

# Lean Construction Institute - Qatar

Transforming the Built Environment

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Public Works Authority



Strategic Partner



## Mark Breslin President Turner Canada

Mark Breslin earned a Bachelor's of Science degree from Villanova University and has thirty-five years of experience in the construction industry. Mark began his first ten years in the industry working for a general contractor with a large self-perform workforce. It was during these years he experienced the challenges of managing worker productivity and the lack of collaborative planning between the project stakeholders. Since joining Turner in 1995 as a Project Superintendent Mark has progressed through various roles including Vice President and General Manager of Turner's Northern New York Offices, General Manager of Turner's international partnership in India and currently holds the role of President of Turner Canada. As part of his current role he oversees the offices in Toronto and Vancouver as well as serving on the Executive Leadership Team of Clark Builders, a Turner partnership in western Canada. Mark has been tasked with developing the Clark/Turner Center for Excellence for lean in design and construction and for IPD in Canada. This role includes working with Owners, Designers, and Trade Partners to introduce the concept of lean and IPD create successful collaborations. Clark Builders has successfully completed four IPD projects and was recently awarded their fifth. These projects form the basis for the development of the Center of Excellence including a data base of lessons learned and trade partnerships that fosters the development of core team competencies.

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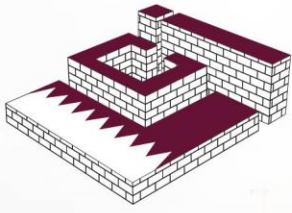


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## Translating IPD into the Canadian market



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President  
Turner Canada

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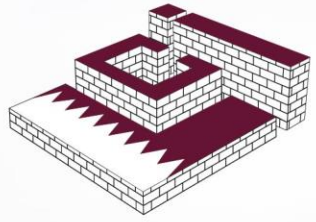
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# Construction Manger issues

- Owner's Views on Risk Transfer vs. Risk Sharing
- Uncomfortable Contractual Relationships between CM and Trade Partners i.e. Risk Transfer vs Risk Sharing
- Traditional building forces you to have your own interests – IPD focuses on maximizing value of the building and the outcome is that you will make the desired profit
- Construction Managers and Trade Partners resistance to transparency
- No hidden profit centres
- LCI Canada is not independent from industry organizations and equally supported by all segments of the industry.

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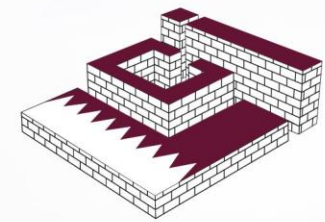


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- Creating barrier free collaborative environments.
- Creating the right Team Environment
- Creating the right Team Behaviours
- Development of the Core Team Competencies



Red Deer College Student Residence IPD Big Room



Pull planning training - Okotoks Arts and Learning Center

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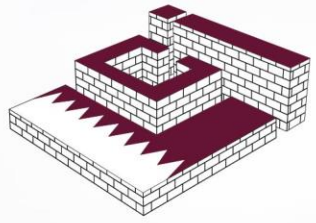
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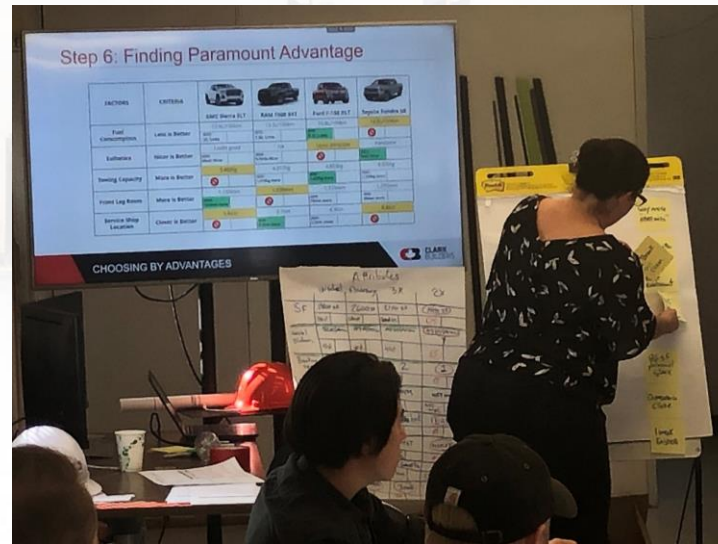


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## Creating the right Team Environment:

- transparent and collaborative environment
- focused on collective risk management,
- open book cost sharing and
- co-managed contingencies.



*Team Decision Making- Choosing by Advantages  
Dr. Anne Anderson IPD*



*Design phase planning  
Okotoks Arts and Learning Center*

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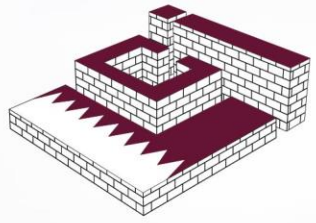
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## Creating the right Team

### Behaviours:

The implementation of true IPD requires the encouragement and development of team centric behaviours as opposed to the traditional self serving behaviours



*Location Based Planning  
MillCreek IPD*



*Pull Planning Meeting  
MillCreek IPD*

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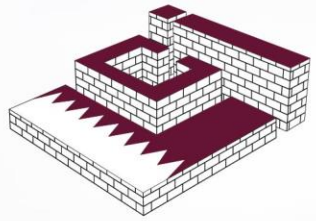


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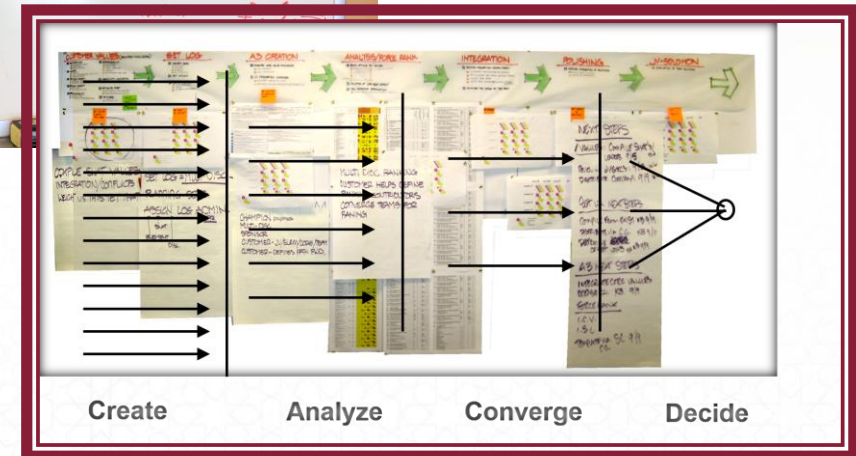
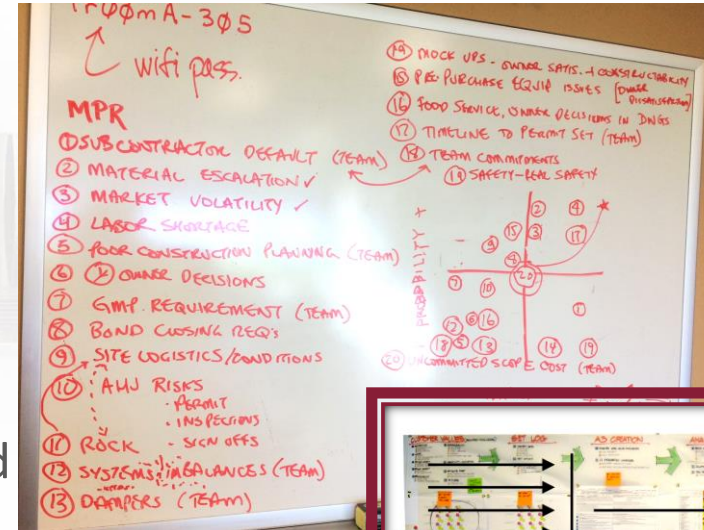


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## Creating the right Team Behaviours:

- defined on-boarding process and expectations.
- shift from a lump sum mentality to an open book transparent model
- Trust based contract
- Target Value Design methods, set based design and Choosing By Advantage.
- Contingency definition is a whole new game vs standard methods
- Combating stereotypes that the construction industry is purely profit driven and not collaborative



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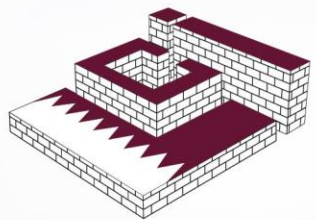
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## Developing the necessary Core Team Competencies:

The Core Team must possess or develop core competencies which are in many ways different than the skills needed for traditional project delivery models.



*Pull planning coaching  
Mill Creek IPD*



*Parade of Trade Training - Foremen development  
Dr. Anne Anderson IPD*

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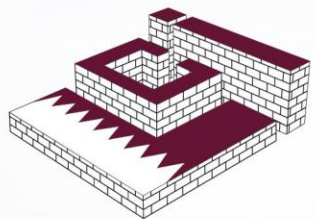
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## Core Team Competencies:

- Construction Managers needs to coach team members on the development of a barrier free collaboration environment which looks to identify and manage risks as opposed to transferring that risk to other team members
- Construction Managers need strong conceptual cost modelling skills rooted in historical data vs the Quantity Surveyor method of Owner budgeting.



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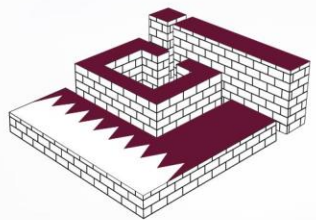


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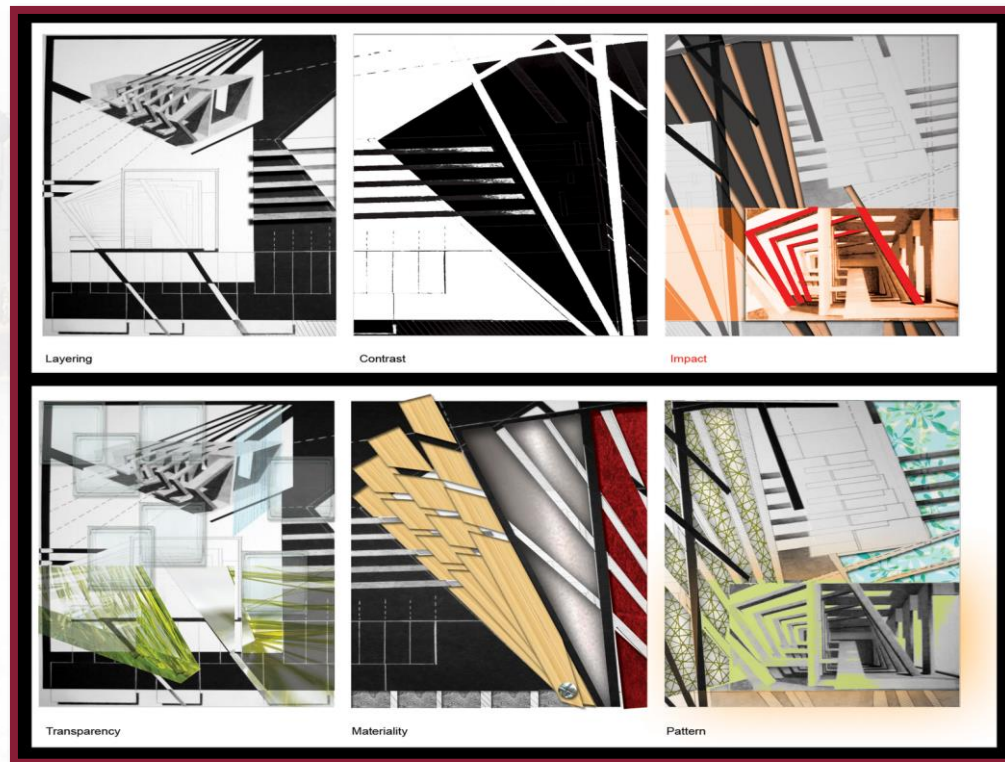


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## Core Team Competencies:

- Lean is NOT prevalent in Canadian industries – low adoption rate
- Canada is not used to design / build trades – Trade Partners need training
- Multiple IPD contracts exist in the industry. Training required on the philosophy of IPD and how it differs from traditional project delivery



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