

2020 Project Delivery Symposium

Transform and Start Making Friends



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Project Delivery

an **AIA** Knowledge Community

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#IPD*

DBB!

DB!!!

P3

IFOA!

PROG!!

CM



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Commonalities

Collaborative

Integrated

Partnerships



ster·e·o·type/'sterēə ,tīp/

1. A **widely** held but **fixed** and **oversimplified** image or idea of a particular type of person or thing.

trans·form/tran(t)s 'fôrm/

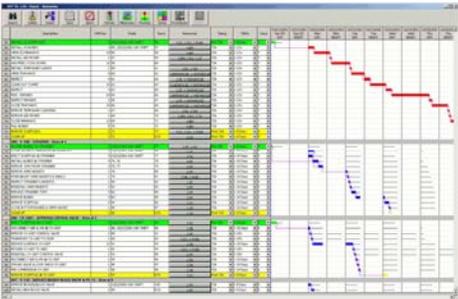
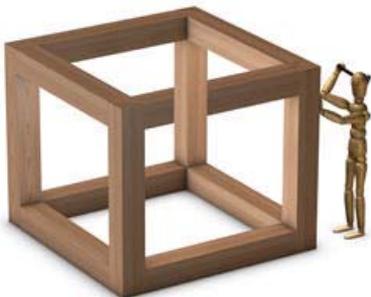
1. Make a **thorough** or dramatic **change** in the form, appearance, or character of.

Owner



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Contractor

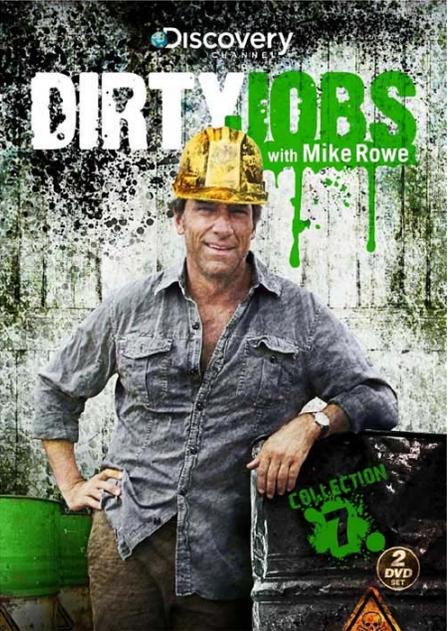


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Architect



Task Name	Duration	Start	Finish
Order book package	2 hrs	Tue 10/20/01	Tue 10/20/01
Sign and book arrival	4 hrs	Wed 10/21/01	Wed 10/21/01
Order book package	2 hrs	Thu 10/22/01	Thu 10/22/01
Final layout	21 hrs	Thu 10/22/01	Thu 10/22/01
Printing	7 hrs	Fri 10/23/01	Wed 10/29/01
Final 10 minute book	10 hrs	Fri 10/23/01	Thu 10/29/01
Install hardware	1 hr	Fri 10/23/01	Fri 10/23/01
Building	2 hrs	Sat 10/24/01	Sat 10/24/01
Measure	1 hr	Sat 10/24/01	Fri 10/23/01
Site/Plan	4 hrs	Sat 10/24/01	Fri 10/23/01
Concrete structural work	7 hrs	Fri 10/23/01	Fri 10/23/01
Site Electric	2 hrs	Mon 10/25/01	Tue 10/25/01
Final structure and work	2 hrs	Mon 10/25/01	Thu 10/28/01
Finalize copy	1 hr	Wed 10/27/01	Wed 10/27/01
Exterior painting	1 hr	Thu 10/28/01	Thu 10/28/01
Interior	2 hrs	Sat 10/24/01	Thu 10/28/01
Final 10 minute book	10 hrs	Tue 10/26/01	Wed 10/29/01
Site structure and work	2 hrs	Tue 10/26/01	Wed 10/29/01
Order software	2 hrs	Wed 10/27/01	Wed 10/27/01
Install software & updates	1 hr	Thu 10/28/01	Thu 10/28/01
Order software	2 hrs	Wed 10/27/01	Wed 10/27/01
Complete work	1 hr	Wed 10/27/01	Thu 10/28/01
Final review	1 hr	Thu 10/28/01	Thu 10/28/01



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Outcome

Design falls short of Project goals

Late and Overbudget

Poor Quality

Claims

Work is No Longer Fun

Stakeholders Upset

LOSER



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Outcome

That's how it used to be

That's how many of us were *trained*

Got to be a better way – Right?

LOSER



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What if...

Roles were complementary and NOT adversarial?

Risk was shared?

Individual Goals = Team Goals?

It was ok to say “Stop! That Hurts!”



University of California, Irvine

Design Build

Progressive Design Build

P3

Design Bid Build

JOC



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Case Study



Mesa Court



Middle Earth



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Mesa Court

We were determined to do good

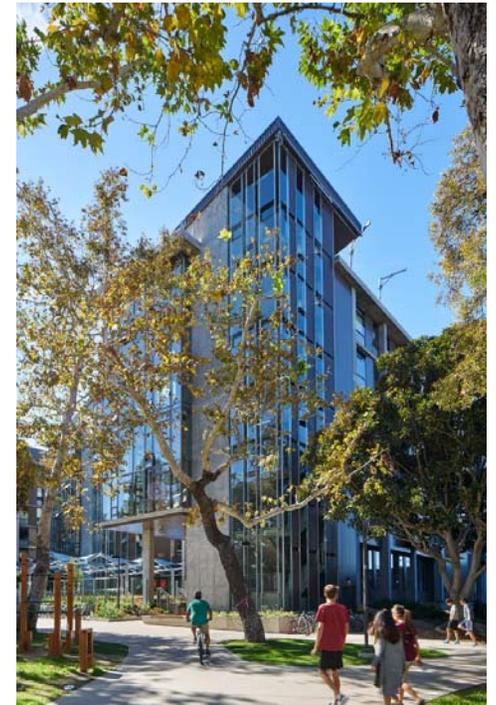
We were willing to listen

We were 100% committed

We were not afraid to communicate

We were naively trusting

We were convinced we could achieve something special



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Mesa Court

Didn't have experience as a team

Didn't have aligned expectations

Didn't understand the effort required

Didn't appreciate the risk

Didn't realize how we'd be tested

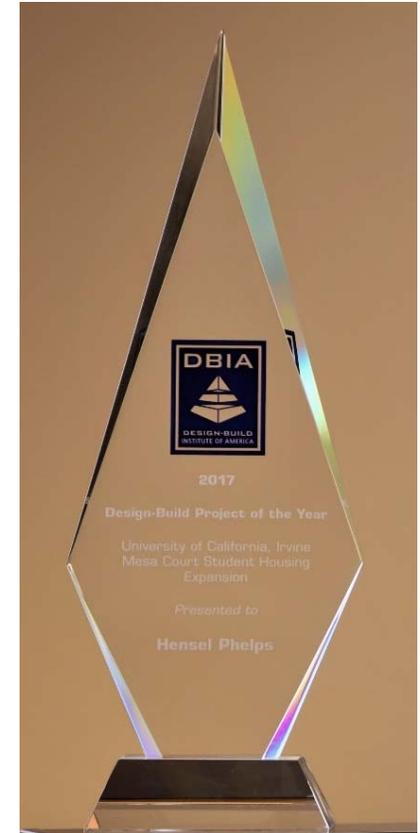


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Mesa Court



2017 DBIA Project of the Year!



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Mesa Court

Not because it was easy

Most challenging project of career

Tested the entire way



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Mesa Court – How?

We did not revert back to old ways

No “freak outs”

Maintained trust/faith

Project was first priority



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Middle Earth

Did have experience as a team

Did have aligned expectations

Did understand the effort required

Did appreciate the risk

Didn't realize how we'd be tested



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Middle Earth

Easy/Perfect – Right?

New challenges

158 lessons learned from Mesa Court

Different people/personalities

Different conflicts

Not a cakewalk



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Team Alignment

Process

Vision

Team

Collocation

Communication

Schedule

Design

Mistakes

Decisions

Money

Trust



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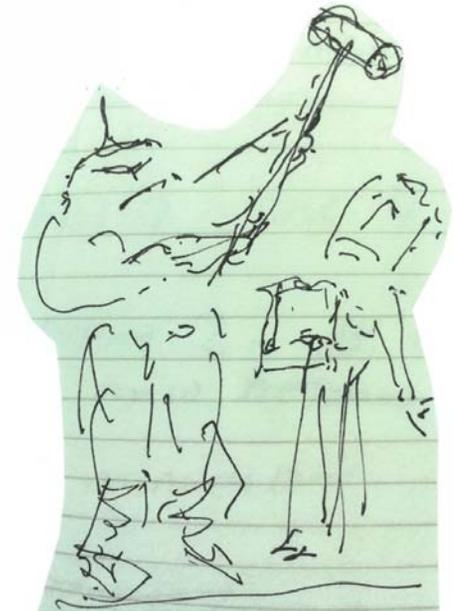
Process

Documents tailored to project

Requirements are not a hammer

Accountability

Transparency



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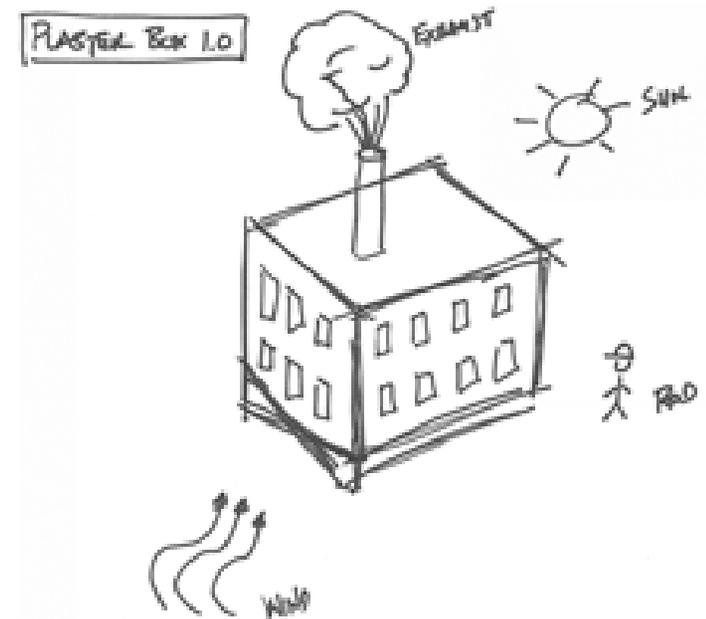
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Vision

What do you want to achieve?

Why is it important to you?

Team effort



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Team

Beyond resumes

Team building moments

Prepare for “life”



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Collocation

Physically and figuratively together

The more the merrier

Boundaries



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Communication

Learn how to communicate with *this* team

Plan for disagreement

Stop talking and listen



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Schedule

Everyone plays a role

100% committed

Prepare to overcome

Announce if you can't



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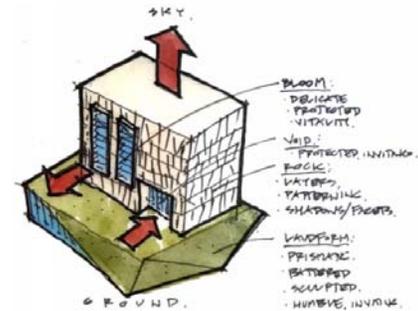
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Design

Stewards of the design

What's important? Why?

Compromise



Mistakes

Your time will come

Response > Mistake

Help make it right



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Decisions

Avoidance therapy

What's right for the project?

Timing is critical



Money

Never taboo

Change orders – honesty and transparency

Willing to say, “Stop...that hurts”



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Trust

Assume the best

Issues and opportunities

Transparency and communication



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Principles/Framework

Resources – don't have to rewrite the rules

Start and reset to positive position – do not revert

Hone and course correct along the way

Issues as opportunities

Project first

Trust, faith and transparency



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Myths

Experience as a team is mandatory

Expectations are aligned automatically

Certainty of effort

Certainty of risk



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Lessons Learned

Delivery method congruent with the team's culture

Nobody has it figured out

Armature that allows audibles and course corrections

Determination to do good

Project first

Convinced that something special is achievable



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