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ATTRIBUTION GUIDELINES

Sieniewicz, T. (2016). “**Lean Project Leadership, How to Make Lean Work on Large Complex Projects**” “*Advances in Lean Design & Construction Practice from New England, across the US, and Abroad*” full-day event, IGLC-24, July 19, Boston, USA.

The Dream

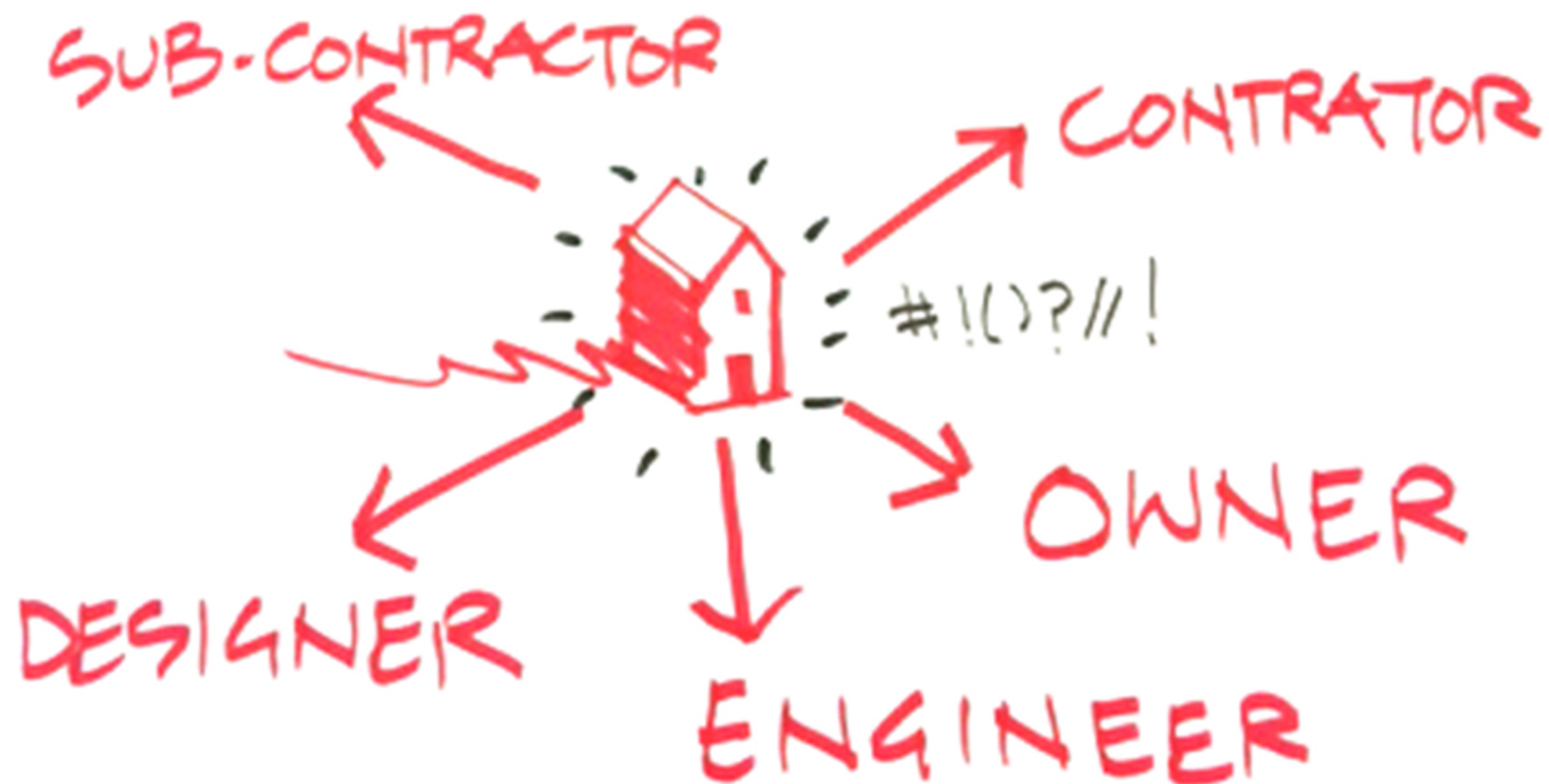
- Lean savings offered up front
 - No RFI's
 - No Change orders
 - Finite permitting
 - No shop drawings
 - 8 hour days
 - Instant cost modeling
 - Faster
 - One digital model
- Get all 3...faster, better, cheaper
 - Have fun

In contracting, design and construction

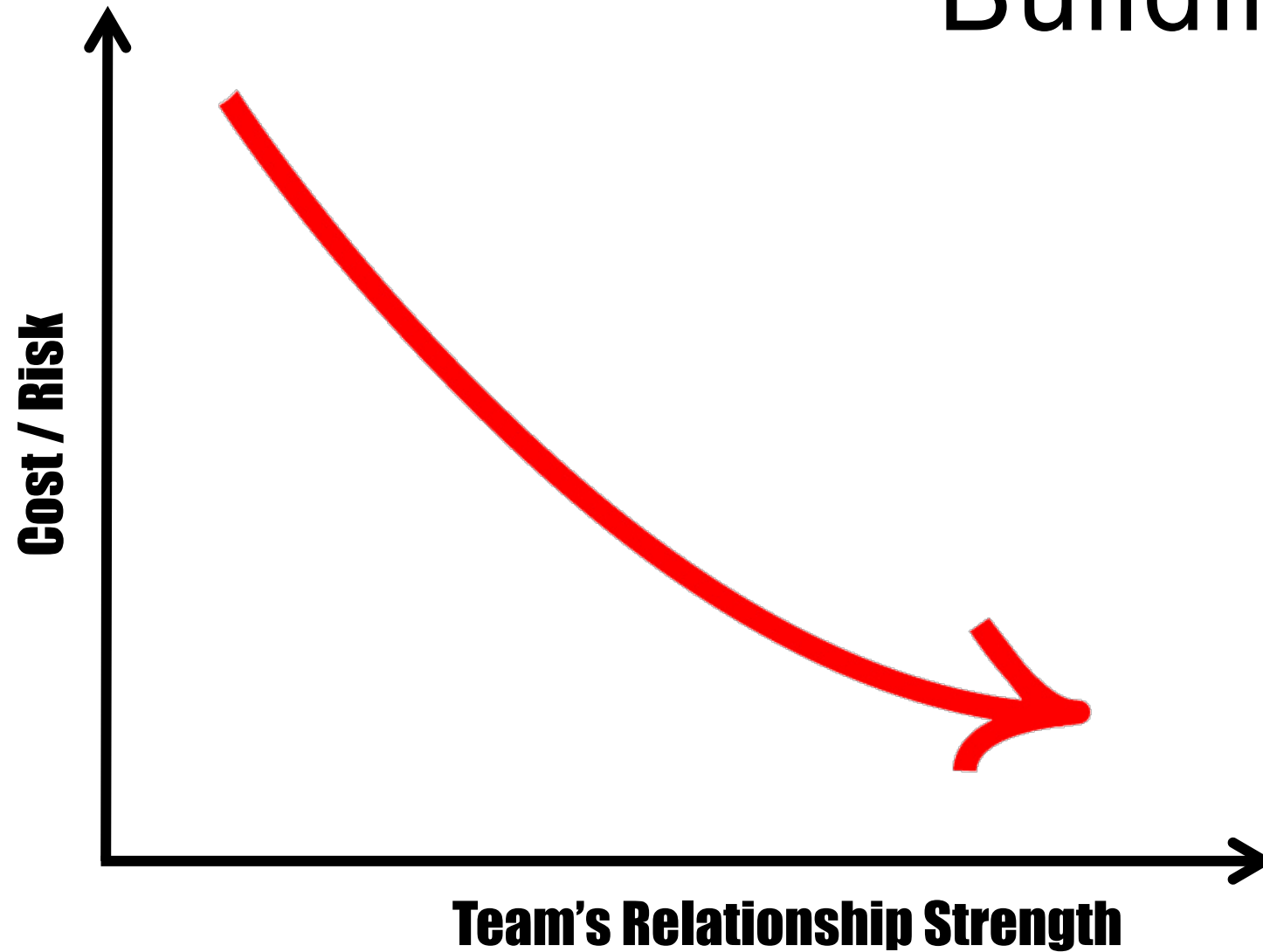
RISK = Dollars

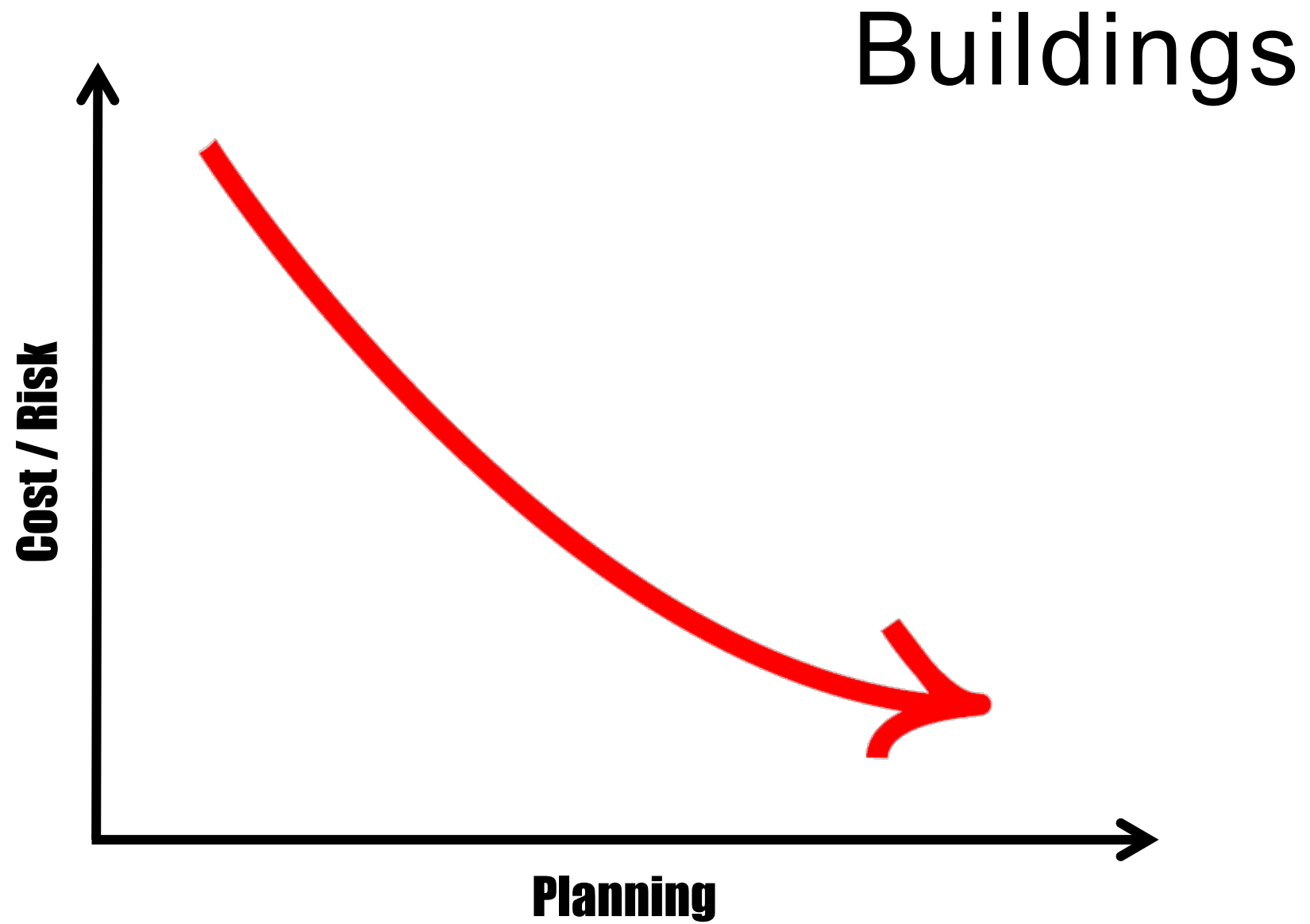
Can we just acknowledge this obvious
fact... then work LEAN to start
to chip away at risk,
to daylight it,
or apportion it.

RELATIONSHIPS

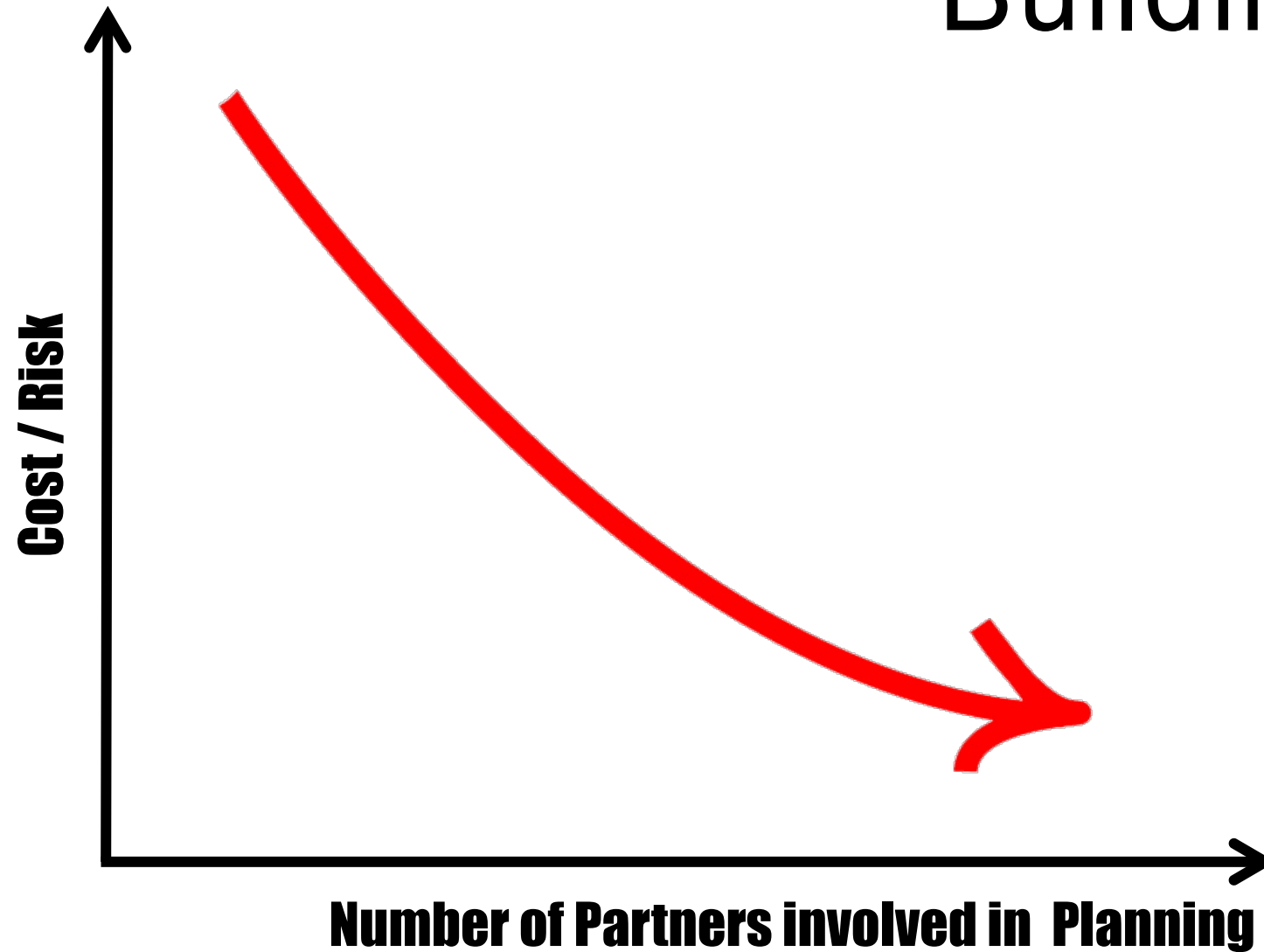


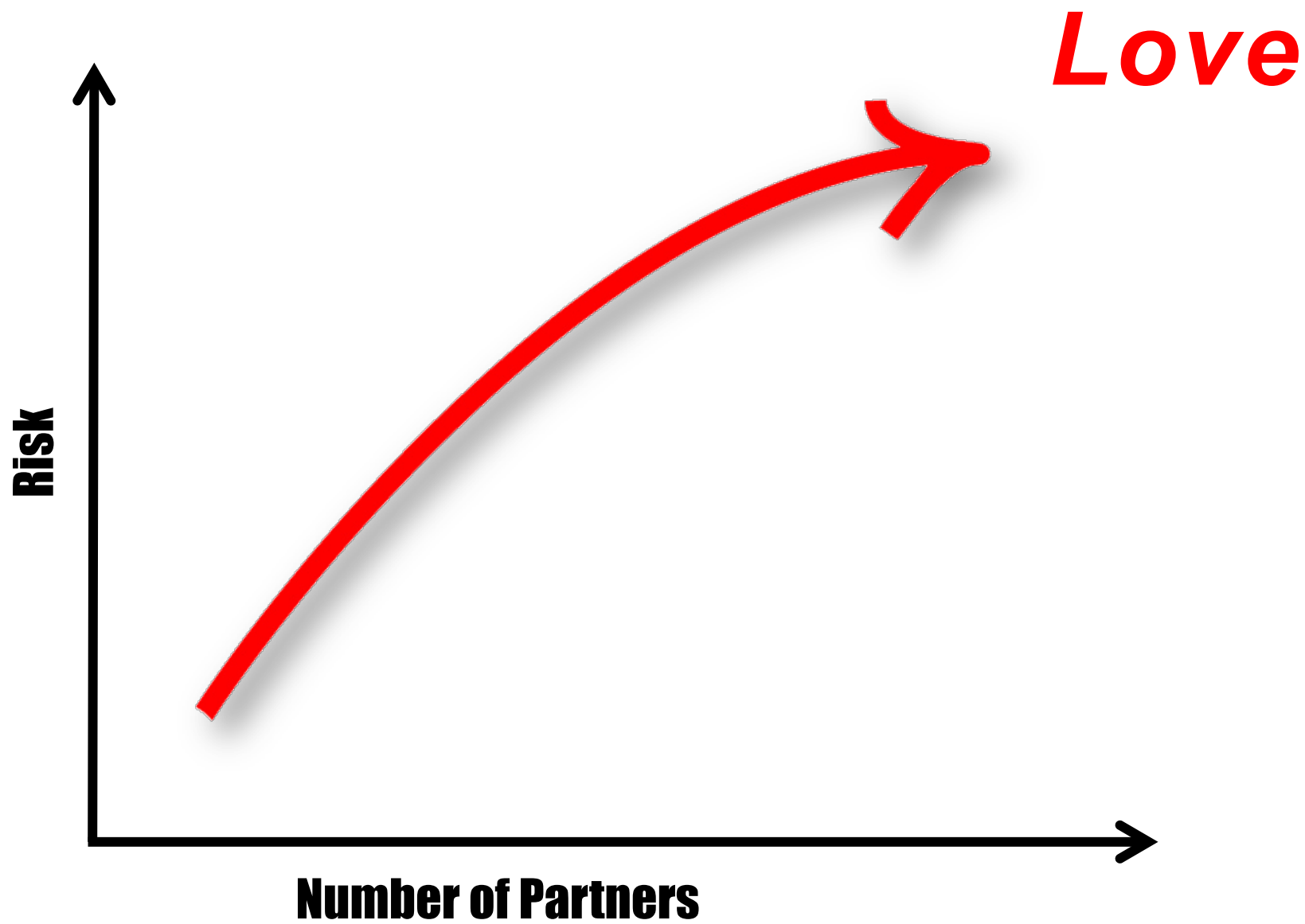
Buildings





Buildings





- **PLANNING**
- Talk about value
- When and how are budgets established
- The 30% design=budget= failure point
- Can we daylight holes at outset?
- Coordinators are gold
- The cutting and fitting process
- Owners seem to not value preconstruction time

- **BUILDING RELATIONSHIPS**
- We need to live our owners enterprises
- We need to understand each others businesses DEEPLY
- Gender/coordinators/bidding obsession
- Design assist
- Can business structures be understood
- Buy and SELL teams

- **SIZE MATTERS, BROADEN THE PLANNING TEAM**
- Have Subs and GC's help with CD's
- Life cycle perspective
- Give sub-contractors more time
- Pick sub-contractors on quals. Too
- No shop drawings
- All work is connected



Reduce RISK



Build Relationships

Target Value Design



