



(IPD) Collaboration Academy Readiness Assessment

Interview Guide



Based on the work of
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especially George Montague, Cook Children's,
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Darren Smith

Founder/CEO

Darren probably creates the most dramatic and powerful leadership and business development experiences for successful design and construction executives. He is to these executives what a carabiner is to the mountain climber. He helps them reach higher levels than they could alone.

Darren has done business in 20 countries across 10 industries and has started and sold two companies. He is a graduate of Texas A&M and has university credentials in marketing, international business and executive coaching. His clients include HKS Architects, Staubach Company, the Texas Society of Association Executives, Mrs Bairds Bread and Toyota.

Darren speaks regularly on the subjects of strategy implementation, coaching, leadership, international business, and business development. Darren's audiences have ranged from the Business School at the University of Notre Dame in South Bend, Indiana to the local chapter of the Associated General Contractors in Austin, Texas. Lastly, Darren is married and he and his wife can successfully field a basketball team. Darren has five children.



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Tips for Conducting an (IPD) Collaboration Readiness Assessment Interview



Before you begin your interview – take a moment and quickly review these **Tips for Conducting the Interview.**

- Use the interview form as your script. Familiarize yourself with the interview questions. If the interviewee begins sharing a response that may be more appropriate for another question, simply turn the interview guide to that question, make your notes and continue on. Let the interview guide steer you through the conversation. Don't let it limit the input you receive by its structured format.
- Introduce the interview and ask the questions as if you were just sitting and talking with a friend. Strive to create an informal atmosphere.
- Here are some possible questions to use to probe further.
 - ✓ Tell me more
 - ✓ Why do you feel that way?
 - ✓ Why was that important to you?
 - ✓ How did that affect you?
 - ✓ What was your contribution?
 - ✓ What was the organization doing that helped you do this?
 - ✓ What do you think was really making it work?
 - ✓ How has it changed you?
- Let the interviewee tell his/her story; don't tell yours or give your opinion about their experiences.
- Be genuinely curious about their experiences, thoughts, and feelings.
- Some interviewees will take longer to think about their answers; allow for silence.
- If someone doesn't want to, or can't answer any of the interview questions, that's okay; let it go and go on to the next question.





Final Thoughts...

1. **Watch your time** – The interview is planned to be one hour. You will need to make sure that as you are probing with fascination about what they are saying, that you are also aware of your time. If you run over, check it out with the person you are interviewing. The best bet is to pace your questions appropriately to the time you have scheduled.
2. **A word about confidentiality** – Tell the interviewees you will keep the information they provide and the conversation confidential. You will use the data, but it will be compiled into themes using data from this interview and others. No names will be associated with the overall summary or report.
3. **It's conversation – be yourself and have fun** – If you approach the interview like a piece of drudgery – you've lost before you've begun. You want to approach interviewees as if they are very special, valuing the best of who they are. Be yourself – don't try to put on an expert role or act as though you've got to get every word in the interview exactly right. Be a learner – realize that people like to share their knowledge and wisdom with others who genuinely like to learn. If you've got an affirmative spirit going in, mistakes in wording will not stop you from getting great data. Finally, have FUN. You are getting to know someone new, and you are hearing some fascinating and important stories.
4. **Taking notes** – When asking questions, use the space after each question for notes. Note-taking can be tricky, but you will want to be able to read your notes after the interview is concluded. Immediately after your interview – summarize your notes, using the summary sheet on page 4 of the interview guide. Write the most compelling story and significant 1-3 themes that stood out from the interview itself. Okay, let's get started.
5. While the questions are grouped to help guide you, you may use them however you wish. For example, you could use the Company/Organization Readiness Questions to reflect on or use them to interview someone else. Users of the guide are encouraged to suggest additional questions and improvements to the guide. Please send them to Darren Smith darren@cimastrategic.com or call 214-353-9333.





(IPD) Collaboration Academy Readiness Assessment

Objective – The use of this assessment will increase the chances of users experiencing less waste and greater value through fewer non-discretionary changes required due to design coordination, regulatory requirements or disfunctionality.

Your Company/Organization (C) Readiness Questions

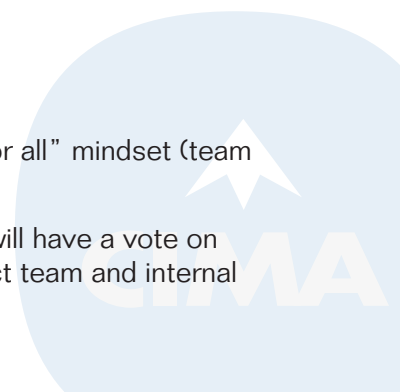
1. Does my organization understand and desire the benefits of true IPD vs more traditional project delivery methods? Are we interested in doing it differently & better?
2. Do you have collaborative projects now? What's the evidence?
Could someone from each team member organization give a short explanation? Can they say why they want to do this, and what they expect?
3. Are we willing to share savings to enhance team member margins in return for a project with less waste and greater value? Do we understand and accept the risk/reward proposition?
4. How are (IPD) techniques (if any) and ideas being applied today in your projects?
5. What are the company's current initiatives with respect to LEAN culture and implementation?
6. How has the company demonstrated being a "thought leader" / "innovator"?
7. What are the altruistic characteristics of the company, of the proposed team?
8. What are the organization's strengths in regards to collaborative skills and behaviors?
9. Is the organization's mindset one of collaboration/transparency/trust? Are you willing to have transparency externally, i.e. open book – profit/overhead?
10. Will the leaders in my organization trust the person(s) who will lead our (IPD) effort? Enough to not micro-manage, and/or be "hand-wringers" through the process?
11. Do we understand the time required by an (IPD) project? Is our organization really willing to invest the time required?

Team (T) Readiness Questions

1. What (IPD) evidence exists in regards to performing work?
2. What is the company's current approach to project scheduling (Last Planner)?
3. Describe your current project delivery approach and how it aligns with an (IPD) approach.
4. Does the size and/or complexity of our project lend itself well to an initial foray into (IPD)? Is it the right project?
5. Do we have an IPD **champion** who can not only lead our organization in its (IPD) efforts, but also be an effective representative on the project team? Does this person have the qualifications:
 - a. Education, professional & technical experience
 - b. Positive & objective personality
 - c. Existing relationships
 - d. Leadership skills
 - e. Communication skills
 - f. Collaborative skills

Can all persons/levels that will be involved operate with a "family or all for one, one for all" mindset (team approach)?

6. Who are the people that need to have input in this project, and are they ready? Who will have a vote on what issues? Are there any "trump" issues? Will any person hold a trump card (project team and internal organization)?



7. Are we willing to conduct personality assessments and create teams based on the data?
8. Can we clearly define how we'll know we've been successful? For example:
 - a. Final cost vs benchmarks or budget
 - b. Final cost vs EMP, or allowable cost or target value cost
 - c. Clearly documented examples of increased value without incremental increased cost
 - d. Fewer changes
 - e. Improved schedule
 - f. Clearly documented examples of improved efficiency, e.g., offsite pre-fab, identifying issues & resolving them in the early phases (validation, target value design)
9. Would you/could you consider team "checkpoints" on collaboration, integration, "steering" throughout the project, i.e., revisit the team's readiness assessment?
10. Should you/could you have an incentive "bonus" to keep team members on-board through the project duration?

Owner (O) Readiness Questions

1. Have you defined your project goals, guiding principles, image/design criteria, including behavioral guiding principles?
2. Do you have a detailed budget breakdown to include maximum construction costs, construction contingency, project contingency and reward pool?
3. Do you have a defined schedule of desired milestones for the project delivery?
4. Is your organization willing to procure services based on qualifications, budget and fee limits? With defined risks and rewards?
5. Do you know what you want from your A/E/C team to be able to qualify their readiness, and the team selection criteria: bench strength, fees/contracting basis, expertise/experience, team member qualifications, BIM/MBE/UB/LEAN, relationships, past performance, company organization?

Architect/Engineer (A/E) Readiness Question

1. Tell me about the learning environment of your organization. What does the organization own and what do they outsource?

Contractor/Subcontractor (CS) Readiness Question

1. Any union regulations that eliminate trade level collaboration?

Final Question

1. Who will conduct & who will evaluate the (IPD) Collaboration Readiness Assessment for our organization?

Considerations

Most rush to "action" in projects meant to be collaborative. They look for collaborative opportunities in safety, schedule and work at the project site. This is an "outside-in" approach to collaboration. Common sense supports an "inside-out" approach. Using this guide is one of the first steps in an "inside-out" approach to collaboration. There are three issues to address for long-term success after using this readiness assessment:

1. Defining collaboration and making it a strategy to achieve your business objective,
2. Installing collaborative skills and behaviors,
3. Creating a collaborative culture in the organization to support collaboration at the project site. The (IPD) Collaboration Academy (<http://cimastrategic.com/forums/ipdacademy>) can support you on these issues.

