

# Integrative Process & Team Facilitation

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

We all start out with inspiring visions and high goals. Our teams kick off projects with energy and passion that seems to set us on a path to success. But somewhere along the way the vision is lost, or compromises are made, and our teams lose momentum. The task becomes to just finish the project.

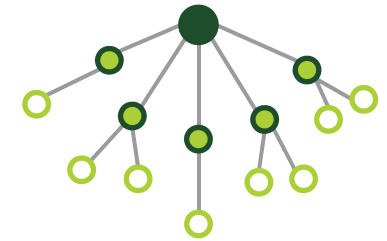
Integrative design process has become increasingly popular because it seeks to overcome the challenges of the traditional, linear design process by using a collaborative approach in order to meet high performance goals. Integrative design typically includes a greater number of collaborative cross-disciplinary meetings in an effort to break down silos and increase communication. However, we found that it is not enough to just have more team members or more meetings. Instead, it is the team structure— the communication patterns and relationships between people—that is the key to successful projects.

## We got tired of watching projects struggle and decided to develop a new approach.

At IBE, we researched teams and we investigated the successful project teams we've been a part of and found the best way to insure project success is to establish a specific type of team network structure.

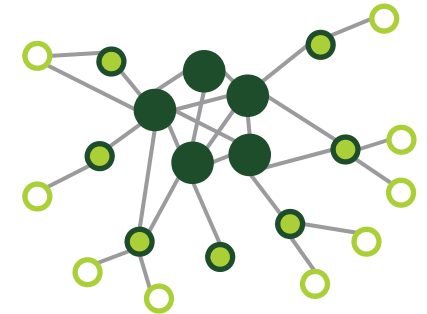
### TYPICAL BD+C TEAM NETWORK

This is called a “de-centralized” network and it's typical of corporate hierarchy. This team structure doesn't support knowledge transfer so it's terrible at innovation. It's also not resilient – when a person drops the ball everyone they are connected to is cutoff from the group (e.g. this is the structure of our electric grid).



### INTEGRATIVE TEAM NETWORK

This is called a “core and periphery” team network and it's used by innovative teams like Google. It contains more relationships among team members and outside resources. The number of connections among multiple people results in the quick transfer of knowledge. It also supports innovation by allowing new ideas to quickly enter and spread throughout the team.



#### KEY 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.

# So, how do we establish and maintain this structure throughout a project?

## 1 START WITH LEADERSHIP COMMITMENT

The project owner has the greatest power to create the integrative process. The owner's commitment is a required foundation for the team. In this commitment, the owner sets an aspirational vision, gives the team permission to take some risks, and holds the team accountable.

## 2 GET A FACILITATOR AND GIVE THEM AUTHORITY

Make integrative process someone's job. A trained facilitator moderates the core team and stakeholder engagement meetings. They facilitate building trust, shepherding divergent thinking, openness to learning, and meaningful participation by all stakeholders.

## 3 UNDERSTAND YOUR TEAM NETWORK

Inventory all your stakeholders and define their level of engagement. Organize stakeholders by role and responsibilities. Define their key contributions and communication needs. Align this inventory with the project schedule.

## 4 ESTABLISH RULES OF ENGAGEMENT

The best way to make integrative process a part of your team culture is to create rules of engagement. The team defines these rules and then refers to them often in order to embed in culture. Rules should focus on: Relationships & Trust, Listening & Respect, Informed Decisions, and Humility & Learning.

## 5 CENTRALIZE COMMUNICATION

Create a communication strategy and platform for knowledge sharing and input gathering. Insure that the network receives the right level of information at the right time. Provide forums for discussing and learning from others and mechanisms for giving meaningful input.

## 6 CREATE AN ACCOUNTABILITY SYSTEM

Establish processes that make ongoing learning and goal evaluation regular team activities. Define quantitative metrics up front with aligned tracking systems to evaluate progress and inform decisions during design.

### 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 it will likely bring positive growth to east Denver. However, their construction team struggled internally to meet goals. Project complexity and the high number of stakeholders was overwhelming. So they decided to invest in a deep analysis of process, and a department-wide training on integrative process and team member expectations.