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## NEWS LETTER NO. 65

### Synopsis –“Collaborative Partnering” workshop by Mr. Rob Reaugh

ILCE’s objective is to promote the adoption of “Partnering” relationships in Indian Construction Projects to dramatically improve the performance of each and every stake holder of the project. Towards this, ILCE sponsored a workshop entitled “Collaborative partnering” by Mr. Rob Reaugh, Executive Director, International Partnering Institute (IPI).

The one day workshops were held at Delhi/Chennai/Goa/Mumbai on 7<sup>th</sup>/9<sup>th</sup>/11<sup>th</sup>/14<sup>th</sup> October 2013  
The synopsis of the workshop is as below in brief and with some amendments.

#### DEFINITION OF COLLABORATIVE PARTNERING

This is a structured process that works to develop a culture of partnership between the stake holders of the project that must work together to achieve the successful delivery of construction projects.

#### NEED OF PARTNERING

The need of partnering is due to the fragmentation of project teams, which leads to poor communication and hence poor performance.

This particularly is a tragedy since each stake holder shares the common objective. Namely timely completion of project, within time& costs and free of accidents.

#### THE BENEFITS OF PARTNERING

- |                                 |                            |
|---------------------------------|----------------------------|
| * Visible improved performance  | *Increase of Productivity  |
| *Reduction of Claims            | *Enhanced safety           |
| *Total avoidance of Arbitration | *Enhanced worker retention |

**FUN IN PROJECT**

## THE KEYS TO PARTNERING SUCCESS

### 1. Owner Driven

Best Position to drive Partnering concept

Kindly note that word OWNER also refers to those who have distinct charge with their staff and subcontractors. Example: Principal Construction Agency

### 2. Executive Champions

Working zealously to remove internal barriers to partnering and external barriers to collaboration between organizations

### 3. Tool Box approach

Appointment of Facilitators

Partnering Charter

Integrated Dispute Resolution Process

Evaluation of partnering

### 4. Guidance and training

Basic training in communication and trust building in teams

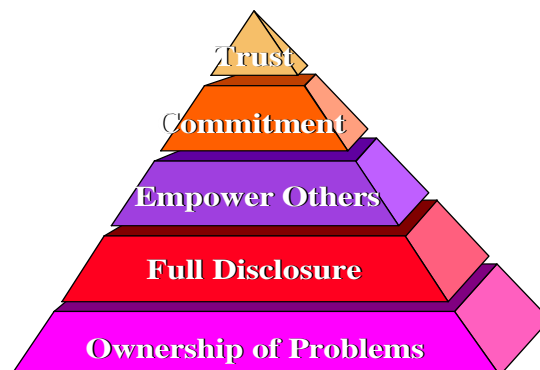
Partnering Concepts and benefits

### 5. Recognition

By their peers and superiors

## FOUNDATIONS OF PARTNERING

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## KICK-OFF PARTNERING WORKSHOP

This is the initial project partnering workshop done early in the project that sets up the partnering commitments

## PARTNERING CHARTER

This is the guiding focus of Partnering for the entire team.

This documents the goals, the commitment to work openly in partnership

They have to include

1. Goals
2. Conflict Resolution Process
3. Team Commitment statement
4. Signature of all parties in the Partnering Charter to denote full acceptance of partnering

### THREE LEVELS OF PARTNERING

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In order to better understand partnering, it is helpful to think of partnering in levels. Cooperation is where project team members are able to work together and resolve issues together in a fair way. “one for you and one for me”. Collaboration is a higher level where the team has actually changed the project culture, so they are using Partnering to improve project outcomes in terms of schedule, budget, safety, and quality. When the team is collaborating, they are owning the process and they are setting and achieving a high standard of collaborative partnering. Co-Creation is the highest level of

partnering, where the team is uniformly focused on an exceptional outcome for the project and are inventing new ways to leverage collaboration into world class project delivery.

Moving to the next level has to be the continuous exercise of the team in partnership

For moving up to the next level of partnering, here are five tips:

#### 1. Clarify Roles and Responsibilities

Clarity to all what we want to achieve by working together and the responsibilities there of

#### 2. Commit to be fair

Foundation of trust in partnership is a commitment to fairness

#### 3. Get off your butts

Shun judgment of others since it impairs communication

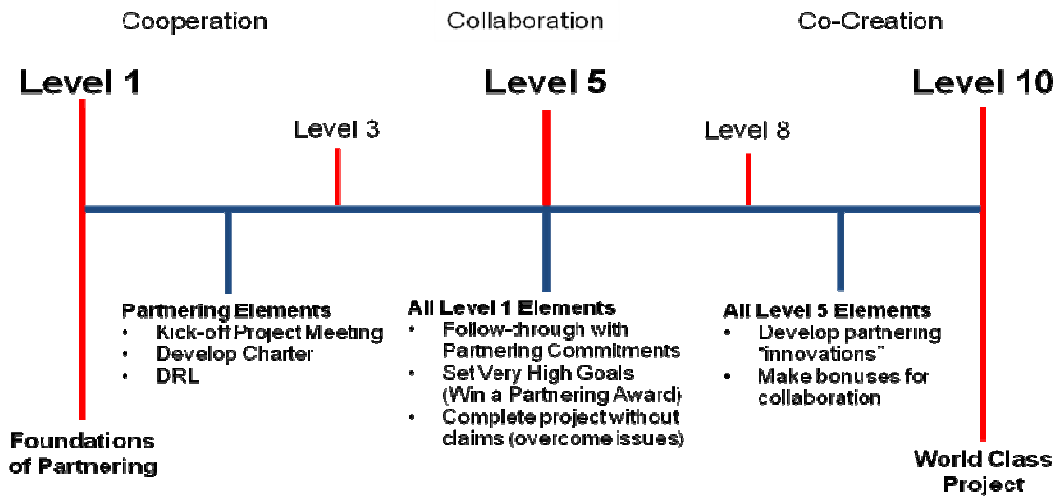
#### 4. Create Accountability

Monthly scorecard to judge the level of maturity in partnership

#### 5. Plan for disagreements

Disagreements are inevitable. Partnership has incorporated conflict resolution (Nip it at the bud)

## RELATIVE PARTNERING LEVELS



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It is easier to think of partnering in terms of levels so you can work to take collaboration to the next level on each of your projects. In this context, level 1 would be incorporating the fundamentals of partnering on your project. Then for level 2 and 3 you would add the elements of Collaborative Partnering (a Charter, a Professional Facilitator, a Dispute Resolution Ladder, and scorecards) to ensure culture change. As your team moves towards level 10, they begin to develop innovative ways to improve projects through partnering. When co creation s at its best, innovation is all pervading and the various problems and issues at site sorted out with unimaginable innovative solutions

### DISPUTE RESOLUTION LADDER

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Level	Owner (represents Designer and labs)	Contractor (represents Subcontractors and Materials Suppliers)	Time to Elevate
Level #1	Supervisor	Forman	1 Day
Level#2	Project Engineer	Site Engineer	1 Day
Level#3	Project Manager	Project Manager	2 Days
Level#4	HO Representative	HO Representative	1 week
Level#5	CEO	CEO/President	2 weeks
Level#6	Facilitated Dispute Resolution or Adjudication		
Level#7	Claims Mediation, Arbitration, or Litigation		

### FOCUS

Site to be empowered to settle all conflicts at level # 1, 2, 3

Rare cases to level # 4

Extremely rare cases level # 5

Level # 6, 7, 8 conflicts in arbitration, adjudication, legal cases – Failure of Partnership

## PROFESSIONAL NEUTRAL FACILITATOR

They are most necessary for effective Partnering

Their functions

- Initial Broad training on Partnering-Scope, Benefits and Responsibilities
- Developing the Partnering Charter
- Leading Partnership follow-up sessions (typically every 90 days).

He is not the leader of the Partnering only to facilitate the Partnering at site of work.

Facilitator typically “guides” the partnering process

## Partnering Evaluation Surveys (Scorecards)

Partnering Evaluation Surveys (Scorecards) are based on the Partnering Charter. This survey allows the team to evaluate whether the project team is living up to its goals and commitments and resolving issues in a timely way. The survey will be based on the Partnering Charter and will be sent to the team monthly. The survey will be updated when the team updates the goals and commitments at quarterly partnering sessions. The survey should be developed and collected by the Professional Neutral Facilitator.

## Summing up

Owner drive the partnering

Executive commitment is vital for Partnering

Training continuously for Partnering

Score cards for evaluation at regular intervals

Neutral Facilitator to help balance the powers for the different parties to the contract. They are the culture “change agent” for project teams!

## ILCE Announcement

You're Project in “PARTNERSHIP”

ILCE all help including facilitator

At present this offer is only for Mumbai and Pune Region

For any details kindly contact [psampath@ilce.in](mailto:psampath@ilce.in)

***DO JOIN THE PARTNERSHIP COMMUNITY***