

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

Inspire. Educate. Unite.



Partner Values

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

Congratulations to the following Cogence Emerging Leaders. We will have a celebration at the Masthead Brewing Co. on February 10th 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

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

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



Inspire. Educate. Unite.



Roundtable Objectives



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

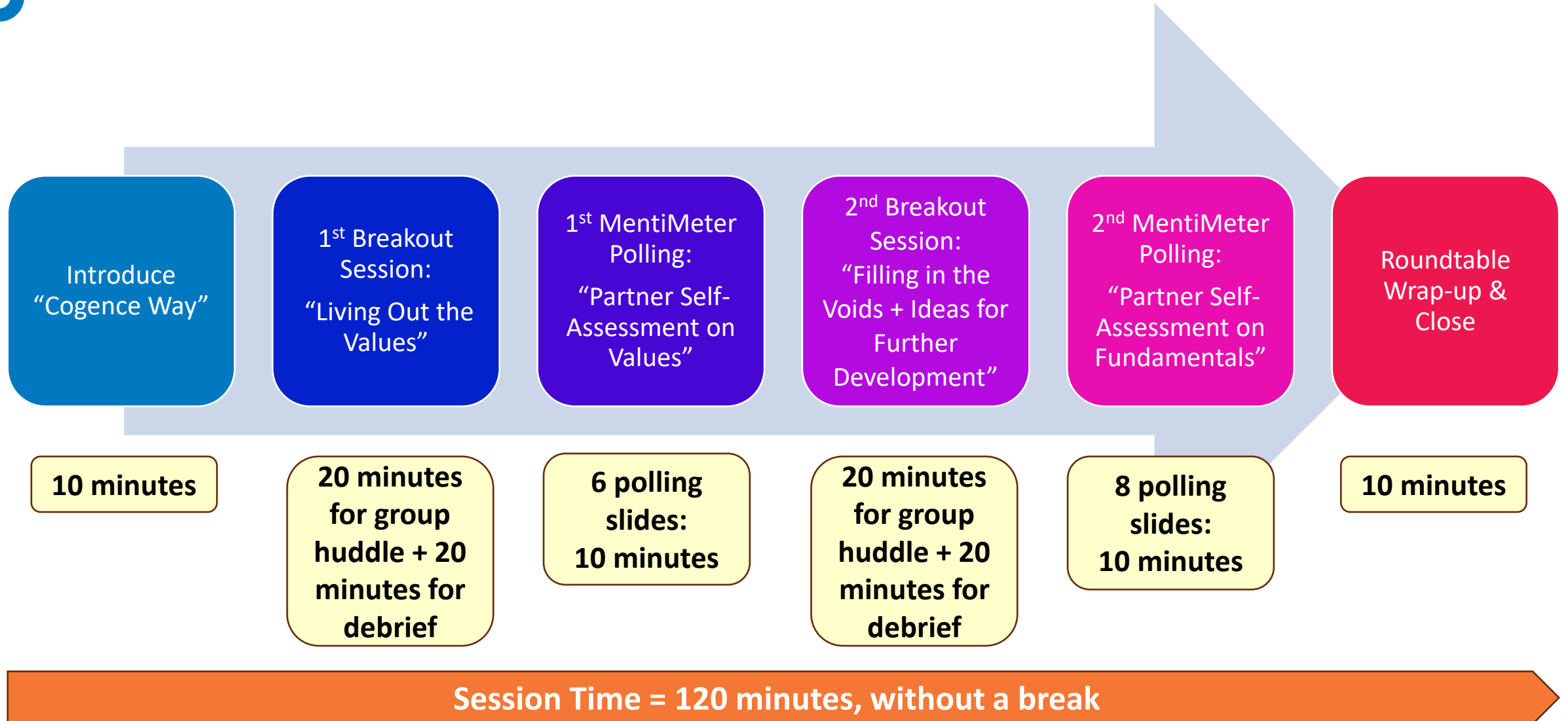


PATH FORWARD

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

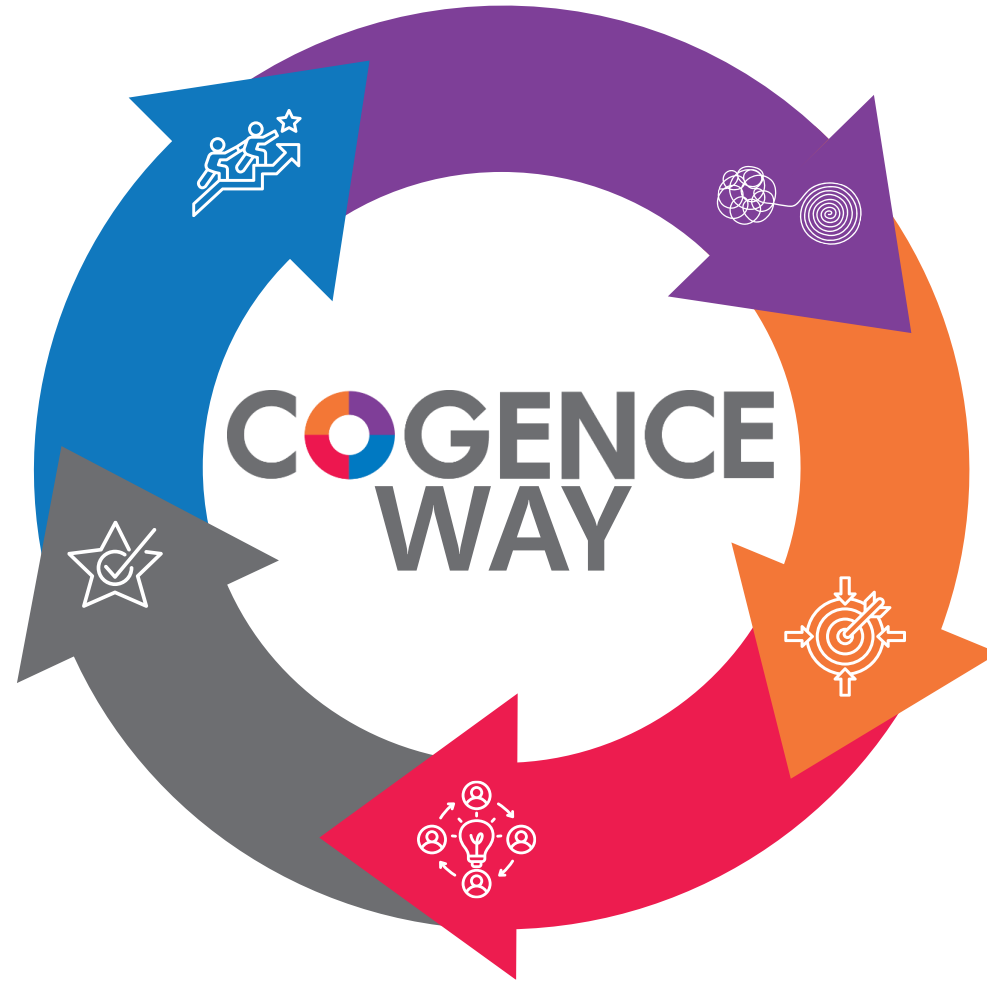


1st 2026 Roundtable Planning

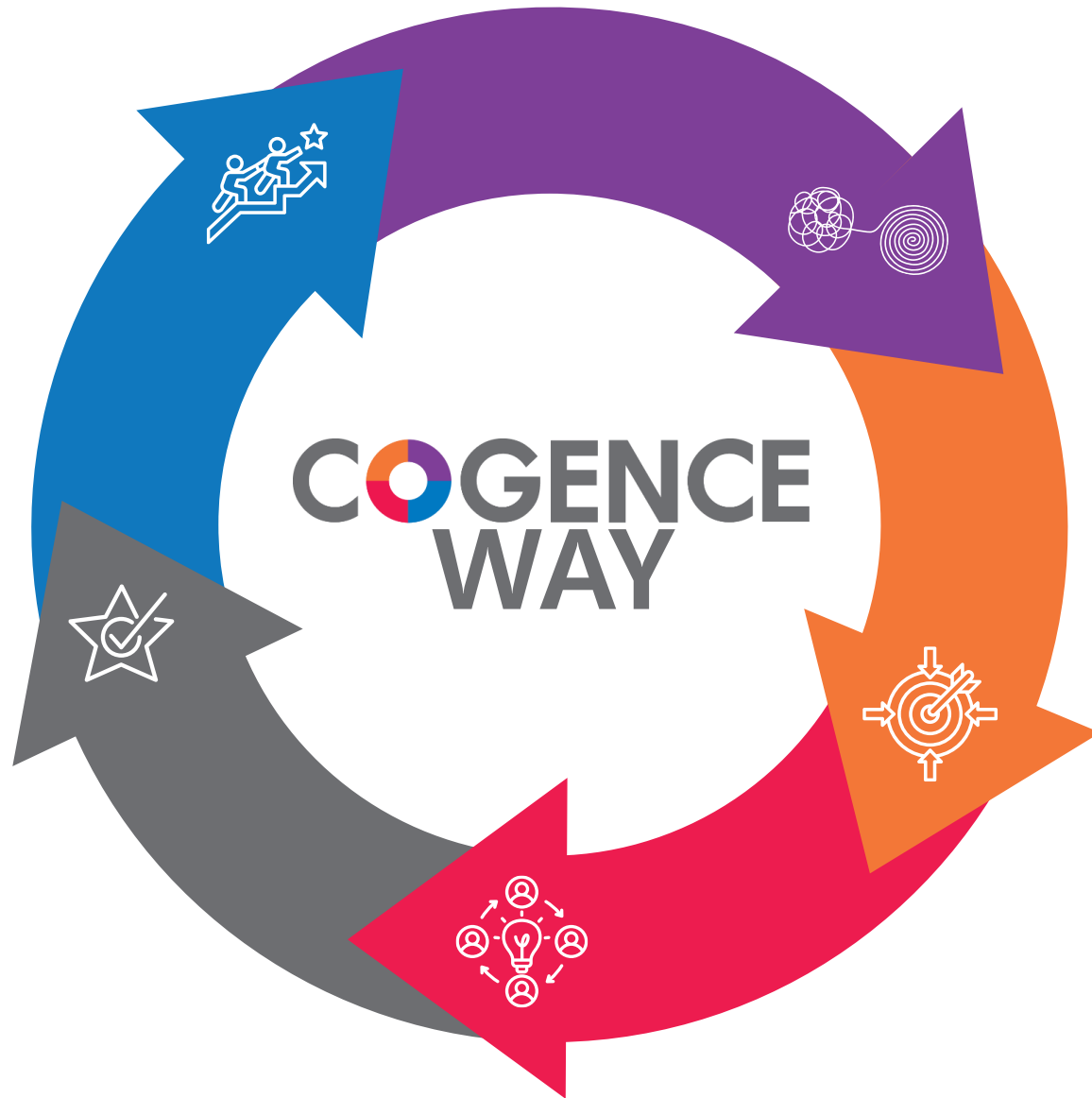




Introduction to the Cogence Way



Inspire. Educate. Unite.



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.

Values of Cogence Partners and What They Bring to the Industry

Inspire. Educate. Unite.



"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.

Inspire. Educate. Unite.



1st Breakout Session: Cogence Way Values



REACTION TO FRAMEWORK

How can these
Values help make
the Cogence
Alliance
distinctive?



CONFIRM DEFINITIONS

Do the definitions
make sense?



WHAT'S MISSING?

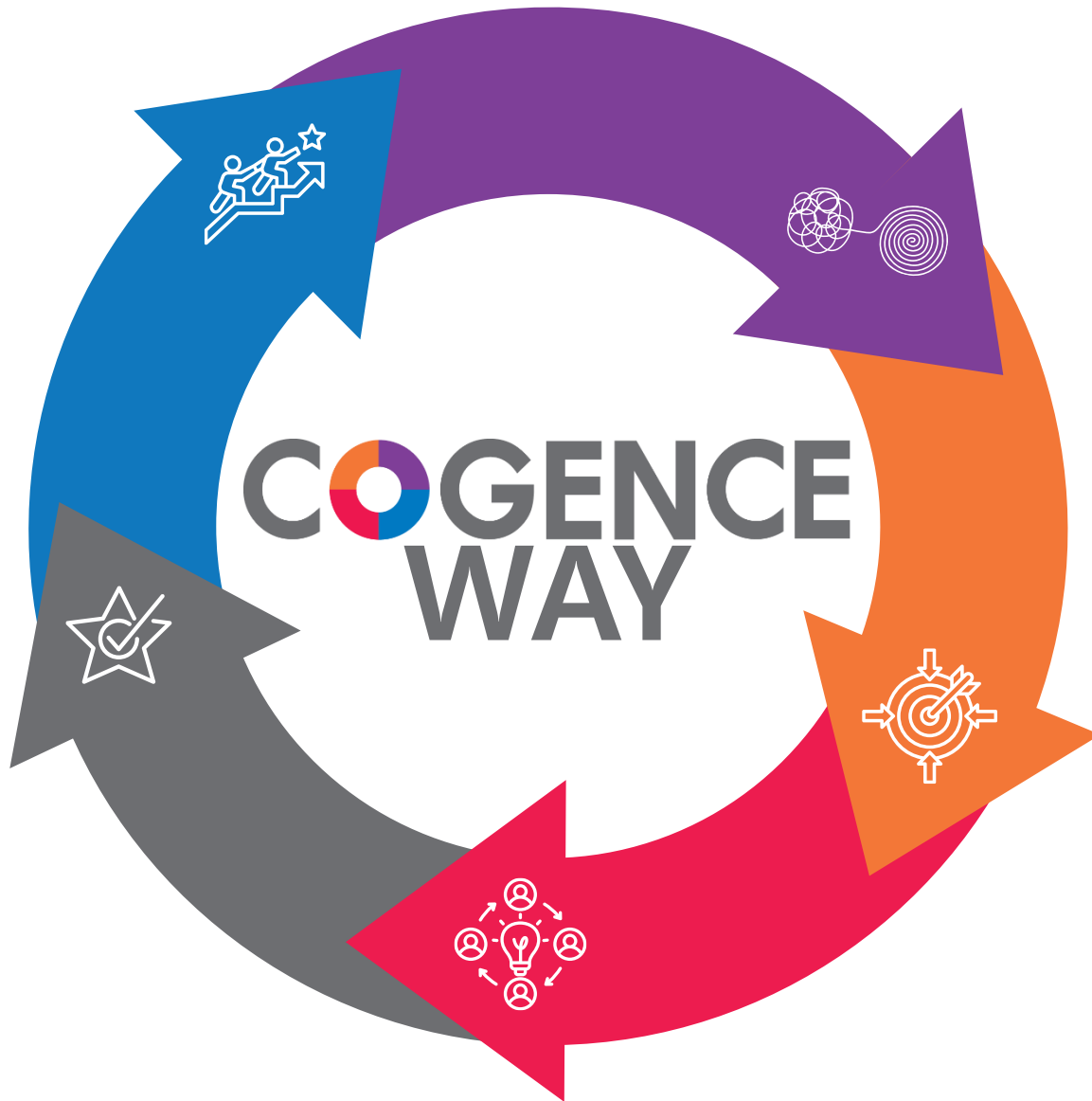
Is there is
something to add
to make this even
better?



TESTIMONIALS

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

Capture your breakout group discussions on the Values Handout



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

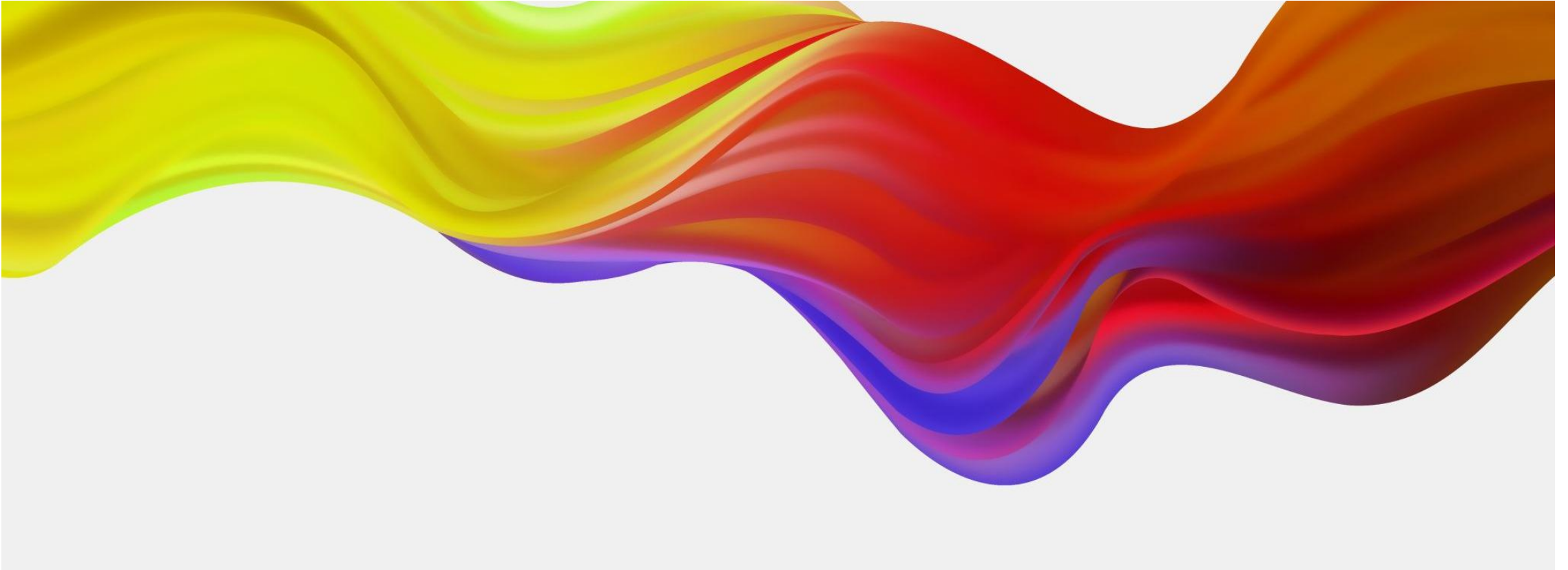
Seek to Understand Project
Objectives, First, Then Achieve
Them. Resiliency in the Face of
Project Challenges. React to Issues in
“Real Time”. Being Flexible.

Values of Cogence Partners and What They Bring to the Industry

Inspire. Educate. Unite.



Survey Session #1: Values Self-Assessment



Let's Go to MentiMeter!



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.

Scope

Scope: What we build and how we describe it. This fundamental also includes embracing innovation into the project.

Risks

Risks: Anticipating threats and opportunities that can affect the success of the project through development and use of risk treatment strategies.

Contracting

Contracting: Creating & using the project’s strategy for delivering the project using contracting and procurement. Needs to work in concert with **Risks**.

Planning: Mapping out what we need to do for the project, with an aim to meet a time objective for the project. Uses collaborative approaches, such as Pull Planning and Last Planner, to “think ahead”.

Culture

Planning

Constructability

Control



2nd Breakout Session: Cogence Way Fundamentals



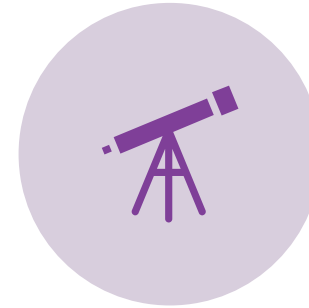
WHAT'S MISSING?

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

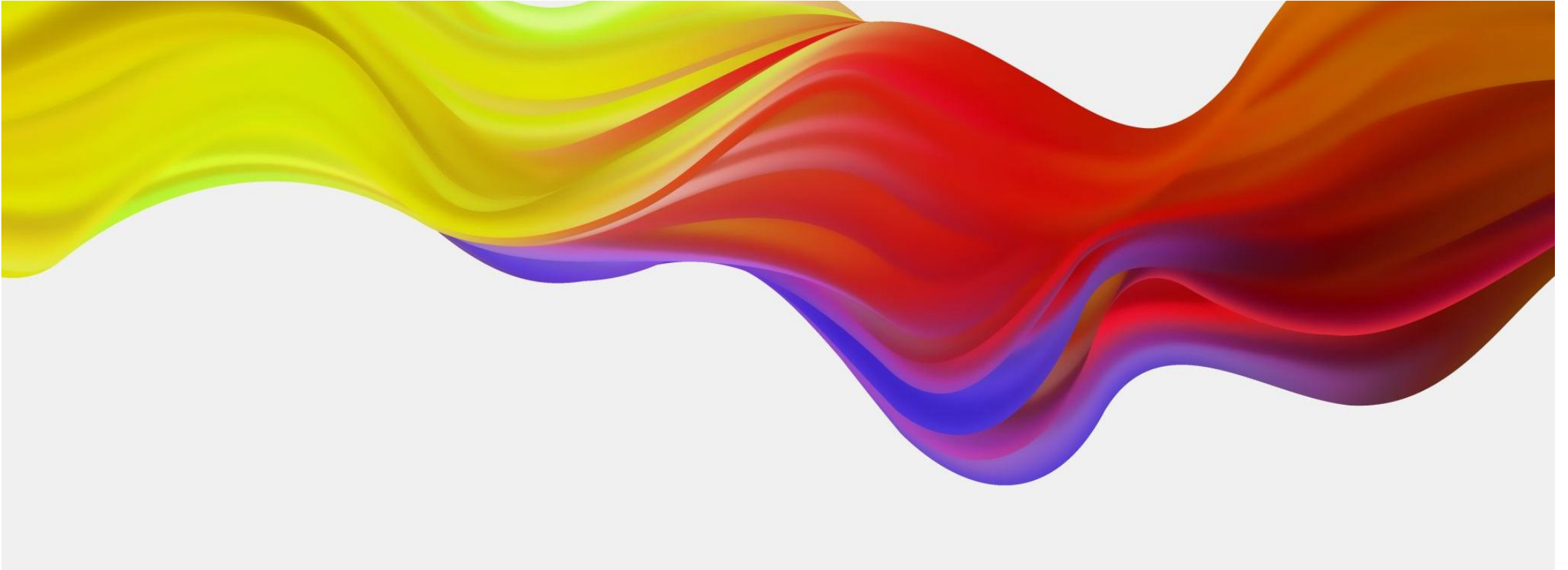
Share ideas on how Cogence Way framework can be used in the future.

- Marketing/Website
- Future Roundtables

Capture your breakout group discussions on the Fundamentals Handout



Survey Session #2: Fundamentals Self-Assessment

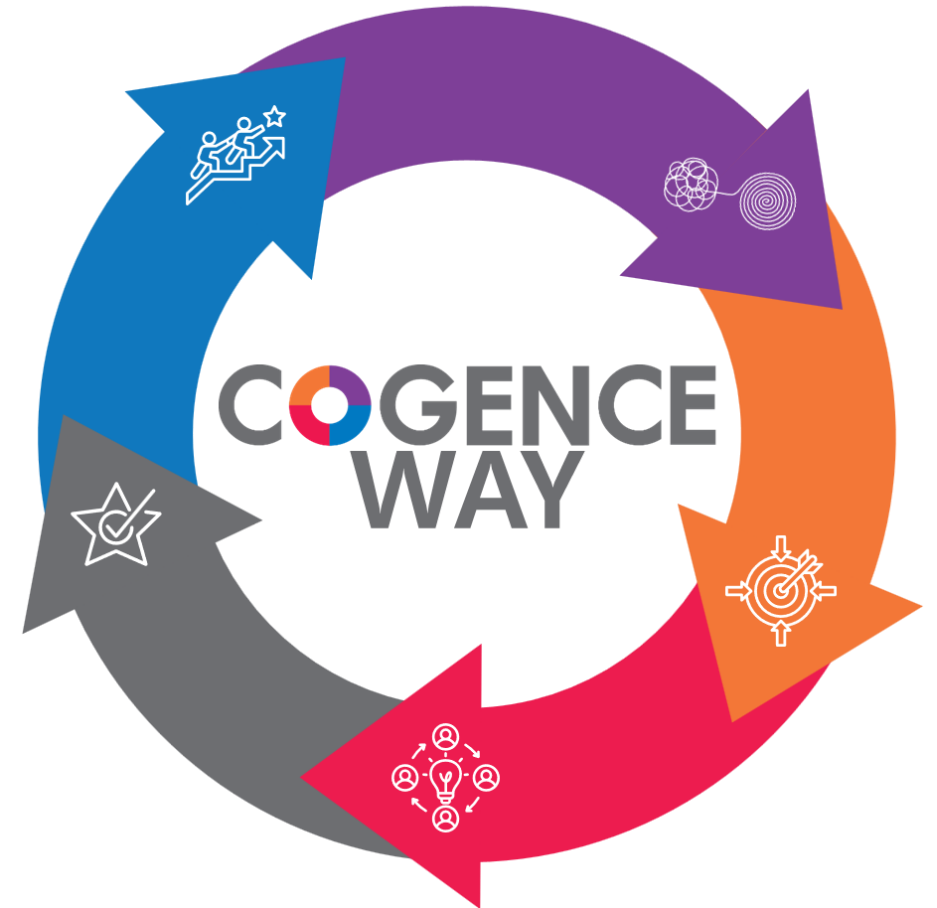


Let's Go to MentiMeter!



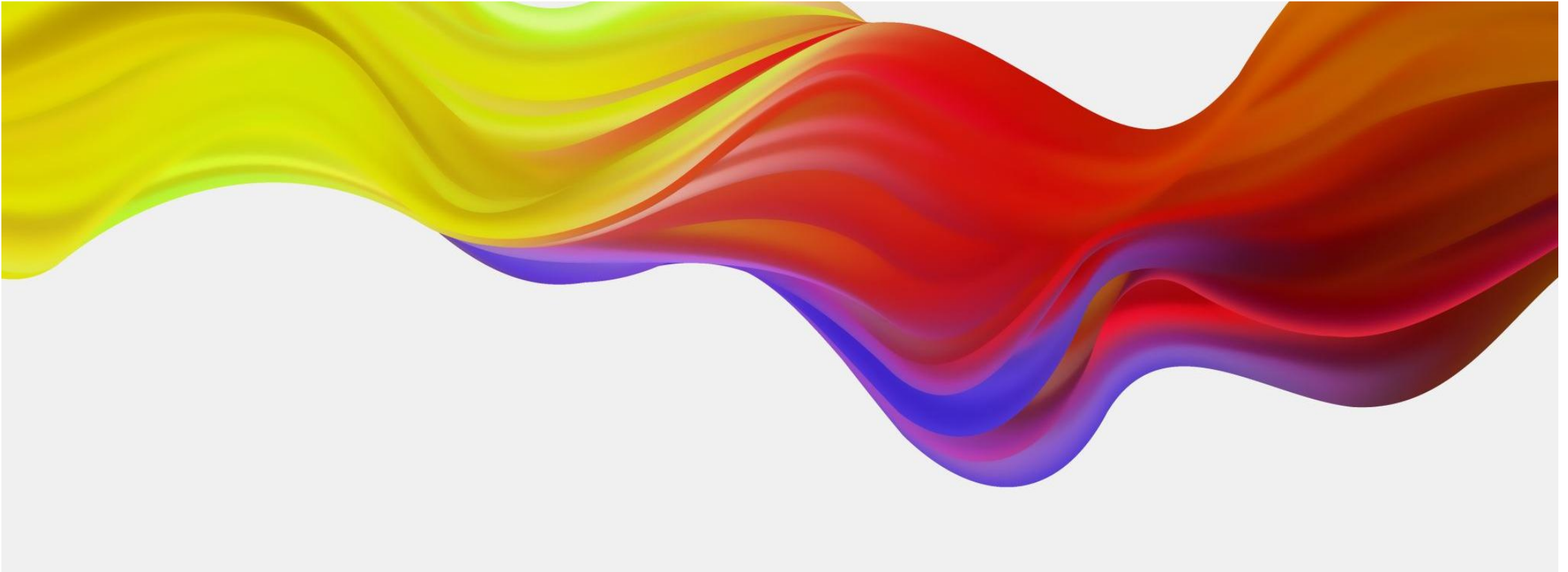
Closure

- 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



Let's Go to MentiMeter!



General Announcements

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

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 4th 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



Next NEO Roundtable

March 18, 2026

Location: Oswald Tower