

THE LEAN CONSTRUCTION IN THE FIELD CONFERENCE



SEPTEMBER 21. & 22.2022

8 AM - 4 PM PT

Live Virtual Event - Recording Available

CONFERENCE PROGRAM

THE LEAN CONSTRUCTION IN THE FIELD CONFERENCE



PROGRAM

DAY ONE

08:00 - 08:15 PT

CONFERENCE INTRO

08:15 - 08:45

ONE BIG INNOVATION AND FOUR PRINCIPLES - HOW TO MAKE THE LAST PLANNER SYSTEM WORK BETTER FOR YOU



KYLE MYERS
WEAVERCOOKE
Construction



DAVID MACKAY
Milestone Lean
Consulting

Fact: Very few people on our projects will ever become Lean experts. How do we design and implement the Last Planner System to get the best possible results in the field? How do we keep it going? In this session, Kyle and David will look at four key principles and one simple but profound innovation that go a long way toward solving that problem. It doesn't matter the size of your organization or projects. They apply to everyone. And they are simple.

08:45 - 09:15

IMPLEMENTING THE LAST PLANNER SYSTEM SUCCESSFULLY BY CLEARLY DEFINING THE PROCEDURE, ROLES AND RESPONSIBILITIES



JOHN HURRELL
Kinetic
Construction



MARCO GRAW
Kinetic
Construction

Clearly defining the LPS procedure, the roles and the responsibilities of the team are crucial to succeed in implementing the Last Planner System. In this session, Marco and John will discuss the importance of creating and following the procedure for successful LPS rollout on the projects. They will also share lessons learned and best practices adopted by presenting a case study of an institutional project.

09:15 - 09:30

Q&A

09:30 - 09:45

BREAK

09:45 - 10:15

SUCCESSSES AND FAILURES OF THREE DIFFERENT LEAN ROLLOUTS AT THREE DIFFERENT GENERAL CONTRACTORS



JAMES GUNTORIUS
Talley Riggins Construction

In this session, James will explore the success and failures of three different rollouts at three different GC's. Each rollout had its own unique circumstances that had to be overcome. What was the level of buy-in from upper management? How and who supported the field staff and what was the impact on implementation? What do you prioritize, tools or people? How long did it take to build trust and create value with each rollout? Lessons learned from these rollouts may help you implement Lean with fewer bumps in the road.

10:15 - 10:45

INTEGRATED WWP SAFETY, QUALITY & REWORK TRACKING. HOW TO KEEP WWP MORE THAN JUST A PIECE OF PAPER TO BE PUSHED AROUND



HEATHER ORMONDE
Flintco

The Weekly Work Plan can be more than just a paper to rubber stamp weekly. When is the last time you used PDCA to improve the industry standard WWP excel file? What if the WWP did more than just help trades plan work for next week? How could Safety be positively impacted by advanced planning and multiple team member reviews? Come hear how Flintco project teams have used our safety and quality integrated WWP to improve the planning process.

10:45 - 11:00

Q&A

11:00 - 11:15

MEET THE EXHIBITORS

11:15 - 12:00

BREAK & EXHIBITORS DEMOS

THE LEAN CONSTRUCTION IN THE FIELD CONFERENCE



PROGRAM

DAY ONE

12:00 - 12:45

SUPERINTENDENT PANEL

How can we succeed in applying Lean Construction in the field? 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 Lean Construction improved the way we build? This and more will be discussed in the superintendent panel, with real hands-on experiences and lessons learned from the field.

MODERATOR



DAVID MACNEEL
On Point Lean Consulting

PANEL



EVERETT RAUCH
Suffolk



NICK CLEMENS
O'Shea Builders



BOONE WHITE
ICM



MORGAN BETANCOURT
Okland Construction

12:45 - 13:00

Q&A

13:00 - 13:15

BREAK

13:15 - 13:45

HOW TRADE PARTNERS CAN UTILIZE THE PILLARS OF LEAN: RESPECT FOR PEOPLE AND CONTINUOUS IMPROVEMENT



MATT KITZMILLER
Rosendin Electric

This session will focus on how Rosendin utilizes the two pillars of lean to build a stronger and more welcoming culture and workforce. Matt will explain how he and his team focus much more on the people side of the business, by investing in their teams. Those investments in people, rather than policies/procedures, show the biggest ROI. This session will also explore some continuous improvement practices that set Rosendin apart from many other trade partners.

13:45 - 14:15

THE HEDGEHOG EXPERIMENT - HOW TO SIMPLIFY LEAN PRINCIPLES FOR OUR TRADE PARTNERS



JAMES GABLE
Adolfson and Peterson
Construction



KARL STIDHAM

The Hedgehog experiment was born out of the need to simplify the principles of lean and share them with our trade partners. Our trade partners are unfamiliar with the concepts of lean and how lean can help their organization. In this session, James will discuss how they teach their trade partners the principles of lean in a simplified and engaging way and how they try to overcome prejudices that have created a negative connotation to lean.

14:15 - 14:30

Q&A

14:30 - 14:45

BREAK

14:45 - 15:15

HOW A FRAMING AND DRYWALL TRADE PARTNER USE LEAN IN THE FIELD



KELLEY HUSS
KHS&S

How does a trade partner implement Lean when the General Contractor is not onboard? In this presentation, Kelley will explain how a framing and drywall trade partner implements Lean Construction internally and on their projects regardless of if the GC and owner have bought into the process. Although it is not ideal to apply LC without the full project team, in some cases it is the only thing that we can do. Kelley will explain how KHS&S trains their GC partners and owners on LC.

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PROGRAM

DAY ONE

15:15 - 15:45

PLANNING BY LISTENING: DRIVING ONSITE EFFICIENCY THROUGH OFFSITE WAREHOUSING

What does “just-in-time” mean in the middle of material shortages, long lead times, and volatile pricing? Matt, Josh and Kyle will share how a scale-able warehousing strategy maintains just-in-time delivery to the jobsite despite these uncertainties. They’ll also discuss how offsite fabrication, pre-assembly and kitting can positively impact schedule and quality while making more efficient use of labor – and what it takes to successfully manage manufacturing and logistics in addition to onsite construction. This session will also help future-proof your construction management skills as prefabrication becomes an even larger part of our industry.



JOSH YOUNG



KYLE DAVIS



MATT HARTY
Robins & Morton

15:45 - 16:00

Q&A

16:00 - 16:05

DAY ONE CLOSING REMARKS

DAY ONE



THE LEAN CONSTRUCTION IN THE FIELD CONFERENCE



PROGRAM

DAY TWO

08:00 - 08:15 PT

DAY TWO CONFERENCE INTRO

08:15 - 08:45

DON'T MISS THE BOAT: HOW TO SUCCESSFULLY ONBOARD NEW MEMBERS TO A HIGH PERFORMING LEAN TEAM

At the start of projects, there is usually a heavy emphasis for all team members to be "rowing the same direction" towards the common goals. All of the early team members get to develop the relationships and practices necessary to perform at a high level. What happens when you move on to a new phase and new team members join? Do they seamlessly fit in, or do they seem like an outsider? In this session, George and Cade will explore some of the pitfalls that we can run into when new members join an already high-performing team and ways to solve that.



GEORGE
HUNT
IPS



CADE
KEYES
Columbia

08:45 - 09:15

THE HARDEST PART OF CONVERTING AN OLD SCHOOL MINDSET

Have you ever been told, "That's just how I've always done it?!" Through the use of Lean processes, I have found a better way to build and finish jobs faster and smoother. In this session, Buddy will unveil how to convince old-school folks to be open to experimentation while building. Buddy will share 1) Why you should experiment with new concepts, strategies, and tools; 2) why flow is better than chaos, 3) why finishing zones as we go is better than starting in different areas, 4) why trade organization and cleanliness is important & 5) how to use visuals.



BUDDY BRUMLEY
Skiles Group

09:15 - 09:30

Q&A

09:30 - 09:45

BREAK

09:45 - 10:15

HOW PRODUCTION CAN BE MANAGED AND INCREASED EFFECTIVELY

What is production? How do we make it? How do we increase it? How do we manage it? For most, the answer is to simply add more people, bring more materials, and add more money to solve the problem. Let's think of it like this. If there is a cook in the kitchen, and you want to increase his production, would adding more people in the kitchen, staking more ingredients on the counter, and giving him money solve the problem? In this session, Jason will dig deeper into production control.



JASON SCHROEDER
Elevate Construction

10:15 - 10:45

HOW TO CREATE AND MAINTAIN FLOW IN CONSTRUCTION PROJECTS

Flow and one piece flow is essential for minimizing waste and delivering value to the customer. In this session, Melisa will share the methods and practices that she uses on her projects to help create and maintain flow. She will explain how she identifies problems that impeded flow, how she teaches her team to identify waste, and how her team talks about problems and improvements.



SPENCER
EASTON
Mortenson



CLARA INÉS
RAMÍREZ GAMBA
Okland Construction

10:45 - 11:00

Q&A

11:00 - 11:45

BREAK & EXHIBITORS DEMOS

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PROGRAM

DAY TWO

11:45 - 12:30

CASE STUDIES: APPLYING LEAN IN THE FIELD

How is Lean Construction applied in different projects across the industry? In this session, you will hear 3 different case studies from different companies on: 1) Applying the Last Planner System during the pandemic - how we made digital and remote work, 2) How Progressive Design Build and Lean can be leveraged to build great team culture, and 3) Leveraging lean principled tech in stagnant areas of operations.



JOHN TOCCI JR
PCL



J. BRANDON DEKKER
CannonDesign



JAY SNYDER
Big Blue Innovations

12:30 - 12:45

Q&A

12:45 - 13:00

BREAK

13:00 - 13:30

WHY THE LAST PLANNER IS NOT SUCCESSFUL ON MOST PROJECTS - IT STARTS WITH OUR THINKING



HAL MACOMBER

Last Planner and Takt Construction implementations sometimes go badly. While there can be many reasons, the human dimension may be the significant and most actionable influencers. Various aspects of what makes us human such as psychology safety and cognitive blindnesses directly lead to underperforming in creating change. Learn those and some of the other seven characteristics of our humanness that challenge us while making profound change and learn what you can do about them.

13:30 - 14:00

DAILY HUDDLES & CONSTRAINT MANAGEMENT PRACTICES THAT HAVE WORKED AND HOW TO ENABLE THESE PROCESSES THROUGH CULTURE



JOSHUA KREITLER
McCarthy

Daily huddles & constraint management are two concepts you can start today on your projects and gain an immediate impact. There is a reason huddles are a critical part of so many lean practices. When we put a process in place to identify and remove constraints effectively we stop being firefighters and can look ahead, plan our work and focus on improvement. In this session, Joshua will look at both of these practices and provide examples from recent projects

14:00 - 14:15

Q&A

14:15 - 14:30

BREAK

14:30 - 15:00

EFFECTIVE COMMUNICATION: HOW TO IMPROVE THE COMMUNICATION ON THE JOBSITE



ANDREW
MCLAUGHLIN
Turner Construction

Do the meetings required to run the last planner system on your job seem like overkill? Is your message and plan getting to the front line worker daily? In this session, Andrew will discuss how to generate a flow in your jobsite communication, while reaching the front-line workers daily. The emphasis of this session is on HOW we can improve the communication on the jobsite.

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DAY TWO

15:00 - 15:30

VULNERABILITY & TRUST IN THE CONSTRUCTION INDUSTRY

In this session, the authors of Lean & Love 5S Love Letters, Jennifer Lacy and Jesse Hernandez, will share how they discovered our industry would benefit from A No BS look into how your relationships create Ripples Of Impact. From the crazy idea of Livestreaming on the uber squishy subject of relationships to realizing the participants represented the largest builders in the country; they will take you through why they doubled down on vulnerability & trust and how demonstrating psychological safety led to an emerging community focused on healing our industry. Lastly, they will share several of the cheat codes from their book, actionable cheat codes that you could put into practice immediately.



JENNIFER
LACY
Robins & Morton



JESSE
HERNANDEZ
Depth Builder

15:30 - 15:45

Q&A

15:45 - 16:00

CONFERENCE CLOSING

DAY TWO



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SPEAKERS

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KYLE MYERS

Project Executive, Weavercooke Construction

Kyle spent the first 20 years of his professional career in the Hospitality Industry, serving in both operational and project management roles. Over the past 4 years at Weaver Cooke Construction, Kyle has led Project Teams through The Last Planner System, and practical implementation of Lean Techniques in the Field.



DAVID MACKAY

Founder, Milestone Lean Consulting

David is the founder of Milestone Lean Consulting. He assists projects and organizations with Lean transformations, the Last Planner System®, and Value Stream improvements. He created the 5S training for LCI and is an AGC Lean Construction Education Program Instructor. He has over 30 years of hands-on experience.



JOHN HURRELL

Lean Field Integration Manager, Kinetic Construction

John is responsible for training, mentoring, and coaching the project teams with LPS implementation. Over the past 10 years, John has worked as a Carpenter and Superintendent. He is well versed in leading and facilitating project team members and trade partners in the planning and execution of ICI projects.



MARCO GRAW

Superintendent, Kinetic Construction

Marco has over 25 years of experience in construction proficiently working on ICI and multi-residential projects. Marco believes that building relationships and open communication are the keys to success. He is currently implementing Lean & LPS on a seismic project to gain reliable workflow and collaboration.



JAMES GUNTORIUS

General Superintendent, Talley Riggins Construction

James began his career in construction in 1985. Through his mentoring, James has helped many project teams successfully start their Lean Journeys. His belief is that tools are important but without the people nothing will work. Elevating every person on projects is where the magic happens.

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HEATHER ORMONDE

Lean Manager, Flintco

Heather Ormonde is a Lean Manager for Flintco Construction with over 15 years in the AEC industry. She started her lean journey over a decade ago, she was immediately immersed in the philosophy of improving what we do every day and eliminating waste to create value.



DAVID MACNEEL

Lean Construction Coach, On Point Lean Consulting

David regularly presents on Lean thinking, Lean Project Delivery, and Last Planner System® at the local and national levels. His firm On Point Lean Consulting has coached hundreds of large-scale construction projects across the U.S., and internationally which resulted in significant cost and schedule savings.



EVERETT RAUCH

Superintendent, Suffolk

Everett is an experienced Superintendent with a demonstrated history of working in the construction industry since 2004. Skilled in Project Planning, Field Operations, Concrete, and Site Logistics. He is CM-Lean certified and utilizes Lean Construction to improve the effectiveness of his projects.



NICK CLEMEN

Senior Superintendent, O'Shea Builders

Nick brings 23 years of experience to the construction industry. For the last eight years, he has worked exclusively on Hospital Sisters Health System projects. He has led more than 100 projects of various sizes and is experienced and trained in working in dynamic healthcare construction environments.



BOONE WHITE

Superintendent, ICM Construction

Boone's career was forever changed in 2015 when he was introduced to Lean after reading The Goal and 2 Second Lean. Shortly after that, he learned The LPS and helped implement it on several projects. From that, Boone's heart was changed in a way that drove him to find better ways to build projects with respect for people.

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MORGAN BETANCOURT

Okland Construction

Practitioner of Lean with experience implementing the Last Planner System and Takt with multimillion dollar construction project teams, Morgan has over 12 years of experience in the construction industry. She is passionate about continuous improvement, efficiency, and building better, easier, cheaper, and faster



MATT KITZMILLER

Lean trainer, Rosendin Electric

Matt began his career as an electrician in California 22 years ago. He found his way to the training department at Rosendin Electric in 2018, where he uses lean practices to help shape and reshape policies, standards, as well as build the current and future leaders of the electrical industry.



JAMES GABLE

General Superintendent, Adolfson and Peterson Construction

James has 34 years of experience in construction, mostly working in industrial construction. He is open to implementing lean philosophies and practices into everything he does. As host of his Podcast The Uncommon Communicator, James strives to bring enlightenment and ownership to the topic of communication.



KARL STIDHAM

Assistant Superintendent, Adolfson and Peterson Construction

Karl's experience is both in residential construction and commercial construction. He has helped create a lean team that focuses on building the culture within the company, creating efficient tools, and identifying/minimizing waste. As an Assistant Superintendent, Karl enjoys seeing the positive outcomes that lean brings.



JOSH YOUNG

Senior Superintendent, Robins & Morton

As Senior Superintendent, Josh is responsible for the planning, coordination and supervision of personnel trade contractors, and vendors engaged on projects, ensuring they complete the work on time, within budget and to the satisfaction of the owner. Josh has 20 years of experience, including 15 with Robins & Morton.

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KYLE DAVIS

Senior Mechanical Preconstruction Manager, Robins & Morton

Kyle is charged with guiding projects through the preconstruction phase while maintaining program, scope and quality. He plays a key role in promoting the company's collaborative approach and driving continuous improvement efforts. Kyle has more than 16 years of experience in the mechanical trade industry.



MATT HARDY

SmartFab® Director at Robins & Morton

Matt oversees the company's systemic review processes to identify and implement a customized, project-specific pre-assembly, modular and prefabrication plan on every project. Matt is a 25-year electrical construction veteran with expertise in prefabrication and the healthcare sector.



CLARA INÉS RAMÍREZ GAMBA

Superintendent Assistant, Okland Construction

Clara possess 15+ years of successful experience as project manager engineer on multifaceted projects including residential and commercial buildings, schools, churches, temples, roads. As a project manager she established a feedback meeting program. As a result quality was improved, errors were decreased and change orders were reduced from six to one.



GEORGE HUNT

Corporate Lean Director, IPS

George is the Corporate Lean Director for IPS, a global EPCMV firm. He uses his passion for Lean construction to help teams improve the way they work. He has held past positions in the field, VDC, project management, and planning and scheduling, and has delivered projects of varying scope and complexity.



CADE KEYES

Lean Manager, Columbia

Cade is a Lean Manager for Columbia. He has nearly 15 years of construction experience, most spent in the field as a Superintendent where he managed a variety of project types. His most recent efforts have been on helping project teams to develop and implement lean principals to improve the way they work.

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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.



JASON SCHROEDER

Owner and Lead Consultant, Elevate Construction IST

Jason is a former Field Operations and Project Director. He has worked as a construction leader for 22 years through positions that range from field engineer to general superintendent. He is the creator of the Field Engineer Boot Camp and Superintendent Boot Camp, which are immersive courses that train field leadership.



KELLEY HUSS

Operations Lead at KHS&S Contractors

Kelley has over 16 years of experience in the construction industry specializing in Project Management, Scheduling and IPD/Lean. She has worked on a wide variety of projects including condo towers, casinos, themed construction, hospitals, and tenant improvement. All while focusing on managing teams with ideals based around trust, respect, and continuous improvement.



JOHN TOCCI, JR

VDC Manager, PCL Construction

John Tocci Jr serves as PCL Construction’s Design Manager, lending his process, technical, and VDC expertise to projects spanning throughout California. His project portfolio amounts to over \$5B. John most recently has been working with Cal Poly San Luis Obispo on various projects, as well as at Los Angeles International Airport (LAX).



J. BRANDON DEKKER

Irvine/San Diego Office Practice Leader, CannonDesign

Brandon has been in a leadership role for the past 14 years and in the field of design and construction for 20 years. Brandon sits on the Executive Board for the Southern California Construction Management Association of America (CMAA) as Past Board President and is the current Board President for DBIA Western Pacific Region.

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JAY SNYDER

Managing Principal, Big Blue Innovations

Jay has been in the construction industry throughout his 24-year career. He has led \$1 billion in project management operations and oversaw a healthcare system real estate portfolio and construction program containing 115 building assets. Jay is also a decorated Lieutenant Colonel in the Air Force reserve.



HAL MACOMBER

Partner & Practice Leader, Lean Projects

Hal Macomber is the author of *The Pocket Sensei*, *Mastering Lean Leadership* with 40 Katas. He's been studying, practicing, leading, and coaching lean for 25 years in the design and construction industry and the previous 20 years in manufacturing and software development. Hal co authored numerous IGLC papers and presented and instructed at the Lean Construction Institute annual Congress.



JOSHUA KREITLER

Project Superintendent, McCarthy Building Companies

Josh is a Project Superintendent and Lean Practitioner with experience implementing 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.



ANDREW MCLAUGHLIN

Superintendent, Turner Construction

Andrew has more than 15 years of experience in the construction industry. He served as a Lean Manager at Turner Construction, teaching and coaching around lean construction principles. Today Andrew is a Superintendent at Turner, leveraging his roots in the trades as a way to applying lean where it makes sense and adds value.



JENNIFER LACY

Lean Practice Leader, Robins & Morton

Jennifer has more than 18 years of experience in the construction industry. She leads the continued growth and development of Robins & Morton's Building Forward® approach. Jennifer is committed to helping connect people and bridge the gaps in our industry to help better serve every single person that impacts our work.

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JESSE HERNANDEZ

Principal, Depth Builder LLC

Jesse's career ranges from grading ditches to counseling Executives. His trek through the Org Charts has helped him appreciate that we are more alike than we are different. He leverages this insight and experience in supporting the clients of Depth Builder LLC in cultivating buy in.



SPENCER EASTON

Mortensen

Spencer has been in the construction industry for 17 years. He co-authored the book Elevating Construction Takt Planning. He holds certifications from PMI-SP, AACE-PSP, AGC CM-Lean, Acumen Fuse and Risk Analysis certified