

THE LAST PLANNER SYSTEM® CONFERENCE



MARCH 22. & 23. 2023

8 AM - 4 PM PT

Live Virtual Event - Recording Available

CONFERENCE PROGRAM



LeanConstruction
Blog

THE LAST PLANNER SYSTEM[®] CONFERENCE



PROGRAM

DAY ONE

08:00 - 08:15 PT

CONFERENCE INTRO

08:15 - 09:00

THE LAST PLANNER SYSTEM FOUNDATIONS - PART 1

The Last Planner System (LPS) was designed by Greg Howell and Glenn Ballard to solve a problem by changing our paradigms, principles, methods, and tools for project definition, planning and control. In this first session, we will look at what problem LPS is trying to solve; what the desired outcome is; the root causes of the problem; the overall structure of LPS; and the paradigms, principles and causal chain for how LPS address root causes.



COLIN MILBERG
ASKM and Associates



RYAN POPP
ASKM and Associates

09:00 - 09:45

THE LAST PLANNER SYSTEM FOUNDATIONS - PART 2

When you look at the Last Planner System (LPS) you find that the practices embody the core six tenets of lean: Optimize the Whole, Generation of Value, Focus on Process & Flow, Removal of Waste, Continuous Improvement, and Respect for People. This session will build on the first session and dive deeper to show how LPS addresses root causes related to project definition, planning and control by exploring how lean principles inform the Last Planner System.



TOM RICHERT
Rising Terrain

09:45 - 10:00

Q&A

10:00 - 10:15

BREAK

10:15 - 10:45

THE BENEFITS AND CHALLENGES OF USING DIGITAL LAST PLANNER SOLUTIONS

This presentation will walk through the benefits and challenges of using digital Last Planner[®] from an Owner Project Manager and Lean Coach perspective. The benefits of starting Last Planner[®] by first going from an analog system to a digital platform are enormous. In our technical world most users skip the step about learning the system and process and go right to a digital platform.



JOHN ZACHARA
Integrated Facilities Solutions

10:45 - 11:15

DIGITAL LAST PLANNER - HOW TO QUICKLY ACCESS AND IMPROVE PERFORMANCE

As more and more teams use digital Last Planner, it is important to ensure that they are performing the process correctly rather than just going through the motion. In this session, Patricia and Nick will share how they access performance, detect gaps in understanding, and coach their teams to improve while using digital LPS. Their goal is to have good leading indicators and figure out which teams need help before it is too late.



NICK LOUGHRIN
The Boldt Company

11:15 - 11:30

Q&A

11:30 - 11:45

MEET THE EXHIBITORS: APPLYING DIGITAL TOOLS TO SUPPORT LEAN IMPLEMENTATION AND THE LAST PLANNER SYSTEM

11:45 - 12:30

BREAK & EXHIBITORS DEMOS

THE LAST PLANNER SYSTEM[®] CONFERENCE



PROGRAM

DAY ONE

12:30 - 13:15

SUPERINTENDENT PANEL

How is the Last Planner System applied in projects across different companies? What are the main hurdles and how to overcome them? How to get buy-in from management and workers out in the field? How has LPS improved the way we build? This and more will be discussed in the superintendent panel, with representatives from ICM Construction, McCarthy, Skiles Group and Impetus.

MODERATOR



SPENCER EASTON
Mortenson

PANEL



BOONE WHITE
ICM Construction



JOSHUA KREITLER
McCarthy



BUDDY BRUMLEY
Skiles Group



GLEN AUSTIN JR.
Impetus

13:15 - 13:30

Q&A

13:30 - 13:45

BREAK

13:45 - 14:15

THE LAST PLANNER SYSTEM: A REFLECTION OF NATURE AND LIFE



DICK BAYER
Colliers Project Leaders

We think of the Last Planner[®] System as one of several alternatives to scheduling. But is it really an alternative? In this session, Dick Bayer discusses how bio-mimicry and the cycles of life are actually incorporated into and reflected by the Last Planner System, making it the only natural planning process currently available to us in the construction industry.

14:15 - 14:45

BEYOND CRITICAL PATH METHOD (CPM): THE FUTURE OF EFFECTIVE PROJECT DELIVERY



GARY FISCHER
Project Production Institute

Critical Path Method of scheduling and related project control methods were developed with the best of intentions – to improve predictably and project performance. However, in practice these methods fail to deliver. Gary will discuss why, how CPM hides the generation of WIP and how to connect production scheduling and production control with scheduling to not only achieve predictability but to improve overall project performance.

14:45 - 15:00

Q&A

15:00 - 15:15

BREAK

15:15 - 15:45

THE LAST PLANNER SYSTEM: A DEEP LOOK AT THE NETWORK OF COMMITMENTS



PAZ ARROYO
DPR Construction

Many people are already familiar with the Last Planner System. And that's great news since we know it's better than traditional CPM schedules. However, in practice, people fail to make commitments that stand the proof of action. In this session, Paz Arroyo will describe practical strategies and research based on language action theory to leverage a network of commitments in a construction project.

THE LAST PLANNER SYSTEM[®] CONFERENCE



PROGRAM

DAY ONE

15:45 - 16:15

15 SKILLS AND PRACTICES CONDUCTIVE TO THE SUCCESSFUL HIGH PERFORMANCE LEAN TEAMS



SEAN GRAYSTONE
Fluor Corporation

The concept of psychological safety, emotional intelligence, and effective communication has become more important as many projects strive for high-performance lean teams. In this session, Sean will explore the skills and practices that help teams work more effectively together, design and construct better projects, and produce more value for their clients.

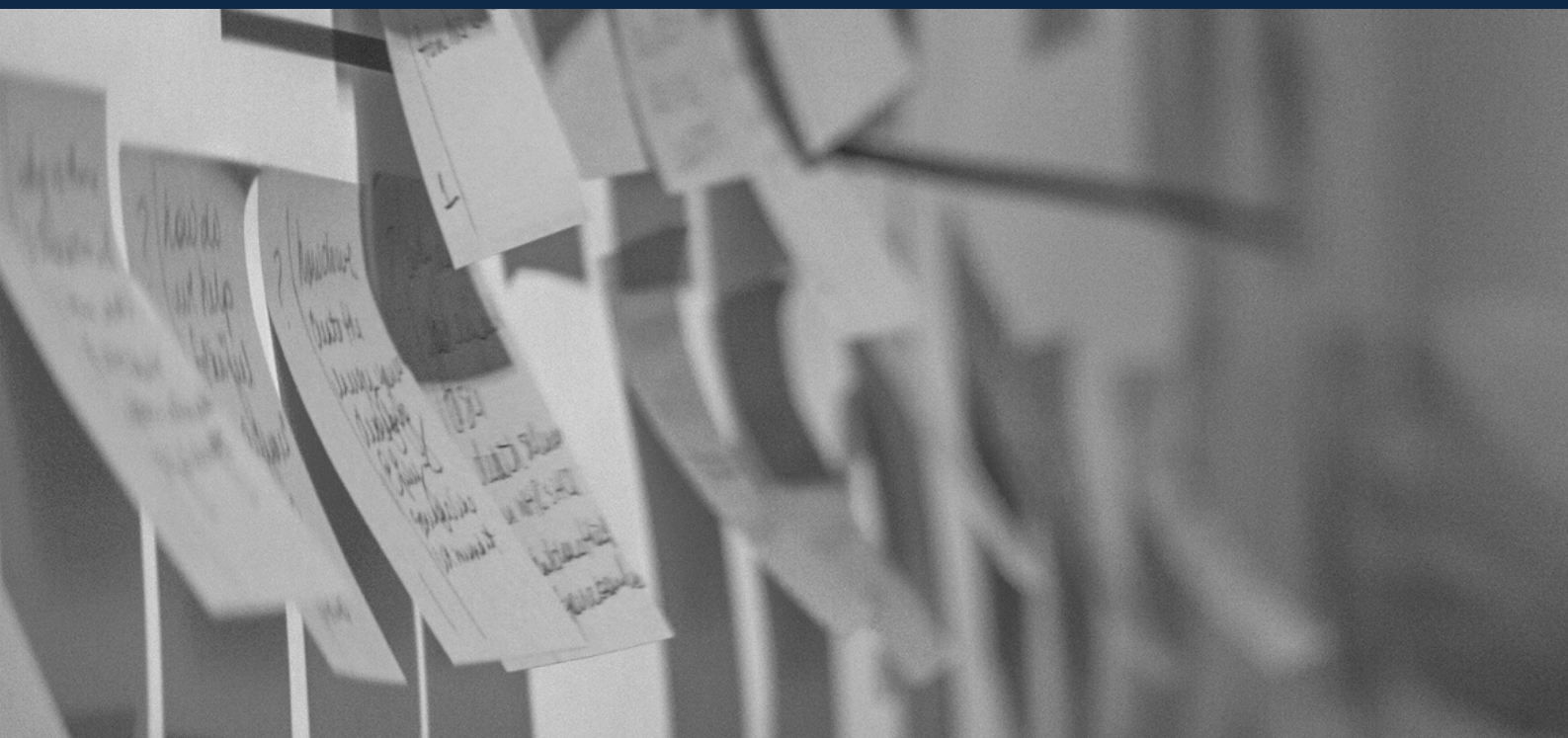
16:15 - 16:30

Q&A

16:30 - 16:35

DAY ONE CLOSING REMARKS

DAY ONE



THE LAST PLANNER SYSTEM[®] CONFERENCE



PROGRAM

DAY TWO

08:00 - 08:15 PT

DAY TWO CONFERENCE INTRO

08:15 - 09:00

WHY OWNERS WANT THEIR CONTRACTORS TO USE THE LAST PLANNER SYSTEM



JESSICA KELLEY MATT CUKOVECKI STEVE HENRICHS
Merck, P&G & 3M

In this fireside conversation, owner representatives from Merck, 3M and Proctor and Gamble; go over the importance of Lean Construction for their strategic construction programs. They will go over why owners want and need their supply chain to be competent in LPS. They will explain the criteria that they use to select architects and contractors and go over the problem of fake lean and why the authentic application of lean is what delivers superior results.

09:00 - 09:15

Q&A

09:15 - 09:30

BREAK

09:30 - 10:00

WHY WE SHOULD IMPROVE THE DESIGN PROCESS AND HOW LPS IS PIVOTAL TO LEAN DESIGN



STAN CHIU
Gensler

Much of the project's cost and important decisions take place during design and yet most architects and designers do not have a formal process for the design phase. In this session, Stan will explain why we should focus on improving the design process in order to improve the overall cost, schedule, quality, and safety. He will also explain why the LPS is at the center of making Lean Design work.

10:00 - 10:30

USING TAKT AND LPS IN THE DESIGN AND CONSTRUCTION PHASE



FELIPE ENGINEER-MANRIQUEZ
The Boldt Company

In this session, Felipe and his team at Boldt will share their best practices for applying LPS with Takt. They will share how they start their production planning and control with Takt first and then backfill with LPS. This approach is different from how the industry currently uses pull planning to develop the schedule and then modify it using Takt. The team will also share how they have been able to apply Takt to the design phase as well as to the construction phase.

10:30 - 10:45

Q&A

10:45 - 11:30

BREAK & EXHIBITORS DEMOS

11:30 - 12:15

PROJECT MANAGERS PANEL

Some major areas of interest for this group include: psychological safety and risks of hidden assumptions, visualizing flow for large scale projects, building a forum to develop leaders, respect for people in action, and ways these all tie in with their Last Planner System efforts!

MODERATOR



TOM WEATHERS
Landis Construction

PANEL



JEREMY ATKINSON
Landis Construction



SULYN GOMEZ VILLANUEVA
DPR Construction



DAVID MULLINS
Mortenson



SCOTT KING
Robins & Morton

THE LAST PLANNER SYSTEM[®] CONFERENCE



PROGRAM

DAY TWO

12:15 - 12:30

Q&A

12:30 - 12:45

BREAK

12:45 - 13:15

HOW TO SCALE UP THE LAST PLANNER SYSTEM



CORY HACKLER
DPR Construction

In this session, Cory Hackler will go over some of the ways that he has approached teaching the Last Planner System and scaling it up in a large general contractor. Cory has been working on a planning playbook as well as an educational program that they use to train their teams.

13:15 - 13:45

ENGAGING LAST PLANNERS TO CONQUER PANDEMIC CHALLENGES



RYAN VAN DYKE
GEORGE BUTLER
TOM ALBERT
Robins & Morton

Beginning a construction project in the middle of 2020 came with a unique combination of challenges, from a pandemic to sudden logjams in the supply chain and natural disasters that brought material production to a halt. The Robins & Morton team building a new six-story hospital for BayCare Wesley Chapel knew the best way to combat uncertainty was with structured communication. In this session, the team will explain how they used LPS to ease constraints and maintain project progress, all while beating their scheduled completion date.

13:45 - 14:00

Q&A

14:00 - 14:15

BREAK

14:15 - 14:45

TBD

TBD



ROBIN HENDRICH
Jacobs

14:45 - 15:30

HOW THE LAST PLANNER SYSTEM IS USED IN TARGET VALUE DELIVERY



GLENN BALLARD
UC Berkeley

Target Value Delivery is a process for setting project value and cost targets in project definition, prior to design, then steering the project toward those targets through design, construction and commissioning. Glenn will explain how LPS is used to plan and control the entire TVD process, how Set-Based Design, a key method in the design phase of TVD, involves generating multiple design alternatives at system, subsystem and component levels, and how Choosing by Advantages is used to evaluate and select from those alternatives.

15:30 - 15:45

Q&A

15:45 - 16:00

CONFERENCE CLOSING

THE LAST PLANNER SYSTEM[®] CONFERENCE



SPEAKERS

March 22&23.2023



COLIN MILBERG

Principal and founder, ASKM & Associates

Colin is the principal and founder of ASKM & Associates, a Lean Construction consulting firm whose mission is to improve the AEC industry and the lives of those in it. Colin has over 30 years of construction management experience in both the office and the field combined with seven years of university teaching experience.



RYAN POPP

Associate consultant, ASKM & Associates

Ryan has helped coach and encourage over twenty project teams towards utilizing the various levels of the LPS on projects throughout New England. As an associate consultant, Ryan co-facilitates corporate and trade-level training and coaches Lean journeys. Ryan's skill sets are in Lean Construction and management techniques.



TOM RICHERT

Principal, Rising Terrain

Tom began his work with Lean principles in 2000. He is a regular contributor to the LEI Lean Post, co-author of several papers addressing lean topics, and has lectured to graduate classes at several universities. He is a Lean Summit workshop facilitator, a member of the LCI, and a frequent presenter at LCI annual conferences.



JOHN ZACHARA

Integrated Facilities Solutions

As Vice President at IFS, John is responsible for the program and capital budget management of a multiple site acute care healthcare organization. With more than 25 years of project management experience, my breadth of knowledge includes budget phase through job completion in a variety of projects commercial, retail, hospital, clinical, research, educational and religious facilities.



PATRICIA TILLMANN

Sr. Manager for Lean Project Delivery, The Boldt Company

Patricia has a Ph.D. in construction management and has recently joined Boldt as a Sr. Manager for Lean Project Delivery. In her previous role, as an owner, she worked with different general contractors to improve lean practices, advocating for a more holistic perspective to LPS.

THE LAST PLANNER SYSTEM[®] CONFERENCE



SPEAKERS

March 22&23.2023



NICK LOUGHRIN

Group Manager - Project Delivery Services, The Boldt Company

Nick has over 25 years of experience in the construction industry. He is a certified LCI instructor and a thought leader in Boldt's Integrated Lean Project Delivery[®] (ILPD) process. By engaging with customers from the very beginning, Nick gains a deep understanding of what they value and ultimately customizes how production will be executed to achieve those value objectives.



SPENCER EASTON

Lean Innovation Champion, Mortenson Construction

Spencer has been in the construction industry since 2004. He spent 10+ years planning and scheduling for multiple GC's and had the opportunity to apply Takt in Construction to over 200 projects. He currently is directing the efforts for 5S, Last Planner and Takt Planning at Mortenson Construction.



BOONE WHITE

Superintendent, ICM Construction

Boone started his career at Hoar Construction as an assistant superintendent where he had the opportunity to work on several different types and sizes of projects. His career was forever changed in 2015 when he was introduced to Lean. Shortly after that, he learned The Last Planner System and helped implement it on several projects.



JOSHUA KREITLER

Project Superintendent, McCarthy Building Companies

Josh is a Project Superintendent and Lean Practitioner with experience implementing the Last Planner System, Takt and Scrum with project teams on multimillion-dollar construction projects. Joshua actively serves on the McCarthy Lean Leadership Team and as a Core Team Member of the LCI St. Louis Community of Practice.



BUDDY BRUMLEY

Sr. Superintendent, Skiles Group

Buddy has over 35 years of construction experience, and is a "Lean Champion" within the firm where he helps to teach Skiles Group's Lean processes and tools, drives adherence to those protocols, seeks innovative solutions to achieve the firm's Lean goals, and generates enthusiasm for the firm's Lean initiatives.

THE LAST PLANNER SYSTEM[®] CONFERENCE



SPEAKERS

March 22&23.2023



GLEN AUSTIN

Field Team Leader, Impetus

After beginning his construction career in 1998 as a carpenter, Glen's commitment, drive, and leadership earned him promotions through the field operations career path. Over his 21-year career in the industry, he developed a vast knowledge of construction materials and critical methods in all types of commercial construction.



DICK BAYER

Vice President for Lean and IPD, Colliers Project Leaders

Dick is the Vice President of Colliers Project Leaders and an Adjunct Professor at the Burns School of Real Estate and Construction Management at the University of Denver. He is currently working as the IPD/Lean Design and Construction Adviser for the Centre Block Rehabilitation Project of the Canadian Parliament building campus.



GARY FISCHER

Executive Director, Project Production Institute

Gary is currently the Executive Director of the Project Production Institute. Prior to that, Gary spent 40 years in Chevron's capital projects organization and held a variety of executive roles. Before retiring, Gary was responsible for Chevron's implementation of project production management and digital transformation.



PAZ ARROYO

Quality Leader, DPR Construction

Paz holds a Ph.D. in civil and environmental engineering from UC Berkeley. She has extensive experience in the construction industry, with a strong background in lean management, especially around decision-making in design. Paz is a co-founder of CollabDecisions, a platform to share knowledge on collaborative decision-making.



SEAN GRAYSTONE

Founder, Project Leadership and Delivery

Sean has over 40 years of experience in Industrial, Commercial, and Residential Construction. He specializes in Lean Construction and collaborative project delivery, Teams, best leadership, and management practices. His goal is to create safer industry environments: physically, mentally, emotionally and financially.

THE LAST PLANNER SYSTEM[®] CONFERENCE



SPEAKERS

March 22&23.2023



GLENN BALLARD

Director P2SL, University of California Berkeley

Glenn began lecturing on productivity and quality improvement at the University of California, Berkeley in 1989 and was named Research Director for the university's Project Production Systems Laboratory (P2SL) in 2005. He co-founded the IGLC in 1993, the LCI in 1997, the P2SL in 2005, and Lean in the Public Sector in 2007.



STAN CHIU

Healthcare Director, Gensler

Stan brings over 25 years of experience in complex projects focused on the Health, Wellness, and Education sectors. His projects have been recognized for design excellence including National AIA and SCUP Honor Awards. Stan serves on professional and institutional boards and is the 2022 National Board Chair of the LCI.



FELIPE ENGINEER-MANRIQUEZ

Director - Project Delivery Services, The Boldt Company

Felipe is a serial intrapreneur and an International Lean speaker and practitioner with over two decades of experience in process improvement, project planning, and execution, change management, and employee engagement in the construction industry. Felipe is also the host of The EBFC Show Podcast.



TOM WEATHERS

Director of Purchasing & Systems Innovation, Landis Construction

As a licensed architect trained at MIT, Tom brings a unique perspective and a lot of passion to production planning and problem-solving. This past year, Tom brought that passion to his volunteer role as LCI's 2022 Congress Planning Team Chair. He served as the local Leader of the New Orleans CoP/NOLA Lean from 2019 through 2021.



JEREMEY ATKINSON

Project Manager / Lean Coach, Landis Construction

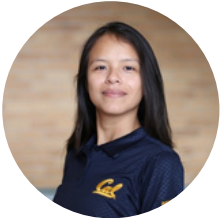
Jeremy served 4 years in the United States Army, culminating in the rank of Captain. He is a big supporter of lean principles, philosophies, and methods. He is an active member of the New Orleans Lean Construction Community of Practice. He has completed over 120 projects valued at more than \$100 million ahead or on schedule.

THE LAST PLANNER SYSTEM® CONFERENCE



SPEAKERS

March 22&23.2023



SULYN GOMEZ VILLANUEVA

Quality Corporate Services, Senior Quality Eng., DPR Construction

Sulyn is a civil engineer who started her Lean journey in 2013 working for a GC in Peru. Inspired by what she learned and curious about what else was out there, she went back to school and did some research on IPD delivery methods. Her latest research focus has been on the role of people's behavior for better quality management.



DAVID MULLINS

Data Center Project Manager, Mortenson

David started his journey in the construction industry as a carpenter. David is passionate about all things construction and how to optimize the whole team's approach to deliver projects more efficiently. David is a strong believer in TAKT and how it can optimize construction delivery.



SCOTT KING

Project Manager, Robins & Morton

Scott began his career in construction 11 years ago. He's served in both project management and superintendent roles. He began his Lean journey in 2015 and has coached countless projects in utilizing various Lean tools. Scott has contributed to the success of more than \$300 million worth of work.



CORY HACKLER

Lean Manager, DPR Construction

Cory is an advocate, and educator for Lean at DPR Construction. He became an advocate early on in his career working in the field as a superintendent. Cory has worked for a few different GC's and used the PDCA cycle of improvement on each of his projects. He is currently focused on improving Lean delivery at DPR.



RYAN VAN DYKE

Senior Superintendent, Robins & Morton

Ryan is a graduate of East Tennessee State University and has been in the industry since 2001. He was a leader in Robins & Morton's earliest efforts to implement Lean tools such as the Last Planner System® and continues that leadership today through coaching project teams.

THE LAST PLANNER SYSTEM[®] CONFERENCE



SPEAKERS

March 22&23.2023



GEORGE BUTLER

Field Superintendent, Robins & Morton

George has been in the construction industry for more than 15 years, specializing in healthcare construction. He was introduced to the Last Planner System[®] in his first project with Robins & Morton a decade ago and continues to advocate for the use of Lean tools on every project.



TOM ALBERT

Senior Project Manager, Robins & Morton

Tom is a senior project manager, currently working at BayCare Wesley Chapel in Tampa. He is a civil engineering graduate of the University of Illinois, Champaign-Urbana, and has been in the industry for 26 years. He has spent the majority of his career specializing in the construction of healthcare and clean room facilities.



ROBIN HENDRICH

Vice President - Service Transformation, Jacobs

Robin earned her BS in engineering from MIT and her masters from UC Berkeley. At Berkeley, she studied Lean Construction under the founder of the field. Through her Lean background, she strived to improve the project delivery process and train the next generation of engineers to use lean thinking to reduce waste & generate value.



JESSICA KELLEY

Director of Integrated Project Delivery, Merck

Jessica is the director of integrated project delivery at Merck. She has been on her lean journey for more than 15 years. For more than 10 years, she served on the Northern California community of practice core team. Prior to her role as an owner's representative, she spent 20 years at an HVAC trade partner.



MATT CUKOVECKI

Senior Purchasing Manager, Lean IPD Leader, Procter & Gamble

While spending the first 16 years of his career as an engineer in both the Automotive and CPG industries, Matt has served roles and was responsible for many disciplines such as technical engineering, product development, construction management, cost engineering, and project/program management.