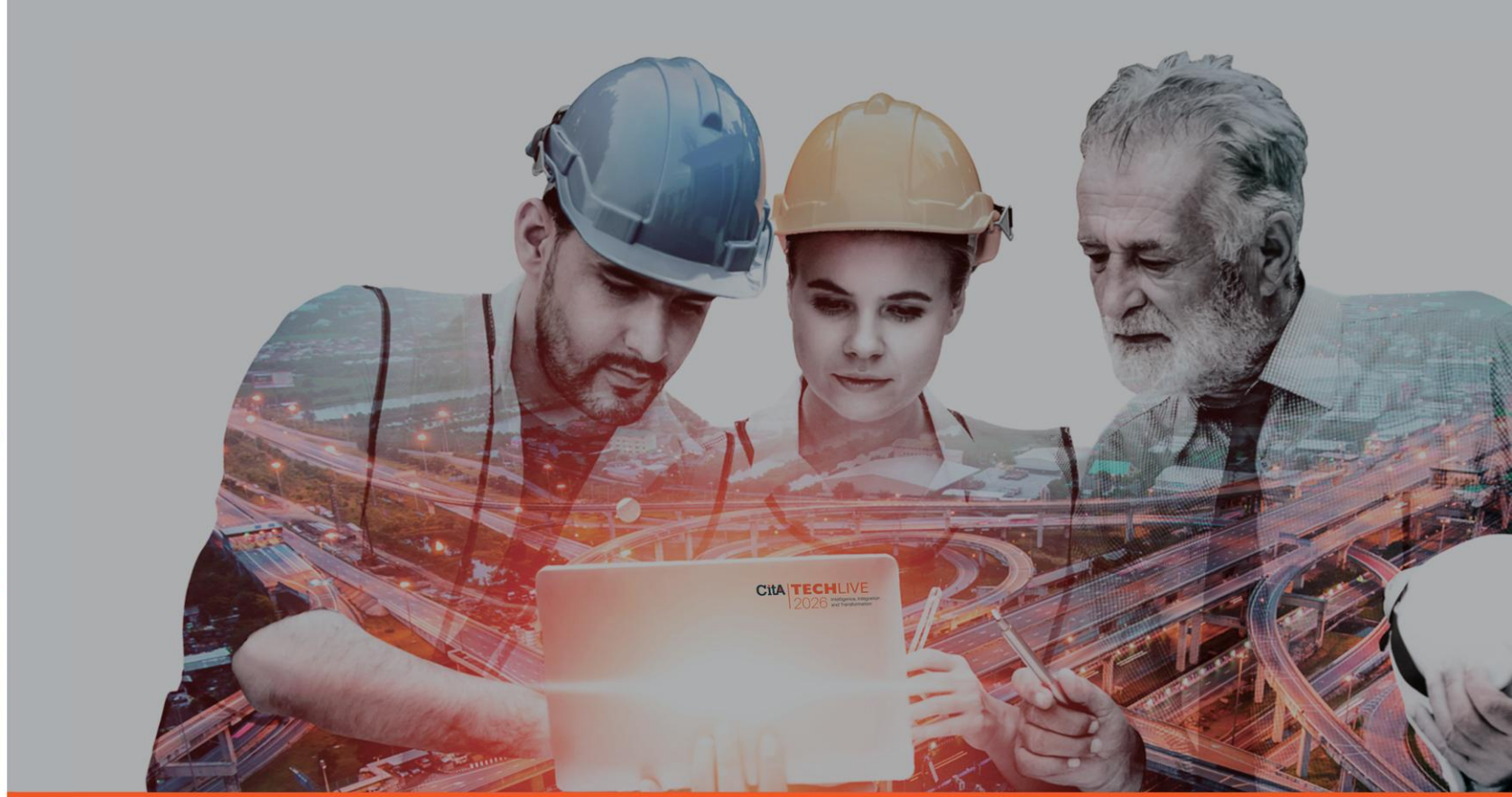
CitA | TECHLIVE 2026

Intelligence, Integration and Transformation



Dexcom Stadium, Galway,
12th November 2026



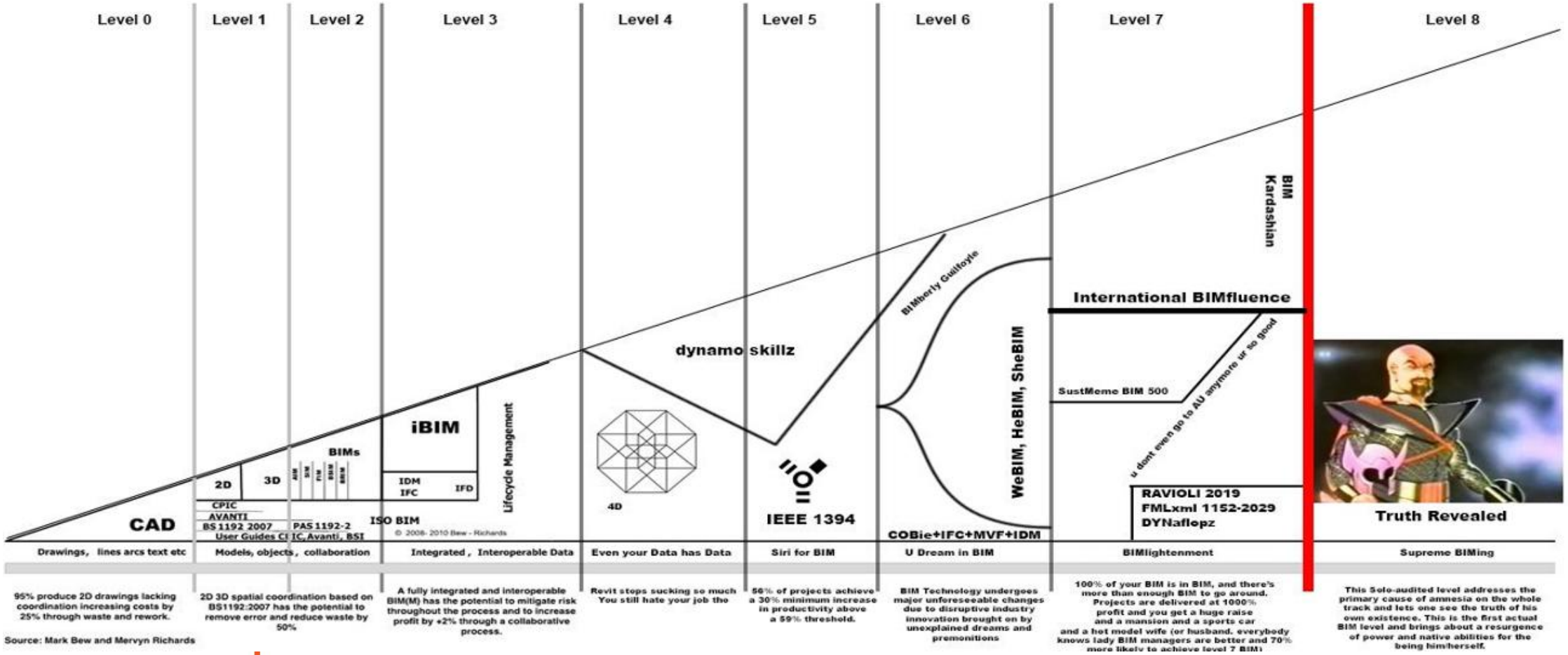
Shaping the Future of Construction

Mary Flynn

The Collaboration Conspiracy
Why Connected Teams Deliver Better Projects



The future is now and it is Digital using intelligent data, BIM, ICMS, Digital Twins and AI
We are moving towards the next evolution of Project Delivery…….The Data Connected Age



Slide No.1 | **The Collaboration Conspiracy**



The Conspiracy is hiding in plain sight, it is not a meeting behind closed doors but an accumulation of ordinary processes that make collaboration unusually hard

Why projects keep producing silos and how we move from **S.I.L.O**. to **S.H.A.R.E**.
We have good people but bad systems:-

- Appointments – Disciplines mobilise at different times
- Information – Each party curates a private version of the truth
- Incentives – Avoiding blame can beat improving the whole
- Language –Cost, design, delivery and operation talk past each other
- Disciplines – Architects focus on design quality. Quantity Surveyors on cost
- Traditional model – My Scope + My Risk + My reward
- Resistance – is usually a combination of culture, incentives, trust and fear of change
- KPI's – are separate for disciplines, not collective for team delivering an outstanding asset
- Risk – is passed on, not shared or resolved.



From S.I.L.O. to S.H.A.R.E Connecting People, Processes and Projects

Separate the habits that fragment work. Build the habits that integrate decisions.

S.I.L.O.

S. Separate objectives workstreams start apart & stay apart
I. Information Knowledge is trapped delayed or duplicated. Incompatible processes
L. Local Teams optimise their own output, not the outcome. Lack of trust
O. Ownership, Information is guarded, rather than stewarded. Organisational boundaries

S.H.A.R.E. (Five behaviours that change the project conversation)

S. Shared outcomes, see the whole
H. Honest communication. Invite challenge before commitment.
A. Align outcomes. Agree value, cost carbon, time and risk. Align incentives
R. Release Real-time information . Share usable information with context.
E. Engage early and continuously. Keep the right voices in the decision loop



If BIM creates a common model, AI creates a common understanding

AI is becoming the connector layer that enables joined-up thinking across disciplines, organisations and project Phases. While BIM, CDE's and Digital Twins connect information, AI helps insights, decisions and actions.

Breaking down discipline silo's

Traditionally architects focus on design quality, engineers focus on performance ....AI can analyse information from all the disciplines simultaneously and identify impacts that may otherwise be missed and provide a shared view. Example an architect can change a façade specification. AI can immediately flag , the cost implications, the carbon implications, the programme impacts, the procurement risks, future maintenance impacts and so on.

Creating a "Digital Translator"

One of the biggest challenges in construction is that every discipline speaks a different language. QS's discuss costs, contractors discuss sequencing, clients discuss outcomes...AI can answer the question "how will this design decision affect the CAP25 targets, capital costs, construction programme and operational energy use"



If BIM creates a common model, AI creates a common understanding

Connect Project Phases.
Construction remains fragmented by phases such as planning phase, procurement phase, design phase… Resulting in information getting lost across at each translation. AI can track changes across the entire lifecycle. Example a planning stage commitment to biodiversity enhancement can be tracked automatically through Design development, procurement specifications, construction records ….

Capturing Organisational knowledge.
A major challenge for the Irish construction Industry is that valuable lessons and knowledge often leave with Individuals residing in separate divisions or organisations. AI can capture lessons learned, identify recurring risks, analyse previous projects, recommend best practice, information that can now be shared.

Improving Decision-Making
Joined-up thinking is about making better decisions. AI can look at “what is likely to happen” it can predict cost overruns, identify programme risks , highlight supply chain issues, forecast carbon performance…..



If BIM creates a common model, AI creates a common understanding

Supporting Whole–Life Thinking
AI can evaluate multiple objectives objectively such cost, carbon, biodiversity, circular economy, social value, operational performance. AI can assess thousands of combinations far faster than traditional methods. Example "which option offers the best balance of capital cost, whole-life cost and embodied carbon"?

The Future Digital Twin
The ultimate expression of joined-up thinking may be an AI-enabled Digital Twin, the asset effectively becoming A learning system, where it not only tells stakeholders what is happening now, but it also predicts what should happen next using sensor information, energy consumption, maintenance data, design information .....

Celebrate Collective Wins.
Construction often rewards individual expertise, consider collaborative problem solving, team innovation, cross-disciplinary solutions. What gets recognised gets repeated.

Focus on Relationships, Not Just Technology
Technology enables collaboration, but relationships sustain it. Invest in trust, communication and shared learning



People don't resist collaboration: they resist losing control, taking risks, or working in systems that don't reward collaborative behaviour

Start with Shared Outcomes.
Many project disciplines are working towards different objectives such as QS's want to optimise value and cost Certainty. Create project objectives that everyone owns, so instead of cost targets use whole-life value, carbon targets, asset performance where everyone is measured against shared goals, collaboration becomes easier.

Involve Disciplines Earlier.
Many conflicts arise because key stakeholders are engaged too late for example FM involvement before handover QS involvement in sustainability discussions, contractor involvement during design…Early involvement turns reviewers into contributors and constructive allies.

Create a Safe Environment.
People often resist collaboration because they fear being blamed, loosing influence, having mistakes exposed. Successful teams encourage problem solving over blame, transparency over perfection. A culture of psychological Safety is often more important than any digital platform.



People don't resist collaboration: they resist losing control, taking risks, or working in systems that don't reward collaborative behaviour

Align Contracts and Incentives.
You cannot expect collaborative behaviour from adversarial contracts. They will however collaborate when Collaboration benefits them. Consider using ECI (Early Contractor Involvement), shared risks/rewards mechanism, Performance based outcomes, Alliance approached.

Make Information Visible.
Use shared dashboards, CDE's, Open reporting, Digital twins where everyone is looking at the same version of project information.

Use AI as a Neutral Faciliatory.
AI reduces friction by providing objective insights into carbon impact, programme impact, cost impact…instead of teams arguing over separate viewpoints, they are now discussing the same evidence



Key takeaways for future Collaboration & Joined-Up Thinking.

1. Measure Shared Project Outcomes
2. Move from lowest Cost to Best Value
3. Introduce Shared Risk & Reward- Gainshare and Painshare.
4. Reward Early Problem Identification
5. Include Lifecycle Stakeholders.
6. Make Data Transparent.
7. Link Sustainability Targets to Commercial Outcomes
8. Use AI to support Incentive Alignment.

The biggest barrier to collaboration joined-up thinking isn't technology . It's organisational behaviour.
The organisations that thrive will be those that connect incentives, information and people,
not just digital systems. We need to be building bridges, not boundaries. Collaboration is not a soft skill, it is a measurable project performance driver. The most successful projects are not delivered by the smartest discipl
In the room but by the disciplines that think, share and act together as one team.



Thank you for your time