



KGC Diversity Growth

As KGC moves beyond a 10th anniversary milestone, the diversity of our business services has grown from delivering subject matter expert report assignments to providing Adjudication Submission Support, Commercial Management & Contract Administration Training, and Contract reviews with a holistic focus on the quality of the appendix documents, including but not limited to the constructability of the drawings, specifications, and schedule.

Tracking Collaboration & Communication Breakdown Failures in Risk Registers

Having been involved with the building industry for over 45 years, many things have changed. The importance of efficient, timely communication and follow-up interaction to get things done has not. Recently, there has been an increased emphasis on the importance of culture, transparency, and enhanced inclusiveness in many workshops, conferences, and webinars. Great principles and concepts to be applauded, encouraged, and respected.

In the early 80s, when I started my career, the landline telephone was the standard means of communication outside the immediate office environment, and I had been taught the importance of returning phone calls within 24 hours or less. Generally, this basic communication rule was followed most of the time out of business courtesy and respect. Today it is not.

Fast forward 45 years, and while we have multiple communication options for addressing challenges and issues, the fundamental principles of healthy responsive communication have almost completely broken down. In discussions with numerous well-respected industry professionals within my extensive network of connections, many have also drawn the same conclusion: perhaps only one in five phone calls is returned, or one in five critical emails is addressed responsively and promptly.

While we have emerged from the pandemic lockdown, many meetings are still conducted online using Zoom or Teams. Most computers today come with built-in cameras, and yet some attendees refuse to turn on their cameras. Any sense of collaborative trust building, integrity, and transparency is immediately lost when there is no eye contact or body language to observe.

The authors of *Crucial Conversations*, Third Edition (page 14), Tools for Talking When Stakes Are High, examined and analyzed 2,200 projects and programs. A shockingly high 80% failure rate can be anticipated, as projects that require cross-functional cooperation often result in costing far more than expected, producing less than hoped for, and running significantly over budget. [Crucial Conversations - Free Book Resources](#) | [Crucial Learning](#)



Previous Clients



The authors noted that 90% of the time, the predictor of project success or failure was whether people could hold specific, relevant Crucial Conversations. The construction industry is highly dependent on effective cross-functional communication daily. Any failure in the breakdown of communication on activities falling on the critical path or near critical path can have horrendous consequences for all.

A more disturbing emerging trend lately, albeit still a minority, is the refusal of many consultants or project managers to visit the site during the execution and assembly of the building and avoiding crucial conversations to address technical problems. This behaviour of apathy and unaccountability will invariably give rise to more delays, disputes, and expensive litigation.

While Artificial Intelligence is the new cure-all buzzword to boost productivity and performance, anyone tasked with delivering a project communication plan or developing risk registers should allocate line items for communication performance follow-ups and conduct quarterly surveys to monitor the health of the project communication.

Adjudication News Update

As adjudication continues to gain traction across the country, with a high probability that British Columbia will adopt this ADR process next year, [Bill 20 – 2025: Construction Prompt Payment Act](#), the statistics favour this upward trend. See the Alberta [ARCANA Annual Report](#) and Ontario [2025-ODACC-Annual-Report-Final.pdf](#). The encouraging statistic is the willingness of the parties to settle their disputes differences almost 30% of the time, at the applicant's suggestion of the adjudication process, to seek a speedy payment remedy.

The recent change adopted by the Government of Alberta in April this year, with the extension of the Prompt Payment to the Public Works Act (PWA), albeit a step towards harmonizing the provincial process caps the adjudication provisions to the maximum amount referenced in section 9(1)(i) of the Court of Justice Act. The current maximum amount is \$200,000. Industry lobby groups are seeking to raise the threshold.