30-minute primer on Integrative Process.

Avoiding Insanity: what changes must we make to achieve a different result?

1) Think about our work, past, present, and future.

Close your eyes **and think about a project that was unsuccessful**, or unfulfilling. A project with stress and disappointment, where the desired outcomes were not achieved. Think about attributes of the experience that facilitated that failure.

Now close your eyes and **think of a successful project you were involved in**. A project with great outcomes, exceeding even the stated intent. Note to yourself a couple of things about that effort, that team, that experience, that were noteworthy.

I am going to list some thoughts on the screen. Please raise your hands for each phrase that you feel describes part of that positive experience you just reviewed in your mind.

- Needed expertise present
- Goal bigger than the group/project itself
- Diversity
- Respect
- Trust
- Team building
- Equitable ownership
- Open knowledge sharing
- Learning
- Core alignment

What is common, here?

We need design by discovery, not design by decision.

We have the technology and are certainly capable of engaging with the technology to great achievement. We must activate our teams. It is a thinking issue. It is a people issue.

2) Connectivity of project, to place, to people, to purpose…and back

In designing a building, we meet the needs of the building users and owners. **Is this success?** Can we also contribute to the community with this project? The campus or the town or the user group? Can we also reconnect natural systems in this work, through rainwater management strategies, tapping into local materials sourcing and protecting and enhancing soil and air as well? And what happens when the air, soil and water are cleaner and more accessible? The community and campus benefit as do the users of the project. We are connected in nested systems of influence and support.
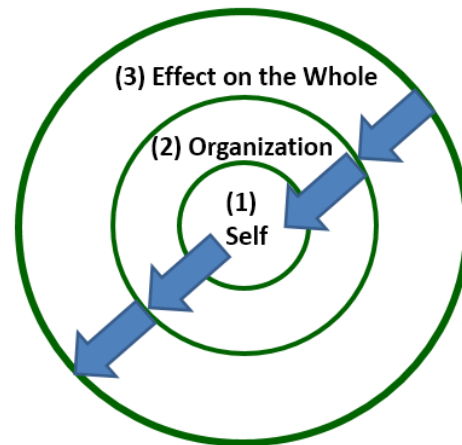
Perhaps we can each work to maintain the biggest "why" in our process.

When we work on a residence hall, we are building a dorm for students. Why? To house them and support their health and comfort. Why? So they can take full part in learning while at college. Why? So they can succeed in life. Why? So they can contribute to the world in which we all live, which benefits that world, the community, and us.

This is why we do this work.

3)   Do we want the project to devolve or evolve?

Who here likes to compromise? Yeah, I thought so. Let's look at this in a different way.

First, we draw an arrow illustrating our goals for the work. This is what we know we want, at the outset of the project. Then we draw an arrow countering this. These illustrate the constraints. Those things that affect your work such as budget, schedule, materials, technology, tangential goals, difficult 'wants" from stakeholders, and more.

What usually happens, here? Traditionally, we seek compromise…or a way to do the best we can within the limits presented. But Integrative Process is about seeking a deeper, more informed resolution. We can work to use those constraints as learning opportunities, and figure out how that resistance, or limit, can inform the work to greater achievement. In this way, with this process, we can not only reconcile the disparity, we can gain from it.

> Example – A residence hall with a tight budget, wanting to use a valance system for heating and cooling. This interfered with their bunk-bed approach to dorms, unless we could raise the floor-to-floor height, which would add materials, costs, and significant exterior envelope (energy concern). The cost is a constraint – and we explored it and this could not shift. The beds were a constraint and we explored this and realized the bunk-beds were a habit, and there is an

opportunity to differentiate this new residence hall for upper classmen if we eliminated the bunk bed approach. We maintained the budget, maintained control over exterior envelope sf, got the system that was desired, and identified an opportunity to make the project more valuable to the campus and supportive of goals beyond what they initially intended.
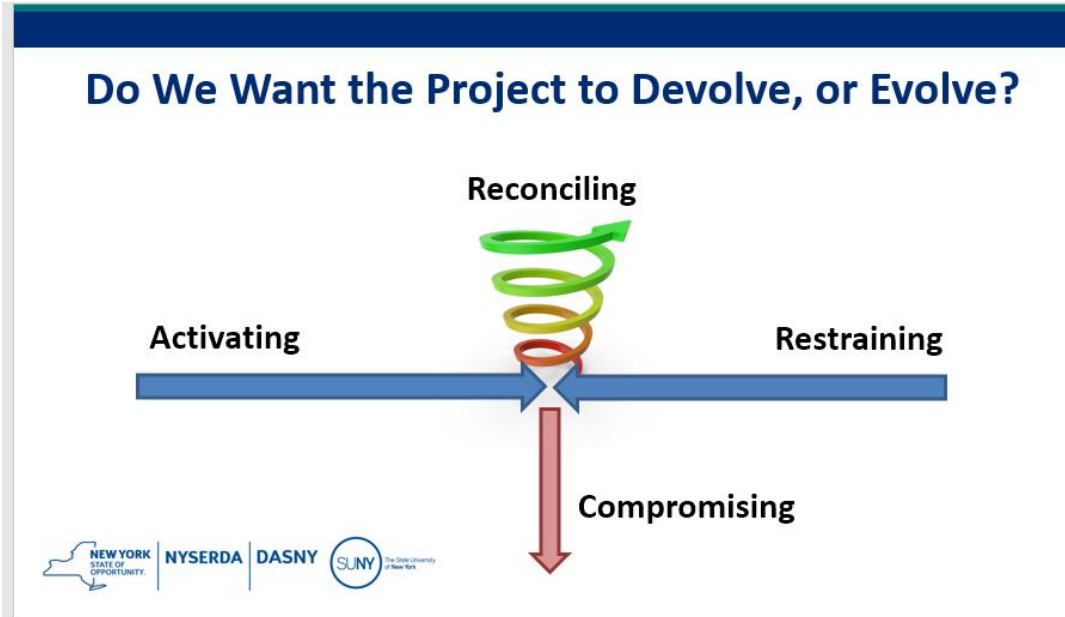
I challenge you, we challenge you, with this project, to engage in integrative process, set aspirational goals, and reach for excellence.

Integrative Process Intro summary –

These are just three of the concepts in integrative process. These are some of the ways in which we can change our process so that we can achieve the very different and transformational goals presented by current and future work through DASNY and with NYSERDA and SUNY. We have not achieved many zero net energy buildings…they are certainly not the norm.

To do this very different work, we need to do this very different work very differently.

"The Integrative Process actively seeks to design and construct projects that are cost-effective over both the short and long terms, by engaging all project team members and affected stakeholders in an intentional process of discovering mutually beneficial interrelationships and synergies between systems and components, in a way that unifies technical and living systems, so that high levels of building performance, human performance, and environmental benefits are achieved."

From *The Integrative Design Guide to Green Building* by 7group and Bill Reed