

Hal Macomber

Brief Biography

hmacomber@leanproject.com

Hal is the Managing Principal of Lean Project Consulting, Inc. He has his attention on *project leadership* and *organization transformation* in a lean environment with special attention to Integrated Project Delivery (IPD). In the last two years, Hal and his team of project coaches have advised and coached over two dozen IPD projects including Target Value Design, Choosing By Advantages Decisionmaking and the Last Planner® System.

Project management, one of the most-cited career positions, routinely fails to produce the desired business results. Projects are routinely over budget, late, and fail in often significant ways to satisfy the customer and the project participants. Worse, many people are seriously injured along the way. The bulk of today's efforts at improving projects are spent on doing a better job applying the same old techniques. In conjunction with the Lean Construction Institute, Hal has set out to change that.

Hal's career spans numerous industries and roles:

1. Industrial engineering for commercial bank operations
2. Production control management of computer manufacturing
3. Materials management of software distribution
4. Division management of boiler manufacturing for large scale-power generation
5. Worldwide quality management of steam and gas turbine equipment design and production
6. Consulting for operating and maintaining power stations and copper smelting operations
7. Software design for project management and management consulting
8. Vice President of Operations and consulting management of software development
9. Chief Operating Officer for an integrated design-build construction company
10. Consultant on *lean project delivery*, Integrated Project Delivery, general business management, company strategy and leadership

Hal studied economics and operations research and then went on to get an MBA from Boston University in operations management. His career-long preoccupation with operations effectiveness has led to numerous innovations including Study-Action Teams™, distinguishing Target-Value Design, creating Responsibility-based Project Delivery™ and the Good 5-Why™ approach for root-cause analysis. Additionally, Hal introduced “making and securing reliable promises” as the foundational competence for performing well when using the Last Planner System.

Hal is the author of numerous white papers and peer-reviewed papers. You can read his weblog *Reforming Project Management* at www.reformingprojectmanagement.com.

©2011 Lean Project Consulting, Inc. www.leanproject.com

Study-Action Team, Essential Conversations, Responsibility-based Project Delivery and Good 5-Why are trademarks of Lean Project Consulting. Last Planner is a registered trademark of the Lean Construction Institute, www.leanconstruction.org.