

Project Quality

is an endless quest for owners, designers, contractors, suppliers, and trades people.

Project Execution is a human system requiring synchronizing hundreds of entities.

Partnering is an innovative approach applying principles of teamwork learned from Total Quality Management to projects.

Unique to our Partnering workshops:

A quantitative method of measuring the working relationship – it can be control-charted

Workshop exercises that practice skills required for exceptional project success

Complete sharing of issues in both the project and in the contract relationship – before any work is done

Technical expertise in construction technology

Professional expertise in project processes and management system

Twenty plus years of facilitating workshops, training, and planning

Muddy boots experience – from 1968 to last week

Arbitration and Mediation

We believe in perpetual improving project quality

You can increase the success of your organization and its project teams in meeting customers' current needs by delivering the highest quality project results possible.

Project environments are unique because of the temporary nature of the teams, the intense pressure of time, and the strong tendency to reduce risk by not experimenting. Project quality is also ephemeral – it can change hourly – and tough to measure. Project leaders can successfully apply the quality concepts and produce better project results with much less trauma.

We support project managers

Controlling ExplosionsSM – The Fundamentals of Project Excellence This three-day workshop teaches basic project management skills. Participants master project management and become Masters of ChaosSM!

Project Leadership: Learn to Lead in HadesSM This is a two-day workshop teaching how to lead project teams to success. Courage has been defined as grace under pressure. Leading requires much grace. Learn to lead in a simulated environment with real team members how you lead and how to be a better leader. Leading is contrasted to managing to organizing to technical doing. Skills of coaching, counseling, confronting, sponsoring, mentoring are practiced in the stress of a project.

Searchlight SchedulingSM Intense disciplined project scheduling for projects where time is precious. Developed for shutdowns, turn-arounds and industrial maintenance. The discipline is measured and charted weekly. We have measured productivity increases of 25% using materials put in place.

Plan-to-Plan[®] – Projects! Plan requirements at each level: Strategic, Tactical, Operational, Task, and Technology. Identify the issues: assumptions, definitions, information, opportunity, risks, imperatives, decisions, resolution, results, scope, and performance. Plan a Work Breakdown Structure for an actual plan.

Process and Productivity Improvement. Study processes in detail to identify opportunities for improvement. Flow-chart, activity-chart, and bar-chart activities to balance energy and effort. Remove wasted motion, eliminate useless work, and improve margins.

ProjectLEADER[®]

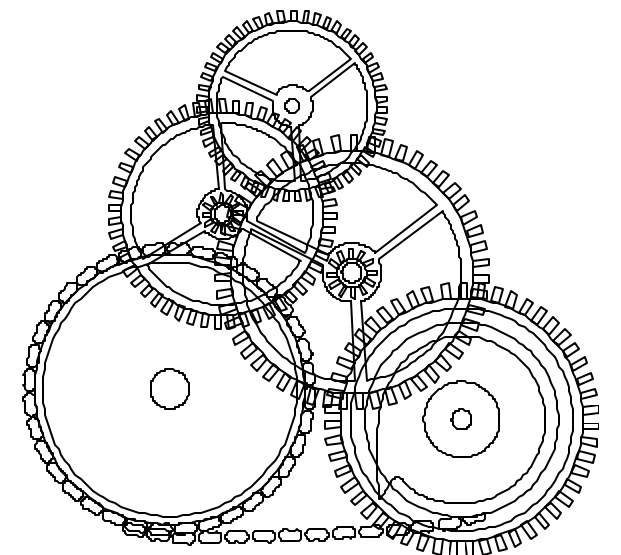
PETERS & company
Project Management and Engineering, Inc.

70 North Main Street
Zionsville, Indiana 46077-1546
Phone 1.888.873.0086 or 317.873.0086
Fax 317.873.0052
www.projectleader.com ✦ petco@projectleader.com

ProjectLEADER[®] Training ✦ ProjectMAGIC[®] Consulting ✦ ProjectMAN[®] Simulations

PARTNERING

Your Commitment to Project Excellence



ProjectLEADER[®]

PARTNERING

. . . IS A LONG-TERM COMMITMENT BETWEEN TWO OR MORE organizations to achieve their specific business objectives by maximizing the effectiveness of each participant’s resources.

Partnering builds trust during a construction project through dedication to common goals and understanding each other’s individual expectations and values.

Benefits include improved efficiencies, cost effectiveness, and increased opportunity for innovation and continuous improvement. **Partnering is a synergy** – a cooperative, collaborative management effort between contracting and related parties to complete a project in the most efficient, cost-effective way possible, by setting common goals, keeping lines of communication open, and solving problems together as they arise.

How is this different from the “meeting of the minds” – the contract? Missing from contracting is a sound working relationship. Contracting focuses on the work. Partnering creates the working relationship – a cooperative, collaborative, committed relationship built on trust, openness, and equity.

The commitment to cooperation, communication, and collaboration starts at the earliest stages of the project and continues through completion.

Trust is essential to Partnering success. Parties must believe the realized benefits outweigh the risks of sharing information and collaborating with contractual counterparts. Project teams move from suspicion and adversarial treatment of outside people to a collegial cooperation resulting in mutual benefit.

To maintain healthy working relationships, participants develop a mechanism for continuous evaluation. They can chart progress in the relationship and address issues before they hit a crunch point. The jointly developed mutual goals and objectives form the foundation for this evaluation.

Partnering creates the working relationship – a cooperative, collaborative, committed relationship built on trust, openness, and equity.

A Partnering retreat sets the working relationship in motion. The retreat produces several concrete results: the Partnering Charter, also called a commitment, a mechanism for quickly resolving disputes as they arise of a project, the joint evaluation process, and an understanding of the various individual

roles and concerns of each involved team member. There may be the opportunity to practice the required personal beliefs and skills through a construction walkthrough of the project.

The Associated General Contractors of America list the following positive outcomes: reduced exposure to litigation, lower risk of cost overruns, a better quality product, potential to expedite projects, open communication, lower administrative costs, increased opportunity for innovation and financial success, and enhanced roles of participants in a decision-making process.

We add greatly **increased customer satisfaction** – because the customer is closer to the construction process and better informed. The project teams from contractors, suppliers, and designers have higher levels of satisfaction because they are hard and action is taken sooner based on their active input.

In all, a higher quality project is completed in far less time with all players willing to do it again.

The Project Partnering process constructs the project relationship through a structured procedure. Research shows project relationships are the second most influential variable on perceived project success.

Project Partnerships are built on shared expectations, mutually committed goals, frequent feedback, a problem resolution process, and periodic quantitative evaluation. Skill communication is paramount at each stage.

The process begins with a sharing of expectations, hopes, and fears. Each party to the partnership must trust the group and the process to disclose what they need to define success. Learn ... what is disclosed ... how disclosure works ... where trust is demonstrated ... how to reach agreement on common – shared – expectations.

The partnership is tested in simulation.

Partnering continues with mutually committing to project relationship goals. These goals govern “how people work together.” Interpersonal skills are not dirty words! Learn how the Partnering process generates a Project Commitment to the goals. These goals address the people on the project and stakeholders: the public, the craftspeople, the contractors, the owner, and the project itself.

Problems are a natural part of any human system – project systems are full of people. People must give feedback on the “pinches” rather than waiting for the “crunches.” Communication skills must include early feedback on issues – particularly on today’s fast-track projects. Sherwood’s *Pinch Model* is helpful to know when to communicate. They must address problem type, resolution procedures, and time limits. Knowing how to fix things is a key success factor.

Finally, formal quantitative and qualitative measurement requires open, honest dialogue on what is working and what is not. The project charter is converted to a quality control form. The working relationship can be measured and chartered! Trusting communication is the basis for discussing scores and root causes for areas to improve.

These skills are practices within the Partnering process. The partnership is tested in simulation. People demonstrate vividly their commitment, their communication, and their cooperation in a safe environment. Participants internalize skills for use in later situations.

Partnering, because of excellent communication, brings projects in with fewer claims, more changes, less cost, and greater satisfaction than those not partnered. It is the basis to form long-term relationships. Partnerships are transformational – contracting relationships have been transactional. The future is in long-term relationships – marriages – partnerships – for completing projects.

Questions about Partnering

How often should follow-up meetings be held?

Parties should evaluate a relationship monthly against an agreed-upon standard for behavior. This evaluation takes no more than an hour – all parties can score criteria before the meeting. In small projects, criteria can be scored individually and each scored discussed informally. We first used a charter over a decade ago to improve working relationships between Production and Maintenance in a papermill. A charter is an effective tool to prescribe the working relationship. People need to be taught how to work on the relationship especially in the adversarial world of construction. Follow-up meetings of not more than two hours will force this.

How long should chartering meetings last?

How long does it take to know each other? Charters vary little from job to job – names and faces change. How long does it take to get to know the faces and let everyone have time to talk? Everyone must be heard! The relationship on the job is going to be what gets the work done – what is necessary to build the relationship. It depends on the number of players. The reason Partnering is tried is more stuff is put on the table early. Much less remains is discovered during the job. More stuff will be put on the table early if the players trust each other. “As a contractor, I can be as easy to work with or as tough as you want me to be. You, as the owner, determine who I am – I will work with you as much as you are willing to work with me.”

What is the difference between Partnering meetings and preconstruction meetings?

One – the chartering meeting should precede the preconstruction meeting. Two – the feedback on the preconstruction meetings is that they are a waste of time. We have to keep in mind three different meetings or purposes for meetings. One, the legal contract – to ensure, particularly on public work, all requirements are understood. Two, the work itself. To sincerely try to walk carefully through the entire project – foot-by-foot. Three, the working relationship – the work on working together.

The Partnering meeting length depends on the number of players, the size of the project, and the velocity of the work. The larger, longer, and more complex the project, the longer the Partnering meeting.

What about follow-up meetings and project planning issues?

The evaluation of the working relationship is best done monthly as part of a regular meeting – this would include a monthly review and assessment of the people issues on the project. Weekly is too frequent for a six-month job – should involve thirty minutes to two hours talking about the relationship. The agenda for the rest of the monthly meeting should address project management process. Planning is the critical aspect of the project management process. If there are problems in project planning, you have a bigger problem in the execution of the job. Construction is won or lost in the planning.

What are the criteria for selecting facilitators?

We insist on follow-up meetings. We are interested in change – change that is lasting. If people do not want change, they do not need us. If you want someone to hold a meeting and feel good at the end, you can use anyone. If you want an improved relationship – one measured by participants, then you get us. What are the important criteria? Partners retain us to create a better organization or a better project because we understand the technical component of the work – construction, facilities, industry, maintenance, research, and product development.

Beware of Partnering being a cookbook process – it needs to be dynamic – and it can take a dozen different forms that will depend on the players and the desired results.

How do you measure if Partnering is successful?

Several ways – number-of-changes – should go *up*. Cost-per-change – *down*. Value engineering suggestions – number and cost – should go up. Claims – *down*. Time-to-resolve problems – do you even measure this? *down*. Perception-of-empowerment as evaluated by field/project engineers – *up*. Perception of the owner as a competent organization as measured by contractors – *up*. Rapidity of construction and the ability to produce more work in shorter time with less money – *all much better*. If contractors can get in and off a job quickly – they should bid lower than before.