



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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Today's Panelists

Howard Ashcraft
Hanson Bridgett LLP

Will Lichtig
Boldt

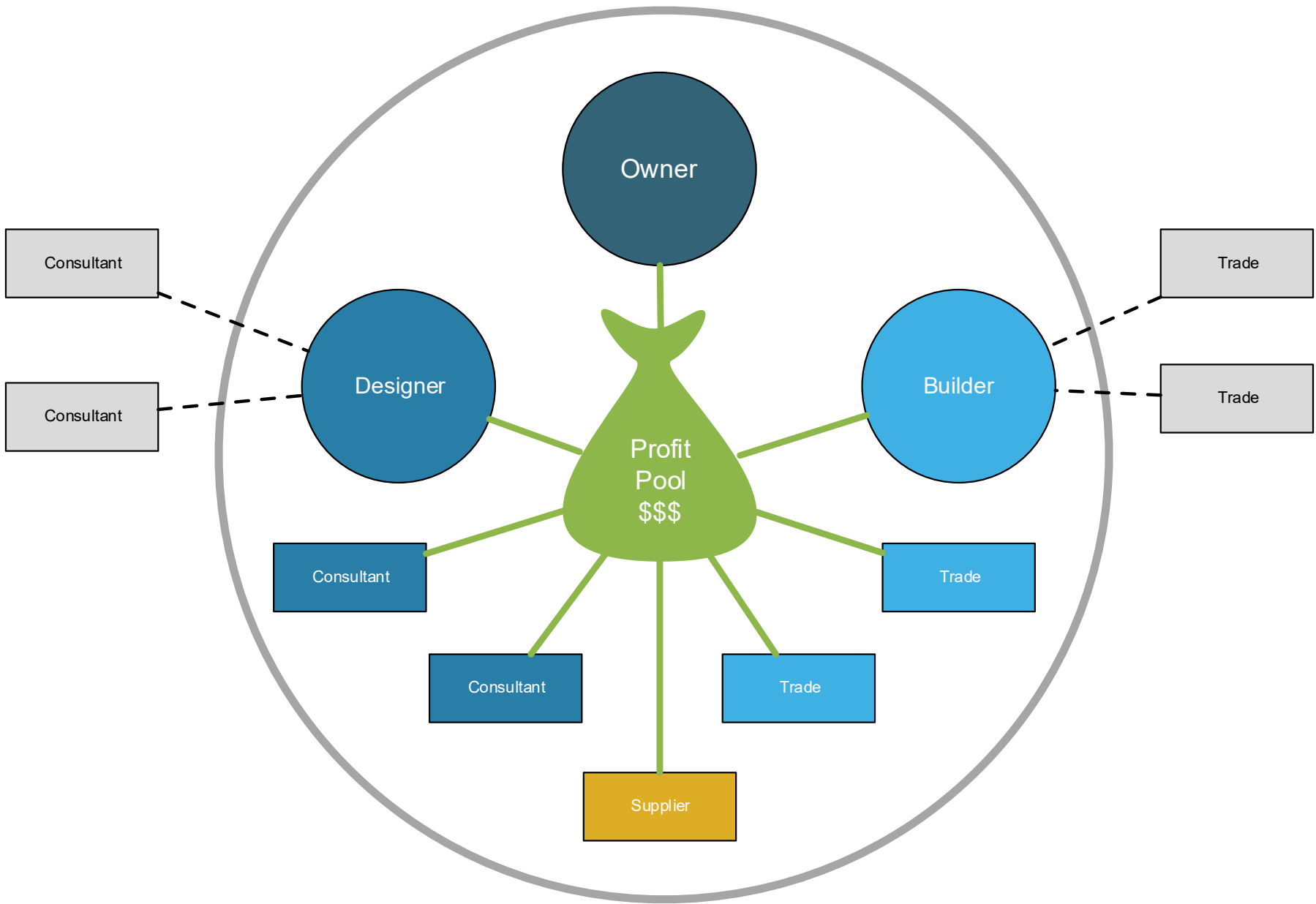
Victor Sanvido
Southland Industries

Moderator

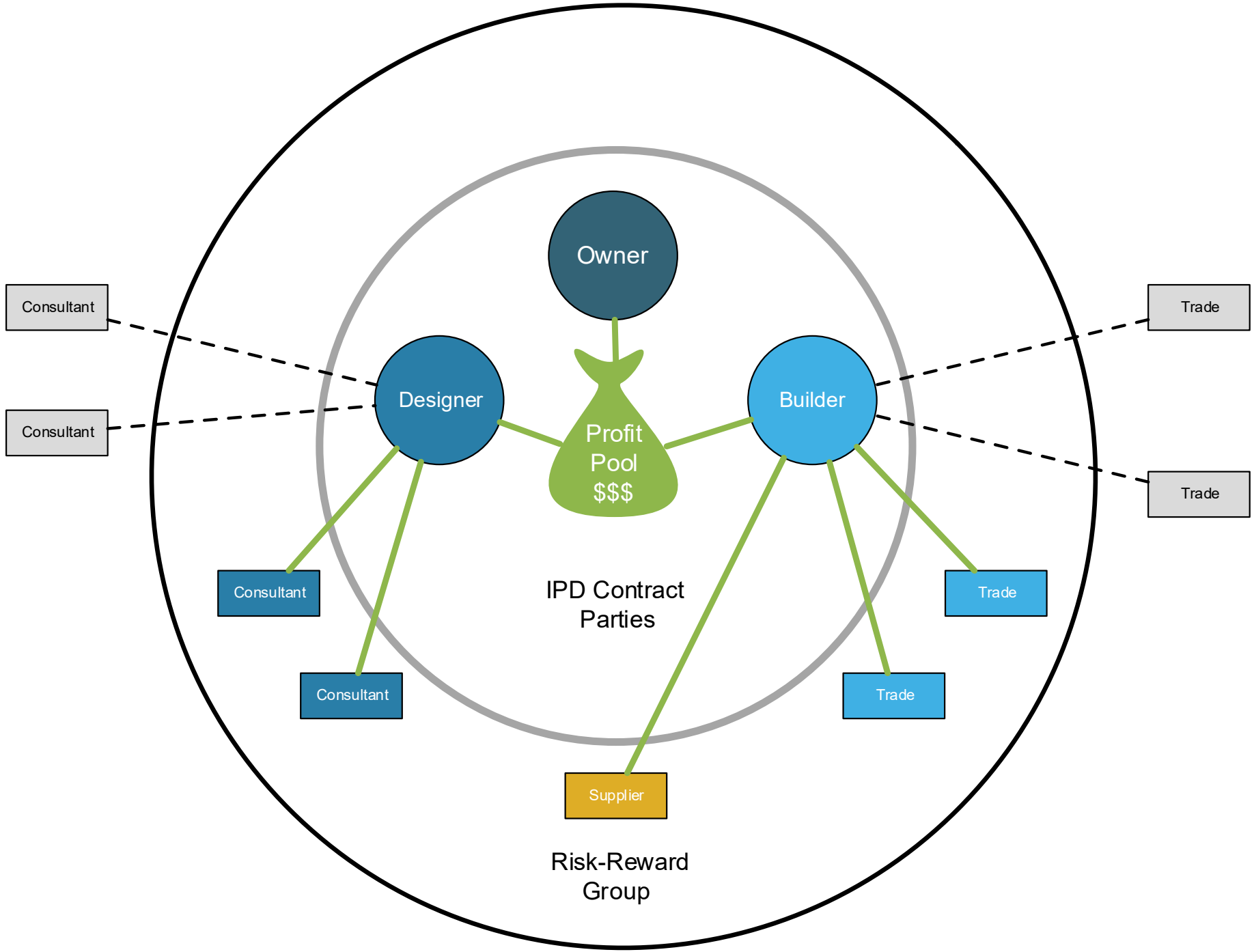
Chris Dierks
DPR Construction

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

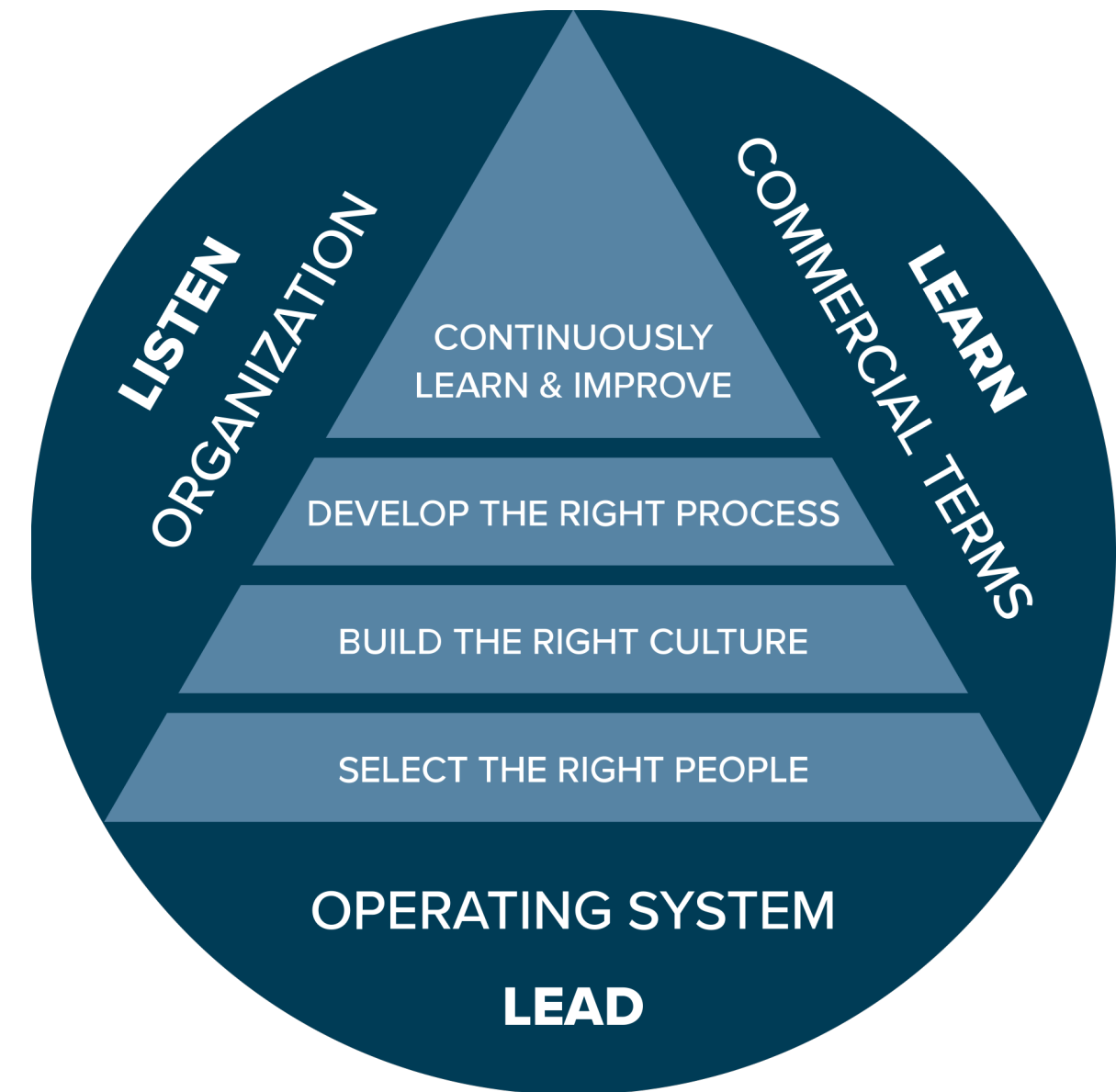
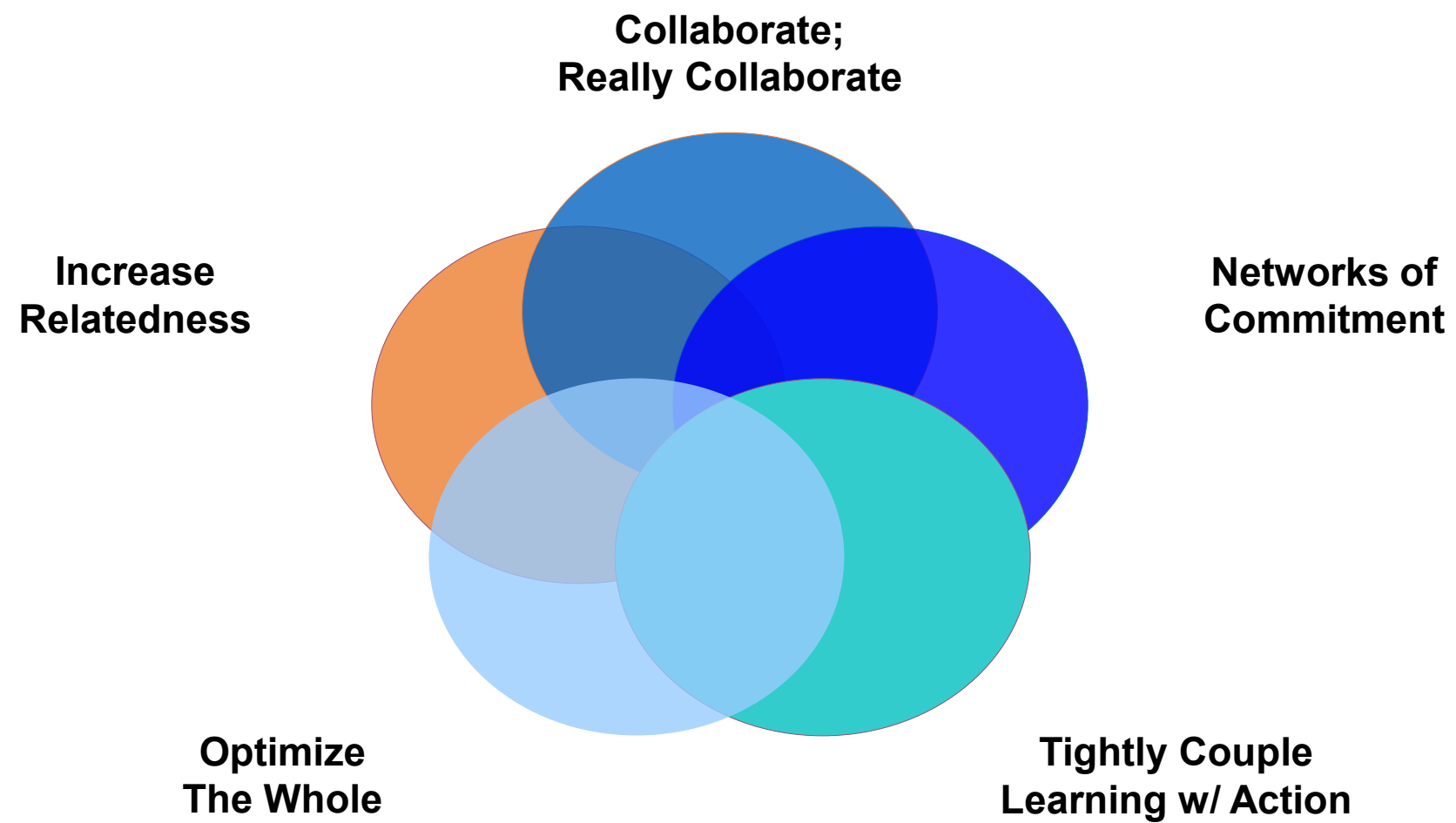
Business Model	Contract Structure	Lean Enabling Behaviors
Quality Based Procurement	Transparent procurement to support relational forces	Procurement to build community and the best team
Fixed profit, 100% at risk	Key participants joined in a multiparty contract	Optimize the Whole, not the parts ... takes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