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OUR MISSION

We believe collaboration should be the standard for how our industry delivers projects regardless of delivery method.

We are advancing a culture of collaboration where owners, designers, contractors, and project partners put project success at the center of how we work together. Sharing information openly, surfacing challenges early, and solving problems together to strengthen project outcomes, program predictability, and the experience of the people who build them.

WHAT WE SEE TODAY

Regardless of delivery method, project teams face rework, miscommunication, and frustration - not for lack of skill, but for lack of alignment. Designers design, builders build, owners manage, construction managers coordinate, but too often, project teams struggle to operate as one integrated team. Across the country, brilliant people are working in silos. Too often, project challenges are compounded not by a lack of capability, but by gaps in coordination and alignment.

Across projects, we see four recurring dynamics that can pull teams apart. They may be reinforced by contracts, incentives, hierarchy, or past experience, but they are not inevitable. Leaders and teams can choose different behaviors.

DISTRUST

Holding back the real numbers, assumptions, uncertainty, or risk.

Candor: put reality on the table early.

BEING RIGHT

Defending a position to be proven right rather than working the gap together.

Inquiry: work the problem, not the position.

SILOS

Keeping expertise in its own lane rather than integrating it into shared value.

Integration: optimize the whole, not only your scope.

SELF-PROTECTION

Pre-deciding the exit and the fault rather than co-stewarding the outcome.

Shared accountability: raise concerns early and solve across boundaries.

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MAKE THE COMMITMENT

BY SIGNING, I COMMIT TO:

1. **JOINING**
   Joining a cross-industry effort to advance a culture of collaboration - regardless of delivery method.

2. **ENGAGING**
   Engaging in the discussion and putting collaborative behaviors into practice across project teams and industry partners.

3. **ADVANCING PROJECT-FIRST**
   Advancing a Project-First mindset - the belief that how we show up and lead for the shared success of the project is how we deliver better projects together.

A PROJECT-FIRST COMMITMENT IN PRACTICE

- **SHARE OPENLY**
  Put reality on the table early.
- **SOLVE TOGETHER**
  Work the problem, not the position.
- **OWN THE OUTCOME**
  Act as co-stewards of shared success.
- **LEARN FORWARD**
  Carry what works into the next project.

HOW TO ENGAGE

- **JOIN THE INITIATIVE**
  Sign the Commitment.
- **ENGAGE**
  Participate in conversations and bring your perspective.
- **PUT IT INTO PRACTICE**
  Bring the Project-First mindset and collaborative behaviors to the teams and projects you are part of.
- **CARRY IT FORWARD**
  Share what works so the next project can benefit from what we learn together.

PEOPLE. PROGRESS. PROJECTS. TOGETHER.

ADVANCING A CULTURE OF COLLABORATION

COLLABORATIVE LEADERSHIP PROJECT

CollaborativeLeadershipProject.org

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WHY THIS MATTERS NOW

THE PRESSURE IS GREATER THAN ANY ONE PROJECT

Our industry builds some of the most complex projects in the world, yet too often we build them from separate corners.

ONGOING CHALLENGES

- **A** AGING INFRASTRUCTURE
- **$** LIMITED FUNDING
- **?** GROWING UNCERTAINTY

RELIABLE PARTNERS. PREDICTABLE OUTCOMES.

OWNERS NEED	INDUSTRY PARTNERS NEED
Reliable partners	Market certainty
Predictable outcomes	Capacity to invest
Responsible use of limited dollars	Ability to retain talent
Confidence to deliver capital programs	A reasonable understanding of risk

WHEN COLLABORATION IS WEAK:

- COSTS RISE
- SCHEDULES SLIP
- RISK GETS PUSHED
- TRUST ERODES

THE WORKFORCE CHALLENGE

We are losing experience faster than we are replacing it.

RETIREMENT
Institutional knowledge is leaving the industry.

COMPETITION
Every industry is competing for the same talent.

CULTURE
People choose places where they feel valued, safe, heard, and respected.

RECRUITMENT ALONE WON'T SOLVE THE WORKFORCE CHALLENGE.

How people experience our industry's culture matters to whether they choose to join - and whether they choose to stay.

PEOPLE. PROGRESS. PROJECTS. TOGETHER.

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WHAT WE BELIEVE

A PROJECT-FIRST CULTURE

A Project-First culture flips the dynamic. It means the owner's purpose and the project's agreed outcomes become the team's shared north star: every decision, activity, and conversation serves the success of the project. Owners, CM consultants, designers, contractors, and trade partners remain accountable for their distinct professional, contractual, and organizational obligations while acting as co-stewards of shared success. This is collaboration not as a buzzword, but as a performance strategy. Teams with a Project-First mindset ask not only, 'What protects my position?' but also, 'What gives the project the best opportunity to succeed?'

COLLABORATION IS A LEADERSHIP CHOICE

Collaboration is a leadership choice, not an automatic result of any delivery method. Design-Bid-Build, CMAR, CMGC, Progressive Design-Build: long-standing industry behaviors and ways of working can follow us into even our most innovative delivery models. No delivery method guarantees collaboration, and every delivery method can be strengthened by clear expectations, transparent information, aligned incentives, and disciplined team behaviors. On every project, the choice to collaborate is ours to make.

LEADERSHIP APPLIED TO HOW WE BUILD

This is leadership applied to how we build, not just who builds. Collaboration does not mean avoiding conflict, surrendering professional judgment, or agreeing on every issue. It means surfacing disagreement early, challenging ideas without diminishing people, making clear decisions, and remaining accountable for execution after the decision is made.

THE CONNECTION: PROJECTS, PROGRAMS, PEOPLE

Better projects. Predictable programs. A workforce that stays. Culture is not adjacent to performance; it is one of the mechanisms that produces it. The connection is reinforcing: collaborative behaviors improve project outcomes, repeated outcomes create predictable programs, and predictable programs retain people and institutional knowledge that strengthen the next project.

Change how teams work and you change the project. Repeat those behaviors across projects and you change the program. Build predictable programs and people stay, grow, and carry what they learn into the next project.

THIS IS LEADERSHIP APPLIED TO HOW WE BUILD

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DESIRED OUTCOMES

BETTER PROJECTS. PREDICTABLE PROGRAMS. A WORKFORCE THAT STAYS.

1 A PROJECT-FIRST CULTURE CHANGES HOW PROJECTS ARE DELIVERED

When a team trusts each other enough to be direct, issues surface earlier, decisions get made on time, teams work more efficiently, and risk is priced honestly instead of hidden. That can contribute to stronger cost control, better safety and quality outcomes, and fewer surprises. Owners and CM consultants gain early clarity; designers see their intent realized; contractors and trade partners experience stronger relationships and repeat work.

2 PROJECT-FIRST COLLABORATION CREATES PREDICTABLE PROGRAMS

One well-run project is an outcome. The same behaviors repeated across a portfolio become a system. When every project team operates to a shared standard, performance becomes less dependent on individual heroics. Owners gain forecasts they can trust, partners gain a basis to invest ahead of need, and programs gain the consistency to deliver what was promised.

3 COLLABORATION HELPS CREATE AN INDUSTRY PEOPLE WANT TO JOIN - AND STAY IN

People leave persistent chaos and environments where they are blamed, unheard, or set up to fail. Predictable programs mean steadier work, clearer expectations, and teams that are equipped rather than merely held accountable. People stay where they are valued, safe, heard, and respected. Retention is the compounding return on how we choose to work together.

PROJECTS. PROGRAMS. PEOPLE.