Welcome!
WORKPLACE AS FUEL FOR INNOVATION

Join an inspiring event with global thinkers and doers during this full day workshop at the historic “Thunder Mountain” where discussions will explore the innovative parallels between drag racing and team collaboration. Registration includes charter bus, lunch, photo ops and team building competition.

Tuesday, Oct 6
8 a.m. - 6 p.m.

High-Performance Learning Objectives

1. Explore the similarities of car racing and workplace
2. Test your Collaborative IQ and move it to a higher gear
3. Discover new collaboration technologies for a global workforce
4. Understand the connections between collaboration and innovation
5. Demystify common workplace dilemmas that slow you down
6. Team Design Charrette: solve a real-world corporate workplace challenge
Michael L. Kirk and Dr Cross have become strong advocates of the integrative process, seeing the benefits first-hand; and developing a passion to share this experience with others. Integrative design processes provide a natural means for collaboration and innovation that produces high-performance, sustainable facilities. Using the example of an “alternative sentencing” facility in Fort Collins, Colorado, Michael and Doctor Cross will tell a story of how a team of over 40 people including sociologists, operations maintenance staff, designers, and capital planners came together to create a very special outcome.
OUR MISSION

ADVANCE THE DEVELOPMENT OF HEALTHY, THRIVING BUILT ENVIRONMENTS.
WHO WE ARE

IBE is based at Colorado State University. We form interdisciplinary teams of faculty and students, and off-campus professionals to take research to practice.
WHAT WE DO

PROVIDE THOUGHT LEADERSHIP

OPTIMIZE TEAMS & PROJECT PERFORMANCE

DEVELOP LEADERS
SKILL SET

Project Certification
Civic Resilience
Regenerative Development
Integrative Process Facilitation
Organizational Sustainability
Behavior Engagement
Professional Education
Interdisciplinary Research Project Management
CIVIC RESILIENCE

We assist cities in developing plans, policies, and programs that strengthen the urban environment.

Our experience in community facilitation for affordable housing, reviewing and enhancing city building codes and planning policies, and developing initiatives for enhancing city infrastructure and resilience.
We guide teams toward creating healthy and vital to the places aligned with the principles of living systems.

By using tools such as our LENSES Framework, we develop capacity within teams to see and realize potential for creating deeply beneficial change: change that is inspiring, authentic, naturally intelligent and paradigm shifting.
INTEGRATIVE PROCESS FACILITATION

Through experience and research, we have developed a successful model for integrative process that enables teams to realize their full potential.

By creating a safe and open environment, we break down silos and increase communication so that decisions are better informed, more innovative, and well aligned with project goals. We specialize in facilitating design charrettes, community engagement workshops, and strategic planning sessions.
THE SOCIAL SCIENCE
Integrative Design Process | A facilitated approach to successfully engage diverse stakeholders in project development to realize better design decisions.
THE RESEARCH STUDY

18 Buildings

45 Design Team Members

60 Occupants
THIS PROJECT WAS GREAT BECAUSE...

I felt heard.

It was safe to share.

We were all learning.
RESEARCH QUESTION

What is the difference between “Integrated Design” projects that created high-performing buildings, and those that fell short of their aspirations?
CORE COMPONENTS

1. Membership
   - Diverse & inclusive membership

2. Structure
   - Social Network
   - Rules of Engagement
   - Decision Making

3. Facilitation
   - 3rd party facilitator + a team champion
SOCIAL & PSYCHOLOGICAL BARRIERS
(Hoffman & Henn 2009: Phelps et al. 2012)

Institutional
- Regulative institutions
- Normative practices
- Mental models

Organizational
- Structure
- Inertia
- Rewards

Individual
- Absorptive capacity
- Presumed associations
- Mythical fixed-pie bias
1. MEMBERSHIP - DIVERSE & INCLUSIVE

**Decision team** - project owner + design and construction team

**Core** – project consultants, users, other stakeholders

**Periphery** – informants w/ specialized knowledge (i.e., vendors, building users, facilities staff, code officials, etc.)
2. STRUCTURE – TYPES OF SOCIAL NETWORKS

Centralized

Decentralized

Distributed

Core-Periphery

The Best Structure for IDP - dense & highly distributed core team and a large periphery of diverse resources.
INTEGRATIVE DESIGN?

We don’t know if our ideas ever happened.

I did not feel heard.

We don’t know what the other ideas were.
INTEGRATIVE DESIGN?
INTEGRATIVE DESIGN?
2. STRUCTURE - RULES OF INTERACTION

Everyone Knows Everyone

Equal Voice – everyone is heard and respected

Focus on Learning – we don’t individually have all the answers
Decisions are informed by the whole & made by the inner core. This is not decision by committee!

Stakeholders generate data and knowledge

- They are the true experts (e.g. the chef in the kitchen, the receptionist in the lobby)
- This also creates buy-in for new approaches and technologies
3. FACILITATION

1. moderates interactions to build:
   a) trust
   b) reciprocity
   c) willingness to take risks
   d) openness to learning

2. select activities to encourage fun and divergent thinking.

3. create even & inclusive participation

That one egomaniac that usually dominates the group is neutralized with a good facilitator.
INTEGRATIVE PROCESS – KEY POINTS

Technical *and* social aspects of integrative process

Clear decision makers and decision making processes
  • Not consensus, but is informed by the whole group
  • Decisions are based on the vision and guiding principles (not just compromises)

Stakeholders generate data and knowledge
  • They are the true experts (e.g. the chef in the kitchen, the receptionist in the lobby, etc.)
  • This also creates buy-in for new approaches and technologies
ALTERNATIVE SENTENCING DEPARTMENT BUILDING: LARIMER COUNTY, CO

Integration of People + Processes + Places
TIMING IS EVERYTHING

Project Progress / Time

- Ability to make impact
- Cost of changes
- Traditional Design
- Integrative Design

Effort / Effect
DECISION MAKING & INNOVATION (Kaner 2014)
MAKING DECISIONS TOO QUICKLY (Kaner 2014)
DELIBERATIVE DECISION-MAKING (Kaner 2014)
INTEGRATIVE DESIGN

LEGEND
- Owner Group
- Facilitator
- Design
- Construction

Image Credit: Bill Reed of Integrative Design Collaborative, Doug Pierce of Perkins+Will and Buddy Perkins+Will [3]
INTEGRATIVE DESIGN

IDEAL NETWORK

IMPOSTER NETWORK

LEGEND
- Owner Group
- Facilitator
- Design
- Construction
## BETTER DECISIONS

### Energy Costs

<table>
<thead>
<tr>
<th>Building</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative Sentencing Building</td>
<td>$0.46</td>
</tr>
<tr>
<td>Community Corrections Building</td>
<td>$0.76</td>
</tr>
</tbody>
</table>
HOW CAN THIS PROCESS BE FASTER?

Right Input at Right Time

• Reduce rework
• Decrease change orders

Rapid Iteration Design Workshop

• Generate knowledge from the whole
• Virtually eliminate politics
• Create momentum early
INTEGRATIVE PROCESS CHAMPION

Who is the Champion?

The owner and/or the architect must *champion* integrative process for it to work.

A passionate architect or owner can lead the way.
TWO CRITICAL ROLES + TIMING

3rd Party Facilitator
- Programming
- SD Charrette (s)
- Key Meetings (DD or VE)

Integrative Design Champion
- Owner and/or Architect: assure inclusive thinking is carried forward into decision making
QUESTIONS?

download the white paper

bit.ly/socialnet_id
Researching the research on productivity

Andrew Mawson and Eric Barends

In 2014 researchers for AWA and The Centre for Evidence Based Management undertook an extensive review of the world's most respected academic research databases to get under the skin of what makes Knowledge Workers more productive. The results are emerging.