Beyond Fusion 360: Developing Collaborative Soft Skills

Pamela Bryan
Account Manager, Global eTraining
@GeTPamB
Collaborative design software such as Fusion 360, BIM 360 Glue and Vault enable a whole new way of working.

But software skills alone can’t change how people work.

Result: Promise of the software and ROI not realized.

Missing Link = Collaborative Soft Skills.
Key learning objectives

At the end of this class, you will be able to:

- Discover the nature of collaboration and what is required
- Discover how soft skills are able to complement collaborative software
- Discover the most important soft skill set that secures success
- Learn how to encourage soft-skill development in the workplace
Introduction: The Collaborators

Tanner Clark
Director BIM / VD
Construction Services
Stuart Olson
Calgary, Alberta

Dan Doherty
Manager of Virtual Construction
Clark Builders
Calgary, Alberta

Todd Shackelford
BIM Manager
Leo A Daly
Omaha, Nebraska

Brett Endres
Sr. Project Manager/VCS Manager
Modern Construction Services
Seattle, Washington
Introduction: The Collaborators

Siggy Pflender
Director of Virtual Construction
Columbia Construction Company
North Reading, Massachusetts

Bob Beckerbauer
BIM Coordinator
RDG Planning & Design
Omaha, Nebraska

Aaron Lanting
Department Manager
Virtual Design and Construction
Turner Construction
Seattle, Washington

Brent Darnell
Brent Darnell International
Collaboration Defined
What is Collaboration?

“Cooperative arrangement in which two or more parties (which may or may not have any previous relationship) work jointly towards a common goal.”

~ businessdictionary.com
What are Soft Skills?

- Collaborative Soft Skills = People Skills
“Every year I say we’ll be there with BIM in the next five years. Within five years I hope I don’t have to say ‘in five years’ anymore. I’ve been saying it for twenty years now.”

~ Tanner Clark, Director, BIM / VDC Construction Services Stuart Olson
What is BIM?

BIM is:

- 10% Technology
- 90% Sociology
BIM Without People

- Defined Process
- Shared Definitions
- Software Tools

Going Nowhere Fast
The Missing Link
90% Sociology

- Defined Process
- Shared Definitions
- Software Tools

PEOPLE
BIM Without Collaborative Soft Skills
The Pay-off
Getting Collaboration Right

- Better with relationships - Communication
- Time Management - Stress Management
- Innovation - Creativity

RESULT
- Present themselves better to other stakeholders.
- Better relationships with customers

IMPROVE YOUR COMPETITIVE POSITION
Soft Skill Sets to Secure Success
Identifying the Soft Skill Sets to Secure Success

- Communication
- Problem Solving / Decision Making
- Negotiation
- Leadership
- Conflict Management
- Self Awareness
Model: Four Stages of Team Development

Bruce Tuckman, 1965
Developmental Sequence in Small Groups

- Stage 1: Forming
Model: Four Stages of Team Development

- Stage 1: Forming
- Stage 2: Storming
Model: Four Stages of Team Development

- Stage 1: Forming
- Stage 2: Storming
- Stage 3: Norming
Model: Four Stages of Team Development

• Stage 1: Forming
• Stage 2: Storming
• Stage 3: Norming

• Stage 4: Performing
Making it Happen

Encouraging Soft Skills Development

Get 3 Things Rights

1. Start early enough to allow the team to form
2. Great BIM Coordination Meetings
3. Internal Training Programs to Build & Reinforce Skills
Start Early Enough to Allow The Team to Form

** Bring the sub-trades in early enough **
BIM Coordination Meetings
Tips for Doin’ it Right

The First Meeting

- Set the tone and expectations
- Technical process
- + Interpersonal process (the ah-ha moment)
BIM Coordination Meetings
Tips for Doin’ it Right

Job #1

Shared Goal = Creating a Great Building Together
‘There is no such thing as a hole in your side of the boat. We’re on the same boat. We float or sink together’

~ Fred Kofman, Conscious Business Academy
BIM Coordination Meetings
Tips for Doin’ it Right

We’re here to learn how to do it right the first time

- Shared Goal = Create an excellent building
  NOT a jigsaw puzzle
- Understand priorities of all disciplines
- Demonstrate good problem solving
- The person with the best leadership skills will lead
  - Maybe it’s you!
CASE STUDY: Setting BIM Coordination Expectations

1. Contracts require in-person BIM coordination meetings

2. First meeting the GC BIM coordinator explains:
   a) Why we’re meeting in person
   b) The Carrot: We can go to video meetings when ready
   c) If we regress, we’ll start in person meetings again
CASE STUDY: Setting BIM Coordination Expectations

3. Set clear expectations for communication
4. Set clear expectations for delivery
5. Strongly enforce the rules from the start
CASE STUDY: Setting BIM Coordination Expectations

6. A senior GC exec. attends first meeting and shows up periodically to check individual performance.

7. If team members not meeting expectations:
   a) Private meeting and positive tone
   b) Highlight cost to themselves and the project
   c) Use threat of financial penalty as last resort
Internal Training Programs to Build & Reinforce Skills
Lessons Shared

Self-Awareness & Responsibility
Lessons Shared
Self-Awareness

Strike When the Iron is Cold

- Know yourself. Recognize negative emotion
- Slow down
  - No fast decisions. Don’t hit send. Wait.
- Pass decision by a neutral party
Lessons Shared

Self-Awareness

Deal with problems early

- Own it and share – set an example
- You have the power to break the cycle
- End culture of avoidance
- Reduce Delays & Costs
Lessons Shared
Communication Tips

Communicate clearly and explicitly – Save time for all

- What you need, what you want, WHY
- Tell them the WIIFM
- Stop and think. Re-read then send the email
Lessons Shared
Communication Tips

Use the right tool for the job:
Frame it right

Problem, error, issue

Concerns, questions, clarifications
Lessons Learned & Shared
Problem Solving Tips
Lessons Shared
Problem Solving Tips

Turn **Blame** into **Appreciate and Suggest**.

- Start with an appreciation statement
- Make a suggestion
- Inquire: Does that work for you?

Fred Kofman, Conscious Business Academy

6 minute video @ https://www.linkedin.com/pulse/turn-blame-and-threat-appreciate-and-suggest-93-fred-kofman?trk=hp-feed-article-title-publish
Lessons Shared

Problem Solving Tips

- It’s never THIS or THAT – look for the third choice
- Look for the root problem
Lessons Shared

Negotiation Tips

It’s all about the Shared Goal

- What does the other person need, want and VALUE
- Make them feel important
- Lead by demonstrating give and take
Lessons Shared
Tips to Build Trust

- Shared Goal & Own Interest have equal value
- Deliver as Expected
- Seek win/win/win solutions
Lessons Shared
Building Trust

When you are trusted you can lead

- Use Trust + Shared Goal + Logic
- Build Consensus
- No Matter Your Role - You will Become a Leader
Announcing: A New Partnership
Global eTraining
Total Leadership Library

- Introduction to Emotional Intelligence for the AEC industry
- Relationship Skills: The 12 Steps to High Performing Teams
- Presentation Skills: How do people perceive you?
Global eTraining
Total Leadership Library

- Primal Safety: How to motivate people to make safe decisions.
- Innovation and Creativity
- Improvisation and Leadership
- Time Management and Systems Thinking
- Workforce Development
Be heard! Provide AU session feedback.

- Via the Survey Stations, email or mobile device.
- AU 2016 passes awarded daily!
- Give your feedback after each session.
- Give instructors feedback in real-time.
Learn something worth sharing?

After AU visit:

AutodeskUniversity.com

Click on My AU to share your AU experience with:

- Colleagues
- Peers
- Professionals

Save hundreds of sessions worth sharing.

#AU2015