

Habits of Highly Effective BIM Managers

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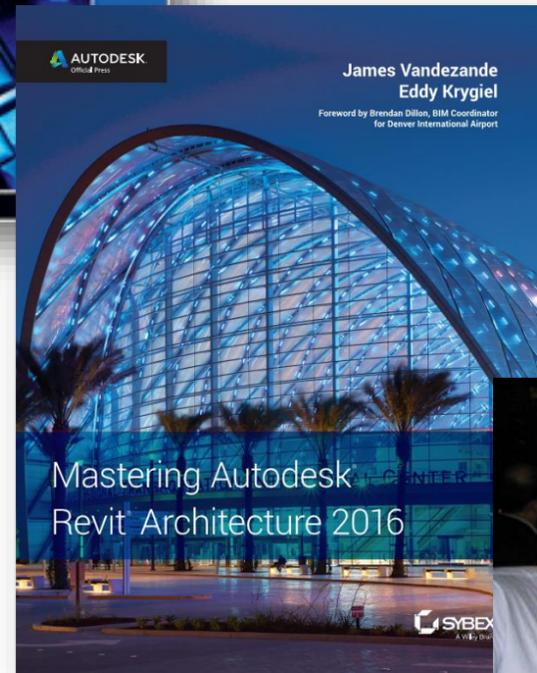
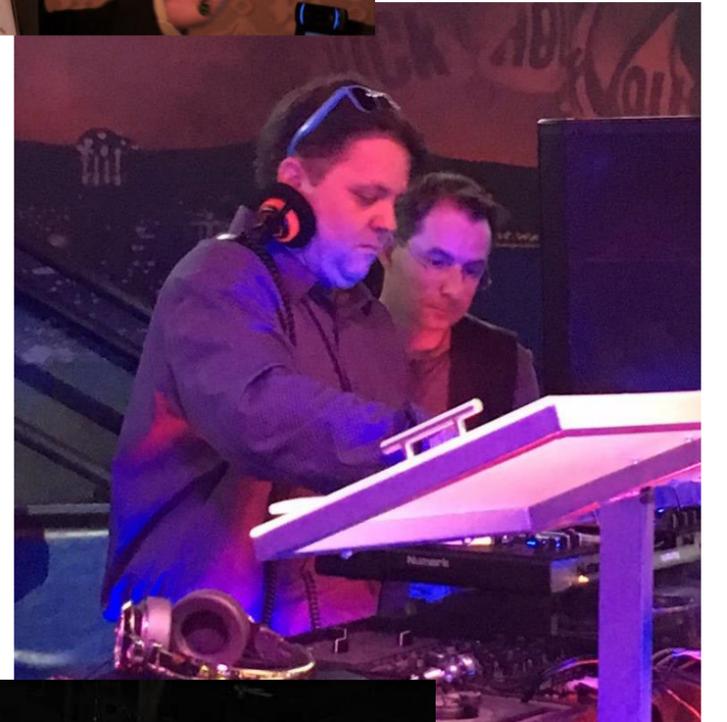
Learning objectives

At the end of this class, you will be able to:

- Understand various roles for Design Technology leadership and support
- Create effective training material for every learning style
- Improve troubleshooting skills for complex technology
- Develop effective plans for technology implementation



About me



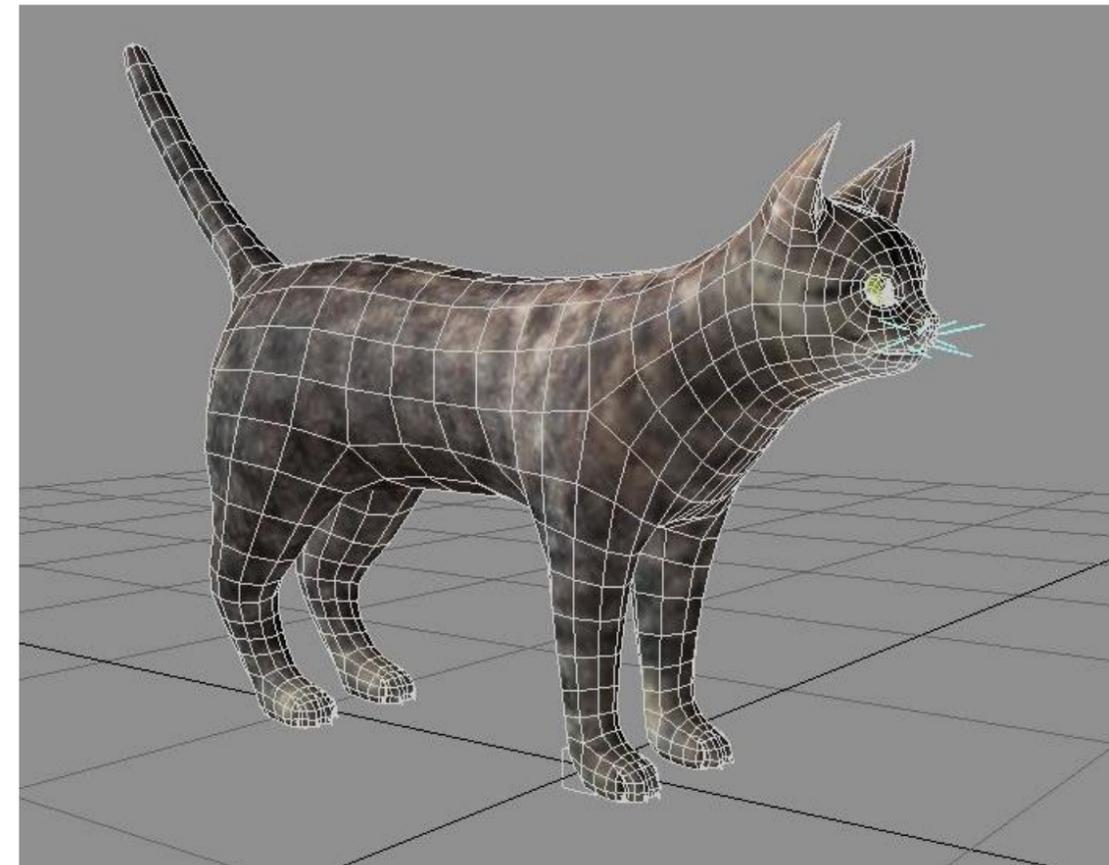
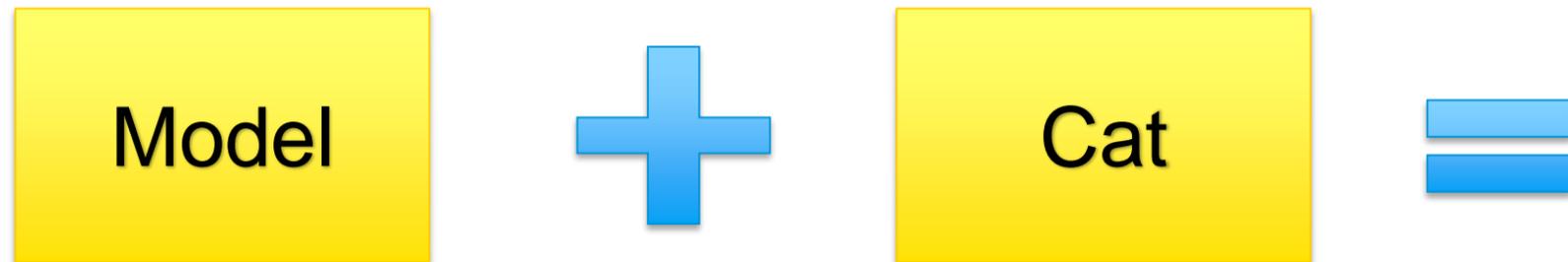
About me



About cats

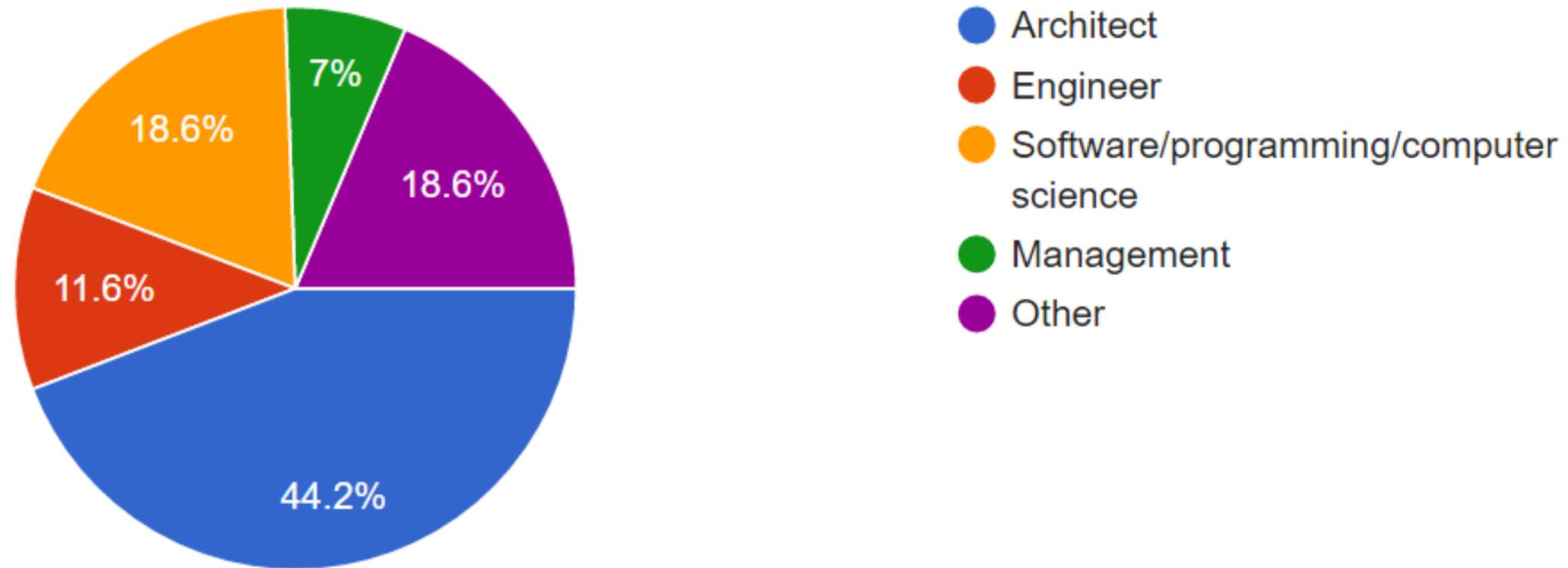


- “BIM Model” = #FluffyKittens
- Fun presentation game: Search <Topic> + cat



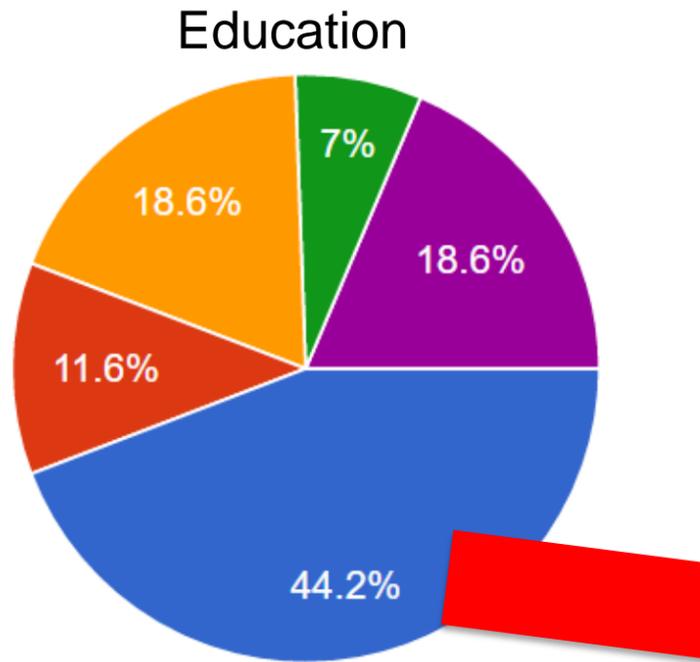
Survey Results

What is your educational background?

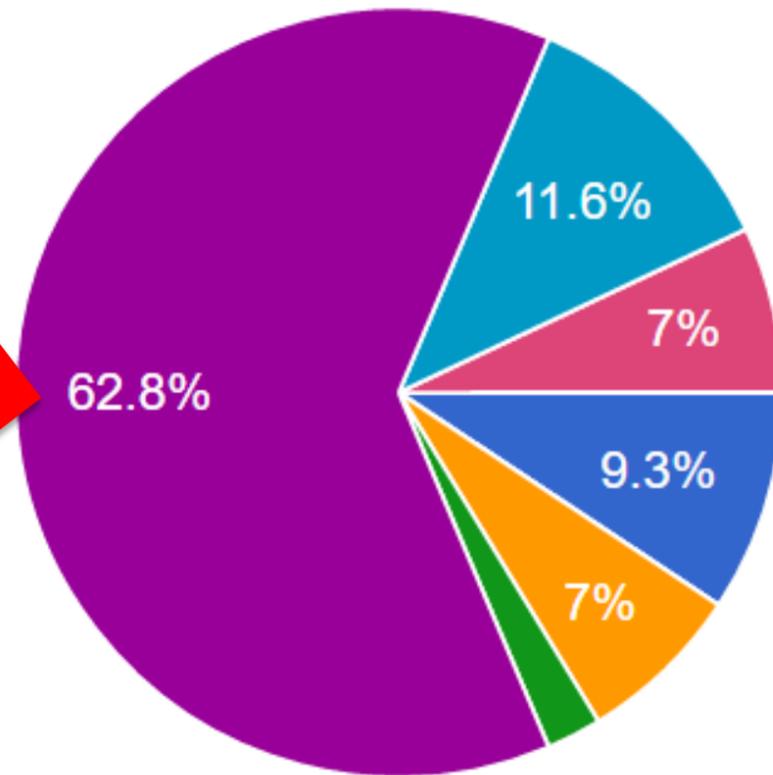


Survey Results

What is your current primary function?



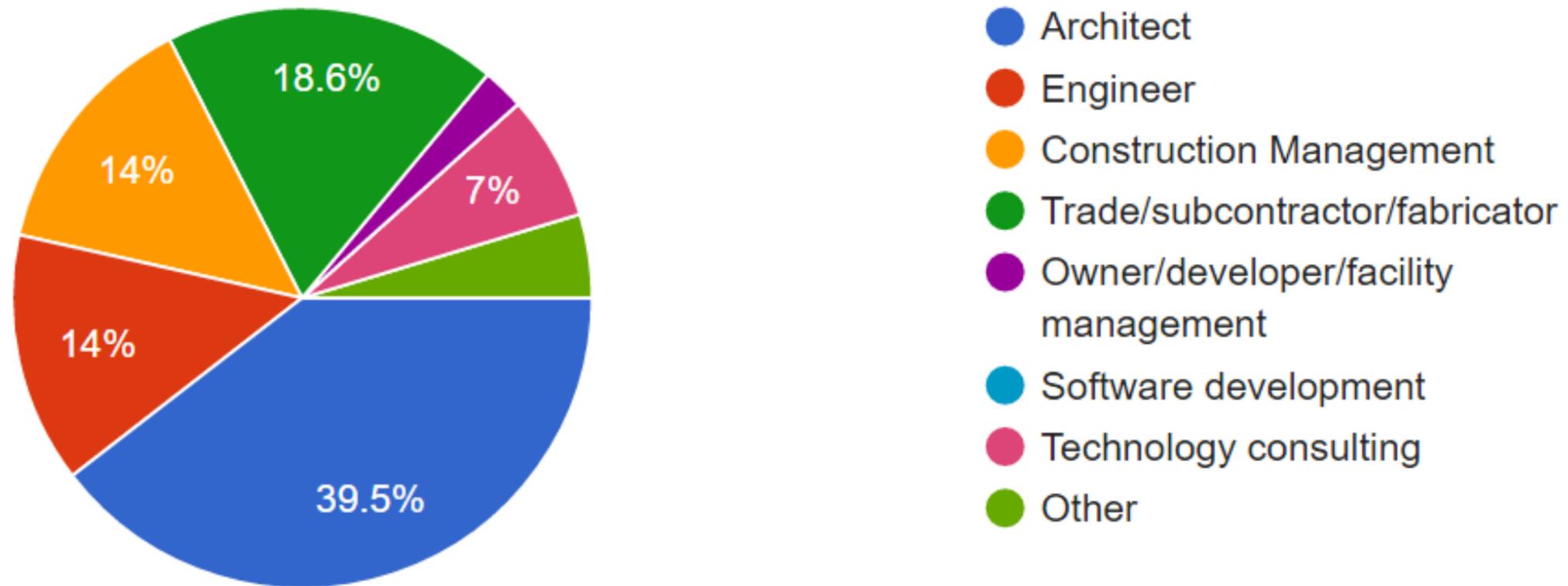
- Architect
- Engineer
- Software/programming/computer science
- Management
- Other



- Architect
- Engineer
- Modeler
- Software developer/programmer
- BIM Manager (support/training)
- Director (strategy)
- Other

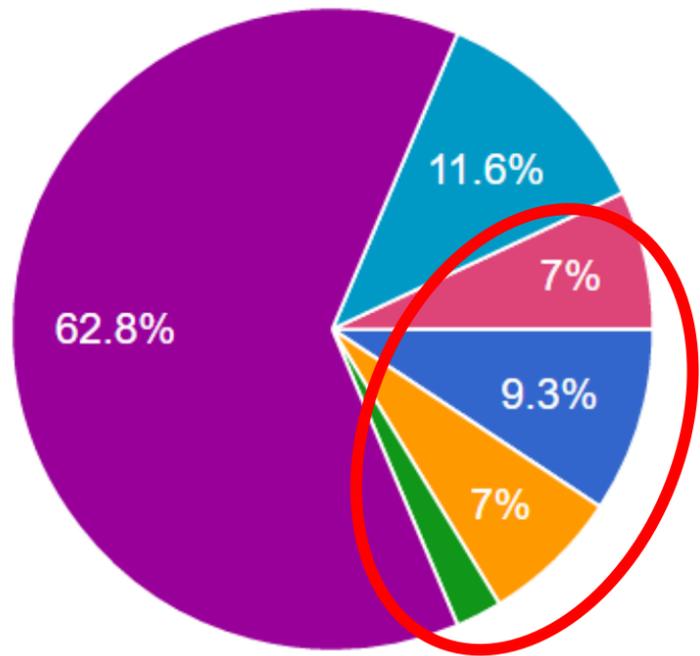
Survey Results

In what segment of the industry are you currently employed?



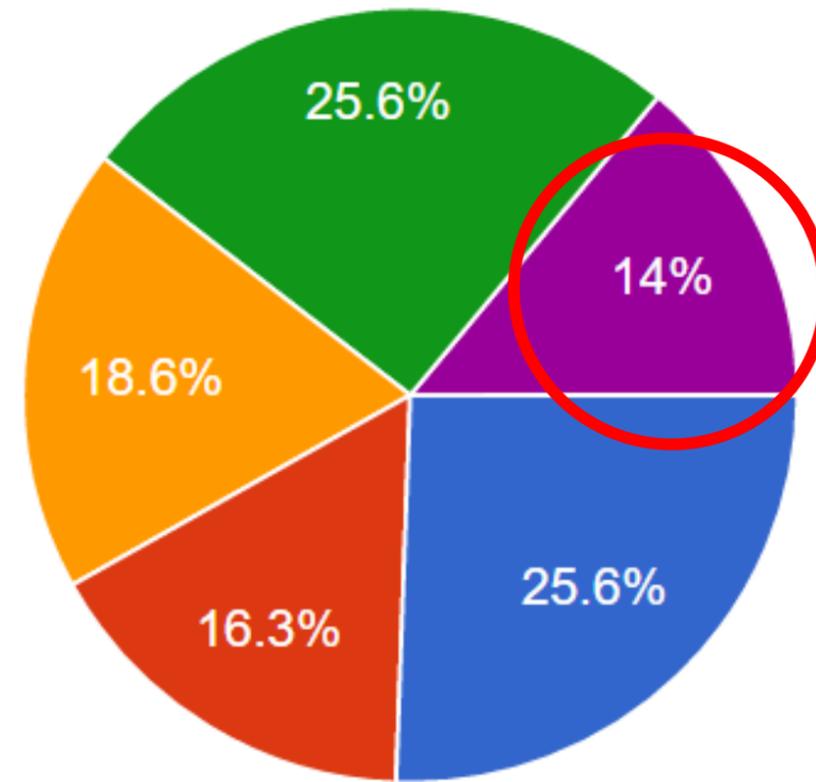
Survey Results

Primary Function



- Architect
- Engineer
- Modeler
- Software developer/programmer
- BIM Manager (support/training)
- Director (strategy)
- Other

How much of your time is overhead?

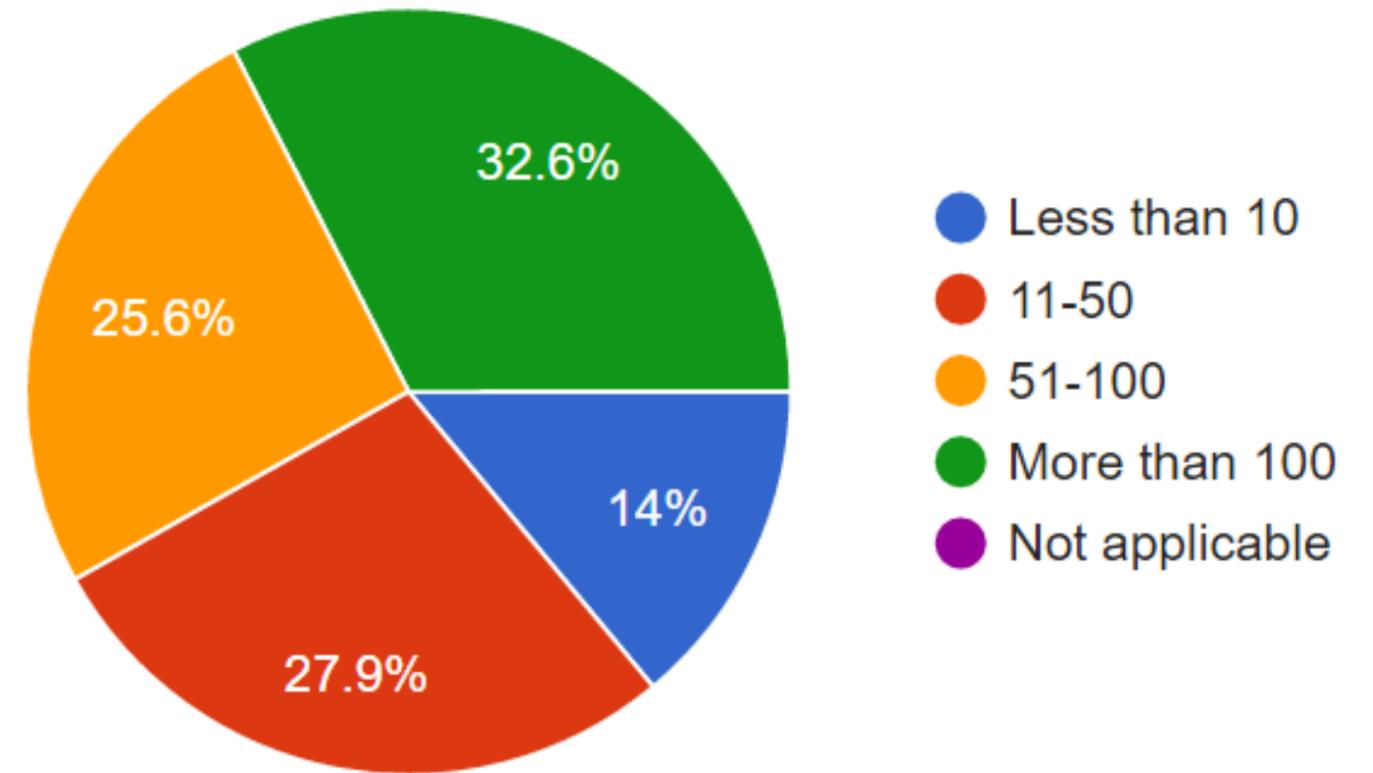
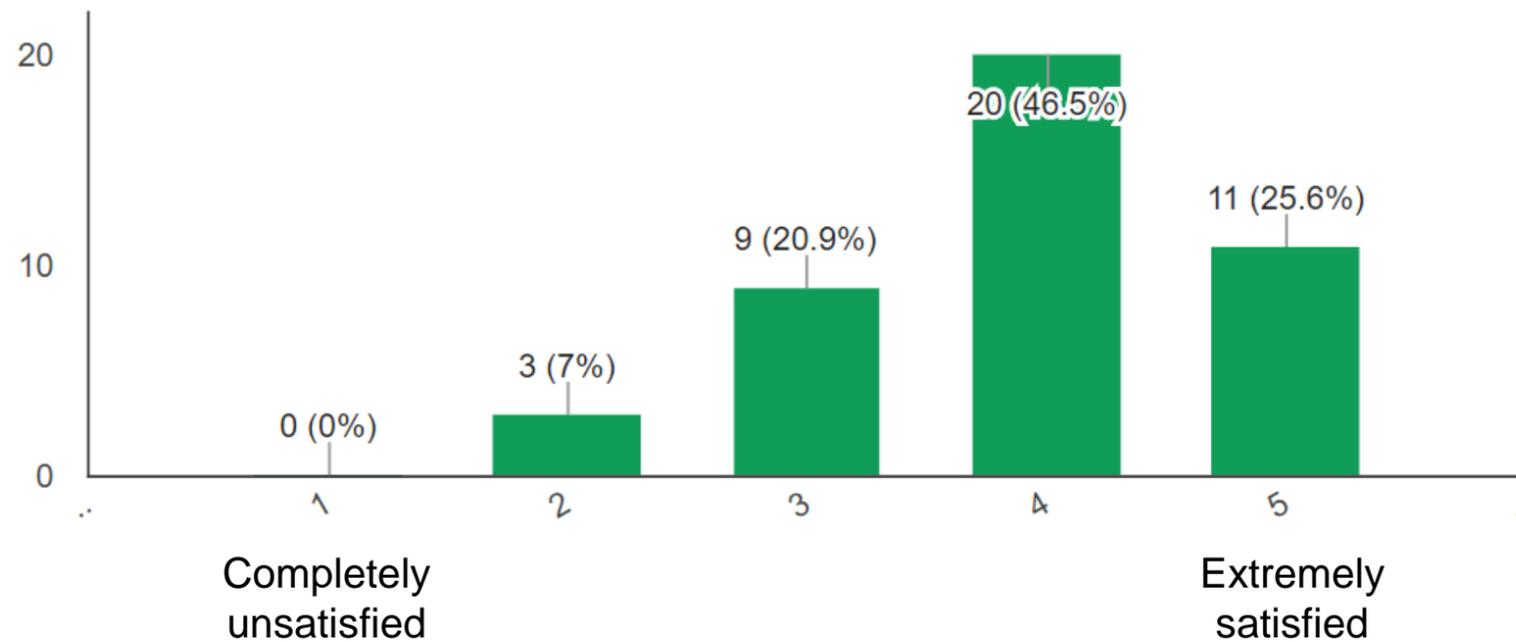


- 100%
- 75-80%
- 50%
- 25-30%
- None

Survey Results

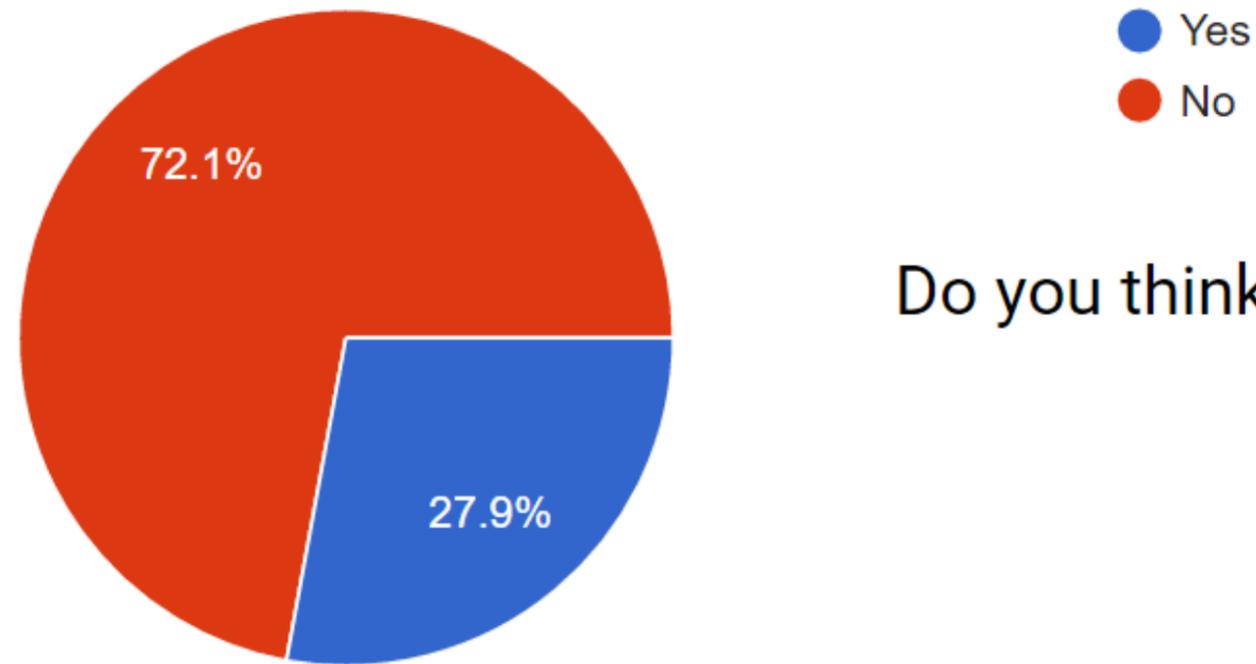
How many people do you support?

Rate your satisfaction with your current position

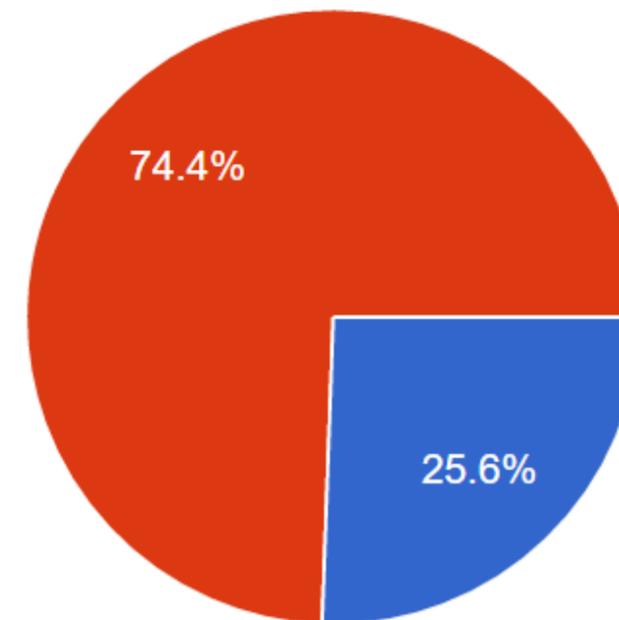


Survey Results

Do you think the AEC industry is in a "BIM hangover?"



Do you think YOUR COMPANY is in a "BIM hangover?"



Survey Results

How would you define a “BIM Hangover?”

“...change management is a painful process...”

“...after the RFP is completed...BIM has been forgotten about until the client asks the PM...”

“Now that we’ve ‘done BIM’ – how do we do it bigger, faster, cheaper...?”

“...feels like the majority has moved past wanting to use or implement BIM.”

“...we started fast and furious drinking in all that we could...but now not knowing how to define the practical purpose of it all.”

“Upper management finally sees the need for BIM, but they are agreeing to more than we are capable of doing.”

Survey Results

How would you define a “BIM Hangover?”

“Too much emphasis on the word ‘BIM’ and not enough understanding on...how it makes the design and construction of buildings different.”

“...people are getting fed up, they like the idea, but think it should be easier and not disruptive to their traditional work culture/processes.”

“I’d prefer to call it ‘BIM complacent.’”



Jurassic Park (1993), Universal Pictures, Amblin Entertainment

“...we were so preoccupied with whether we *could*, we didn’t stop to think if we *should*.”

Who are we?

BIM/CAD Manager
Design Tech Manager
Digital Design Manager
Integrated Process Manager
VDC Coordinator/Engineer
CTO/CIO
BIM Technologist
Digital Implementation Manager
Virtual Designer
BIM Application Specialist

...



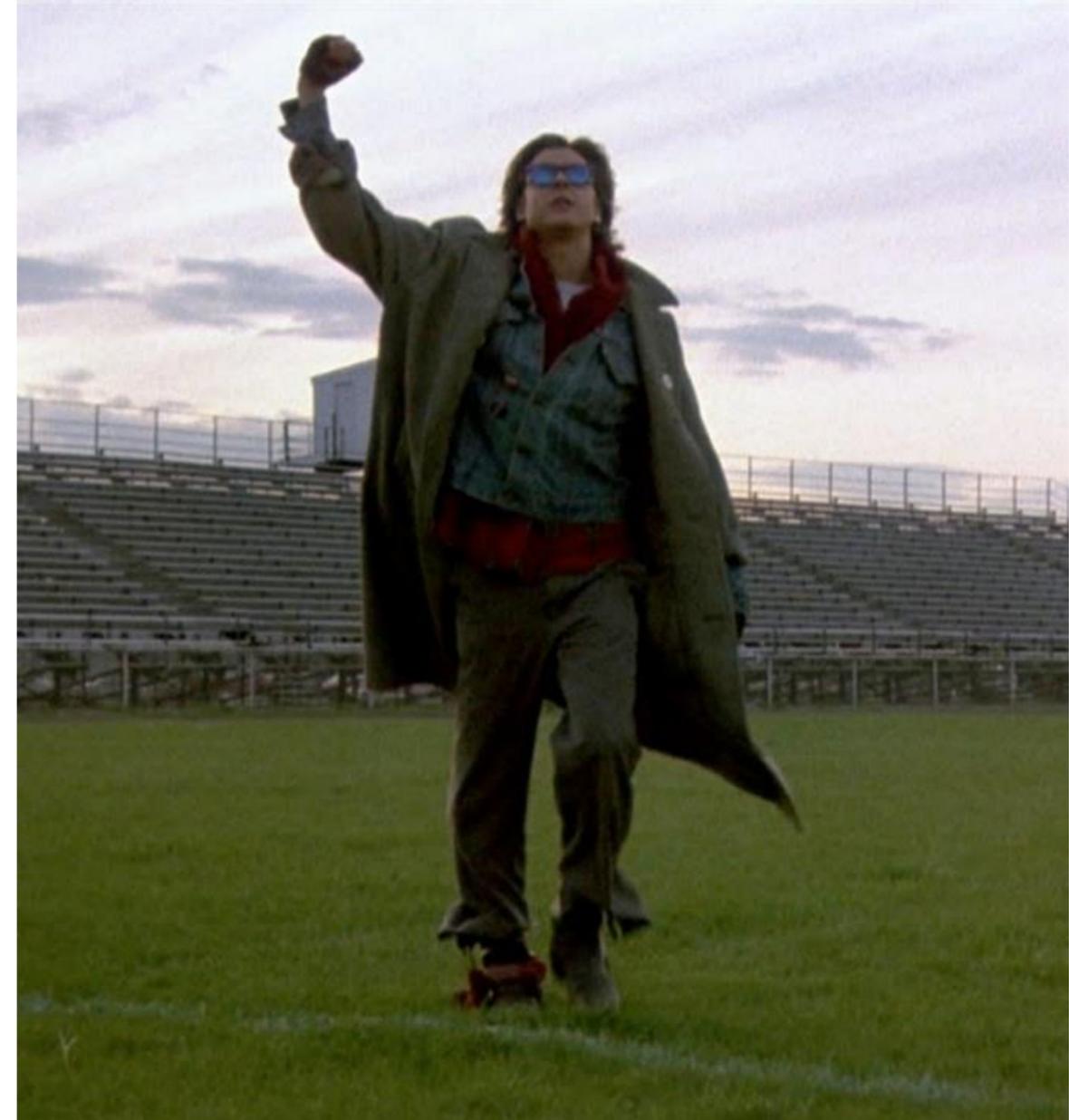
Who are we?

- Director (strategic)
- Manager (tactical)
- Specialist (SWAT)



Why is this important?

- Efficacy
- Recruiting
- Career development
- Education
- Unity!



Habit 1: Be proactive



Ownership & defining your own destiny

“Ownership”

I'm sure glad the hole isn't at our end!



“Ownership”

- Own the issues brought to you
 - Redirect if applicable
 - Follow up
- Own the decisions you make
 - Be honest
 - Learn from your mistakes

Working/talking “up” to management

- Don't bring questions
 - Bring solutions
- Just say “Yes”
- Know your audience



Habit 2:

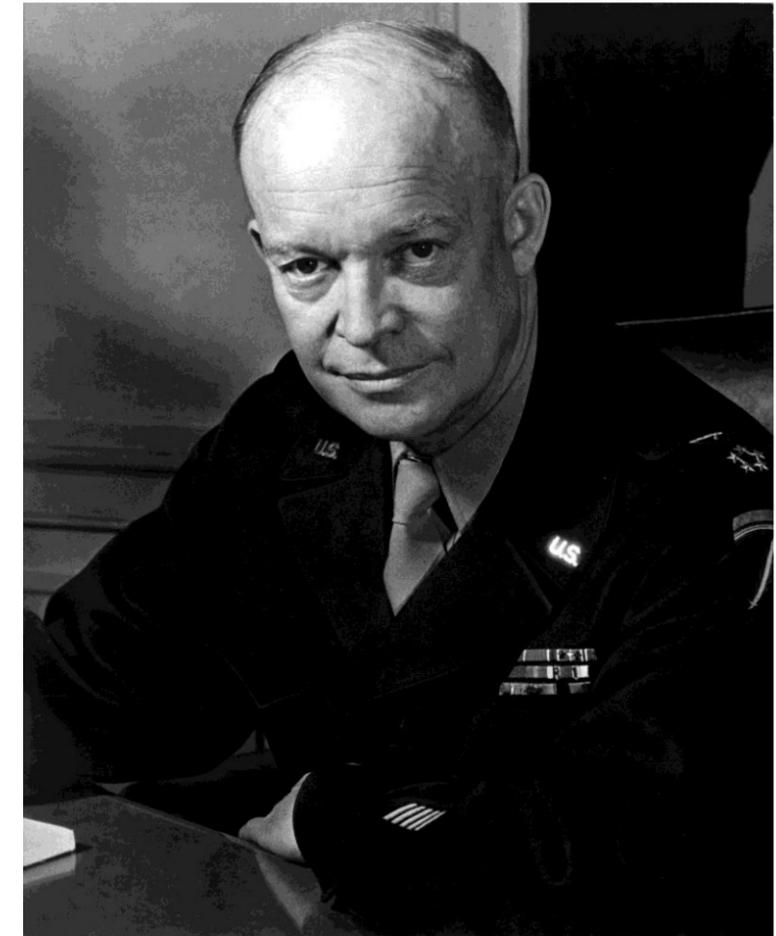
Begin with the end in mind



Planning & Working the Plan

Project & task planning

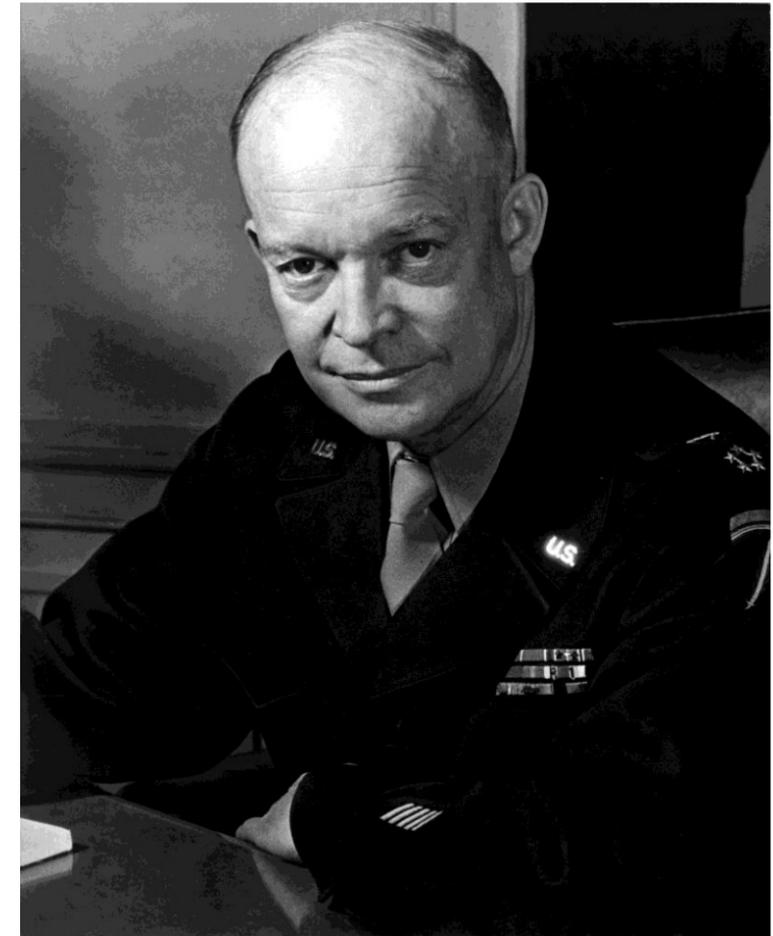
- 3-5 year planning
 - Big ideas
 - Follow trajectory of trends
- 2 year planning (year after next)
 - Carry-over of long tactical items
 - Beginning of dev for 3-5 year items
 - Research cutting edge tech



“Plans are worthless,
planning is essential.”

Project & task planning

- 1 year plan (next year)
 - What worked/didn't?
 - What wasn't finished?
 - Specific development
 - Specific implementation
 - Pilot testing (2-5 year items)



“Plans are worthless,
planning is essential.”

Develop SMART goals

- **S**pecific
- **M**easurable
- **A**ssignable
- **R**ealistic
- **T**ime-based

Improve the skill level of our Revit users

Bring assessment levels to 85% minimum

Jane Jones to lead the assessment effort

Does this align with our corporate goals?

Results are due by the end of 2016 Q3

Work the plan

Effective meetings

- Specific agenda
 - Relevant topics
 - Right people
-
- Keep good notes
 - Parking lot or ELMO
 - Assign tasks



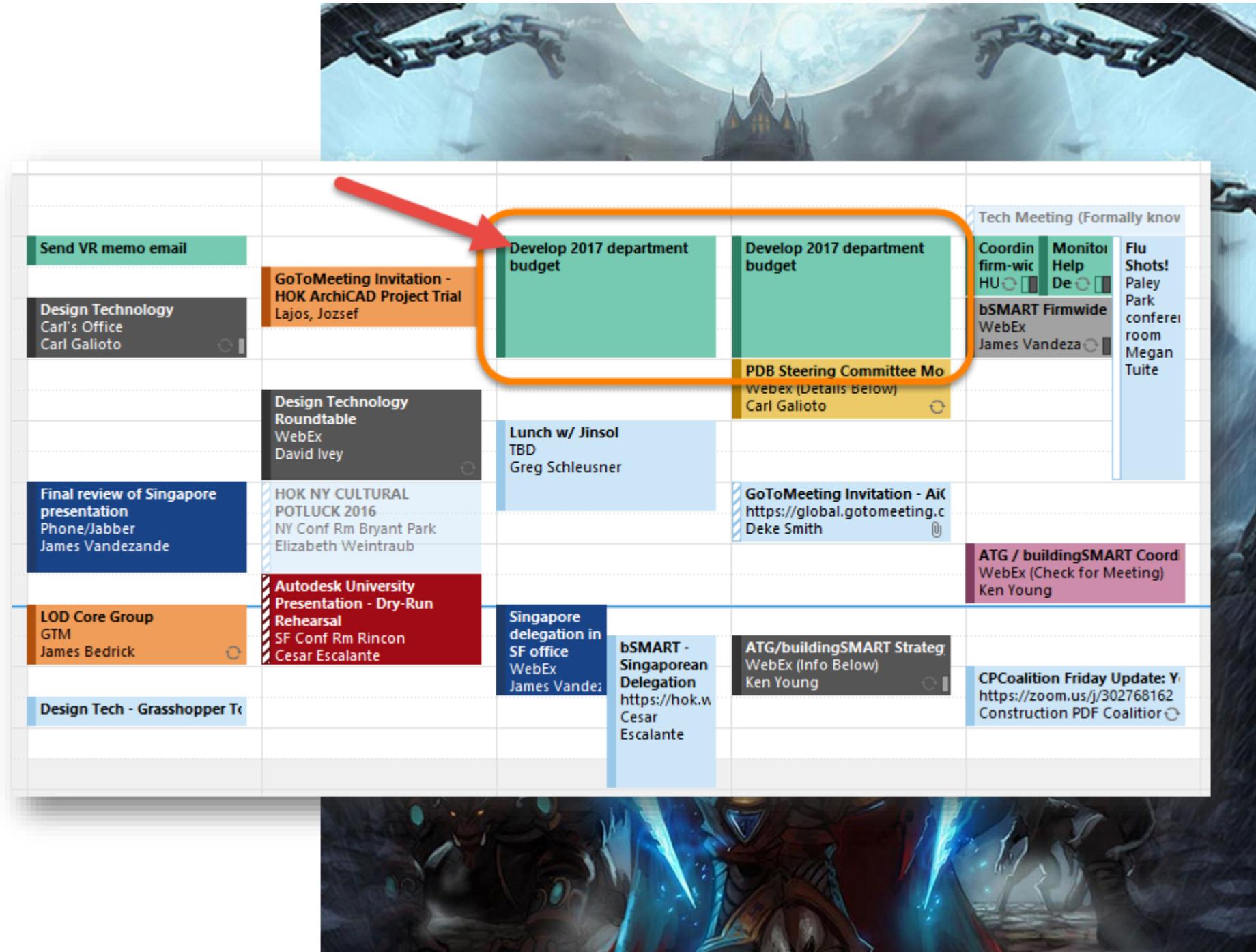
Habit 3: Put first things first



Time/Project Management

Plan your time

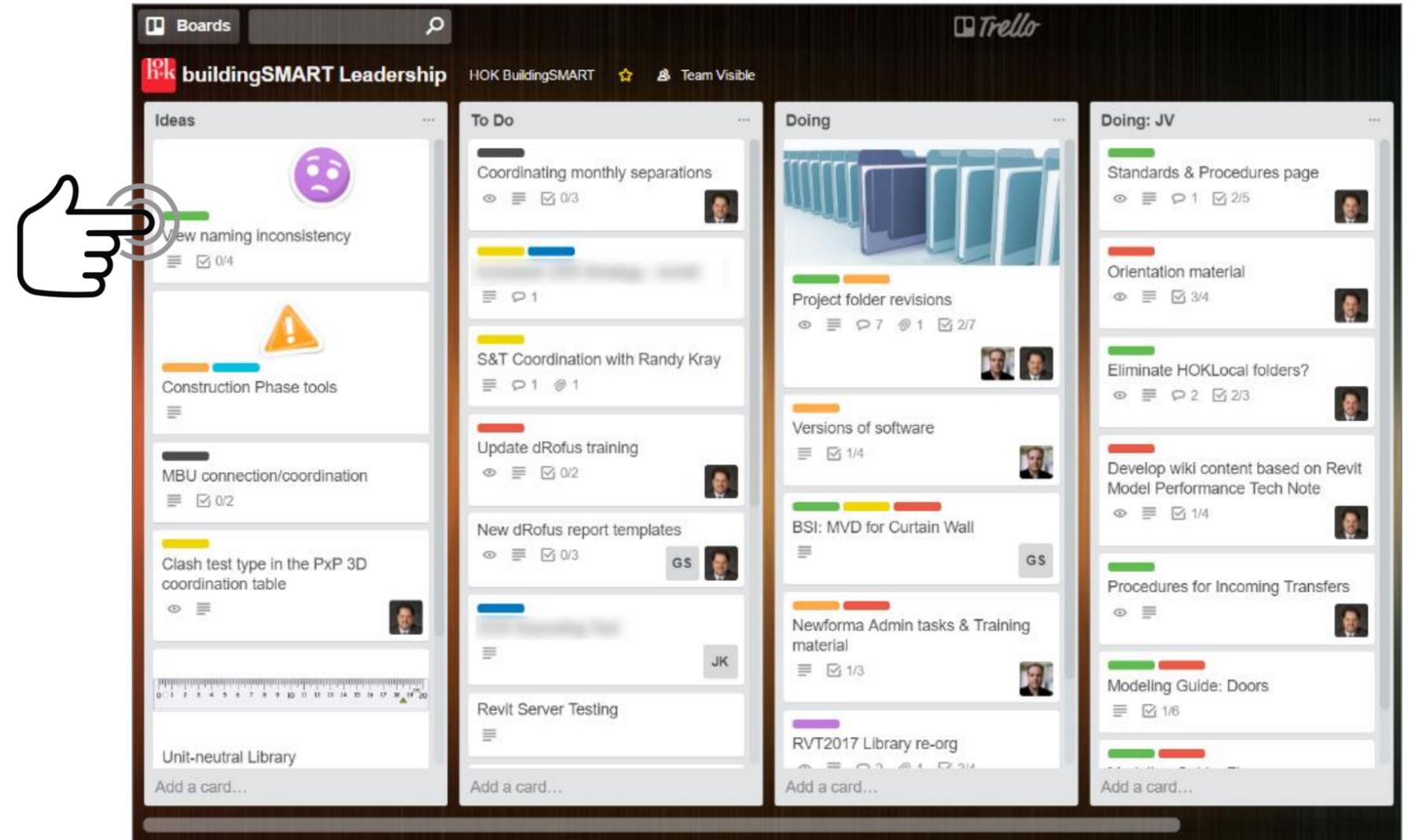
- 20% chunks
- “WoW” time



Manage your projects

Trello

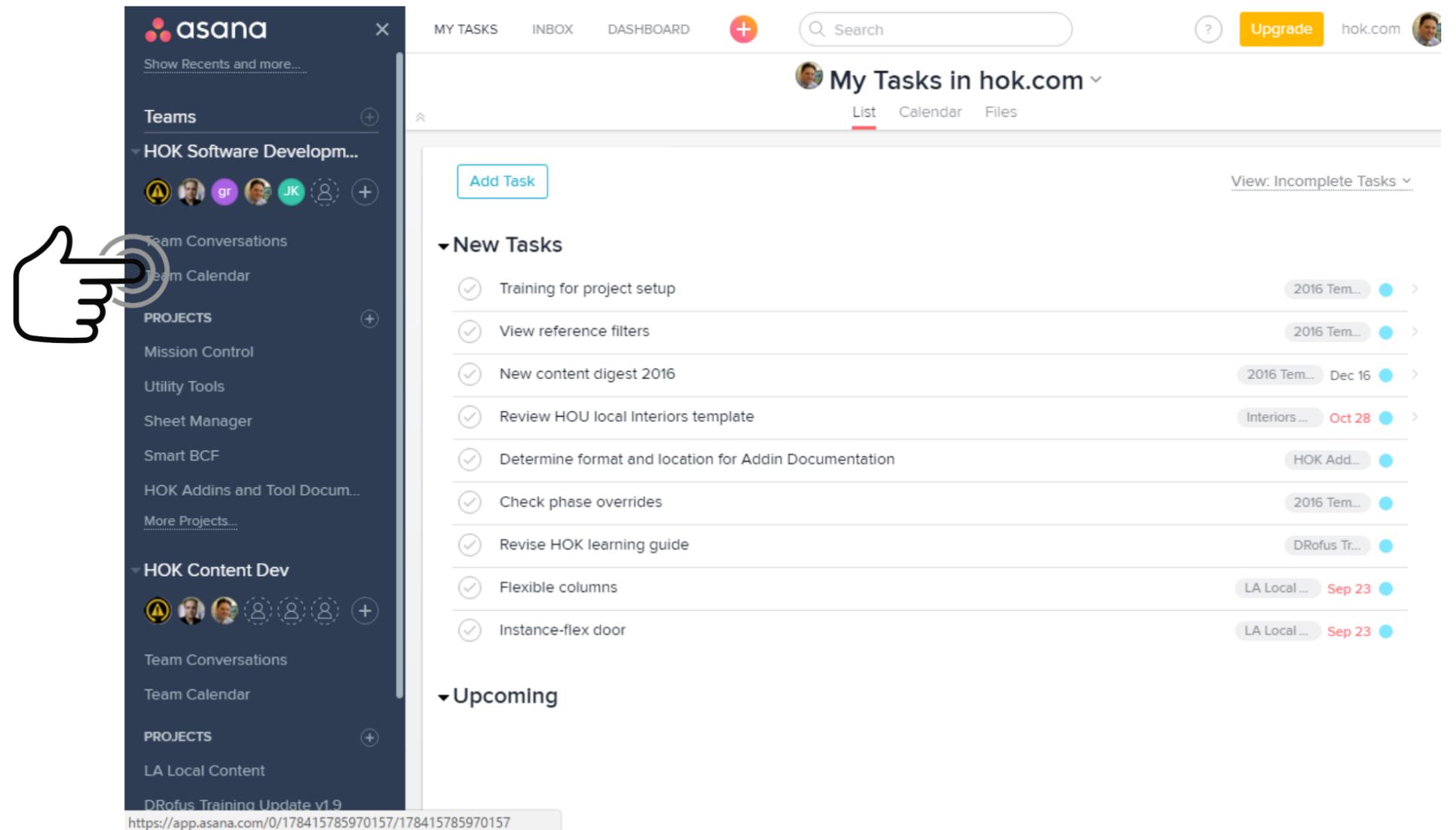
- Kanban style
- Drag & drop cards
- Checklists
- Comment threads



Manage your projects

Asana

- Tasks & sub-tasks
- Dashboard
- Comment threads
- File attachments



The screenshot displays the Asana web interface. On the left, a dark sidebar menu is open, showing navigation options like 'Teams', 'HOK Software Developm...', 'PROJECTS', and 'HOK Content Dev'. A hand icon points to the 'PROJECTS' section. The main content area shows a 'My Tasks in hok.com' dashboard with a search bar, navigation tabs (List, Calendar, Files), and a list of tasks under 'New Tasks' and 'Upcoming'. The task list includes items like 'Training for project setup', 'View reference filters', and 'New content digest 2016'. A URL bar at the bottom shows the Asana application URL.

Manage your projects

Slack

- Comm. channels
- File attachments

The screenshot displays a Slack interface for a workspace named 'Design Technol...'. The left sidebar shows a list of channels, with '#dts_2016' highlighted. A hand icon points to this channel. The main content area shows the channel header for '#dts_2016' with 24 members and 2 topics. Below the header, there is a search bar and a message history. The history starts with a pinned message from 'robert.manna' dated August 6th, 9:47 PM, stating: 'robert.manna created this channel on August 6th. This is the very beginning of the #dts_2016 channel. Purpose: discussion around the 2016 event (edit)'. Below this, another pinned message from 'robert.manna' dated 9:49 PM shows a file attachment: 'DTS-RCS 160712-13 Summary.pdf' (751KB PDF). The message text reads: 'uploaded and commented on a file'. Below the file, there is a note: 'Attributed notes from all DTS 2016 discussion sessions from our official note-taker.' Another pinned message from 'robert.manna' dated 9:50 PM says: 'If you find any issues with the notes please post and will correct and re-post.' The history continues with a message from 'dug262sn' dated 10:08 PM, mentioning several other users who joined the channel. The interface also shows a date separator for 'August 8th' and a message input field at the bottom.

@jvandezande @HOKbuildSMART

Manage your projects

MS Planner

- Board/cards view
- Dashboard
- Tasks
- Calendar
- Notebook



The screenshot displays the MS Planner interface for a project named "Design Technology Feat...". The interface includes a left-hand navigation pane with options like "New plan", "Planner hub", "My tasks", "Favorite plans", "All plans", and "buildingSMART Team". The main area shows a "Status" donut chart with 9 tasks left, categorized by status: 4 Not started, 4 Late, 1 In progress, and 1 Completed. A "Members" section shows workload bars for James Vandezande, David Baldacchino, Greg Schleusner, and Jinsol Kim. The right-hand pane shows a list of tasks, including "Complete update of new title blocks" (10/10), "Playin' around Meets" (10/05), "Task 2 Installs", and "Jinsol do something".

Manage your projects

SmartSheet

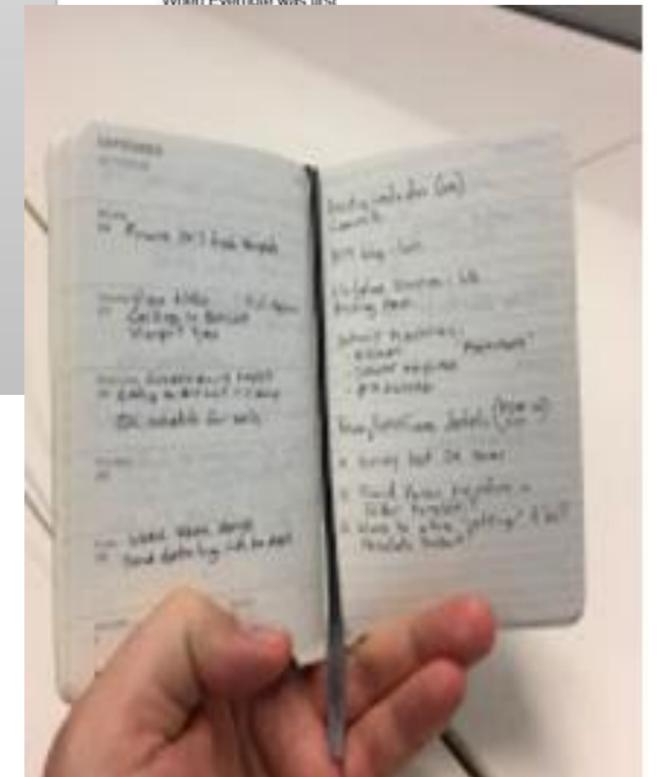
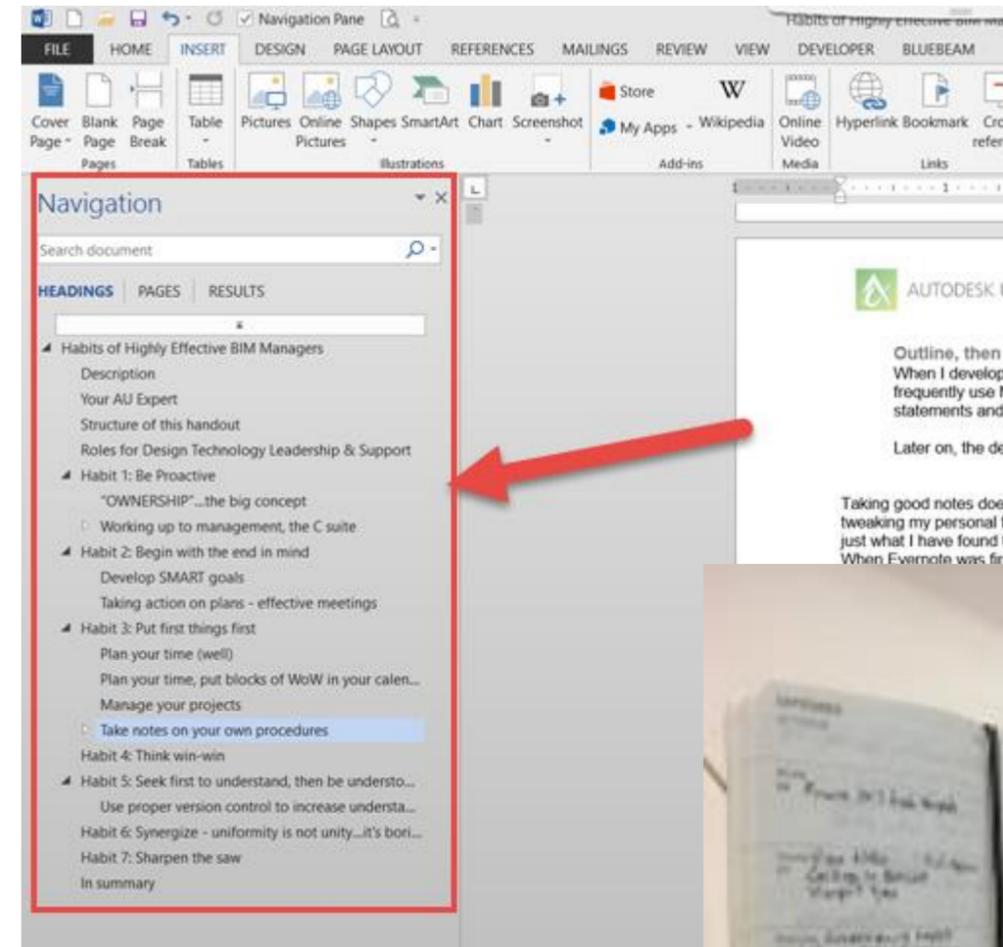
- Cards view
- Online spreadsheet



	RYG	Task	Assigned To	Reviewed	Status	Due	Notes & Comments
1		5 Tips for Getting Started (expand)			Resources		
7							
8		High Priority (3)					
9	●	Task 3	Roland	☑	In Progress	09/01/1€	
10	●	Task 4	Jacque	☑	In Progress	09/15/1€	8 of 10 are committed, need to think of 2 more
11	●	JV Sample task	James Vande			10/21/1€	
12		Medium Priority (2)					
13	●	Task 5	Jacque		In Progress	09/20/1€	
14	●	Task 6	Paul		Not Started	10/26/1€	Waiting for IT to send data extract
15							
16		Low Priority (1)					
17	●	Task 6	Roland		Not Started	10/05/1€	No time to start this now
18							
19		Completed (2)					
20	●	Task-1	Jacque	☑	Completed	06/05/1€	
21	●	Task-2	Paul	☑	Completed	06/20/1€	
22							
23							
24					Resources		

Take notes on your own procedures

- Outline first
 - Use the Navigation Pane!
- Fill-in details later
- Lots of tools:
 - Evernote
 - OneNote
 - Google Docs
 - Pen & paper



The Ivy Lee method

- Write down 6 most important things to accomplish tomorrow.
- Prioritize the 6 things in order of true importance.
- In the morning, only focus on the first task until it is done.
- Approach the remaining items in the same way.
- Move any unfinished items into the list for tomorrow.
- Repeat each day.

Habits 4 & 6: Think win-win and Synergize

Standards Development &
Quality Control



Standards Development

- Compromise
- Think win-win



Standards Development

Understand the difference between “standards” and education/training

- Standards = something you can measure
- Education = how OUR FIRM does things

Own your decisions; but be flexible to adapt

Standards Development

Allow all ideas to be expressed; agree on a fair process to reach conclusion.

Establish a process for revision proposals, review, voting, implementation...

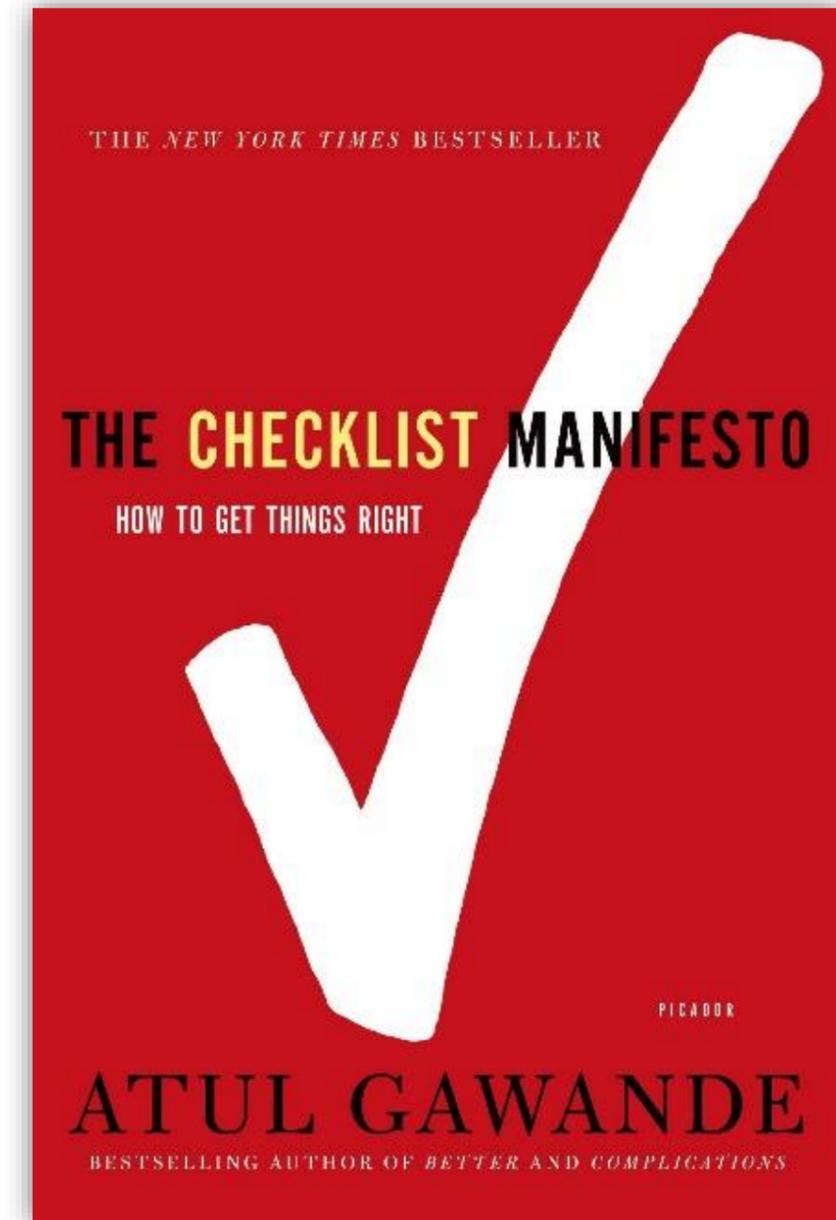
There is only ONE standard to be measured against

Quality Control

Read “Checklist Manifesto”

Standards should be easier to follow than not

Measure, measure, measure...



Habit 5: Seek first to understand, then be understood

Listening & Speaking
(+ other communication skills)



Listening

- Be seen
- Regular communication
- Face time is best
- Seek feedback
 - Act promptly
 - Acknowledgement



Office Space (1999), 20th Century Fox

Speaking & other communication

- “5x7” rule
- Start with WHY 
- Be firm, succinct

Avoid:

“should”

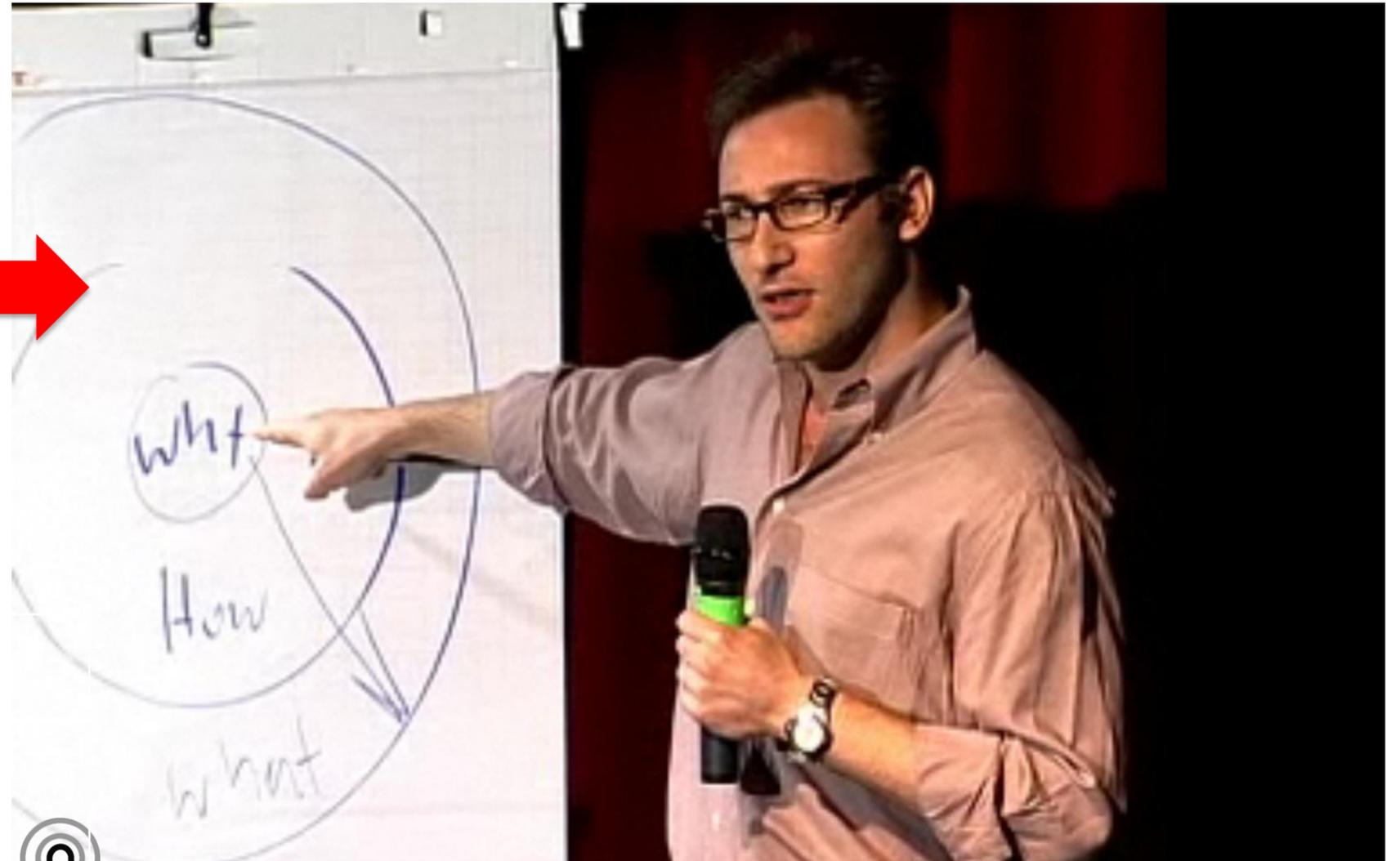
“may”

“best practice”

Use:

“is”

“will”



TED talk: Simon Sinek, “How great leaders inspire action”

Speaking & other communication

- Proofread your emails
- Don't mix emotions with business
- Highlight what actions are required in any emails
 - Use heading styles, simple bulleted/numbered lists...



Version Control

- Understand WHY you are revising something
- Record HOW you changed it
- Document WHAT changed

Version Control

- Version number or modified date
- Revision table or CHANGELOG.txt file
- For web pages, use check-in log
 - Or comments in side bar
- Archive, don't delete

Habit 7: Sharpen the saw



Preservation, Renewal,
Diversification

Sharpen the saw

Stay ahead of the curve

- Learn new tools
- Read industry standards; owner guides

Get involved

- Local user groups
- Come to a BIMForum event!
- Industry efforts (buildingSMART.org)

How are you effective?

