

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.

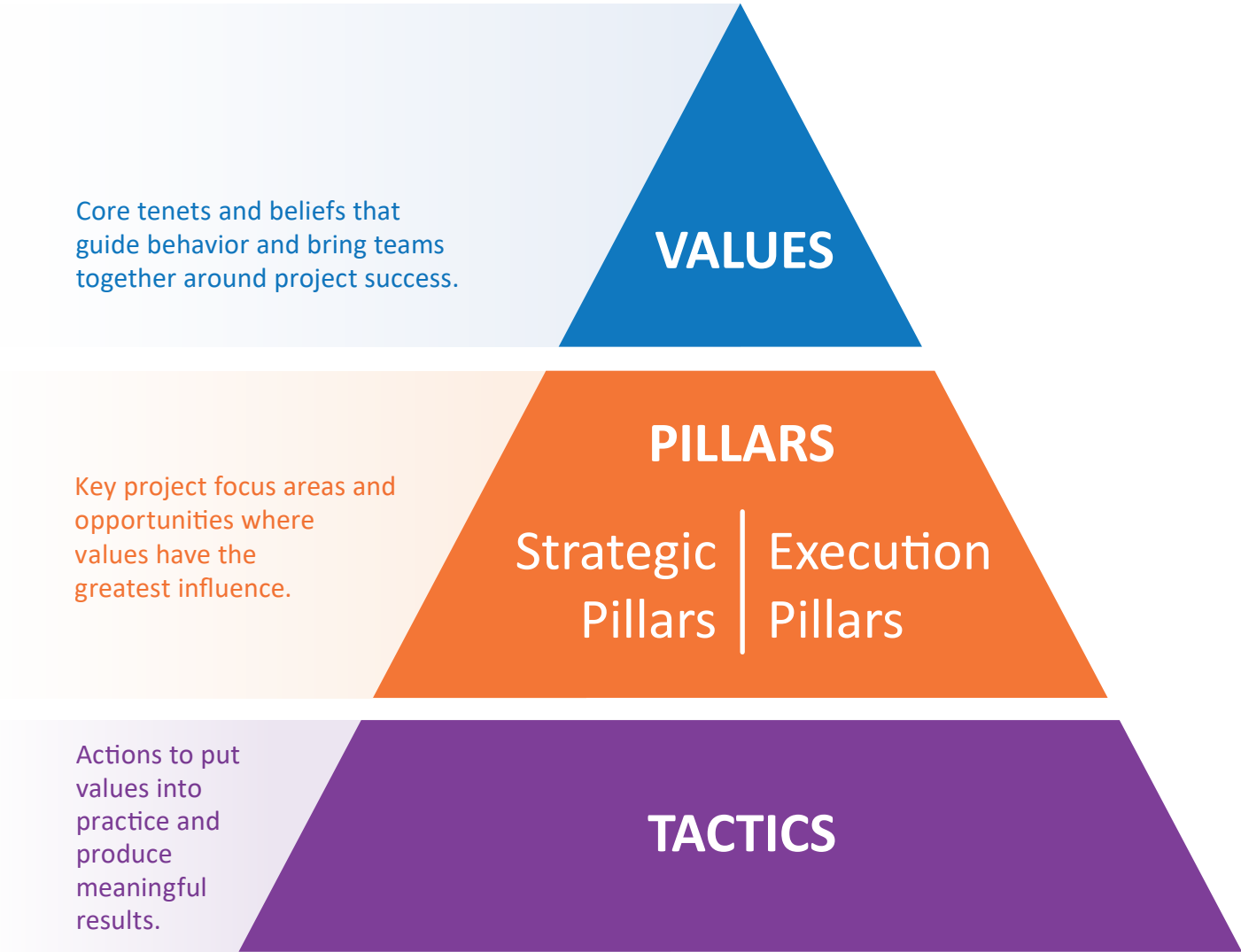
▲ TACTICS

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



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	EXECUTION PILLARS
	Big levers that shape culture & drive project outcomes	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	
	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.



cogence.org