



# Integrated

PROJECT DELIVERY  
SEMINAR SERIES

# 09

# Making the Mental Shift to Integrated Project Delivery

Victor Sanvido  
Southland Industries

Produced by:



HansonBridgett

McGraw Hill  
CONSTRUCTION



AIA California Council





# IPD Definition

- Self Selected Integrated Organization
- Commercial Terms for the Collective Enterprize – shared risk and reward
- A Lean Operating System



# Phase 1 – Use of tools

- Sutter MOBs
- Key people learned to work together
- **Implemented BIM partially**
- **Extensive prefabrication.**
- **Good proof of concept**
- GMP contracts
- Significant field labor reduction (up to 40%) in certain cases



## Phase 2 – Real Contracts

- Cathedral Hill/ PAMF
- Team selected early
- Participated in conceptualization
- Had to learn trust
- Managed by key participants
- **Risk/ reward tied to outcomes**
- **Team tied to business case**
- **Maturing of tool usage**



# Phase 3 – Teams use Tools to Develop Culture

- All critical team members confirm program
- Target Value Design
- Extended Modeling
- PPCs
- Mature use of A3 to communicate knowledge and decisions - CBA
- Set based design
- Very big room with 3 big rooms



# Critical Mental Shifts

- Teams/ contracts that foster the right risk taking
- The courage to think differently and not expose themselves and their firms
- Developing a self critical organization – Kaizen
- Redefine and remove waste – Muda



# Foster the Right Risk Taking

- Empower the team to eliminate waste
- Shared risk and reward
- Focus on win/win problem solving
- Hold partners accountable



# Thinking Differently

Involvement of key players in conceptual phase

- Team relatedness
- Commitment to business case
- Develop new skills
- Take manageable steps



# Self Critical Organization

- Learn each others business
- How do we impact each other
  - e.g, FSD, Boxes, CUP
- Who is best suited for a task – e.g. Detailing
- Best ideas come from outside the discipline.



# Process Waste Elimination

- Procurement waste (bidding)
- Design rework, excessive FOS, overdesign
- Eliminate wasted design steps – Schematic then Shop Drawings (Models)
- Increased fabrication and preassembly
- Increased schedule reliability/ flow



# Product Waste Elimination

- Business Process Waste
- Design Safety Factors
- Duct, Pipe, Fittings
- Equipment
- Energy users vs. generators/ renewables
- Poor commissioning
- Poor maintenance



# Changes in Organizations

- Good is the enemy of great
- Incremental change leads to transformations
- The flywheel effect – there is no single change
- Distributed cells of activity



## ***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?***



# Changes in People

- People go from victims to victors
- People learn, they don't wait for training
- Conflict is an opportunity to innovate
- We learn each other's business
- The wrong people leave
- The right people join



# The Genius of “AND”

**Design Excellence**

*and*

**Best Life Cycle Cost**

*and*

**Optimum Delivery**



# 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?



# 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

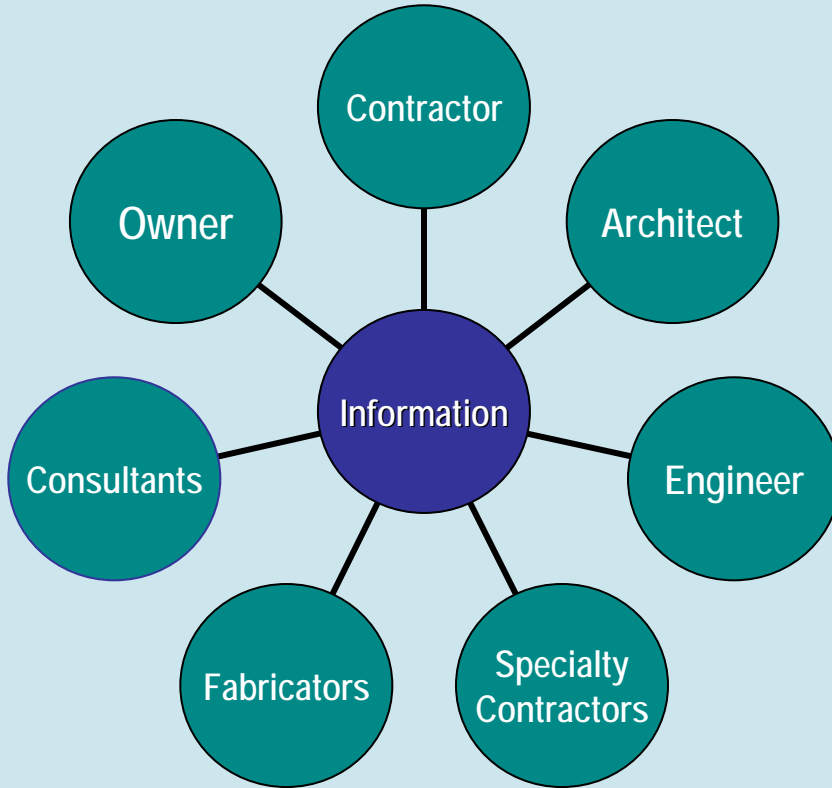
- Accepting – Critiques
- Responsive & Reflective
- Values not Knowing
- BOTH / AND Thinking
- Flexible & Adaptive
- Multiple Perspectives
- Accepting of Self &  
Others
- Values Differences
- Questions Assumptions
- Primary Mood - Curious



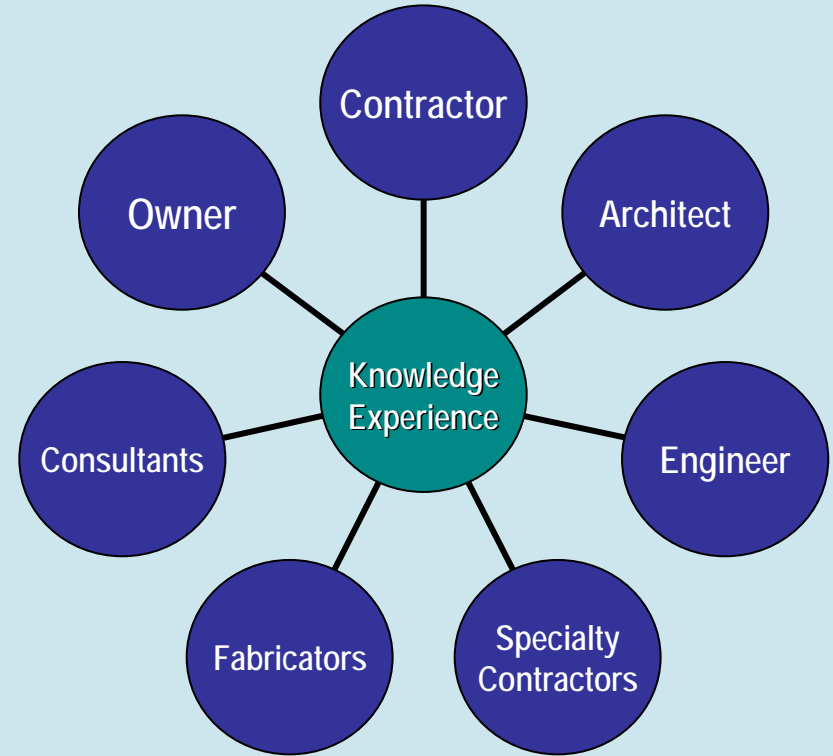
# Integrated

PROJECT DELIVERY SEMINAR SERIES

# 09



Collaboration  
To work together



Integration  
To blend together into a whole

Produced by:



AIA California Council

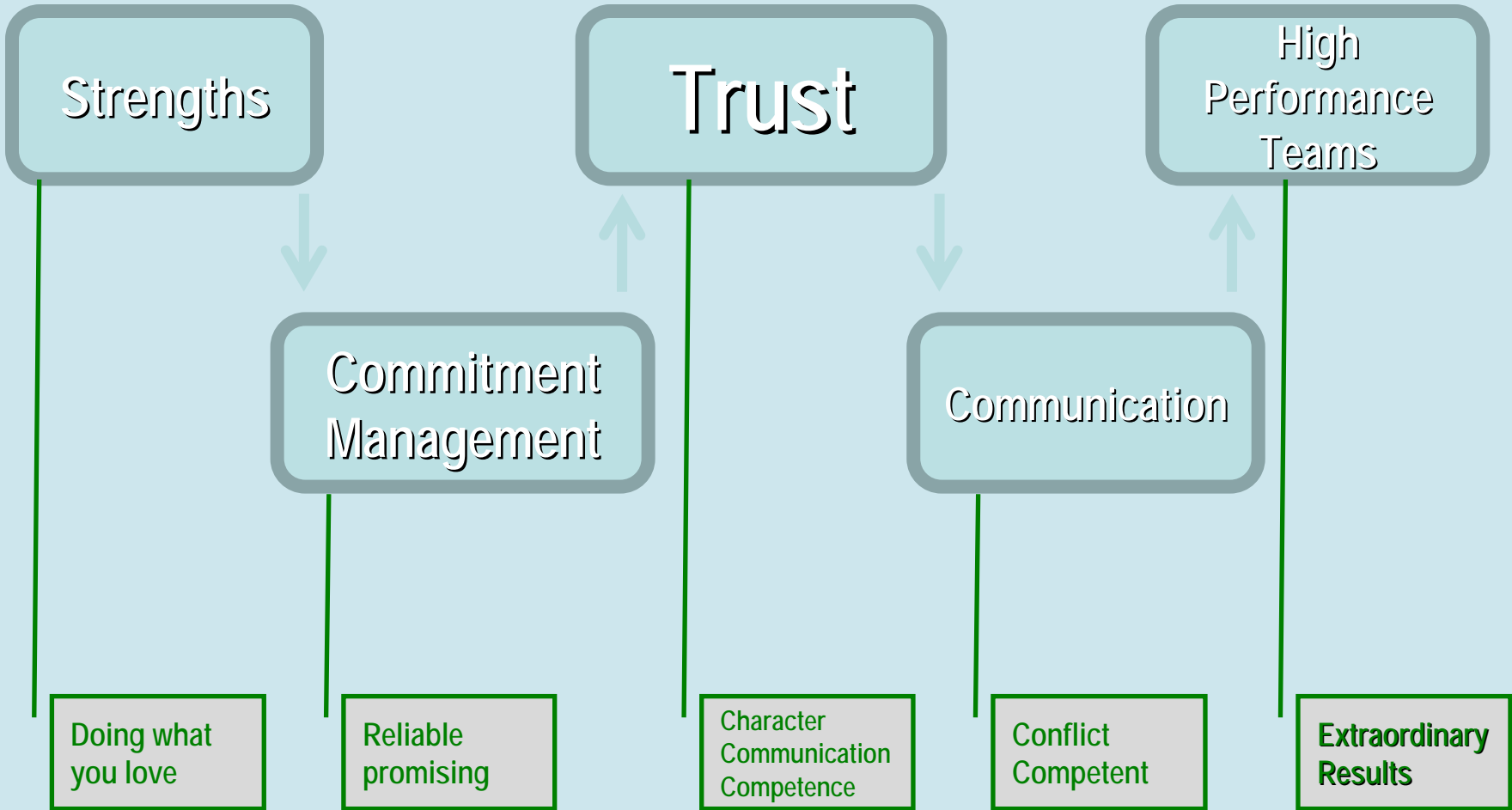




# Integrated

PROJECT DELIVERY  
SEMINAR SERIES

# 09



Produced by:



AIA California Council





# The Mental Shift

- A self critical organization – Kaizen
- A relentless drive to eliminate waste – Muda
- An organization that attracts and integrates the right people
- The flywheel effect