Project Delivery tools and practices.	Lessons Learned Owner Interest	Intermediate/Advanced				



**Presentation Descriptions:**

**Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day**

Time	Panel /Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
	Lean Lab 3	Tracy Lucero and Kyle Price, JB Henderson Construction	55 mins	KAIZEN WARRIORS!!! Harnessing Talent	Tapping into employee 'gold'--your most valuable resource. Mining that 'gold' has been invaluable.	Building People	Fundamental	T5D	Salon C foyer	300
		Christy McHenry and Corren Collura, Suffolk Construction		Using Lean tools in Non-Operational Departments	This lab is about using Kanban boards and other Lean tools to plan and manage Risk Management and an IT Department in a large construction company.	Scaling Lean in the Enterprise	Fundamental			
		Joe Pecoraro, Afshan Barshan and Colleen O'Brien of Skender Construction		Using Lean Coffee as a Tool for Building an Engaged Workforce Focused on Continuous Improvement	One highlight of this presentation is a thorough explanation of Lean Coffee and its benefits that can be gained by implementing it in regards to employee engagement, team building, personal accountability and leveraging employee ideas for continuous improvement.	Lessons Learned	Fundamental			
		Jake Snyder, BSA LifeStructures Gregory Jacobson, KaiNexus		Employee-driven Continuous Improvement and How to Get There	The audience will learn two effective and applicable approaches to continuous improvement by seeing real data from program outcomes as well as examples of successes and failures.	Lessons Learned	Intermediate/Advanced			
	Gemba Training	Rich Sailer, Unfiled-Works Dave Olson, W. B. Olson, Inc. Anthony Camasta, The Hill Group Brian McKibben, The Cumberland Group Nancy Dolan, Advocate Health Care	120 mins (includes 25 min Networking Break)	Gemba Training: How to do a Gemba Walk	The subject matter of this 105-minute program is What is Gemba and more particularly, How to do a Gemba Walk? It will be presented using a multimedia of PowerPoint and custom videos and reinforced by interactive group exercises, questions and discussions. The intent is to introduce the basic mechanics of a Gemba Walk and its link to continuous process improvement. It will center on better understanding the current state of value streams; bridging the gap between management, planning and the frontline work; enhancing how to look at work and talk to workers; analyzing and managing waste and resources and raising awareness of efficient job site organization and visual management.  Agenda: - Tell the story behind this presentation - Clarify objectives - Explain Gemba and Gemba Walk - Observe actual Gemba Walk video - Summarize value, value stream and value creators - Compare and contrast Modern Management vs. Lean Management - See how to bridge horizontal gaps of the supply-chain and vertical gaps of organizations Outline the eight wastes (DOWNTIME) and the seven categories of resources (TIMMESS)	Building People, Scaling Lean in the Enterprise, Leading Change in Design and Construction	Fundamental	T6DE	Salon A5	350
THURS 2:45			25 mins	Networking Break						
THURS 3:10 Breakout Session		Diane Anglin and Greg Zinberg, Clark Construction Group	40 mins	It's not Just Marketing - Application of Lean Principles in a national marketing department	One learning objective will be to show how a national group can be organized into four areas or foci and to incorporate pre-work on "current state," "what bugs you" and "future state." This presentation will demonstrate the application of Lean thinking and processes to non-construction oriented departments within the organization and the benefits gained by marketers seeing the results.	Scaling Lean in the Enterprise	Intermediate/Advanced	T1E	Salon A1	300
		Juanita Frankfurth and John Heck, The Boldt Company	40 mins	The Journey to Developing A3 Thinkers	The key elements necessary to develop efficient and effective A3 Thinkers will be highlighted in this presentation.	Building People Owner Interest	Intermediate/Advanced	T2E	Salon A2	300
		Michael McCaffrey and Peter Ukstins of James G Davis Construction Corp.	40 mins	Continuous Improvement using Metrics - Measuring to Change	In this session we would like to present an overview of our company's journey to improve in these performance areas over the last several years. When we first embarked on our journey, we faced several challenges, which will be discussed.	Safety	Intermediate/Advanced	T3E	Salon A3	300
		Josh Moltor, McCarthy Building Companies	40 mins	Achieving Scrum in VDC - Going for 400%	Faced with 80-hour weeks, lack of trained personnel, and an ever increasing demand for world-class deliverables, the VDC team was on the edge of falling off a cliff. It was at that point the hierarchical structure was scrapped and the Scrum Journey began.	Leading Change in Design and Construction	Fundamental	T4E	Salon C 3/4	240
		Ray Trebino, DPR Construction J. Stuart Eckblad, University of California, San Francisco Medical Center Laurel Harrison, Stantec Architecture	40 mins	Creating a Dynamic Team to Focus on Patient Care When Decisions are Made	This panel will show how the case study of \$1.5B UCSF Medical Center at Mission Bay, which opened with LEED gold certification as the world's largest fleet of robots and San Francisco's only operating hospital helipad achieved an optimal healing environment that delivered the project ahead of schedule and under budget.	Leading Change in Design and Construction Owner Interest	Intermediate/Advanced	T5E	Salon C 5/6	240
THURS 4:00			15 mins	LCI Awards Presentation				T4GB	Grand Ballroom	
THURS 4:15	Keynote Speaker	Brad Frank, Tulsa Tube Bending	45 mins	Closing Keynote Speaker	Tulsa Tube Bending's efforts have generated thousands of process improvements resulting in a 130% increase in productivity, making the company's Lean process improvement implementation one of the best in its region.			T5GB	Grand Ballroom	
THURS 5:00			15 mins	Closing Remarks				T6GB	Grand Ballroom	
<b>MONDAY PROGRAM - Training Day 1</b>										
MON 7:00			60 min	Breakfast					Grand Ballroom	
MON 8:00		Beth Carrington and Jean-Marc Legentil, coach	8 hrs	Improvement Kata Experience (1-Day Class)	A Kata is a pattern of behavior that serves as a basis for improvement and setting/attaining higher standards. In this workshop, teams of participants will practice the two essential Kata: (1) the 5-Question Coaching Routine and (2) the Rapid PDCA Cycles to build a scientific way of thinking, acting, and managing. In this workshop, participants will experience the core routines of Improvement Kata's continuous improvement methodology through a highly interactive simulation.	Lean Improvement Tools	Fundamental	MON1	Salon C 5/6	SOLD OUT
MON 8:00		Rex Miller	8 hrs	Creating the Culture of High-Performing Teams (1-Day Class)	Lesson Bullets - What a Participant Will Learn: • How to develop a culture (the behaviour that takes place when you're not there) that drives high engagement and high performance • How to use the boat metaphor to communicate to your team where they sit and what front of the boat behaviour looks like • How to engage every member of the team by identifying a team role in addition to their function by uncovering their intrinsic motivation factors  This course is ideal for anyone involved in creating, leading or fixing project teams. Imagine your project team is a boat of ten people. In the average boat three people will be highly engaged and rowing, five will be watching and waiting for instructions and two will be drilling a hole in the back. This powerful workshop will show you how to turn an average team into high performing. It addresses how to engage the 50% in the middle of your boat and the 20% that are sinking your efforts. It takes you deeper than crafting a clear mission or values to defining the key specific behaviours for success. High performing teams don't simply happen, they happen by design. You will learn the distilled insight of over 10 years of research, working with more than 130 organizations and the strategies and techniques the best teams practiced. Each participant will receive a copy of Change your Space, Change your Culture.	Focus on People	Intermediate/Advanced	MON2	Salon C 3/4	SOLD OUT
MON 8:00		Val Liberman and Joshua Ebert	8 hrs	Shingo: Discover Excellence (Corporate Members Only, Day 1 of 2)	Objectives: -Learn and understand the Shingo Model™ -Explore how the Guiding Principles inform ideal behaviors that ultimately lead to sustainable results -Apply your learning with a call to action  A foundational, two-day workshop that introduces The Shingo Model™, the Guiding Principles and the Three Insights to Enterprise Excellence™. With real-time discussions and on-site learning at a host organization, this program is a highly interactive experience. It is designed to make your learning meaningful and immediately applicable as you learn how to release the latent potential in your organization and achieve enterprise excellence.	Lean Executive Courses	Intermediate/Advanced	MONTUE3	Boulevard C	25
MON 8:00		John Koga	8 hrs	Choosing by Advantages (Day 1 of 2)	Choosing by Advantages is a method for making sound decisions for both simple and complex situations. The participants will learn: • Choosing By Advantages fundamentals • How to select only one from a set of alternatives • How to soundly prioritize the use of time or funds The class consists of lecture and hands-on CBA classwork and participants will be provided the tools to put CBA to work right away.	Lean Improvement Tools	Intermediate/Advanced	MONTUE4	Salon C8	SOLD OUT



**Presentation Descriptions:**

**Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day**

Time	Panel /Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
MON 8:00		Jim Luckman and Tom Shuker	8 hrs	Value Stream Improvement (Day 1 of 2)	Value Stream Improvement is a system-level, problem-solving method designed to aid organizations and individuals with the improvement of any process that is not functioning in an optimal way. This interactive workshop will utilize case studies to take you through EVERY step of the value stream improvement process. The participants will be able to define projects and create alignment with senior leaders and their business problems, use fundamental lean mapping tools to address issues in the value streamplan and implement a lean value-stream improvement project to achieve sustainable gains.	Lean Improvement Tools	Intermediate/Advanced	MONTUE5	Salon C2	SOLD OUT
MON 8:00		David MacNeel	8 hrs	Introduction to Lean (1-Day Class)	This workshop is intended to give newcomers a broad awareness of the vocabulary, fundamental principles and basic practices of Lean Project Delivery. This can serve as a framework for learning how to apply lean thinking and methods to deliver significantly greater value on your projects and within your organization.	Lean Fundamentals	Fundamental	MON6	Salon A1	SOLD OUT
MON 8:00		Dave Umstot and Summer Umstot, Co-Instructor	8 hrs	Target Value Design (1-Day Class)	Objectives: -Learn what Target Value Design (delivery) is -Learn how TVD process works through a hands-on simulation -Define the keys to success using TVD  Target Value Design is a collaborative management practice and design process that is used throughout all stages of design and construction to ensure that projects are delivered within the allowable budget, meet the operational needs and values of the users and that projects promotes innovation. Participants will learn how to drive innovation into a project using constraints and understand the importance of continual cost estimating in giving power to the end users to add value. By participating in simulated activities, participants will also acquire an understanding of the parameters and methods for structuring Target Value Design within their own projects.	Lean in Design	Fundamental	MON7	Salon A5	SOLD OUT
MON 8:00		Jeff Esgar	4 hrs	AGC - Unit 1: Variation in Production Systems (Half-Day Class)	<ul style="list-style-type: none"> <li>How inventory and work in progress relate</li> <li>Define 3 different types of variation</li> <li>Explain the concept of throughput</li> <li>Distinguish the concepts of throughput and work in progress</li> <li>Describe the role of variation in production operations</li> <li>List sources of variation in construction settings</li> <li>Explain/contrast variation mitigation techniques</li> </ul> AGC Unit 1: Variation in Production Systems is an introductory course in the Lean Construction Education Program. This half-day, instructor-led course teaches the concept of variation. Following this course, you will be able to:	Path to Certification	Fundamental	MON8	Salon C1	SOLD OUT
MON 12:00		Luncheon	60 min						Grand Ballroom	
MON 1:00		Dick Bayer	4 hrs	Introduction to Last Planner® System (Half-Day Class)	Learning objectives: -Participants will discover benefits of deep collaboration in scheduling -Participants will learn that effective planning of a production system cannot be done without the assistance of the people doing the work -All participants will see that design of the production system is as important as the design of the building  The training will provide a thorough explanation of the different aspects of the Last Planner® System. The class will utilize simulations, to show how the individual pieces of Last Planner® System integrate with each other and provide real life examples of the use of Last Planner® System. Attendees will leave this training with enough knowledge and hands on experience to actively participate in Last Planner on a project or within an organization.	Lean Fundamentals	Fundamental	MON9	Salon A3	50
MON 1:00		Jeff Esgar	4 hrs	AGC - Unit 2: Pull in Production (Half-Day Class)	Objectives: •Define batch & queue processes •Explain Little's Law •Identify limitations of pull systems in construction  AGC Unit 2: Pull in Production is a half-day, instructor-led course that explains the concept of pull as a means to reliable production workflow. Following this course, you will be able to: • Compare batch-and-queue and continuous-flow production systems • Distinguish push systems from pull systems • Describe the impact of pull on production systems • Explain pull strategies in construction operations	Path to Certification	Fundamental	MON10	Salon C1	SOLD OUT
<b>TUESDAY PROGRAM - Training Day 2</b>										
TUES 7:00			60 min	Breakfast					Grand Ballroom	
TUE 8:00		Val Liberman and Joshua Ebert	8 hrs	Shingo - Discover Excellence (Day 2 of 2)	Objectives: -Learn and understand the Shingo Model™ -Explore how the Guiding Principles inform ideal behaviors that ultimately lead to sustainable results -Apply your learning with a call to action  A foundational, two-day workshop that introduces The Shingo Model™, the Guiding Principles and the Three Insights to Enterprise Excellence™. With real-time discussions and on-site learning at a host organization, this program is a highly interactive experience. It is designed to make your learning meaningful and immediately applicable as you learn how to release the latent potential in your organization and achieve enterprise excellence.	Lean Executive Course	Intermediate/Advanced	MONTUE3	off property	25
TUE 8:00		Karen Gaudet	8 hrs	Understanding Lean Transformation (Corporate Members Only, 1-Day Class)	<ul style="list-style-type: none"> <li>Understand the five basic dimensions of organization change</li> <li>Gain insights into key elements of a Lean organization and the Lean Transformation Model</li> <li>Reflect upon your own organization and/or project according to the LTM</li> <li>Use key questions to begin creating a framework to guide your organization's transformation</li> </ul> We're all trying to transform. At the company level, a transformation is a very big experiment indeed, at both the macro level, and at the very granular level of the daily, hourly, immediate work itself. To transform the way people think and behave within an organization to be more of a problem solving mindset is no easy task and varies from industry to industry, company to company and person to person. It requires discipline, investment and a belief that we can make things better. Successful transformation calls for a situational approach that is based on innovating key dimensions of any organization through addressing a series of questions. These questions are fractal, meaning the same questions apply whether working at the macro enterprise level or the level of individual responsibility as you dive progressively deeper into each dimension. But,	Lean Executive Course	Intermediate/Advanced	TUE1	Salon C7	SOLD OUT
TUE 8:00		Katherine Copeland	4 hrs	The Executive's Role in Succeeding with Last Planner® and Lean (Half-Day Class)	Learning objectives: 1. How to implement Last Planner® within the framework of a Lean culture and other lean tools. 2. Key processes and/or behaviors have to change at the leadership level of a company to implement last planner and lean within the company. 3. Metrics that are important to track with Last Planner and metric that you should not track. 4. What specific actions and behaviors are required from leadership for successful implementation of lean and Last Planner®  Have you ever asked yourself what you need to change to make sure LPS is successful in your company? Would you like to collaborate with other executives that have started a lean transformation and implemented Last Planner within your company? Would you like to get ideas on how to implement and standardize Last Planner throughout your company even if many projects are still in progress? Do you want to know how to get the most out of your LPS?	Lean Executive Course	Intermediate/Advanced	TUE2	Salon C 3/4	75



## Presentation Descriptions:

### Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day

Time	Panel /Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
TUE 8:00		Brent Darnell	4 hrs	An Introduction to Emotional Intelligence and The 12 Great Steps to Great Relationships (Half-Day Class)	Participants will learn to create/maintain good working relationships through introductions, ways to remember names, how to create trust, how to network and how to maintain relationships over time. This module covers specifics of project stakeholders' experiences and ways to maximize the emotional impact of those experiences. Role-play will illustrate relationship issues, conflict and adversarial situations.	Focus on People	Intermediate/Advanced	TUE3	Salon A2	50
TUE 8:00		John Koga	8 hrs	Choosing by Advantages (Day 2 of 2)	Choosing by Advantages is a method for making sound decisions for both simple and complex situations. The participants will learn: <ul style="list-style-type: none"> <li>• Choosing By Advantages fundamentals</li> <li>• How to select only one from a set of alternatives</li> <li>• How to soundly prioritize the use of time or funds</li> </ul> The class consists of lecture and hands-on CBA classwork and participants will be provided the tools to put CBA to work right away. Attendance at Day 1 of Choosing by Advantages is a pre-requisite.	Lean Improvement Tools	Intermediate/Advanced	MONTUE4	Salon C8	SOLD OUT
TUE 8:00		Jim Luckman and Tom Shuker	8 hrs	Value Stream Improvement (Day 2 of 2)	Value Stream Improvement is a system-level, problem-solving method designed to aid organizations and individuals with the improvement of any process that is not functioning in an optimal way. This interactive workshop will utilize case studies to take you through EVERY step of the value stream improvement process. The participants will be able to define projects and create alignment with senior leaders and their business problems, use fundamental lean mapping tools to address issues in the value stream, plan and implement a lean value-stream improvement project to achieve sustainable gains.	Lean Improvement Tools	Intermediate/Advanced	MONTUE5	Salon C2	SOLD OUT
TUE 8:00		Klaus Lemke, Jason Klous and Paz Arroyo	8 hrs	Villego® Last Planner® System Intensive Simulation (1-Day Class)	Objectives: -Obtain an understanding of the LPS -Develop an understanding of the skills and attitude necessary to truly cooperate successfully -Identify the important ways the LPS structures the conversations necessary to work reliably.  The Villego® simulation enables participants to experience the contrast between traditional project management and the management of projects using the Last Planner® System of Production Control. Participants will assume the various roles typical commonly found on project sites, including that of trade foremen, superintendents, and project managers. As part of a team you will be required to build a complete building out of LEGO(R) blocks within a given budget and time constraint. The learning goals of this training include obtaining an understanding of the Last Planner® System, an understanding of the skills and attitude necessary to truly cooperate successfully, and the important ways the Last Planner® System structures the conversations necessary to work reliably. Participants will learn the importance of engaging all elements of the Last Planner® System as a key piece of their Lean implementation.	Lean Fundamentals	Intermediate/Advanced	TUE4	Boulevard A	SOLD OUT
TUE 8:00		Dan Fauchier Kyle Martinez, Co-Instructor	4 hrs	Root Cause Analysis (Half-Day Class)	"5 Why" is a common tool in problem solving, but "5 Why" only gets to one root cause - often there are multiple root causes. For this we need a more robust methodology: Root Cause Analysis. This session will help participants learn "deep problem solving" skills. Participants will get hands-on experience doing a Root Cause Analysis on a real problem in their professional life.	Lean Fundamentals	Intermediate/Advanced	TUE5	Salon A3	50
TUE 8:00		David MacNeel	8 hrs	Introduction to Lean (1-Day Class)	This workshop is intended to give newcomers a broad awareness of the vocabulary, fundamental principles and basic practices of Lean Project Delivery. This can serve as a framework for learning how to apply lean thinking and methods to deliver significantly greater value on your projects and within your organization.	Lean Fundamentals	Fundamental	TUE6	Salon A1	40
TUE 8:00		Dave Umstot and Summer Umstot, Co-Instructor	8 hrs	Target Value Design (1-Day Class)	Objectives: -Learn what Target Value Design (delivery) is -Learn how TVD process works through a hands-on simulation -Define the keys to success using TVD  Target Value Design is a collaborative management practice and design process that is used throughout all stages of design and construction to ensure that projects are delivered within the allowable budget, meet the operational needs and values of the users and that projects promotes innovation. Participants will learn how to drive innovation into a project using constraints and understand the importance of continuous cost estimating in giving power to the end users to add value. By participating in simulated activities, participants will also acquire an understanding of the parameters and methods for structuring Target Value Design within their own projects.	Lean In Design	Fundamental	TUE7	Salon A5	50
TUE 8:00		Kristin Hill	4 hrs	Last Planner® System for Design Teams: Collaborative Planning (Half-Day Class)	The Theoretical and Practical Learning Objectives include: <ul style="list-style-type: none"> <li>• Why teams are more effective by collaboratively planning</li> <li>• The principles supporting Last Planner® System</li> <li>• Last Planner® System beyond just the Pull-planning session</li> <li>• How the principles are adapted for design phase vs. construction</li> <li>• Real team examples and experiences will be shared</li> </ul> During this session, participants will learn why it is important to collaboratively plan during design phases and how Last Planner® System is an effective tool to support improved delivery for their projects. This use of Last Planner® System is adapted to the specifics of design, which is about advancing the flow of information. Last Planner® System has been used by teams during design to stabilize their delivery process by keeping all team members' needs being met reliably. The session will include a learning simulation to support the concepts.	Lean In Design	Fundamental	TUE8	Salon C 5/6	SOLD OUT
TUE 8:00		Tariq Abdelhamid	4 hrs	AGC - Unit 3: Lean Workstructuring (Half-Day Class)	Following this course, you will be able to: <ul style="list-style-type: none"> <li>• Apply the methods and tools utilized in pull planning</li> <li>• Describe the concept of Lean Workstructuring</li> <li>• Outline the desired outcomes of Lean Workstructuring</li> <li>• Describe the characteristics and application of the Last Planner® System</li> </ul> AGC Unit 3: Lean Workstructuring is the first of two units that introduces the Last Planner® System (LPS). This system was developed by the Lean Construction Institute (LCI) to plan projects in a way that produces predictable workflow and rapid learning. This half-day, instructor-led course describes the process of Lean Workstructuring.	Path to Certification	Fundamental	TUE9	Salon C1	SOLD OUT
Tues 12:00			60 min	Luncheon					Grand Ballroom	
TUE 1:00		Rex Miller	4 hrs	MindShift™: Shifting Your Project Culture to a Trust-Based, Collaborative Approach (Owners-Only, Half-Day Class)	Lesson Bullets – What a Participant Will Learn: <ul style="list-style-type: none"> <li>• How to gauge your team's trust baseline using the Trust Matrix tool</li> <li>• Understand how the traditional system drives waste, conflict and poor outcomes</li> <li>• How to start smart and finish well by creating and using a team health dashboard</li> </ul> This workshop is intended for owners and owner's representatives who want to learn how to create trust-based teams earlier in the programming and planning process. A global top five contractor conducted two years of research examining the outcomes of every project. They divided them into those that ended well and those that ended badly. Their conclusion? 100% of projects that started poorly ended badly. The current system for procuring and delivering construction is designed to create distrust. Contractors, architects and subs have a lot of history and baggage that conditions them to be skeptical when owners propose taking a trust-based approach. This workshop will explore how to rebuild trust within traditional project delivery as well as learn techniques from some of the new trust based models like IPD and LPD. It will deal with the real challenges and mistakes owners make who have good intentions but run into resistance from either their suppliers or internally with procurement or legal departments. In addition to new strategies, techniques and tools is a bigger question of changing old habits and attitudes. This workshop will prepare you to lead change, succeed, and live to tell about it. Each participant will receive a copy of Nine Transforming Keys to Lowering Costs, Cutting Waste, and Driving Change in a Broken Industry.	Focus on People Owners Only	Intermediate/Advanced	TUE10	Salon C 3/4	25



**Presentation Descriptions:**

**Wed-Thurs General Sessions, Mon-Tues Training Days, Fri Gemba Day**

Time	Panel /Lean Lab	Presenter, Organization	Length	Title	Summary	Track	Level	Session Code	Room	Capacity
TUE 1:00		Rich Seiler	4 hrs	Introduction to Last Planner® System (Half-Day Class)	<p>Objectives:</p> <ul style="list-style-type: none"> <li>• 5 levels of planning</li> <li>• 3 key analysis (constraint, percent plan complete, variance)</li> <li>• Proven technique for executing LPS</li> </ul> <p>The training will provide a thorough explanation of the different aspects of the Last Planner® System. The class will utilize simulations to show how the individual pieces of the LPS integrate with each other, and real-life examples will be provided on the use of the LPS. Attendees will leave this training with enough knowledge and hands-on experience to actively participate in Last Planner® on a project or within an organization.</p>	Lean Fundamentals	Fundamental	TUE11	Salon A3	SOLD OUT
TUE 1:00		Brent Darnell	4 hrs	An Introduction to Emotional Intelligence and The 12 Great Steps to Great Relationships (Half-Day Class)	<p>Lesson Bullets – What a Participant Will Learn:</p> <ul style="list-style-type: none"> <li>• Learn and apply the internal concepts for yourself in order to prepare to meet others</li> <li>• Learn and apply concepts on how to connect with others, and maintain those relationships over time</li> <li>• Learn and apply concepts on relationships and how they relate to the Lean process and Last Planner® System</li> </ul> <p>This course is designed for anyone who wants to improve their relationship skills and make the Lean process more effective. During this module, participants learn to create and maintain good working relationships, from the first handshake through the duration of the relationship. We discuss introductions, ways to remember names, how to create trust, how to network, and how to maintain relationships over time. We discuss specifics of project stakeholders' experiences and ways to maximize the emotional impact of those experiences. We also do role-plays to illustrate relationship issues, conflict, and adversarial situations.</p>	Focus on People	Intermediate/Advanced	TUE12	Salon A2	SOLD OUT
TUE 1:00		Kristin Hill Dan Fauchier, Co-Instructor	4 hrs	Effective Big Room for Design and Construction Phases (Half-Day Class)	<p>Learning Objectives include:</p> <ul style="list-style-type: none"> <li>• Working definition of Big Room</li> <li>• Why teams work in a Big Room setting</li> <li>• What teams look to achieve by using a Big Room</li> <li>• The types of activities take place</li> <li>• How to keep the Big Room effective</li> <li>• The importance of trust and transparency</li> <li>• Sound Facilitation methods for organization</li> </ul> <p>During this session, participants will learn what is meant by 'Big Room' and how it supports Lean as an Operating System. The session will focus on understanding Big Room as a concept, how teams have used Big Rooms to support improved collaboration for delivery of their projects. The session will include a learning simulation to support the concepts.</p>	Lean in Design	Intermediate/Advanced	TUE13	Salon C 5/6	SOLD OUT
TUE 1:00		Tariq Abdelhamid	4 hrs	AGC - Unit 6: Lean Design & Pre-Construction (Half-Day Class)	<p>Following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>• Distinguish between the varying definitions for design.</li> <li>• Define value and commonly used methods to maximize it.</li> <li>• Discuss waste and commonly used methods to minimize it.</li> <li>• Differentiate between traditional project methods and lean design.</li> <li>• Explain the various lean tools used in design and how to deploy them.</li> </ul> <p>AGC Unit 6: Lean Design and Pre-construction is a half-day, instructor-led course that explains the concepts of value-based management, lean in the design process and relational contracting.</p>	Path to Certification	Fundamental	TUE14	Salon C1	SOLD OUT
TUES 5:00			90 min	Welcome Reception						
<b>FRIDAY PROGRAM - Gemba Day</b>										
MON 7:00			60 min	Breakfast						
FRI 8:00		Berglund	3 hrs	University of Chicago Laboratory for Astrophysics Research	This project at the University of Chicago, when complete, will be the host of some of the brightest minds in research. Part renovation, part new construction, this project poses ongoing challenges for the design build team. This tour will be hosted by Berglund and is 30 mins from the hotel.			Gemba D		SOLD OUT
FRI 8:00		Power Construction	3 hrs	Northwestern University Simpson Querrey Biomedical Research Center	This project at Northwestern University is in the early stages of foundation and structure erection. Built next to and on top of an existing building, this project presents a unique set of challenges for the construction team. This tour will be hosted by Power Construction and is 15 minutes from the hotel.			Gemba C		100
FRI 8:00		W. B. Olson, Inc.	3 hrs	Learn your ABCs - Gemba Basics at Legacy Charter School	New Charter School is an urban renewal site in the economically disadvantaged neighborhood of North Lawndale. K-8, 60,000 SF, 3 story, precast and steel frame, LEED Platinum. A great example of Urban Renewal. Hosted by WB Olson, Inc. Read up about Legacy's great work <a href="http://www.legacycharterschool.org">www.legacycharterschool.org</a>			Gemba A		SOLD OUT
FRI 8:00		LoDestro Construction	3 hours	Northwestern Hospital Olson Pavilion Cytogenetics Lab	This project at Northwestern Hospital is a renovation of an existing space into cytogenetics lab. This tour is hosted by LoDestro Construction and is 15 minutes from the hotel.			Gemba E		SOLD OUT
FRI 8:00		Clark Construction	3 hrs	McCormick Place Event Center	MPEA's development of a new arena will host sporting events, concerts and other events. The arena will be the home to the DePaul Blue Demon's basketball programs. This is a design assist project hosted by Clark Construction and is 10 mins from the hotel.			Gemba B		SOLD OUT