

Central Ohio Chapter Meeting #4: Project Success

September 17th, 2019

Mission + Purpose

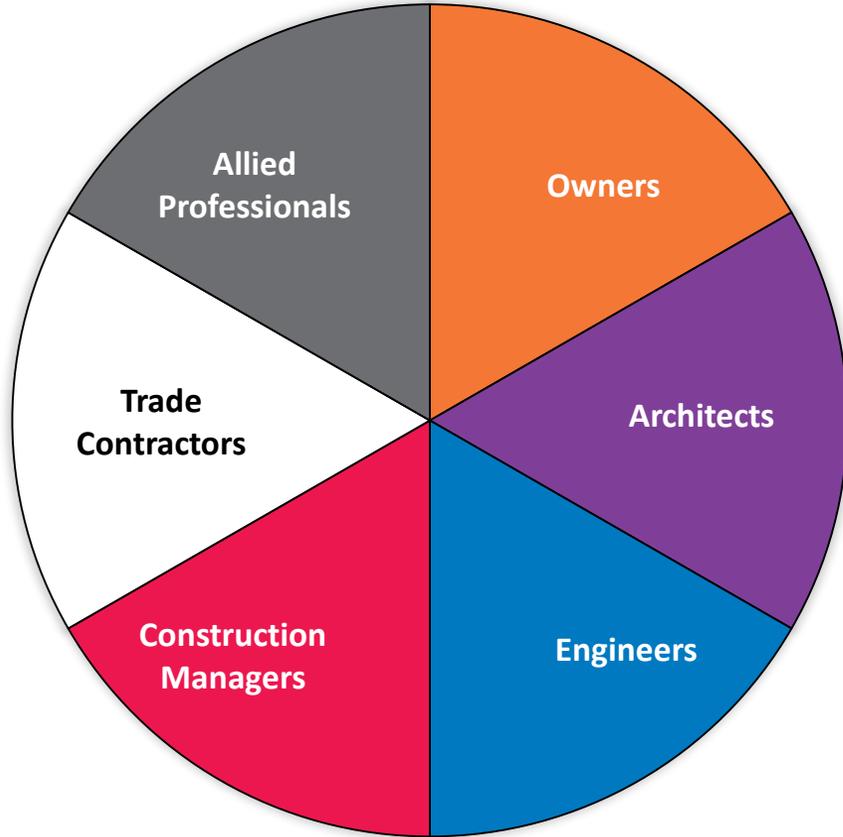
Cogence *(Latin)*

“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

Drive Together



Balanced Voice

As a partner of COGENCE Alliance:

- **Affect and influence change in your organization and the market**
- **Work collaboratively and committedly with other Partners to meet the goals of change in the industry**
- **Avoid the promotion of special interest**
- **Not a Business Development Meeting**
- **Be a resource**

To Be a Partner



**ENGAGE.
TRANSFORM.
WIN.**

Meeting #4

DEFINE SUCCESS

#1: Work in Silos
Products of Project
Success
(Avoid the Obvious)

#2: Work
Collaboratively
Written Definition
of Success

Meeting #5

CAUSES

Work
Collaboratively

Successful
Practices?

Impediments to
Success?

How To Measure?

Meeting #6

IMPLEMENT

Work
Collaboratively

Best Practices

Useful Tools

Deliverable:

- White Paper on Findings and Recommendations

Meeting #4 DEFINE SUCCESS

#1: Work in Silos
Products of Project
Success
(Avoid the Obvious)

#2: Work
Collaboratively
Written Definition
of Success

Step One:

In Silos – Identify 3-5 Products of Success.

Something that consistently occurs on a project that you considered Successful.

Avoid the obvious – On Schedule, Under Budget, No Lost Time Injuries, etc.

Needed: Note Taker - Presenter

Report Out

Meeting #4

DEFINE SUCCESS

#1: Work in Silos
Products of Project
Success
(Avoid the Obvious)

#2: Work
Collaboratively
Written Definition
of Success

Step Two:

Integrated Groups – Consider the
Products of Success presented.

Create a Written Definition of a
Successful Project (2-3 sentences).

Needed: Note Taker - Presenter

Table 1:

Mitch Acock
Blake Compton
Jim Negron
Tadgh O’Crowley
Monica Wangler
Nick McCulloug
John Igel

Table 2:

David Scott
Becky Fox
Pam Neckar
Mark Welling
Bret Meyers
Jeff Ortman
Troy Bonte
Keith Rowland

Table 3:

Doug Shevelow
Jenifer Horvath
Adrienne Sraver
Brian Gifford
Matt McClellan
Frank Eisenhower
Mark Davis
Kelly Greene

Table 4:

Mike Madigan
Lori Bongiorno
Tom Garske
Brian Mooney
Ed Keener
Tim Prater
Steve Wood
Randy Sleeper

Table 5:

David Patterson
Sam Rosenthal
Chad Stevers
Randy Marker
Stephen Metz
Paul Sherwood
Jay Sharp

Table 6:

Bob Gavin
Jonathan Wilch
Tim Gusler
Doug Addis
Doug Smith
Rick Allen
Will Vranich

Report Out

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Deliverable:

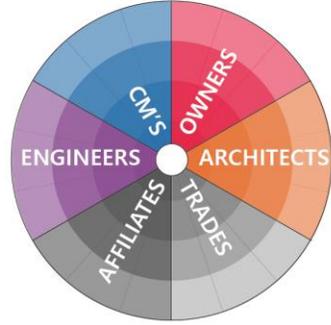
- White Paper on Findings and Recommendations

Plus / Delta

6 DEGREES OF DESIGN & CONSTRUCTION RISK

What are the GREATEST RISKS faced by EVERY design & construction project?

This is the question asked of a select group of owners, architects, engineers, construction trades, and insurance/banking/legal affiliates. Over the course of three meetings, an interdisciplinary group of thought leaders known as the "COGENCE Alliance" identified, categorized, and organized a list of the most significant risks that they encounter.



THE 6 DEGREES OF RISK: We all benefit when we collaboratively reduce risk.

Our goal in sharing this information is to encourage collaboration and inspire greater understanding between disciplines, reducing risk and improving project outcomes for everyone.

In the coming months we will release the data from the perspective of each one of our industry partners:

- | | |
|---------------|---------------|
| 1. Owners | 4. Trades |
| 2. Affiliates | 5. Engineers |
| 3. CM's | 6. Architects |

This month we begin with the aggregated list of the 10 greatest risks faced by every building project.

FEB 2019 RISKY BUSINESS

First, we identified the risk from each of the six partners' perspectives and group them into the 10 key risks.

APR 2019 RISKY TIMES

Next the partners ranked risks from their perspective to identify the key areas that contribute to higher levels of risk.

JUL 2019 RISK OR KEYS TO SUCCESS

Lastly, partners worked together across the industry divides to identify habits we can each develop to mitigate risk to our partners and to the project as a whole.

ROUND TABLE TIME LINE: COGENCE Alliance Partners met over the course of 7 months.



THIS IS WHAT WE MEAN. To create our list, COGENCE Alliance partners identified and considered examples of risks presented by each category, as follows:

COMMUNICATION: Unclear, conflicting, and/or untimely delivery of information; lack of transparency; not establishing and/or observing proper channels; lack of proper documentation; hoping problems just resolve themselves.

CONTRACTS: Unfair, unclear, or unenforceable contract terms; inappropriate allocation of risk; not reducing material terms and/or amendments to writing.

LEADERSHIP: Uncertain roles/responsibilities; lack of understanding of the strategic drivers of the project; selecting the wrong team; substitution/loss of key team members; unwillingness or inability to take prompt and decisive action.

SCHEDULE: Compression, acceleration, and/or not properly setting up the project at inception; slippage; unrealistic goals or expectations; failure to update; not incorporating scope changes.

BUDGET: Failure to reconcile budget with scope/expectations; lack of alignment between costs and necessary expertise; conflicting philosophies as between first cost v. long-term operating costs; lack of transparency.

TEAM MEMBERS: Improperly trained or educated personnel; shortages; not retaining key personnel for duration of a project.

CHANGES: Re-design; untimely changes; lack of understanding of how changes impact all team members ("domino effect").

FINANCIAL: Pushing liability downhill and/or not sharing risk; insufficient financing; market volatility; disagreements on prediction of escalation.

QUALITY: Defective work; value engineering; inconsistent understanding of the level of document completeness.

DUE DILIGENCE: Lack of attention to vetting the project or the team; insufficient review prior to proposal or interview submission; having a commodity, rather than value-based, mindset.

In two weeks, we will share the list as ranked by Owners. Then biweekly we will release each partner's rank list.

Now that we've identified and defined the problems, in the coming weeks, we will also share tactics to mitigate risk by working more collaboratively as a project team.

The COGENCE Alliance exists to transform the design and construction industry to be more collaborative, with reduced risk and improved outcomes for all projects. For more information, go to cogence.org.

Being a Partner, What Do You Get?

- ◉ **Bi-monthly Partner Roundtables**
 - » **Substantive, Challenging, Honest Dialogue**
- ◉ **Larger Seminar Events**
- ◉ **Guest Facilitators**
- ◉ **Access to Industry Experts**
- ◉ **Influence Industry Change and Improvement**
- ◉ **Committee Opportunities**
- ◉ **Emerging Leader Development Opportunity**
- ◉ **Access to Resources**

What is the Cost of Membership? How Do I Join?

Annual Dues = \$500

- 1. Fill out the Commitment Letter on your table**
- 2. Give the form to Bonnie (or a member of the formation committee) before you leave**
- 3. You will receive an email with the ability to pay annual dues on-line**
- 4. If you need to pay your dues and need to have the email resent see Bonnie or a committee member before you leave**

Central Ohio Chapter

2019/2020 Meeting Schedule

November 20	Project Success #2
February	Project Success #3
April	AI Summit?
June	TBD
August	TBD

Potential Future Topics:

- Communication
- Contract Issues
- GMP
- Schedule Management
- Budget Management
- Teamwork
- Workforce Issues
- Project Management
- Quality
- Due Diligence
- Leadership

All meetings are 4:30 PM to 6:30 PM, location Grandview Event Center (until further notice)

<https://cogence.org/>



**THE
FUTURE
DEPENDS
ON US.**

When Is The Next Meeting?

COGENCE Central Ohio Chapter Meeting #5, Project Success Part 2

Wednesday November 20, 2019

4:30pm -6:30pm

(Light hors d'oeuvres and drinks following the program)

Location: Grandview Event Center