

# COGENCE Alliance

**Owners + Architects + Engineers + Contractors**

*Inspire. Educate. Unite.*



# Mission + Purpose

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## Cogence *(Latin)*

“To drive together” or “Thinking that is well organized”

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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](http://www.cogence.org)



# Partner Values

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Each partner is committed to:



- **Understanding** diverse backgrounds, experiences, and beliefs
- **Exchanging** ideas through conversation and debate
- Being responsible for **positive outcomes** over time, with a lifelong passion to learn, grow, and stay curious – while having **fun!**



# Graduating Cogence Emerging Leaders

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Congratulations to the following Cogence Emerging Leaders. We will have a celebration at the Masthead Brewing Co. on February 10<sup>th</sup> at 4pm. All are welcome to join us if you are able.

- **Josh Haney, DLR Group graduated to Partner**
- **Clint Mirto, Osborn Engineering graduated to Alternate**
- **Matt Glassner, Hasenstab Architects graduated to Alternate**
- **Phil Vargas, Stantec graduated**



# New Partners 2026

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- Chett Siefring, Geo-Sci (Engineer)
- Tom McDonnell, Terracon (Engineer)

# First 2026 Roundtable: Shaping the Future of Project Delivery: “Cogence Way”



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# Roundtable Objectives

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## SHARING

Present the  
“Cogence  
Way”  
Framework



## SOCIALIZE CONCEPTS

Use Roundtable Break  
Out Sessions to Rally  
Around the “Cogence  
Way” Framework, Use  
MentiMeter Polling for  
Self-Assessment



## GATHER PARTNER REACTIONS

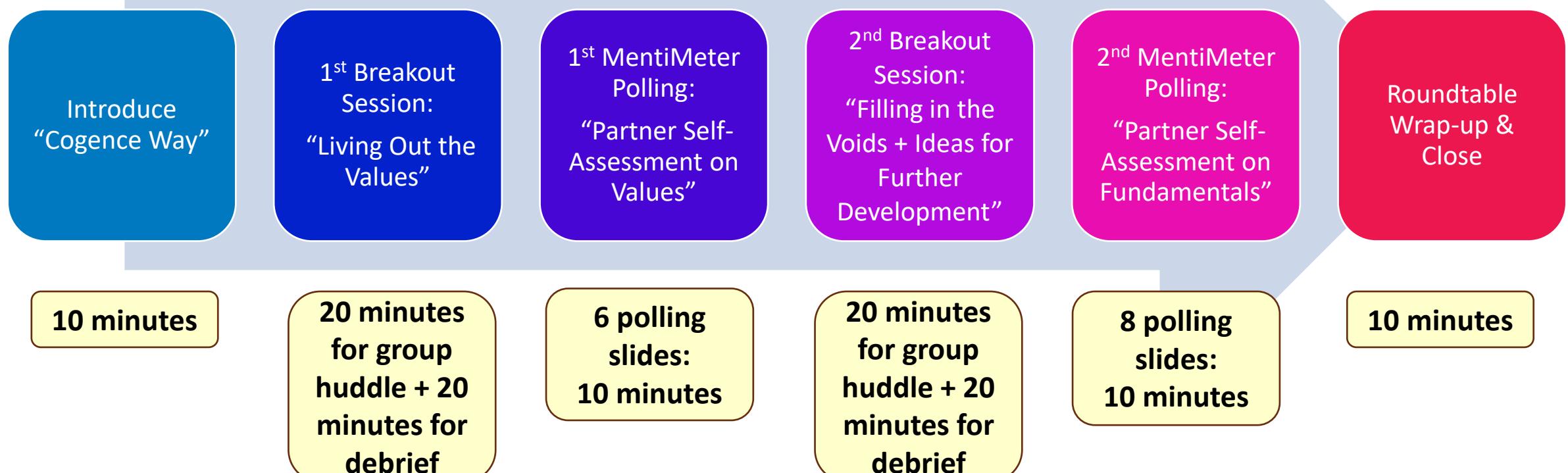
Make the  
“Cogence Way”  
Framework  
Stronger Through  
Alliance Partner  
Reactions



## PATH FORWARD

Set the Stage to  
Use “Cogence  
Way” Framework  
for the Future

# 1<sup>st</sup> 2026 Roundtable Planning

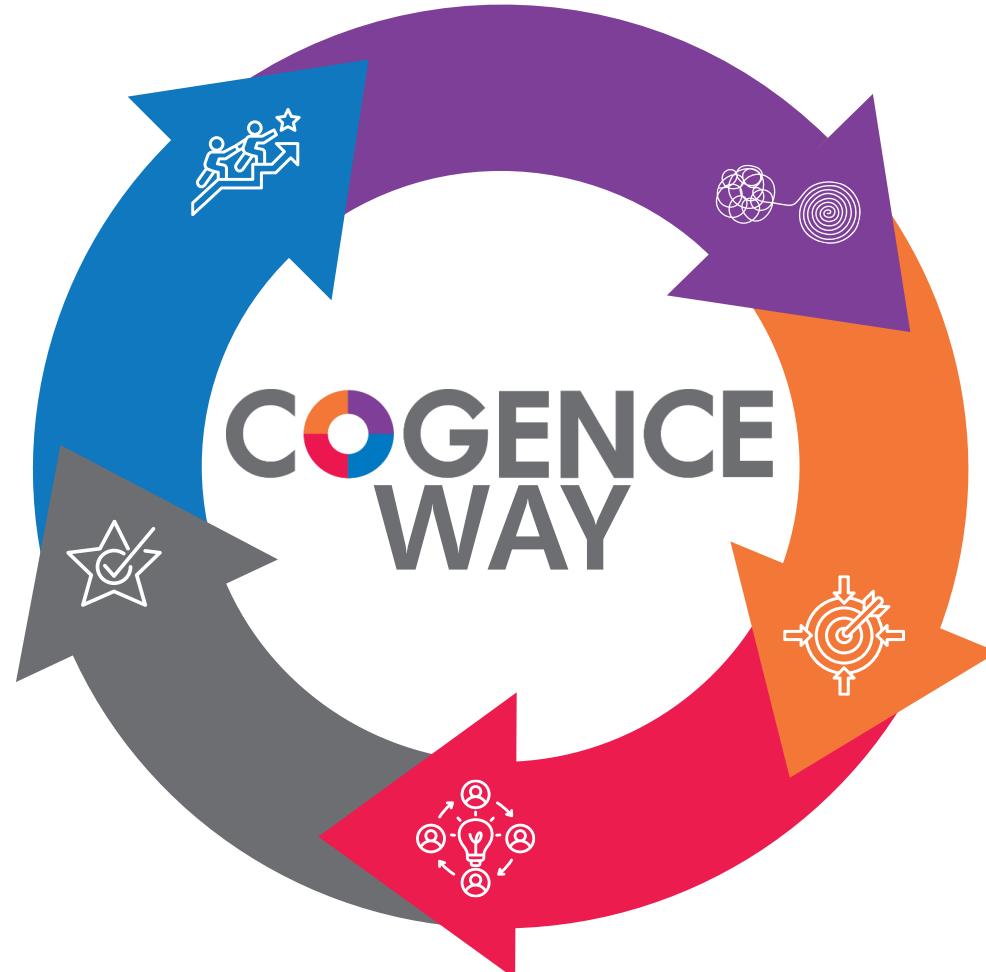


Session Time = 120 minutes, without a break



# Introduction to the Cogence Way

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Values of Cogence Partners and What They Bring to the Industry

**LEADERSHIP** 01

Lead with: High Integrity. Empathy. Professionalism. Respect for All. Forward-Thinking. Full Engagement.

**CLARITY** 02

Foster Open, Clear, and Effective Communication. Promote Transparency in Team Interactions.

**ALIGNMENT** 03

Drive a 360° Alignment of Project Goals. Work to Align Project Successes with Success of Each Team Participant.

**COLLABORATION** 04

Recognize Value of Each Team Member and Power of Their Diverse Thinking, Embraces Collaborative Problem-Solving

**SUCCESS-DRIVEN** 05

Seek to Understand Project Objectives, First, Then Achieve Them. Resiliency in the Face of Project Challenges. React to Issues in "Real Time". Being Flexible.



# “Cogence Way” Background + Framework

## Background

Special National Board task force created in 4Q25 with mission to create/define “The Cogence Way”.

Tasked to define how Cogence Alliance partners make a difference in successfully creating and delivering a project.

## Framework (Structure) ⇒ 3 Levels

### Values

Key values that support Cogence’s Mission + Purpose

### Fundamentals

Key project features where Cogence Alliance can make a difference

### Tactics

Strategies, methods, approaches and tools used to support one or more Fundamentals.

Output (or deliverable) from Cogence Roundtables can be transformed into a Tactic. Some of these tactics have already been developed through the years by past Roundtables and initiatives, and new ones can be created in future Cogence endeavors.



# “Cogence Way” Framework

## Values

### Leadership

Lead with High Integrity, Empathy, Professionalism, Respect for All, Forward-Thinking, and Full Commitment.

### Clarity

Foster Open, Clear, and Effective Communication. Promotes Transparency in Team Interactions.

### Alignment

Drive a 360° Alignment of Project Goals. Works to Align Team’s Success with Project’s Successes.

### Collaboration

Recognize Value of Each Team Member and Power of Their Diverse Thinking, Embraces Collaborative Problem-Solving

### Success-Driven

Seek to Understand Project Objectives, First, Then Achieve Them. Resiliency in the Face of Project Challenges. React to Issues in “Real Time”. Being Flexible.

## Fundamentals

### Scope

Creates a Stable Project Vision and Definition, Embraces Innovation to Make Project Successful

### Risks

Collectively Manages Project Risks

### Contracting

Crafts the Contract Strategy That Is the “Right Fit” for the Project

### Planning

Plans the Work (Early and Collaboratively), Works the Plan so “Everyone Succeeds”

### Culture

Creates Environment so Cogence Values Thrive, Develops a “We Can Do This” Spirit

### Constructability

Promotes Construction Involvement & Its Innovation Early in the Project

### Control

Manages Project in Continuous Alignment with Project Objectives, Avoiding Rework & Unnecessary Changes

## Tactics

**Best/Better Practices to support each Fundamental element will come from (a) repository of deliverables from past Roundtables and task force efforts and (b) future Roundtables deliverables.**



# 1<sup>st</sup> Breakout Session: Cogence Way Values

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## REACTION TO FRAMEWORK

How can these Values help make the Cogence Alliance distinctive?



## CONFIRM DEFINITIONS

Do the definitions make sense?



## WHAT'S MISSING?

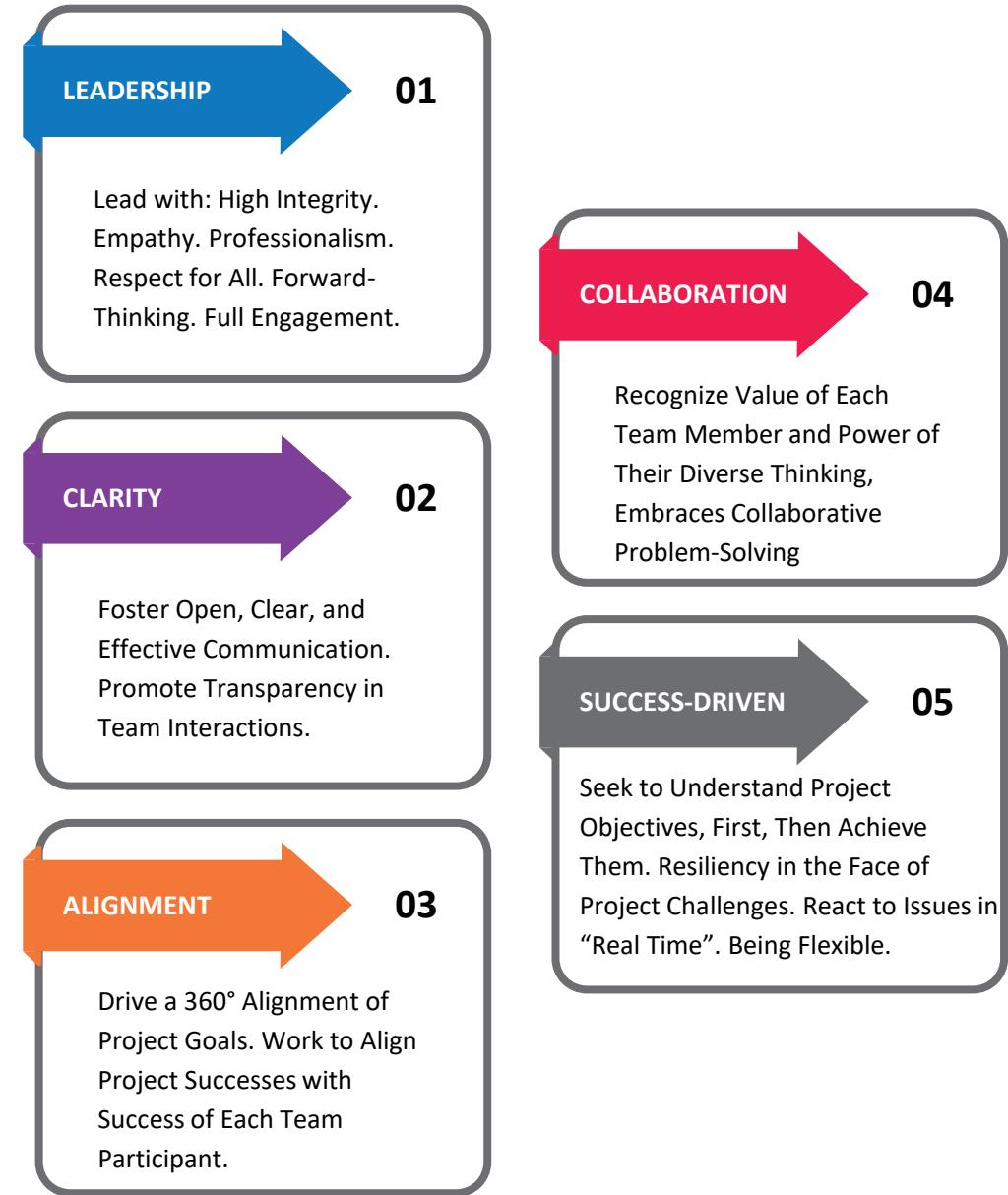
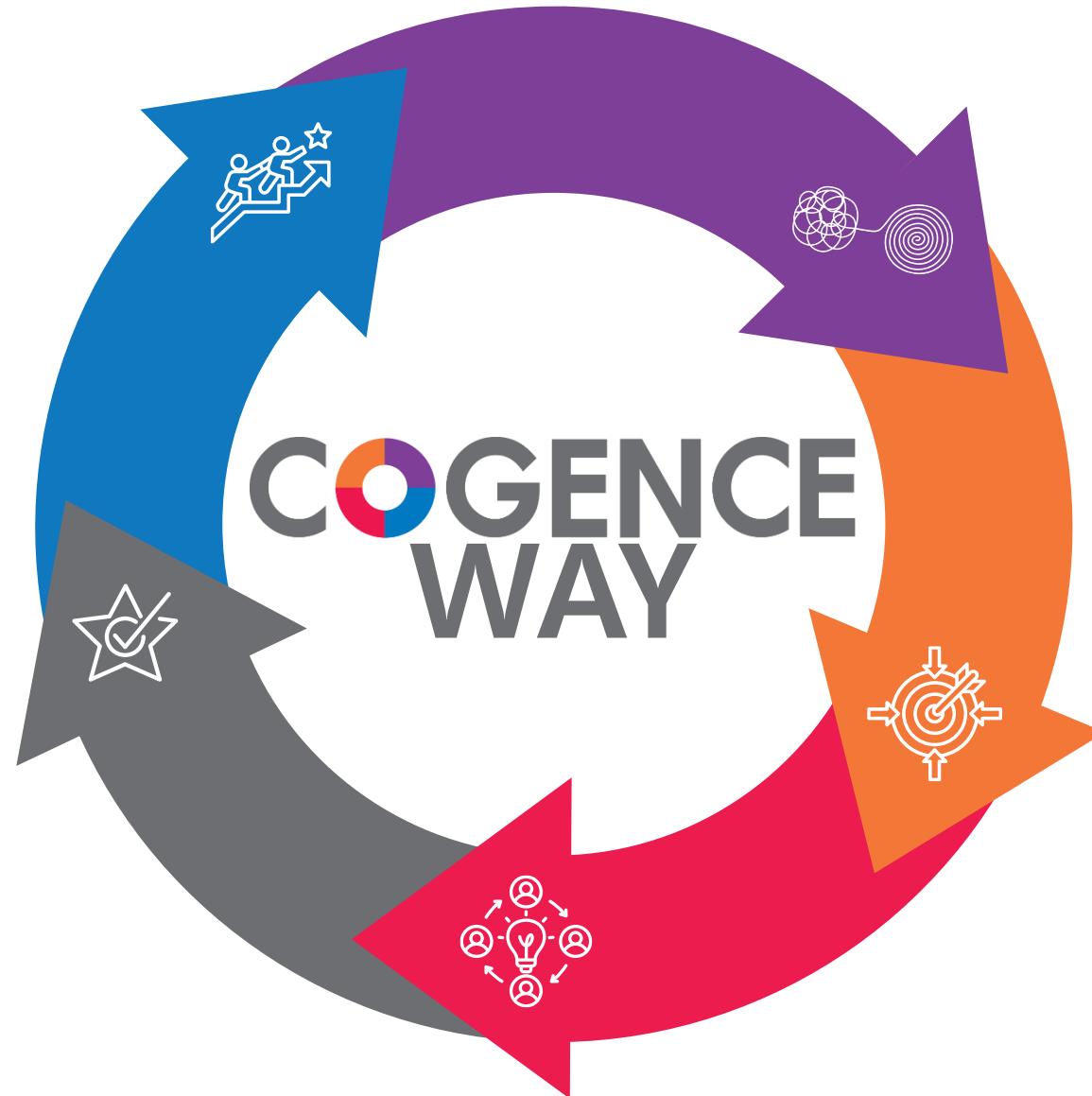
Is there is something to add to make this even better?



## TESTIMONIALS

Seeing these Values, do you have any “real examples” to support them?

**Capture your breakout group discussions on the Values Handout**



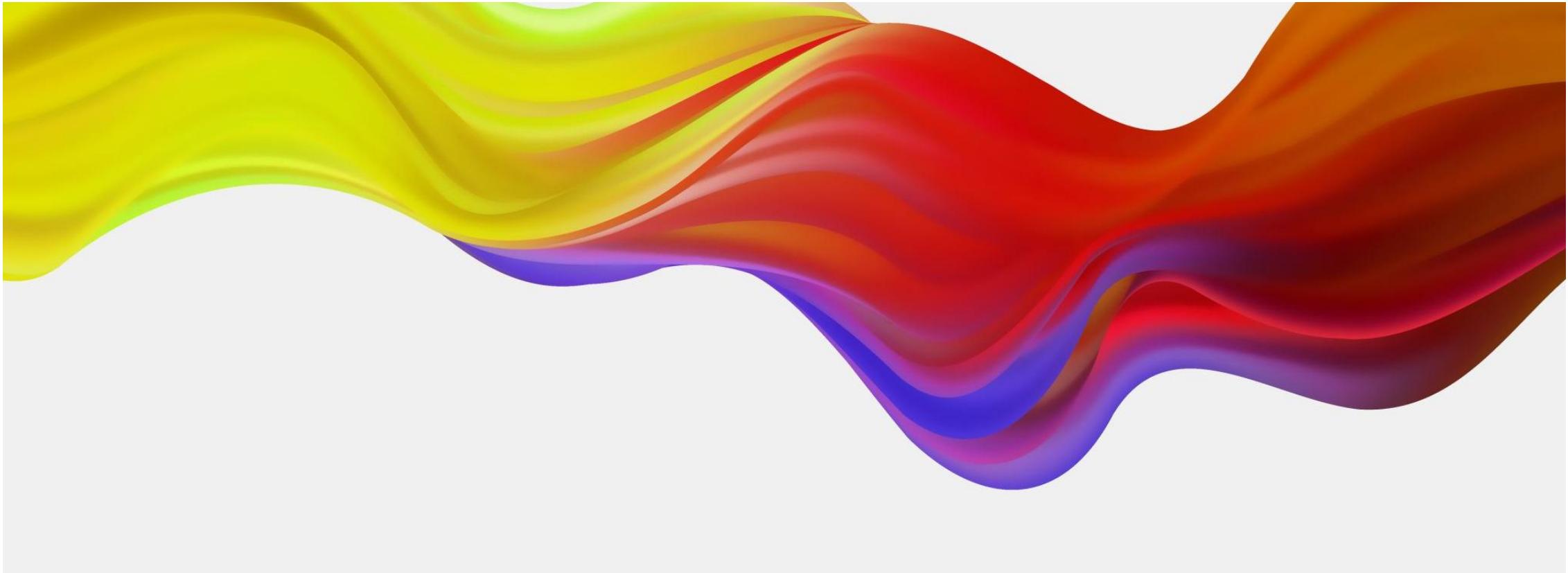
**Values of Cogence Partners and What They Bring to the Industry**

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# Survey Session #1: Values Self-Assessment

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**Let's Go to MentiMeter!**

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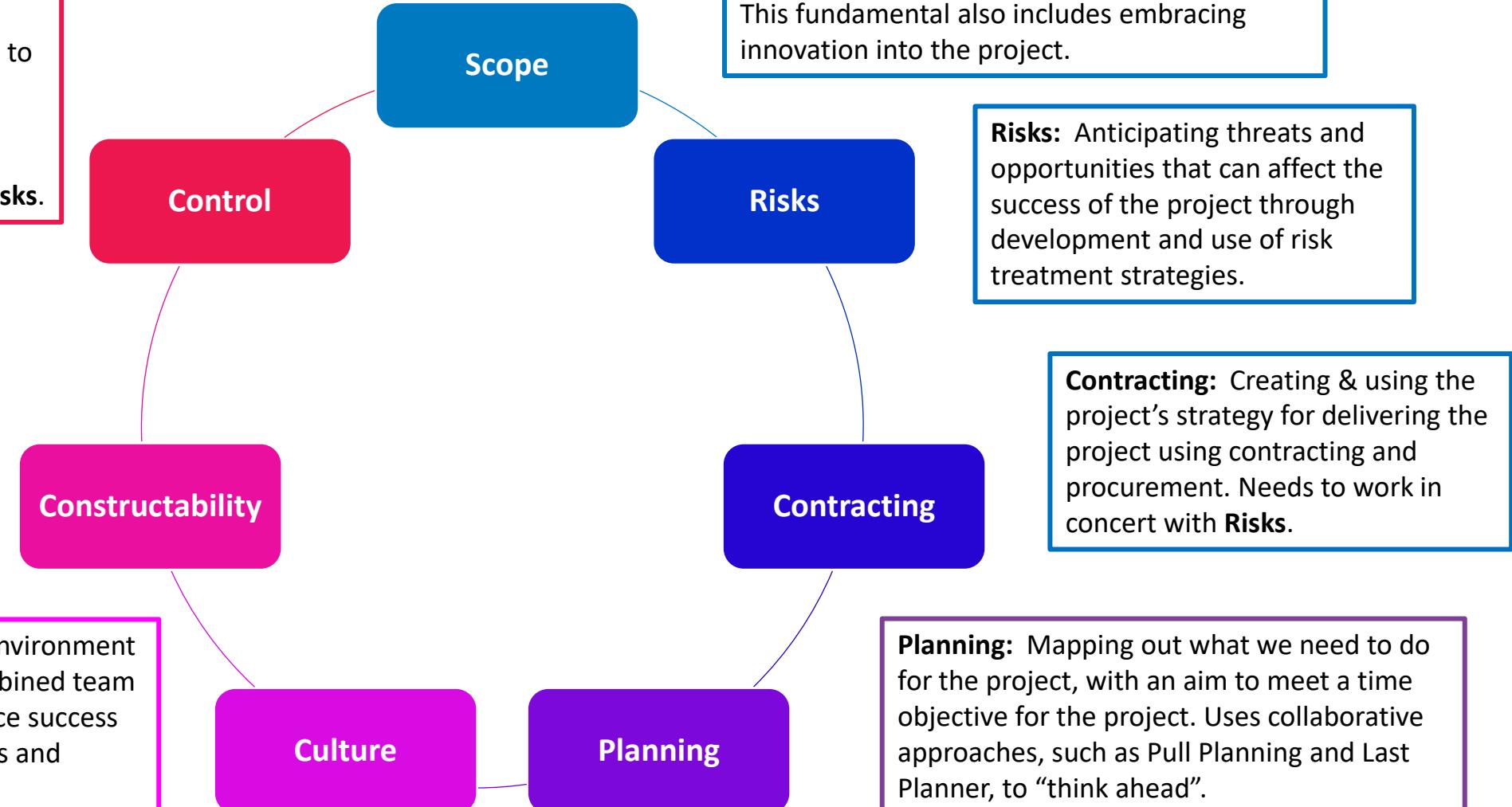


# Cogence Way Fundamentals in a Different View

**Control:** Managing the project to deliver on project objectives related to health/safety, scope/quality, cost & schedule. Looks to minimize waste caused by rework and unnecessary changes. Links to management of **Risks**.

**Constructability:** Embraces concept of “thinking with the end in mind”, with the end being construction of what we want to build. Includes early injection of construction “know-how” and any construction innovations. Includes planning of site logistics and coordination of trades.

**Culture:** Creating a project team environment where talents and skills of the combined team can thrive and be aligned to produce success for all parties. Focuses on behaviors and collective practices.





# 2<sup>nd</sup> Breakout Session: Cogence Way Fundamentals

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## WHAT'S MISSING?

Is there is something to add to the Fundamentals to make this even better?



## TOWN HALL PLANNING

Given this Cogence Way framework, how should we use it for the upcoming Town Hall in September?



## THE FUTURE

Share ideas on how Cogence Way framework can be used in the future.

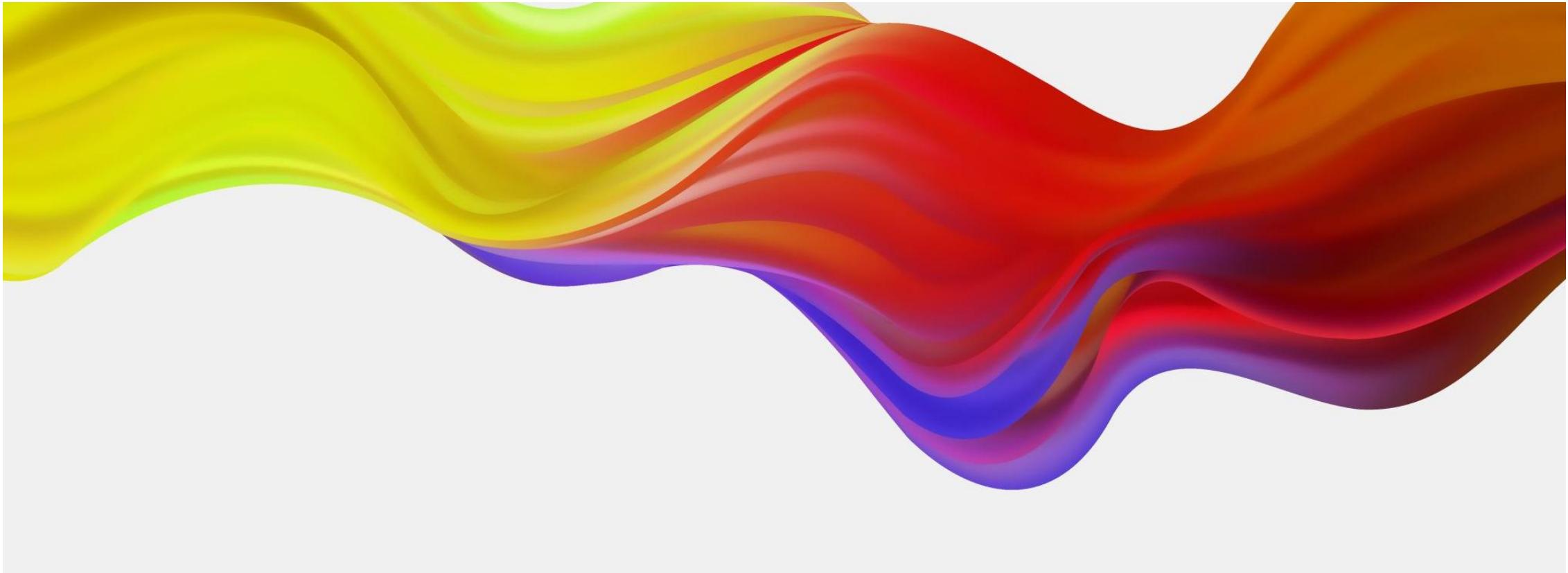
- Marketing/Website
- Future Roundtables

**Capture your breakout group discussions on the Fundamentals Handout**



# Survey Session #2: Fundamentals Self-Assessment

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**Let's Go to MentiMeter!**

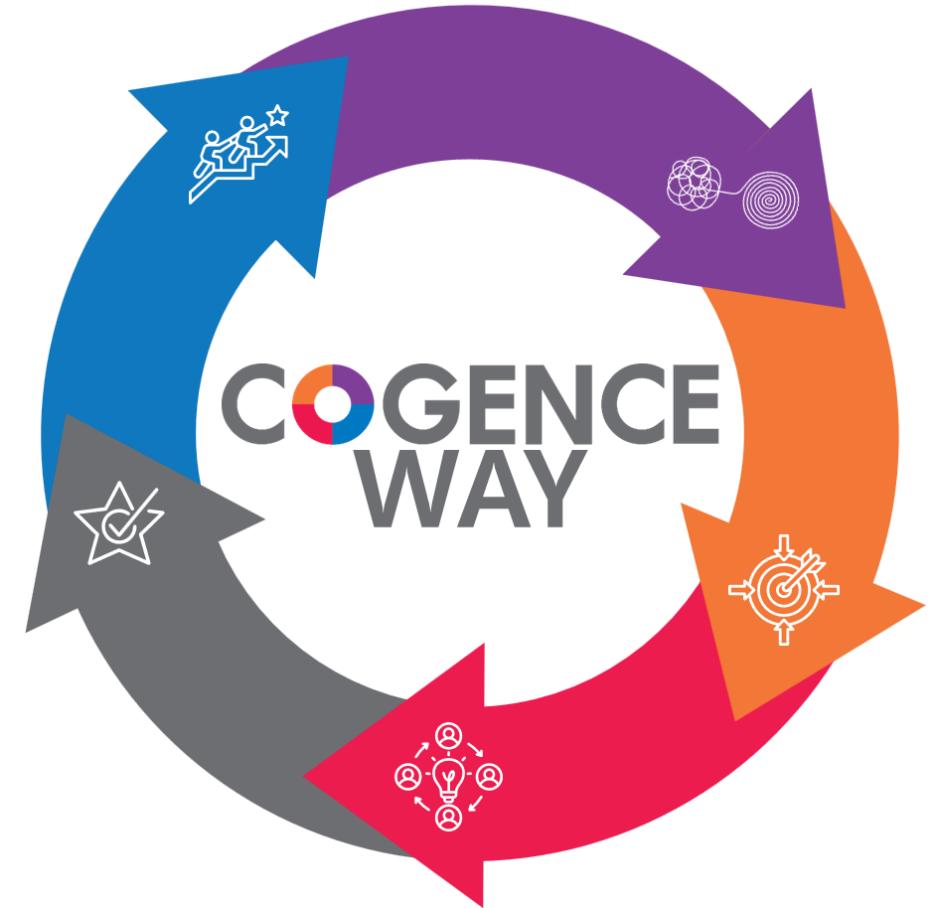
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# Closure

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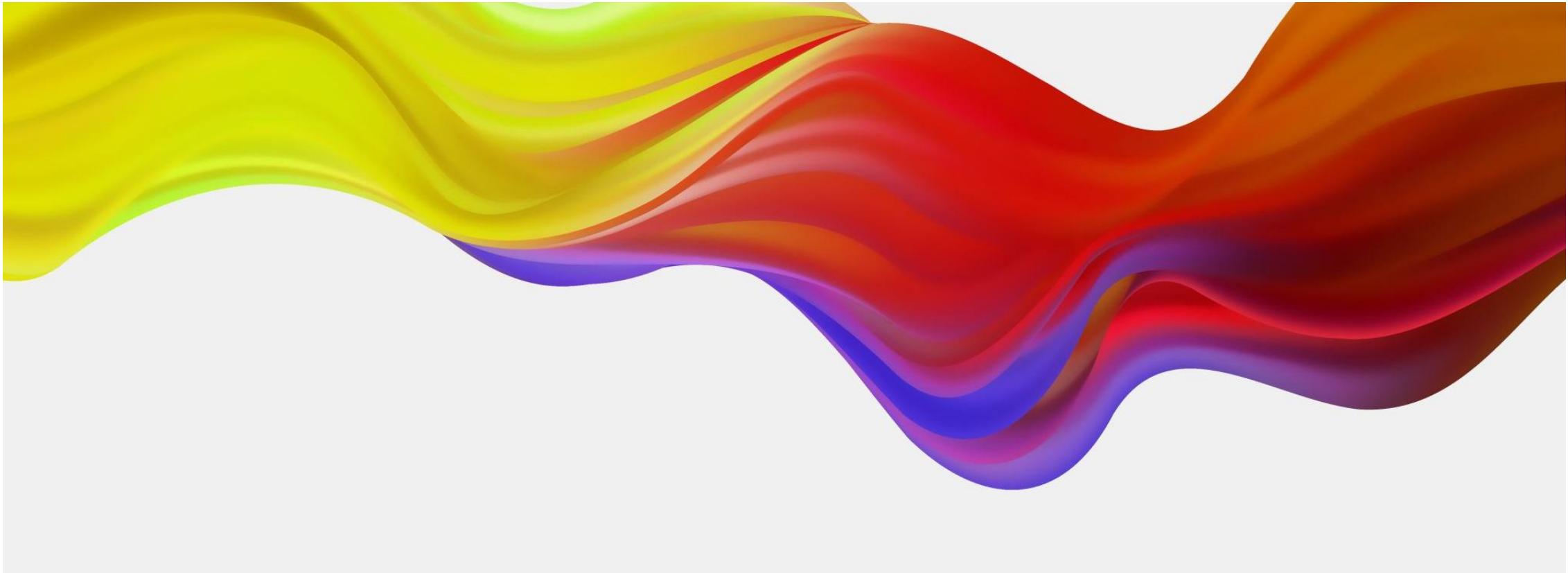
- Thanks for your reactions and input during today's session
- We will be conducting the same session with all Cogence chapters this month
- Look out for:
  - Summation and sharing of all feedback; and
  - Full “roll out” of the Cogence Way framework very soon, reacting to the feedback from the whole Cogence Alliance community





# Survey Session #3: Plus/Delta

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**Let's Go to MentiMeter!**

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# General Announcements

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## ● 2026 Annual Dues

**We truly appreciate your continued partnership and involvement in Cogence and the reshaping of our industry. Thank You!**

## ● Emerging Leader Application Period:

- **January 1 – March 1** Notifications will be early March 2026
- **EL Applications are on the Cogence website under 'How To Join'**

## ● 2026 Town Hall Committee looking for committee members



# Save the Date: Special Events

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## Cogence Top Golf Event

Registration Open!

April 17, 2026 | 1pm – 4pm

Top Golf, Independence, OH

*Proceeds will be used to provide Leadership Training to Cogence Emerging Leaders*

## Cogence 4<sup>th</sup> Annual Clay Shoot Event

Registration Open!

June 12, 2026 | 12pm – 6pm

Hill 'n Dale Club, Medina, OH

## Cogence Town Hall

Registration will open Feb 1!

Save the Date

September 15-16, 2026

Huntington Convention Center, Cleveland



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# Next NEO Roundtable

March 18, 2026

Location: Oswald Tower