

How does your company operate on the

COLLABORATION GAUGE?

COLLABORATION

The team's decisions are made based on what's best for the project. It is a life-cycle approach to designing and constructing a building. In other words, it's about how the building will help the owner reach its objectives for the building's 50+ years of life. In addition, team members do things for each other without any short-term benefit for themselves, even at risk of money or reputation.



ATTITUDE: Our project
 ACTIONS: Using your strengths, seeing more angles, working as one
 VALUE: Inside-out approach, freedom to work with eyes wide-open, ability to support the achievement of the owner's objectives strategically for the full life cycle of the facility
 FEELS: Strong, shared stress, freedom, confident, trust

COOPERATION

The act of working together as long as both groups see a mutual benefit. This can make a group feel collaborative without actually being. An example would be a trade contractor agreeing to a GC's schedule until that schedule presents something they did not anticipate



ATTITUDE: (Conditionally) Our project
 ACTIONS: Feels collaborative, disappears when benefit of collaboration disappears
 VALUE: Success with one-off opportunities
 FEELS: Progress, personal confidence

COORDINATION

The arranging of tasks or sequencing of work to gain perceived efficiencies. Examples are general contractors scheduling trade contractors' work or arranging third-party inspections at specific times.



ATTITUDE: My project / Their job
 ACTIONS: Arranging, sequencing
 VALUE: More efficient than lower levels on the gauge
 FEELS: Intuitive, outside-in approach

PARTICIPATION

Pertaining to a particular venture or project characterized by more than one person or group taking part or becoming actively involved. Participatory relationships happen when a group approaches another with a distinct interaction where either group has something to gain or lose. The relationship between trade contractors and the general contractor 'GC', the GC and designers and designers and owners for example.



ATTITUDE: My project
 ACTIONS: More than one person/group takes part
 VALUE: Interaction is forced
 FEELS: Individual

ASSOCIATION

A group of people with a common purpose and having a formal structure. For example, two groups that may have an association on a construction project may be two trade contractors – a mason and a drywall installer. They are both associated on the same project, but don't necessarily interact with each other.



ATTITUDE: My job
 ACTIONS: "Throw it over the wall to the next person" hand-off, minimal communication
 VALUE: Low first-cost, the project is delivered
 FEELS: Alone, skeptical, Harsh, CYA