

# TOUCHING BASE

MONTHLY NEWSLETTER

April 2022



## IPD CERTIFICATE COURSE

**IPDA**  
INTEGRATED PROJECT DELIVERY ALLIANCE



**Lean IPD**  
Aligning Complex Construction Projects

BEGINS  
APRIL 4TH

### NEW IPD COURSE ANNOUNCEMENT

In partnership with Lean IPD, the IPDA will be launching a new 3-hour IPD course starting Monday, April 4th, 2022. The certificate course is titled "Introduction to IPD" and consists of 23 videos created by the authors of "Integrated Project Delivery: An Action Guide for Leaders."

Individuals or groups can purchase access to the videos, view them, and take the certification assessment. This certificate course is an excellent resource for individuals or teams to use for onboarding new team members across a project - a consistent challenge on IPD jobs.

As a value-added bonus to IPDA members, these videos will be available to stream on-demand for free in the Member Resources area of the IPDA website.

**Those wishing to purchase the course and/or pursue the certificate can do so [HERE](#).**

### What's In This Month's Issue:

- New IPD Course Announcement
- Women In Construction
- March Webinar Recording
- Work In Progress: Garth Worthington School
- Upcoming Events
- Call for Projects



**#WomenInConstructionWeek**

## HOW IPD BREAKS DOWN BARRIERS FOR WOMEN IN CONSTRUCTION

*By Holly Watson CF APMP*

March was Women's History Month and Women in Construction Week. Being a woman in a male-driven industry for me means having the strength and confidence to step out of my comfort zone and expand my knowledge, growth, and skillset. I am so fortunate to currently work in a supportive organization where every voice is valued, and growth is encouraged. This is what an Integrated Project Delivery (IPD) team can help to unlock for women in construction. In the current Canadian construction industry, there is a huge opportunity for growth coupled with massive staff shortages. In the construction workforce, only 13% of all workers are women, and most of that makeup tends to lead more towards office staff as opposed to field staff. Another eye-opening statistic is based on managerial numbers; of the women who are in construction almost half (47%) have never had a female role model or manager and 40% have no idea how to advance in the workplace. This is where IPD projects can open up new experiences and pathways to knowledge that can help not only to recruit and retain but to model ways for women to advance in this industry.

### IPD CULTURE

One of the most substantial ways that IPD projects support women is in the attention given to team culture. IPD contracts are specifically written to encourage equality and teamwork of all parties involved. This creates an atmosphere of collaboration where any and all team members regardless of gender are encouraged to participate. In the same respect, this gives women an equal seat at the table, a chance to be included in all conversations, to listen, learn, and provide alternate viewpoints or solutions. IPD environments are designed to be safe spaces for all to encourage brainstorming, discussion, innovation, experimentation, and even failure. This culture is specific to developing team chemistry, and alignment of mutual interests and efforts to support the achievement of the project goals. The Values Alignment exercise that is completed early in the project is a great way to determine the culture the team will be based on and get the buy-in of all team members. It is also very important that these values are extended through Validation and Design into Implementation and Construction so that the entire team from owner to designers to trades and field staff shares the same values and culture.

## HOW IPD BREAKS DOWN BARRIERS FOR WOMEN IN CONSTRUCTION CONTINUED...

### SPONSORSHIP SUCCESS

Having a strong team culture will create a good basis for dealing with the "elephant in the room" of gender bias. Whether it is deliberate, unconscious, or systemic, women face a gender bias in both their personal and professional lives. Both men and women can be guilty of gender bias and action is needed to help break these outdated stereotypes. IPD projects can help by providing a space where women can explore the ideas of sponsorship versus mentorship. Whether an unconscious bias or not men and women are often offered advancement in different ways. Women are most often given advice, training, and encouragement, whereas men are offered training paired with opportunities and hands-on experience. This is the main difference between mentorship and sponsorship. Mentorship means that the mentor has little to no responsibility in the mentee's success. In the sponsorship relationship, the success of both parties is aligned. The sponsor shares responsibility for the success of the protege. The safe space and strong culture of collaboration in IPD supports the idea of sponsorship relationships. It is understood that every team member and company has both strengths and weaknesses. In life as in business, we are stronger and smarter as part of a collaborative team. The success of individual members makes the team stronger and more successful as a whole. There is a saying in IPD that the smartest person in the room is the room itself. The team's collective experience and achievements will determine its overall success. This leaves no room for any member to be left behind due to underlying biases or inequality, gender or otherwise. Just as in the sharing of the ICL profits, everyone has skin in the game. The sponsorship of others helps everyone to succeed.

### ALLYSHIP & TEAM BUILDING

This leads us to a third way that IPD teams can break down barriers for women in construction: being an ally. While we work towards a world free of bias, stereotypes, and discrimination additional actions are required to encourage male allyship. The regular tracking, reporting, and implementation of corrective actions of an IPD team culture support ways in which culture can be improved. Giving women a safe environment to raise conversations around bias can also give men a space that encourages and positively facilitates conversations on the important role they have to play in gender parity and how to do so constructively. IPD consistently teaches us that communication is key, no matter what the question is the answer is most often communication. This is where the conscious efforts and deeper conversations surrounding team building on IPD projects can come into play. Cultivation of supportive relationships with team members allows people to gain an understanding of perspectives, life experiences, and identities that differ from their own. Being part of a larger, more diverse team made up of multiple organizations and disciplines can also expose people to different ways of being. These different ways of being can show up as; stepping back to let others lead, being more mindful of the ways in which you communicate, taking responsibility for the impact your words or actions may have on others, or placing more emphasis on soft skills in business and doing work around emotional intelligence that are integral to a strong team dynamic. Doing so can model this behavior in others and give them subconscious permission to do the same without being seen as not conforming to masculine stereotypes.

Having reviewed these words I hope that one can see where IPD projects can open up new experiences and pathways to knowledge that can help not only to recruit and retain but to model ways for women to advance in this industry. My hope is that more women are actively recruited into the fast-growing, and incredibly fulfilling world of construction. Please share this article with others so that they can incorporate it into their own IPD team culture or consider running their next project using Integrated Project Delivery with equity for all.



**Michael Jackson**  
WSP



**Leandra Shade**  
WSP



**Elisa Brandts**  
Stantec



**Benjamin Ellah**  
Stantec

## OPENING DOORS TO IPD IN LARGE ORGANIZATIONS



**Moderated by**  
**Ken Jaeger**  
**IPDA Board**  
**Member**



A HUGE thank you to the moderator, participants, and all those who registered to attend the March 2022 IPDA webinar on "Opening Doors to IPD in Large Organizations". Ken Jaeger is always a wonderful moderator and there was much value added from the insight and experience of Leandra and Michael of WSP and Elisa and Benjamin from Stantec. The engagement and questions from the attendees are always a great way to gauge the ongoing interest in all content associated with Integrated Project Delivery.

As an added bonus to all IPDA member companies, the recording of this session will be available in the near future if you were not able to attend or would like to re-watch it. Follow the IPDA social media channels on Facebook and LinkedIn for updates on availability or visit the website under Member Resources. There are many other video resources that feature content from previous Practitioner's Forums, Owner's Forums, the Fall Conference, webinars, IPD Bootcamp, and the French Forum for our bi-lingual or francophone followers.

Want access to this content? Reach out now to get more information on how your organization can become a member of the IPDA. Visit our website or click [HERE](#) and fill out the form. Once your company becomes a member all employees will receive access to our members-only content. It is one of the many benefits of membership in the IPDA.

### UPCOMING WEBINARS:

STAY TUNED TO IPDA SOCIAL MEDIA FOR UPDATES ON A NEW  
WEBINAR FOR THE END OF APRIL 2022. FOLLOW US ON  
FACEBOOK [HERE](#) AND LINKEDIN [HERE](#).





## IPD PROJECT FEATURE

### *Garth Worthington School - UPDATED*

These updated photos of this new K-9 school were too amazing not to share! This school was named after an inspiring musician who mentored many students. Garth Worthington was a strong advocate for the performing arts and worked to create musical opportunities for children throughout Edmonton.

This project was developed using the Integrated Project Delivery (IPD) method leading to its success by providing more collaborative delivery techniques which supported a smooth project life cycle.

Integrated Project Delivery Alliance members included Group2 Architecture Interior Design Ltd., Chandos Construction, WSP, AltaPro Electric Ltd, Entuitive, MCW Group of Companies, and Edmonton Public Schools on the successful completion of this project!

Other IPD team members on this project included Integral, Icon Industrial, and Collins Steel.

Extraordinary first and last image credits c/o Alixandra Jade.

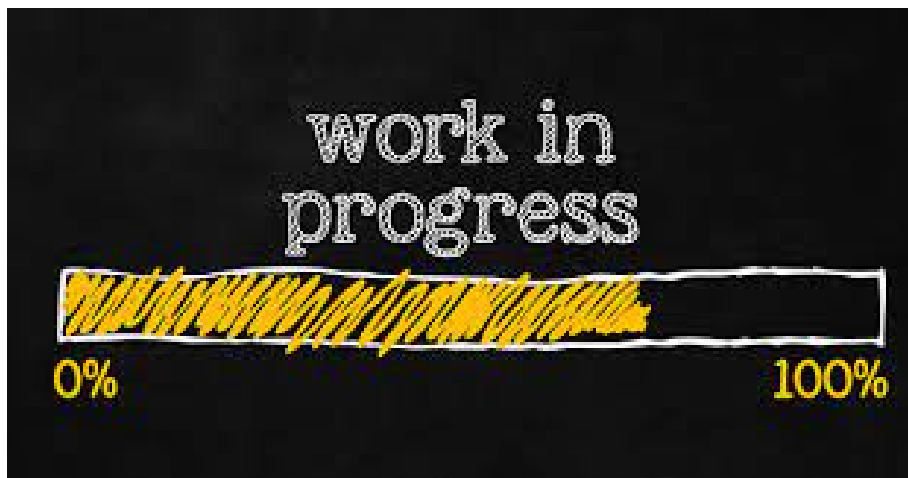


# UPCOMING EVENTS APRIL 2022

- IPDA Practitioner's Forum - An IPDA Members Only Event  
Friday, April 1st, 2022  
9:00 am - 10:30 am (MST)  
11:00 am - 12:30 pm (EST)
- Francophone community of IPD practitioners - Session 4 Validation Phase: Go/No Go.  
Friday, April 15th, 2022  
9:00 am - 10:30 am (MST)  
11:00 am - 12:30 pm (EST)

Remember, your IPDA Membership is organization-wide – don't forget to share IPDA news & updates with your colleagues!

MORE INFO & REGISTRATION HERE: [www.ipda.ca](http://www.ipda.ca)



## LET'S SHOWCASE WORK IN PROGRESS IPD PROJECTS

The IPDA wants to share the exciting progress of IPD projects from our membership currently underway across Canada. Help us showcase your project on the IPDA LinkedIn and Facebook pages. We would love to see updates, photos, and the current progress of your work.

We want to include your IPD project updates on our LinkedIn and Facebook pages as part of our #WorkInProgressWednesday features.

Send your project progress and updates to **comm@ipda.ca** including:

- Your contact information
- Name & location of the project
- IPDA members associated with the project
- Any photos (that have been approved for distribution)
- Link to any media story, blog, or anything else from your company's marketing department that we can share,