

The COGENCE Way

Setting project foundations
rooted in COGENCE values.

A guide for behaviors, thinking, and approaches
to conceive and deliver a successful project,
based on COGENCE experiences.

▲ VALUES

Core tenets and beliefs that guide behavior and
bring teams together around project success.

▲ PILLARS

Key project focus areas and opportunities where
values have the greatest influence.

▲ TACTICS

Actions to put values into practice and produce
meaningful results.

The COGENCE Way

A framework for behaviors, thinking, and approaches that supports successful project delivery. This model is built on the collective expertise of Owners & Developers, Architects, Engineers, Construction Managers, Trade Contractors, and Industry Affiliates working together to achieve improved project outcomes.

The COGENCE Way model

Core tenets and beliefs that guide behavior and bring teams together around project success.

VALUES

Key project focus areas and opportunities where values have the greatest influence.

PILLARS

Strategic Pillars | Execution Pillars

Actions to put values into practice and produce meaningful results.

TACTICS

Desired Project Outcomes

ACHIEVEMENT

Meeting or exceeding project goals while advancing the COGENCE mission.

PRIDE

A shared sense of accomplishment in both the process and results.

GAINFUL

The project delivers financial value for everyone involved.

FULFILLMENT

A professionally rewarding and worthwhile experience.

VALUES

Integrity	· act with honesty, humility & professionalism · treat all stakeholders with dignity
Commitment	· show up fully & supportive for the project & team · resilience in project challenges
Inspired Collaboration	· catalyst for project team collaboration · inspire transparency & shared purpose
Pursuit Of Excellence	· elevate performance for best possible outcomes · clear vision, goal alignment, continuous learning, pivot as necessary
Giving Trust	· give trust to build trust · consistency & openness build confidence

PILLARS

STRATEGIC PILLARS	Big levers that shape culture & drive project outcomes	EXECUTION PILLARS	Repeatable practices that activate strategic pillars
Culture & Partnering	build environments where the Cogence Way can thrive	Team Integration	smooth onboarding & transitions; knowledge continuity; Right People, Right Time, Right Skills
Leadership, Accountability, Decision-Making	set expectations, model behaviors, create clarity	Procurement & Contracting	delivery & contracting aligned with culture, risk, and market conditions
Goal Setting & Scope Alignment	create shared, measurable goals supported by stable scopes	Planning & Scheduling	early, collaborative planning, alignment, adapt to change, account for risks
Risk Management	continuous, transparent, supported management	Estimating & Budgeting	cost projections: transparent, aligned, informed, realistic, account for risks
Innovation & Design Thinking	encourage creativity, progressive solutions, & continuous improvement	Performance Management	monitor project outcomes & correct course early
Communication	clear, timely, & appropriate communication	Change Management	open & collaborative, holistic evaluations, honest & timely
Life Cycle Perspective	recognize full project, from kickoff to post occupancy	Constructibility	integrate builder early to ensure design supports efficiency & performance
		Operability, Reliability, Maintainability	end-user perspectives included in key decisions; usefulness over life of facility

TACTICS

Strategies	It is the challenge of the project team to use the Values and the Pillars to determine the strategies, tools, tasks, and activities specific to each project. Tactics are to align with the behaviors reflected in the Strategic & Execution Pillars above. The use of Tactics leading with The COGENCE Way Values can lead to project success.
Tools	
Tasks	
Activities	

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.



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