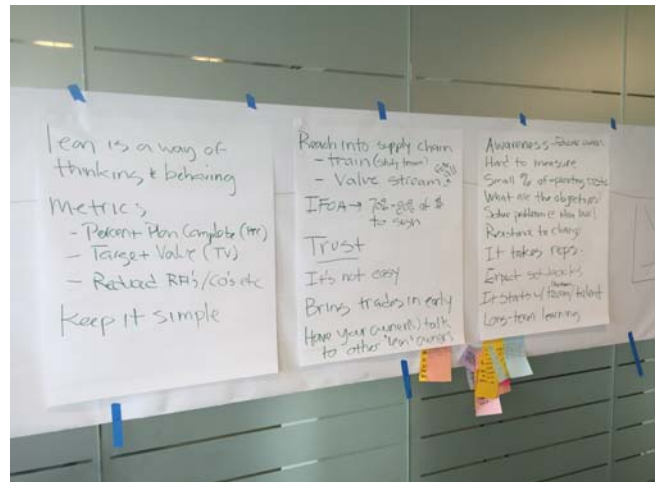


OWNERS WEIGH IN HEAVILY

By Rich Seiler | Chairman, LCI Chicago Community of Practice

For two hours following day one of the National Design Forum in Chicago, four significantly practiced lean owners answered rapid-fire questions from a diverse audience of contractors, designers and other owners. The participants sparked the session by writing their questions on sticky notes and enthusiastically posting them on the board. All eyes and ears were on our advisor owners as they inquisitively peeled the inquires one-by-one and took turns enlightening the curious room with their refreshingly insightful and candid responses.

Answers quickly led to more questions ... and new answers. It was a robust and transparent conversation of both the challenges and opportunities inherent in practicing Integrated Lean Project Delivery (ILPD). Here's some of the noteworthy advice and comments in no particular order:



- ILPD is a way of thinking and behaving as much or more as it is tools and processes
- More owners are not engaged in lean simply because they are unaware or uninformed
- Owners need to be educated on the benefits of lean
- The best way to inform and influence owners about lean is to refer them to lean owners
- C-Suites (large owners) may be slow to react because their capital improvement budgets are generally a relatively small percentage of their entire operating budget
- ILPD allows us to economically intercept or solve problems at the “idea” level as opposed to the more costly traditional methods during later design or construction (See MaLeamy’s Curve on next page)
- Adopting and implementing lean is not easy – it takes coached repetitions - expect set-backs
- Success starts with team partnering and lean skill sets
- Experienced, familiar and unified teams are considerably more likely to succeed than those “new” teams assembled by virtues and chance of low bidding
- Owners (along with designers and contractors) need to reach into their supply chain to identify value for all stakeholders and initiate or encourage long-term training (e.g., study action teams)
- When considering an Integrated Form of Agreement (IFOA), stakeholders representing 70%-80% of the investment costs of the project should “sign” on
- Bring the trades in early during planning and design to help improve the reliability of budgets, schedules and constructability
- Lean successes or improvements can be difficult to measure for complex reasons but here are some notable metrics to consider:

- Target Value to final costs
- Percent Plan Complete (PPC)
- The number of RFI's and/or Change Orders

A common theme that emerged from the discussion was to keep it simple. Define value. Create flow. Pull. Eliminate waste. Respect people. And perhaps most importantly, victory for all hinges on collaboration and trust. So, plan, do, check and adjust together. We learn best by doing.

