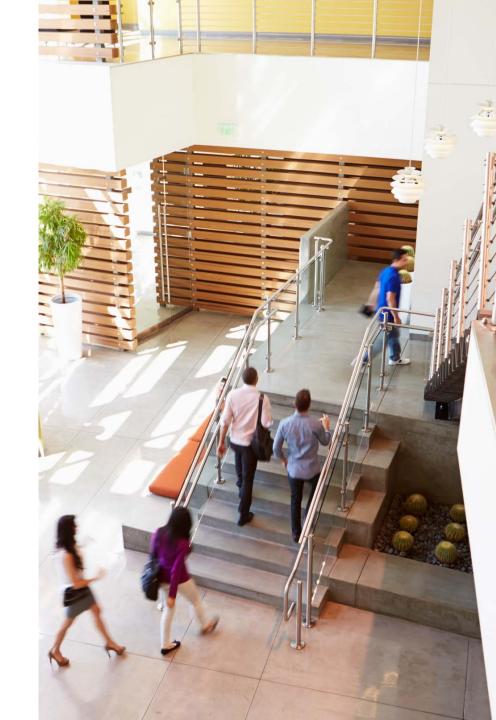


Why do high performance projects so often fall short of their goals?



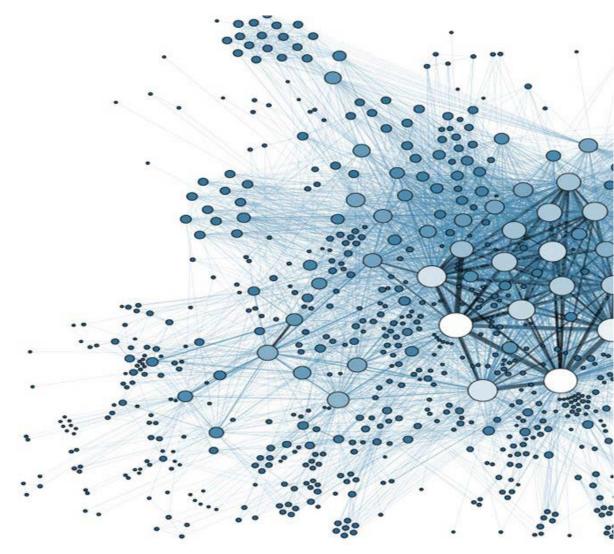
We got tired of watching projects fall short and decided to develop a new approach.



We measured team structure using network science.

Network Science is used to understand

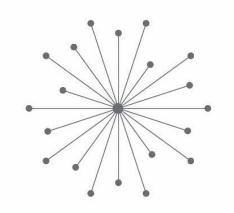
- Social communities
- Professional collaboration
- Power grids
- The Internet
- Epidemics
- Metabolic or cellular processes



Team Network Structures

CENTRALIZED NETWORK

Little to no connectivity

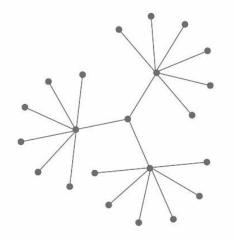


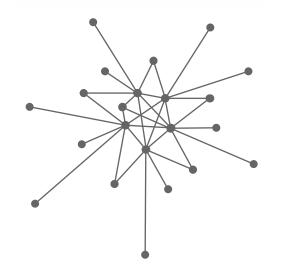
DISTRIBUTED NETWORK

Web in which individual people have multiple connections

DECENTRALIZED NETWORK

Subgroups connected through central individuals





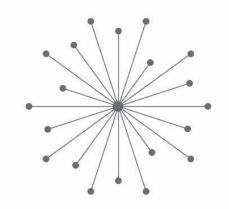
CORE-PERIPHERY NETWORK

Dense, web-like core connected to tiered, specialized periphery

Team Network Structures

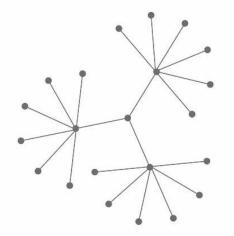
CENTRALIZED NETWORK

Little to no connectivity



DECENTRALIZED NETWORK

Subgroups connected through central individuals





NETWORK Web in which individual people have multiple

DISTRIBUTED

CUITIECTIONS



CORE-PERIPHERY NETWORK

Dense, web-like core connected to tiered, specialized periphery

FACT

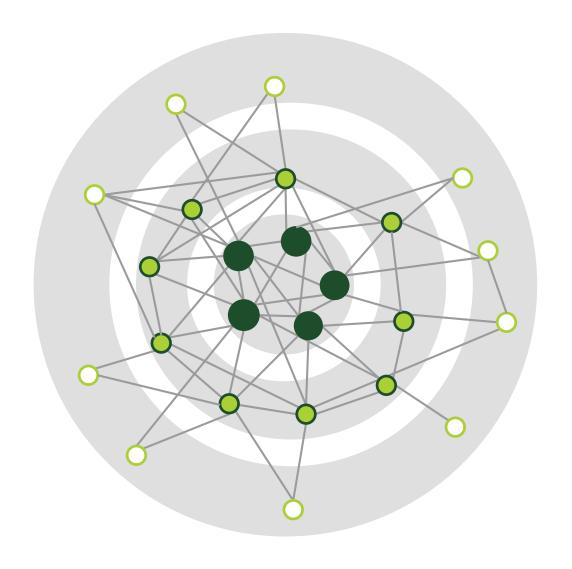
Innovation happens when new ideas from outside our field or expertise come in and disrupt our standard way of thinking.

We need connections to diverse team members in order for this to happen.

A project network contains all of the stakeholders involved in a project and organizes them by level of engagement.

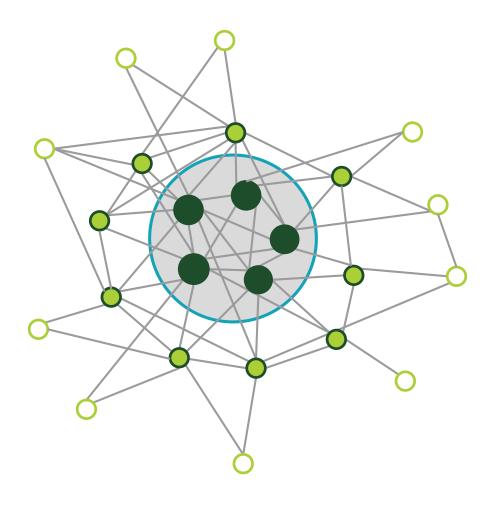
People

Relationships



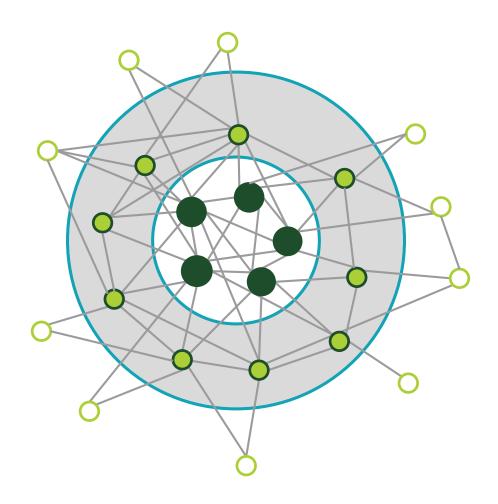
Core Team

- Primary decision makers
- Have authority to make budget spending decisions
- Responsible for project completion



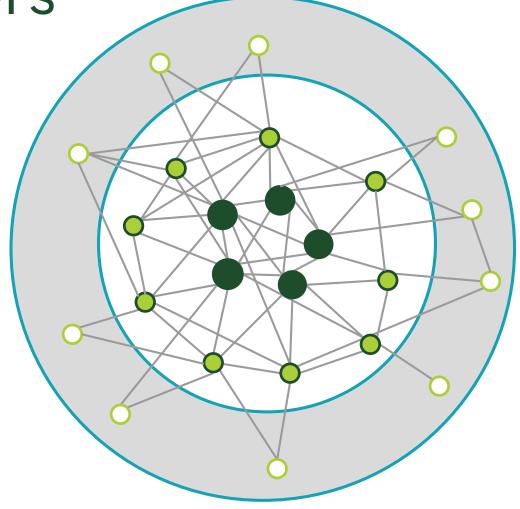
Key Stakeholders

- Input is critical to project success
- If not engaged, something crucial could be missed



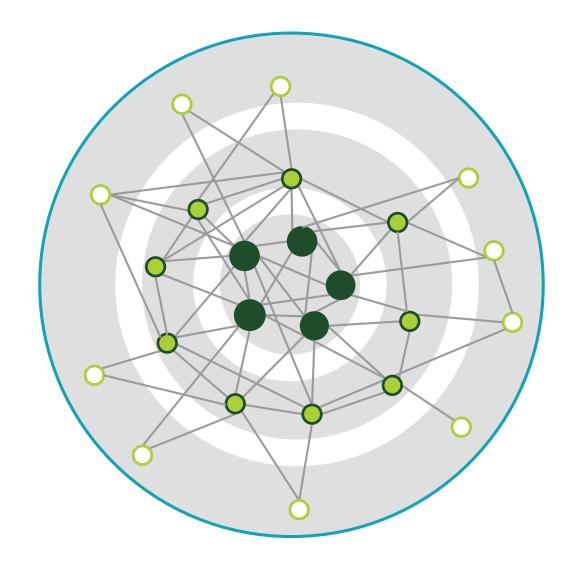
Periphery Stakeholders

- Input is helpful to project success
- Engaging them supports project buy-in
- Provide innovative ideas and new perspectives that could otherwise be overlooked



Smarter Together

- Decisions are informed by the whole – none of us is as smart as all of us
- This is NOT, however, decision by committee - clear decision making authority is essential



Stakeholder Matrix

- Engagement Points
- Key Input & Processes
- Decision Points

Project - WORK GROUP STRUCTURE

Design Review and Decisions Guide

ONLY PROJECT DECISIONS THAT MODIFY OR CHANGE THE DIRECTION FROM THE BASIS OF DESIGN ARE TAKEN TO EXECUTIVE MANAGEMENT.

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60% DOCUMENTATION																																									
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So, how do we establish and maintain this structure throughout a project?

- START WITH LEADERSHIP COMMITMENT
- 2 IDENTIFY A FACILITATOR & GIVE THEM AUTHORITY
- UNDERSTAND YOUR TEAM
 NETWORK

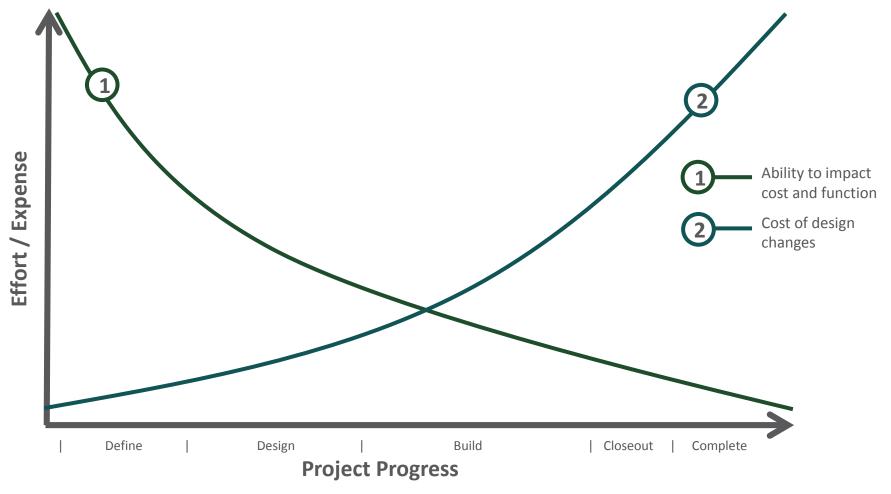
- ESTABLISH RULES OF ENGAGEMENT
- 5 CENTRALIZE COMMUNICATION
- CREATE AN ACCOUNTABILITY
 SYSTEM

Does It Really Work?

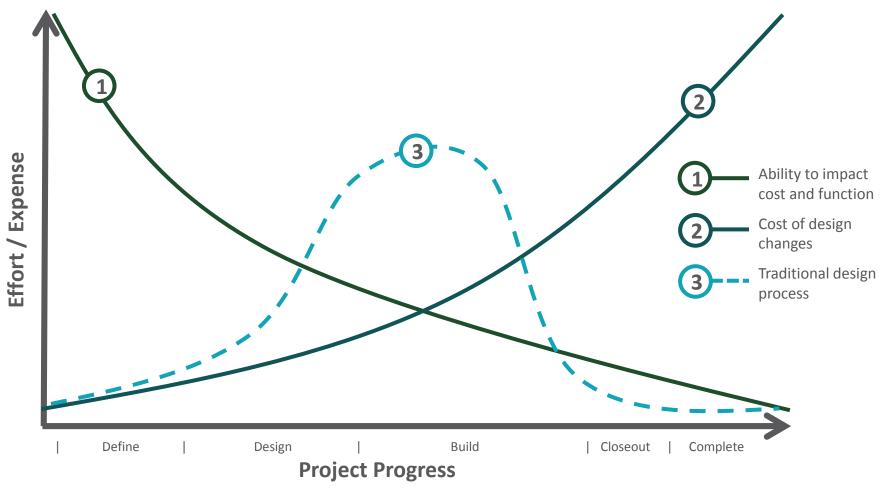
Research on the effectiveness of an integrated project process shows that it results in higherperforming projects with fewer change orders and happier customers.



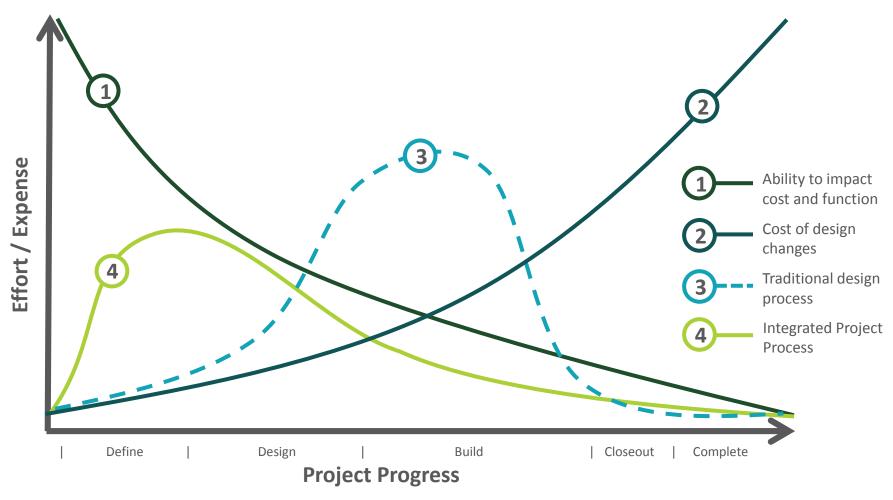
Ability to Impact Outcomes vs. Costs to Change



Typical Design & Construction Process



Slow Down to Speed Up



Integrative Team Case Study

Poudre School District needed 7 new schools. They wanted to build them right.

They first established a culture of learning and respect. All of their facilities staff were charged with learning about green building and sharing what they learned with the team.

Each time they finished a school they'd regroup, summarize lessons learned, and integrate into the next school. The result was #7, Kinard Middle School - the most energy efficient school in Colorado.



Integrative Team Case Study

Denver Airport was starting a construction boom. They knew success depended on team process.

Denver airport has high goals for sustainability and business excellence. Their long-term plan for the airport is inspiring, and will business and positive development to the area. However, their construction team struggled internally. Project complexity and the high number of stakeholders was overwhelming. So they decided to invest in a deep analysis of process, and a departmentwide training on integrative process and team member expectations.



