



### **Theme: Building the Future Together: Lean at the Crossroads**

Join us this October to share your Lean journey with industry professionals committed to advancing Lean across the built environment. The 28th Annual LCI Congress conference convenes in Atlanta, Georgia, bringing together Lean practitioners, leaders, and innovators for peer-led learning, actionable insight, and meaningful connection.

LCI Congress highlights real-world lessons learned, collaborative problem-solving, and actionable strategies that move Lean thinking into practice. The 2026 program features four distinct tracks designed to engage participants at every level, from frontline field leaders to executive decision-makers, and at every stage of the Lean journey.

Lean journeys unfold every day on job sites, in trailers, and across design and construction offices nationwide. We invite you to help showcase those journeys by sharing what you have learned, what challenged you, and what created meaningful change.

We're seeking timely, relevant stories that combine practical experience with inspiration. Submissions should help attendees reflect on where they are today and confidently identify their next steps.

Explore the program tracks below to determine where your story best fits within the 2026 LCI Congress Core Program. These tracks provide guidance for submissions, but feel free to explore additional aspects of your Lean experience.

## **2026 Congress Tracks**

### **Next Generation Delivery Integration**

This track explores how advanced technology, human-centered leadership, and collaborative delivery models are reshaping construction. Sessions will explore the integration of emerging tools, including AI and data-driven decision-making, with proven Lean practices including Last Planner System®, Takt planning, flow reliability, and visual management.

Attendees will gain practical insights and real-world examples demonstrating how Lean fundamentals and innovation intersect to drive high-performance delivery.

We welcome abstracts that explore how the next generation of professionals is redefining roles, decision-making, and ways of working.

Submissions may include case studies on high-performing projects, enterprise Lean adoption, field-led culture change, operational excellence, and approaches ranging from quality at the source to coaching systems and continuous learning environments.

**Abstracts should address topics such as:**

**Technology & AI Integration**

- AI applications for planning, scheduling, and risk identification
- AI tools that identify bottlenecks and improve system flow
- AI-enhanced problem-solving and decision support
- Impacts of technology on roles, responsibilities, and decision-making

**Human-Centered Leadership & Culture**

- Building psychological safety in technology-enabled work environments
- Leadership behaviors that support Lean principles and emerging talent
- Using conflict as a driver of innovation
- Field and office partnerships that enable project success and culture change
- Behavior change strategies and organizational coaching systems
- Continuous learning models that evolve with industry demands

**Lean Methodologies & High-Performance Practices**

- Applying Lean principles to planning and coordination at scale
- Connecting people, processes, and technology through Lean thinking
- Case studies demonstrating improved outcomes through integrated Lean systems

## **Delivery Models that Enable Innovation**

- How Progressive Design-Build, IPD, and CMAR support early alignment
- Commercial structures that enable value-based, data-informed decisions
- Aligning owners, designers, and builders to support learning and innovation

## **Organizational Readiness for the Future**

- Preparing organizations for technology adoption and evolving roles
- Developing leaders at the intersection of Lean and innovation
- Lessons learned from organizations navigating industry change

## **Presentation Guidelines**

### **Ideal Congress presentations will**

- Provide concrete examples, data, or case studies rather than theoretical frameworks alone
- Share what worked, what didn't, and what you'd do differently
- Address real implementation challenges and lessons learned
- Demonstrate measurable impact on project or organizational performance
- Provide actionable takeaways attendees can apply immediately
- Connect foundational Lean principles with emerging industry innovations

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## **Field-First Lean: Tools, Flow, and Daily Improvement**

Field-First Lean focuses on the individuals closest to the work and the systems that support them. This track explores how Lean tools, reliable flow, and structured daily improvement practices support field teams in identifying issues early, learning

continuously, and improving performance. Sessions emphasize practical application grounded in real project conditions and field experience.

We welcome abstracts that demonstrate how field teams establish the behaviors, systems, and routines that make Lean effective in daily operations. Presentations may highlight the application of Lean tools, Last Planner System®/Planning, and continuous improvement practices that empower crews to drive measurable change on their projects. Submissions should reflect authentic field experience and deliver actionable insights.

**Abstracts should address topics such as:**

**Lean Tools in Practice**

- Practical application of Lean tools such as Last Planner System®, Takt, visual management, standard work, and error-proofing
- How crews adapt Lean tools to overcome real jobsite challenges
- Using daily routines to surface issues and take action quickly

**Flow, Reliability & Constraint Removal**

- Improving workflow reliability and reducing variability in field operations
- Identifying, prioritizing, and removing constraints that disrupt flow
- Aligning crews, trade partners, and support teams around predictable work

**Daily Improvement & Learning in the Field:**

- Embedding habits reflection, learning, and problem-solving into daily work
- Highlighting field-led improvements driven by crews and frontline leaders
- Turning disruptions, rework, and failures into learning opportunities

**Field Leadership & Team Enablement:**

- How foremen, superintendents, and field leaders enable Lean thinking
- Building trust, accountability, and psychological safety on the jobsite
- Coaching teams to take ownership of improvement

## Presentation Guidelines

### Ideal Congress presentations will

- Be grounded in real project experience and field conditions
- Clearly articulate what worked, what didn't, and lessons learned
- Demonstrate practical outcomes such as improved flow, safety, quality, or reliability
- Provide tools, routines, or approaches attendees can apply immediately in the field

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### Becoming a Lean Organization through Culture & Learning

This track examines how organizations can transform their culture, capabilities, and mindsets to shift from “applying Lean” to *becoming* Lean. As the design and construction industry navigates the intersection of tradition and innovation, this track invites stories, frameworks, and practical examples that reveal what it takes to build learning organizations where continuous improvement, respect for people, and experimentation are the norm.

We welcome abstracts that illustrate how teams cultivate the behaviors, systems, and environments that allow Lean to take root and scale across the enterprise. Presentations may feature organizational transformation journeys, leadership strategies, field-driven culture shifts, and actionable methods for strengthening the people side of Lean.

#### **Abstracts should address topics such as:**

##### **Lean Culture and Organizational Mindsets**

- Shifting from Lean tool adoption to true cultural transformation
- Leadership behaviors that reinforce trust, psychological safety, and learning
- Navigating resistance, change fatigue, and cultural inflection points
- Aligning teams around shared purpose, value, and respect

##### **Learning Systems & Capability Building**

- Designing and scaling continuous learning systems across the field and office

- Coaching structures, mentorship models, and learning pathways
- Developing problem-solvers at every level through field-led learning, trade partner education, and cross-functional training models
- Integrating Lean learning into onboarding, talent development, and leadership programs

### **Behavior, Habits & Human Performance**

- Establishing Lean habits and effective daily management systems
- Building feedback-rich environments and healthy conflict
- Empowering individuals and teams to lead improvement

### **From Doing Lean to Becoming Lean**

- Case studies of enterprise-level Lean transformation
- Embedding Lean into systems, decision-making, and operations
- Lessons learned from organizations at varying stages of maturity
- Sustaining Lean through values, behaviors, and leadership

### **Equity, Inclusion & Diverse Voices**

- How diverse perspectives strengthen learning and continuous improvement
- Creating inclusive environments where all voices contribute to learning and flow
- Strategies for supporting underrepresented groups in field and leadership roles

## **Presentation Guidelines**

### **Ideal Congress presentations will**

- Provide concrete examples, case studies, data, or stories beyond theory
- Clearly articulate what worked, what didn't, and lessons learned

- Offer actionable, repeatable approaches applicable across organizations
- Demonstrate measurable or observable cultural impact
- Connect foundational Lean principles with the evolving needs of today's workforce

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## **Whole Team / Whole Project Integration in Design and Construction**

This track explores how Lean principles enable true integration across the entire project lifecycle, from design through construction, to improve outcomes for all stakeholders.

We welcome abstracts that demonstrate innovative approaches, case studies, and practical strategies for achieving whole-team engagement and alignment.

**Abstracts should address topics such as:**

### **Creating Integrated Teams**

- How owners, designers, builders, and trade partners were aligned as one team
- Lean approaches used for early engagement, team selection, and onboarding to establish shared goals and behaviors

### **Lean Tools & Methods**

- How Lean practices were applied to improve design-construction workflows
- Examples of tools and methods used, such as Target Value Delivery (TVD), A3 Thinking, Last Planner System®, and Choosing by Advantages

### **Contracting & Commercial Models**

- IPD or other agreements used to enable shared risk/reward and collaboration
- How commercial terms influenced team behavior and decision-making

### **Leveraging Technology for Integration**

- BIM, VDC, and digital tools that supported whole-team engagement

- How technology was integrated with scheduling, cost modeling, or real-time collaboration platforms

## **Prefabrication & Industrialized Construction**

- How prefabrication and industrialized construction were integrated into the project delivery process
- Planning, coordination, and impacts on schedule, cost, and quality
- Demonstrated use of prefabrication or industrialized construction for added value

## **Presentation Guidelines**

### **Ideal Congress presentations will**

Provide concrete examples, data, and actionable insights that others can apply

- Share what worked, what didn't, and lessons learned
- Demonstrate how integrated teams were formed and sustained across disciplines
- Provide strategies for fostering trust and collaboration, including cultural or behavioral shifts
- Present measurable outcomes and lessons learned, related to cost, schedule, quality, safety, or stakeholder satisfaction