

00:12 Reinventing BIM leadership from the ground up

02:11 Architects 80%

02:25 Engineers 15%

02:41 Civil. Few

03:02 How do we get to BIM leadership 2.0?

03:46 Why?

03:49 New Services. Asked to do things we were not asked to do before.

04:23 Owners require BIM execution plans

04:35 Spread out ourselves globally

05:50 You can't hold back the ocean because it is not rain or one wave but an entire

06:14 ocean. We cannot ignore what is coming and work with the same

06:46 methodologies as we did in the past.

07:06 If we only focus on technology and not the people we are making a mistake.

07:50 Training is not the only piece to taking care of people.

08:08 Strategic planning

08:18 Capability maturity

08:26 Leadership skills

08:33 Process vs tool

08:40 Organization changes. What is required to be successful.

09:01 The key to successful leadership today is influence, not authority.

09:27 - Kenneth Blanchard

10:52 The concept of build it and they will come is not always true. We sometimes

11:14 need to step back from our plan and approach from a different direction.

12:35 8 steps

12:05 1 establish a sense of "urgency"

12:19 2 creating the guide "coalition"

14:42 Change management strategies question

15:07 Jim summers Stantec

16:15 Looked at what the tool did well. Picked a project that could benefit. Worked off

16:34 hours and then showed results to team. Created value through showing.

17:44

John antsula URS

17:58

Training without producing doesn't help. Identify a swat team with the rit people who are adaptable and then show results to others. If they look like they are having fun then others want to join in. Picking the right people are most important.

18:21

18:45

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19:19

Mike lemux construction company

19:44

Catalyst for change was identifying opportunities from the field. Who is left to execute and utilize data identifies end goal. Can effect bottom line

20:17

21:00

Marty cannon design

21:12

BIM projects are many times budget breakers and everyone loves it but it is hard on the architect and saves others money.

21:34

21:56

John URS

22:03

Don't do anything you are not being paid to do. Base BIM cost on deliverables need.

22:26

22:34

Marty was asked what are you using Revit for? Each project they add more data but every time you push it further is affects the bottom line. Engineers still like the old school way. They don't trust the analysis

23:06

23:45

24:07

Jim - you need to prove the numbers of analysis.

25:04

Jim - what gives when you are doing more work and getting paid the same while the contractor does less and gets paid the same.

25:53

25:31

What defines the qualities of a BIM leader? Question

26:24

Mellissa delvic

26:31

Can this be a single person or a knowledge sharing group.

26:56

Jim you need to be able to lead

27:08

John you need to build passion

28:41

Sean. Every project has a BIM leader which is a technical role. As people get more experienced they become a dime a dozen. How do you then find someone who looks at the bigger picture? Larger projects they have two people as BIM leader. One is technical and one is a project leader.

29:14

29:38

30:03

31:36 Brad Novak Chicago firm
32:00 Qualities of a leader. Someone with a lot of experience. Not in BIM but needs of
32:39 projects and internal processes.

34:04 Jim - person needs to be honest about what it can and cannot do. You can't let
33:32 the fail. Sales is important. Convey in non technical terms the value.

34:31 David - Richard bowen associates
34:51 Consistency from one project to another is critical. Having that person to
35:10 coordinate that consistency is essential. Can be best technical or a team/group.
35:53 Raises the efficiency and profitability.

36:15 Marty - need to document standards

37:04 50/50 for BIM leaders being billable or not billable

37:32 How do we develop skills, and craft the culture change? Question
38:46 Jim - education is largest and most important aspect. Not just technical experts
39:17 but bring everyone to a comfortable level of use. Also need to train your process
39:56 since each project is different. Each office delivers projects slightly differently.

43:29 Jim - you need to have shared responsibility in creating a plan. It cannot rest on
44:02 one individual.

45:07 Sean - best practices is replacing standards.

50:12 David - BIM sharing can be an issue as much as a benefit since someone saw
46:10 something on augi. They don't always follow the best practices

47:17 Sean - communication helps cover things that are not documented in best
47:41 practices

47:49 Jim - let some things go if someone wants to explore something.

49:23 David - each project gets better so you can only tell them what worked on the
48:44 last projects.

51:10 What have been our successes or failures? Questions

51:49 1.0 was getting software out there

52:01 2.0 implement the next strategy which is about social

52:41 Who are the change leaders, how to document, how to benchmark...

53:39 Jim - Needs to be a living plan and not a static document. Setup realistic goals
53:53 for your teams as they learn and develop. You need to explore where are you
54:45 and what do we do next?

55:58 How do you get BIM into the hands of senior management without them being
56:30 comfortable and at the same time still making the budget?

58:11 Hilda perkins and will

58:29 BIM group started with giving and giving and now they are at a stage where
58:53 they can now receive information and process changes back from the users.
59:20 Encourage those who use to help influence best practices and procedures.

59:46 Jim - show successes from one project and show to others by utilizing the
1:00:30 person who actually created that project share it.