

COGENCE Alliance

Owners + Architects + Engineers + Contractors

Inspire. Educate. Unite.



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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April Roundtable revisited:
**Dealing with Scarce Resources
on Your Project**



MentiMeter Survey: Question 1

In your spectrum of project work, what is the current severity of scarce resources?



- There were 12 responses for this slide.
- The most acute scarcity is construction labor.



MentiMeter Survey: Question 2

On your current project (or set of projects), what is the most acute resource shortfall that you have?

25 responses



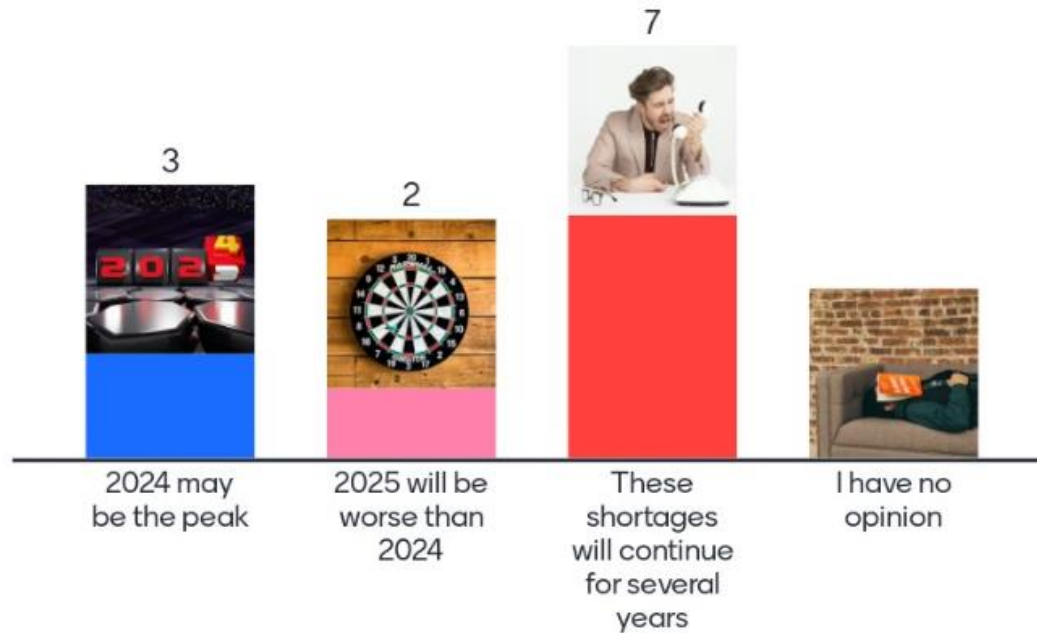
- Survey indicates scarcity problems of:
 - Electrical equipment (generators, switchgear)
 - Skilled trades
 - Foremen



MentiMeter Survey: Question 3

As it relates to building material shortages, what is your view amongst the following?

- Current view is that material shortage issues are here to stay for the foreseeable future – especially for electrical equipment

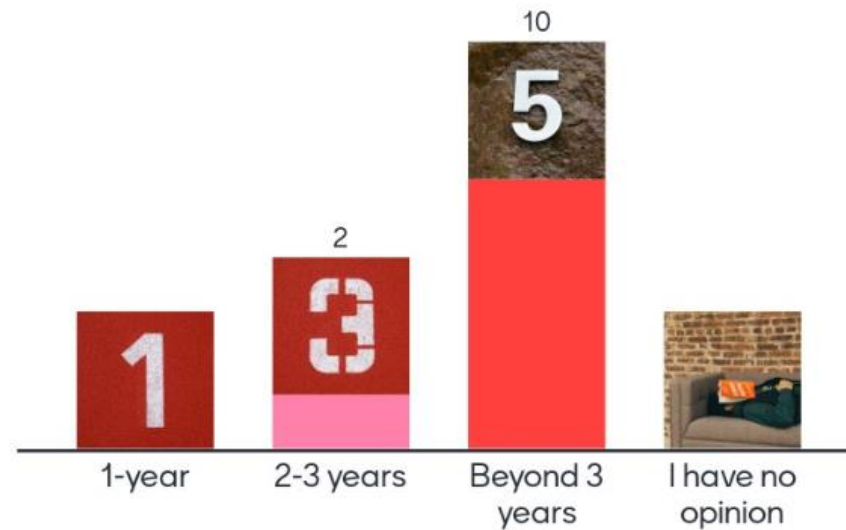




MentiMeter Survey: Question 4

As it relates to current construction labor shortages, what is your view of the duration of the scarcity of labor?

- Current view is that construction labor shortage issues are here to stay for the foreseeable future – much of this is due to the mega or major projects that are occurring in Ohio right now (Intel) or will be (Brent Spence Bridge).





MentiMeter Survey: Question 5

From your experiences, what has been the best strategy or tactic to deal with material shortages?

22 responses



- To cope with material shortages, the key strategies involve:
 - Purchasing items as early as possible
 - Identifying alternate designs or substitutes
 - Up-front planning
 - Work-arounds



MentiMeter Survey: Question 6

From your experiences, what has been the most effective strategy or tactic to use when there is a shortage of construction labor?

20 responses



- To cope with construction labor shortages, the key strategies involve:
 - Moving work away from job site through pre-fabrication or modularization.
 - Establishing a longer target schedule to recognize the shortage.
 - Using design assist to define specific tactics to support a strategy.

Today's Roundtable:

Mastering Project Success: Developing Natural Laws for Great Construction Projects



Where This Started: Zingerman's Delicatessen

- Zingerman's Delicatessen opened in March 1982 in a historic building near the Ann Arbor Farmers Market in Michigan.
- The Deli was founded by Paul Saginaw and Ari Weinzweig, two friends who dreamt of creating a traditional Jewish deli that would bring very special foods to Ann Arbor in a way that was unique to them.
- Needless to say, they succeeded! The founders ultimately created their own management training organization, called Zing Train.
- As part of this effort, they created their **12 Natural Laws of Business**.





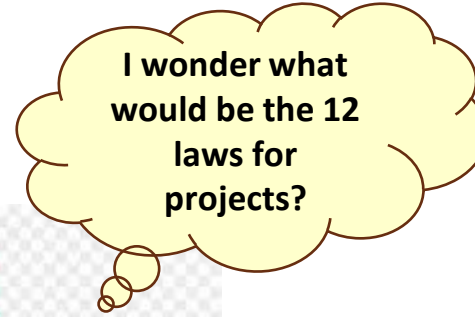
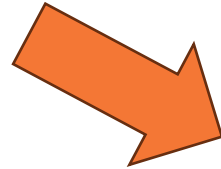
Zing Train's 12 Natural Laws of Business

1. An inspiring, strategically sound vision leads the way to greatness (especially if you write it down!)
2. You need to give customers really compelling reasons to buy from you.
3. Without good finance you fail.
4. People do their best work when they're part of a really great organization.
5. If you want the staff to give great service to customers, the leaders have to give great service to the staff.
6. If you want great performance from your staff, you have to give them clear expectations and training tools.
7. Successful businesses do the things that others know they should do ... but generally don't.
8. To get to greatness you've got to keep getting better, all the time!
9. Success means you get better problems.
10. Whatever your strengths are, they will likely lead straight to your weaknesses.
11. It generally takes a lot longer to make something great happen than people think.
12. Great organizations are appreciative, and the people in them have more fun.

Source: [Zingerman's 12 Natural Laws of Business - ZingTrain](#)



Expanding the Idea



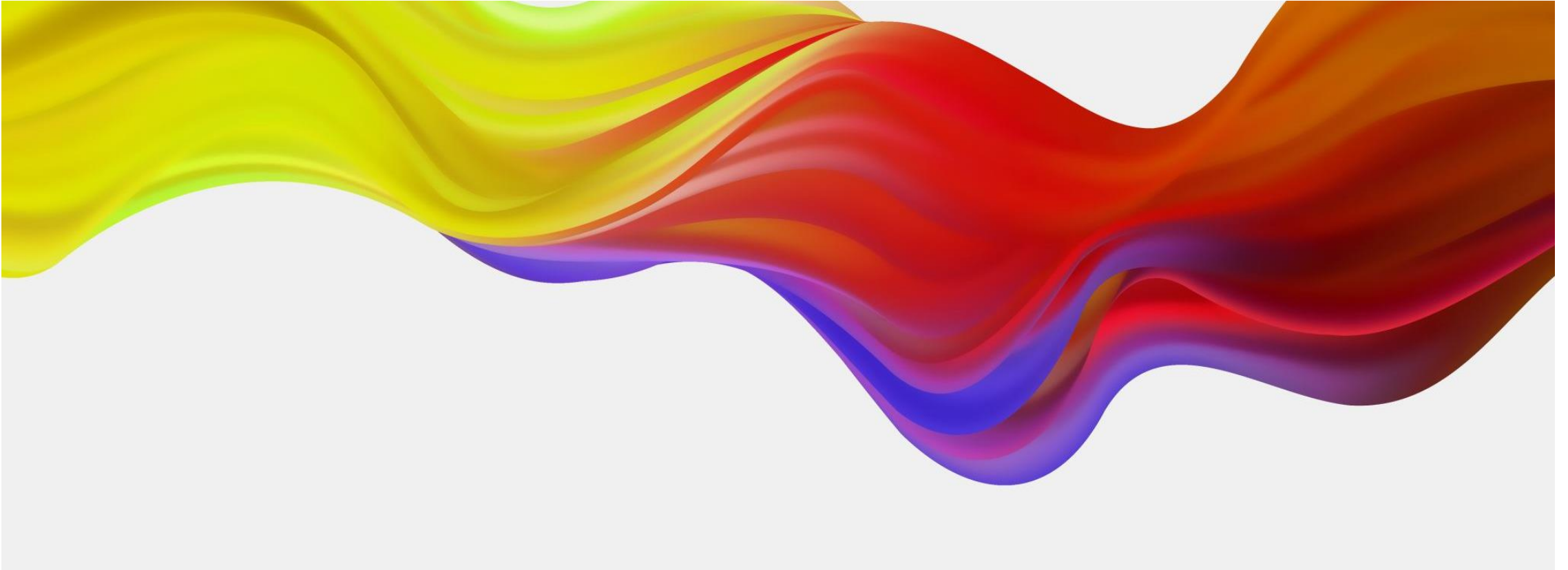


AI-Generated 12 Natural Laws of Project Management

1. Law of Planning
2. Law of Budgeting
3. Law of Communication
4. Law of Quality Control
5. Law of Safety
6. Law of Timeliness
7. Law of Compliance
8. Law of Environmental Responsibility
9. Law of Flexibility
10. Law of Resource Management
11. Law of Continuous Improvement
12. Law of Teamwork



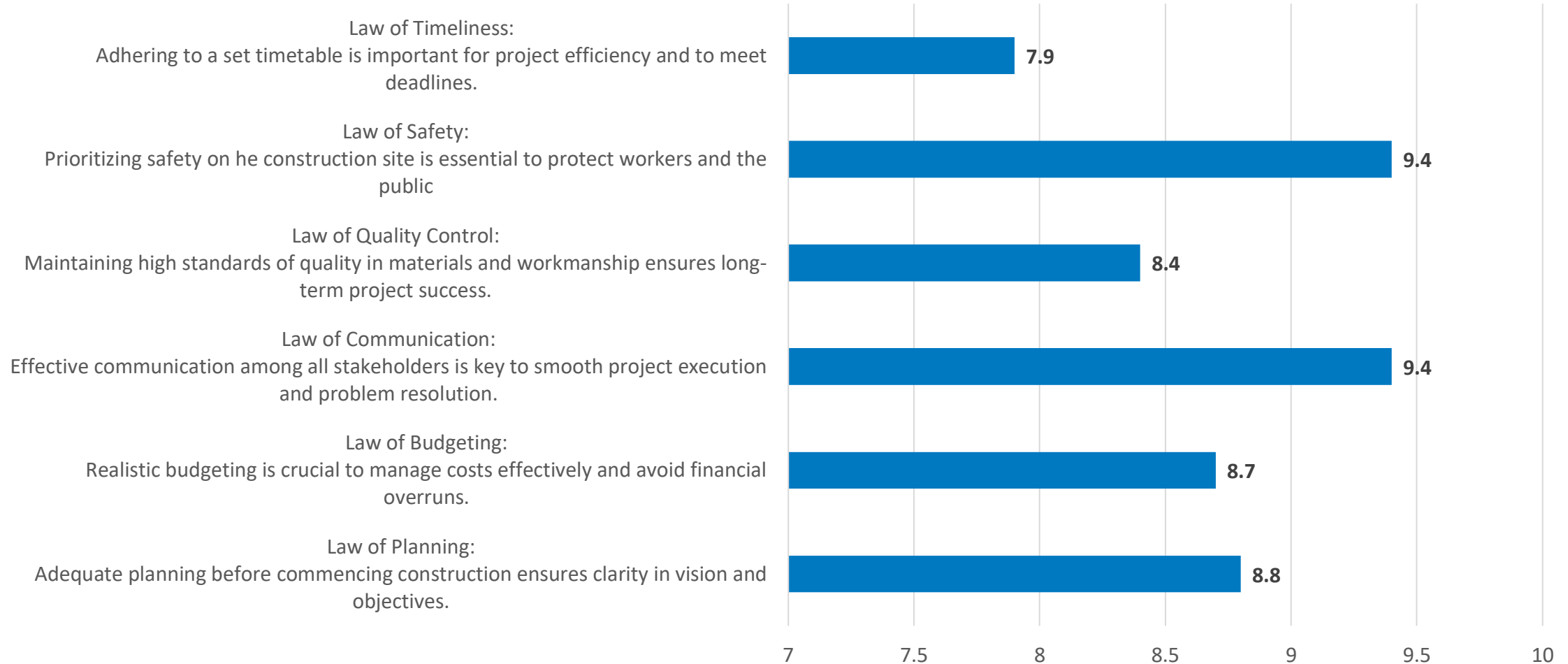
Survey Session #1: Critique of ChatGPT's Laws



Let's Go to MentiMeter!



Rating of Laws 1-6

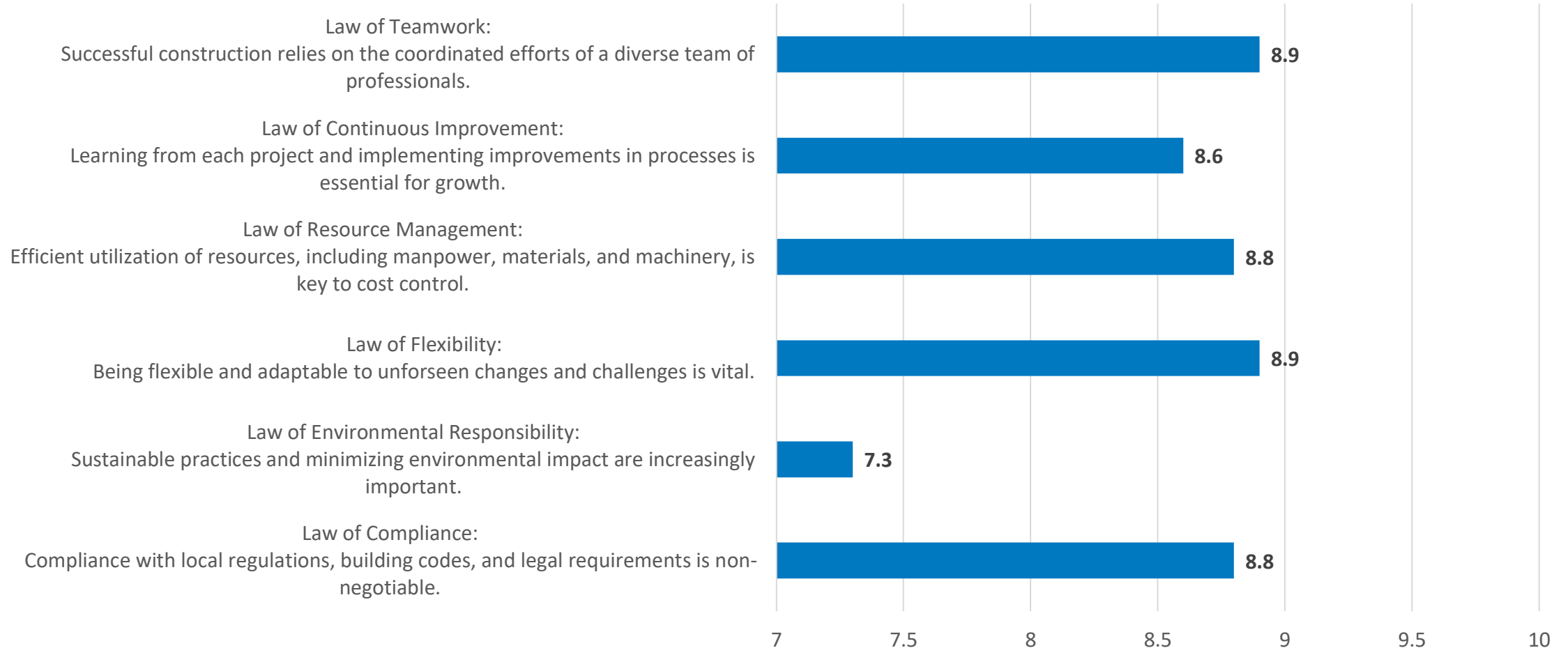


Rating Each Law: 1=Strongly Disagree. 10=Strongly Agree

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Rating of Laws 7-12



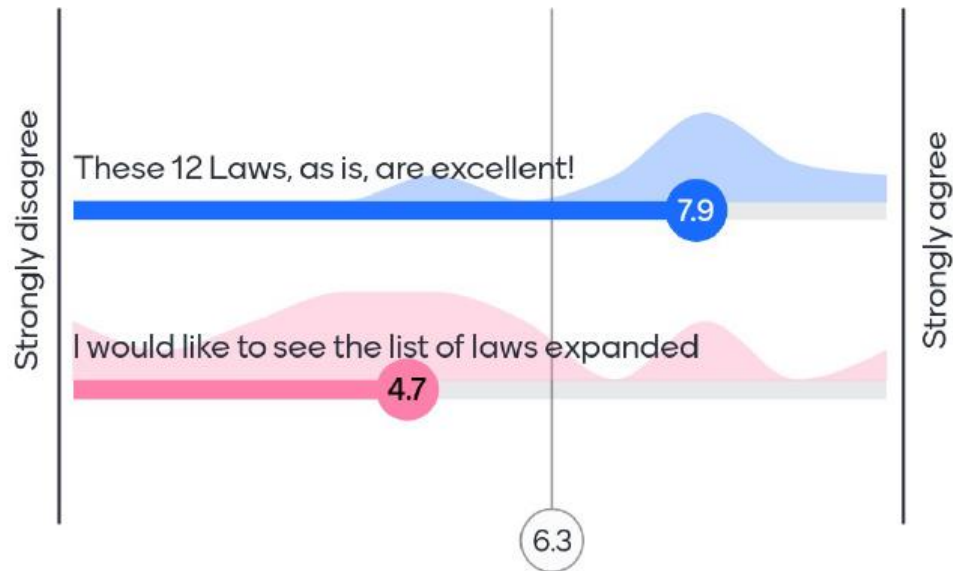
Rating Each Law: 1=Strongly Disagree. 10=Strongly Agree

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How Good Are These 12 Laws?

How Good are these 12 Laws?





Ideas for New Laws

What new Law should be added to the list of 12?

12 responses

expectations
client
development
honesty
direction
project charter
innovation
early engagement
ethics
coaching and educating
mission
risk management





Breakout Discussion



Create your group's list of Natural Laws for a Great Construction Project

Build on the list from ChatGPT
This is a chance to add or modify the original list



From your listing, the group shall:

Identify your top 3 laws
Identify what ideas or improvements you see to better comply to your group's laws



Breakout Session: Rankings of Laws

Team 1	Team 2	Team 3
<ol style="list-style-type: none">1. Communication/Collaboration<ul style="list-style-type: none">• External & Internal2. Project Charter3. Continuous Improvement/ Innovation4. Culture/Relationships<ul style="list-style-type: none">• Organizational & Project Teams	<ol style="list-style-type: none">1. Planning<ul style="list-style-type: none">• Budget• Schedule2. Safety<ul style="list-style-type: none">• Cleanliness• Compliance• Quality3. Communication<ul style="list-style-type: none">• Accountability• Teamwork	<ol style="list-style-type: none">1. Law of Resource Management2. Law of Planning3. Law of Communication



Breakout Session: Ideas for New Laws

Team 1	Team 2	Team 3
<ul style="list-style-type: none">• Table Stakes:<ul style="list-style-type: none">• Safety• Quality• Cost• Schedule	<p>New Laws:</p> <ol style="list-style-type: none">1. Accountability2. Risk Management3. Coaching & Education4. Culture5. Defining goals from stakeholders6. Don't make the same mistake twice	<ol style="list-style-type: none">1. Law of Early Engagement2. Law of Relationships3. Law of Process



Open Discussion: Natural Laws v. Current Challenges

Challenges from Last Session's MentiMeter Survey



Cost Management

Driving down costs
Bad budgets
Cost and scope alignment
Funding and interest rates



Changes

Owner changes



Dynamic Industry Environment

Technology moving faster than industry and owners
Disconnect between owners and the reality of the industry currently.
Decarbonization
Productivity / Diligence



Communication

Poor communication
Communication/ collaboration during construction.



Time Management

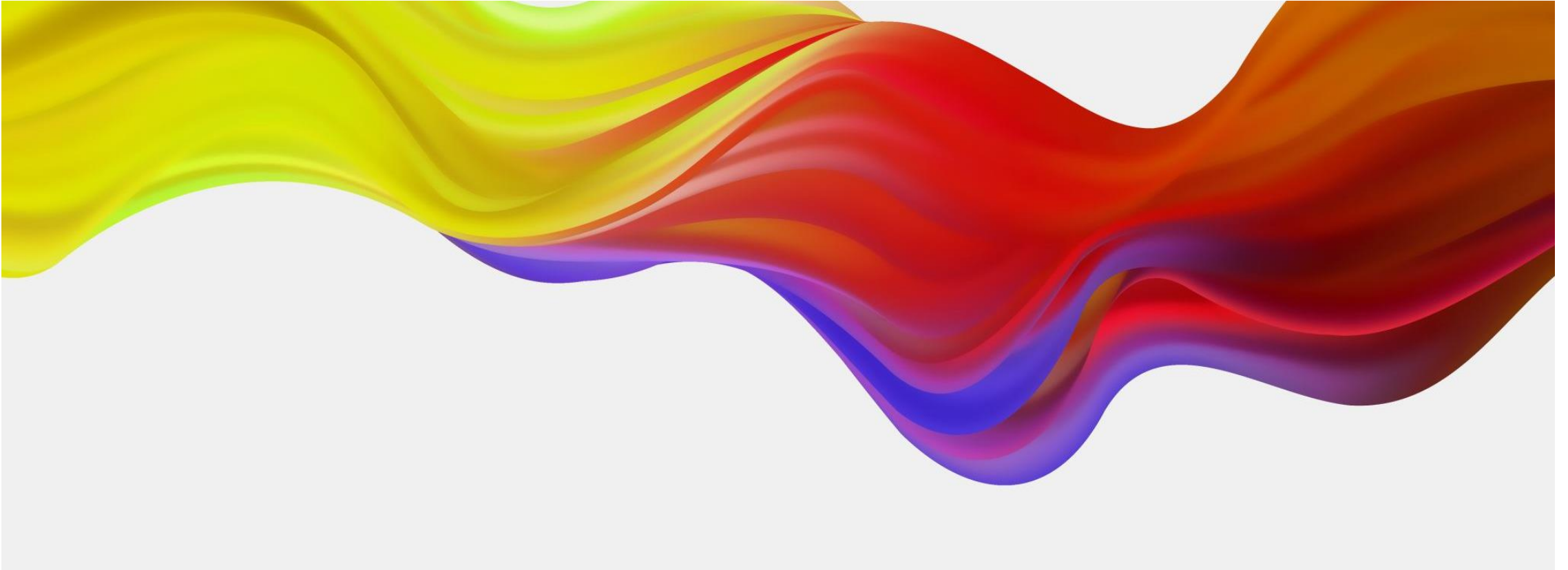
Duration
Owners make decisions in a timely manner.



Risk Management



Survey Session #2: Plus/Delta



Let's Go to MentiMeter!



Plus: What Did You Like?

- Breakouts, Small group
- Collaborative (2), Good collaboration
- Diverse group
- Dialog
- Group discussions
- Interesting topic (2)
- Relevant
- Validation
- Informative. Ideas from others
- Different approach using AI, Challenging IA with human intellect
- General role components of project have different priorities and elevation of them
- Great discussion
- The different perspectives that each field views as priority
- Open discussion with peers. Differing viewpoints. Facilitated good thought exercises on rules for successful projects



Delta: What Improvements for Next Roundtable?

- Larger attendance
- More owners
- More group activities
- More diverse viewpoints...i.e. owners, more designers
- More participants
- Continued breakouts
- Try to bring more owners
- Owner involvement
- Topic surveys beforehand
- Open discussion more clear



Next SW Ohio Cogence Roundtable

Thursday, August 8, 2024

The Kleingers Group Office

4:30pm to 6:00pm EDT



Save The Date!

September 12-13, 2024

Cogence Town Hall

Hilton Easton Town Center, Columbus



COGENCE DRIVE AWARDS

Cogence Alliance would like to honor the best in project collaboration, while showing our community how their contributions are improving project outcomes in the A/E/C industry.

The Cogence Drive Awards will highlight the critical role and immense value that collaboration and innovation bring to building projects.

Intent to Submit by July 15th

Entries due August 12th

Visit cogence.org/drive-awards
for additional information

Share with your marketing department