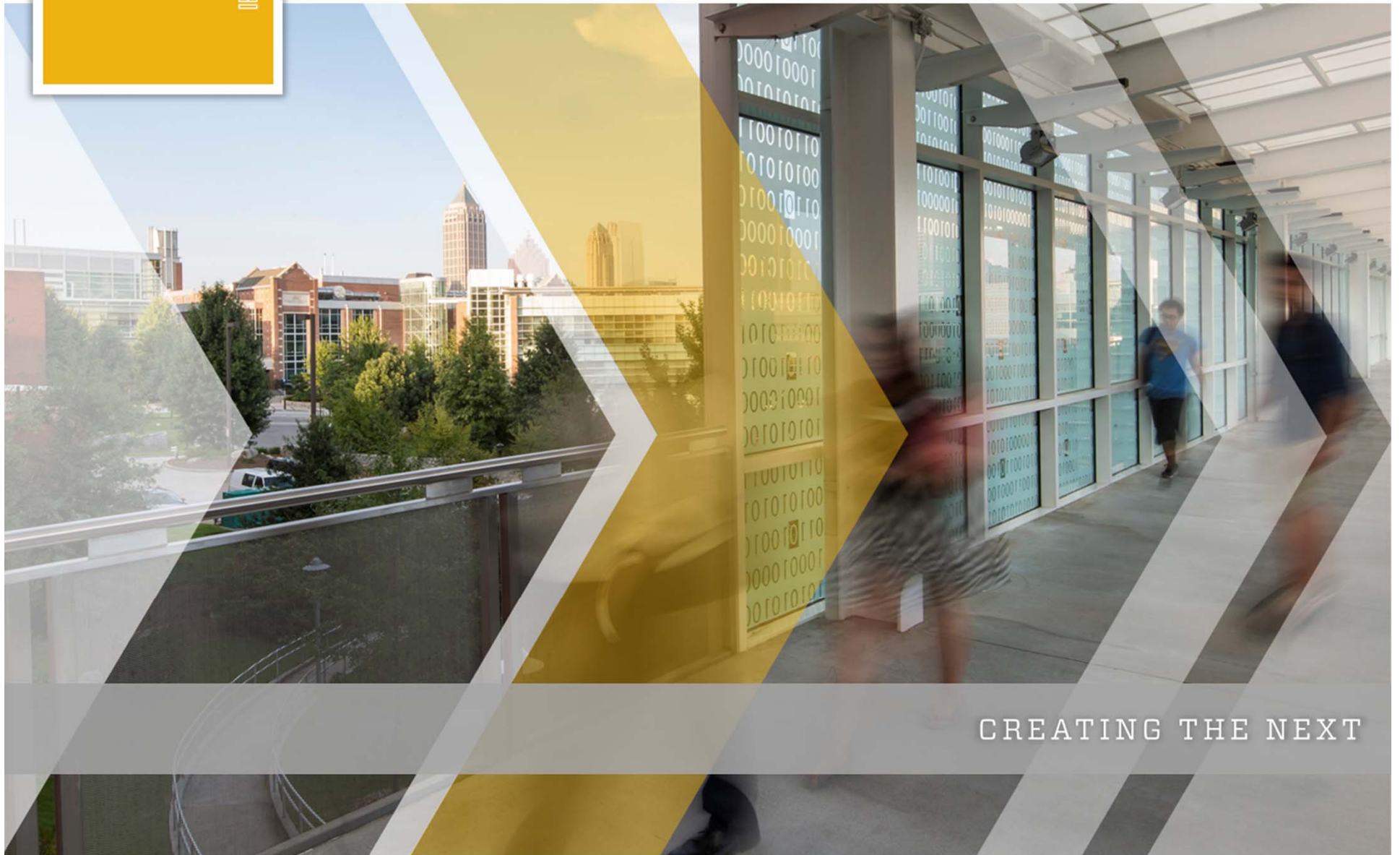




# Integrated Planning, Design, & Construction

The Yogi Berra Project | A&F Speaks Town Hall Spring 2016

*May 7, 2016*



CREATING THE NEXT

**Last year, Georgia Tech Strategic Consulting (GTSC) was asked to assist Facilities Design and Construction (D&C) and Capital Planning and Space Management with similar, but different initiatives:**

- Define *project management processes* to determine system requirements for D&C
- Study *planning project processes* to improve efficiency for CPSM

**Preliminary results from these studies indicated:**

- Both offices were grappling with similar project management challenges
- A shared technology system might enhance project management support for both
- Working relationships between the two offices needed to be strengthened



# Charge and Expectations

*"Never make predictions, especially about the future." Yogi Berra*

**In early 2016, the leaders of IPRM and Facilities Management launched an “integrated project management” improvement process.**

## Charge

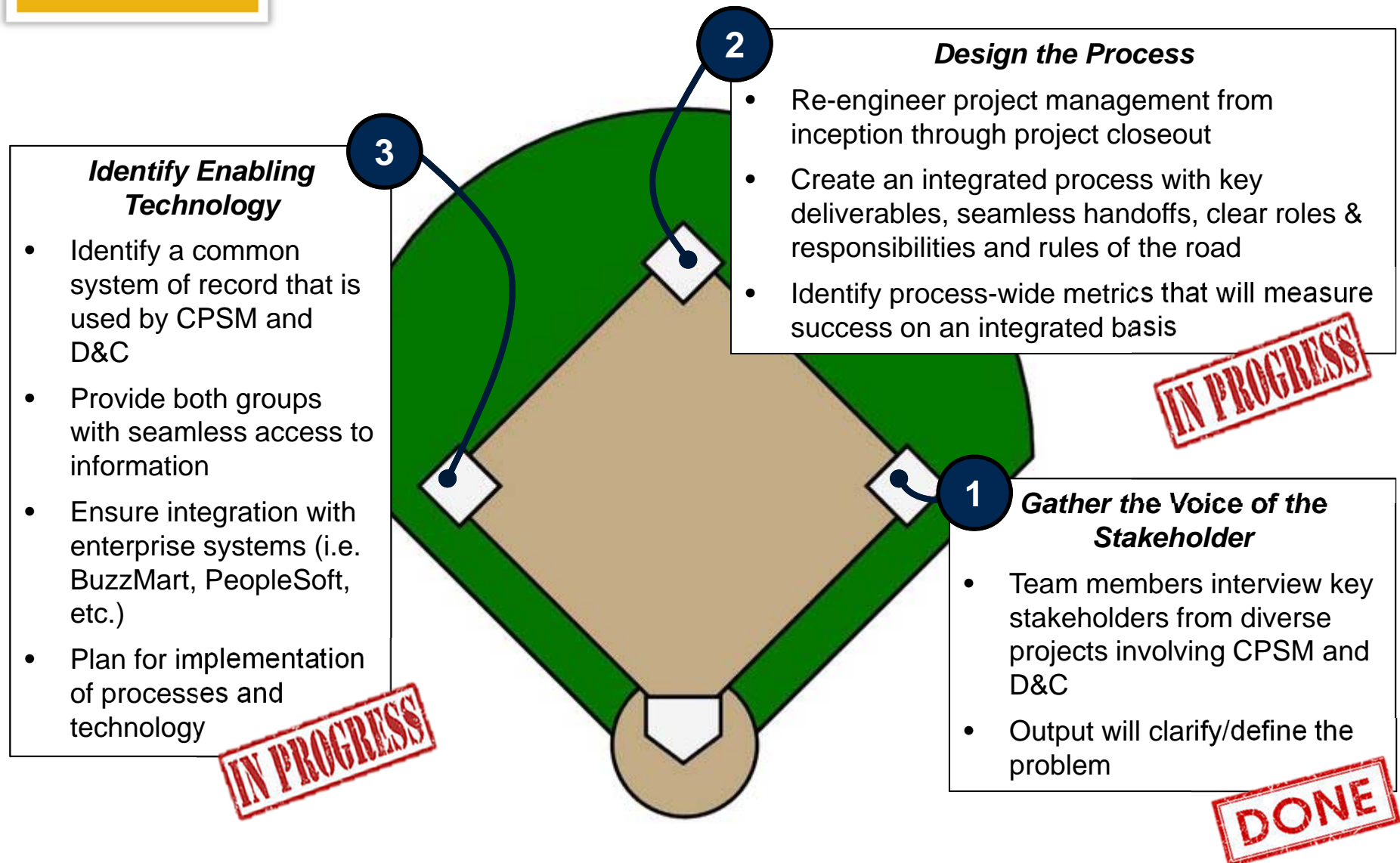
- Conduct a detailed needs assessment and understand the current process (including its strengths and weaknesses)
- Design a fully integrated future process
- Implement (a) new tool(s) to automate the process
- Model the new working relationship between CPSM and D&C

## Expectations

- One Georgia Tech Team
- Rapid/dedicated improvement efforts, thoughtful assessment of risks / opportunities, and fact-based decision making
- Better projects through a more integrated planning, design, and construction process

# Game Plan

*"You've got to be very careful if you don't know where you are going, because you might not get there." Yogi Berra*



# Team Roster and VIPs

*"(S)He hits from both sides of the plate. (S)He's amphibious." Yogi Berra*

Role	Responsibilities	Name
<b>Players</b>	Bring expertise and perspective to the project and provide outreach to colleagues for input as necessary. Assist with the definition of options and recommendations to meet the project objectives.	Jason Gregory Amanda Jones Frank Lamia Jarret Muncy Liz Punch Kim Wilson
<b>Player Captains</b>	Responsible for facilitating the process, supporting the team's efforts, ensuring completion of project objectives, and providing status reports to the executive sponsors, project champions, and the project team.	Linda Daniels David Goldfarb
<b>Coaches</b>	GTSC provides assistance with project management, discovery activities, logistics, and any additional project support needed by the project team.	Andrew Billing Jennifer Hubert Yogi Berra
<b>Subject Matter Experts</b>	Provide information and expertise as requested by the team. Actively engage in outreach activities and encourage others to do so.	CPSM staff D&C staff Other GT staff
<b>Champions</b>	Ensure everyone involved is on board and behind the ultimate success of the project. Serve as a fierce supporter of the project and praise its benefits to stakeholders.	Scott Jones Howard Wertheimer
<b>Executive Sponsors</b>	Provide accountability, decision-making, resource commitment, and visible support throughout the project.	Jeff Scott Chuck Rhode



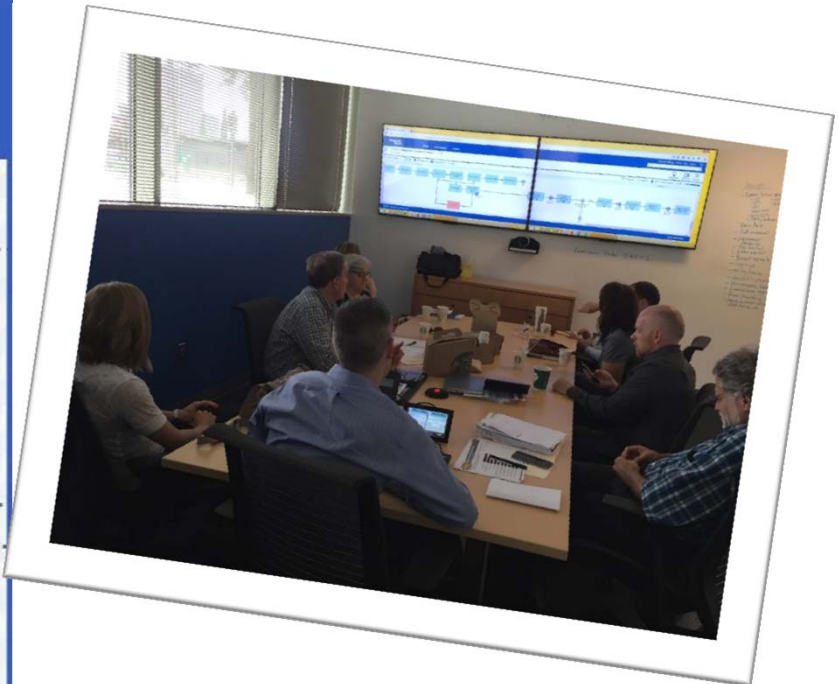
# Team Rules & “Sportsmanlike” Conduct

*"It's like deja vu all over again." Yogi Berra*

- Doing our homework and meeting regularly for Teamwork
- Studying peer and industry best practices for consideration
- Facing the future state: mapping, roles, and responsibilities...

## Tips for Running Effective Meetings

Email an agenda 24 hours in advance.	Arrive 5 minutes early	Start and end on time. 
Come prepared.	<b>No smartphones.</b> 	Bring paper and a pen. 
Share all relevant data. 		Stay on topic. <b>No</b> interrupting. 
No side conversations or comments 	Be brief and concise.	Silence = agreement
	Disagree without being disagreeable 	Challenge ideas rather than people.
Follow-up by email within 24 hours. 		

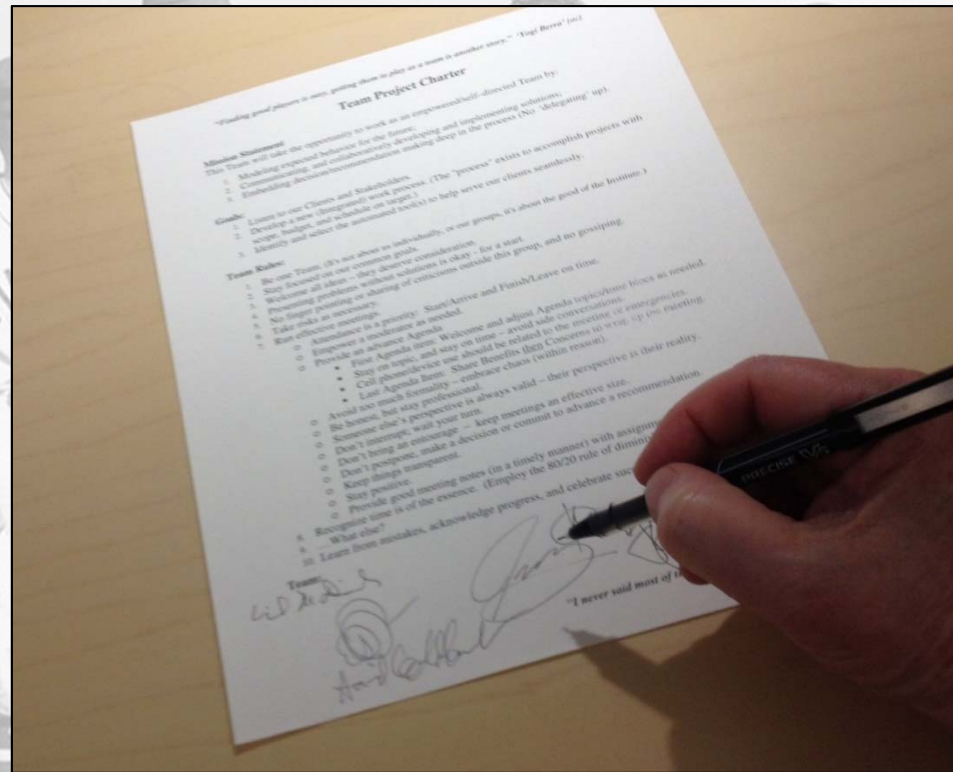


# A Team Charter because...

*"I never said most of the things I said." Yogi Berra*

***"Finding good people is easy, getting them to play like a Team, that's the hard part."***

Casey Stengel



**Yogi Berra Team Equation:**  
 $1+1+1+1+1+1+1+1+1 > 9$

## Current Team “Stats”

*You can observe a lot just by watching.” Yogi Berra*

The following strengths and challenges summarize the findings that were revealed from over **20 interviews** with internal stakeholders, feedback from **18 external consultants**, and two open houses which were attended by close to **60 people**.



### Strengths

- Project results are ultimately well-received and contribute to a beautiful GT campus
- Georgia Tech personnel are well respected for their professional expertise



### Opportunities

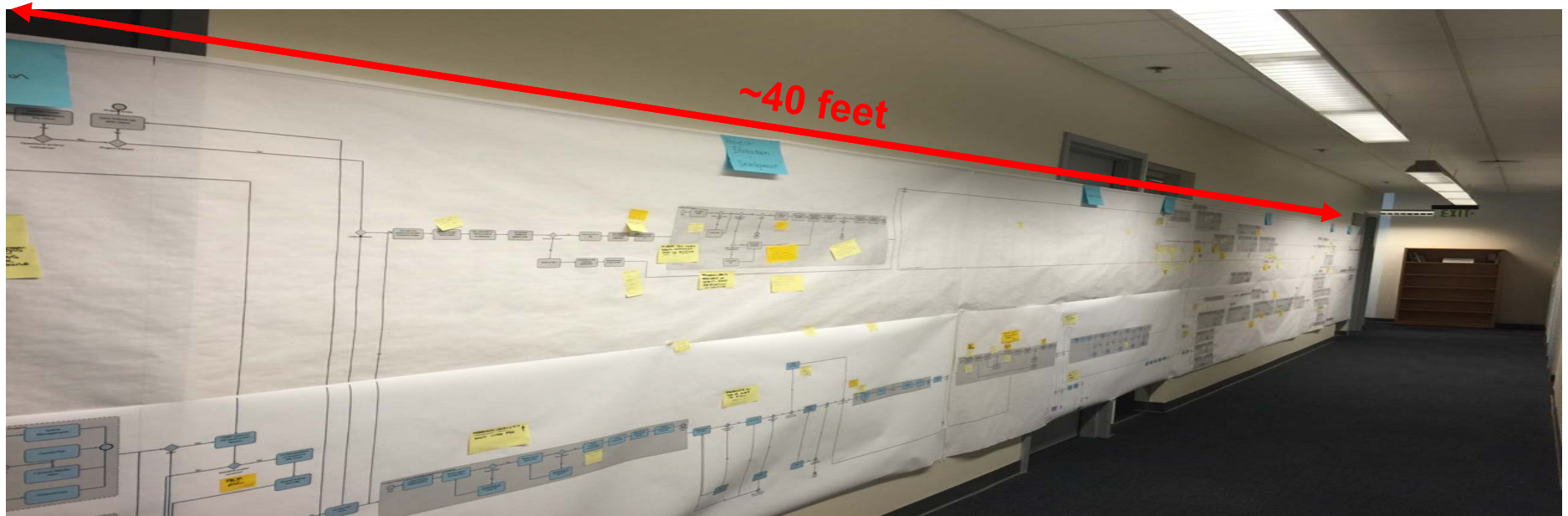
- Communication and coordination throughout project could be greatly enhanced
- Timeliness and clarity of roles and expectations need to be improved
- Decisions aren't made at the right level in the organization
- Misaligned scope, budget, and/or schedule creates tension and causes unnecessary work and delay
- GT's point of contact is not clear which can lead to confusion and review delays



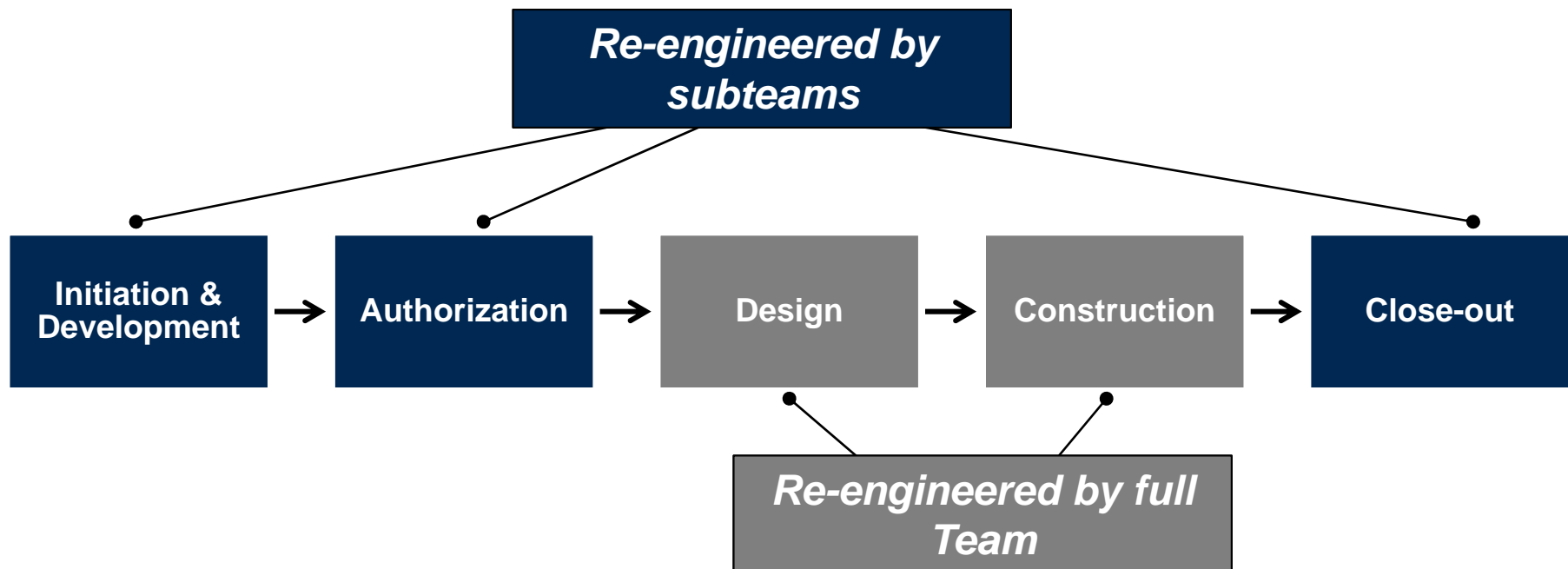
# Team Record

*"When you come to a fork in the road, take it."*

- **Modeling Team behavior outlined in our Charter**
- **Actively listening to constructive criticism** (interviews, surveys, open house)
- **Documenting and sharing the current state process**
  - The two organizations spent over **25 hours** documenting their current state processes. The two maps were combined into a single process map that measured **over 40 feet long**.



To develop the future state integrated process, the Team has used a “divide and conquer” approach:



## Positive things are already happening!

- Reinforcing what we hope to achieve
- Implementing “quick wins”

# Keeping Our Eye on the Ball

*“The future ain’t what it used to be.” Yogi Berra*

**The project team developed the following themes to keep in mind when designing the future state process.**

## **Overall:**

- Continue to deliver high-quality outcomes
- Develop an integrated process (addressing differences in project size and funding source) to deliver projects in a timely manner
- Manage alignment of scope, budget, and schedule
- Hold effective meetings with the right participation (including agendas, recordkeeping, communication of outcomes, etc.)

## **Roles and Responsibilities:**

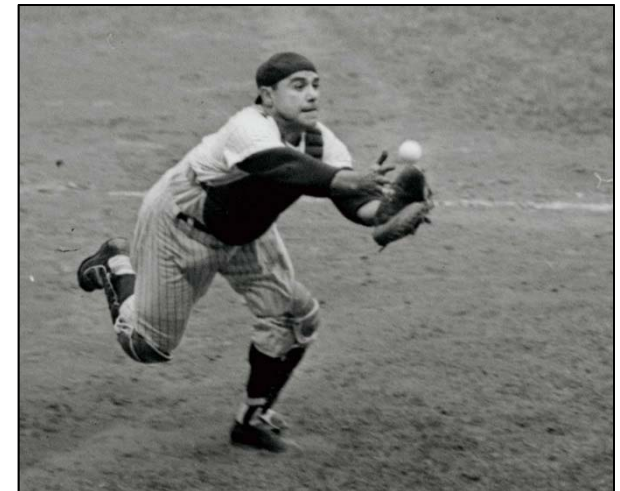
- Clearly define roles and responsibilities
- Define who serves as the point of contact (POC) in each phase—ensure continual reinforcement of the POC

## **Collaboration and Communication:**

- Listen to clients, communicate with them throughout, and manage expectations
- Improve partnerships with key stakeholders (i.e. OIT, EHS, Fire Marshal, Facilities O&M, Real Estate, Sustainability, GTPD, Parking and Transportation, etc.)

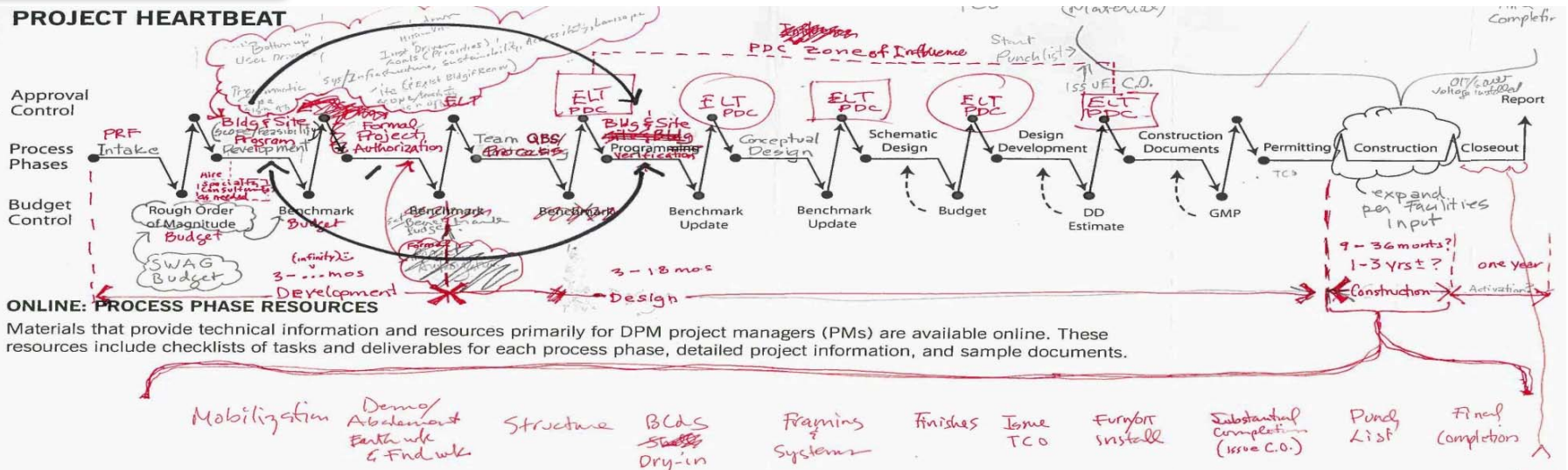
## **Technology:**

- Use technology to help us clearly define the actions and tasks that occur throughout the future process



# It Gets Messier Before It Gets Better...

"It's not the heat, it's the humility..." Yogi Berra



<b>R</b>	<b>Responsible</b>	The <b>one</b> person or group assigned to carry out the work associated with the process or task. Each task must have an "R" assigned.
<b>A</b>	<b>Accountable</b>	The <b>one</b> person or group (ideally) who makes the final decision related to the process or task and is liable for any issues that may result. Not every task requires an "A" to be assigned
<b>C</b>	<b>Consulted</b>	The person(s) or group(s) who need to be consulted <b>before</b> a decision is made or action is taken. Not every task requires a "C" to be assigned
<b>I</b>	<b>Informed</b>	The person(s) or group(s) who need to be informed that a decision or action has been taken. Not every task requires a "I" to be assigned.



# Recruiting and Meeting Team Goals

*"Ninety percent of this game is half mental." Yogi Berra*

- **Focus on finalizing ideal future state process, in consultation with clients, stakeholders, subject matter experts, consultants and Executive Leadership Team**
- **More open houses** (*Be careful what you ask for...you just might get it.*)
- **Review technology options and initiate procurement of future enabling technology**
- **Plan for implementation and change management**
- **Expect to see change - stay tuned...**

**... And Celebrate!**

## Press Box Questions & Answers

*"Is it better to know all of the answers? Or, some of the questions?" Yogi Berra*

***"If people don't want to come out to the ballpark, how are you going to stop them?"***

***"What kind of problems do we have? Most are communication problems, the rest are... 'special' communication problems."***

***"Can you predict how this will all turn out? I never make predictions, especially about the future."***

***"Why does everybody go to so many meetings around here?" "If you don't go, you don't know!"***

***"So, how do you resolve 'Creative Tension'? Push reality to the vision or suck the vision back to reality."***

***"Do you really think you're leading? Because if nobody's following you, that's just a walk around the park."***