FREQUENTLY ASKED QUESTIONS

THE COLLABORATIVE LEADERSHIP PROJECT

How the initiative fits within the industry and advances collaboration.

01 We already have organizations and associations doing important work across the industry. Where does this initiative fit within that ecosystem?

The Collaborative Leadership Project is not intended to replace or compete with the important work already happening across the industry. In fact, we believe those organizations and associations are essential to advancing this effort.

Culture does not change because of one organization, one association, or one group of stakeholders. It changes when people across the industry begin practicing different behaviors consistently.

This effort belongs to the industry. Owners, contractors, designers, trade partners, associations, and other industry organizations all have a role to play in advancing a culture where collaboration becomes the standard for how we work together.

Our goal is to create shared language, leadership principles, tools, and resources that complement and strengthen the work already happening across the industry - while creating greater consistency around what effective collaboration looks like from project to project.

02 How do you see this initiative strengthening formal and informal partnering?

Formal and informal partnering are most effective when the people involved share an understanding of how they want to work together.

The Collaborative Leadership Project is focused on strengthening the leadership behaviors and shared expectations that create that foundation: **Share Openly, Solve Together, Own the Outcome, and Learn Forward.**

When those behaviors become more consistent across project teams, partnering can become even more effective - helping teams carry the principles of collaboration from facilitated sessions into the day-to-day life of the project.

03 What about alternative delivery? Are you focused on a specific delivery method?

No. The Collaborative Leadership Project is delivery-method agnostic.

Design-Bid-Build, Design-Build, Progressive Design-Build, CM/GC, CMAR, and other delivery methods each create different contractual structures, opportunities, and constraints. But no delivery method, by itself, creates collaboration.

Regardless of how a project is contracted, the people delivering it still have an opportunity to work as one integrated team with a Project-First mindset.

We have spent decades evolving how we contract and deliver work. This initiative is focused on advancing how we lead, collaborate, and work together within those delivery methods.

Collaboration is not another delivery method. It is a leadership choice and a culture that can strengthen how every delivery method operates.

04 Is this initiative focused only on public infrastructure, or does it apply to private construction as well?

It applies to both public and private construction.

The need for stronger collaboration is not limited to one market or project type. Public owners are delivering critical transportation, water, energy and other infrastructure, while private owners are delivering increasingly large and complex projects - from data centers and advanced manufacturing facilities to laboratories, healthcare facilities and housing.

The projects and contractual environments may differ, but the leadership challenge is similar: **How do we bring highly specialized organizations and individuals together to work effectively toward successful project outcomes?**

That is why the Collaborative Leadership Project is intended for the entire construction industry - **public and private, horizontal and vertical, traditional and alternative delivery.**

05 Are you advocating for legislative or statutory changes?

No. The Collaborative Leadership Project is not a legislative advocacy initiative.

Our focus is on the people within our industry and equipping them with the leadership principles, tools, resources, and shared expectations necessary to collaborate more effectively across projects.

There may always be broader conversations within the industry about procurement, contracting, legislation, and delivery methods. This initiative has a different purpose: helping teams work better within the environments in which they are already operating.

Creating a stronger culture of collaboration does not require a new statute or delivery method. It begins with how people lead, communicate, make decisions, manage disagreement, and take accountability together.

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06 Is this just another partnering program?

No. Partnering is an important tool, and the Collaborative Leadership Project is intended to strengthen it - not replace it.

Partnering creates intentional opportunities for teams to align. The Collaborative Leadership Project focuses on the leadership behaviors teams bring to the project every day - before, during, and after a partnering session.

The goal is to help those behaviors become part of how teams work every day and, over time, strengthen the culture of collaboration across projects.

07 Does collaboration mean everyone has to agree?

No.

Collaboration does not mean avoiding conflict, eliminating disagreement, or compromising for the sake of consensus.

High-performing teams will disagree. Different stakeholders have different responsibilities, expertise, risks, and perspectives.

Effective collaboration means surfacing disagreement early, challenging ideas without diminishing people, making clear decisions, and remaining accountable for execution after a decision has been made.

The objective is not agreement on everything. The objective is creating an environment where disagreement produces better decisions instead of deeper silos.

08 What does a "Project-First mindset" mean?

A Project-First mindset does not mean organizations abandon their individual responsibilities, contractual obligations, or business interests.

It means recognizing that successful project outcomes serve the shared interests of the project team.

Teams with a Project-First mindset ask not only, **"What protects my position?"** but also, **"What gives the project the best opportunity to succeed?"**

That shift encourages earlier problem-solving, greater transparency, better management of risk, and decisions that consider the impact on the entire project team.

09 Who is this initiative for?

Everyone responsible for delivering projects.

That includes owners, public agencies, contractors, designers, construction managers, trade partners, consultants, suppliers, service providers, associations, and industry leaders.

Culture is shaped by everyone at the table. Every stakeholder influences how a project team operates - and everyone has an opportunity to **Share Openly, Solve Together, Own the Outcome, and Learn Forward.**

People. Progress. Projects. Together.

10 What are you ultimately trying to accomplish?

We want collaboration to become the standard for how our industry delivers projects - regardless of delivery method, organization, geography, or stakeholder role.

That means creating shared language around what effective collaboration looks like, reinforcing leadership behaviors teams can put into practice, and developing practical tools and resources that help those behaviors show up on real projects.

We believe culture is built project by project. When collaborative behaviors are practiced consistently and carried from one project to the next, they begin to shape how our industry works together.

We don't believe collaboration eliminates every project challenge. **We believe it better equips teams to face those challenges together.**