

**CO**  **GEN** **CE** 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](http://www.cogence.org)

*Inspire. Educate. Unite.*

# BOOTS ON THE GROUND

TALES FROM THE PROJECT FRONT LINES



SHARED LEADERSHIP. REAL INSIGHTS. BETTER OUTCOMES.

**FORWARD  
TOGETHER**  
The Cogence Way



INTEGRITY



We do what's right—always. Honesty and transparency guide every decision.

COMMITMENT



We follow through on our promises. We're accountable to each other and our partners.

INSPIRED  
COLLABORATION



We work together across teams and companies to create better solutions and stronger outcomes.

PURSUIT OF  
EXCELLENCE



We raise the bar in safety, quality and performance—every day.

GIVING  
TRUST



We trust, empower and support each other to build a culture where people and projects thrive.



WHEN WE LEAD WITH INTEGRITY, KEEP OUR COMMITMENTS, COLLABORATE WITH PURPOSE, PURSUE EXCELLENCE AND GIVE TRUST, WE ALL WIN.



TRUST.  
ACCOUNTABILITY.  
RESPECT.  
SHARED SUCCESS.

*Inspire. Educate. Unite.*



---

## **Breakout Session**

Field leaders have shared that schedule compression often occurs before construction begins — due to permitting, procurement, design development, or decision-making delays.

Once work starts, they frequently feel they are expected to recover that lost time, even though they may not have been involved in the schedule adjustments that created the compression. This can impact morale, trust, and ultimately performance.

If we are serious about shared leadership and operating in alignment with Cogence values, what must change in how schedules are built, updated, and communicated so that field supervision has real influence?



# Summary: Boots on the Ground – Tales from the Project Front Lines

---

## Overview:

At the Cogence Alliance Central Ohio Chapter roundtable, participants shared insights from real-world project experience. A clear consensus emerged: improving project delivery depends on early collaboration, strong communication, and a culture built on trust and shared accountability.



# Key Themes & Insights

---

## **Early, Inclusive Collaboration Drives Success**

- Engaging all stakeholders early—owners, designers, contractors, subcontractors, and vendors—significantly improves outcomes.
- Enhanced collaboration during preconstruction helps align expectations, identify risks, and reduce downstream issues.
- Breaking down silos and ensuring “everyone has a seat at the table” is essential.



# Key Themes & Insights

---

## Communication is the Foundation

- Communication was the most consistent and emphasized takeaway.
- Successful projects are driven by:
  - Frequent, transparent communication
  - Early establishment of communication protocols
  - Inclusion of key decision-makers
  - In-person engagement when possible
- Ineffective communication is a primary contributor to project challenges.



# Key Themes & Insights

---

## **Trust and Culture Accelerate Performance**

- A culture of trust, openness, and empowerment is critical.
- “Speed of trust” directly impacts decision-making and efficiency.
- Teams perform best when individuals feel encouraged to:
  - Share ideas and concerns
  - Collaborate openly
  - Work toward a shared mission



# Key Themes & Insights

---

## **Strong Alignment Across All Project Levels**

- Participants noted that everyone—from leadership to field teams—shares a commitment to delivering quality work.
- There is more alignment across roles than commonly perceived.
- Including diverse perspectives—including younger professionals and field teams—adds value and strengthens outcomes.



# Key Themes & Insights

---

## Leadership Sets the Tone

- Effective leadership is key to:
  - Fostering collaboration
  - Encouraging transparency
  - Removing communication barriers
- Project culture starts at the top and influences team performance throughout.



# Key Themes & Insights

---

## Scheduling and Expectation Challenges

- Projects are often driven by predefined schedules set before sufficient input from builders and designers.
- Key concerns include:
  - Unrealistic timelines
  - Schedule pressure outweighing practical planning
- Participants stressed the need to reset expectations with owners and prioritize realistic planning.



# Key Themes & Insights

---

## Front-End Planning Improves Outcomes

- Investing more time in design, coordination, and early planning leads to better execution.
- Recommendations include:
  - Increased involvement of design teams during construction
  - More thoughtful documentation and RFI processes
  - Proactive issue resolution



# Key Themes & Insights

---

## Opportunity to Drive Industry Change

- Cogence Alliance members recognize their collective ability to lead meaningful industry improvement.
- There is strong alignment around:
  - Elevating collaboration standards
  - Improving communication practices
  - Driving better project delivery outcomes



## Bottom Line:

---

Better project outcomes are achieved when teams collaborate early, communicate openly, build trust intentionally, and align around realistic expectations.

Cogence Alliance is uniquely positioned to help lead this transformation across the construction industry.

# Save-the-Dates!

---

**July 16:** Hard Hat Tour & Social,  
Merchant Tower/North Market project tour,  
Novak's patio

**September 15-16:** Cogence Biannual Town Hall,  
Huntington Convention Center, Cleveland

**November 17 (Tuesday):** Central Ohio Chapter  
Roundtable