

Brief Introduction to the Simple Framework

Introduction

This is a very brief introduction to the big idea of the book I co-authored with Professor Martin Fischer of Stanford, Howard Ashcraft of Hanson Bridgett LLP, and Atul Khanzode, also with DPR Construction. That idea is the only way to predictably plan, design and construct high-performing buildings is through aligning and integrating the knowledge, efforts and information of the companies and individuals chosen to deliver them. "What? it can't be that simple," you say. Yes, it is. I'll explain in pictures in the next few slides.

Economics & Value

Value is simply quality divided by cost / price. Great quality and lower cost is high value. Low quality and high cost is low value. Every customer in every market wants high value. Quality is the right building built right the first time with no one injured while the community and environment are respected and sustained. Whole life value for a building comes from all systems being highly integrated, well built and designed for the best possible use, facility operation, and financial outcomes for the customer's enterprise.

High Performing Building

A high-performing building is not necessarily one with thousands of square feet or meters and costs a fortune. It is one that is usable, operable, sustainable and build-able. All elements and systems work together, not in opposition to each other. Employees like the space because it is attractive, comfortable, and makes their jobs easier. It is a safe place and they don't have to worry about getting sick from hazardous materials that make it up. Building operators can maintain the equipment and infrastructure, and can keep the space clean and safe. Enterprise executives see that workers are more productive. Local government officials and citizens believe the building contributes positively to the community. Everyone is happy that the building is environmentally sustainable.

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Complexity & Interdependence

Construction is dynamically complex, meaning many variables affect each other in ways that frequently cannot be predicted or controlled. People need things from others to complete their work, most often this is information. Whether this is recognized or not, the project is a network in which people must negotiate commitments to provide what they each need. Team members must have the capacity to understand what is happening around them. Then they must learn together to move the project forward. Thinking that a valuable, high-performing building can be predictably created by people working in silos and exchanging fragmented information in weekly meetings makes no sense. Not to say that it hasn't or can't be done; the question is whether project teams and owners can count on it.

The Simple Framework for Integrating Project Delivery

The Simple Framework is a system model for integration. The authors of the book, *Integrating Project Delivery*, took the delivery of a valuable, high-performing building as the starting point to develop the model based on observing leadership, organization and practices that helped many project teams succeed. The first step is that the customer and team leaders agree that they intend to create a project organization that encourages and supports team members sharing what they know and the information they create. Team members need to use metrics to create feedback loops so they can continually learn and improve. They become good at building and maintaining trust so they can collaborate to create and use BIM and simulations, and make information and material flow as it is needed. The Simple Framework elements and enablers are interconnected and support each other. Doing one thing well inspires people to do more, especially if they understand the model.

Starting Out

The first step is understanding why integration is an imperative and necessary. The next is to go to work, inventing or applying methods and practices that integrate work and decisions. After that, there's no stopping.