

Every construction project is a prototype of a snowflake. For all their differences, however, all projects share some basic characteristics. They all start with a dream or idea and a blank sheet of paper before eventually taking physical form.

The process that takes a project from an idea to a finished building entails substantial risk. Traditionally, a lot of that risk has been managed by developing detailed plans and specifications that define scopes of work prior to a competitive bid process. The idea was that having a complete definition of the scope combined with competitive bidding would eliminate a lot of risk while fostering competitive pricing. The downsides of this approach — antagonistic relationships between key stakeholders, and designs that are completely baked before receiving cost and constructability feedback — have pushed

how could the contractor tell them it cost a thousand? The answer, of course, is in the labor, the inspections, the long electrical run. However, because the owner didn't trust the contractor initially, they derailed not only that decision but many future ones. If it took weeks to get the owner bought in on a \$1,000 decision, what was it going to take on the hundreds of larger decisions that would be necessary to get a project of that magnitude built?

A team that is trusted can move faster and complete jobs





