

THE IPD JOURNEY

OPTIMIZING THE TEAM FOR PROJECT SUCCESS

tekunion THE FURNITURE VENDOR'S PERSPECTIVE

PROJECT SUMMARY

Project, Location

TD Lego
77 Bloor Street West, Toronto

Target Price

Confidential

Delivery

September 2013 to May 2016

Project Team Execution Rating

90%

Project Model

Integrated Project Delivery (IPD)

Final Price

13% Below Target Price

Client Satisfaction Rating

96%

Project Team Trust Rating

94%

PROJECT TEAM



Brookfield
Global Integrated Solutions

HHAngus



MULVEY&BANANI
Consulting Engineers

EllisDon



SYMTECH

tekunion

IPD ELEMENTS

- Extensive pre-planning with all levels of leadership
- An agreement between the partners not to litigate
- Transparency in scheduling, delivery and billing
- A shared pool of risk/reward to stimulate innovation
- 11 Floors of renovation
- Completed over 6 phases

TEKNION BIOGRAPHIES

Michael Greer

Sales Relationship Manager

A graduate of Gwent College in Wales, Michael has 20-plus years working in the office furniture business.

Julie Waite

Dealer Sales Manager

Julie is also account manager for Salix Group and has 30 years of experience working with TD.

Michael Greer went into his first IPD with a lot of optimism peppered with a little doubt. Greer was disposed to giving the system a chance. His business card, after all, says Relationship Manager and the IPD system is built on a new, collaborative way of managing relationships.

Still, there were a lot of seats and a lot of people at the inaugural Lego project meeting in 2013. “I thought ‘My God, there are a lot of people here. How is all this going to work together?’ Often, the more people at a meeting, the less productive the meeting becomes. In our meetings, typically, it’s a designer, a client and maybe the contractor. There were so many people, electricians, plumbers, every trade, which was really cool because you could see sides of the thing you had never considered.”

And while partners such as mechanical engineers could find efficiencies, Teknion’s role left Michael wondering what savings he could provide.

“Normally all parties would be at the table protecting our positions, this happens on all projects. This one was not like that. The difference this time was that the people chosen attended with more open minds, “It comes down to people bringing the right attitude.”

Michael Greer

“We have a contract, we have pricing, and we have standards in place that are rigid. We couldn’t quite figure where we could come up with savings. You’re constricted by contracts and our manufacturing process optimized and is set.”

Michael knew people at the top of his company would be more than casual observers.

“From a Teknion perspective, the banks are a very valued, traditional customer,” Michael said. “It was very important for us to have the right approach and for everyone to know that Teknion is doing the right thing.”

The rubber meets the road early in an IPD project. There are plenty of high-priced participants involved in the project review, consultation and planning stage. A score of billable hours are expended before a screw is turned on the jobsite.

Michael even found his view on the efficiency of big meetings turning around.

“The meetings allowed us to recognize and solve whatever challenges we encountered. The structure of those meetings really held it all together because you could see all sorts



of things being talked about.” And that’s where the importance of involving everyone in the planning process rang true. “If I didn’t get my part, the wall piece, right, it affected where they were going to go with drywall, where they would go with construction,” he said.

“Having that structure in the meetings, having the right people there, was very important.” Michael said EllisDon’s Joe Day and Kelly Slater were instrumental in re-affirming the concepts of joy, transparency and integrity through the early days of the project.

“Normally all parties would be at the table protecting our positions, this happens on all projects. This one was not like that. The difference this time was that the people chosen, attended with more open minds, It comes down to people bringing the right attitude.” he said “Joe Day was amazing. He had the right personality for the job. Kelly came in, same thing. They really held it together. Having that leadership was so important. Kevin Greene, the lead from TD, made decisions and if he couldn’t do that he would get back and quickly.”

Michael noticed a pattern of collaboration on the project that extended through all the disciplines. Given greater autonomy, partners were able to modify plans to find efficiencies. Accelerated approvals meant those improvements could be given a green light much sooner than usual.

The group adhered to the values agreed upon in the earliest days of the project. “Joy was a big one,” Michael said. “Excellence sums up the group itself. Innovation, physical environment, everyone said they learned something; No one said: ‘that’s not the way it’s done.’ Everybody listened.”

Teknion did find ways to improve the bottom line.

“We really worked hard to come up with alternate suggestions to bring the cost of the furniture down,” said Salix’s Julie Waite, Teknion’s Dealer partner. “The client was flexible and willing to delete items or standards to keep the costs down.” To push the limits of IPD,

companies like Teknion will have to find a way to work with standards that are more flexible, Michael said. “Standards are great but when you are starting to work with IPD, you want to make savings. I would love to do a project where the standards are off to the side. There would be more emphasis on ‘this is the money we want to spend. We like the furniture but how can we do it differently?’ That would give us a whole different angle.”

Michael, the Relationship Manager, saw one more benefit.

IPD’s spirit of collaboration wasn’t just informative; it stressed collaboration and limited conflict. IPD, he said, might be aligned with efforts to recruit a cohort of young talent that has little stomach for conflict that can be commonplace in construction. It can be a tool- not just to educate young people on every element of the project, but to show them how to collaborate.

“I’m 58. I’m not the future but I love transferring knowledge, we need to build that team and we need to do it now while we have the time to mentor them. I think they have to have that IPD experience going forward.”

Michael Greer

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