



## **Development is a team sport: The owner's rep. is the coach keeping the team together!**

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Many of the foremost developers have been great athletes. Often, this attribute has propelled them in their career, because it enhances the ability to work with or lead a team. While physical ability is not necessarily the key, anyone who knows real estate knows that stamina is essential in order to win the game.

The development team is made up of many different players. The developer acts as quarterback; he/she executes the plays and makes sure all the team members understand their assignments. In the end, the developers are the players with whom people credit the success or failure of a project. The architect serves as running back. Other than the quarterback (the developer), the architect is the star of the team-always striving for the "Heisman Trophy." When running the design process, they often carry the entire team forward, even when players from all sides are piling on. And when least expected, this player will sneak out of the backfield and catch a pass from the quarterback for a large gain. This is truly the architect of a successful team.

The legal counsel, often known as the defensive line, protects the quarterback and the rest of the team from the onslaught of attacks. Whether closing contracts, defending lawsuits, or performing other transactional work, the legal team is there to stop the surge.

The construction manager is the offensive line. It moves the project forward on a day to day, play by play basis. It allows the quarterback to execute plays and allows the running back to gain big yardage and achieve their vision.

The marketing/sales team provides the wide receivers. They are responsible for framing great projects and getting them to market. This is akin to catching a pass and running downfield for the touchdown.

The consultants (MEP/structural) develop systems that are efficient, effective and durable. These systems manage to keep the building operating close to the line of scrimmage. Acting as defensive backs, the consultants prevent the opposition from making plays that would move the ball back on the field away from the goal line.

The designer is responsible for taking a great building and decorating it to accentuate its features and make it stand out against the competition. The designers are the tight ends that have many assignments, but are most noticeable when they make a big play.

And finally, the owner's representative is the coach keeping the team together. A good coach works with each player's individual talents to enhance the power of the team in order to win the big game and deliver a high quality project. The success of the project is largely dependent on having the team all working in the same direction. There are constantly different ideas brought forth throughout the project. Using the right ideas at the right time and "calling the right plays" are critical to its success. The owners' representative is responsible for keeping the project within budget, without

sacrificing quality, schedule, or aesthetic detail. Contrary to popular beliefs, a win in overtime is simply not as prestigious. A good coach has the ability to recognize the strengths and weaknesses of all players in order to assemble a team that can successfully work together towards a common goal.

As in sports, the right development team will lead any project to victory. It is important to remember, however, that the individual players cannot be utilized to their fullest potential without the direction provided by a good coach or owners' representative.

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