



Managing To Create Problem-Solvers

Lean  **Transformation**
Summit 2017
Carlsbad, CA | March 7-8, 2017

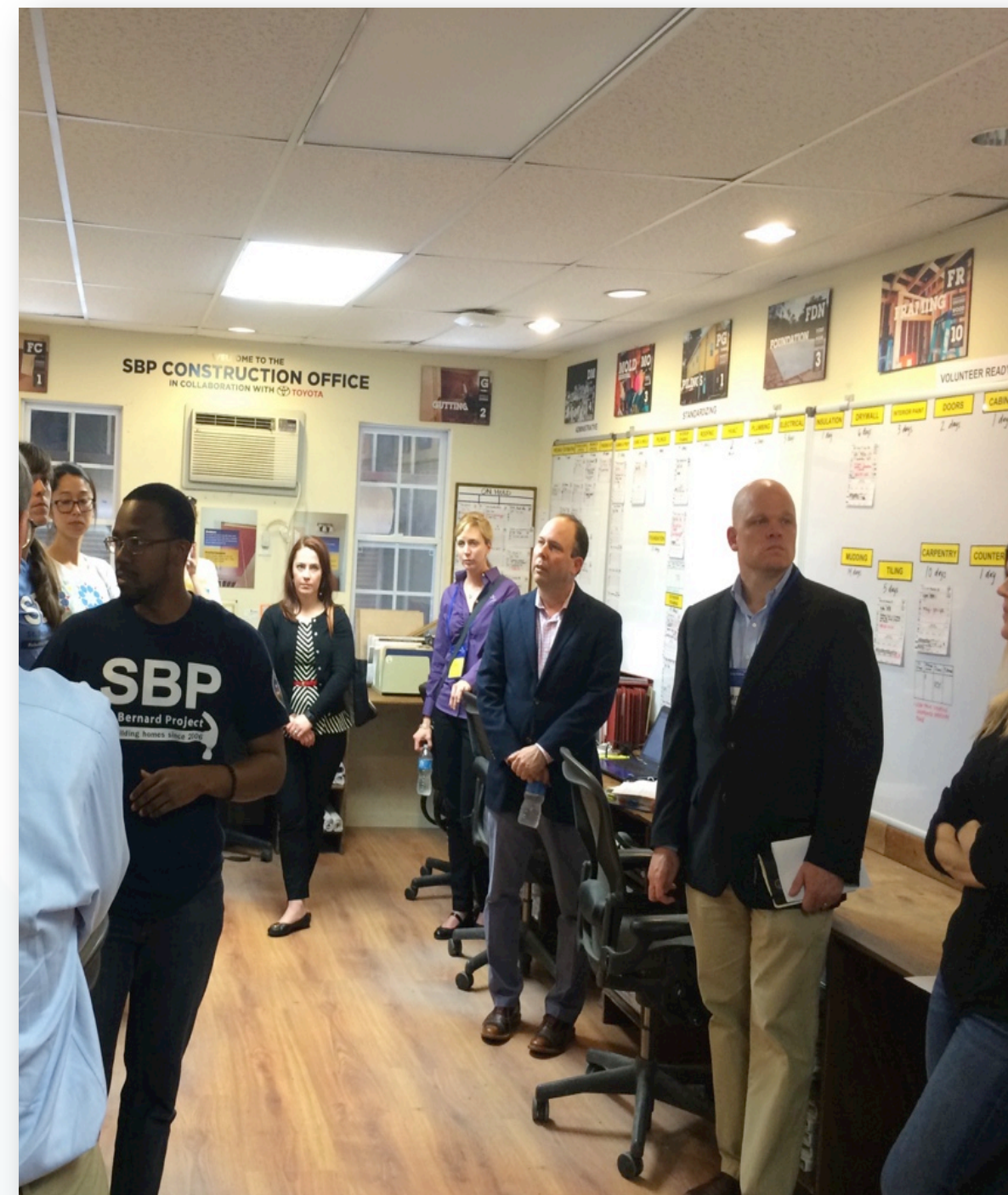
Collaborative Organizational Improvement

Action Beyond Yokoten



Turner

Turner Meets SBP (at the Summit!)



We Should Talk!

What Can We Learn From Each Other?

What can Turner learn from SBP?

- Let's talk about problems
- Move from a grassroots lean effort to one lead by senior leadership

What can SBP learn from Turner

- We want to be able to build more of the house with volunteers
- Volunteers able to build even when no site is available

But Now, What Actions Can We Take to Help Each Other Improve?



SBP and Turner Lean Leadership

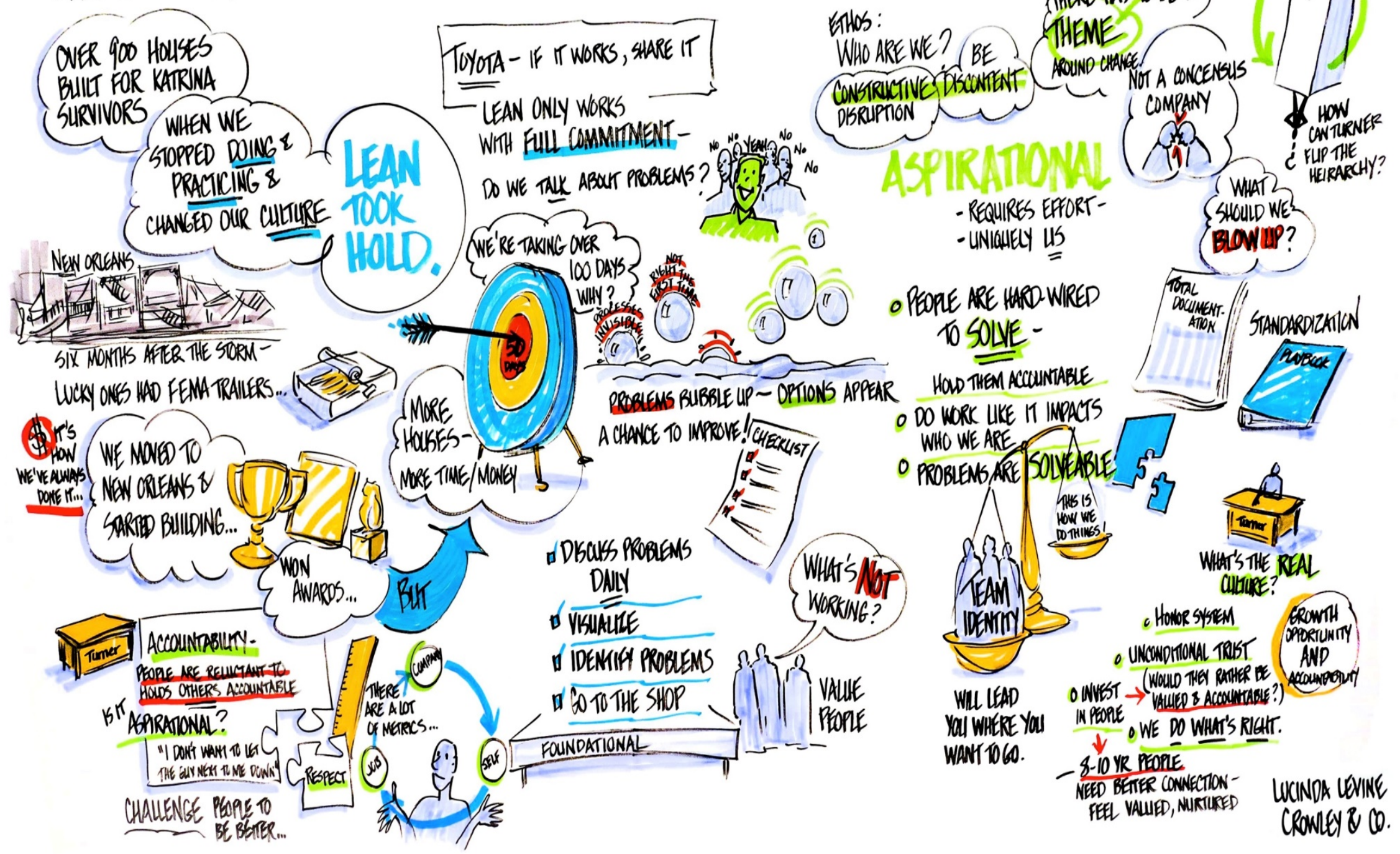
Turner

LEAN LEADERSHIP SUMMIT, APRIL 8, 2015

A CULTURAL FOUNDATION for LIVING LEAN

ZACH ROSENBERG, ST. BERNARD PROJECT

5



Turner 2015 Innovation Summit - Zack and Mike ask the tough questions



SBP Disaster Resilience Training

San Antonio TX – just ahead of flooding in San Marcos



Turner 2016 Innovation Summit – Learning on the Front Lines



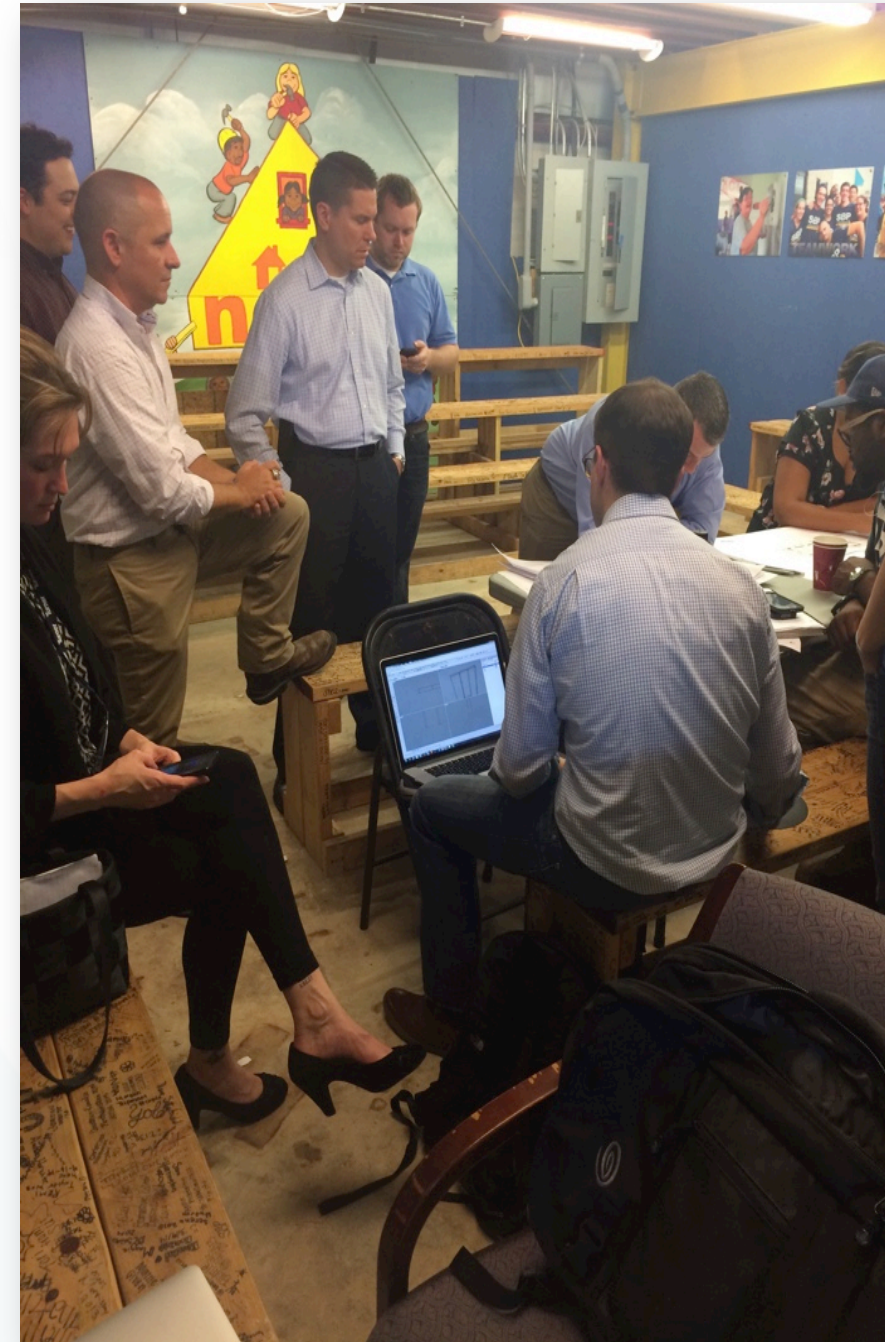
Turner: How was SBP's investment helpful?

- Helped move the conversation about lean towards culture
- Leadership engagement continues to expand and they are asking for deeper understanding
- “For the first time in our careers, we are asking our people to do something we don't fully understand”
- “Are we trying to be a construction company that does lean or a lean organization that happens to do construction?”

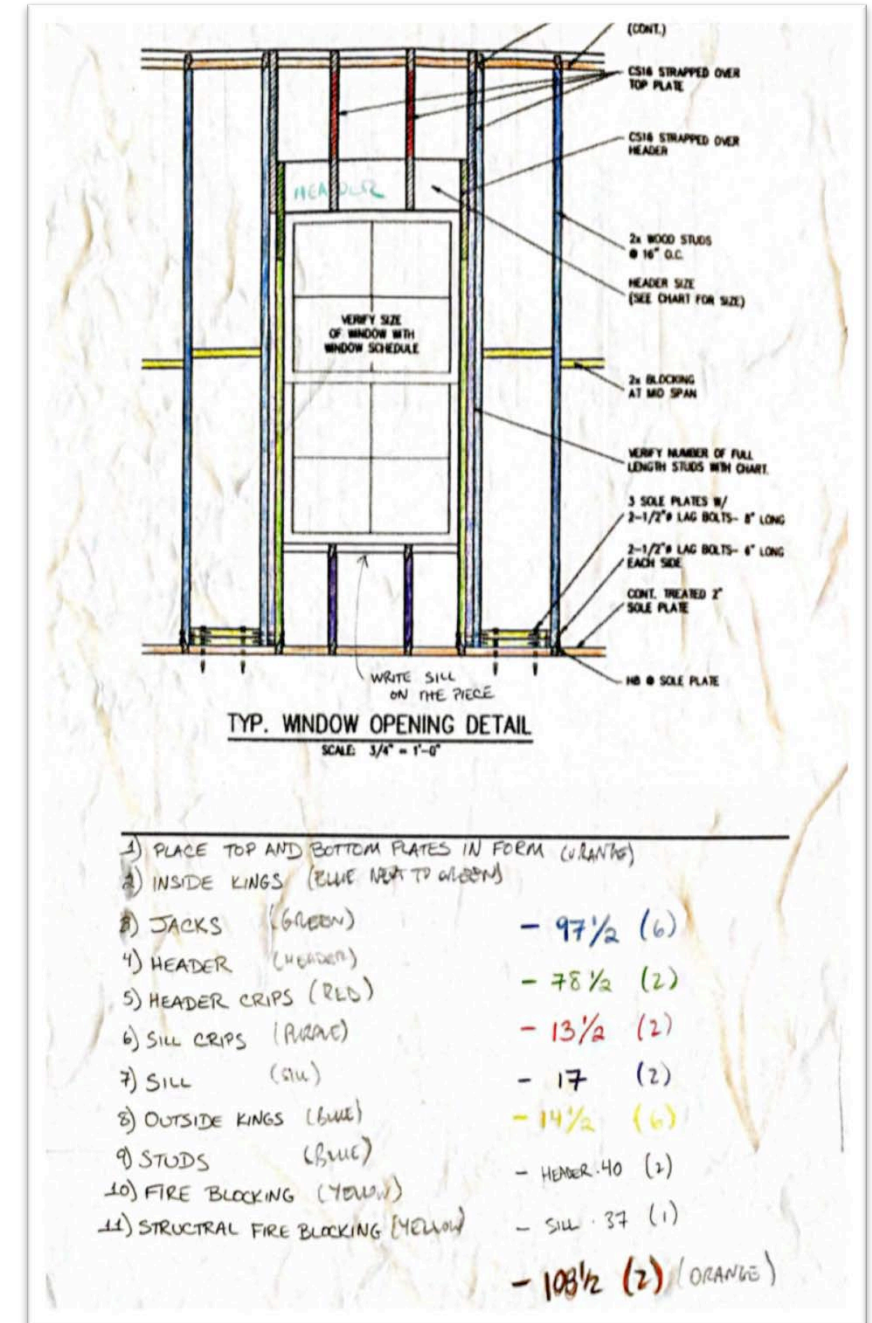
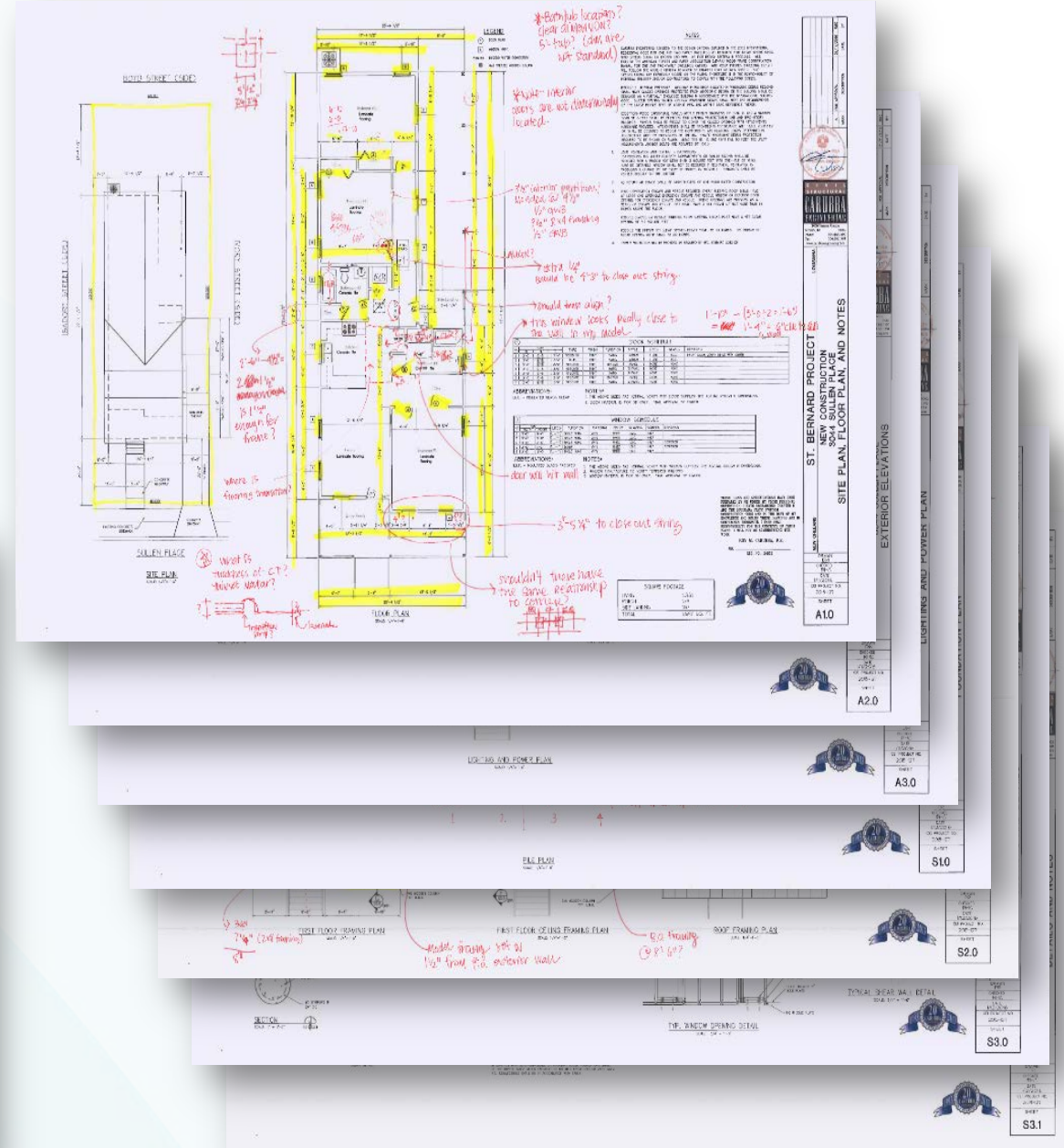
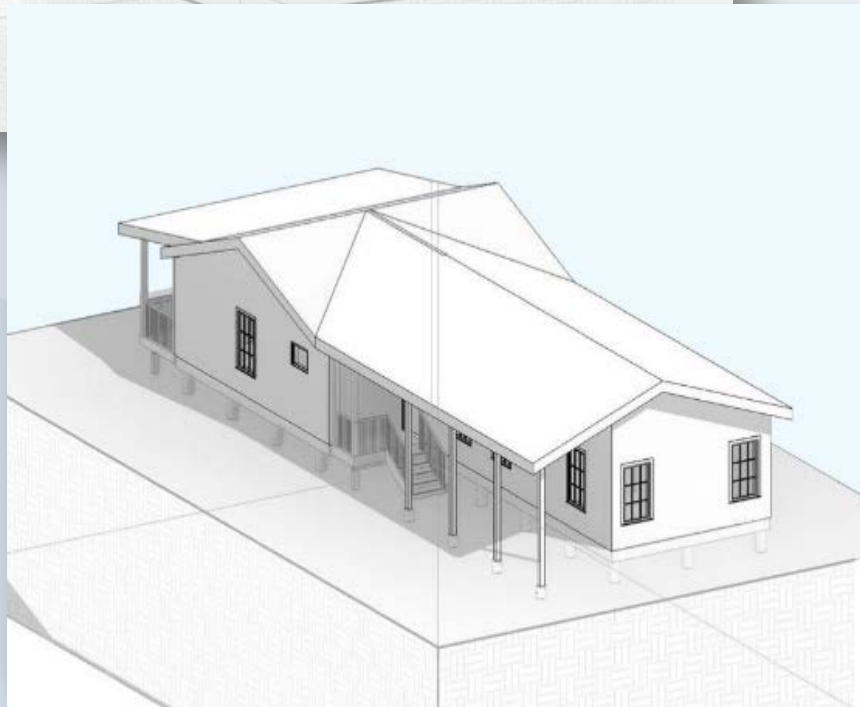
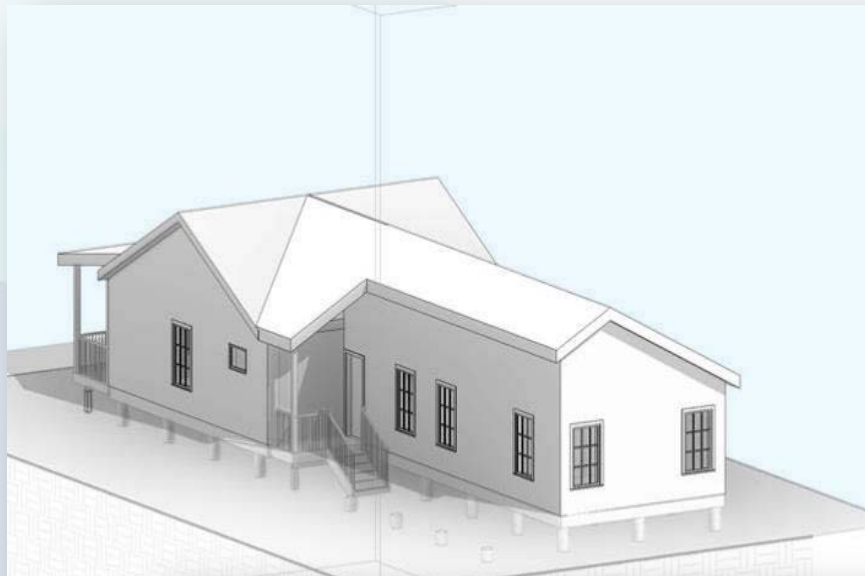


2015 Turner Innovation Summit Workshop

- Understand more about what SBP had already learned (Pratt St)
- Bring Turner's construction knowledge from multiple perspectives to SBP



Sharing Knowledge



Modeling

Design Reviews

Setup





Assembly Process

- Lumber is pre-cut
- Color code pre-cut lumber
- Assemble on color-coded jig



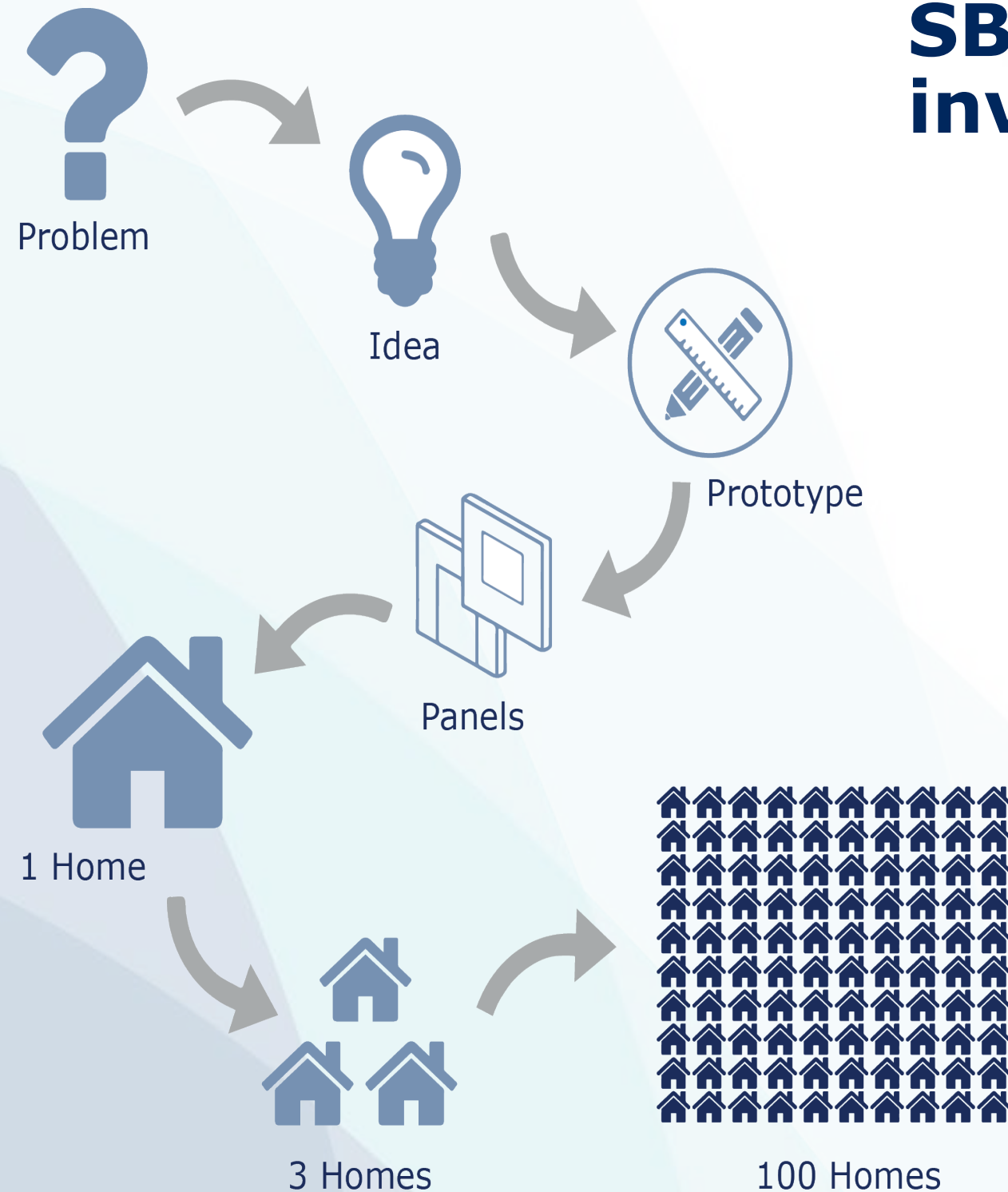
First Run Video



Building Mr. Lee's House



SBP: How has Turner's investment been helpful?



- Apply panelization to new builds throughout all affiliates
- House designs based on panel plan and standardizing panel types
- Scaling up the operation





Lower 9th Ward



SBP-Turner: giving and receiving feedback (lead by Jamie)

Providing feedback in the wrong way can set us back a year and a half

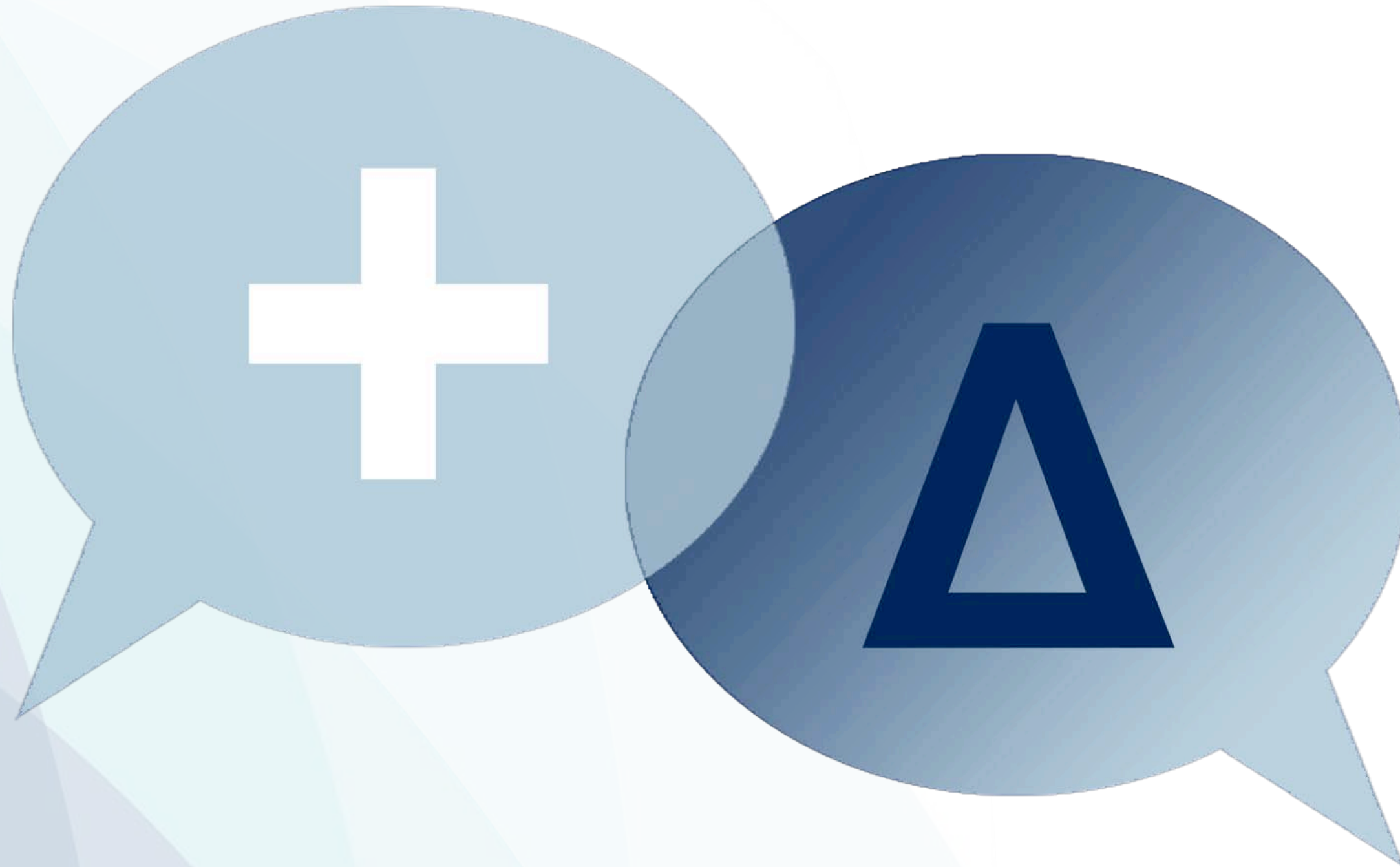
- Inserting SBP

Not what we do, it's who we are...or want to be...

- Inserting TCCO



SBP / Turner Feedback Loop

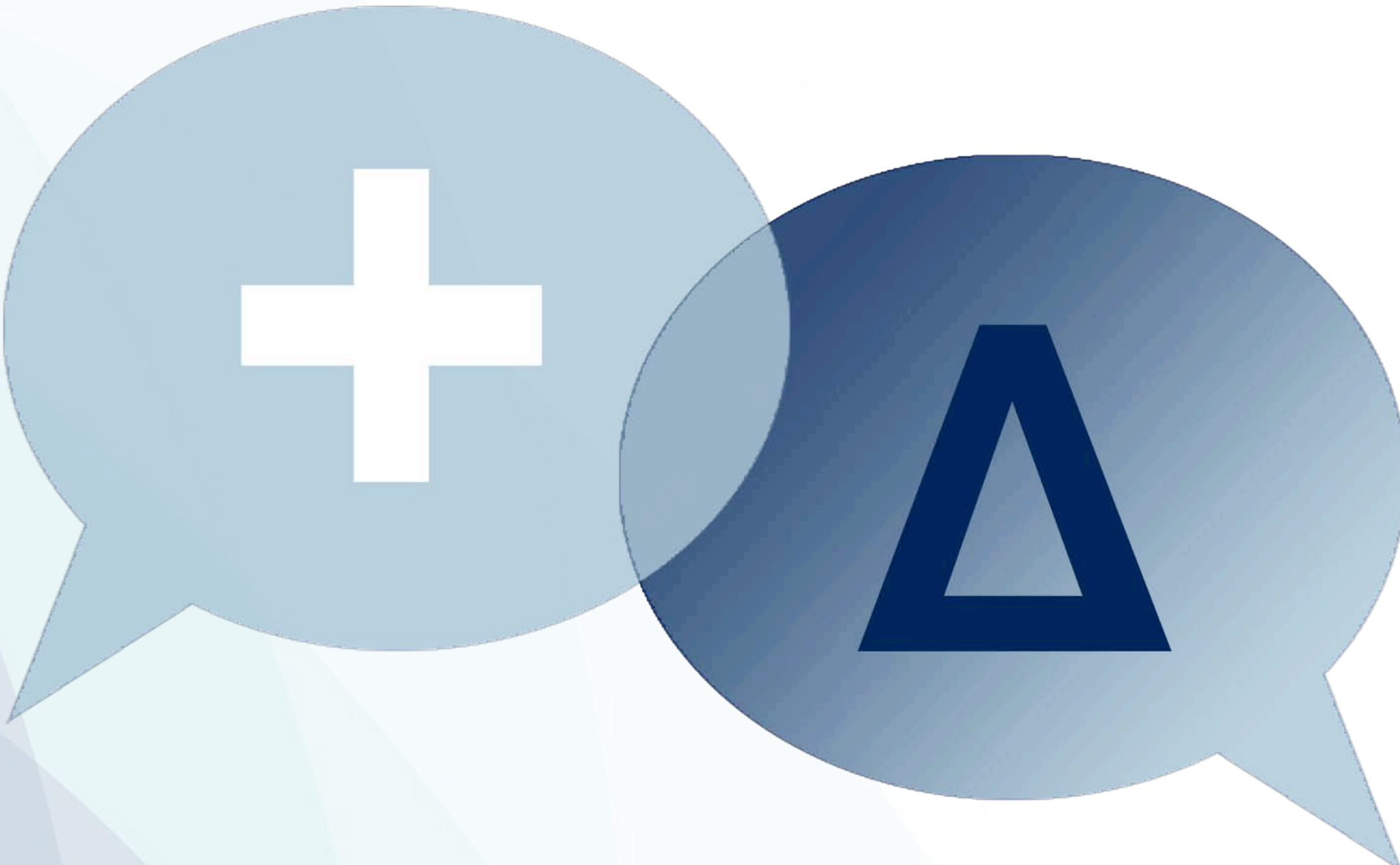


Audience Group Activity

- Form small group from your company (3-4 people)
- Discuss for 10-15 minutes:
 - 1) In relation to talking about problems at our organization, what do we **say** our culture is...and what is our culture **really** like
 - 2) In our organization, what tools, methods, or forums are **used to expose problems** or improvement opportunities?
 - 3) What have been some key **learnings or challenges** to build a problem surfacing and solving culture?
- Sharing key insights with full group



Panel/Audience Q&A





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