

## SUPPORTING SKILLSETS

Integrated Project Delivery supporting skill sets transcends individual domains and requires a best for project and best for firm mindset. The alchemy of talented and determined individuals will influence the outcome of an IPD experience. Collaboration is the medium in how we drive to the results of an IPD endeavor. These teams exchange ideas through shared resources to improve outcomes. Fortitude needs to be coupled with kindness as teams run to their targets of design, feel, and impact to our planet as they also meet or exceed their objectives on cost, schedule and function. Building projects are complex interdependent puzzles seeking solutions. The following traits, skills and fabric are considerations for an IPD team to possess and or embrace:

### A. The Individual

IPD team performance is determined by the people on the team. Team members will be asked to shift their individual perspectives to lead them toward the collective vision of the path to success. Teams make better decisions than individuals. Individuals in high performing teams support one another.

1. *You're an ambassador for your company to a virtual organization:* The IPD team member needs to ensure an ongoing balance between the competing and evolving interests of individual members (and the interests of their groups or organizations as they see them) with the interests of the project.
2. *Professional Credibility:* IPD team leaders must have standing within their community to bring value and confidence that they are the best constituent representing their usefulness. Other team members will not support or respect another team member who cannot hold their own. This credibility/confidence is earned by others and not something that can be pronounced.
3. *Strategic perspectives are as important as the details:* Strategy needs to be married to reasonable and systemic solutions so that steps can be identified to enable the best outcomes of the teams. The virtual organization has come together for the benefit of the projects purposed and the only way that can happen is with results.
4. *Can do attitudes overcomes adversity:* Share a vision of what can be accomplished together where others see a problem to be overcome. Successful teams see the benefits of collaborating and overcoming difficulty. Individuals need to support self-assurance among the team members that the time they are spending will yield results. Fundamentally, this attitude is the enactment that teams accomplish more than disparate entities can do alone.
5. *Synthesizing before reacting:* Communicating ideas tends to cause internal reactions. The variety of project stakeholders will stretch individual perspectives not yet considered and challenge what we all consider normal and or a best practice. We as individuals naturally react based on past experiences. Each IPD project is a new experience and all ideas presented need to be considered before we might individually discard it for the benefit of the project. This is best accomplished by assessing the idea and understanding the context before you respond.
6. *Communicating with clarity:* Individual ideas need to be stated in such a way that another can understand it from their perspective. The simple grammatical protocol of *keeping it simple* should be the baseline of idea exchange. The goal of this virtual organization is to develop a

shared vision based on common values. These values need consensus from all team constituents and clear dialogue will ensure that.

7. *Self-Reflection*: Being aware of and understanding your values, attitudes, and behaviors as they relate to your own style and its impact on others. At “the heart” of all the other practices: Self-reflection is internal while the others are external. The ability to gain insight from one’s own experience or action to try to assess the significance of what has happened.
8. *Continuous Improvement*: The virtual organization has come together to do what others would consider is the impossible. Individually, one needs to set goals for personal development and learning to support the greater benefit of the team.
9. *Understand People*: Rudimentary to IPD is the interpersonal and empathy skills needed to make and sustain connections between team members. This can only occur with a detection of a team member’s value that they bring to the project. This will allow for comprehension of each person’s level of worth to the project. This is a complicated and a mind stretching requirement that is the basis of the IPD principles of “Mutual Respect” and “Trust”. A creative team member might represent complex psychosocial organisms that often are representatives of complex groups and should be given the space to be who they are to benefit the project.
10. *Anxiety is a team issue and not for the individual to solve*: New ideas and perspective will cause others to question the value of the collaboration to the point where they will want to revert back to their comfort zone. These fears need to be communicated to the group as an overall need as opposed to a personal interest. Project success must also drive for individual organization goal attainment.

## **B. The groups**

The cultures of the individuals businesses need to support the individual skill sets to enable the IPD team to succeed. Every business has its own set of needs. The IPD project is a virtual business that needs to blend the individual business interests into a collective arrangement.

1. *Owners* The sponsor and beneficiary of the group has a tremendous mindset shift for an IPD team is to be successful
  - a. *Belief that the team will provide a better outcome than their past experience(s)*
  - b. *Sharing knowledge that has traditionally been guarded, i.e. overall budget numbers and goals*
  - c. *Being open about operational changes that might affect the outcome of the project when they occur as opposed to when it is convenient to communicate it.*
  - d. *Project success includes consideration of team member’s business requirements. Responsibilities for quality service needs to be adhered to as the need to be financially solvent to operate a business. IPD is a new business deal for all parties. Shared successes are what allow projects meet their achievement targets.*
2. *Designers*: Accountability and predictability is the new value proposition for the design professional. The standard of care of service is too low of a base line on an IPD team and the designer needs to take on more responsibility to:
  - a. *Understanding that adherence to the budget is what enables the project*

- b. *Rewards for excellent work happens and is not just talked about*
  - c. *The value of their ideas needs to embrace the needs of the collective group and not just of the designer's agenda.*
  - d. *Be determined to overcome adversity around creativity. Collaborative teams encourage challenge proposal of new ideas. The creative designer needs to accept these queries as a validation process for best for project.*
3. *Constructor; Success is more than bringing in a project in under budget and ahead of schedule. The constructor's IPD success metrics now also include;*
- a. *Life cycle mindset of decision making as compared to the efficiency of the project delivery*
  - b. *Design is a value to the constructor as it is to the designer since it benefits the project*
  - c. *Collaboration of all parties will yield the best outcome for the project as well as for their organization.*
  - d. *The documents that a constructor is looking at initially will more than likely be diagrammatic and without the final level of detail that they might be more accustomed to. Experience and knowledge needs to be applied in adding value to the team.*

### **C. The team**

The IPD effort is alchemy of individuals and businesses to create the best solution for the project's requirements. The mixing of both the people elements and the business molecules form the compound of a solid that can address the challenges of the project.

1. *Entrepreneurism:* The IPD team is a virtual organization that is brought together to innovatively respond to the project needs. Collaborative leaders are always creating, adapting, and innovating in order to establish and maintain their relationships with the individuals and institutions associated with their collaborations. The notion of entrepreneurship—as a persistently innovative, evolving strategy—is a key element of relationship management.
2. *Leadership:* Every decision and action needs to ensure that the outcome will further the team and or project to its goal. It will be normal for individuals to worry about traditional concerns that would normally affect them uniquely as compared to others on the team. These tendencies are distracting to the overall team goal. The issue affecting the team member needs to be dealt with appropriately as well as focus maintained on the goals of the project.
3. *Consensus Building:* Consensus building connects the individual and institutional self-interests of partners to the goals and activities of the collaboration. Some collaborations work well on a consensus model; some succeed with a majoritarian model. Within either model, it is always beneficial in public-sector collaborations for leaders to have the skills to build the largest possible consensus around action before it is taken.
4. *Authority needs to be shared.* Synergy between team members, organizations and or communities will only develop when constituents feel empowered to do so. Sharing of power is table stakes for an IPD team. There needs to be a clear multi-party decision making process for influence to be distributed.

5. *Individual Development:* The leader(s) of the team needs to ensure that the entire team is individually being developed professionally. This is more complicated when the team is composed of a variety of organizations. One way to demonstrate this is to coach and mentor other's to share power in others that increases ownership capacity for the whole group and project.
6. *Diversity as a value:* Virtual organizations need to be aware of the political and functional imperatives of diversity for its perceiver success. Diversity makes collaborations more legitimate and intelligent. Collaborations need to reflect the cultural, religious, and racial diversity that comprise of the systems and constituencies in which they operate in.
7. *Team Decision Making;* Groups that are effective encourages cohesion, efficiency, and productivity. This can be realized by a data-based decision-making. Successful teams respect the individual, as they also hold them accountable to the value they bring to the team. Objective perspectives will allow more effective collaborations and bring the virtual organizations more quickly to their goals.