



# THE MINDSET OF AN EFFECTIVE BIG ROOM

## 1.0 Why

An effective Big Room supports cross-functional team collaboration by advancing work and bringing the larger team up to speed on the activities of other groups or individuals. It allows teams to understand their impact across clusters or work groups. The Big Room also provides teams with the time to discuss project-wide concerns such as budgets, hot topics or global changes. The term Big Room refers more to the behaviors and actions of the team than the physical space. The Big Room is more than co-location of people; it is about collaborative behavior and the work it produces.

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## 2.0 When

The behaviors and activities of the Big Room environment should begin as early in the project as possible even if the whole team is not yet formed. The frequency of Big Room sessions varies from project to project and within different phases of the project. The team must therefore continuously determine the right frequency and duration of sessions. For example, a half-day per week may be appropriate for a very small project. A complete co-location might be suitable for other situations. Again, the demands of each project will determine the frequency, duration and location.

Over the course of the project, the key participants in the Big Room should and will change according to the type of work being produced and the type of team members who add value to each phase of the project. It is important that the team include the right people at the right time having the right information to do the right work. It is important to discuss regularly this value proposition. Along with smaller monthly changes, the entire nature of the Big Room will change several times throughout the project life.



Although forming a Big Room requires a significant investment of time and money, the Big Room adds value to the project and drives down overall project cost.


### 3.0 How

The Big Room is about fostering behaviors that lead to high levels of collaboration and thus to High-Performing Teams. Although forming a Big Room requires a significant investment of time and money, when conducted well the Big Room adds value to the project and drives down the overall project cost. Teams rapidly advance work in a relatively short amount of time with less rework because they have the collective brainpower in the room working together.

Having a well-established, effectively facilitated agenda is crucial to a Big Room’s productivity and efficiency. The team should collaboratively create the agenda well in advance of the Big Room session. This ensures that all team members are prepared to advance the work. A good agenda has an expected outcome for the agenda items, timeframes and required key participants. While it is important to have an effective agenda, it is equally important to have it be well facilitated.

#### Potential Big Room Venues

- Co-Located: Participants continuously located together with continuous collaboration
- Recurring: Participants meet in person on a regularly scheduled, recurring basis
- Hybrid: Combination of in-person and virtual attendance by select participants



**Quick Reference**

<a href="#">Cluster Groups</a> .....	155
<a href="#">High-Performing Teams</a> .....	113
<a href="#">Agendas</a> .....	205

For additional readings and information, please see the below information.

# CHAPTER 37– THE MINDSET OF AN EFFECTIVE BIG ROOM

## Additional Readings

[BIM and Value Stream Mapping Robert Mauck](#)

[Editorial Lean and Integrated Project Delivery](#)

[Integrated agreement on one page](#)

[Making Data and Decisions Flow in a Big Room - John Mack and Robert Mauck](#)

[Presentation 02-The Big Room-final](#)

[Target Value Design AIA Practice Digest](#)