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FOR IMMEDIATE RELEASE:

**CONSTRUCTION THOUGHT LEADER:  
6 EVOLUTIONARY TRENDS SHAPING  
INTEGRATED PROJECT DELIVERY (IPD) IN THE POST-PANDEMIC AGE**

(Marlton, New Jersey) Integrated project delivery (IPD) was developed to improve upon systemic inefficiencies in the construction industry. The IPD concept was inspired by the Toyota automobile company's "lean manufacturing" model. However in construction, unlike in automobile manufacturing, one company does not manage and control the entire process in quite the way Toyota does. For a construction project, IPD is the protocol where the stakeholders, ostensibly the owner, designer and builder, are all linked together by a common interest, contribute to the process and share in the result. By more efficiently finishing the project and managing contingencies, they each have the potential to acquire greater profit. Since the IPD protocol was developed for construction, it has enjoyed a fairly positive track record, especially when utilized for large and complex projects.

However, during the 2020-2021 pandemic, the IPD model has been threatened by external issues that have been beyond the foresight and control of many IPD contracts and contingencies. These threats include employee Covid-related lockdowns, supply chain disruptions, material shortages, employee shortages, inflation and others. By causing unanticipated delays and cost overruns, they have put abnormal stress on the congruence required by the IPD model, even to the point of litigation.

Says James Gallagher, Principal, Resolution Management Consultants, “The IPD partnerships have been blindsided by today’s perfect storm of labor disruptions, supply chain issues and cost increases. For many, it calls into question the validity of the IPD model itself. There is a lot of finger pointing paralyzing projects as partners find themselves in need of an experienced third party to mediate and unravel the gridlock.”

However because of its successful and profitable track record prior to the pandemic, Gallagher isn’t ready to suggest abandoning IPD, only in evolving it to more effectively handle exigencies. Looking ahead, Gallagher identifies 6 evolutionary trends that will shape future IPD’s:

1) Bringing in an objective facilitator earlier in the process.

In the past, the IPD was often created at the time when the builder was brought on board, long after the owner and designer had done much of the planning. In the future, stakeholders will give an experienced facilitator a seat at the table earlier in the process to provide a global overview combined with tactical realism.

2) Developing early warning systems.

Overall goals and expectations are important, but interim shortfalls aren’t often identified until it’s too late. By establishing detailed goals and then parsing them to set up a greater number of mid-project checkpoints, the team will be able to spotlight issues before they become problems.

3) Spreading the risk/reward by expanding the number of stakeholders.

Although traditionally the IPD has been composed of the owner, designer and builder, adding partners such as engineers, suppliers and major subcontractors can enhance the knowledge base while reducing the risk.

4) Expanding contingencies.

Contingencies of all types will become more numerous and more expansive in order to provide more protection in the future.

5) Greater awareness and accounting for the potential 3<sup>rd</sup> parties can have on outcomes.

Government, disease, natural disasters and other factors will play a larger role on the timeline and in planning for potential disruptions.

6) Greater utilization of mediation in resolving issues among the stakeholders.

By increasing the role of mediation in the IPD process, the resolution of misunderstandings and disagreements will be facilitated resulting in moving the project forward more quickly.

Said Gallagher, "Over decades, IPD has proven to be a valuable model for the construction industry. Recent challenges to its efficacy during the pandemic era are temporary and will create an evolutionary new paradigm that will strengthen the concept and make it even more profitable."

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**About Resolution Management Consultants, Inc.**

Resolution Management Consultants, Inc. (RMC) is a nationally recognized consulting firm headquartered in Marlton, NJ. There are two sides to the business: the construction planning and management aspect – helping clients build more successful projects – and the litigation aspect – should matters go to court, providing analysis and testimony as expert witnesses. Founded in 1993 by veterans in the construction, contracting and engineering professions, RMC has assisted numerous private owners, public

agencies and contractors in either achieving project goals or resolving cost and time disputes between the contracting parties.

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