

COGENCE Alliance

Owners + Architects + Engineers + Contractors

Inspire. Educate. Unite.

Planning to Fail?

Exposing the Impact of the “F” word

11 July 2018

Mission + Purpose

Cogence *(Latin)*

“To drive together” or “Thinking that is well organized”

The purpose of the Alliance is to bring Owners and Developers, Architects and Engineers, Construction Managers and Contractors, and Allied Industry Professionals together to **advocate** and be a **resource** for improved project delivery.

For more information visit us at www.cogence.org

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Agenda

- **Cogence Advocacy: Design Assist OFCC Brewer Garrett**
- **Failure**
- **Risk**
- **Define Failures**
- **Collateral Damage**
- **Solutions**



Failure

- Why are we afraid to talk about Failure?
- How do we plan for Risks?
- What expectations do we have when we launch projects?
- How does Competitive Stress impact performance?

Let's Learn from Failures TOGETHER!



Common Industry Risks

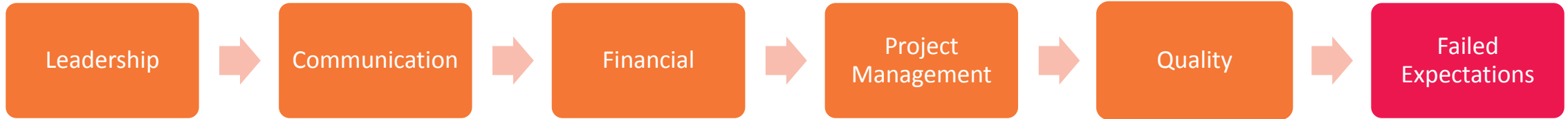
Leadership		Communication	
Change within Project Timeframe Lack of Engagement Misalignment of Personalities Not Involved Early Enough to Affect Outcome		Lack of Transparency Not Open, Honest, Timely Fails to Clarify Intent Does Not Happen	
Failed Expectations		Contract Issues	
Schedule / Budget Not Realistic Overcommitting Forced to Accept Deficiencies Assumptions Made on Incomplete Information		Scope Not Detailed Shift Risk to Inappropriate Party Not Negotiable Not Properly Coordinated with Team	
Financial	Project Management		Quality
Schedule Delays Business Operations Effort Exceeds Budget Pricing Assumptions Cash Flow Estimates Based on Incomplete Info. Aligning pricing structure to compete with market	Inexperience Not Being Clear with Performance Expectations Scope Creep / Scope Change Reliance on Consultant / Sub Performance Overextended Workload Not Involved Early Enough to Affect Outcome		Poor Craftsmanship Incomplete / Conflicting Docs. Constructability Issues Poor Performance Drawings Never Perfect / E&O Changes in Scope Without Change to Schedule; Quality Suffers

Cogence Partner Roundtable January/March 2016.

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Common Industry Risks



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Risk Level

Whole Group

Failed
Expectations

Communication

Contractual

Financial

Project
Management

Leadership

Quality

Highest Risk

Lowest Risk



Timeline of Peak Risk Perception



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How does our Industry define Failure

Process

Capacity



How does our Industry define Failure

Communication



How was your Business Impacted by Failure

Owner

Architect

Engineer



How was your Business Impacted by Failure

Construction
Manager

Trade Contractor

Affiliate



Leadership Role

Top 10 Leadership Traits for Successful Project Delivery	
Respect	Inspire
Decisive	Proactive
Empowering	Open
Futuristic	Honest
Motivate	Enable



Impact of Trust

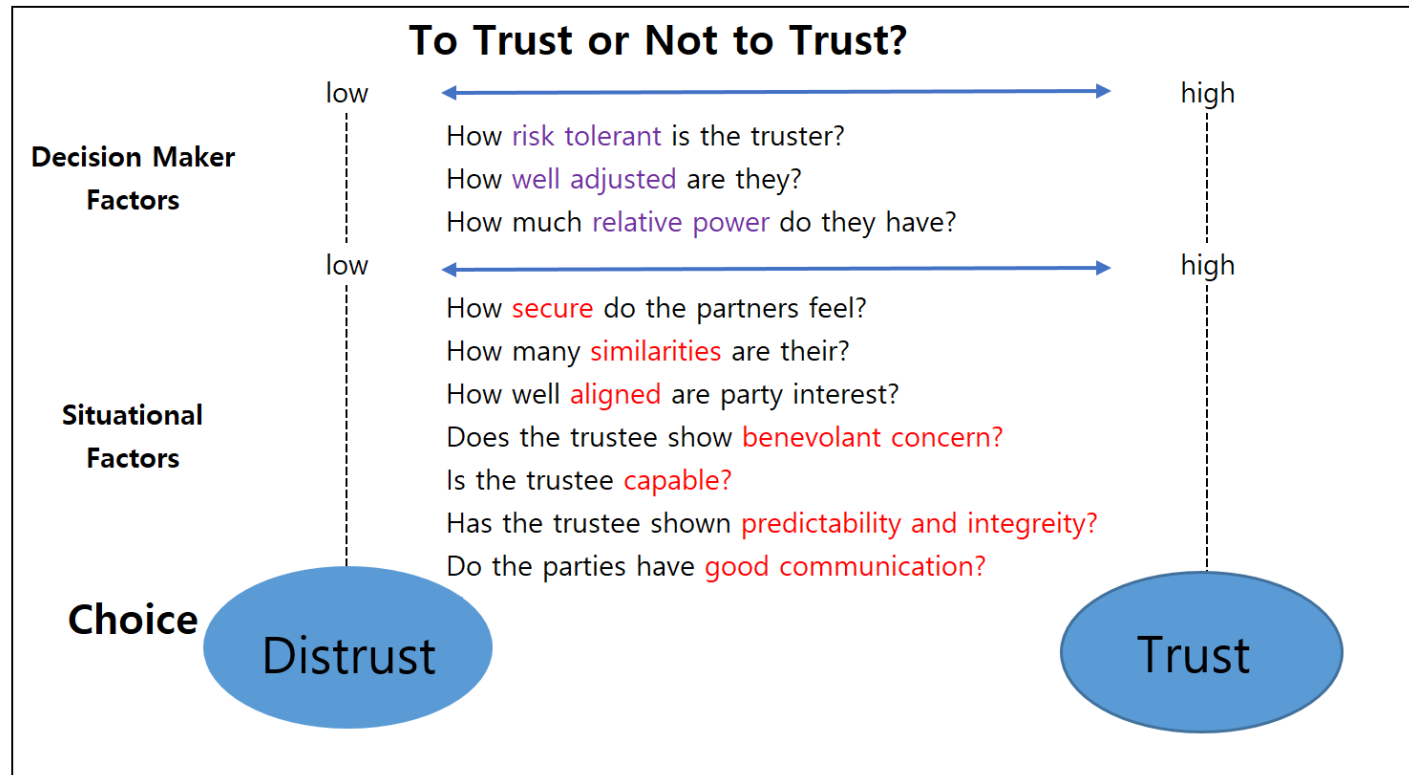
Build Trust





Impact of Trust

“The Decision To Trust”



Harvard Business Review by Robert Hurley



Impact of Trust

Measure Trust

Q1: The environment (condition of your surroundings) is

- *Toxic*
- *Stressful*
- *Worry*
- *No worries*
(not troubling)
- *Positive*
(accepting)
- *Uplifting*
(encouraging)

Q2: Relationships (connections between people with whom you work) are

- *Hostile*
- *Disrespectful*
- *Indifferent*
- *Cordial*
- *Cooperative*
(actively working together)

Q3: The behavior (actions toward another) is

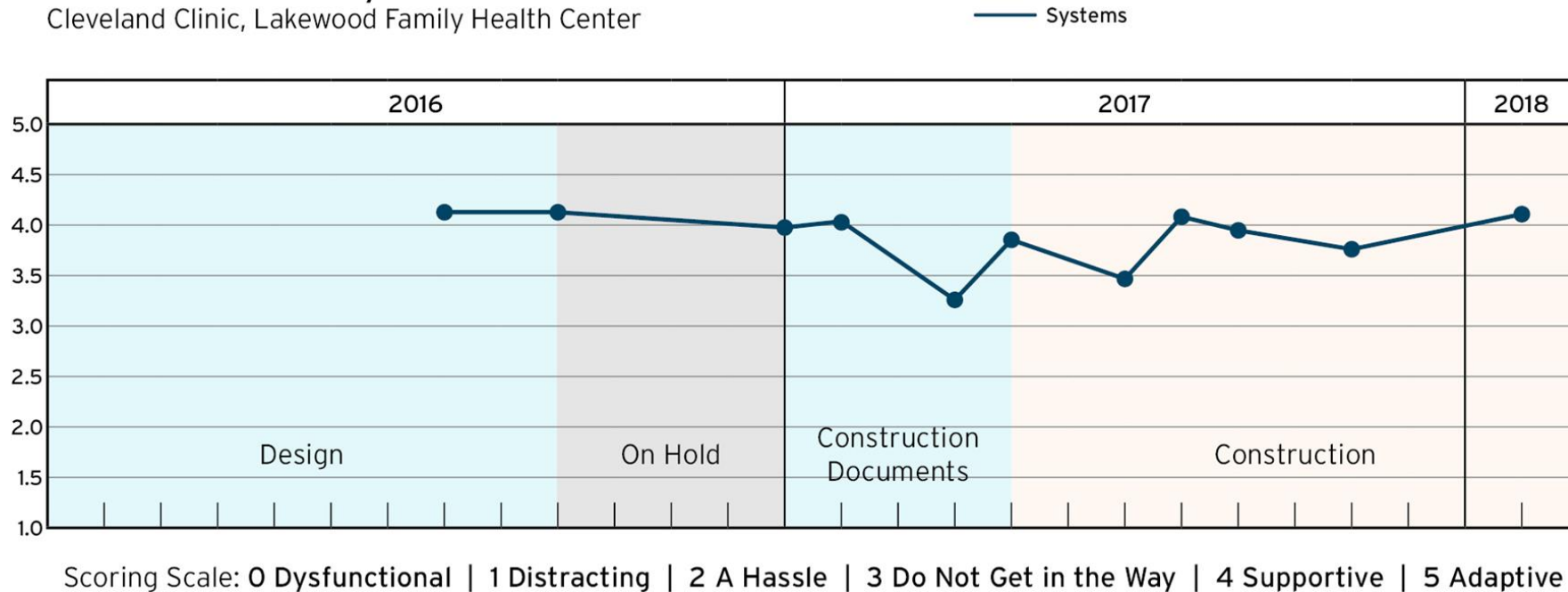
- *Micromanage*
(control with
attention to minor
detail)
- *CYA*
(protecting
self-interest)
- *Do my job*
(sing.scope)
- *Respect*
(courtesy)
- *Partnering*
(sharing tasks)
- *Transparency*
(open and
candid)



Impact of Trust

Measure Trust

Evaluations of the Systems in Place
Cleveland Clinic, Lakewood Family Health Center



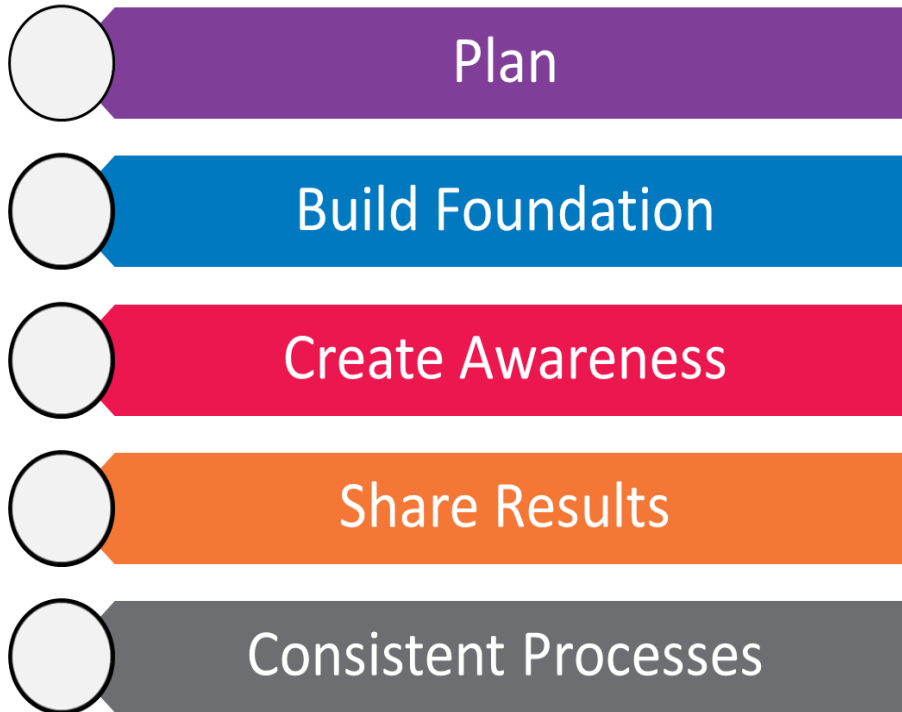
Trust Matrix by Rex Miller

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Cogence Strategic Objective Update

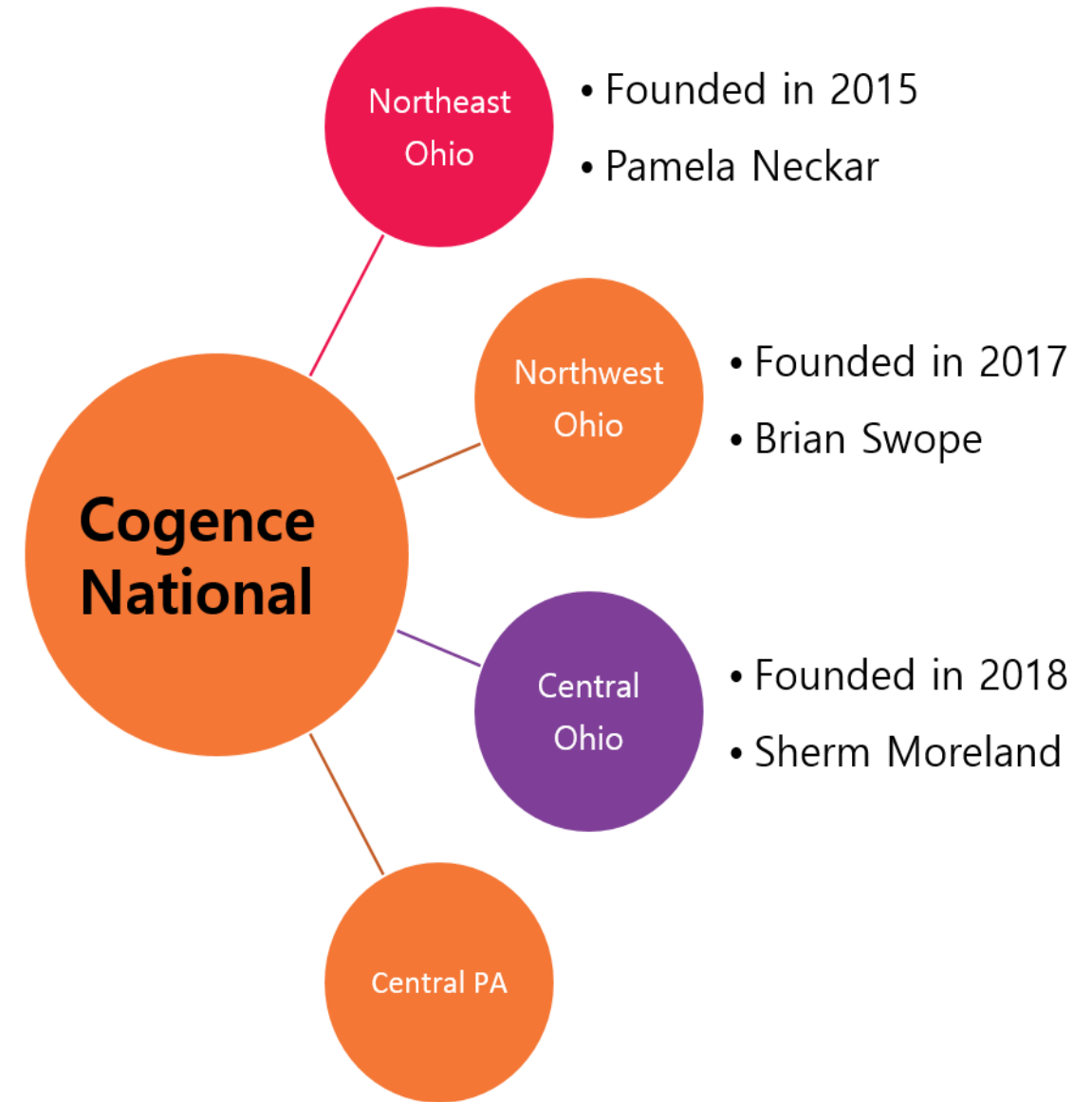
What's Happening



- www.cogence.org
 - Resources: Design Assist
 - Profiles
- GMP Process
- Defining Quality
- Inspiring Emerging Leaders
- Being Advocates

Strategic Growth Objective

Create industry wide focus on collaboration to improve project delivery.





Celebrating the best in project collaboration

2018 COGENCE DRIVE AWARDS

Project & Individual Categories • Register by July 11, 2018

www.cogence.org/drive-awards

COGENCEAlliance

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SEPTEMBER 12, 2018 • CLEVELAND, OHIO

COGENCE Alliance

2018 TOWN HALL

REGISTRATION NOW OPEN

www.cogence.org/townhall

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2018 TOWN HALL

FEATURED SESSION

September 12, 2018

**Global Center for
Health Innovation**
Cleveland, OH

cogence.org/townhall



TRANSFORMATION THROUGH COLLABORATION



Discover a strengths-based approach to elevating your team's performance.

At our Town Hall featured session, we will learn and begin to practice **Appreciative Inquiry (AI)**, a strengths-based, collaborative approach to organizational change.

Learn from experts in the field.

Our session will be led by **David Cooperrider**, the co-creator and creative thought leader of AI. He will be joined by **Ronald Fry**, co-creator of the AI method, and **John Paul Stephens**. They will introduce us to AI and lead us in trying out some of its techniques.

Gain insights you can apply to your projects & teams.

You will come away with actionable insights that will help you and your team develop successful collaboration and better cross-level relationships.

Get ready to engage, learn, and transform your collaboration!

Visit cogence.org/townhall for updates & registration.



Plus/Delta

Plus

- Quality of conversation
- Honest conversation
- Layout being able to see everyone
- Online edit

Delta

- Not everyone in audience had a voice