

*To Be Published Spring 2020!*

A Handbook of Construction Partnering and  
Continuous Improvement Processes and Resources to  
**MAXIMIZE YOUR PROJECT & TEAM SUCCESS**

# BETTER AS A TEAM



THE 4 PILLARS OF CONSTRUCTION TEAM COLLABORATION



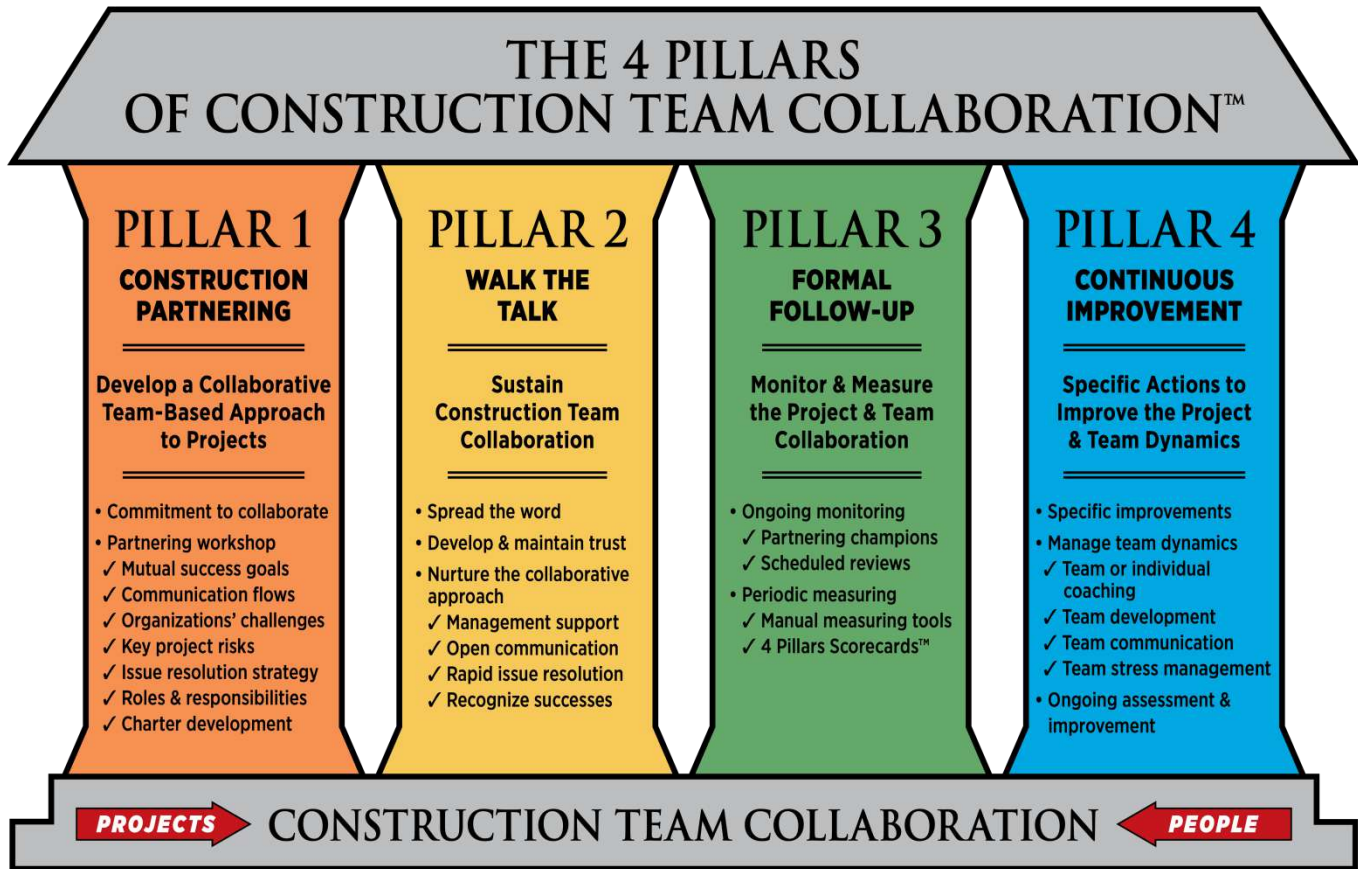
Includes  
Downloadable  
COMPANION  
WORKBOOK



**ALLAN K. LOWE**, MBA, B.COMM., C.E.T.

**BETTER AS A TEAM:**  
**The 4 Pillars of Construction Team Collaboration**  
by Allan K. Lowe, MBA, B.COMM., C.E.T.

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*The 4 Pillars of Construction Team Collaboration™ is a Trademark of Allan Lowe Partnering & Scorecards Inc.*

- Would you like to learn proven practices and processes and have access to over 30 downloadable resources and tools that you can use to improve your construction projects and your teams?
- Would you like to increase profits on your projects?
- Would your projects benefit from fewer schedule changes?
- Would you like to improve safety for your project team members?
- Could your projects and teams benefit from improved communication and relationships between project team members?
- Would you like to reduce the stress levels of your team members?

**If you answered YES to these questions, then you need to be BETTER AS A TEAM!**



**BETTER AS A TEAM: The 4 Pillars of Construction Team Collaboration** is a comprehensive book based on *The 4 Pillars of Construction Team Collaboration™* model. This proven collaborative approach will help construction project owners, architects, engineers, and contractors improve their projects and their project teams.

## ***Let's look at*** **THE 4 PILLARS OF CONSTRUCTION TEAM COLLABORATION™**

*The 4 Pillars of Construction Team Collaboration™* outlines proven processes and practices that will increase and sustain collaboration between construction team members from the beginning of a project through to its completion.

### **PILLAR 1: CONSTRUCTION PARTNERING** ***Develop a Collaborative Team-Based Approach to Projects***

**Pillar 1** is focused on the components of proven collaborative construction partnering practices and processes. You will learn tools and techniques to increase mutual understanding of all stakeholders' challenges and concerns, and to increase trust between all project team members. You will have access to downloadable templates to easily develop highly effective Project and Partnering Success Goals, work through issues in a non-confrontational manner, and clarify team members' roles and responsibilities. You will also learn collaborative risk assessment processes, as well as procedures to ensure mutual understanding of all stakeholders' lines of communication.

### **PILLAR 2: WALK THE TALK** ***Sustain Construction Team Collaboration***

**Pillar 2** provides information and best practices to help ensure that the processes and knowledge that your team develops to improve the project and team collaboration are sustained for the duration of the project.

### **PILLAR 3: FORMAL FOLLOW-UP** ***Monitor and Measure the Project and Team Collaboration***

**Pillar 3** identifies the need to monitor and measure the status of the project and state of team member collaboration on an ongoing basis, and provides monitoring and measuring tools to address this need. This pillar is very important as lack of formal follow-up is a leading cause of collaboration failure in partnered construction projects.

### **PILLAR 4: CONTINUOUS IMPROVEMENT** ***Specific Actions to Improve the Project and Team Dynamics***

**Pillar 4** focuses on diligently applying the team members' feedback to improve the project and/or the project team's dynamics. It identifies potential steps for team members to collaboratively implement project specific improvements, and includes approaches to leverage team members' personality styles to improve team development, communication, and stress management.

## HOW YOU CAN USE THIS BOOK...

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**BETTER AS A TEAM: The 4 Pillars of Construction Team Collaboration** is a comprehensive, practical, and pragmatic book that will benefit anyone working with construction teams. It contains detailed information, explanations, examples, and supportive stories that illustrate the practices and processes identified in the book. Additionally, as the owner of this book, you will be provided with a link to the **BETTER AS A TEAM** website where you can download the resources, tools, and templates outlined and illustrated in this book.

This book deals primarily with specific project partnering; however, Chapter 5 identifies other applications of the partnering approach, including Strategic Partnering, Industry-Wide Partnering, Public Partnering, Highway Operations Partnering, Environmental Partnering, and BIM Project Partnering.

**Follow the adventures** of Rob Mitchell, Director of Construction Operations for Quality Contracting Group\*, as he uses **The 4 Pillars of Construction Team Collaboration™** to transform his mega-project team from an environment of mistrust and conflict into a collaborative construction team. This interesting, fun, and illustrative story provides clear step-by-step insights on how using **The 4 Pillars of Construction Team Collaboration™** can benefit your project and your team!

**BETTER AS A TEAM: The 4 Pillars of Construction Team Collaboration** will be available in paperback and eBook formats. In addition, a **BETTER AS A TEAM – Companion Workbook** will also be available.

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\*All names are fictional to protect the privacy of individuals and organizations. This is an illustrative story based on real life experiences with teams that have used *The 4 Pillars of Construction Team Collaboration™* methodology to improve their projects and project teams.

## ABOUT THE AUTHOR

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**Allan K. Lowe**, principal of Allan Lowe Partnering & Scorecards Inc., is a recognized and respected construction professional. He started his construction career straight out of high school, and has experienced the construction world from the shovel to the boardroom.

**Allan understands construction.** He spent over 15 years on-site as a civil project supervisor and manager. He was a manager in the homebuilding industry with responsibility for completion of two hundred homes at a time, and was a certified building inspector. He has worked in industrial plants, on Olympic venues, and has surveyed a water line in Tanzania, East Africa.

Allan has worked for construction owners, major land development and consulting engineering firms, and contracting firms. Prior to starting his Construction Team Collaboration business in 2006, Allan was President and CEO of a major construction industry association with over 600 corporate members, including global consulting engineering firms and contractors.

Since launching Allan Lowe Partnering & Scorecards Inc., Allan has led collaborative partnering on over 100 major construction projects, ranging in value from \$1 million to over \$900 million. Over 2,500 construction team members, including owners, engineers, architects, contractors, and third party stakeholders have attended Allan's partnering sessions. Projects have included highways, bridges, light rail transit (LRT) projects, hospitals, recreation centres, libraries, power generation facilities, oil sands and industrial projects, post-secondary education buildings, environmental projects, and an international airport.

Allan has written Partnering Guidelines Manuals, and developed Partnering Toolkits providing construction professionals with processes and tools to complete their projects in a collaborative environment. He has trained over 500 construction team members in Construction Team Collaboration.

Allan also developed Project Scorecards™, which are online project measuring instruments to evaluate the status of construction projects and team collaboration. Over 3,600 Project Scorecard Reports have been issued, and Project Scorecards™ are now a requirement on many large infrastructure projects. Over 94% of Project Scorecards™ participants have found them to be helpful in monitoring their projects.

Allan understands the business side of construction, holding a Master of Business Administration (MBA) and a Bachelor of Commerce degree. He is a Certified Engineering Technologist with an engineering technology diploma from the Northern Alberta Institute of Technology. He completed Partnering Facilitation Training from the International Partnering Institute, and is a Certified True Colors® International Personal Success & Teambuilding Facilitator. As well, he is a Personality Lingo® Qualified Presenter.

Allan Lowe Partnering & Scorecards Inc. provides construction team collaboration services to construction owners and to the architectural, engineering, and construction (AEC) community. Allan delivers presentations and training seminars at industry and professional conferences, and for individual organizations. He also provides construction partnering facilitation, Project Scorecards™, and construction team dynamics training. In addition, Allan works with construction owners and private AEC firms to develop construction partnering programs for their organizations.



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**ALLAN LOWE  
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