



BRIDGES

Manager

Project Interface
MANAGEMENT



BRIDGES is a **unique** new methodology that reduces project risk, delay and cost by identifying, tracking and **resolving** the critical conditions that create delay

2022

Online Programs: 1-4 March | 26-29 April

PSMJ | Resources Asia Pacific

Time is Money



Far more projects blow their schedules and exceed their budgets than those that meet them.

Why?

It's not for lack of trying, but the design & construction industry has never found a really good way to anticipate and prevent delay.

In recent years, the problem has become harder and harder to solve, as project organisations have become much more fragmented, and the participants have to manage exponentially more information.

PSMJ Resources Asia Pacific has been studying this problem. While we may not have found the perfect solution, we have developed a new methodology that is far better than any other approach available today. We call it **BRIDGES IMS**.

IMS stands for Interface Management System. That's exactly what BRIDGES does: using specially developed training and software to manage the critical interfaces between project participants, to avoid delays.

LEARN MORE ABOUT
BRIDGES IMS

www.psmj.com.au/courses/bridges-interface-management/

What is BRIDGES?

Who should attend and Why

OWNERS, DEVELOPERS, DESIGN & CONSTRUCTION CONTRACTORS

You will have the tools and knowledge to pinpoint vulnerabilities and weak links throughout the project delivery chain, giving you early warning of likely delay points and how to fix them.

You will also have a continually updated record of communication on delay identification and resolution, providing a level of control not otherwise possible.

And you will be able to prevent the most common reasons projects run over budget.

PROJECT MANAGERS

You will know more, be able to do more, and take greater responsibility. You will be more valuable to your firm, and increase your resistance to redundancy in tough times.

You'll gain a broader, more inclusive perspective on design and construction and you will discover greater self-confidence, and will find yourself communicating better.

You will become part of the solution to the most urgent problems facing the industry.



BRIDGES is a unique new methodology that reduces project risk, delay and cost by identifying, tracking and resolving conditions that create delay. This approach is fundamentally different from the usual, industry-standard focus on budget, risk and schedule reduction.

Increased project time, cost and risk are NOT the problem. They are symptoms of underlying, hidden problems. In fact, focusing excessively on those factors is likely to have exactly the opposite of the desired outcome.

Learning outcomes

On completion, learners in this program will:

- Understand and be able to explain the complex relationships between project time, cost, risk and quality to other project team members
- Have increased communication and negotiation skills, leading to more effective team leadership
- Better understand the principles and practice of risk identification and assessment, leading to better control over delay and cost blowout on their projects
- Be able to set up and apply the BRIDGES interface management principles on small projects and work effectively in resolving project interface issues on larger projects

Can't come to us?

We will come to you

We conduct on-site training for groups. This has been a popular option for many larger design professional firms including Calibre Group, Group GSA, DesignInc, KCB Australia, Landrum & Brown & Opus.

This program is now available for Contractors and Project Management companies.

Another option: Some of our most effective consulting comes from tailored, professional coaching in our Executive Advisor Program, where we help you solve specific management issues on-site.

PSMJ Resources - International excellence

A global leader with over 40 years experience, PSMJ Resources is dedicated to improving project management practice throughout the built environment professions.

With a global team of 80 professionals that have successfully run their own design and construction businesses, PSMJ passes on this invaluable experience to industry professionals of all levels.

Day 1 Program Structure

Classroom or Online Delivery

For Online Delivery, day of the week is shown in brackets, e.g. [M]

INTRODUCTION TO BRIDGES (T)

- What is BRIDGES?
- Action Plan
- Faster Cheaper Better
- Delay causes & results
- What is failure? / Avoiding failure
- Islands metaphor / Communication intro
- Yachting metaphor / Teamwork
- Avoiding failure: Planning
- What does the BRIDGES Manager do?
- Who employs the BRIDGES Manager?
- What is most important about the role?

THE ART OF MANAGING PROJECT INTERFACES (T)

- Defining the BRIDGES methodology
- The BRIDGES Interface Management Model
- Who is/was responsible for interface control?
- What tools does the BRIDGES Manager need?

ELEMENT 1: COMMUNICATION (W)

- Communication Workshop
- The four principles of communication
- How to ensure your message is acted on
- Critical vs. non-critical communication
- Developing 'presence'/ Imparting confidence
- Managing consultant information flow
- Monitoring whole team communication
- Training vs. experience

ELEMENT 2: NEGOTIATION (W)

- Planning for negotiation
- The basis of negotiation
- Negotiation types & outcomes
- Persuasion vs. negotiation
- Basic win-win negotiating tactics
- Four basic skills of good negotiators

ELEMENT 3: TRUST (W)

- The basis of Trust
- How Trust changes purchasing decisions
- Creating & destroying Trust
- Wisdom about Trust

PROGRAM REVIEWS

"Likely the most convincing PowerPoint on the value of project management that I have ever seen. Provides compelling metaphors to go through the entire training."

BRIDGES will rapidly become essential for Owner's Project Managers. Firms should sign up their key project managers. I suggest three hours a week for life!"

*Mark Kalin, FAIA FCSA LEED, President
Kalin Associates, Boston
kalinassociates.com*

WHAT PSMJ PROJECT PARTICIPANTS SAY

"Very helpful materials directly related to our business with extremely knowledgeable instructor. Time well spent to improve our future business and project management."

*Peter Jolicoeur, Senior Managing Consultant
Landrum & Brown, Shanghai China*

"Course exceeded my expectations – well presented, engaging and full of useful information and tools."

*Pete Carney, Project Engineer
Holmes Consulting
Christchurch New Zealand*

"Very good. This has taught me essential skills I have been desperate to learn for a long time!"

*Henry Scaife, Associate Director
Rhodes & Associates,
Queenstown New Zealand*

PSMJ | Resources Asia Pacific

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W: www.psmj.com.au

Program Structure

Classroom or Online Delivery

For Online Delivery, day of the week is shown in brackets, e.g. [W]

Day 2

ELEMENT 4: VALUE, QUALITY & EXCELLENCE (Th)

- Is optimising Value a goal for you?
- The 5 Project Value destroyers
- The Value Myth
- Symptoms & causes of Value destruction
- How can we optimise Project Value?
- Why efforts to optimise Project Value fail

ELEMENT 5: PROJECT RISK (Th)

- Risk-based thinking
- Responsible risk allocation
- Latent conditions
- Managing risk to optimise Value
- Knowing about the unknowns
- Tools for Risk
- Claims preventers & claims starters
- Innovation
- Industry response to Value and Safety

STAGE 1: PROJECT INCEPTION (Th)

- Implementing Project Value decisions
- Realistic budget & schedule expectations / Methodology
- Design fee structures
- Understanding the Owner | Client | Developer structure
- Balancing Time, Money Risk & Quality
- Brief preparation, RFIs & Registrations of Interest

STAGE 2: OWNER-DESIGNER INTERFACES (Th)

- Design fees vs. construction costs
- Conforming vs. non-conforming proposals

STAGE 3: DESIGN TEAM INTERFACES (F)

- Design Team coordination
- The complexity of Project DNA
- Interface provisions in project specifications
- Value engineering

STAGE 4: BIDDING/TENDERING INTERFACE (F)

- Interface provisions in Conditions of Tender
- Tender review procedures – Right contractor, right prices
- RFI research
- Managing RFIs
- Managing substitutions

STAGE 5: CONSTRUCTION TEAM INTERFACES (F)

- Owner > Construction team coordination
- Design team > Construction team interfaces
- Construction team coordination
- Construction Administrator interface

STAGES 6-7: HANDOVER / COMMISSIONING & OCCUPANCY INTERFACES (F)

- Monitoring project completion actions
- Monitoring handover, equipment commissioning, training
- Monitoring Defects Liability Period inspections
- Preparing the final BRIDGES Report

IMPLEMENTING BRIDGES (F)

- Why Bridges?
- Bridges levels & certification
- This path will be harder than it looks

WHAT PSMJ PROJECT PARTICIPANTS SAY

"Highly insightful, entertaining anecdotes. Rich with experience."

*Rosie Morley, Associate
Carr Design Group, Melbourne VIC*

"Wonderful, practical & real world relevance. Not a course selling a prescriptive model, but a new way of using the information we have."

*Cheryl Allman, Associate Vice President
Landrum & Brown, Melbourne VIC*



Facilitators

PSMJ Resources Workshops are facilitated by design professionals with proven track records of success both in Australia and across the globe.

Charles Nelson, LFRAIA, AIA, AECPM

Charles has a BA in Architecture and Psychology (Minnesota), and studied Land Use Law & Legislation and Law of Construction Contracts at Harvard University.

He has been involved with the architecture/engineering design and construction industry for more than 50 years, including a decade as the owner/manager of a Boston-based design/build firm.

Charles has provided Project, Design, Quality, and Risk Management training since 1989, and more than 250 workshops across three continents, including workshops at ten AIA National Conventions.

Bill Parker, B. Building (Melbourne Univ.)

Bill is a Senior PSMJ Consultant, Principal of PCSI, Non-Exec Director of PCL Contractors Pacific Rim and Principal Consultant at WYEEES; with 40 years global experience across Project Management and Construction.

Once called "a professor of tall buildings", Bill project-managed 2 of the world's top 5 tallest residential buildings; Dubai's Princess Tower and Melbourne's Eureka Tower. Bill is at the forefront of construction techniques.

Invited by "IStructE", Bill presented his unique insights into "Constructability - Engineering for Construction", in London, Dubai, Abu Dhabi and Astana. His goal has been to train his project teams to replace him, empowering PM staff to develop their own strategies, and to publicly credit their achievements.

Multiple Registrant Bonus

When you sign up more than one person from your firm, you save, for each extra person:

- \$400 on the Super Early Bird rate
- \$400 on the Early Bird rate
- \$400 on the Standard rate

You will multiply the number of motivated and trained individuals to start working on implementing powerful changes in the way your systems operate.

We know from experience that the more people in your firm that understand these strategies, the faster the benefits are realised and the more permanent they will be.

Levels of BRIDGES Expertise

Three levels of **BRIDGES** training are offered: **MANAGER**, **LEADER** and **MASTER**

MANAGER: An intensive workshop where participants learn the principles of BRIDGES and how to apply them on small projects, and work effectively in resolving project interface issues.

LEADER: A follow-on two-day workshop where participants acquire the skills to set up and operate a BRIDGES program for medium-sized projects of some complexity, or larger simple projects.

MASTER: A further two-day intensive workshop where participants acquire the skills to set up and operate BRIDGES programs for large, complex projects, as well as to train others in the BRIDGES method.

The Manager level program is available now. The Leader level program will be offered late 2021. The Master level program will be offered early 2022.

BRIDGES SOFTWARE:

Meeting the objectives of the BRIDGES IMS program requires several software applications, which PSMJ Asia Pacific has developed with Building Technology Pty Ltd.

These include a new relational database suite of tools specially built to identify, track and ameliorate probable causes of delay.

PREREQUISITES:

To enrol in the BRIDGES Manager program, one must have completed either the PM Essentials - DESIGN or PM Essentials - CONSTRUCTION program.



PSMJ guarantees that you will be 100% satisfied or we will refund your money

BRIDGES

Manager

EARLY BIRD SPECIAL

Register and pay 60 or 30 days prior to the program date and receive \$400 or \$200 off registration!

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E: ebowron@psmj.com
W: psmj.com.au

M: PSMJ Resources Asia Pacific
Unit 1004, 19 Queens Road,
Melbourne VIC 3004

Registration Includes

Comprehensive workbook, reference materials, 50% discount on BRIDGES IMS software, and 12 months complimentary telephone/email support.

The Project Management Essentials Program delivered by PSMJ offers 14 Formal CPD points in the areas of Project Delivery, Practice Management and Documentation.

Classroom Delivery

Day One: 8:30am - 5:00pm
Day Two: 8:00am - 4:30pm

Online Delivery

9.00am - 12:00 noon AEST
Monday to Friday AEST

Attend from Anywhere

☐ 1 - 4 March 2022 inclusive ☐ 26 - 29 April 2022 inclusive

Register Online

You can also register online: <https://www.psmj.com.au/courses/bridges-interface-management/>

Register: Enter the number of participants in each category and enter the appropriate fee in the relevant column.	No.	Super Early Bird	Early Bird	Standard
First person	1	\$1595	\$1795	\$1995
Additional Registrants		\$1195	\$1395	\$1595
No. of extra registrants				
Subtotal for extra registrants		\$	\$	\$
Subtotals for all registrants		\$	\$	\$
Add GST 10% (Australian residents only)		\$	\$	\$
TOTAL PAYMENT DUE		\$	\$	\$

Conditions and Cancellations

- Super Early Bird: Must be booked and paid 60 days before training date.
- Early Bird: must be booked and paid 30 days before training date.
- All fees are in Australian dollars. GST is not charged for programs delivered outside Australia.
- You may change attendees at any time provided the new attendee meets the required Prerequisites.
- Cancellations received in writing at least 30 business days prior to the program receive full refunds.
- Cancellations received in writing at least 11 business days prior to the program receive a credit letter, good for twelve months, towards any PSMJ program or product.
- Cancellations made 10 or fewer business days prior to the program and/or no-shows are not eligible for refunds or credits.

REGISTRATION APPLICATION

* Required information

Submit one for each applicant. Scan your registration/s & email to Elina (ebowron@psmj.com) & Charles (cnelson@psmj.com), or call us on 03 9686 3846. You can also register online at <https://www.psmj.com.au/product/bridges-project-interface-management/>

Attendee Name *		Position	
Firm Name *	Firm Type	Firm Size	Office Size
Address *			
City *	State *	Postcode *	
Attendee Mobile Phone *	Email *		
Firm Contact Name	Firm Contact Email		
Your Payment Options:			
EFT - BSB: 033305	Account No.: 282070	A/C Name: PSMJ Resources Asia Pacific	Reference Invoice No.
OR Charge my: <input type="checkbox"/> MasterCard <input type="checkbox"/> VISA <input type="checkbox"/> AMEX			
Credit Card #	Exp. Date	CVV Security Code	
Name	Signature		