

27TH ANNUAL



Building Champions: Constructing  
the Game Plan for Lean Success

# IPD After 20 Years: Where has it gone? Where is it going?

October 22, 2025

# Approach for today

- 1. Introductions**
- 2. Brief Overview of Integrated Project Delivery (IPD)**
- 3. Audience Poll**
- 4. Panel Discussion**
- 5. Q & A**

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# IPD After 20 Years: Where has it gone? Where is it going?

## Today's Panelists

Howard Ashcraft

Hanson Bridgett LLP

Will Lichtig

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Victor Sanvido

Southland Industries

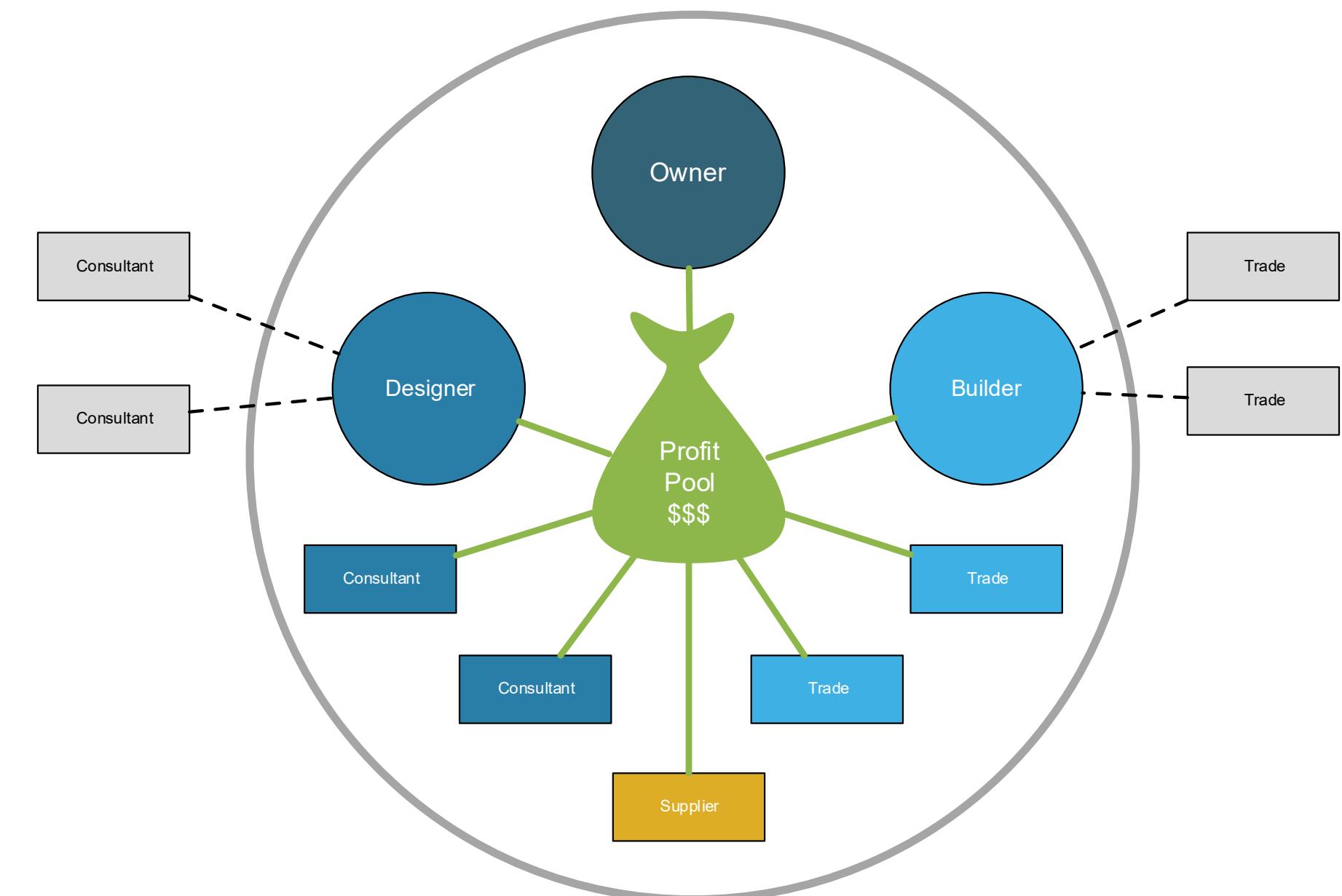
## Moderator

Chris Dierks

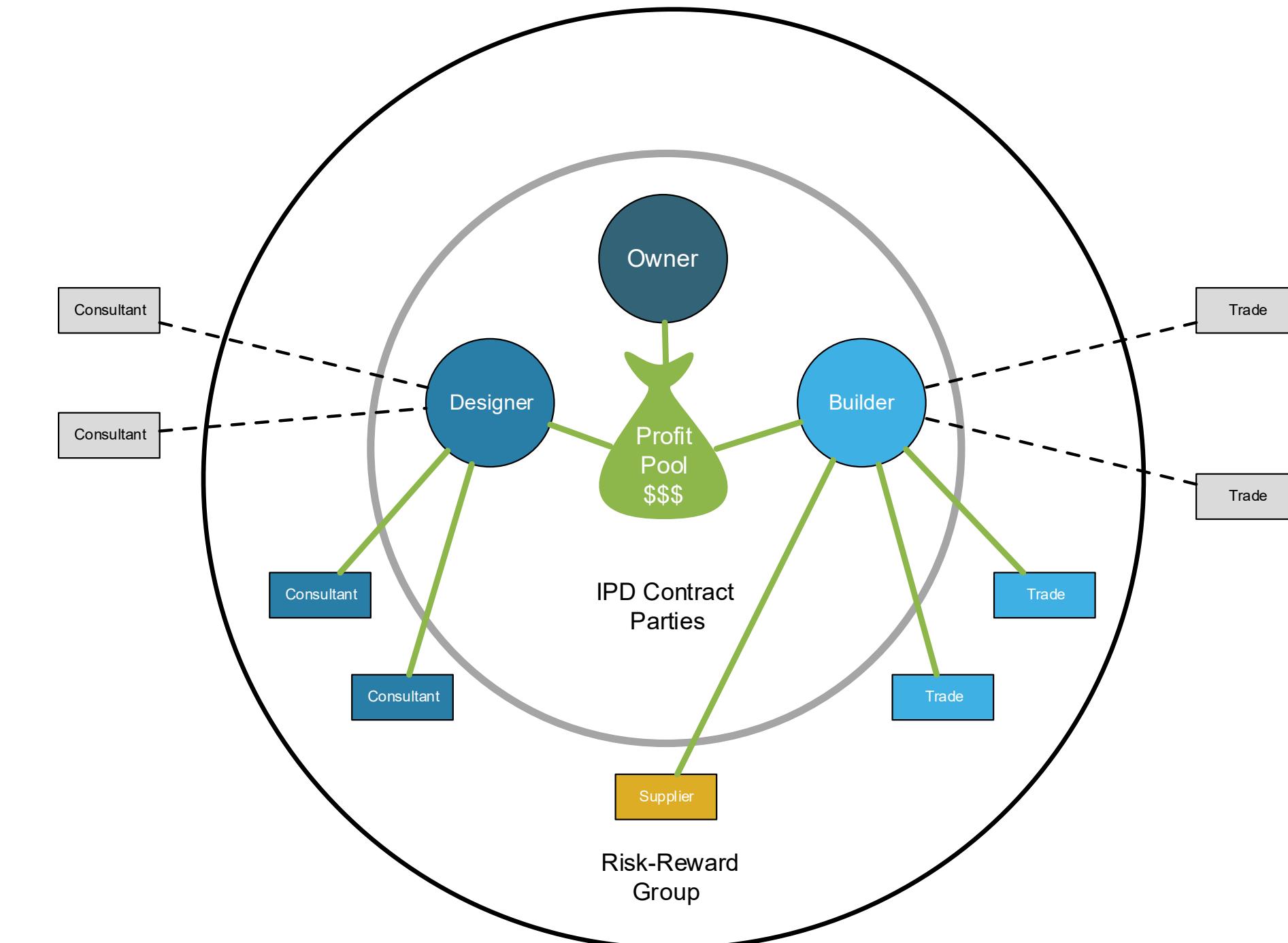
DPR Construction

# Integrated Project Delivery Simplified ...

*Polyparty IPD*

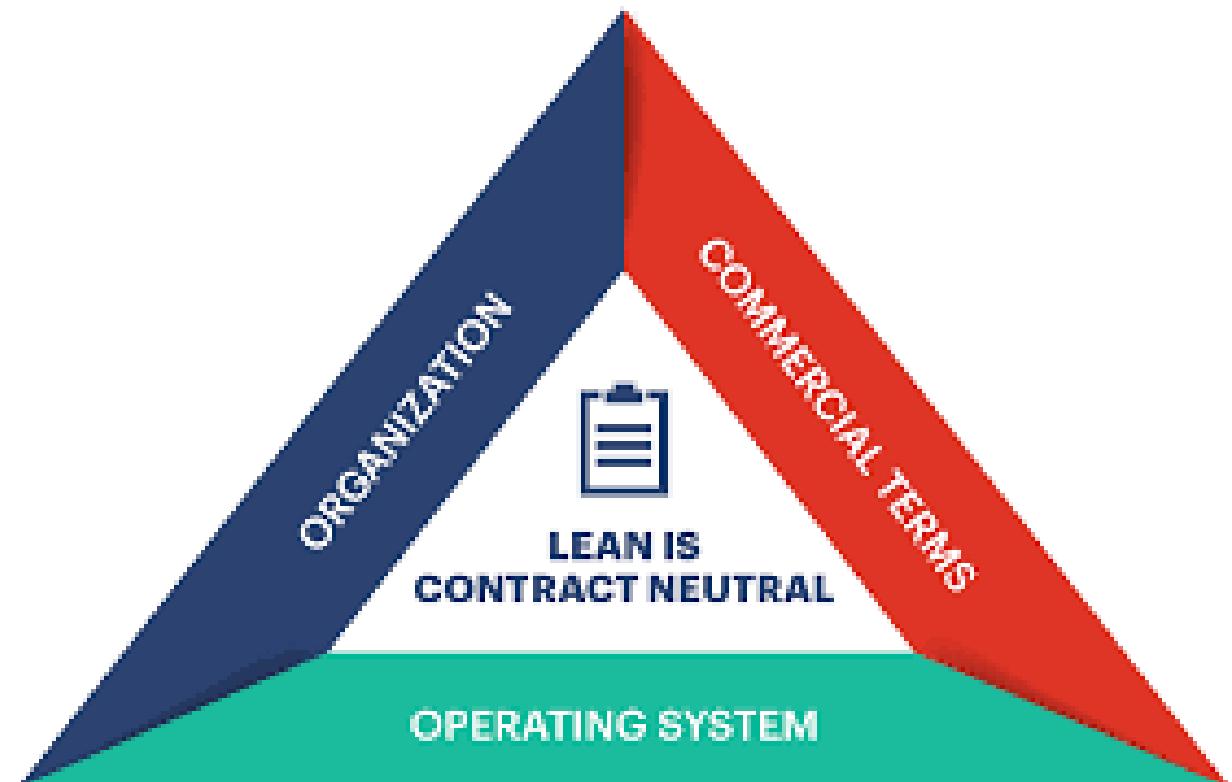


*Multiparty (3 Party IPD)*



# The Spirit of Integrated Project Delivery (IPD)

**Integrated Project Delivery** asserts that **structure influences behavior**, which affects project outcomes. IPD seeks to **eliminate structures that encourage dysfunctional behavior and create structures that lead to the desired result**. Structure, in this context, includes the **contractual organization of the parties**, how they are procured, governed, compensated, and their legal relations, and **how information is assembled, managed, and communicated**.



# Lean Enabling Behaviors

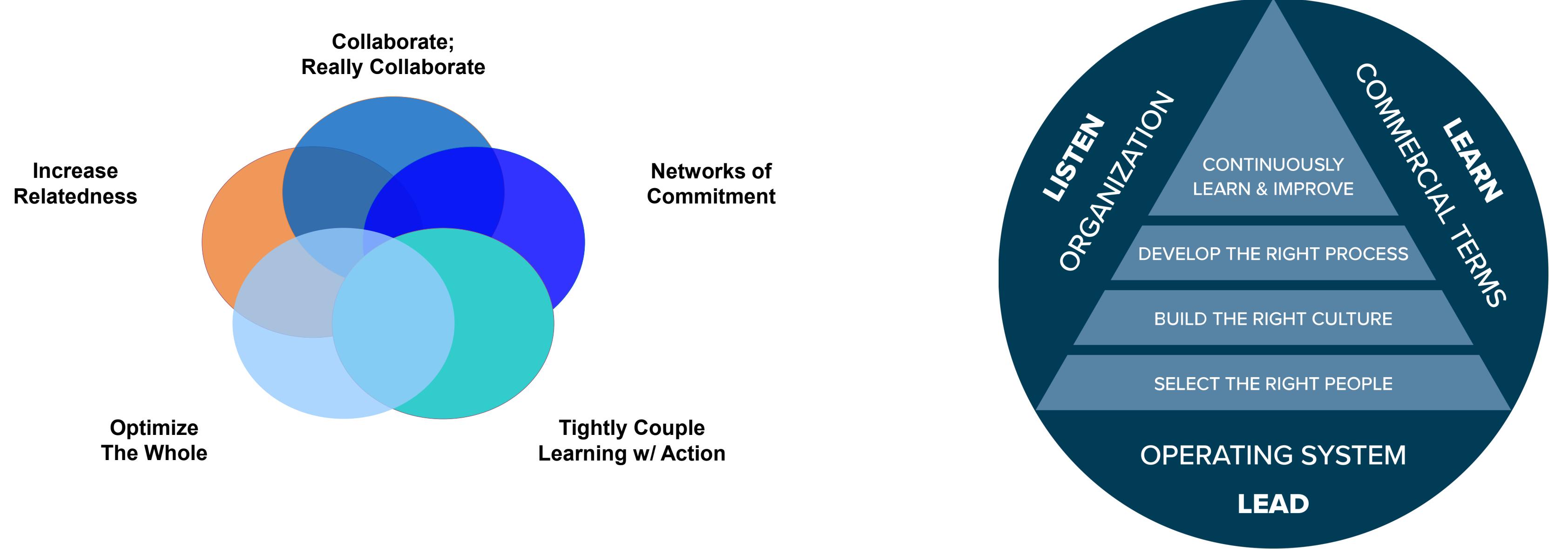
Business Model	Contract Structure	Lean Enabling Behaviors
<b>Quality Based Procurement</b>	Transparent procurement to support relational forces	Procurement to build community and the best team
<b>Fixed profit, 100% at risk</b>	Key participants joined in a multiparty contract	Optimize the Whole, not the parts ... takes collective risk management to another level
<b>Costs paid without a cap</b>	Early involvement of key participants	High trust
<b>Profit based on project outcome, not individual</b>	Joint project control and decision making	Integration (information, people, and systems)
<b>Jointly validated goals</b>	Shared risk-reward based on project outcome	Focus continuous improvement & supporting each other
<b>Limited change orders</b>	Reduced liability amongst IPD members	Drives real collaboration

# IPD – Who's been part of an IPD Project?



# Panel & Questions

# Back to Basics



# In closing ...

- *Integrating Project Delivery*, Fischer, et al. (Wiley 2017)
- *Routledge Handbook of Integrated Project Delivery*, Walker and Rowlinson, (Routledge 2019)
- *Integrated Project Delivery: An Updated Working Definition* (AIACC 2014)
- *Integrated Project Delivery: An Action Guide for Leaders* (Pankow, CIDCI, IPDA 2018)
- *IPD: Transforming Project Delivery*, Oxford Journal of Economic Policy (2022)  
<https://academic.oup.com/oxrep/article-abstract/38/2/369/6588219>
- *Contracting for Integrated Project Delivery: Structuring Collaborative Projects for Global Success* (Wiley, Available June 2026)



In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.

Thank you for attending this presentation.  
Enjoy the rest of the 27th Annual LCI Congress!

# Contact Us

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