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ATTRIBUTION GUIDELINES

Jussaume, M. and Muncy, B. (2016). "Learning to Lead with Respect." *"Advances in Lean Design & Construction Practice from New England, across the US, and Abroad"* full-day event, IGLC-24, July 19, Boston, USA.

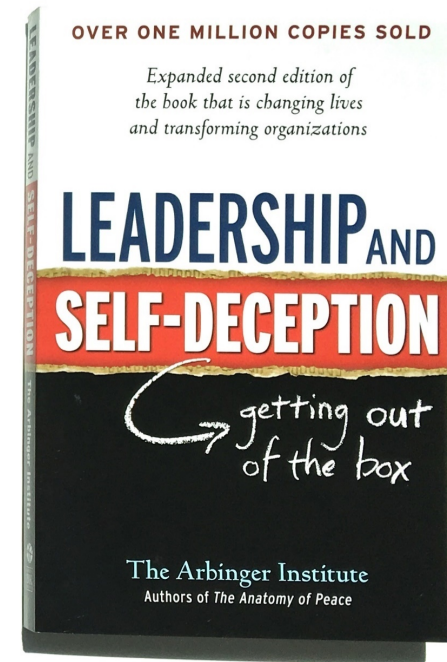
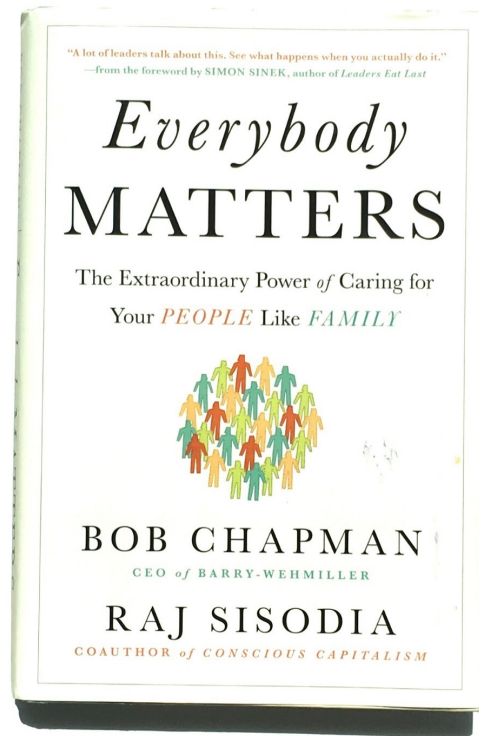
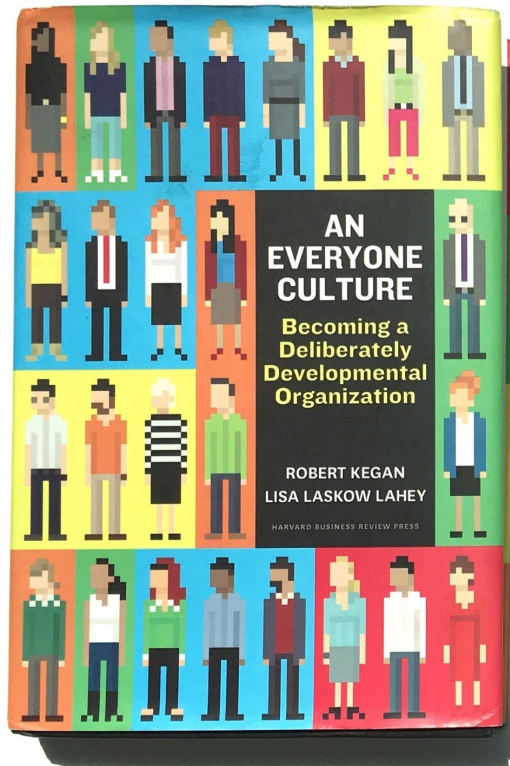


LEARNING TO LEAD WITH RESPECT

PRESENTERS

Mark Jussaume & Bernadette Muncy





Learning to Lead with Respect



[Home](#)[Who We Are](#)[How We Work](#)[Portfolio](#)[Socialize](#)[Contact](#)[Our Firm](#)[Leadership](#)[Services](#)

We are a healthcare design firm dedicated to serving the needs of people, both in the work that we do and how we do it.

Our singular commitment to the healthcare sector combined with our multidisciplinary service offering of architecture, engineering and interior design delivers unparalleled value to our clients.

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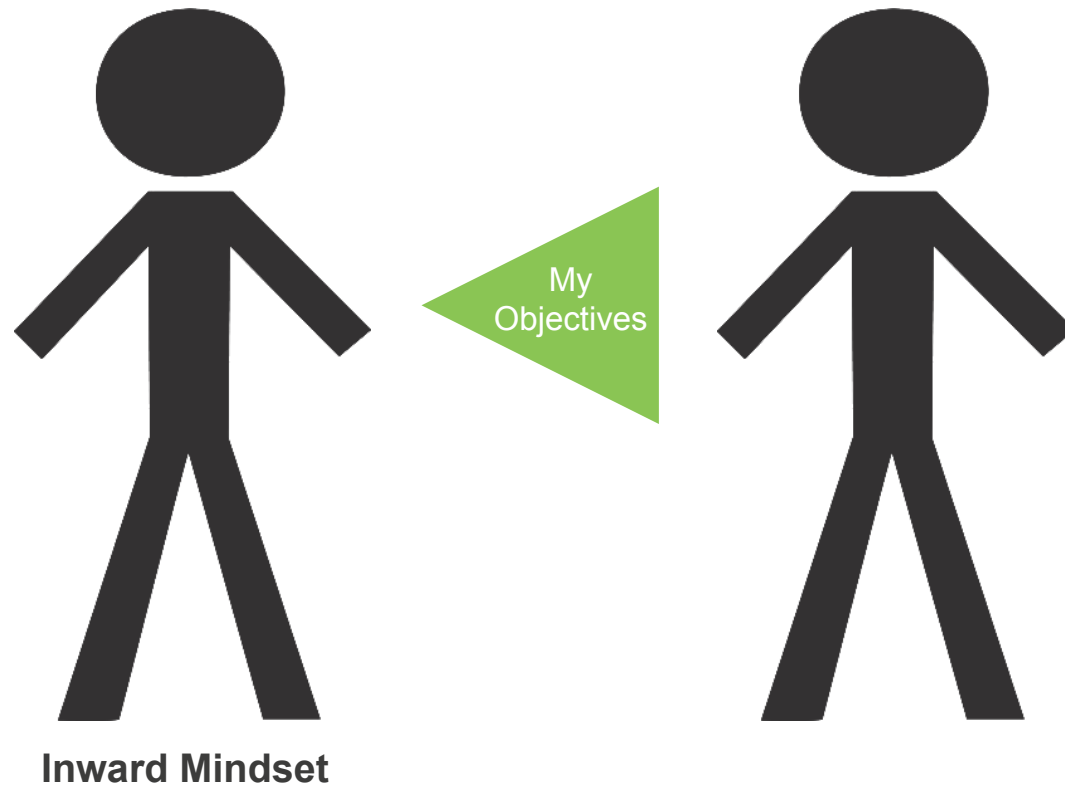
“ Failure to recognize and shift mindsets can stall the change efforts of an entire organization.”

- McKinsey

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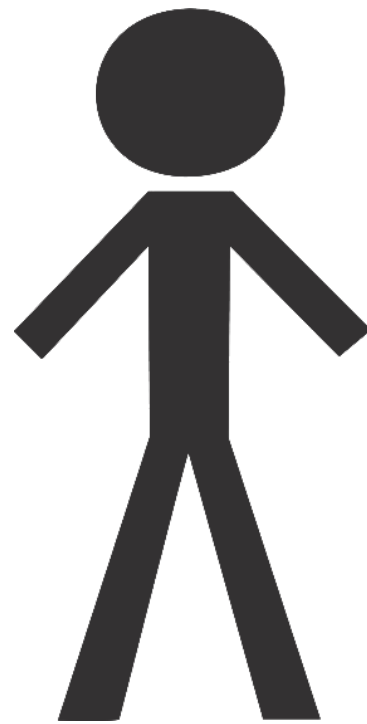
IGLC
2016 BOSTON INTERNATIONAL GROUP
FOR LEAN CONSTRUCTION

TRO
a healthcare design firm.

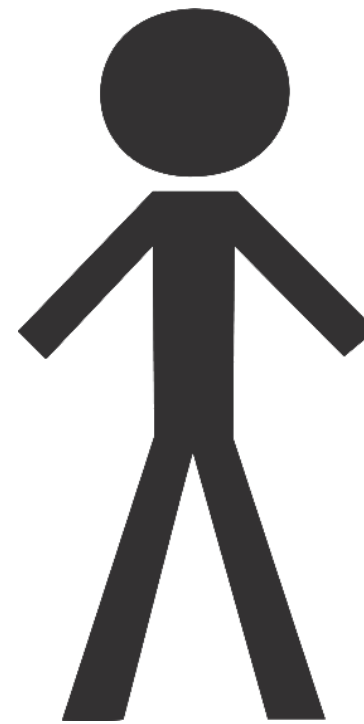


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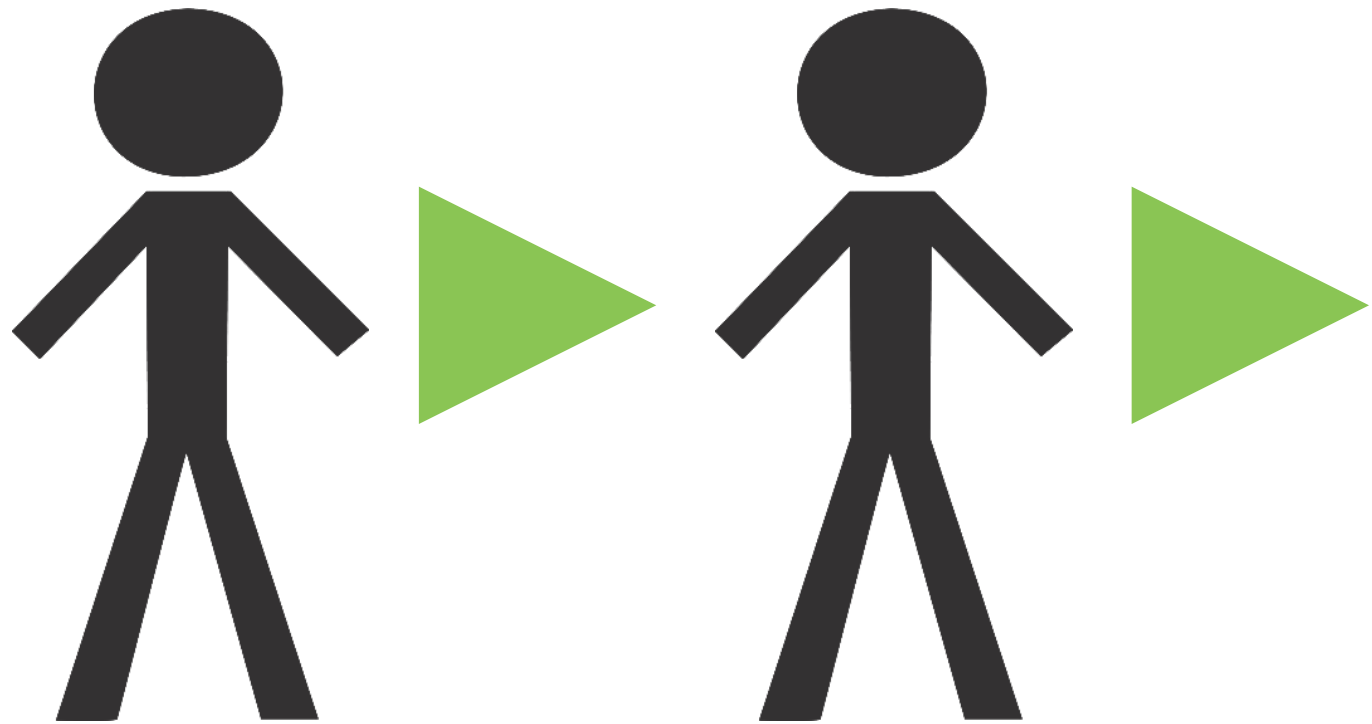
Outward Mindset





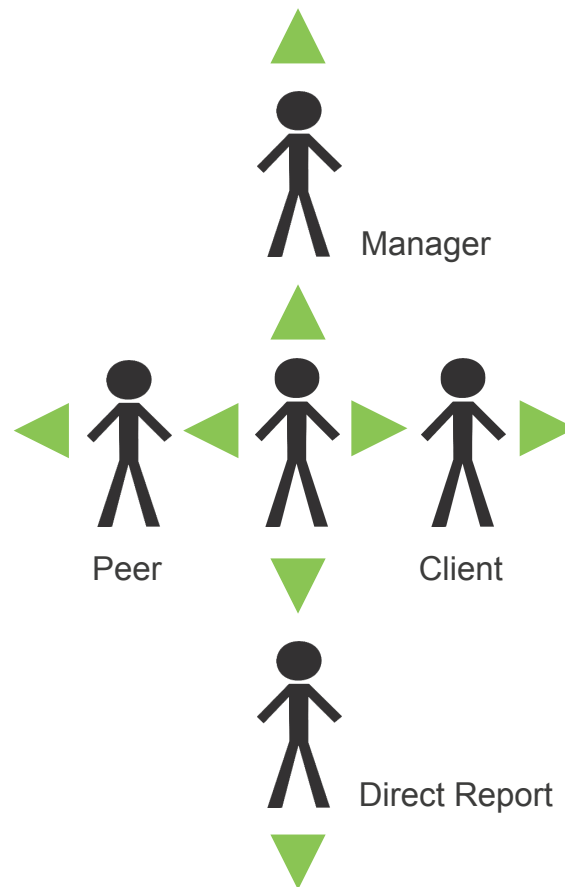
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**Would you rather be
right or successful?**

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BOSTON FOR LEAN CONSTRUCTION

TRO
a healthcare design firm.



“My Success”
vs.
“Our Success”

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Board Update: Lean Thinking Initiative

Background

- Lean Initiative presentation first given to board on January 25, 2012.
 - Initiative led to formulation of a Lean Committee, some preliminary A3 work, a few process improvements, and an on-line suggestion box. Ultimately Lean did not take hold.
- Inspired by our healthcare clients' commitment to improve staff and patient outcomes through the use of lean programming and planning, TRO set out to learn Lean in a different way.
 - June 2, 2014: Start of six (6) week daily learning sessions with Hal Macomber to develop deeper understanding of Lean and how Lean could be strategically implemented at TRO.
 - Lean Steering Committee has met bi-weekly since, to direct Lean thinking and initiatives moving forward.
- Lean has become part of the firm's operating strategy. Lean thinking and practices are inspiring and empowering staff to share knowledge and improve how we work.

Current State—Overview

Continuous Improvements & KaiNexus

Monthly Continuous Improvement Chart

Knowledge Briefs

Failure Demand—RFI Analysis

KanBan Boards

Stand-up meetings

Knowledge Brief #:	KB	Title:	Board Update: Lean Thinking Initiative
Date:	7/7/16	Revision Date:	
Author:	Dennis Stone	Reviewer:	

Current State—Results

Continuous Improvements

- 436 improvements in 14 months; 31 per month; ~3 per person
- 28 senior staff have participated in Continuous Improvement leadership training
- 14 staff participated in "A Good 5 Y" training



Knowledge Briefs

- 44 staff have attended in-house Knowledge Brief training classes
- 37 Knowledge Briefs have been developed

Conferences & Presentations

- 2015 Lean Construction Institute New England Community of Practice—April Event
- 2015 17th LCI Congress
- 2016 LCI CoP—March Event
- 2016 IGLC 24th Annual Conference (Upcoming)
- 2016 18th LCI Congress (Upcoming)



Observations

- Stand-up meetings are the new norm for team meetings
- Staff have successfully used KBs to document project work
- Pull Planning & KanBan boards have been successfully used on projects
- Many staff are enthusiastic about participating in Lean activities
- Staff continue to generate and benefit from Continuous Improvements at a varying pace
- Lean training offerings are typically well attended
- Opportunities to integrate Lean with professional development (on-boarding, knowledge sharing)

Opportunities & Challenges

- Continue to embed lean thinking in our work
- Continue to build capabilities through lean thinking and problem solving
- Integration into our daily work is happening at a gradual pace
- Key Performance Indicators (KPI's) are not readily apparent (impact on operations, profitability, etc.)

Seeking Board Input

- Create a vision for Lean in the firm
- Identify preferred areas of focus
- Establish goals / KPI's to monitor?

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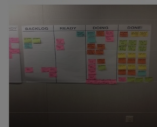
&
KaiNexus



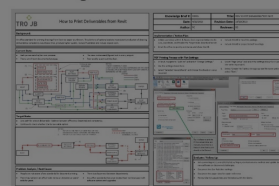
Failure Demand—RFI Analysis



KanBan Boards



Knowledge Briefs



Stand-up meetings



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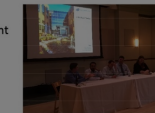


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