

IC3.LLC Denton Wilson

THE ART OF THE ASK

The First Ask – Defining the Outcome of Your Project

In today's integrated healthcare environment, collaboration isn't enough. The first ask defines what gets built—and how your team shows up.

Below is a Dentonized ([aka, my view](#)) comparison between typical requests and what integrated leadership truly requires.

Typical Ask vs. Integrated Ask

Typical Ask	Integrated Ask
Submit a proposed schedule.	Describe your milestone readiness process, including how you'll visually manage integration, flow, and accountability across disciplines.
List previous Lean experience.	Explain how your team builds and sustains a Lean mindset—what are your daily rhythms, early trust levers, and behavior anchors? List your primary tools.
Do you support prefabrication?	Please specify what is recommended for prefabrication for this project. When should that be decided, how will it affect design and coordination timelines, and who will lead those decisions?
Describe your collaboration approach.	Show us how you integrate your expertise into the broader team environment. How do you adjust your work to protect others' flow and success?
Provide your project organizational chart.	Provide an environmental structure that shows who protects flow, who owns trust, and how decisions escalate without delay or distortion. Please present how the overlap of stakeholders aligns with authority vs responsibility.
We value innovation.	Show us where your team co-created innovation by building trust early enough to protect risk-taking. Please present what “triggers” were required to engage this innovation.

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Typical Ask

We expect Lean tools on-site.

List key personnel.

List lessons learned.

Give us your best price.

Integrated Ask

We expect a Lean mindset at the project/team level. Show us how onboarding, early modeling, trade engagement, and risk planning reflect Lean as behavior—not just events.

List who protects (and owns) culture, integration, trust, prefab alignment, onboarding rhythm, and real-time pulse checks.

Explain how your team conducts retrospectives that adjust real behavior, not just list lessons. What are the questions, when does it happen, and how is it measured?

Give us your best leadership model—because we know the right structure avoids cost overrun more than any estimate ever will.

You don't get integration by contract. You get it by clarity. And clarity starts in the first ask.

WHO'S WAITING ON WHO?

Is the owner waiting for the industry to deliver integration—or is the industry waiting for the owner to ask for it?

Both are waiting. And mediocrity lives in the gap.

What you ask for first tells the team what to optimize for.