

WHILE YOU'RE GETTING SETTLED...

Think of a promise on your project that slipped recently — what happened?

Hold that example. We'll come back to it.

Accountability and Reliable Promises

Felipe Engineer-Manriquez, The Boldt Company
Tom Martin, Sutter Health

Northern California CoP

April 28th and 29th, 2026

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28TH LCI CONGRESS

SAVE THE DATE

OCTOBER 12-16, 2026
ATLANTA, GEORGIA



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The Lean Construction Institute's Certified Practitioner-Construction (LCI-CPC) and Certified Practitioner-Design (LCI-CPD) are the first formal certifications in the design and construction industry.

These credentials ***validate a professional's knowledge and hands-on experience in implementing Lean Project Delivery in real-world project settings.***

Questions? Contact certifications@leanconstruction.org

Update: eLearning Courses Available



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Explore the latest eLearning modules released in 2025:

- What is Lean
- 8 Wastes
- Gemba Walk (Coming soon!)
- Additional modules planned in '26 include:
 - Six Tenets of Lean
 - Respect for People
 - Teaming



*Available free to all LCI members
[Access via LCI Member Hub]*

Explore eLearning at:

<https://leanconstruction.org/learning/e-learning/>



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Training Opportunities & Coming Events

NorCal CoP Upcoming events

Events

- ~~January 14th – From Stigma to Strength – Mental Health~~
- ~~January 22nd – LCI NorCal Appreciation Event~~
- ~~February 4th – Happy Hours (Oakland & Sacramento)~~
- ~~February 6th – CoP annual event planning session~~
- ~~March 18th , VDC & Prefabrication~~
- April 28th & 29th , Accountability/Reliable Promises – Sac & Oakland
- May 13th , Intro to Making Decisions, CBA – So SF
- June TBD, Effective Big Room – Santa Clara
- Aug – Intro to Lean (Sac. & Walnut Creek)
- October 12th-16th , Annual Congress in Atlanta
- Nov TBD – VDC part 3 – Level of Detail Discussion
- Dec TBD – Moods by Gloria Flores (as spoken)

Trainings (Dates TBD)

- ~~March 20th , Last Planner Training~~
- May 12th & 15th , CBA Workshop (All Day)
- May – High Performance Leadership Training
- Aug – Intro to Lean (Sac. & Walnut Creek)

Webinars (Friday 11 am)

- Myths of Multitasking June 5
- The Business Case for Lean July 10

Feature Presentation

Who's leading tonight



Tom Martin

Owner & Operator

CoP Leader & Sutter Health Regional Manager for Project Delivery in the Mid-Valley. Tom leads capital projects from concept to first patient, spanning ambulatory and acute care, with a focus on reliable delivery and strong team coordination.

Fun Fact: Tom still owns and drives his first car—35 years and counting.



Felipe Engineer

Systems & Frameworks

CoP Emeritus & Project Delivery Services Director at The Boldt Company. Felipe is a best-selling author, international keynote speaker, and host of The EBFC Show, known for helping teams deliver projects easier, better, and faster through Lean Construction and Scrum.

Fun Fact: Felipe measures success in velocity—turns out flow applies to life too.

Why we're leading this together: real consequences meet repeatable system.

60-Second Promise (Broken Promises Wall)

Four phases. Ten minutes. No teaching yet.

01

60 sec

Solo write

Write down one promise you made in the last 7 days. Work or personal — doesn't matter.

02

60 sec

Solo rate

Rate it 1–5 — how clearly did the other person know what 'done' looked like?

03

120 sec

Pair share

Turn to your neighbor. Share your rating + one word for why.

04

2 min

Whole room

3–4 voices share aloud. We capture the spread on the flip chart.

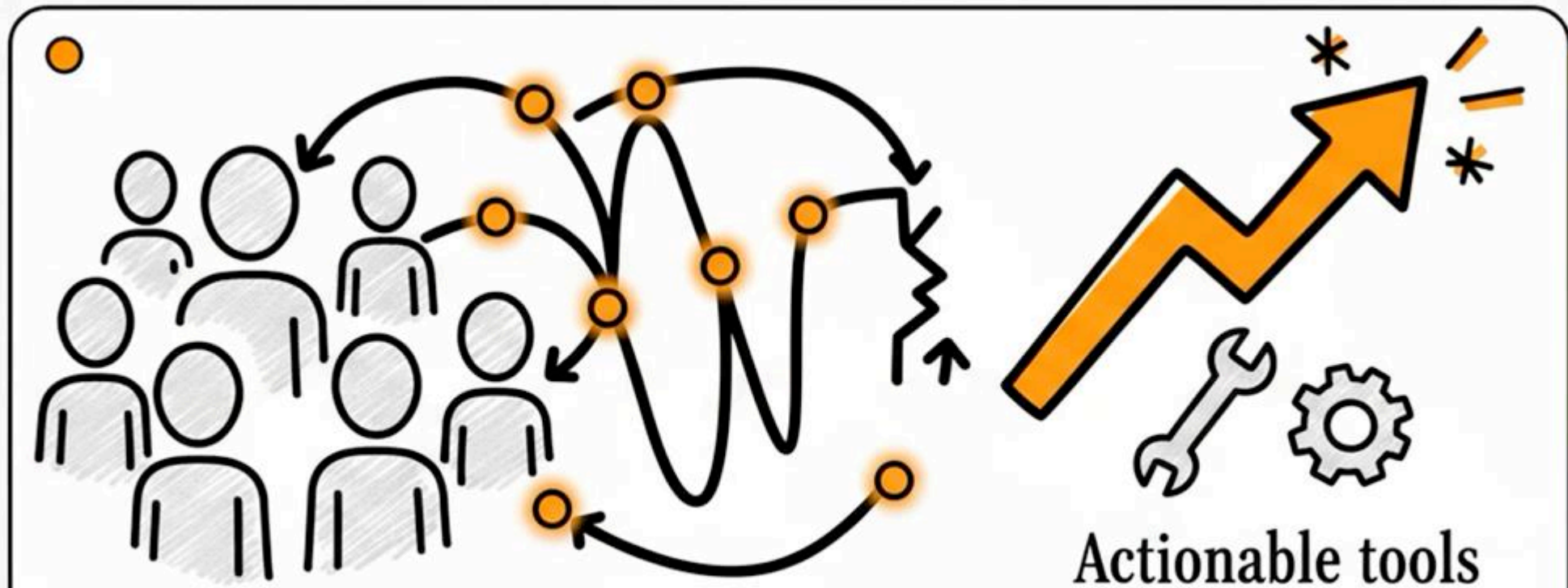
→ **The gap between what you meant and what they heard — that's tonight.**

NEXT

**Now hear from someone
who lived it.**

▶ Owing Team Culture

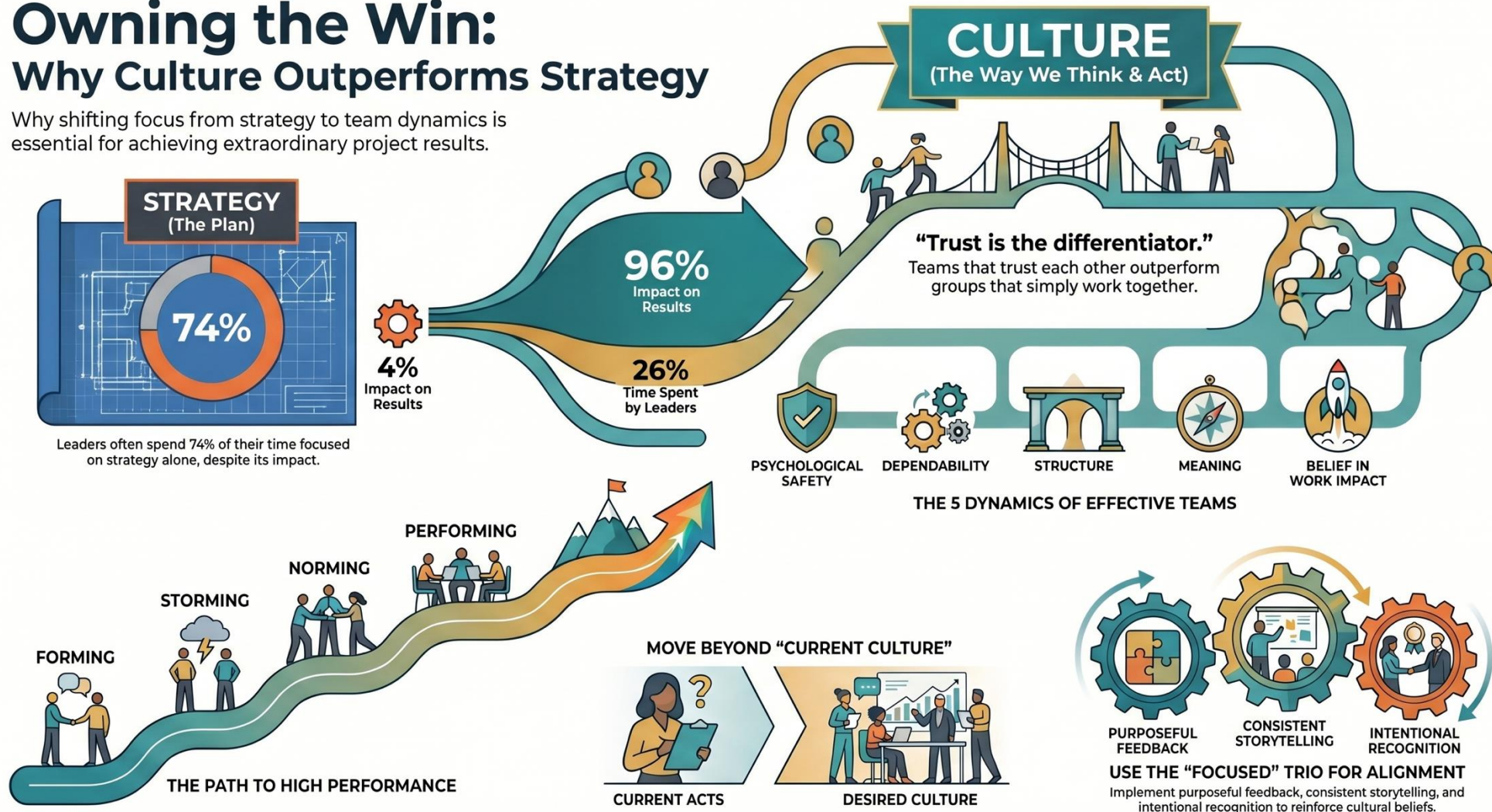
Owning Team Culture



Why culture wins

Owning the Win: Why Culture Outperforms Strategy

Why shifting focus from strategy to team dynamics is essential for achieving extraordinary project results.



74% strategy · 4% culture → And yet culture drives the result.

Forming → Performing

Every team moves through the same five stages. Most get stuck at storming.



Reliable promises are the bridge from storming to performing.

What makes a team effective?

Google studied 180+ teams. WHO is on the team mattered less than HOW they worked together.

01

Psychological Safety

Can I take a risk on this team without being humiliated?

02

Dependability

Will my teammates do what they said they'd do?

03

Structure & Clarity

Are roles, plans, and goals clear?

04

Meaning

Is this work personally important to me?

05

Impact

Does this work matter? Does it change anything?

Promises are how dependability becomes visible.

Anatomy of a reliable promise

Who does what, for whom, by when.

I

the performer

will deliver X

the deliverable

for you

the customer

by [time]

a specific moment in the future

EXAMPLE — DESIGN

I (architect) will deliver the permit set for the outpatient clinic to you, by 3 PM this Friday.

EXAMPLE — FIELD

I (drywall foreman) will finish Corridor 212 framing for you (super), by end of shift Tuesday.

When asked to make a promise...

Five honest replies. Anything else is mush.

YES

I can complete that promise.

NO

I can't complete that promise.

YES, IF...

I can complete it if another condition is met.

NEED MORE INFO

I'll commit once I have what I need (when by).

COUNTEROFFER

I can't do that, but I can do this instead.



When Someone Asks You to Make a Promise...Which of these do you default to most often?

Build a Reliable Promise

20 minutes. Same pairs. Now you'll structure a real one.

Person A: Act as PM | Person B: Act as contractor

3 min

Bad-Promise warm-up

As a PM, you need an update by Friday, 1. What is it? 2 Capture the contractor's response.

10 min

Build phase

Pick a scenario. Structure: WHAT · BY WHEN · CONDITIONS OF SATISFACTION · CONSTRAINTS · CLEAR YES/NO/COUNTER.

5 min

Swap & challenge

Swap roles. Listener finds the hole in the promise — and names it.

2 min

Whole-room debrief

What changed? What felt different? What was uncomfortable?

PICK ONE SCENARIO: RFI turnaround · concrete pour readiness · design deliverable

Debrief

Capture honest reactions. Felipe captures language on the flip chart.

01 What changed when you structured the promise this way?

02 What felt different about being challenged on it?

03 What was uncomfortable — and why?

Five elements of a reliable promise

What you just practiced — named.

1

Conditions of satisfaction are clear

Both sides know what 'done' looks like.

2

Performer is competent

Has the skill and resources to do it.

3

Time is estimated AND scheduled

Most-missed element. Without a time block, it gets displaced.

4

Performer is sincere

Actually wants to keep the promise.

5

Performer takes responsibility if it slips

Owens the recovery. No excuses.

Language matters

How likely is the work to actually get done? Listen to the verb.



If you hear 'I'll try'
you don't have a
promise.

Words we don't say

Everyone gets the poster. Tom said, "Print it, don't charge the job, put it on the trailer wall."

These phrases live in every project. Tonight, we leave them here.

I'll try

Should be fine

We'll see

Probably

Hopefully

I think so

Soon

ASAP

End of week-ish

Let me see what I can do

If I get to it

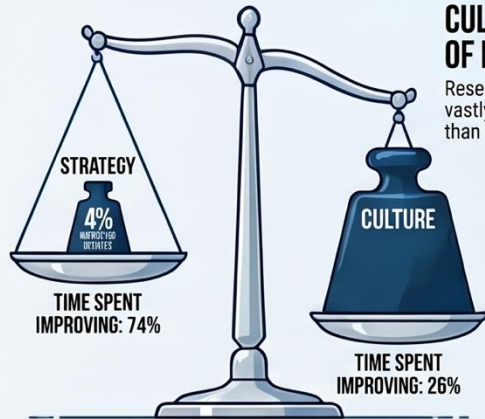
Ballpark

Promises ARE culture

OWNING TEAM CULTURE: FROM ALIGNMENT TO ACTION

Leveraging the Tuckman Model and Google's Aristotle Project to move teams from basic alignment to high-performance trust.

THE SCIENCE OF HIGH-PERFORMANCE TEAMS



CULTURE DRIVES 96% OF BUSINESS RESULTS

Research shows culture has a vastly higher impact on results than strategy alone.

GOOGLE ARISTOTLE PROJECT: THE FIVE DYNAMICS



Psychological Safety is the #1 Priority

Effective teams require a shared belief that the environment is safe for risk-taking.

THE TUCKMAN MODEL: TEAM EFFECTIVENESS OVER TIME

MOVE FROM "STORMING" TO "PERFORMING"

Transition from individual resistance to an open, trusting atmosphere where hierarchy is secondary.



THE "BUILD BOLDLY" CULTURE TOOLBOX

ASK "WHAT," NOT "IF"

"Do you have feedback?"

"What feedback do you have for me?"

Instead of "Do you have feedback?" ask "What feedback do you have for me?"



THE 45-SECOND CULTURE STORY



Purposefully share brief stories of people demonstrating cultural beliefs to impact key results.



FOCUSED RECOGNITION AND FEEDBACK

True North



Consistently acknowledge behaviors that align with the team's "True North" and cultural goals.

Reliable promises are how culture becomes real on a project.

Promise Recovery

Same pairs.

Person A: Act as PM | Person B: Act as contractor

The conversation most teams avoid.
Practice it now.

1 min

Setup: Each person write down a real example, a really real scenario. #IRL
Person B delivers bad news first to Person A.

4 min

Round 1

Deliverer: 'I missed it because... here's my new commitment... here's what I need.'

4 min

Swap

New scenario, swap roles. Notice what felt different.

4 min

Debrief

Whole room: what kept trust alive? What broke it?

Trust isn't built by perfect promises, it's built by how we recover.

What you took home tonight

WHAT MAKES A PROMISE RELIABLE

- ✓ Conditions of satisfaction are clear
- ✓ Performer is competent
- ✓ Time is estimated AND scheduled
- ✓ Performer is sincere
- ✓ Performer owns the recovery

WHY IT MATTERS

- Supports your production system
- Builds trust across teams
- Improves PPC and reliability
- Demonstrates respect for people
- Makes culture real, not theoretical



What will you do differently tomorrow?



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