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# Blueprints for Leadership in Collaborative Delivery

May 7, 2026

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# Agenda

- Design Bid-Build – What's not working?
- Collaborative Delivery Benefits
- What's limiting collaboration?
- Improving Collaboration Through Leadership
- Q & A



# Black & Veatch Team



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Area Lead | Northwest



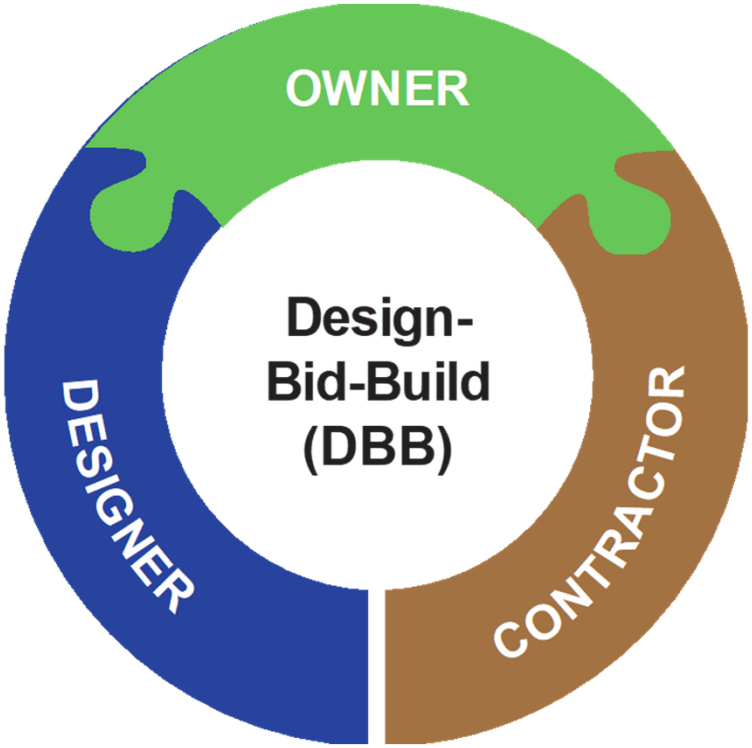
**Hamid Rezaei, PE, PEng, DBIA**
Director, Collaborative Delivery
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# Design-Bid-Build…What's Not Working?

# Complaints with DBB

- Multiple Contracts to manage
- “Liability gap” between design and construction contracts
- Limited knowledge of construction means and methods
- Engineer or 3rd Party oversight is necessary during construction
- Late project pricing indications
- Higher change order costs and schedule impacts



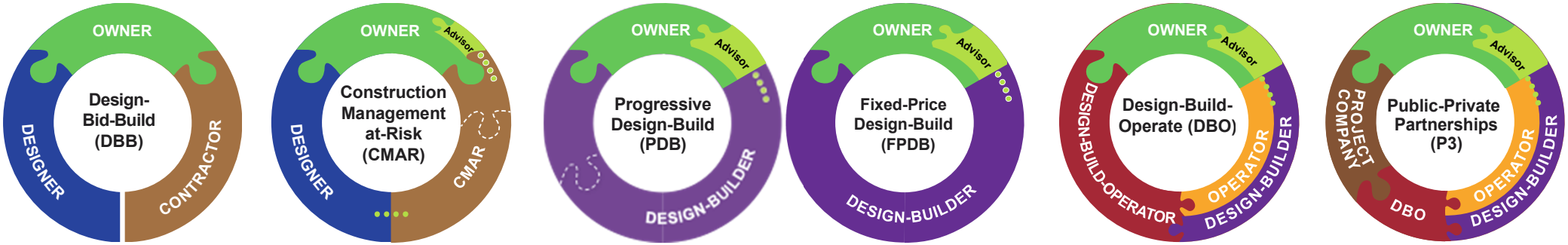

*Design Bid Build is one tool in the toolbox*

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# Collaborative Delivery Benefits

# Spectrum of Collaborative Project Delivery Options

**Traditional** DBB | **Collaborative Delivery** CMAR | Design-Build | Design-Build-Operate | P3




## "Cast" of Participants

- Owner
- Owner Advisor
- Designer
- Contractor/CMAR
- Design-Builder
- Design-Build-Operator
- Operations and Maintenance Firm
- Special Purpose Project Entity/Finance

## Types of Relationships

- No Contractual Relationship
- Contractual Relationship
- Contract Amendment for GMP or Fixed Price
- Embedded Relationship
  (not contractual, but required critical interaction)

# Why Consider Collaborative Delivery

- Contractor input during design
- Quals based contractor selection
- Schedule acceleration with Early Works Packages
- Flexibility in risk sharing
- Early cost deviation indications



Just because you can draw it, doesn't mean it can be built

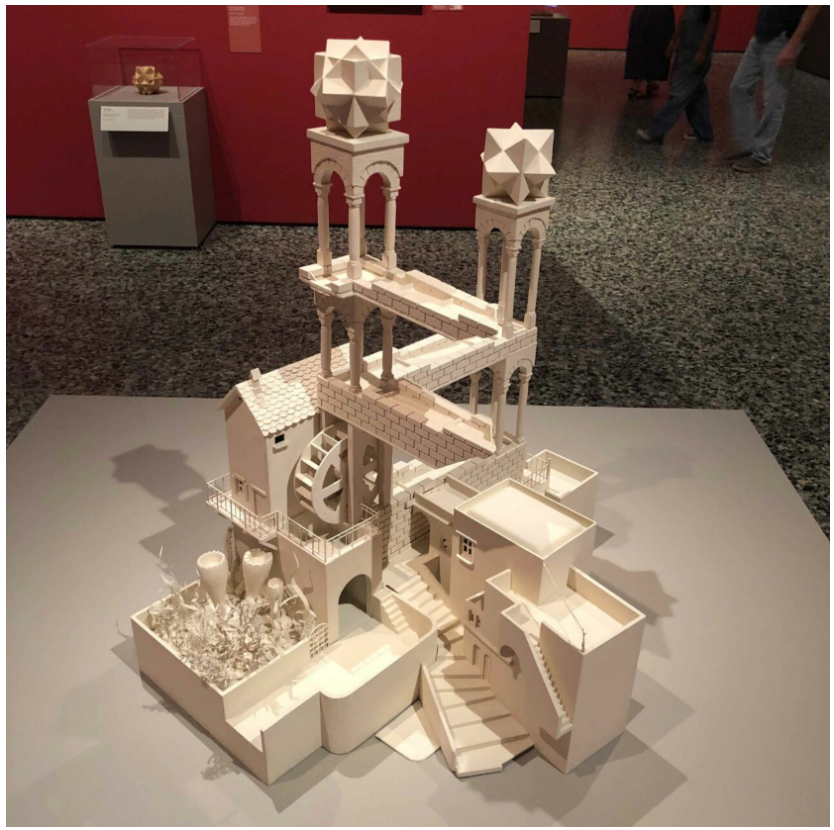
*Collaborative delivery expands the toolbox*

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# What's Limiting Collaboration?

# We Didn’t See These Benefits – Why?

- Owner’s limited experience and team setup for success
- Walls/barriers to collaboration (incentives, etc.)
- DB sometimes results in Owner’s limited access to Engineer
- Traditional engagement between Engineer and Contractor
- Missing subcontractor engagement
- Decision-making process



*New processes often require continuous improvement*

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# Improving Collaboration Through Leadership

# Leading Collaborative Delivery for Success

1. Create the right team environment
2. Aligning contractual incentives with the goals of the Owner and project
3. Early contractor engagement, better influence over design
4. Don’t over-constrain the scope and fee
5. Prioritize and execute




*Leaders significantly influence project outcomes*

# Create the Right Team Environment

1. If it Affects the Project, You Own it
2. Silence Is Not Free
3. Your Calendar Is Your Leadership Statement
4. Rework: It’s Often a Leadership Failure, Not a Technical One
5. Spend Time Where Only Leadership Can Add Value






*The best team environments are a product of deliberate leadership activities*

# Aligning the Team Through Incentives

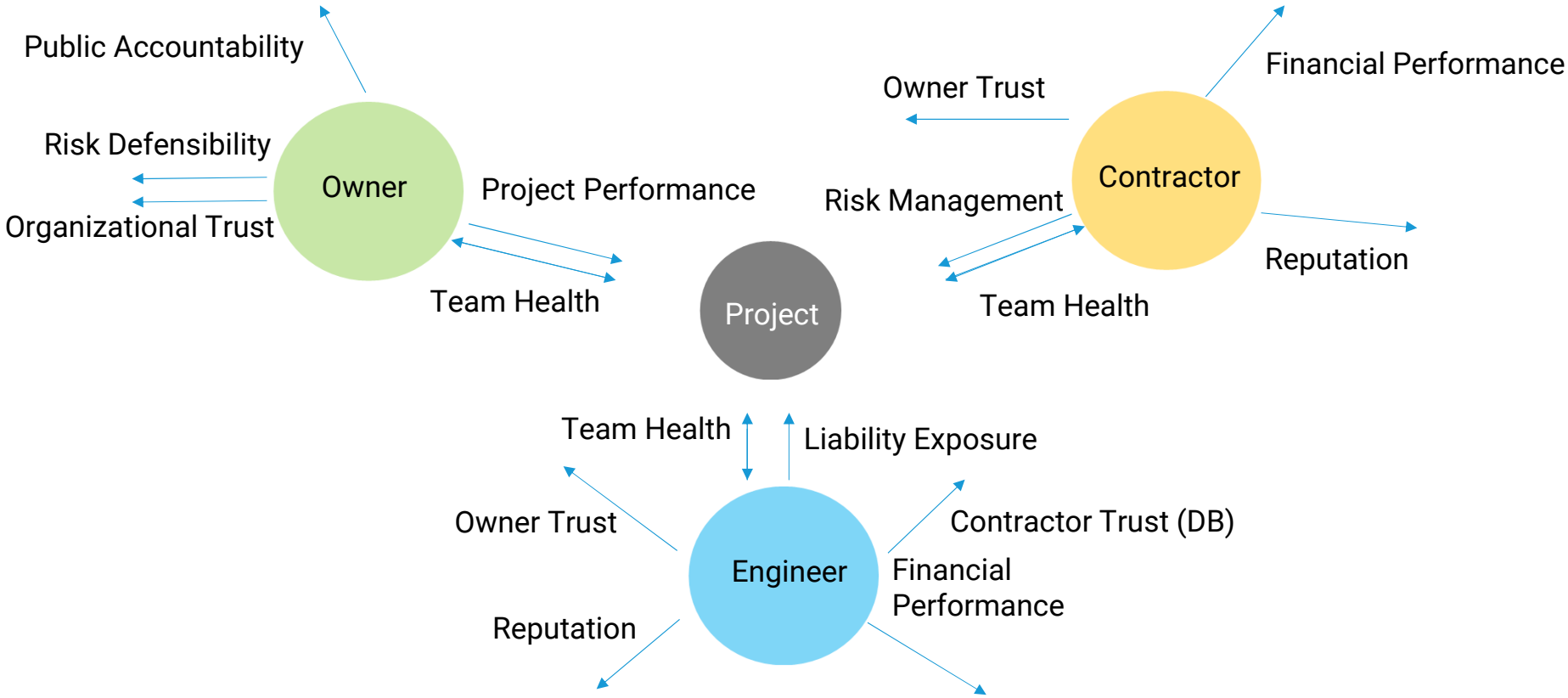
| Owner PM's Incentives |
| --- |
| Public Accountability |
| Risk Defensibility |
| Organizational Trust |
| Project Performance |
| Team Health |

| Contractor PM's Incentives |
| --- |
| Financial Performance |
| Risk Management |
| Industry Reputation |
| Owner's Trust |
| Team Health |

| Engineer PM's Incentives |
| --- |
| Financial Performance |
| Liability Exposure |
| Industry Reputation |
| Owner's Trust |
| Team Health |
| Contractor's Trust (DB) |



# Aligning the Team Through Incentives



# Aligning the

Public Accountability

Risk Defensibility

Organizational Trust

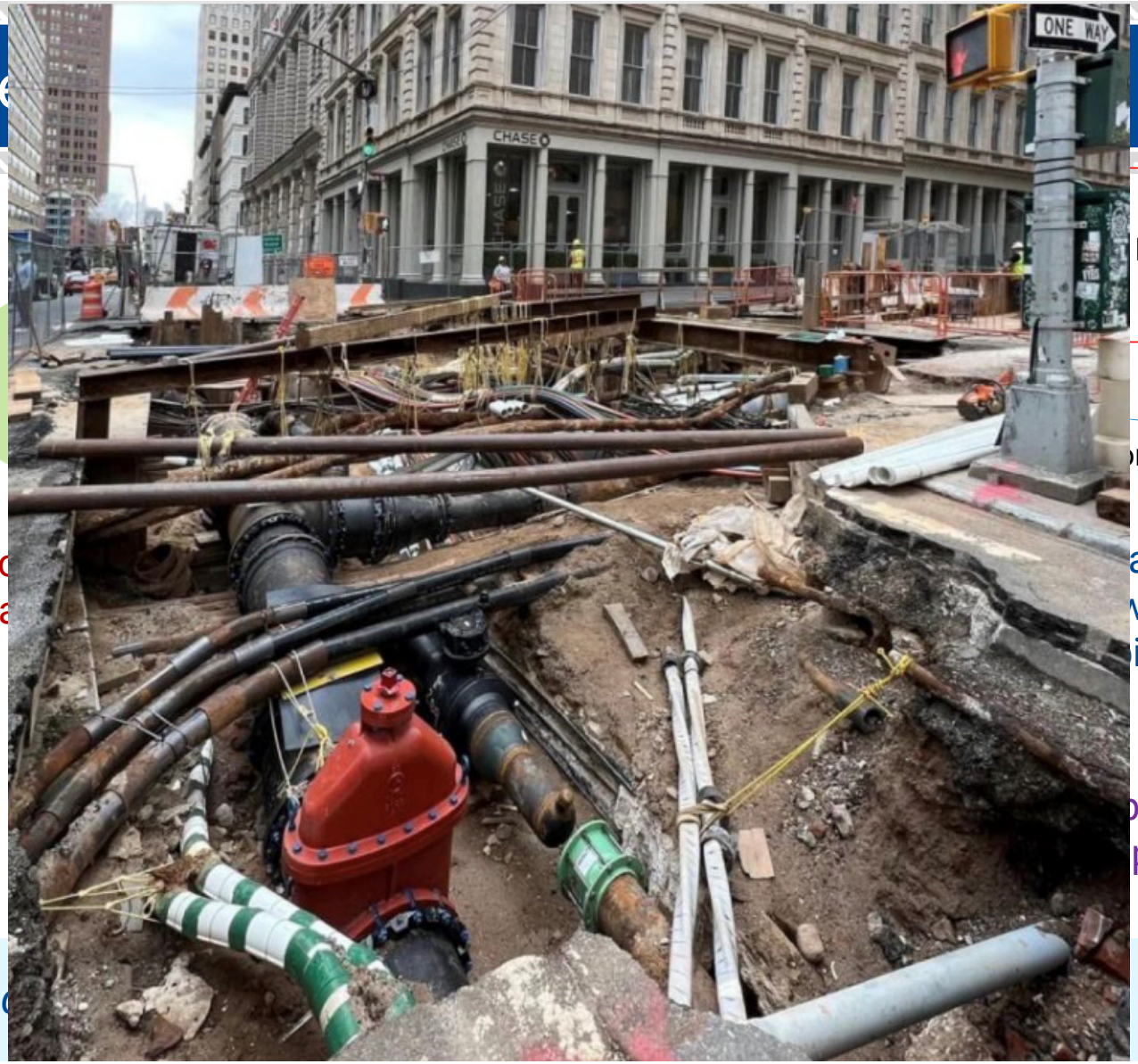
Performance

on

What if we align Pro
Performance w/ Fina
Performance?

align Financial
w/ Risk Management
ility Exposure?

ppens to the rest of
peting incentives?




*Incentives*

# Aligning the Team Through Incentives

None of these incentives are “wrong”

Conflict arises when incentives are unacknowledged

Leadership is the mechanism that aligns:

- Owner's accountability
- Contractor's risk and margin
- Engineer's professional judgement

# Effective Early Contractor Engagement

- Hard Hat Constructability Reviews©
- Subcontractor & Manufacturer engagement
- Pursue total ownership understanding
- Owner Discussions
- Incorporate feedback and iterate, as needed





# Unconstrained Phase 1 Contracting





# Unconstrained Phase 1 Contracting

- The conundrum: “apples to apples” proposals
- Focus on Phase 1
  - Experience
  - Innovative Ideas
  - Approach to GMP
- If you must constrain scope…
  - Develop a process for active change management



# Leadership Principals (Prioritize and Execute)

1. Time Is A Shared Asset, Not A Personal Resource
2. Early Time Is More Valuable Than Late Time
3. Unmade Decisions Are The Most Expensive Use Of Time
4. Alignment Is A Time Investment, Not An Overhead Cost
5. Trust Is A Time Multiplier
6. Schedules Don’t Control Time, Behaviors Do



# Execute

1. Execution Is Enabled by Clarity, Not Control
2. Establish Minimum Viable Decisions (MVDs)
3. Use Trust to Compress Execution Time
4. Match Tempo to Decision Impact
5. Communication is the key



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# Thank You

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