

Event Meeting Minutes - Cogence Alliance - NEO

DATE: July 11, 2018

TIME: 4:30 pm – 6:30 pm

LOCATION: Oswald Centre, 1100 Superior Avenue, Cleveland, OH

EVENT TITLE: *Planning to Fail? Exposing the Impact of the “F” Word– Moderated by Cynthia Leitson*

ROOM SET-UP: U-Shape Boardroom layout with additional chairs on back wall

PURPOSE: The mission of Cogence is to drive the industry together, but inevitably the “F” word gets in the way.

During this session, we will expose how fears manifest to failure, ultimately impacting the industry. Please join us as we define failure, expose its impact, uncover the collateral damage and plan solutions to turn failures into opportunities for success.

MINUTES: Cynthia led use through the “F” word questions that we, as a group, will be addressing. Pen Wolf then took us back to the meeting, in which, we had identified and ranked “Risk” (March 2016). This helped all new Partners to understand how we identified the type of topics we discuss, and how we try to improve and leverage the teams to deliver collaborative projects.

Questions to think about:

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

How does our Industry define Failure?

- Process:
 - Scope creep; unlimited revisions; timeline doesn’t change
 - Still trying to define original scope as changes are occurring
 - Where does the line get drawn of changes?
 - Snowball effect; cascading and impact on others
 - Being brought in late to the project
 - Design Assist involving people early enough, so they can improve the whole project from the beginning
 - Project being overbudget because number was unrealistic
 - Designer and Contractors need to call out Owners when they are being unrealistic
 - Ignoring the “expert” – Owner may need to change /realign their expectations
 - Inability to accept risk at the time it is identified
 - Make decision with assumption, rather than fact

- Have all the detailed information in BIM as you are doing it – not we'll add it later
- Claim on the project
- 2% E&O – Does anyone know how where did that number come from?
- Default by one of the stakeholders
- Catastrophic event
- Modify the team in a forced way
 - Doing it early can lead to better transparencies and better communication when a non-performing/poor team member is replaced
- Lack of effective risk mitigation plan
- Cause and Effect – lay it out for the Owner
 - Don't assume the Owner knows
- Communication
 - Lack of transparency – the honeymoon phase
 - Reluctance to share bad news
 - Lack of communication
 - Lawyers need to stop drafting contract one sided – good to bring them in at the beginning so there can be trust and communication at the beginning
 - Define how will we behave when something goes wrong – what will be our method to resolve/mitigate the issue
 - “You should've known!” what happens when you didn't know?
 - I'm not a mind reader!;
 - There needs to be a discussion;
 - There needs to be a balance;
 - Teams needs to be better at managing expectations
 - Not speaking the same language

Do we all define Failure the same way? What is a Failure

- Architect:
 - Define success early in the project and know how to measure it
 - Measure as you go
 - Be open to weaknesses
 - Winning Awards vs. Financial Failure
- Trade:
 - Quality
 - Material is not desired level; reorder; schedule still the same
 - Schedule compression
 - Lack of Pre-planning
 - Chaos of the rush to meet the schedule; working over one another; unable to be effective; double back on work flow; out of sequence
 - Interruption of the critical path and ideal flow
 - Team fracture; singularly focused - not team focused

Date

- CM/GC
 - Decisions not being made in a timely fashion
 - Schedule doesn't change;
 - We made money and the Owner is miserable
 - We lost money and the Owner is miserable
 - Your only as good as your weakest sub-contractor
 - The fix: A, B, C players rally around them to help them improve

- Owners
 - Field the little mistakes; fix them; keep moving forward as a team
 - You can have a tough project but a great team that handles it well
 - Stop poking at the problem and work together to find the solution
 - (MetParks) Poor public perception would create failure to pass public funding
 - Success is achieved through: Informing the public – communication; expectation; execute on promise
 - Failure to align expectation / Failure to manage risks

- Affiliate
 - One subcontractor not meeting the schedule and sliding into other team members with no thought to those that follow
 - Activities that are affected after substantial completion

How did a previous failure impact your next project?

- The laundry list of “lessons learned” becoming unwieldy
- Once burned, twice shy
- Lead by example; instill trust
- Be selective of team members
- Be wiser of the clients (and team members) you choose to work with
- Most people are good people; it's just putting them in the right setting
- Learn and continuous improvement
 - Process improvement
 - Education of team/partners
 - Recognize shortcomings without defensiveness
- Understand why the failure
 - Utilize the 5 Whys
- Realign position to strength
- Normalization of Deviate Behavior
 - Procedures are there for a reason
 - Analyze at the end of the project
- Drive a culture that anyone can raise their hand

Solutions

- Build Trust
 - Competence
 - Communication
 - Decision Making
 - Contractual
 - Social Interaction

Date

- Impact of Trust
 - Distrust vs. Trust
- Measure Trust
 - How do we act towards one another?

Other Comments:

- Failure to align expectation / Failure to manage risks
- How do you create an environment of trust where an employee can speak up?
 - Need to be Leaders by example
- As Leaders of our organizations we need to put people in roles that they can succeed and not where they will fail
 - Partner them with someone who has the strength

Announcement:

The **Cogence Town Hall** will be held on September 12, 2018 8:00am – 4:30pm with a cocktail reception following. Our featured speaker is David Cooperrider who will be leading us through *Appreciative Inquiry (AI)*.

All are welcome! Please share the invitation to the Town Hall with any colleagues and clients you feel would benefit from the Cogence message of collaboration. <http://cogence.org/townhall/>

PLUS/DELTA:

Plus: Quality of conversation Honest conversation Layout being able to see everyone Online edit	Delta: Not everyone in audience had a voice
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NEXT NEO ROUNDTABLE MEETING: November 14, 2018, 4:30 pm
Location: Oswald Centre, 1100 Superior Avenue, Cleveland, OH