

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



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!**

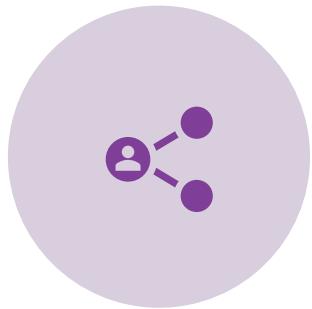
First Set of 2026 Roundtables: Shaping the Future of Project Delivery: “Cogence Way”



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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

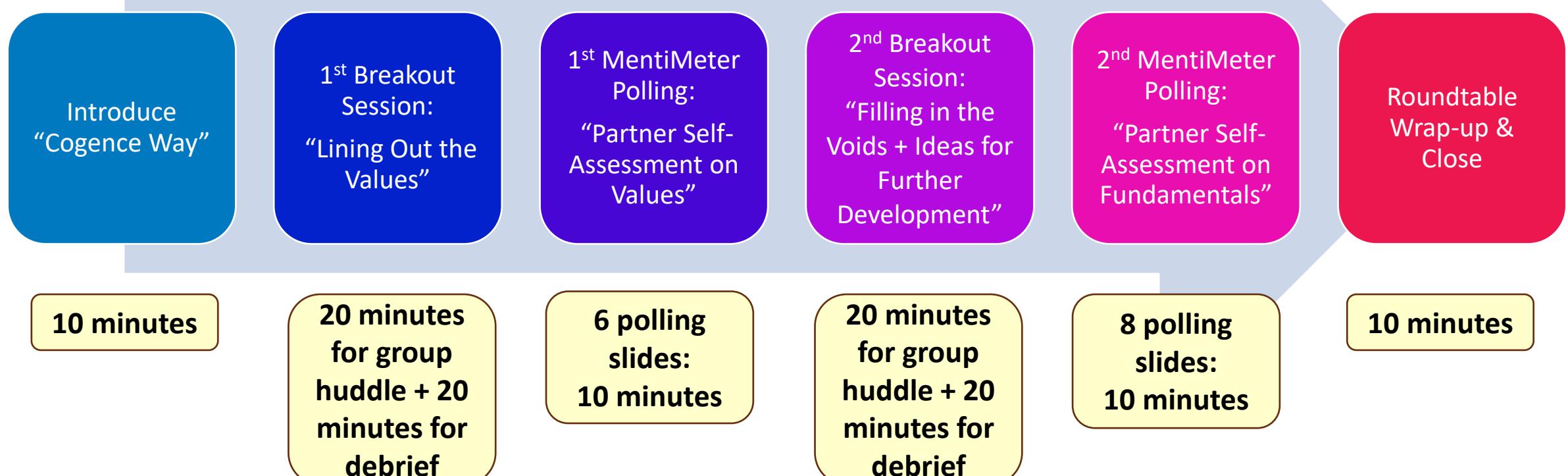
Make the
“Cogence Way”
Framework
Stronger Through
Alliance Partner
Reactions



PATH FORWARD

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

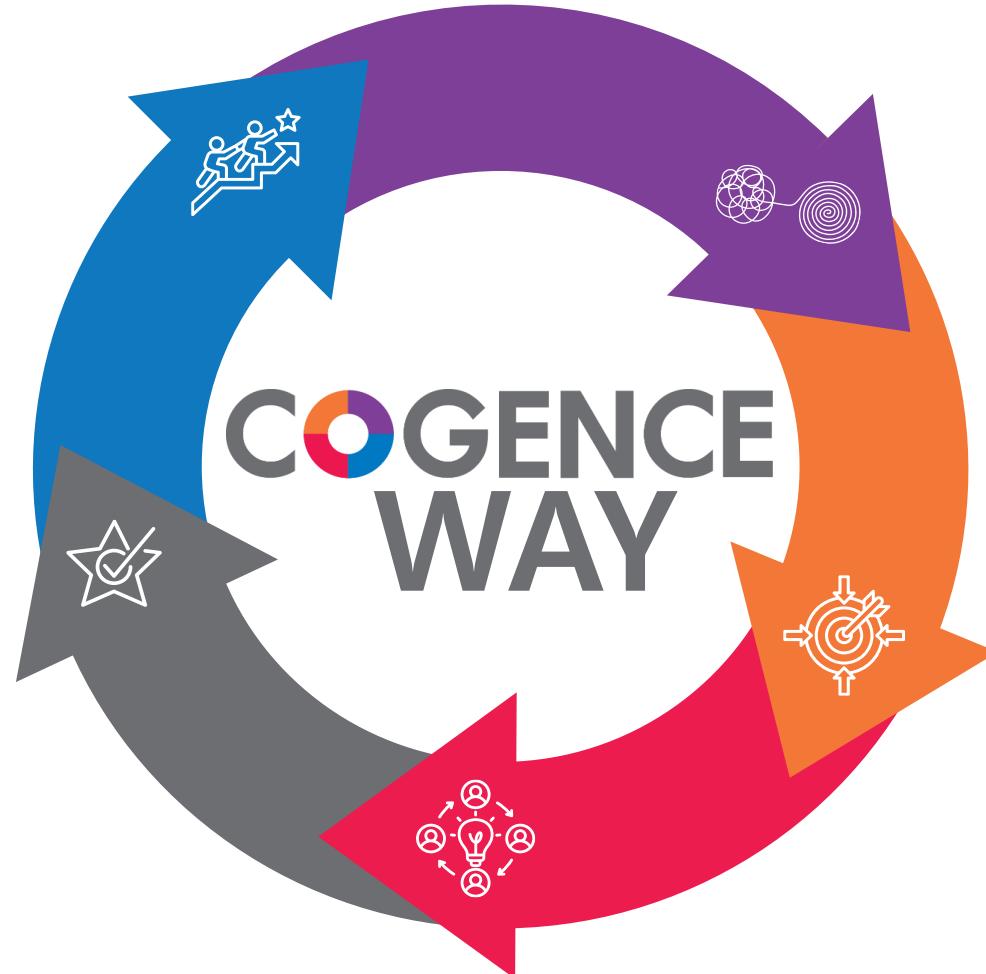
1st 2026 Roundtable Planning



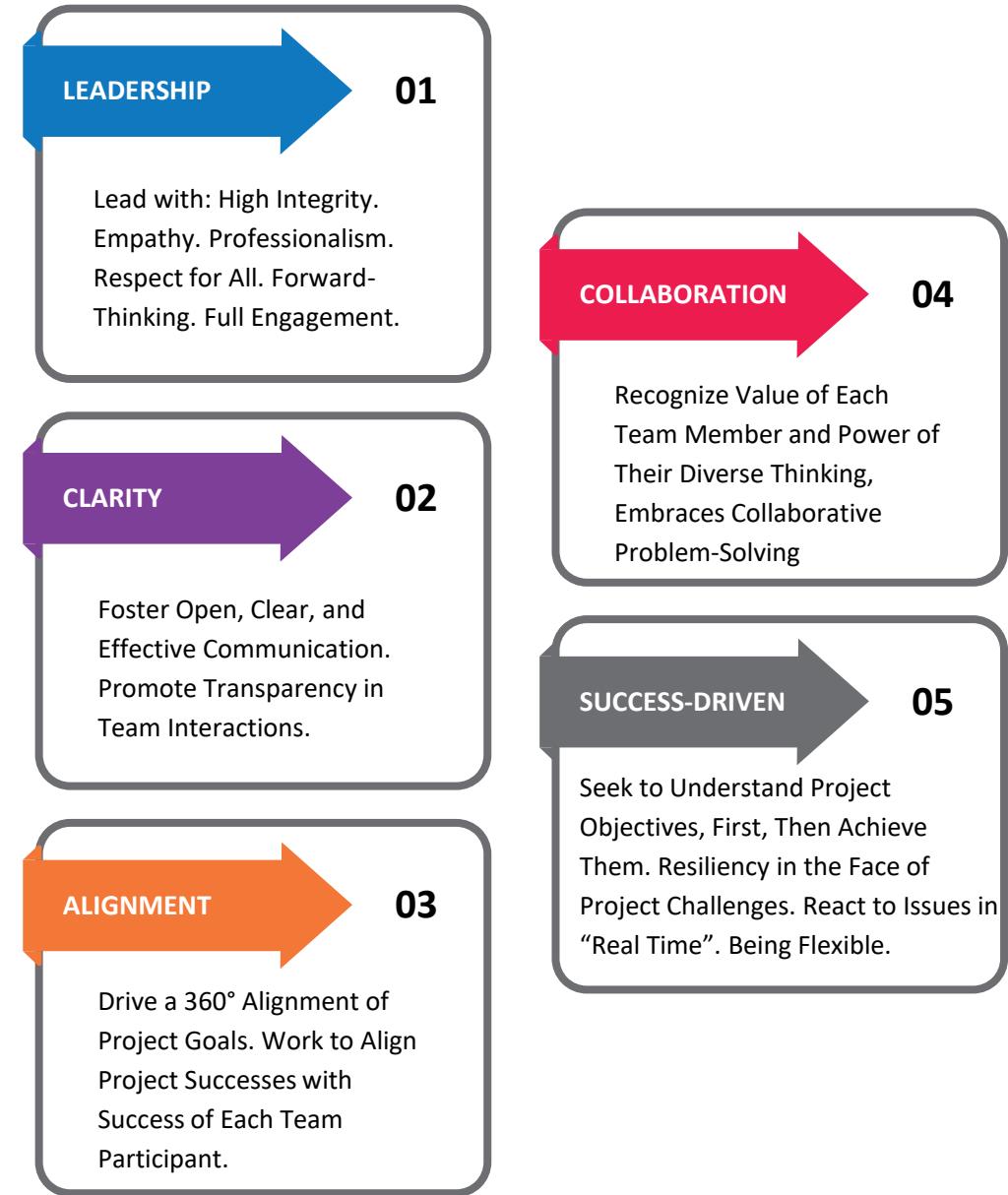
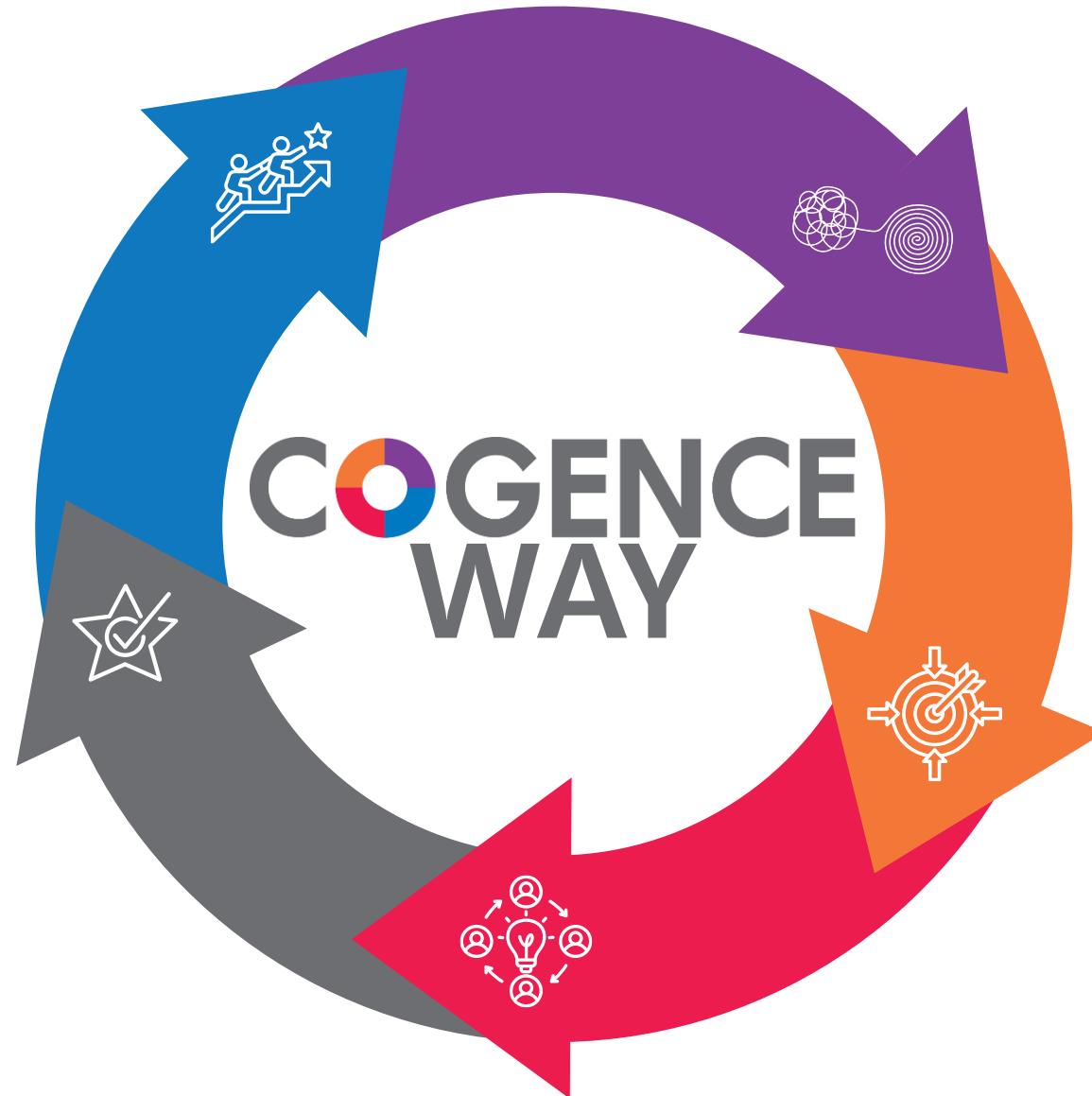
Session Time = 120 minutes, without a break



Introduction to the Cogence Way



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Values of Cogence Partners and What They Bring to the Industry

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“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.

Collaboration

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

Alignment

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

Clarity

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

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.



Initial Linking of Existing Tactics to Fundamentals

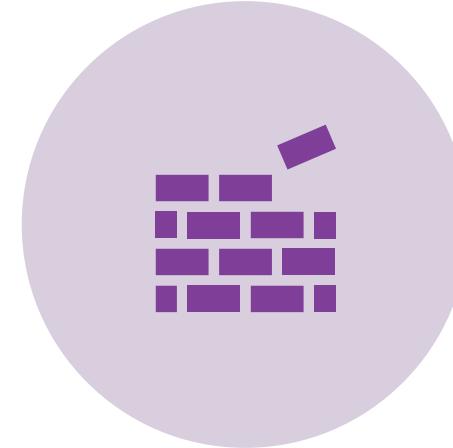
RESOURCES	Scope	Risks	Contracting	Planning	Culture	Constructability	Control
Cogence GMP	✓	✓	✓	✓			✓
GMP 4-Step Chart			✓				
6 Degrees of Risk (Central Ohio Chapter)		✓			✓		
Risk Summary (Northeast Ohio Chapter)		✓					
Top 10 Project Inflection Points	✓		✓	✓			
Project Delivery Methods Selection Tool			✓				
OFCC Project Delivery Method Comparison Guide*			✓				
OFCC Project Delivery Method Selection Diagram*			✓				



Use of Cogence Way: Consider Two Environments



**COGENCENCE EVENTS
(ROUNDTABLES)**



**APPROACHES TO DAILY
WORK**



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?

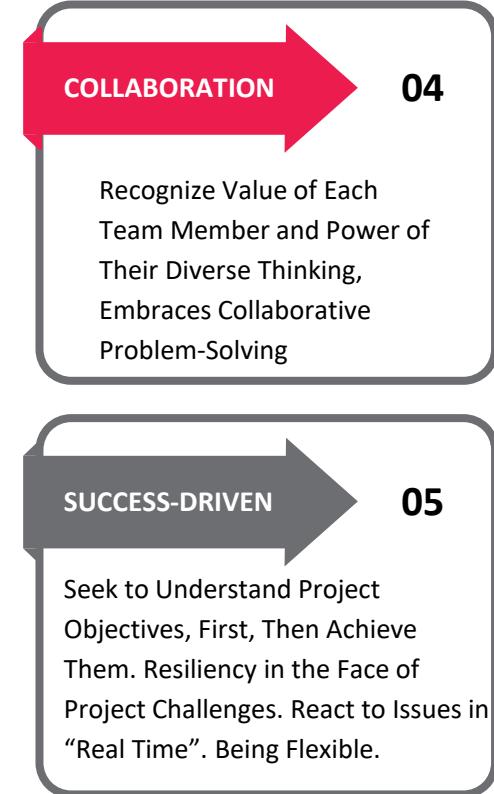
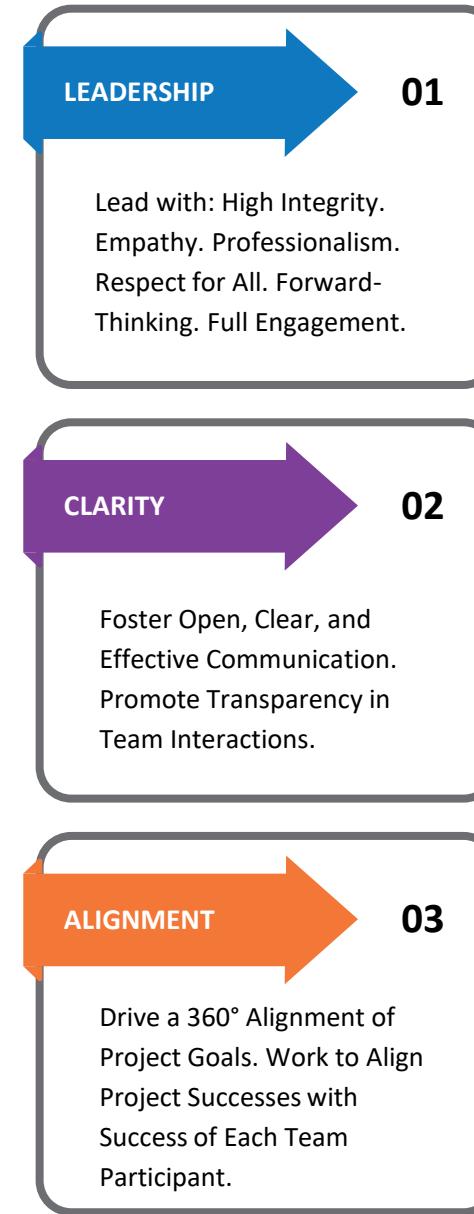
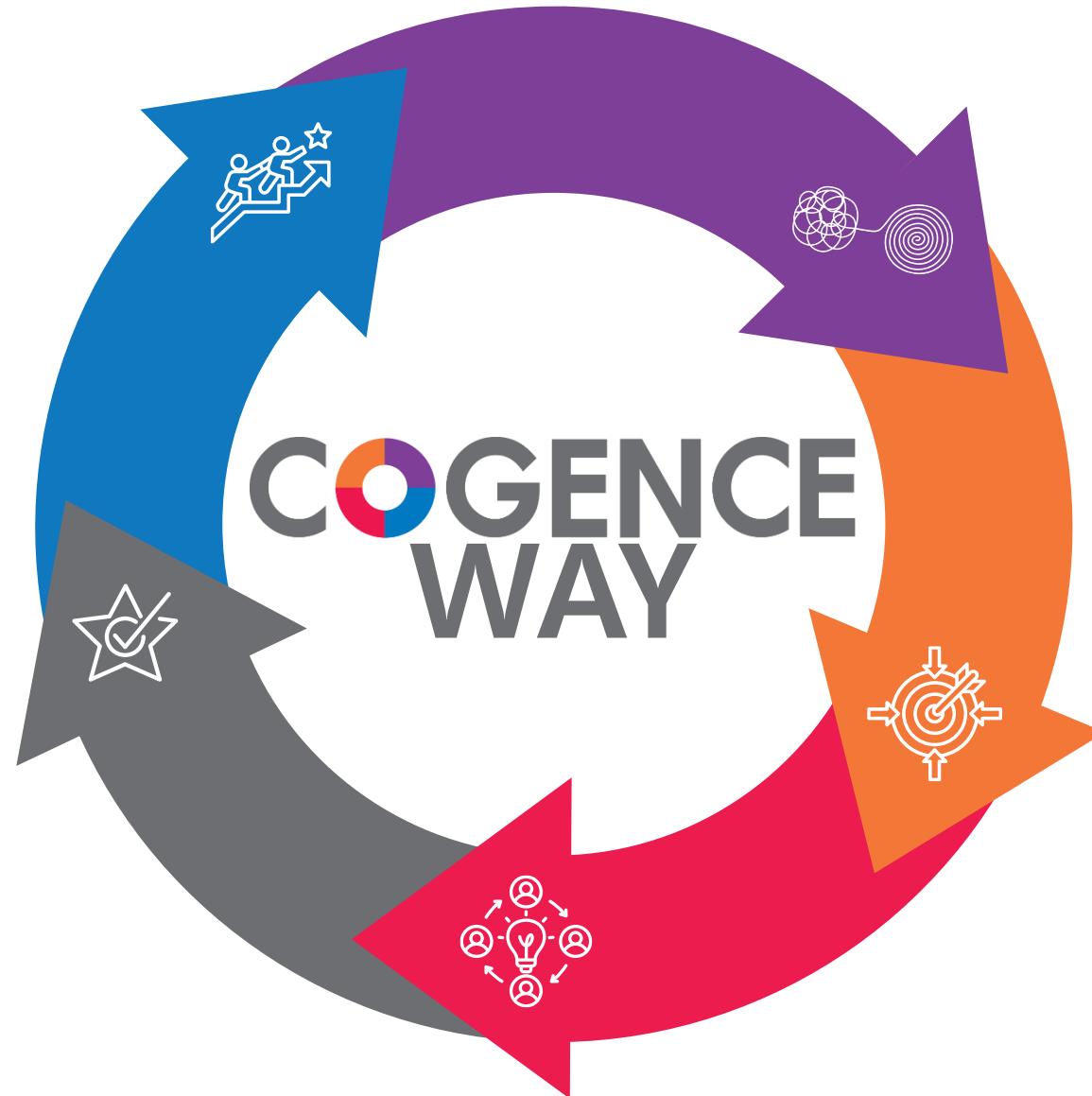
Is there is something to add to make this even better?



TESTIMONIALS

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

Capture your breakout group discussions on the Values Handout

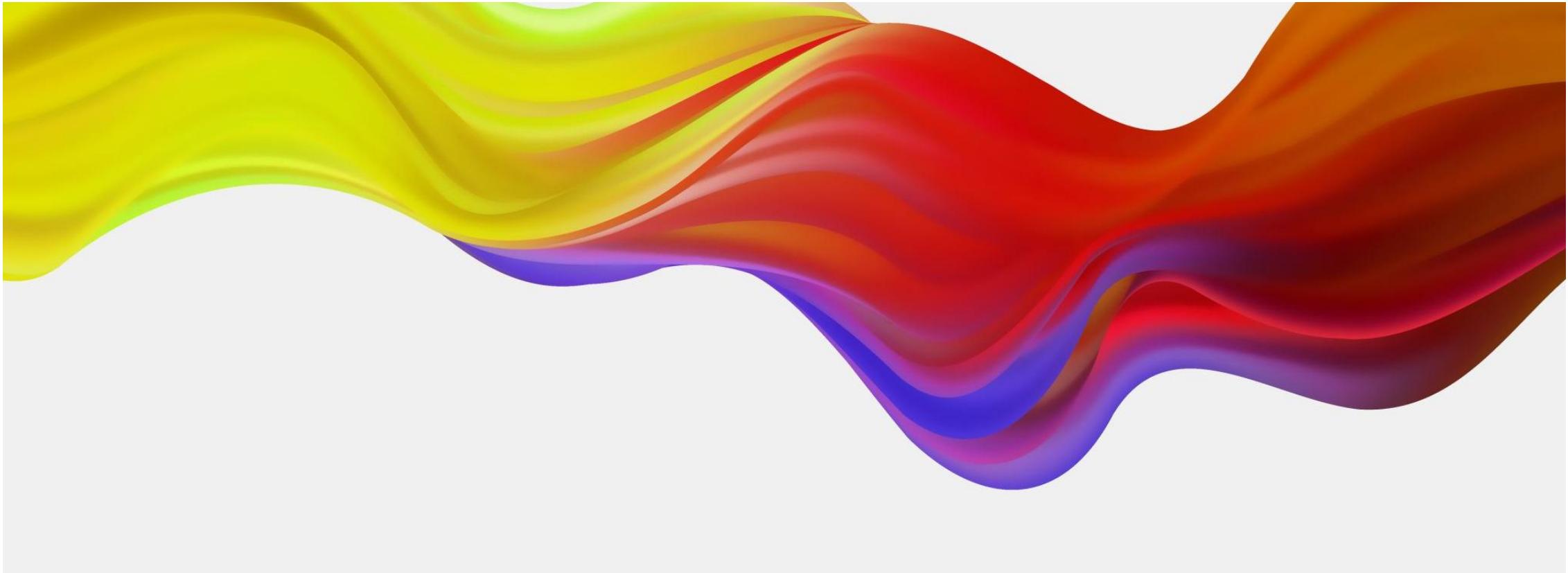


Values of Cogence Partners and What They Bring to the Industry

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Survey Session #1: Values Self-Assessment



Let's Go to MentiMeter!

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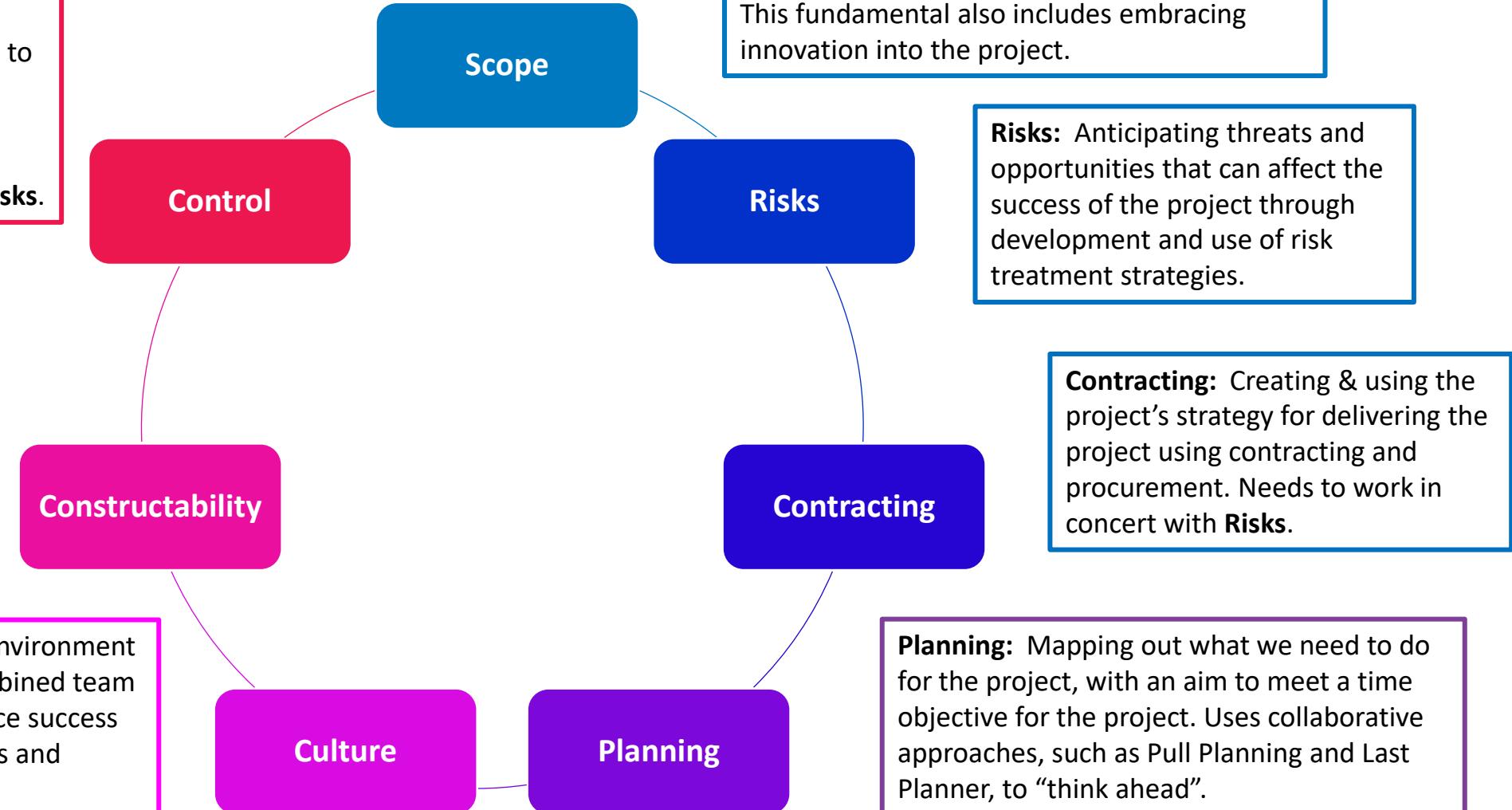


Cogence Way Fundamentals in a Different View

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.

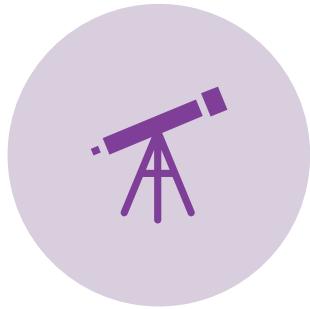
Constructability: Embraces concept of “thinking with the end in mind”, with the end being construction of what we want to build. Includes early injection of construction “know-how” and any construction innovations. Includes planning of site logistics and coordination of trades.

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.





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

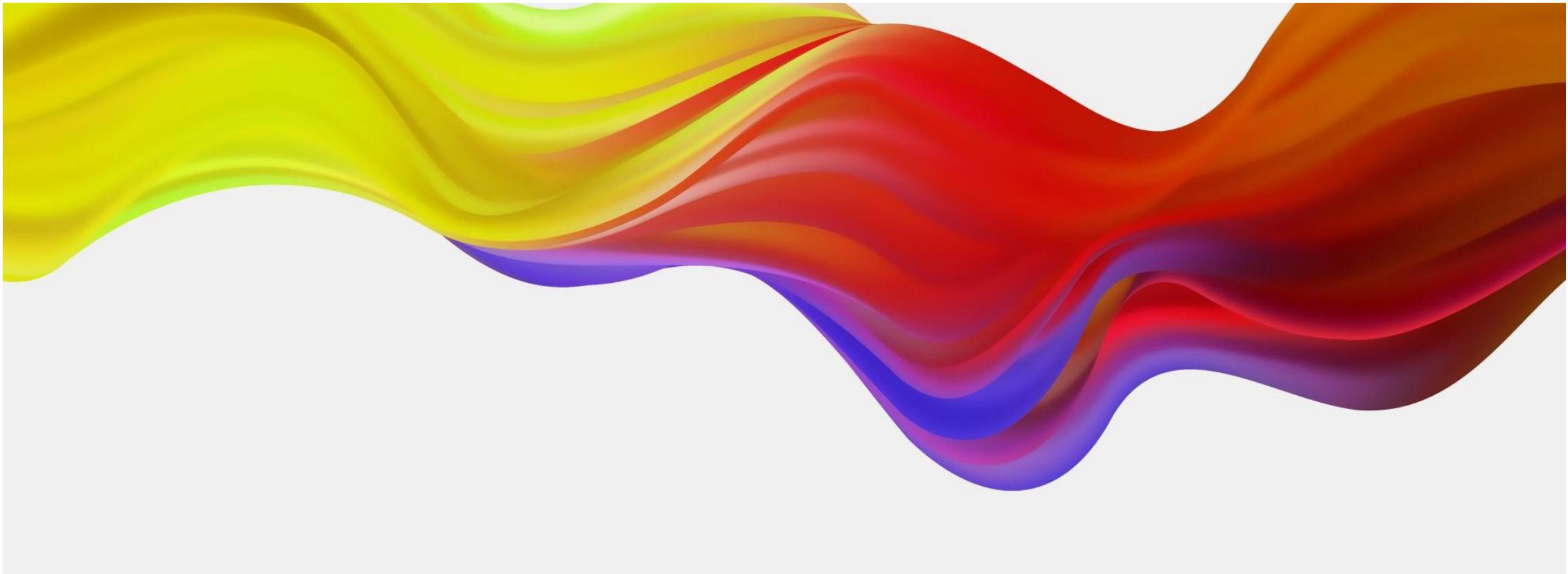
Share ideas on how Cogence Way framework can be used in the future.

- Marketing/Website
- Future Roundtables

Capture your breakout group discussions on the Fundamentals Handout



Survey Session #2: Fundamentals Self-Assessment



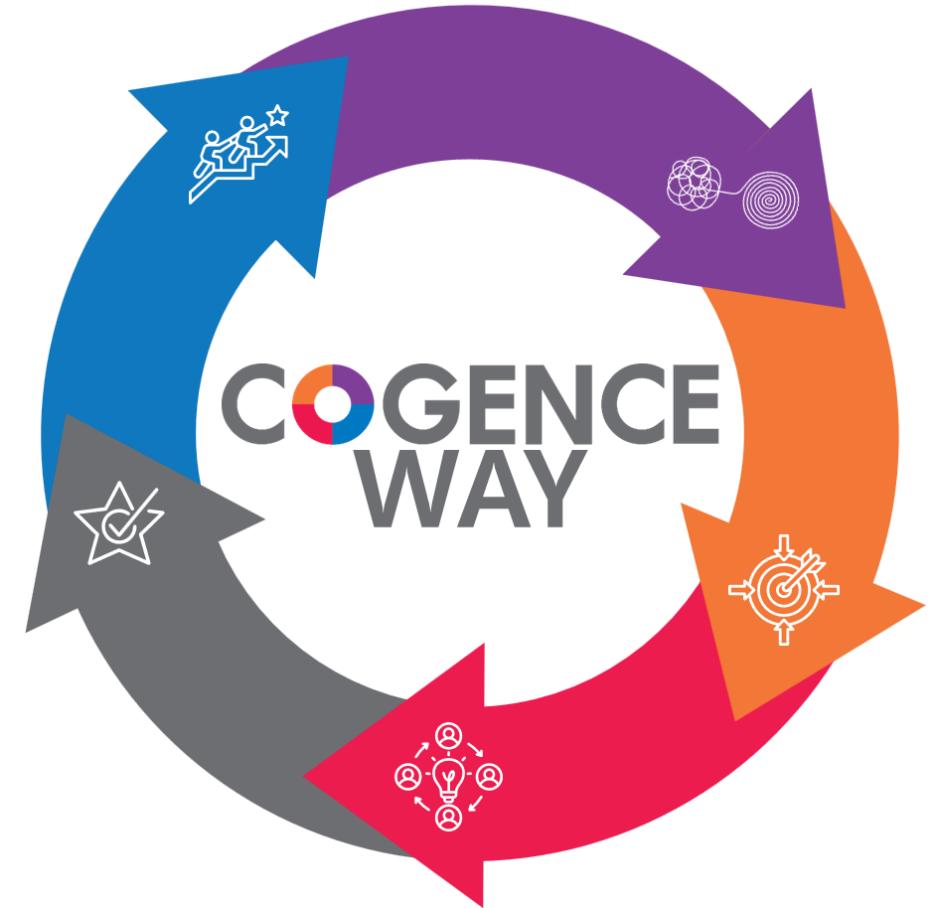
Let's Go to MentiMeter!

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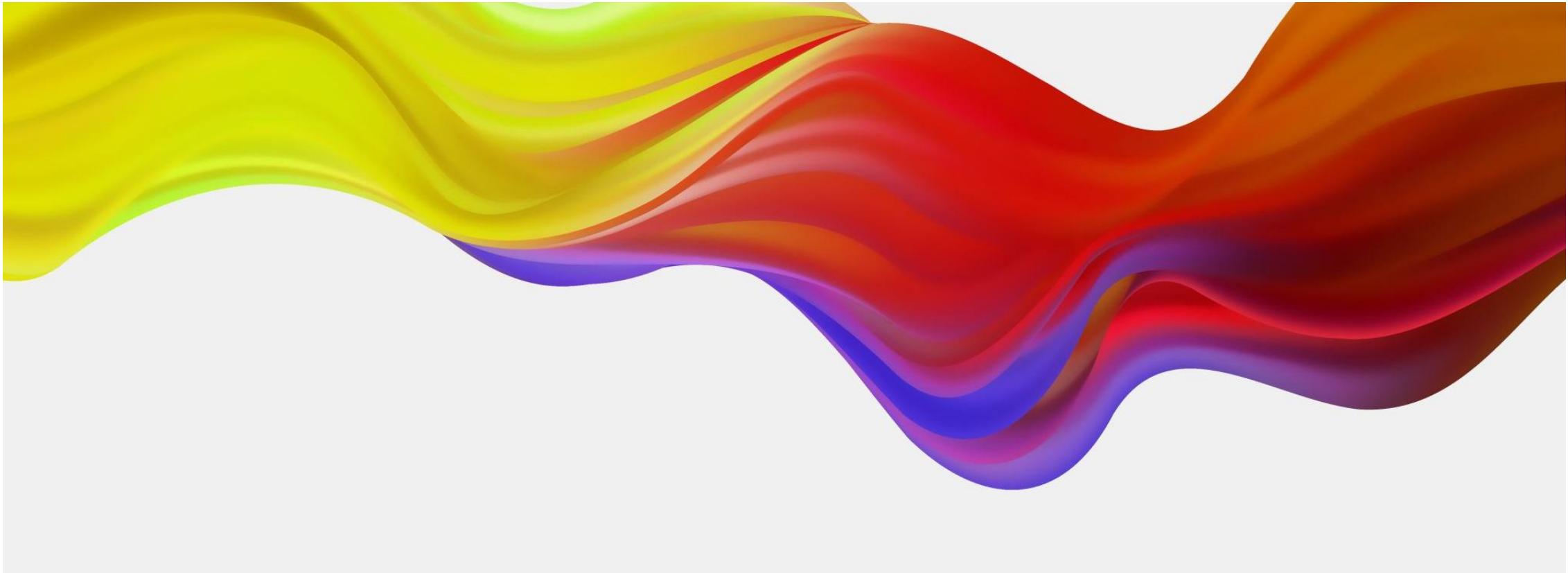
Closure

- 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!

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Save-the-Date! Central Ohio Roundtable

Thursday, March 19

Topic TBD