

## Event Meeting Minutes - Cogence Alliance - Toledo

**DATE:** April 2, 2019

**TIME:** 4:00 pm – 6:00 pm

**LOCATION:** ProMedica Headquarters, 100m Madison Ave, Rm 1D4, Toledo

**EVENT TITLE:** What Keeps You Up at Night?

**ROOM SET-UP:** Classroom style

**PURPOSE:** During our April session, we will hit the reset button to evaluate feedback from our Partners on the biggest issues important to them. We want to confirm that future Cogence NWOHio sessions align with our Partner’s interests. We want to know how Cogence NWOHio can help bring owners, design and construction partners together to help on issues that keep you up at night.

**April 2<sup>nd</sup> Agenda:** We will hit the reset button and confirm that future Cogence NWO sessions align with our partner’s interests.

Cogence was founded on the idea that we can collectively improve project delivery. During our 2018 sessions, we discussed the risks we face, how these risks impact our businesses, and how we experience these risks over the lifespan of a project. What will our 2019 and 2020 program focus be? Come to our meeting and influence the direction!

**MINUTES:** Create best practices that can be incorporated into all of our projects. Discussed the “State of the Industry” where the construction industry is and where we can help the industry to grow.

Time was spent reviewing the survey results: Leadership and Communication where the top 2 selections that we could dive deeper into. There was discussion regarding the survey results for:

- Matters of Influence in NWOHio
- Important Industry Issues in NWOHio
- What keeps you up at night?

Partners did real-time voting on the above by placing dots next to the things that matter most in NWOHio (see voting results at end).

**Top issues were:**

1. Opportunities we are missing out on
2. Learning / Knowledge / Resource
3. Increased local collaboration
4. Best teams are open to learning
5. Communication, and not shutting down a team member

6. Relationship-building trust - same team (the people, not the company)
7. Our processes are behind & siloed
8. Labor: skilled workforce

All in attendance feel strongly that having more Owners involved in Cogence is what will help to drive the collaboration in the region. It was pointed out that moving to collaborative methods in a project has been slow for Owners to embrace in the region.

There are 3 buckets of Owners

- Sophisticated ready for change, want to try a new method
- Sophisticated, don't want to change
- Unsophisticated, they go to the Owners that build often to ask what method to use

Mark Crawford provided an overview of the Cogence GMP 5 Step Process. There were great questions and discussion surrounding the process. Mark will take comments back to the Cogence GMP task force.

Leadership and Collaboration:

- Work **group** vs. work **team**
- Leaders (see John Gardner's 6 points on what a Leader does, slide 24)
- Behaviors of Collaborative Leadership
- Being an effective follower
- Every Leader needs a vision

**PLUS/DELTA:**

Plus: Good conversations Introductions was a good ice breaker Good location Next NWOHio Mtg (continue) Survey results were helpful	Delta: Room setup Better Parking Instructions Need more Owners/Architects//Trades
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Information shared with Cogence Partners:

- Event Minutes
- Presentation PowerPoint (pdf)

**NEXT MEETING:** TBD, 2019, 4:30 pm – Deep dive into what practices to concentrate on.

Location: ProMedica Headquarters, 100 Madison Ave, Toledo

## Matters of influence in NW OH

- Project guide ●●
- Owner preferred contract delivery methods and how they benefit each of us ●●●
- Increasing exposure with Jobs Ohio and other incentive agencies
- Quality Assurance
- Strategic planning at all levels for specific risk drivers ●●
- What are opportunities that owners, design professionals, and contractors missing out on? Best practices to work together? ●●●●
- Other:

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## Important Industry Issues in NW OH

- Knowledge and Resources to truly improve what we know is broken ●●●●
- Increased local collaboration ●●●●●●●●
- Unrealistic schedules
- Project financing
- Labor: skilled workforce
- Strong Leadership
- Building trust in the team ●●●
- Sustainability, keeping up with technology
- Other

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## What keeps you up at night in NW OH

- Our processes are behind & siloed ●●●●●●●●
- Labor: skilled workforce ●●●●
- Cyclical nature of industry ●●
- Poor quality installation which causes downstream problems ●●
- Project Management

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