

Lean Construction Institute - Qatar

Transforming the Built Environment

هيئة الأشغال العامة
Public Works Authority



Strategic Partner



Dick Bayer President The ReAlignment Group Canada, Ltd.

Dick Bayer, former Executive Director of the Lean Construction Institute, has been a construction trial lawyer, adjunct professor (Environmental, Construction and Contract Law), a credentialed mediator and a partner in a Brownfields firm. He's been deeply engaged in construction project collaboration since 2003 and part of the lean community since 2008. He has participated with over 200 teams in North America in lean and IPD, having led the facilitation team for the \$7B California Prison Healthcare Receivership from 2008 to 2010. He has implemented Integrated Project Delivery on eight major Canadian projects and more than 40 other IPD programs in the States. In 2013, he received the inaugural Chairman's Award from LCI for establishing it "as a force for change and education in the design and construction industry" and led LCI when it was awarded the National Building Museum's Henry C. Turner Award for Innovation in Construction. He is currently living in Ottawa working as the IPD Advisor for the Centre Block Renovation and assisting on other projects in the country.

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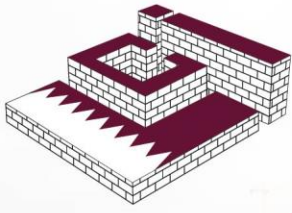


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Introduction – Why IPD?



Dick Bayer
President, The ReAlignment
Group Canada, Ltd.

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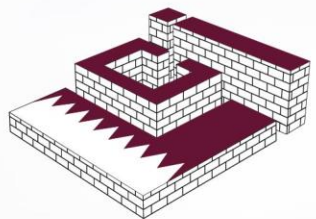


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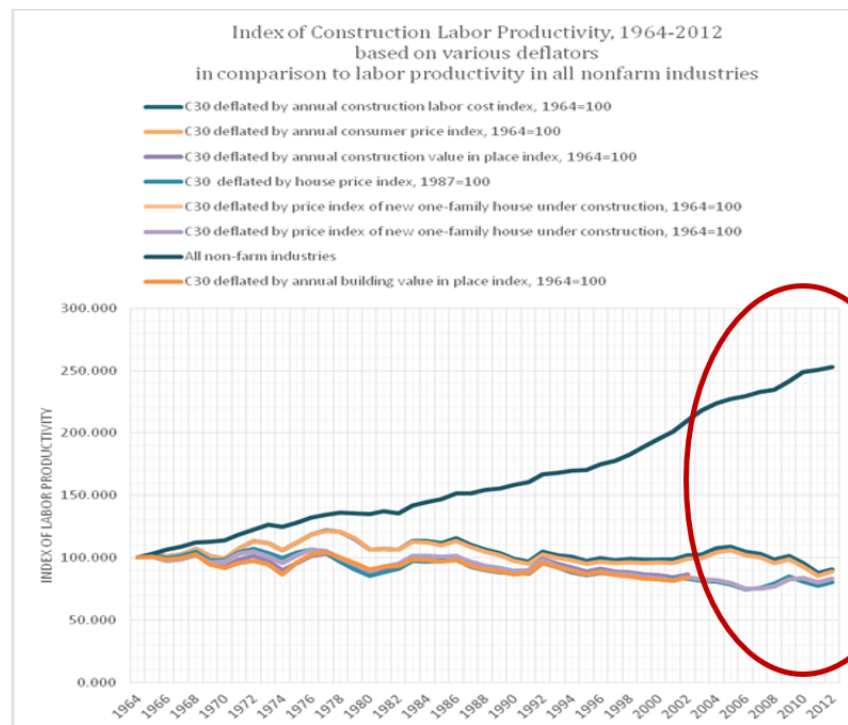
Current Paradigm

- Sell risk to another party
- Place risk in hands of the single party most capable of dealing with it
- Focus on activities
- Reporting, oversight
- Search for the guilty, punishment of the innocent
- Tough contracts

Continuing to Underperform



Paul Teicholz
article
updated,
March 14,
2013



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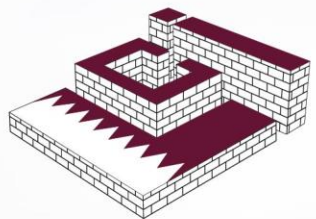
PARSONS
HBK TIME Qatar
Contracting Company



David
Adamson
International Construction Consultants

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RECRUITMENT
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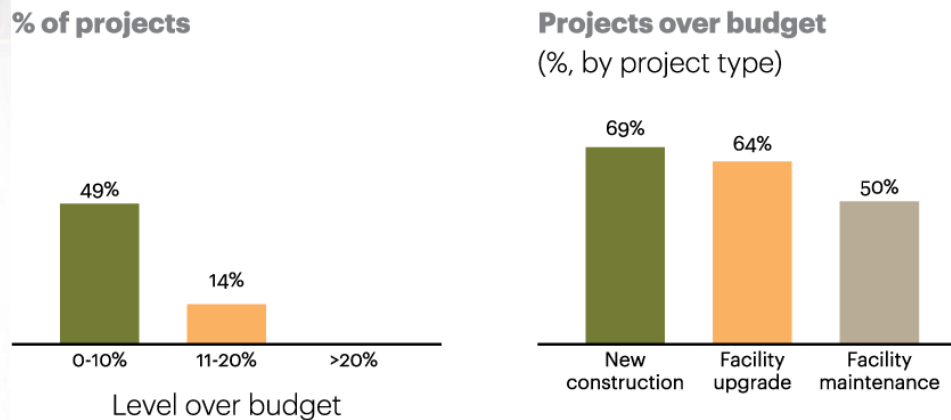


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Is the Current Paradigm Working?

Bent Flyvbjerg:
*“iron law of megaprojects’:
Over budget,
over time,
under benefits,
over and over again”*

Figure 2
Capital projects’ budget performance



Source: A.T. Kearney Excellence in Capital Projects II study, 2012

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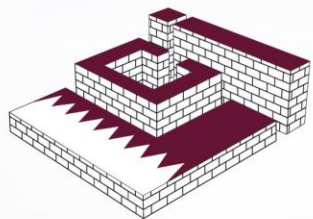


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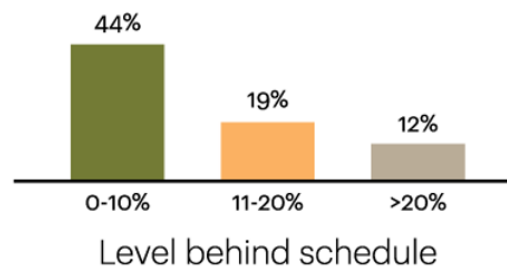
Is the Current Paradigm Working?

Glenn Ballard:

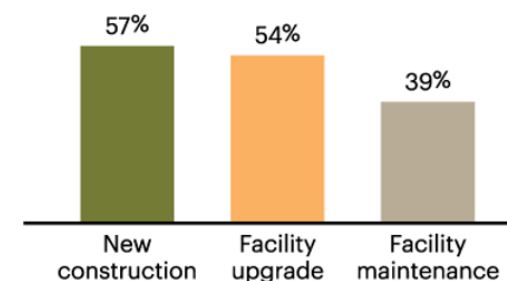
“Reliable work flow impacts the productivity of downstream players. That impact is more important than productivity of any single player. This completes the shift in focus from productivity and resource utilization to work flow as the instrumental cause for performance improvement, and the shift from the operation or crew to the project (or even multiple projects) as the ultimate object of improvement efforts.”

Capital projects' schedule performance

% of projects



Projects behind schedule
(%, by project type)



Source: A.T. Kearney Excellence in Capital Projects II study, 2012

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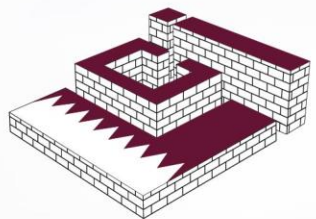


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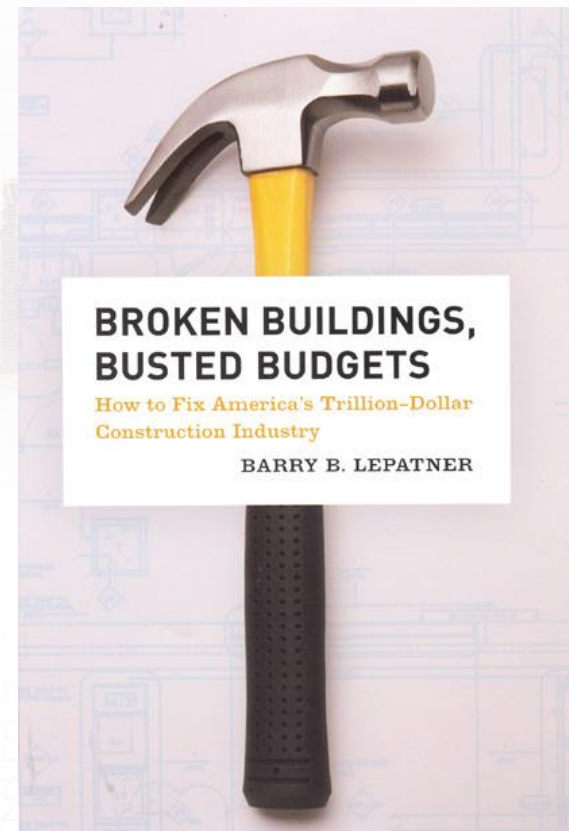


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Is the Current Paradigm Working?

"32 percent of the total time spent at the typical U.S. construction site involves actual direct work. The other 68 percent is wasted on equipment transportation delays, travel within the site, late starts and early quits, personnel breaks, receiving instructions, and sundry other delays."



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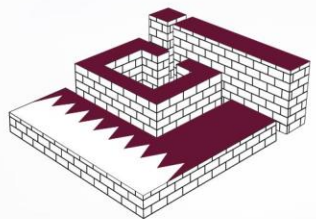


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Fixing our Risk Strategy

- | | |
|---|---|
| <ul style="list-style-type: none"> • Sell risk to another party | <ul style="list-style-type: none"> • Jointly manage risk |
| <ul style="list-style-type: none"> • Risk goes to the single party most capable of dealing with it | <ul style="list-style-type: none"> • The risk jointly managed because money and losses are jointly shared |
| <ul style="list-style-type: none"> • Focus on activities | <ul style="list-style-type: none"> • Focus on workflow |
| <ul style="list-style-type: none"> • Reporting, oversight | <ul style="list-style-type: none"> • Focus on eliminating non-value items |
| <ul style="list-style-type: none"> • Search for the guilty, punishment of the innocent | <ul style="list-style-type: none"> • Everyone swims or sinks together, motivated to work out issues |
| <ul style="list-style-type: none"> • Estimating and Predicting on assumptions | <ul style="list-style-type: none"> • Joining knowledgeable resources, designing the production as we design the outcome (fewer assumptions, different focus) |
| <ul style="list-style-type: none"> • Tough contracts | <ul style="list-style-type: none"> • Contracts are terrible at controlling or dictating behaviour |

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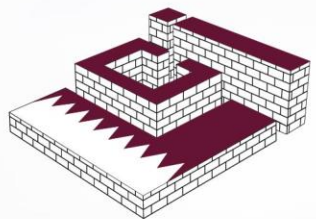


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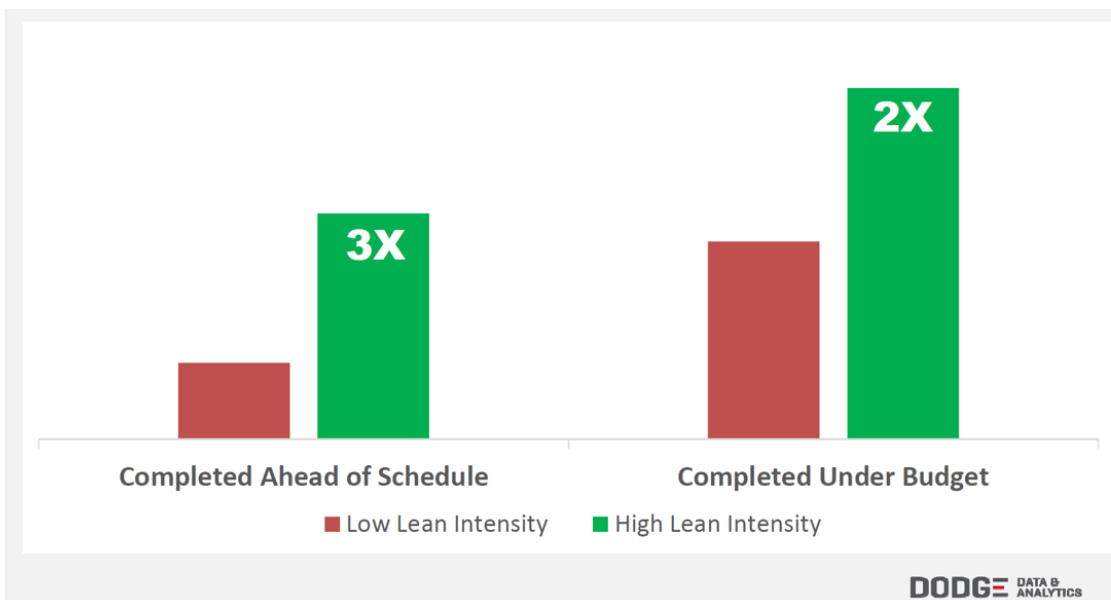


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What about a more Relational Model?

Correlation of lean intensity to outcomes
(% likelihood on best projects)



IPD is a relational contract that brings all parties on board early to drive assumptions out of process and bring reliability to the project. Its operating system is a lean operating system

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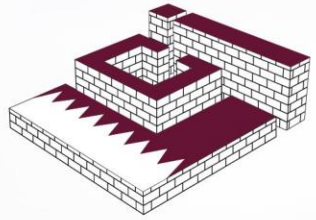


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What about a more Relational Model?

The IPD contract clears the way for a lean operating system. It gets rid of the obstructions to teaming and collaboration.



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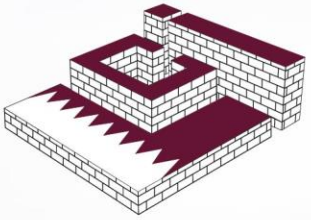


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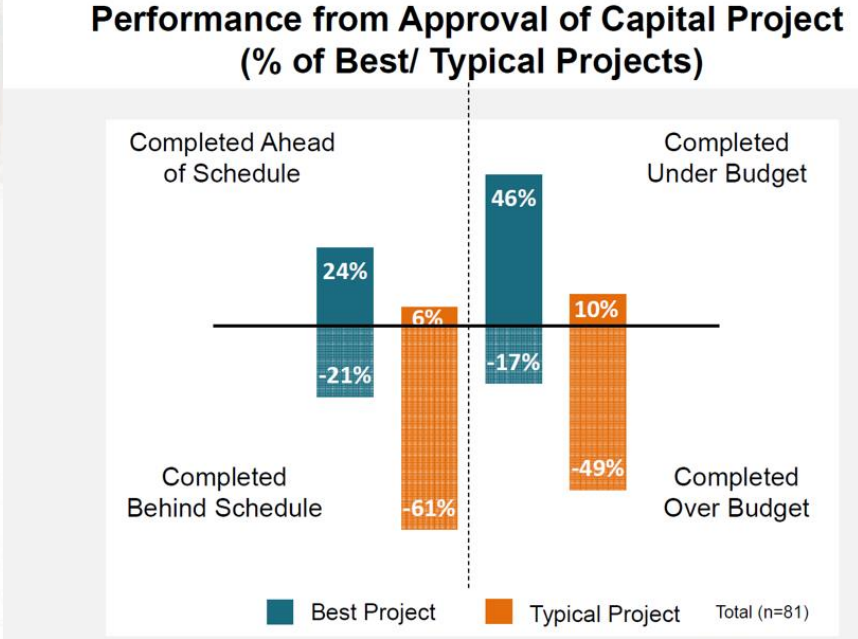
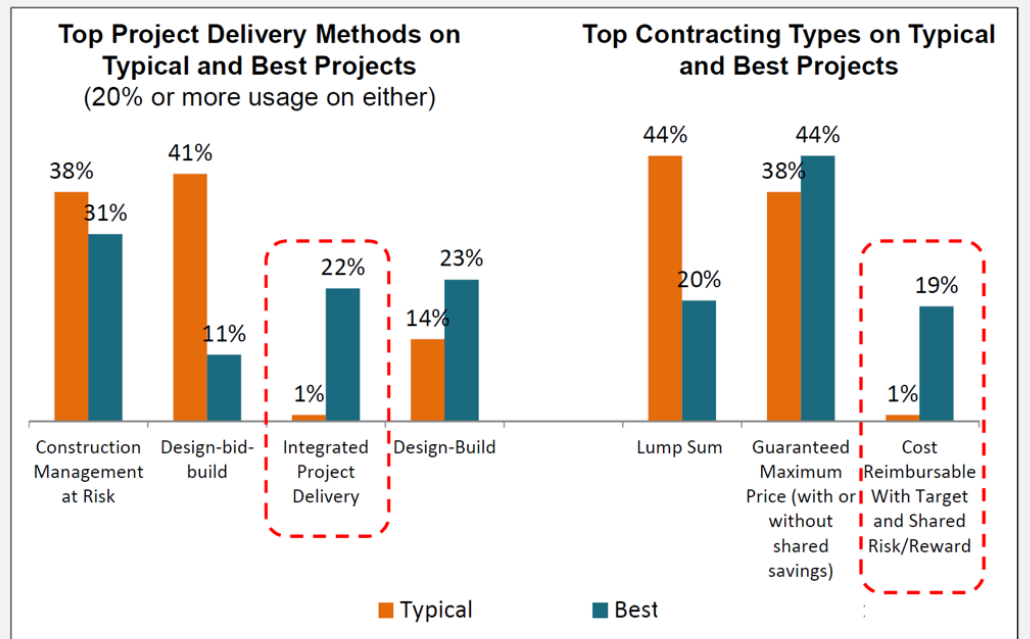
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More relational models deliver better results

“Best” project correlation with contract delivery model and results of schedule and budget findings



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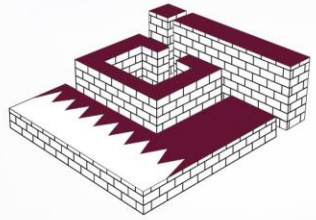


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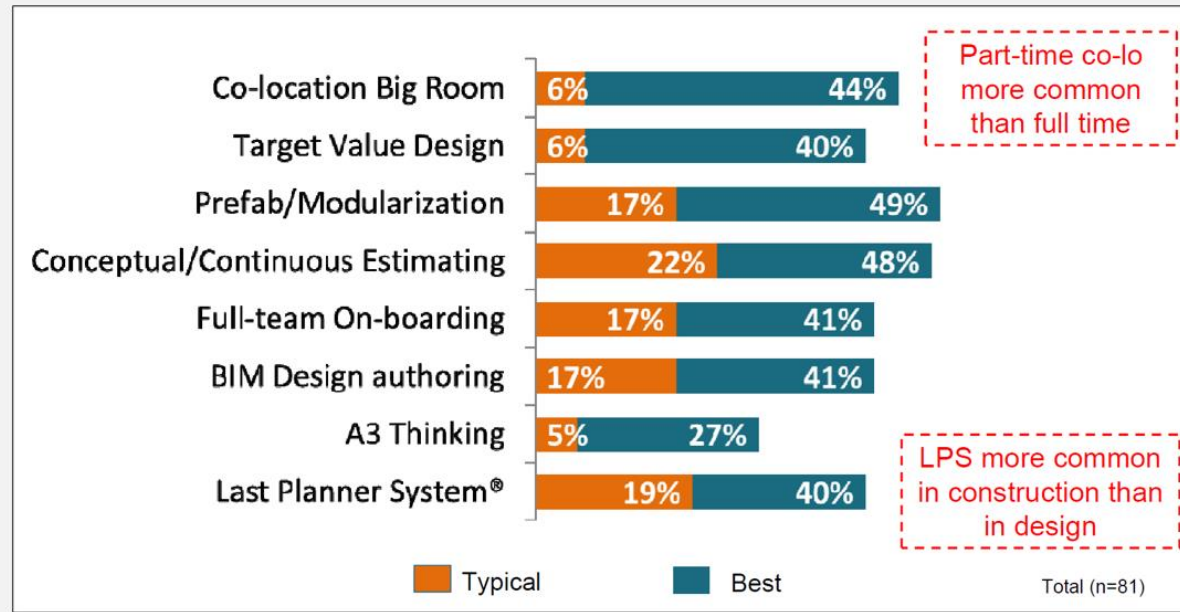
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What makes these projects more reliable and less risky?

Better results are confirmed by the research on what approaches work best

Methods with Most Degree of Difference Between Usage



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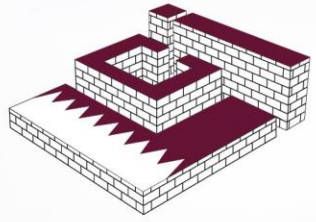


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Today will be all about how we use these more collaborative models, and specifically Integrated Project Delivery, to drive value for projects in Qatar and the broader Gulf Region

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