

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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Agenda

- Recap of Last Roundtable: **Mastering Project Success: Developing Natural Laws for Great Construction Projects**
- Attendee Introductions
- Today's Roundtable: **Project Decisions Forced Early: Making Them "Stick" and Avoiding Calamities**
- Session Wrap-Up

June Roundtable revisited:
Mastering Project Success:
Developing Natural Laws for
Great Construction Projects



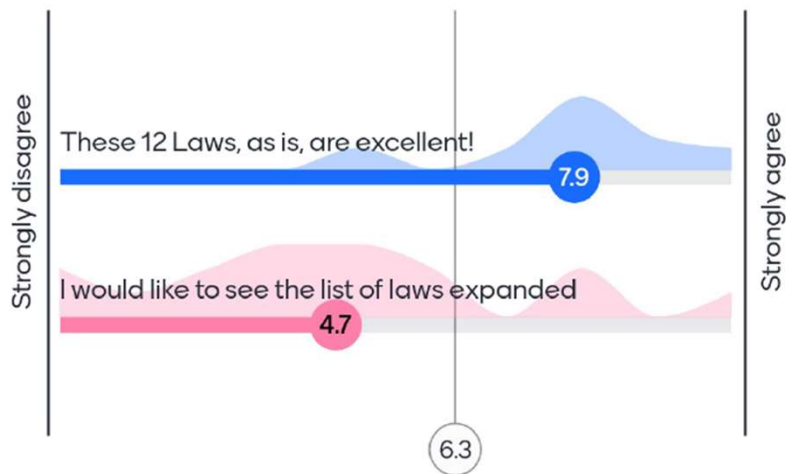
AI-Generated 12 Natural Laws of Project Management

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



How Good Are These 12 Laws?

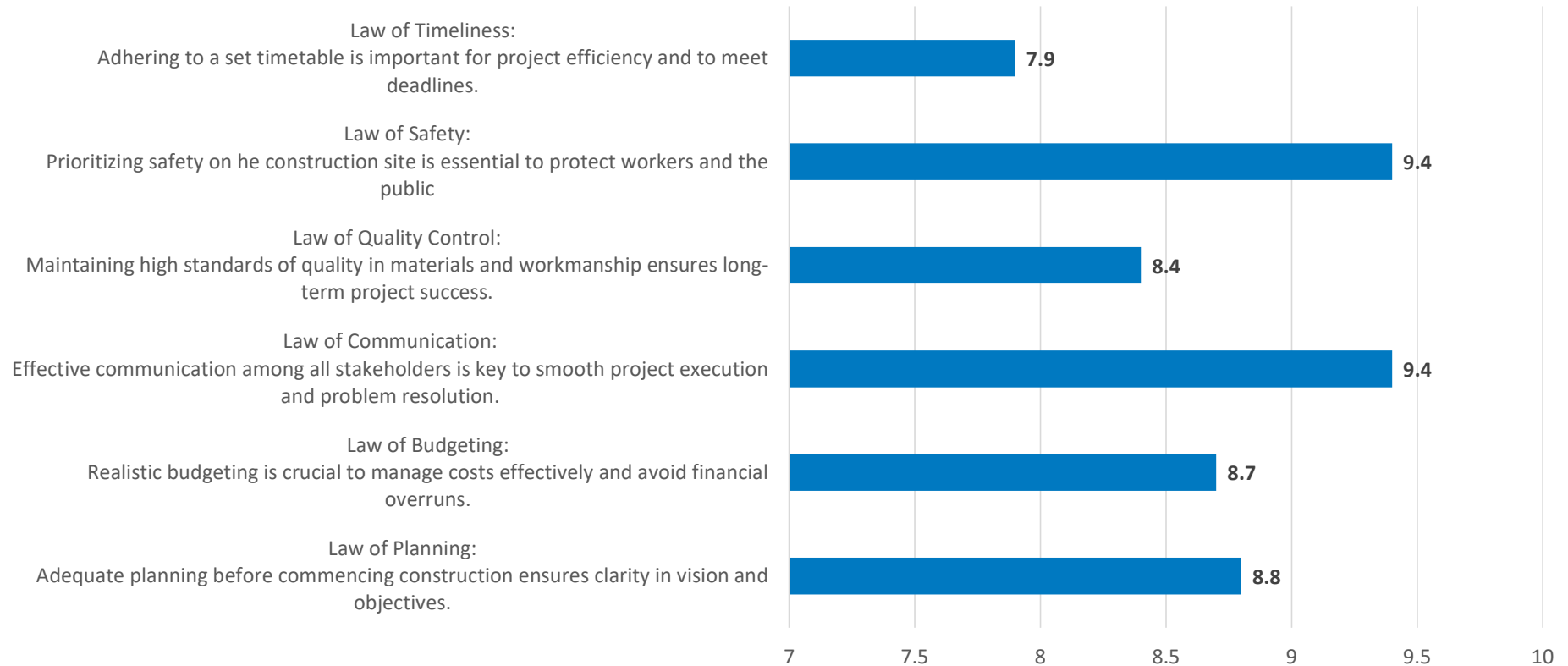
How Good are these 12 Laws?



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Rating of Laws 1-6

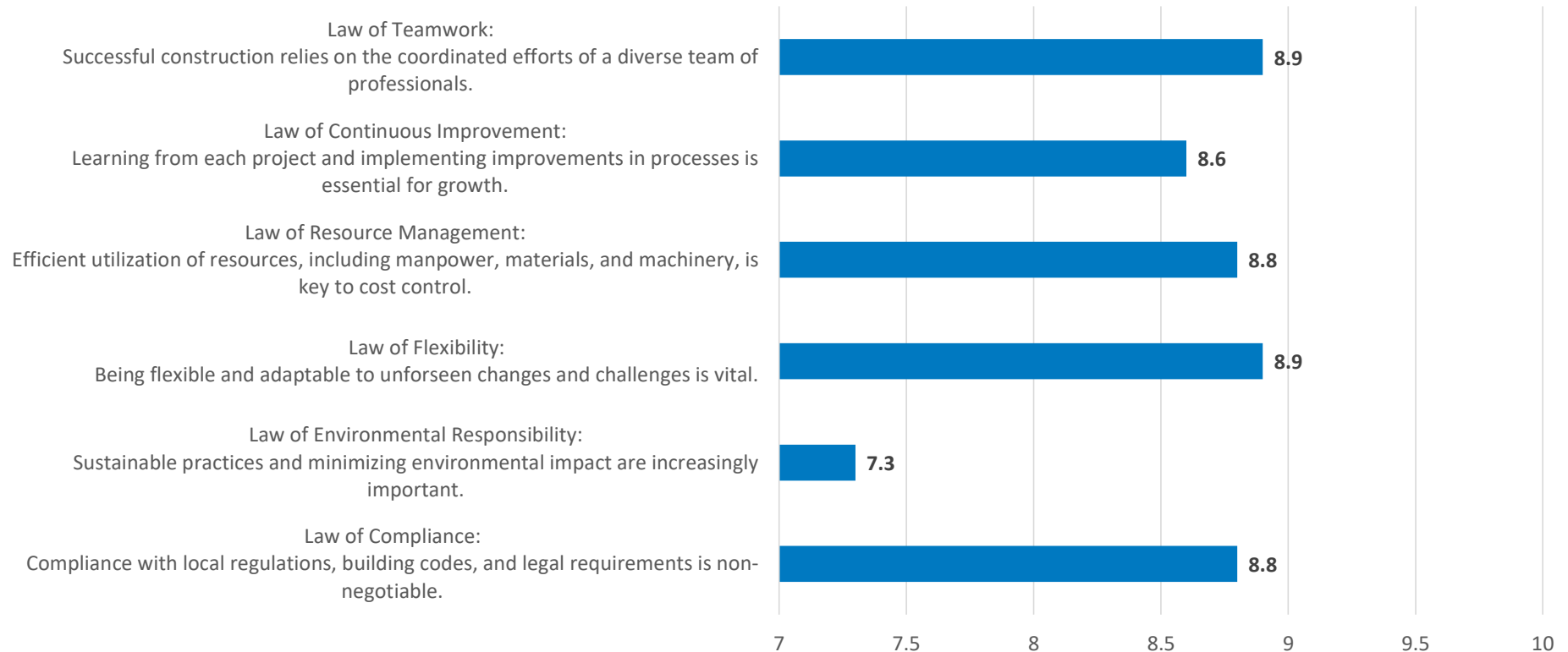


Rating Each Law: 1=Strongly Disagree. 10=Strongly Agree

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Rating of Laws 7-12



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

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Ideas for New Laws

MentiMeter Polling List

| | | | | | |
|------------------|---|------------------------|---|--------------|---|
| client | 1 | coaching and educating | 1 | | |
| development | 1 | direction | 1 | | |
| early engagement | 1 | ethics | 1 | expectations | 1 |
| honesty | 1 | innovation | 1 | mission | 1 |
| project charter | 1 | risk management | 1 | | |

Breakout Session List

- Accountability
- Risk Management
- Coaching & Education
- Culture
- Defining goals from stakeholders
- Don't make the same mistake twice
- Law of Early Engagement
- Law of Relationships
- Law of Process



- ❖ Name
- ❖ Company, Role/Title
- ❖ If you had the appropriate level of skill, which Olympic sport (or event) would you most want to compete in?



Today's Roundtable: Project Decisions Forced Early: Making Them "Stick" and Avoiding Calamities

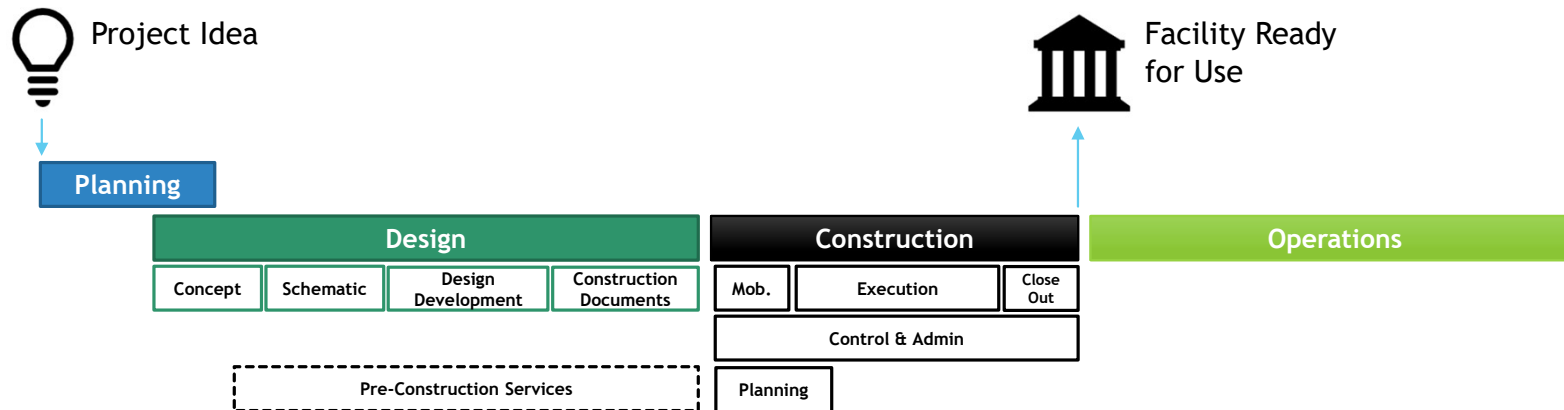


Project Life-Cycle

Generic Life Cycle



Project Execution Process for Built-Environment Projects

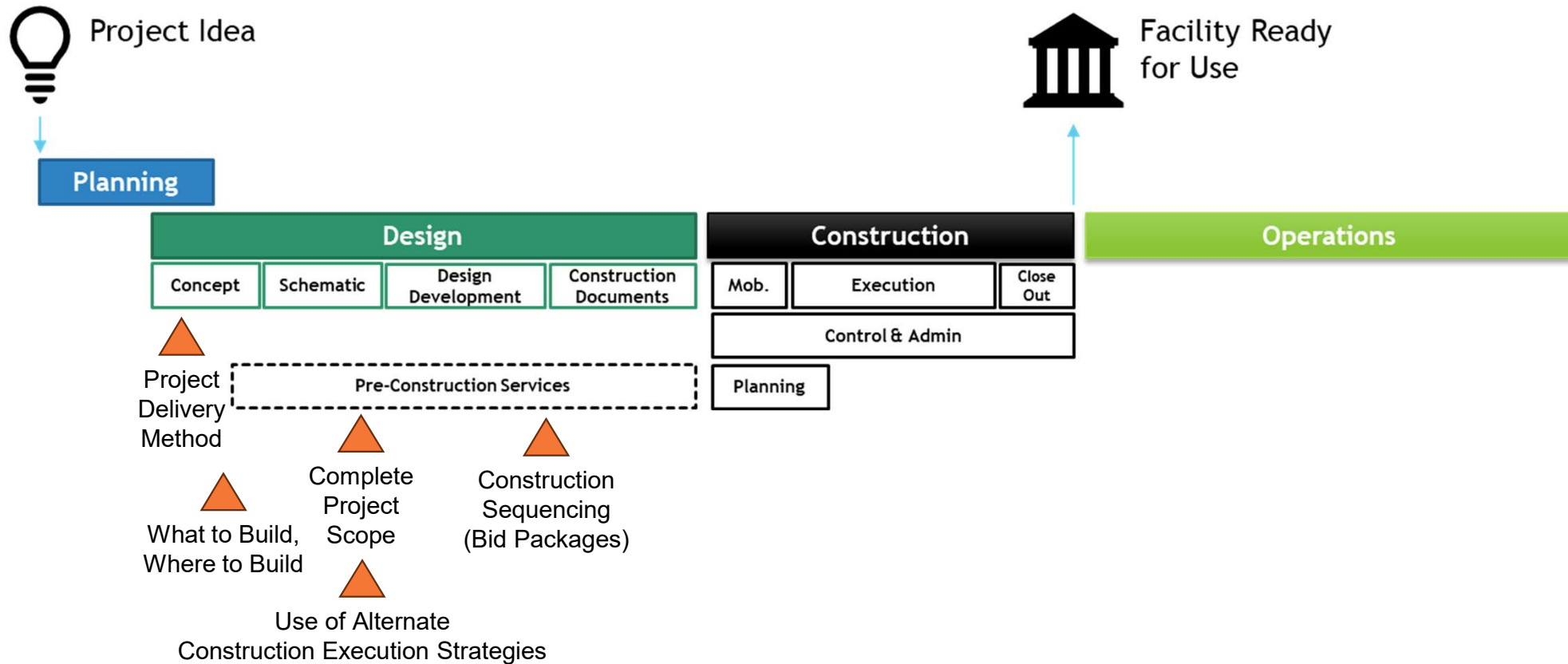


Source: Migliaccio and Holm, *Introduction to Construction Project Engineering*, pg. 19



Some Key Decisions for Built-Environment Project

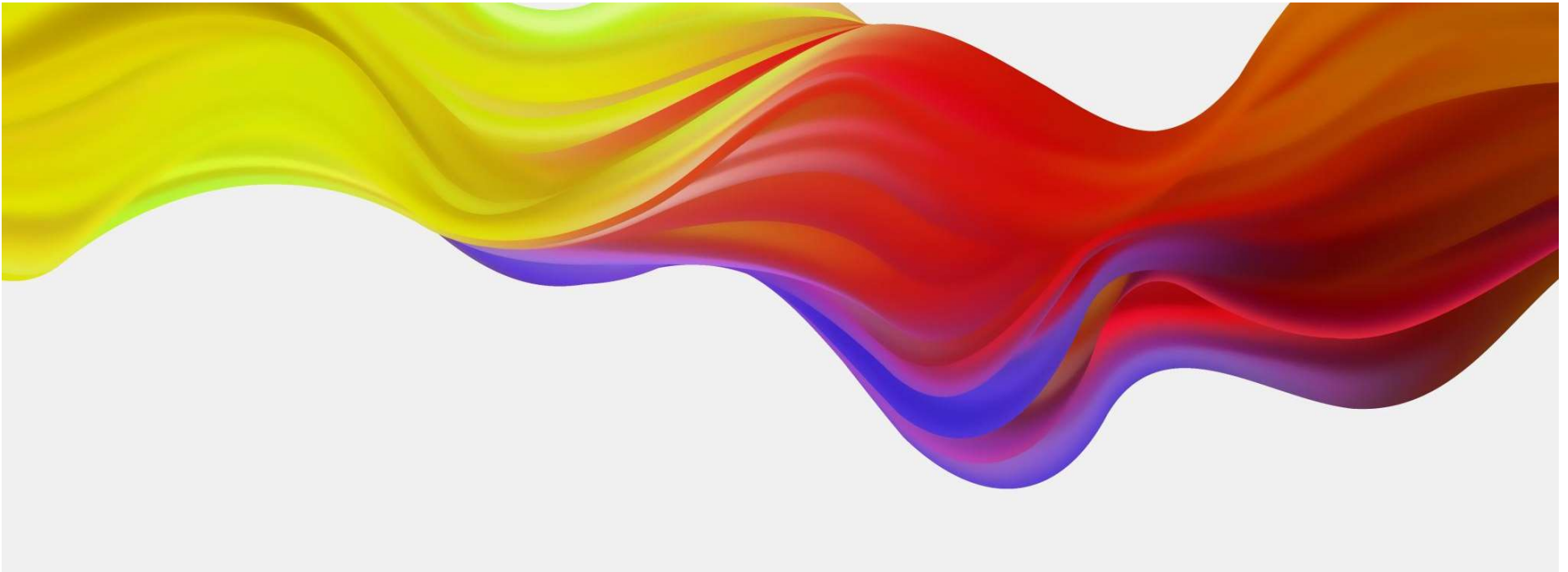
Project Execution Process for Built-Environment Projects



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Survey Session #1: Making Decisions Early



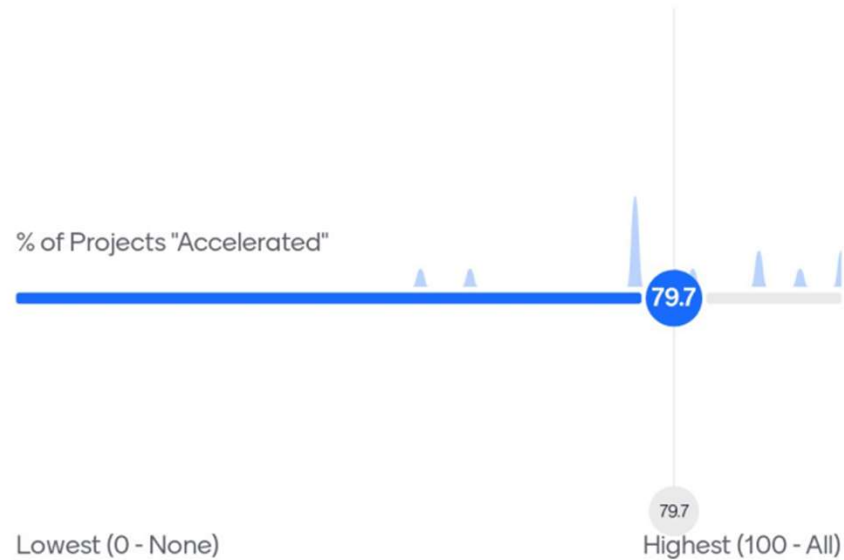
Let's Go to MentiMeter!

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MentiMeter Poll Slide #1

From your experiences, what is the percentage of projects that are forced to "go faster"?



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Mentimeter Poll Slide #2

Question: What may be the reasons why an Owner would want to "accelerate" a project?

Responses:

- » Return on investment, Generate revenue, Generate income, ROI open earlier, Speed to market, generate revenue from service or product, Revenue, Start generating profit
- » Cost control
- » Financing terms, Interest rates
- » Need space for workforce, Need building for intended purpose (eg School), operational need, Operational requirements (COPN's), Meet Opening date
- » Funding deadlines
- » Earlier project delivery
- » Get in line for specific hard to get materials (joists, steel mill roll schedule, etc.), or get to market as soon as possible.



MentiMeter Poll Slide #3

Question: What "calamities" are projects trying to avoid when they are trying to "go faster"?

Responses:

- » Accidents
- » Qc, Rework, Compromise on Deliverables, Compromise future flexibility of building, Construction rework and expensive change orders
- » Missed coordination, Design changes after foundations, Coordination issues, Not having coordination between all parties
- » Can't get materials
- » Cost increase, Cost overruns due to accelerated schedule / not realizing to the end
- » Out of sequence work
- » Ends up being slower
- » Bigger than necessary
- » Relationship damage



MentiMeter Poll Slide #4

From your experiences on projects that are "made to go faster", what is your perspective on the general success of the project outcome?



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Mentimeter Poll Slide #5

Question: What issues emerge when a project is forced to go "faster" than what is normal?

Responses:

- » Wrong breaker sizes in equipment
- » Short sided decisions, Poor decision making
- » Coordination errors, Designs not coordinated, scope gaps, the unknowns aren't discovered until later on
- » Increased staffing needs
- » Lack of complete design documents - causing future schedule and cost issues
- » Construction rework and expensive change orders
- » Inefficiency, stress, chaos, worker fatigue, mistakes, employee stress and attrition
- » Relationship determination
- » Having to redo portions of the project because quality slips or defective claims/non confirming work issues, Cost for compressed schedule: Short cuts that impact quality



Mentimeter Poll Slide #6

Question: If a project is forced to go faster, what key decisions need to get made earlier than usual?

Responses:

- » Early procurement needs, Long lead equipment, Key design decisions for long lead items (MEP Equipment), Equipment selections
- » Delivery method, Project delivery system.
- » Finishes, Finishes Less changes, Finishes,
- » Design direction from owner/developers
- » Type of structure, Structural system, lateral bracing type and locations, building grid and dimensions
- » Areas and pathways, Construction Sequencing adjustments
- » Scope, non-negotiable construction milestones, contingency use, The scope needs to be well defined... not continuously adding, Potential VE
- » Proper allocation of trades
- » User group input, etc. to allow coordination and prefab to start earlier
- » Ending meetings with no open action items.

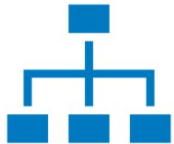


MentiMeter Poll Slide #7

- **Question:** In a project situation where key decisions need to be made earlier, what can be done so that the decision ends up being a "good one"?
- **Responses:**
 - » Fully educate client, Secure funding, Identify needs
 - » Early engagement of Stakeholders, Involved Collaboration, Engage stakeholders early, Contractor involvement
 - » Communication, Communicate the why, Communicate
 - » Collaboration, High_collaboration, Team collaboration, Input from all parties, The right team, Right people weigh in, Collaboration, Circle the wagons, Collaborate, Collaborate, Collaboration
 - » Good planning, Pre planning, Resources
 - » Decisive Flexible Cost effective decisions, Get specific, Decisive
 - » Delivery model
 - » Efficiency, Trust



Breakout Session



Scope, Site

Making key project scope and project site decisions

- including selection of technology being applied



Contracting

Defining the project's procurement and contract strategy

- Including selection of project delivery methods and contract types



Construction

Considering alternate construction execution strategies

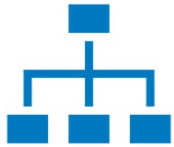
- Including use of pre-fabrication or modularization, path of construction

Possible Breakout Themes

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Breakout Session: Summary of Discussion Points



Scope, Site

Need to define full site at end of SD (schematic design).

Look at allocation of risk among stakeholders.

Recognize there is a “point of no return” in defining the project.



Contracting

Establish project goals and use them.

Ensure collaboration and be decisive.

Assemble the “Right Team” and seek early engagement



Construction

Need to educate client. Areas of focus would include materials needed, schedule, available resources, use of prefabrication strategies.

Honesty and building trust is very important.

Need all stakeholders collaborating early and driving coordination among them.



Keynote Presentation
*Embracing the Future:
Leveraging Emerging Technologies to
Thrive in 2024 and Beyond*

evolve

Three breakout session tracks:
Workforce and Labor
Future Technology
Team Effectiveness

**SHARING IDEAS
TO SHAPE
A BETTER INDUSTRY**

**TOWNHALL
2024**

Visit **cogence.org/townhall**
for additional information

Early Bird Pricing by July 31, 2024
Room Block Discount by August 16, 2024



Interactive Workshops
Project and Individual Awards Program
Networking Opportunities
Project Site Tour
and more!



Next SW Ohio Cogence Roundtable

Thursday, November 14, 2024

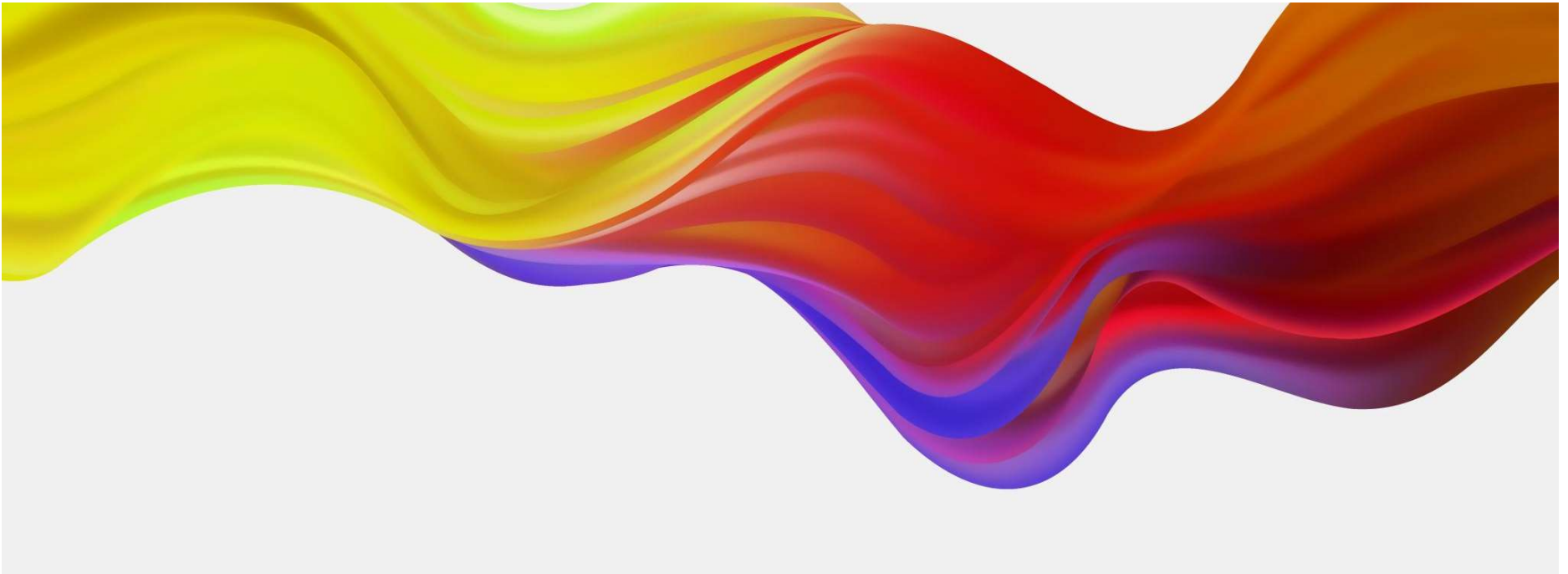
The Kleingers Group Office

4:30pm to 6:00pm EDT

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Survey Session #2: Plus/Delta



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What Did You Like About Today's Roundtable?

Open dialogue

Hearing all the perspectives

Efficient / good pace

Small groups

Venue. Good conversation

Efficiently conducted

Hearing the different perspectives.

relevant information

Breakout session discussions. The more open discussion that we let flow the better this can become

Good topic

Perspective from different viewpoints. Open dialogue in group session.

Mix of roles and perspectives

Open discussion Unique perspectives Good thought topics

Discussion around team and focus group m education and collaboration .

Longer breakout?

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What Improvements Should We Consider?

More open dialogue on topics at hand

Earlier start time.

Earlier start time

Perhaps actual examples of failures to discuss

Mixed roles in the groups or longer group discussion at end

More designers (architects, engineers) and geotechnical perspectives

Diversity of stakeholders. These same breakouts would be really interesting if similar stakeholder groups were partnered together. Architects with architects, engineers with engineers, etc.

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