

Video Action Team (VAT) Guide

Course: Target Value Delivery (TVD) and Set Based Design



What is a Video Action Team?

It is a small group of 4-8 people who come together on a weekly basis to discuss the Construction Accelerator® videos they are watching and to share their learning. The intent is to clarify the ideas, pick out the most relevant ones for their work, and put what we learn into *Action*. Today.

How to use this guide

Ownership of a Course or purchase of a Pass or Subscription gives us access to the videos. This Guide groups videos in a “small batch” way that allows us to watch about 15 minutes of video before each week’s meeting, then, in the meeting, discuss them for 45 minutes, developing our Action Plans. Meetings can be in person or virtual using Zoom, Teams, etc.

The opening round robin on the next page is a general query to the group to get the conversation going and bring out the thoughts that are top of mind. There are a selection of discussion questions that follow, but don’t feel like we need to go through all of them! Use them to branch out from the round robin discussion or lead the group to explore other ideas in the videos.

The overall goal of the discussions is to give the group good answers to the second Action Round Robin: “What action can you personally take immediately...”

Tips

- **Switch it up!** Swap who leads the discussion each time we meet. A big part of Lean practices involves leading a group through thoughtful discussion to fruitful action. Get some practice here!
- **Stick to a regular schedule!** If we intend to meet once a week and that keeps not happening, then consider shifting to every other week if that helps. Avoid continually shifting or cancelling meetings because things get “busy”. Consistency is key for morale *and* for motivation!
- **Follow your interests!** While this VAT Guide charts a logical path to learning each topic, if your interest – or the demands of your work – take us to a different set of videos, we can let our needs “pull” us in the right direction. Just assure you come back where you let off.

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Video Action Team (VAT) Guide

Course: Target Value Delivery (TVD) and Set Based Design



Session 1: Set Based Design

Topic 302

PREPARATION

WATCH: All 3 Videos: “What is Set Based Design”, “Why We Use Set Based Design and “Set Based Design and Target Value Delivery”

Select Course:
Target Value Delivery and Set Based Design

Select Topic:
Set Based Design

SET BASED DESIGN	
What is Set-Based Design	03:34
Why We Use Set-Based Design	05:23
Set-Based Design and Target Value Delivery	05:43

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- Set Based Design is defined as “the process of considering small batches of multiple options to the same problem at the same time”. How is this different from “typical point based” design?
- Why is it better to first “lightly explore all options” for different elements of the design?
- What guides our exploration of “multiple options”? What is the role of the Owner’s Conditions of Satisfaction?
- Why are 70% of the project costs locked up in the first 10% of design?
- What are the various roles or inputs of the builder team members?
- When does the team introduce cost estimating? How does this avoid surprises at the end of design?
- Describe the process of “winnowing of many ideas, into some good ideas, into a few better ideas, into the best idea.”
- How does Set Based Design help us “maximize the whole, not just a piece”?
- How does Set Based Design free up designers to be more creative and focus on innovation?
- Who makes decisions in Set Based Design?
- When do construction documents get produced?

ACTION ROUND ROBIN

- Who are one or two other designer and/or builder colleagues with whom you will discuss the concept of Set Based Design in the next two days?
- Think about your current project, or a past or upcoming project many of the group know about. What kind of “research” might you do to better “benchmark” and ideate possible sets? Might this involve “go/see” at other locations? How can you make this happen?

PLUS/DELTA (2 Minutes)

- What did you like about today’s session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

Video Action Team (VAT) Guide

Course: Target Value Delivery (TVD) and Set Based Design



Session 2: Target Value Delivery (1)

Topic 303

PREPARATION

NOTE: The Set Based Design discussion in Session 1, above, is an important prelude to this discussion. Please do Session 1 before this session.

WATCH: 4 Highlighted Videos: “TVD Overview”, “TVD Team Formation”, “TVD Project Organization” and “TVD Project Planning and Design”

READ: <https://leandesignconstructionblog.com/using-last-planner-system-in-design/>

DO: The first 3 Action Items below the video *if you have a team working on a real project:* “Owner Vision, Values & Conditions of Satisfaction”, “Form your TVD Team” and “Organize your TVD Team”.

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- Who should be included in the TVD Team? In what order should they be brought on? Why?
- How is a “Big Room” a mindset? Why is it valuable to the TVD team? Can it be virtual?
- Why and how might Cluster Groups change and morph into others as design unfolds?
- Why are the Cluster Groups the “most distinct aspect of TVD”?
- What roles should be included in each Cluster Group?
- Discuss the roles of the Core Group and Executive Group. What is distinct about each?
- For your type of project, what are examples of “Major Decision Points” that become Milestones?
- How should the TVD team clarify the owner’s Conditions of Satisfaction for the project?
- What is meant by “small batch the work” and why is this so advantageous to design?
- Why is Pull Planning and the “Last Planner System” so beneficial to TVD teams?

ACTION ROUND ROBIN

- Brainstorm how you will organize a TVD Kickoff Agenda. Who should facilitate it?
- What software will you use to track the evolving Cost Model?

PLUS/DELTA

- What did you like about today’s session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

Select Course:
Target Value Delivery and Set Based Design

Select Topic:
Target Value Delivery

TARGET VALUE DELIVERY	
TVD Overview	05:27
TVD Team Formation	03:12
TVD Project Organization	03:31
TVD Project Planning and Design	04:14
TVD North Star	08:08
TVD Cost Definitions	04:32
TVD Integration Events	08:26
TVD How & When to set your Target Cost	06:58
TVD Continuous Estimating	09:54

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Course: Target Value Delivery (TVD) and Set Based Design



Session 3: Target Value Delivery (2)

Topic 303

PREPARATION

WATCH: 3 Highlighted Videos: “TVD North Star”, “TVD Cost Definitions” and “Integration Events”

DOWNLOAD: Reference Document: “North Star Discussion Guide” and “Target Value Delivery Definitions” (and bring them with you to the session).

DO: 2 Action Items: “The TVD Costs” and “Integration Event Strategy” (Note: *if* you have a team working on a real project use real responses, if NOT, only brainstorm the Training you might give when you form a TVD Team in the future, and postpone documenting your North Star.)

Select Course:	Target Value Delivery and Set Based Design
Select Topic:	Target Value Delivery
TARGET VALUE DELIVERY	
<input type="radio"/> TVD Overview	05:27
<input type="radio"/> TVD Team Formation	03:12
<input type="radio"/> TVD Project Organization	03:31
<input type="radio"/> TVD Project Planning and Design	04:14
<input checked="" type="radio"/> TVD North Star	08:08
<input checked="" type="radio"/> TVD Cost Definitions	04:32
<input checked="" type="radio"/> TVD Integration Events	08:26
<input type="radio"/> TVD How & When to set your Target Cost	06:58
<input type="radio"/> TVD Continuous Estimating	09:54

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- In your own words, what makes up a project's “North Star”?
- How can the team best determine and iterate this North Star?
- What is the value of a Project Charter?
- What's the difference between Values and Behaviors?
- What's the difference between a Vision Statement and Mission Statement?
- If “Allowable Cost” is how much the owner has to spend, discuss why “Estimated Cost” could be higher or lower than the budget.
- Why is an “Integration Event” like seeing a whole elephant and not just descriptions of its parts?
- Of the 15 or so people in an Integration Event, who are most likely to make decisions?
- Describe what a “small batch integration strategy” might look like on your project type.
- How could a Decision Milestone pull help organize the integration strategy?

ACTION ROUND ROBIN

- Brainstorm how you will train your TVD team. How can you use these videos combined with in-person training and coaching to do that?

PLUS/DELTA

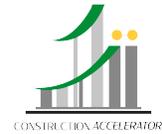
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TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

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Course: Target Value Delivery (TVD) and Set Based Design



Session 4: Target Value Delivery (3)

Topic 303

PREPARATION

WATCH: 2 Highlighted Videos: “TVD How & When to set your Target Cost” and “TVD Continuous Estimating”

READ: <https://leandesignconstructionblog.com/target-value-delivery-questions-to-ask-your-team/>

DO: 2 Action Items: “Train your TVD Team” and “Integration Event Strategy” (Note: you’ll be drawing on your previous session plus this session. *If*

you have a team working on a real project use real responses, if NOT, only brainstorm the Training you will give when you form a TVD Team in the future, and postpone documenting your Integration Event Strategy.)

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- Why is full transparency about the owner’s “allowable” and the validation phase’s “expected costs” important? How does it impact the setting of the “target cost”?
- How will you document assumptions, risks and unknowns in your cost estimate?
- In Session 2, one of your actions was to select the software for your Cost Model. What have you learned since then that supports or challenges your initial thoughts on this?
- What players on the team represents the major cost drivers on your projects? If 70% of costs are locked into the first 10% of design, then when should those players be on board?
- Discuss how you define “continuous estimating”.
- How does continuous estimating free up the design team to be more creative and do less rework?
- What is the value of the Cost Model showing a “range of potential options” above, at and below the target? How does this contribute to “trade off” decisions in the Integration Events?

ACTION ROUND ROBIN

- Share your brainstorming on how you will train your TVD team. How can you use these videos combined with in-person training to do that?

PLUS/DELTA

- What did you like about today’s session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?

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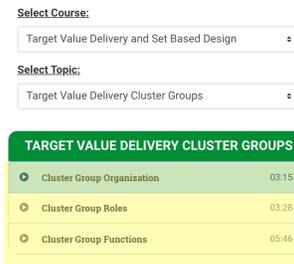
Session 5: TVD Cluster Groups

Topic 304

PREPARATION

WATCH: 3 Highlighted Videos: “Cluster Group Organization”, “Cluster Group Roles” and “Cluster Group Functions”

DO: 3 Action Items: “What Cluster Groups Should You Have?”, “Cluster Group Roles” and “Cluster Group Purpose and Operations” (Note: *If you have a team working on a real project use real responses, if NOT, only brainstorm the first two Action Items for a typical future or imaginary project.*)



OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- How are Cluster Groups a logical demonstration of the value of “small batching”?
- What is an example of a person or role who might be part of more than one Cluster Group?
- What is the benefit of the Core Group being comprised of the Cluster Group leaders?
- What are the advantages/disadvantages of the Cluster Group leader being a Contributor (Subject Matter Expert)?
- What is the benefit (genius) of having Stakeholders and a Professional Amateur on the Cluster Group?
- Why is it essential for each Cluster Group to have access to Continuous Estimating services?
- Why is 8 about the right-sized number for a Cluster Group?
- “Lean in Design means more Design, but not necessarily longer Design.” Discuss why.
- Why are A3's a good way to document the options and recommendations of the Cluster Groups?

ACTION ROUND ROBIN

- Share your brainstorming on how you will train your TVD team. How can you use these videos combined with in-person training to do that?

PLUS/DELTA

- What did you like about today's session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

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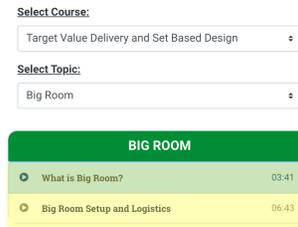


Session 6: Big Room

Topic 602

PREPARATION

WATCH: 2 Highlighted Videos: “What is a Big Room?” and “Big Room Setup and Logistics”



DOWNLOAD: “Big Room Considerations”, “Big Room Strategy Discussion Reference” and Big Room Meeting Types” (and bring them with you to the session).

DO: the Action Item: “Big Room Strategy and Plan” (Note: *If you have a team working on a real project use real responses, if NOT, only brainstorm a typical future or imaginary project.*)

OPENING ROUND ROBIN

- What was the most important or interesting point in these videos from your perspective?
- Was there something you didn't understand or didn't agree with?

DISCUSSION QUESTIONS (Choose from these)

- Revisit your discussion from Session 2: “How is a “Big Room” a mindset? Why is it valuable to the TVD team?
- Discuss the advantages/disadvantages of the 3 types of Big Room: co-located, recurring and hybrid. Have you had experience in one or more of these? Describe the results and challenges.
- How can a Big Room “help drive down costs”?
- Why is it risky to let the person/people who are designing and setting up the trailer space choose the layout and furniture for a co-located Big Room?
- Why do we avoid placing a big, immovable conference room table in the middle of the Big Room?
- Why is it important to have large uncovered wall space that gets kept current?
- What is the value of “collision spaces”?

ACTION ROUND ROBIN

- Consider what Technology needs will be appropriate for your project’s Big Room (current or future).
- Strategize a rough agenda for a Big Room Kickoff.

PLUS/DELTA

- What did you like about today’s session and what would you change for the next time?

TAKEAWAY ROUND ROBIN

In two words what is your big Takeaway today?