

CS502741

Building Trust in an Industry That's Actively Avoiding It

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Learning Objectives

- Learn about challenges that may be encountered in a project team, how they affect trust, and possible ways of resolving them.
- Build on best practices to enable better communication between project participants, such as designer, builders, and owners.
- Learn about applying different techniques for resolving conflict when it occurs.
- Learn methods and tools to incorporate better trust and collaboration into a project from the beginning.

Description

Trust is the foundation of every relationship. This applies in personal and professional situations, like the building of a building. The level of trust within a project team, between designers, contractors, and trades, can have a major impact on project outcomes. Do contract structures help or hinder? Do our software tools add or reduce trust? Have we built a culture of mistrust and litigation in a race to shed risk?

In this discussion, professionals from different backgrounds will discuss project challenges that may be encountered, their effect on trust in the project team, and possible resolution methods. We'll explore ways to build and repair trust, and cover how better communication can help, and what strategies may be available to build trust. We'll discuss positive impacts these can have, and how to be more proactive from the start, leading to better project execution. We'll seek ways to better collaborate—despite different backgrounds, goals, and expectations—to ensure a successful project.

Speakers

Robert Yori

Robert leads the Digital Solutions Studio in the Buildings + Places group at AECOM Metro New York. He enhances business through practice-oriented digital transformation, data-facilitated collaboration, technology adoption, process improvement, and change management. Robert works across AECOM in both strategic and tactical capacities to ensure quality digital delivery, identify opportunities for improvement, and advance global and local digital transformation efforts.

Robert has extensive experience in architecture, engineering, sustainability, design for manufacturing, business development, corporate research, and software development. He serves on AIA New York's Future of Architectural Practice Planning Committee, is co-author of the Mastering Revit book series, and contributed to the most recent version of the AIA's Architect's Guide to Building Performance.

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Geoff Camp

Geoff Camp is Director of Process Innovation at Suffolk Construction. In this role he supports and guides project operations teams across the country through Suffolk's Plan & Control process. He also supports Suffolk's Construction Solutions and Technology groups which incubate and scale new tools and processes across the company.

Geoff has been with Suffolk since 2017 and has more than 15 years' experience in the construction industry. He holds a Bachelor of Science in Architectural Studies from the University of Wisconsin- Milwaukee and is based out of Suffolk's Miami office.

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Andrew Mayo-Smith

Andrew Mayo-Smith is a Named Accounts Sales Executive at Autodesk. He joined Autodesk 8 years ago and, prior to his current role, he worked as a Customer Success Manager and Technical Support Specialist.

Before Autodesk, Andrew worked for a construction management firm in New England with a focus on MEP-heavy projects, such as lab spaces and academic buildings. He also worked for General Electric as a field technician servicing heating & cooling systems at college campuses and power plants.

Andrew lives outside of Boston, Massachusetts and enjoys golf, hiking, carpentry, and boating. As you read this, Andrew's wife Lauren is 8 months pregnant with their first child and she is less than thrilled that he is in New Orleans for the week.

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David Joslin

David Joslin is the Applied Technology Manager and a Sr. VDC Manager at Gilbane Building Company. He has over 14 years' experience with Autodesk software including Revit, Navisworks, and AutoCAD. While at Gilbane, a specific area of interest and expertise for David has been collaborative projects with intensive MEP and mission-critical systems. During that time, he also has been managing and strategically improving the technology and infrastructure for his local VDC group, including working to standardize the VDC infrastructure across the company. His ability to clearly communicate issues while driving at solutions that utilize the collective knowledge of the team has been recognized as a strength. His communication and team-oriented skill set is further bolstered by his experience with the software and the technology needed to run it. David holds B. Arch and M. Arch degrees, and is a registered Architect in Arizona.

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Discussion Outline

Below is the baseline outline we'll use for the panel discussion. It's not meant to be comprehensive, and the discussion may not even follow along the same path. The discussion will likely naturally move between these questions and topics as the panelists discuss their own experiences and insights regarding the questions presented, both from the outline as well as those that come from the audience. This is primarily meant to help participants get in the right mindset as they approach the discussion, and is provided for your own usage and contemplation outside of the conference.

- Why Trust?
 - Rowboat example – don't get very far if all are not rowing in same direction
 - Ex: if everyone trying to do their own thing, or serve their own interests above all others'
 - No one person can do everything on a building project anymore; teamwork is required, not just a nice-to-have

- What is trust?
 - What does it mean to you personally?
 - What does it mean in a professional or project context?
 - Some background articles/professional references
 - (see Reference Material below for links to these and other articles on the subject of trust in our industry and in the workplace generally)
 - "The 3 Elements of Trust." *Harvard Business Review*
 - 3 highest scoring elements (in order)
 - Positive relationships (most impactful)
 - Good Judgement, aka expertise
 - Consistency
 - "Cultivating Trust Is Critical..." Kellogg School (Northwestern Univ)
 - 3 dimensions of trust:
 - Competence – ability to do the job
 - Honesty/Integrity – Keeps promises, no lies/hiding
 - Benevolence – best interests, cares about you
 - Strong correlation between the 3 elements noted above, and these 3 dimensions
 - Positive relationships ↔ Benevolence
 - Good Judgement/expertise ↔ Competence
 - Consistency ↔ Honesty/Integrity
 - Also reference: Autodesk Report: "High Cost of Low Trust"
 - Potential facets of trust we encounter:
 - Between people/companies
 - In processes
 - In tools
 - In data generated

- What challenges may be encountered in a project setting?
 - Examples:
 - Dealing with late information, possibly intentionally held back (Courthouse additional detention level ceiling height)
 - user group not giving needed info until nearly too late (but team able to still correct on time)
 - Broken models, using tools wrong (Student housing development)
 - Users unfamiliar w/ software using wrong methods (+trust built from helping fix models)
 - CM/OPM miscommunications (NV hospital project)
 - OPM acting beyond their scope, but not taking responsibility
 - How do challenges affect trust between participants?
 - What are the causes of those challenges?
- How can contracts help or hinder trust?
 - Potentially adversarial nature of contracts
 - Delivery methods that are less trusting than others
 - Alternative view: can contracts help build trust when there isn't established relationship between parties?
- How does software (or other tools) help or hinder?
 - Examples:
 - Hinder: Interoperability? Missing elements?
 - Help: quick changes (see courthouse above)
 - How to build trust in tools/data to help with decision making?
- Conflict resolution and building trust
 - What are some ways to resolve conflicts?
 - What have you seen that has worked?
 - How can trust be built?
 - Or rebuilt when damaged?
 - What are some ways to build it from the beginning? (ways to prep for challenges that will come)
 - How can we enable better communication?
 - How to better collaborate?
 - How do better communication and collaboration help?
 - Good example:
 - Intentionally inclusive team (NC Datacenter)
 - JV working as one, including remote people like they were on site, working w/ design team as partners
 - A lot of similarities to the courthouse team
- Wrap up
 - Back to “why” – why is this topic important to you?

Reference Material

Here are some articles/publications that provide good insights into trust in the workplace, and some related observations.

- Primary Resources:
 - “The 3 Elements of Trust.” *Harvard Business Review*
 - Article discusses 3 highest scoring elements (in order)
 - Positive relationships (most impactful)
 - Good Judgement, aka expertise
 - Consistency
 - Zenger, Jack, and Joseph Folkman. “The 3 Elements of Trust.” *Harvard Business Review*, 5 Feb. 2019, <https://hbr.org/2019/02/the-3-elements-of-trust>.
 - “Cultivating Trust Is Critical—and Surprisingly Complex.” *Kellogg Insight*, Kellogg School Northwestern University
 - Article discusses 3 “dimensions” of trust:
 - Competence – ability to do the job
 - Honesty/Integrity – Keeps promises, no lies/hiding
 - Benevolence – best interests, cares about you
 - These three items correlate strongly with the 3 elements noted in the Harvard Business Review article
 - Calvert, Drew. “Cultivating Trust Is Critical—and Surprisingly Complex.” *Kellogg Insight*, 7 Mar. 2016, <https://insight.kellogg.northwestern.edu/article/cultivating-trust-is-critical-and-surprisingly-complex>.
 - Autodesk Report: “High Cost of Low Trust”
 - PDF report, downloadable from the summary article linked below
 - Data shows strong correlation between amount of trust in an organization and the economic stability of the organization
 - Per the report, “high trust” organizations typically:
 - Are transparent and consistent
 - Create safety and security
 - Share information openly and easily
 - Are more collaborative
 - Develop their employees
 - Thomas, Eric. “Trust in Construction: New Research Highlights the Business Impact.” *Autodesk Construction Blog*, 10 Mar. 2020, <https://constructionblog.autodesk.com/trust-in-construction-fmi/>

- Additional resources:
 - A second article regarding the Autodesk Report included some additional points and customer quotes
 - Ellis, Grace. “How Successful Construction Firms Build Trust.” *Autodesk Construction Blog*, 13 Mar. 2020, <https://constructionblog.autodesk.com/construction-firms-build-trust/>
 - The BetterUp website has several articles related to trust in the workplace. Here are two that were particularly relevant:
 - Wooll, Maggie. “How to Build Trust in the Workplace: 10 Effective Solutions.” *BetterUp*, 28 May 2021, <https://www.betterup.com/blog/how-to-build-trust>.
 - Hickey, Kasey. “3 Research-Backed Ways to Build Trust.” *BetterUp*, 2 Sept. 2019, <https://www.betterup.com/blog/3-research-backed-ways-to-build-trust>.
 - The Our World in Data project has a page summarizing data from other sources regarding trust on a more societal scale, for many countries around the world:
 - Ortiz-Ospina, Esteban, and Max Roser. “Trust.” *OurWorldInData.org*, 2016, <https://ourworldindata.org/trust>.
 - Forbes article that includes some hints on building or restoring trust:
 - 6 building blocks
 - Reliability and Dependability
 - Transparency
 - Competency
 - Sincerity, Authenticity and Congruency
 - Fairness
 - Openness and Vulnerability
 - Jaffe, Dennis. “The Essential Importance Of Trust: How To Build It Or Restore It.” *Forbes*, 5 Dec. 2018, <https://www.forbes.com/sites/dennisjaffe/2018/12/05/the-essential-importance-of-trust-how-to-build-it-or-restore-it>.
 - Harvard Business Review has many more articles in addition to the one listed above. Here’s another that supported the insights that were discussed in other articles:
 - Alisa Yu, Julian Zlatev, and Justin Berg. “What’s the Best Way to Build Trust at Work?” *Harvard Business Review*, 18 Jun. 2021, <https://hbr.org/2021/06/whats-the-best-way-to-build-trust-at-work>.