



Integrated

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09

Making the Mental Shift to Integrated Project Delivery

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Transformation of an Industry

“Faster, Better, Cheaper”

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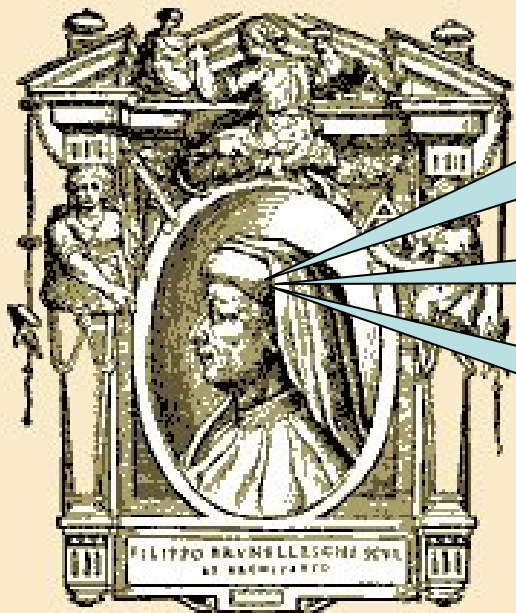
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Master Builder

- The Embodiment of a Single Person



Design, Performance,
Function, Aesthetics, etc.

Structure, Systems, Methods,
Materials, etc.

Cost, Budgets,
Schedules, Quality, etc.

Non-Competing Agendas – SINGLE Interest!



Today's Master Builder...

- The **Integrated** Team



- Project participants wear multiple hats
- Able to function cohesively within an uncertain environment
- Alignment across goals, objectives, and interests

Owner Oriented - Mission Aware - Solution Driven



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Concept of Collaborative Design & Construction is Nothing New

*Some Pioneers Have Been Moving in
This Direction for Some Time*

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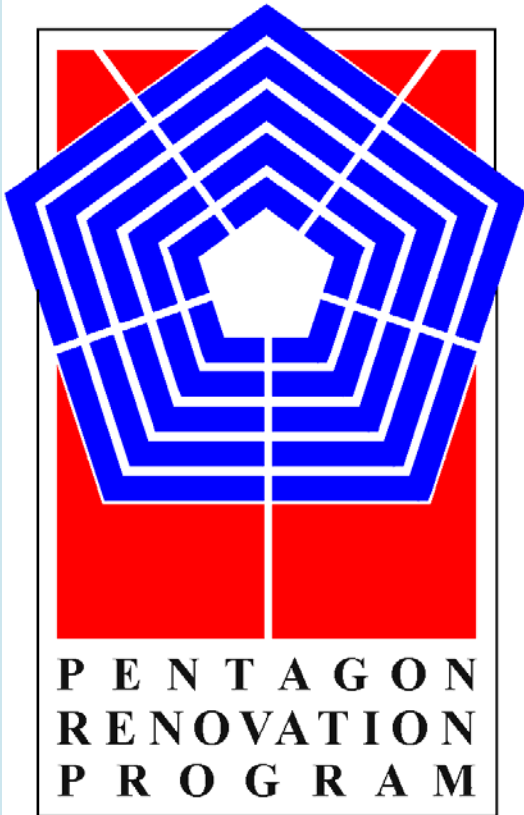




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Pentagon Renovation Program Integrated Collaboration

- Contracting Process
- The “old way” didn’t work
- Unfocused Owner/Authority
- Not Operating as a Team

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- Transition to Best Value Source Selection
- Operate as a Team
- Incentivized to Achieve Goals
- Measure Progress against Goals
- Reward Achievement

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Transformed Industry

Requires Transformed Individuals

- *Technology won't change people's behavior*
- *Contracts will not change people's behavior*

**Recognizing or Understanding Something New
Does Not Necessarily Lead to Acting Differently**

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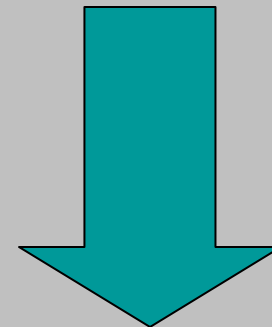




Won't Happen by Accident

- *What will it take to break away from the patterns of our past experiences and let go of established ideas, practices, and identities?*

**Segregated Services
Mentality**



**Integrated Services
Mentality**



Single Most Important Distinction

Team



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The Integrated Project Team

*What Does an Integrated Project
Team Look Like?*

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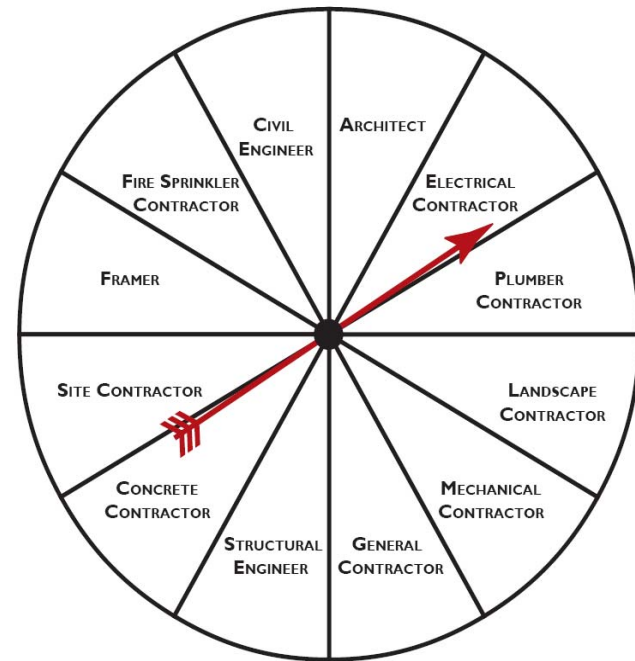
Old Game – New Game

- Traditional Design-Bid-Build Method:

- Focus on Protecting Your Position
- Find Someone Else to Blame When Things Go Wrong
- Reactive Position
- Low Bid Mentality
- Mediocrity Wins

- Integrated Approach:

- Focus on Solving the Problem
- Responsive Position
- Accept Responsibility
- Seek Best Value
- Comprehensive Solutions
- Optimized Results



BLAME WHEEL



The Integrated Advantage





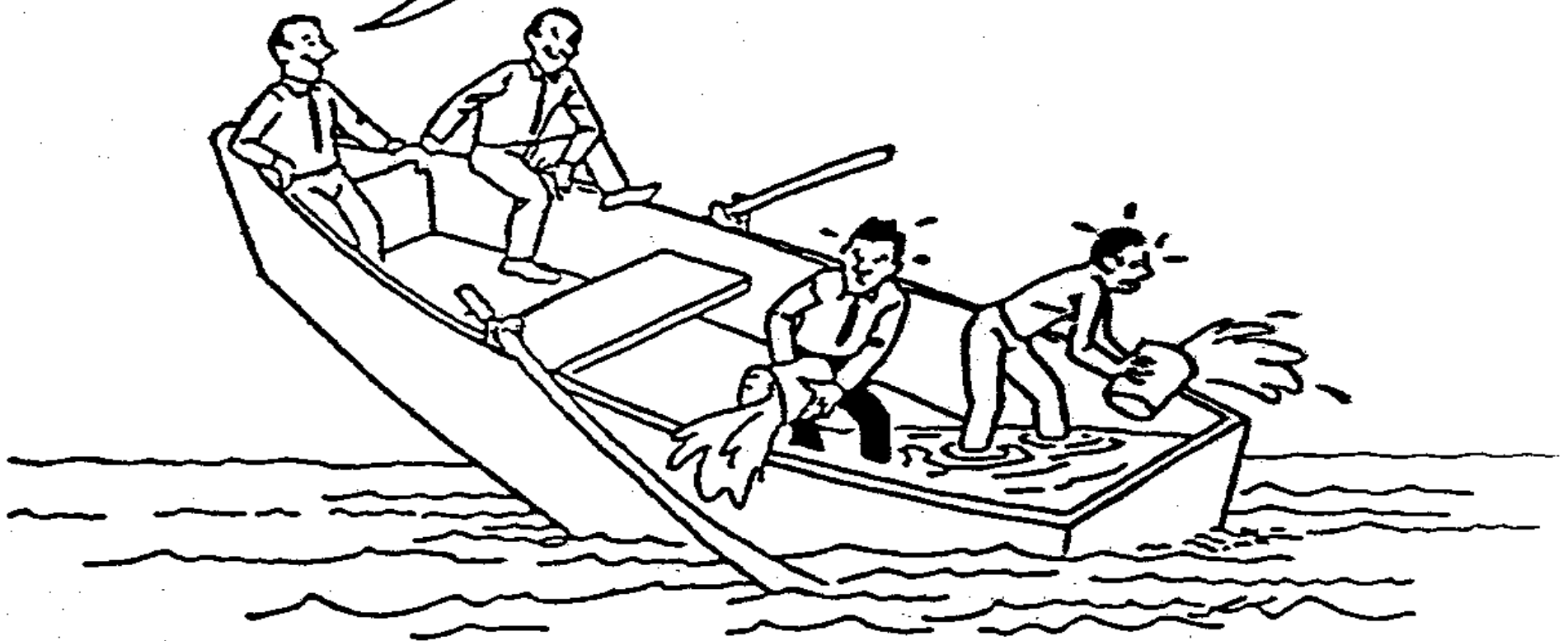
Integrated Project Teams



- Fully engaged from Day 1
- Operates from a 100% - 0% attitude
- Listens for what serves the project
- Facilitative leadership
- Healthy Conflict leads to Commitment
- Operates in an Environment of TRUST
- Communication, Full Disclosure, & Transparency
- Interdisciplinary Fluency

***Focus on Solving the Problem
Not on Protecting Your Position***

*I'm sure glad the
hole isn't in our end...*





Time to Face the Facts

- The ability to operate and perform effectively on an Integrated Team is NOT automatic...and not for everyone
- Not every architect, contractor, engineer, or owner has what it takes
- Effective Integrated Project participants possess Unique Talents



"Just because you can read music doesn't mean you can play jazz."



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Attitude is Everything... Not Quite

Need the Proper Talents
Reinforced with Skills and
Knowledge

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First Who...Then What

--Jim Collins, "From Good to Great"

- **Get the right people on the bus.**
- **Get the wrong people off the bus.**
- **Make sure everyone is in the right seat.**

Who Are the Right People?



The Integrated Mindset

Not Just
In Theory

But in
Action

1. Able to Transfer Their Egos
2. Responsive in Nature
3. Reflective Practitioners
4. Possess Genius of "AND"
5. Mission Orientation
6. Servant Leaders
7. Question Thinkers
8. Learners First



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Let go of my...

EGO

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Caltrans District 7 Integrated Mindset

Leaving Ego's At the Door



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Responsive Team Members

- **Think About the Best Person You Ever Worked With or For**
- What was it about them?





Reflective Practitioners

- People who can “get flying on the way down”
- Comfortable with uncertainty
- They trust their ability to “learn by doing”

Problem Solvers Extraordinaire



The Genius of “AND”

High Design

and

Within Budget

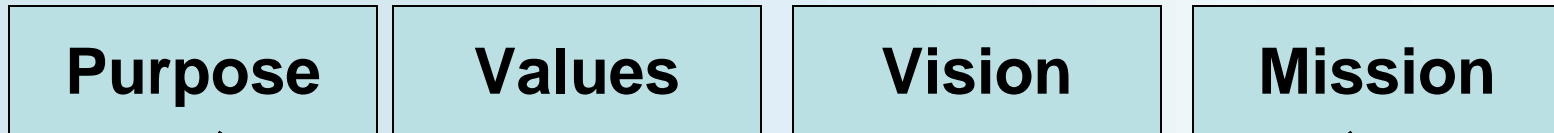
and

On Time Delivery



Mission Orientation

← Team Alignment →



Set Targets



Keep Score





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CPR Program Integrated Collaboration

- Integrated Mindset
- The Right People
- Responsive Team Members
- Mission Orientation
- Collaboration and Integration
- Trust



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CPR Program Integrated Collaboration



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CPR Program Integrated Collaboration



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Servant-Leader Attitude

- Servant-Leaders
 - Operate from a Service Model where a hierarchy doesn't matter
 - **Anybody in the organization can be of service, anybody can identify and meet the needs of others**
- Sharply different from a Leader-First attitude
 - Operates from a Power Model assuming a pyramid hierarchy—only a few people at the top have power
- The difference manifests itself in the care that is taken to make sure that people's needs are being served

Listening for What
Serves the Project



Integrated Project Leader

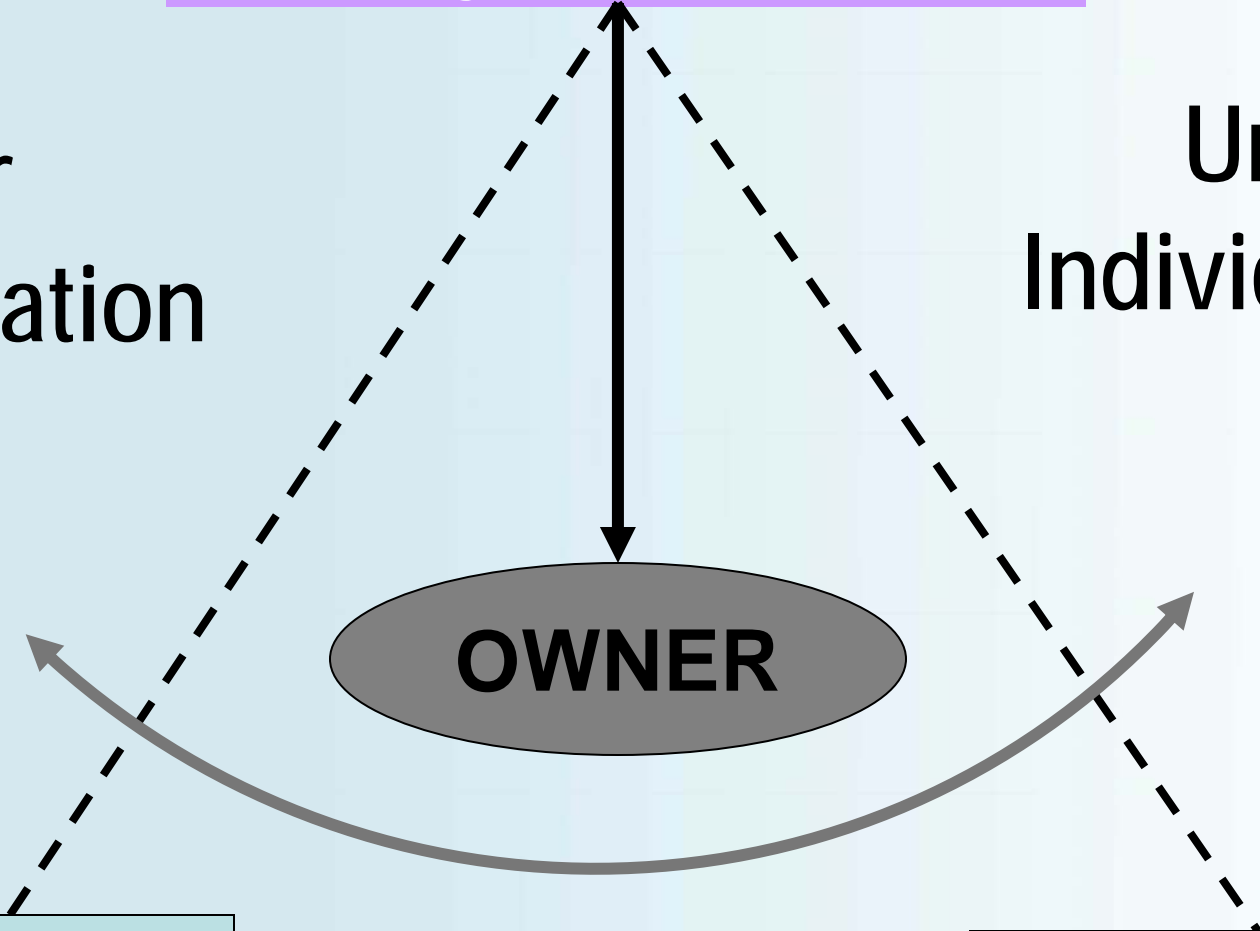
Owner Orientation

Unique Individuals

OWNER

Contractor

Designer





Question Thinking

What Kinds of Questions are YOU Asking in Your Own Head?

Segregated Services Mentality

- What's wrong?
- Who's to blame?
- How can I prove I'm right?
- How can I protect my position? My turf?
- How can I be in control?
- How could I lose?
- How could I get hurt?
- Why is that person so clueless and frustrating?
- Why bother?

Integrated Services Mentality

- What works?
- What am I responsible for?
- What are the facts?
- What's the big picture?
- What are my choices?
- What's useful about this?
- What can I learn?
- What is the other person feeling? Needing? Wanting?
- What's possible?



Learners First

“In times of change, the learners will inherit the earth while the knowers will find themselves beautifully equipped to deal with a world that no longer exists

-Erik Hoefler

*Capture & Leverage the
Collective Genius of the Team*



Who are the Right People?

You'll Know One When You See / Hear One

Off the Bus

- Judgmental – Criticizes
- Reactive and Automatic
- Know-it Already
- EITHER / OR Thinking
- Inflexible and Rigid
- Own Point of View Only
- Intolerant of Self / Others
- Fears Differences
- Defends Assumptions
- Primary Mood –
Protective Defensive

On the Bus

- Accepting – Critiques
- Responsive & Reflective
- Values not Knowing
- BOTH / AND Thinking
- Flexible & Adaptive
- Multiple Perspectives
- Accepting of Self &
Others
- Values Differences
- Questions Assumptions
- Primary Mood - Curious



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IPD Necessities

Communication

Collaboration

Integration

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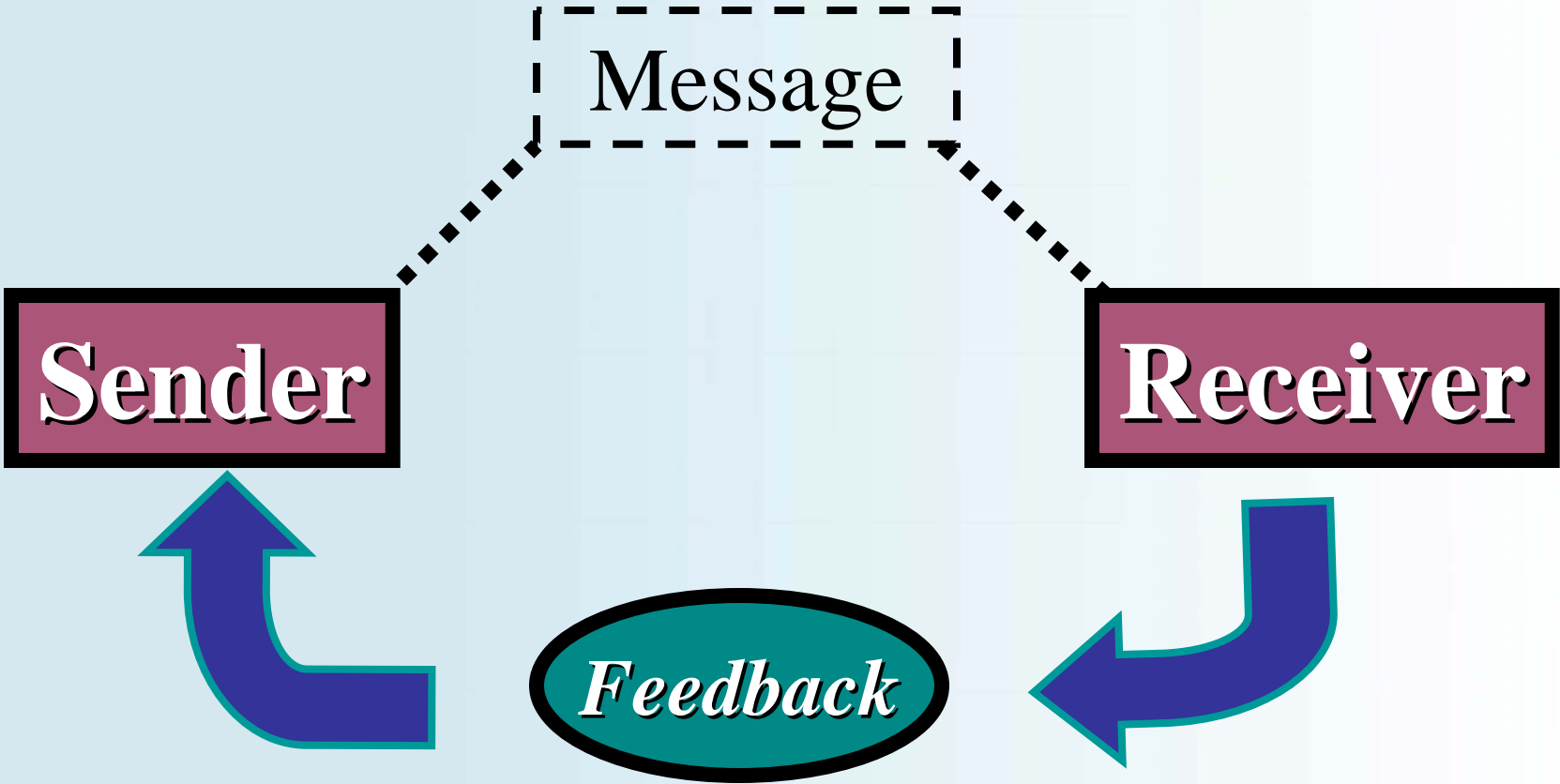


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Communication Model



An Equality of Understanding



Two Basic Components of Communication

Speaking



Listening



Committed Listening

- Listen as if it matters!!!!
- Integrated Teams don't listen FROM:
 - Their Position, Opinion, Assessment, Judgement, or from Knowing.
- They Listen FOR:
 - What's missing...
 - What works.
- Focus on understanding



Committed Speaking

- Making Requests & Responding to Requests
 - Yes - Accept
 - No - Decline
 - Counter Offer
 - Commit to Commit Later
- Commitment Management
- Accountability

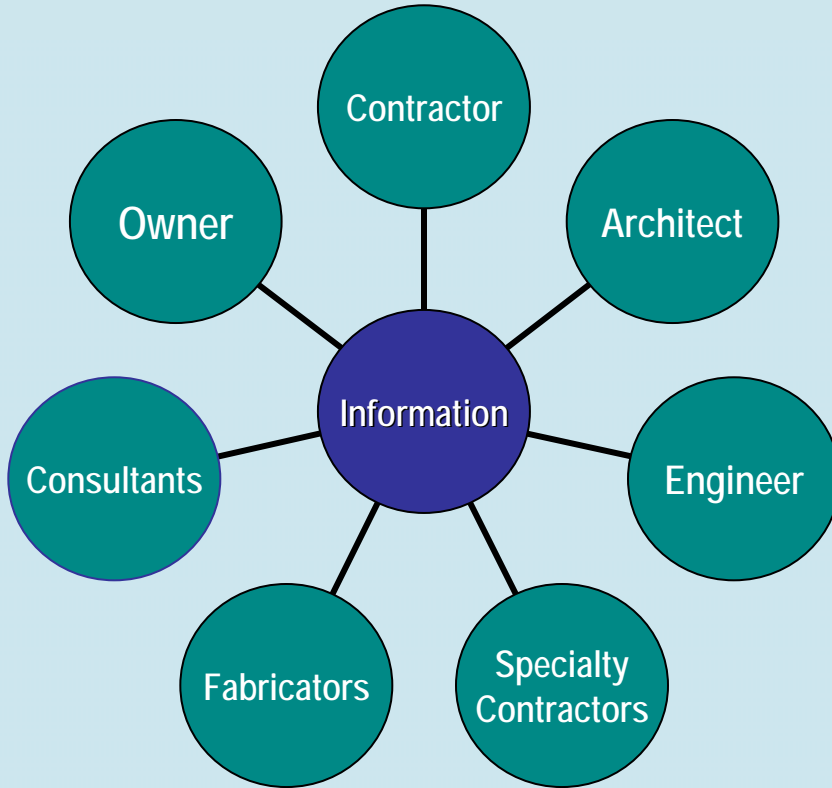
On the Hook



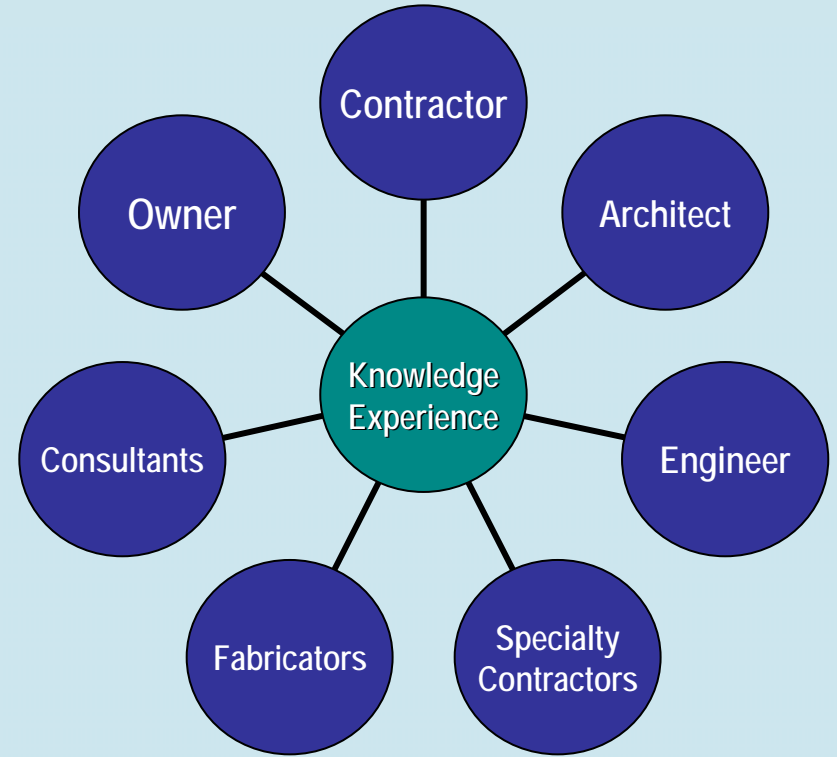
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Collaboration
To work together



Integration
To blend together into a whole

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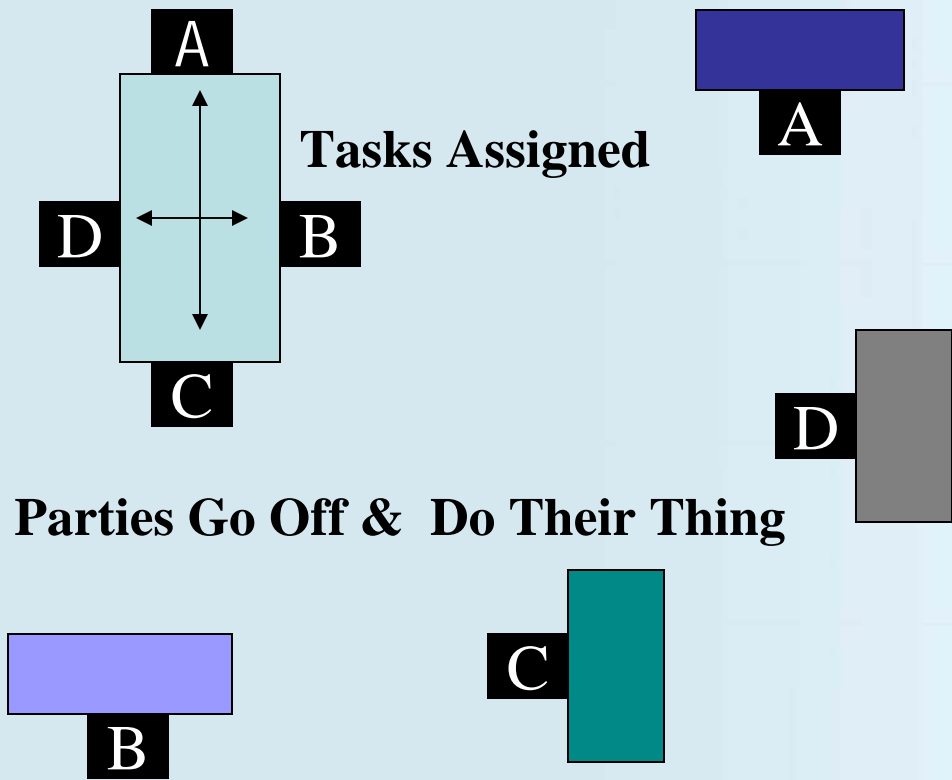


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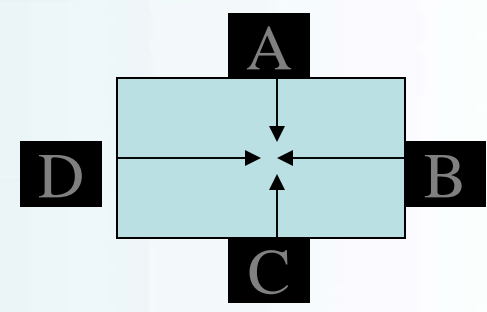
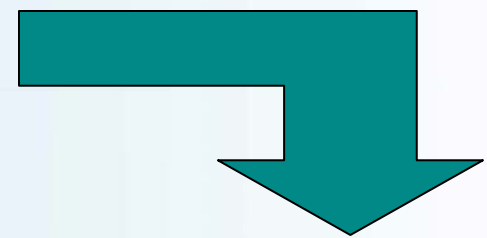




Typical Collaboration



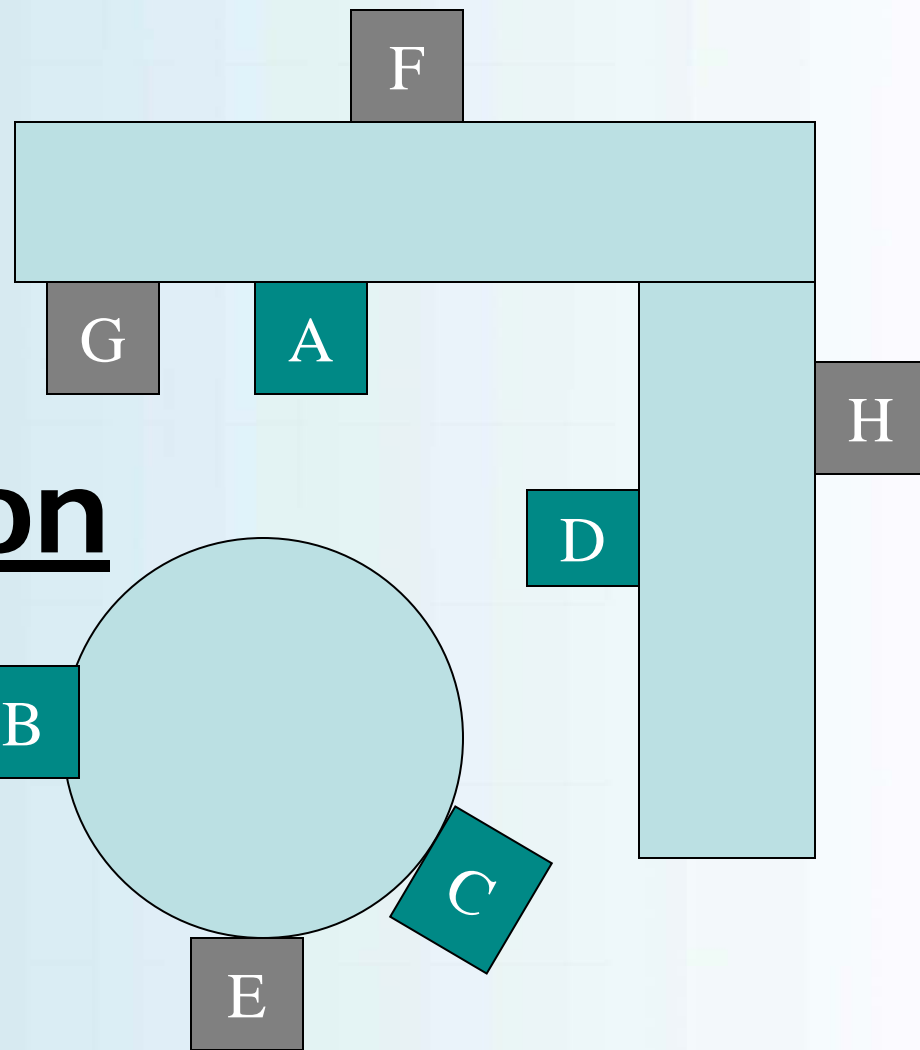
Isolated Perspective Solution



Segregated Solutions



Integrated Collaboration



***Co-Location**

**Full
Engagement**



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Why Teams Fail

Number One Reason

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TRUST



The One Thing That Changes Everything



Distinguishing Trust

**Multiple reasons to
trust or distrust**

Trust Spectrum

**Complete Trust
Based on
Blind Faith**

When people choose to trust they have gone through a decision-making process

**Total Distrust
Based on
Blind Paranoia**

One involving factors that can be identified, analyzed, and influenced



Factors That Can Influence People's Decision to Trust

- History/Experience
- Competence/Ability
- Similarities and Differences
- Relative Power or Authority
- Organizational Environment

Character

+

Capabilities



Trust as a Dynamic Relationship

- **Authentic Trust = Committed Openness**
 - To keep open one's responses, expectations
 - A willingness to negotiate
 - This kind of trust is dedicated to a relationship—
 - Think in terms of making a marriage work
- Cultivated through commitments and truthfulness



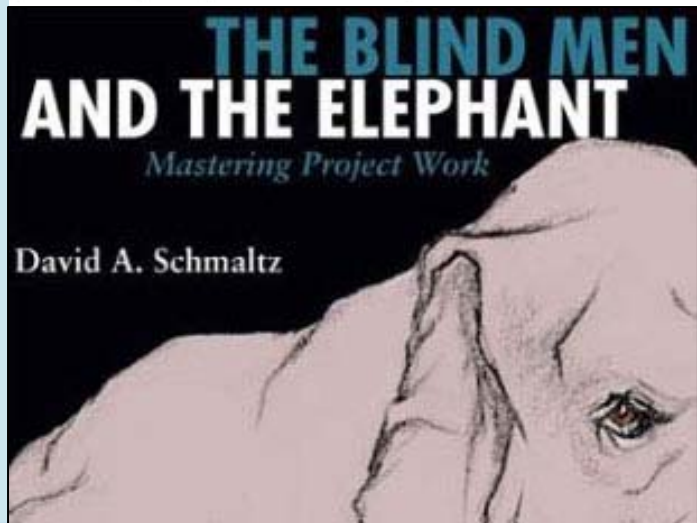
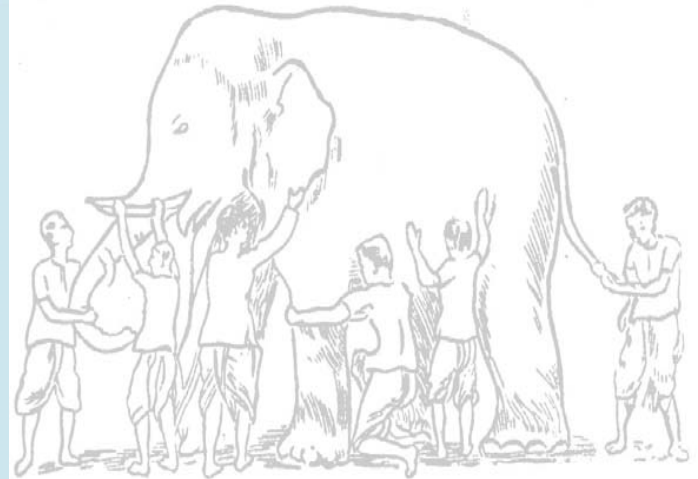
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Blind Men...

The most common problem on teams is incoherence, the inability of blind men to create common interpretation from their shared experience. What creates their incoherence is their differing frames of reference and their ignorance of each other's frames. They don't have to share the same frame if they can acknowledge, accept, and learn from each other's frames.



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The Phil Spector Jury



I know what your thinking.....

What does Phil Spector have to do with IPD?

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The Phil Spector Jury

Trial One

- Fractured / no consensus
- Foreman in power position
- Dozen Notebooks of minutia
- 10-2 in favor of a guilty verdict

Trial Two

- Unity and dedication
- Cohesion
- 32 hours of deliberation
- Unanimous decision



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Disney's Cars Land Integrated Project Team

- Collaboration
- Optimize the Project
- Problem Solving
- Best Value

An Evolutionary Process
You've Got to Start Somewhere



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First Who...Then What

--Jim Collins, "From Good to Great"

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Get the wrong people off the bus.
Make sure everyone is in the right seat.**

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