

Contents

Acknowledgments ix

Foreword xiii

Introduction: The Money Pit xvii

Part One: The Commercial Real Estate Money Pit 1

1 The \$500 Billion Black Hole 3

2 What Every Executive Needs to Know
About Low-Bid Contracting 22

3 From Fragmentation to Integration 37

Part Two: Making the Mindshift 51

4 Working the Mindshift 53

viii Contents

5 What Does a Trust-Based Project Look Like? 67

Part Three: Nine Transforming Keys to Lowering
Cost, Cutting Waste, and Driving
Change in a Broken Industry 91

6 Key 1: Trust-Based Team Formation 93

7 Key 2: Early Collaboration 111

8 Key 3: Built-In Sustainability 133

9 Key 4: Transformational Leadership 153

10 Key 5: “Big” BIM 170

11 Key 6: Integrating Project Delivery 190

12 Key 7: Trust-Based Agreements and
Client-Centered Incentives 215

13 Key 8: Offsite Construction 239

14 Key 9: Workplace Productivity 253

Appendix 1: Mindshift Core Team 270

Appendix 2: Mindshift Advisors 273

Appendix 3: Recommended Reading 277

Appendix 4: Website Resources and Links 281

Appendix 5: Mapping the Future 292

Notes 295

References 308

Index 316