

Project Team Training
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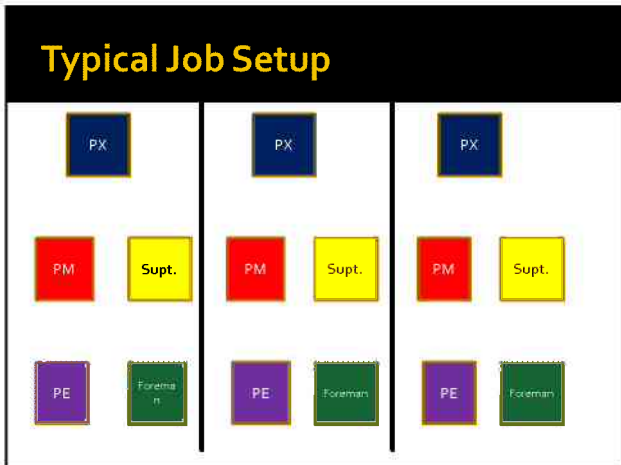


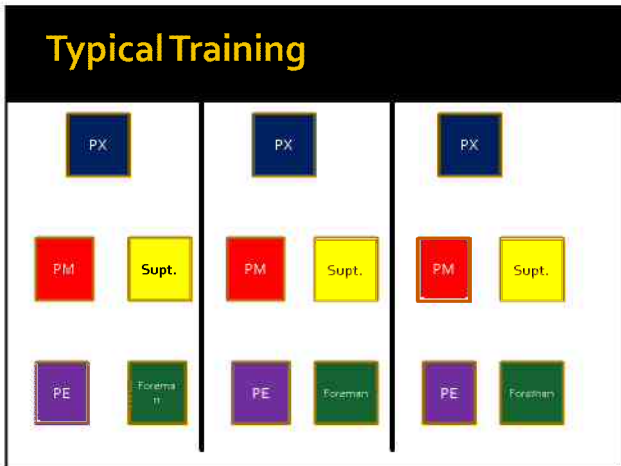
Agenda

- Overview of standard training
- Why Project Team Training?
- Strengths and challenges
- Case Study
- Steps to doing it

Construction Proverbs

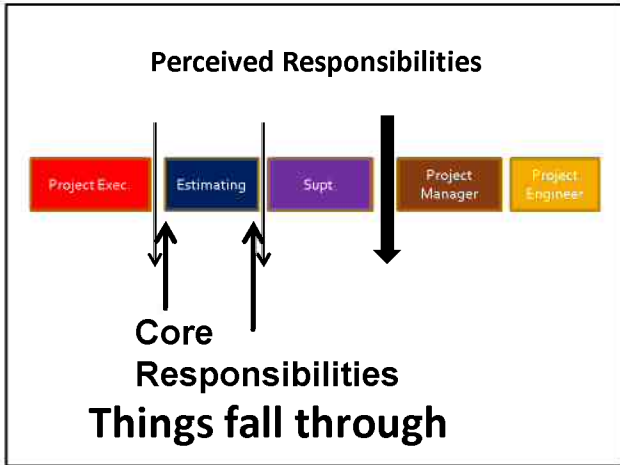
- We spend 80% of our time managing 20% of the work
- This 20% is where two people, trades, companies, or materials connect or overlap
- It is the team's job to deliver a safe job on time, on budget, and with the highest quality





So Why do we constantly train strictly based on job title?

- Same Core responsibilities
- Easier
- Comfortable
- Allows for easy communication
- Similar levels of experience
- Same learning styles
- Same technology skills
- Schedules



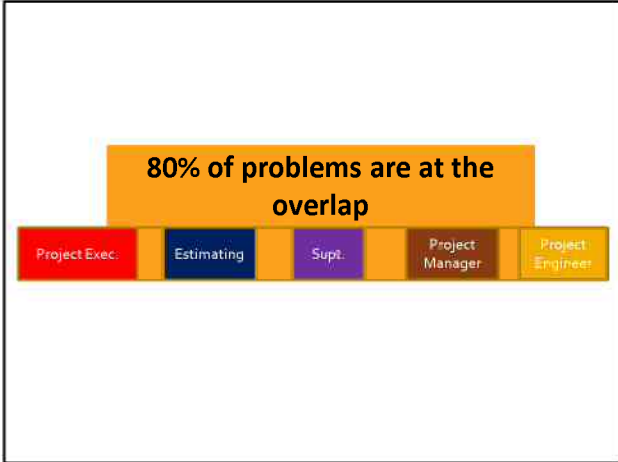
Typical Project

Weekly Coordination Meetings
Who attends:

- Electrical
- HVAC
- Drywall
- Painters, etc

The Whole Team!

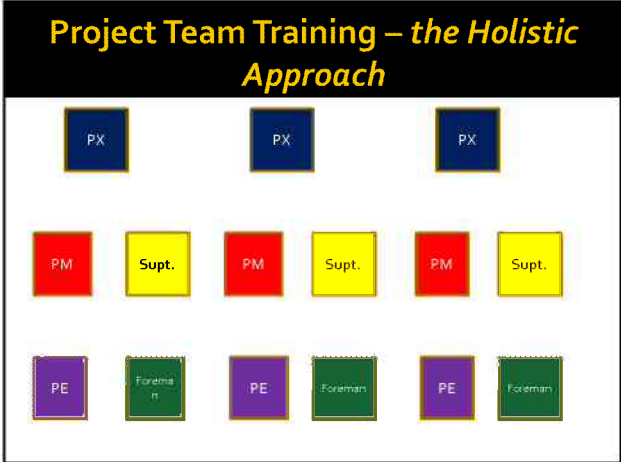




We should spend 80% of our training on the overlap!

HOW?

Holistic Team Training
a.k.a. Everybody on the team



- ### Positives
- Teamwork
 - Interaction working on a common everyday problem
 - Appreciation of the others point of view
 - Breaks down the barrier between the field and the office
 - Provides a team goal
 - Everyone hears the same message
 - Everyone understands the others strengths and weaknesses

- ### Challenges
- More difficult to schedule
 - Initial resistance
 - Team members have to be willing to give up some control
 - Team members have to be willing to accept more control

Case Study

- Midwest Large Contractor
- Projects range from \$1M to \$250M
- Trade Background Superintendents
- Needed improvement = advanced scheduling
- Core training for PM's and Superintendents

Step #1 – Determining if it is Core or Holistic Training

- Whose responsibility is it?
- Is their overlap?
- Is it basic or advanced?

Step #2

- In a perfect world – how would the team responsibilities look?
- What would the flow chart of the perfect process look like?

Step #3 – Training set up

- How? – case study, team projects, exercises, role playing, lecture
- Select multiple teams to get best practices
- Meet multiple times
- Have homework
- Do a pretest
- Provide the same post test

Step #4 – Keys to execution

- Start by asking what everyone's perceptions are of how the responsibilities should be broken up
- Lead them to the "perfect" model
- Strive to get everyone to see the other person's point of view

Example

- Project Manager – *It is important for the field to document delays accurately so we can properly document or refute claims and change orders*
- Reinforcement – Have the whole team review the contract language

Example

- Superintendent – *One of the biggest problems on the job is getting the materials on time. They are often delayed because of paperwork approvals with the PM staff.*
- Reinforcement – Map out long lead time items – have the superintendent give drop dead delivery milestones

Assessing Success

Questions and Answers

Thank You

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