



## What is Construction Partnering?

Construction partnering is a commitment between the owner, consulting engineer and/or architect, and the contractor(s) to improve communications and avoid disputes by working together towards shared and common goals and objectives on a project specific basis.

Partnering builds goodwill and trust, encourages open communication, and helps the parties eliminate surprises and adversarial relationships. It enables the parties to anticipate and resolve problems, and avoid or minimize disputes through informal conflict management procedures. Partnering is often called **dispute prevention**.

### Partnering is:

- Working TOGETHER instead of against each other
- A PROCESS for relationship building
- A PHILOSOPHY of teamwork and understanding the other parties' needs
- A COMMITMENT to cooperate and communicate
- An ATTITUDE of goodwill and trust
- SHARING RISKS with a "win-win-win" attitude

### Partnering isn't:

- Relaxing contract terms
- Circumventing the processes
- Expecting extra work for free
- An excuse for poor performance
- A cure-all
- Easy!

## What are the benefits of Construction Partnering?

The Construction Industry Institute (CII) researched nearly 300 projects that were completed using the partnering approach and found significant benefits:

- Total project costs were reduced by 10%
- Profitability increased by 25%
- Overall project completion time was reduced by 20%
- Schedule changes were reduced by 48%
- The number of claims were reduced by 83%
- Lost-time accidents were 1/83rd of industry standard
- Change orders were reduced by 80%
- Job satisfaction increased by 30%



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### Is Construction Partnering a New Concept?

No, the construction partnering *concept* is not new. However, the formal construction partnering *process* is fairly new — it has been in North America since around 1990, and has grown as people experience the value of formally partnering on a construction project.

### Is Construction Partnering a legal relationship?

No, the contract and specifications form the **legal relationships**. The partnering **process** and **philosophies** establish **working and communications relationships**.

### Who attends the Construction Partnering workshops?

Ideally, partnering workshops should be attended by all project personnel with decision making authority, including:

- Owner representatives
- Consulting engineer/architect/design firm representatives
- Contractors
- Key sub-contractors
- Key suppliers
- Major municipality representatives
- Environment officials
- Safety officials



### What is the partnering process?

Once a decision has been made to partner on a construction project, Allan Lowe & Associates typically does the following:

- Interviews with key stakeholders of all main parties
- Design a partnering program specifically for the project
- Hold a Construction Partnering Workshop
- Partnering follow-up, including partnering evaluations at project meetings, monthly on-line surveys of team members (**Project Scorecards™**) to identify areas of concern, and follow-up partnering sessions as necessary
- Additional partnering workshops at key project stages, as required

### What types of projects can benefit from Construction Partnering?

Almost any construction project can benefit from using the partnering process. However, the benefits of formally partnering a construction project increase with the project's increased risk. The risk can be evaluated in terms of design and construction complexity, the numbers of major stakeholders involved, budget constraints, and many other factors. Allan Lowe & Associates can provide a **Construction Partnering Benefit Evaluation Tool** to help evaluate the potential benefits of partnering on any construction project.

## Are there different types of Construction Partnering Workshops?

Depending upon the stage of the project and the needs of the team, there are several types of Construction Partnering Workshops that can benefit the team and the project:

**One-day Project Kick-Off Construction Partnering Workshop** – the most common workshop for complex projects, usually conducted before commencement or within the first month or so of a project

**Follow-up Construction Partnering Workshop** – held throughout the life of a project, often semi-annually, or as needed as determined by **Project Scorecards™**

**Jump-start Construction Partnering Workshop** – held for a project that is already underway, but experiencing difficulties

**Issue Resolution Construction Partnering Workshop** – held to address specific issues that are plaguing a project

**“Lessons-Learned” Construction Partnering Workshop** – held at the completion of a project to review the successes of partnering on the project, and identify potential improvements that will benefit future projects

**Internal Partnering Workshop** – focuses within individual organizations to address internal issues, concerns, and identification of roles within the organization itself

**Industry-wide Partnering Workshop** – partnering between Owners, Contractors and Engineering / Architectural / Design Consultants to discuss issues, communications, and processes for the mutual benefit of all parties and the industry as a whole

**Team Building Construction Partnering Workshop** – held using **True Colors™ Personality Assessment** Teambuilding processes to help team members understand each other and learn tools and techniques to improve communications and teambuilding with all key project team members.



## What is a typical partnering workshop agenda?

Workshop agendas are designed specifically for each project.

**Executive Workshops** are often held prior to **Team Workshops** to establish relationships at the executive level, and ensure the commitment of senior management to partnering.

Typical workshop agenda items include:

- Overview of Construction Partnering
- Project overview and details
- Project organization and lines of communication
- Team communications flow
- **Project & Partnership Success Goals** for the project
- **Key Challenges** of each stakeholder group
- Identification of potential **Project Risks**
- Develop **strategies and action plans** to address **Key Challenges** and **Project Risks**
- Develop an **Issue Resolution Process**
- Partnering follow-up tools and methods
- Recognize successes throughout the life of the project
- Select **Partnering Champions** from each major stakeholder group
- Develop a **Partnering Charter**

## Follow-up is as important as the initial workshop!

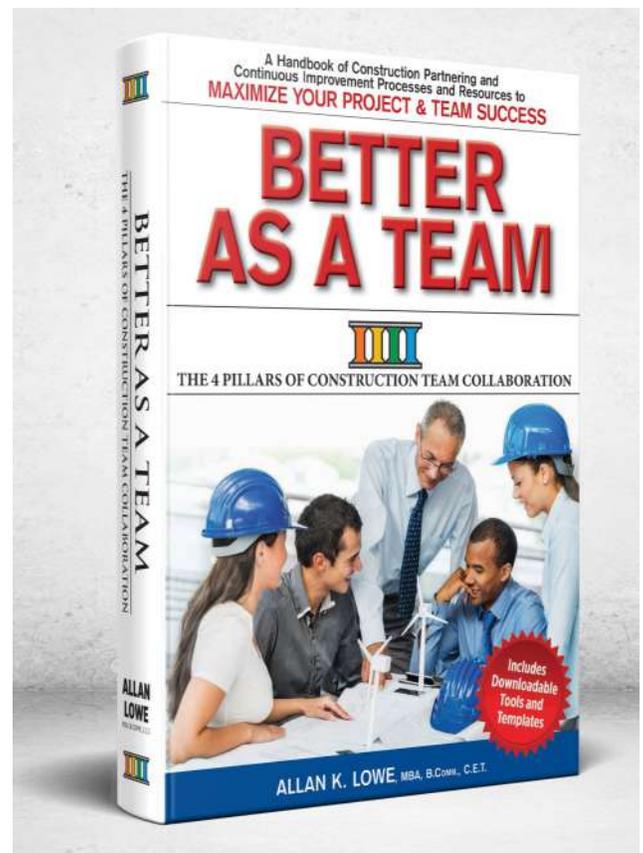
The initial Construction Partnering Workshop gives the project an excellent kick start. However, once the workshop is done and the project is underway, it is easy to lose the benefits gained from the partnering workshop.

Allan Lowe & Associates has developed processes to ensure that the partnering workshop benefits continue throughout the life of the project. At the partnering workshop, a partnering follow-up program is developed. Key to the follow-up program is a **Project Scorecard™** which is an **on-line partnering team survey, usually conducted monthly**.

The **Project Scorecard™** gathers participant feedback on the status of goals and strategies identified for the project's success. Allan Lowe & Associates then prepares a **Project Scorecard™ Report** which the team can use to make adjustments to ensure that **the Project & Partnership Success Goals from the workshop continue throughout the life of the project**.

## Key benefits of Allan Lowe & Associates partnering processes:

- Allan has conducted partnering workshops for over **\$6 billion** worth of major projects
- Author of **BETTER AS A TEAM—The 4 Pillars of Construction Team Collaboration**
- Creator of on-line **PROJECT SCORECARDS™**, including summary reports that identify partnership and project areas that require special attention
- Allan provides “turnkey partnering services” if desired, including all arrangements for the partnering workshop including venue, invitations, and workshop complete with agendas, workbooks, and follow-up reports and partnering charters
- Conducts pre-session research with key stakeholders, often including on-line surveys
- Allan has direct working experience with all of the main stakeholder groups from most construction projects, including owners, consultants, and contractors
- Over 15 years of on-site civil project supervision and management experience
- Has been a construction small business owner
- Understands the business needs of all parties
- Partnering Training Workshops are available, including custom workshops for your organization



## Comments from attendees at Allan Lowe's Construction Partnering Workshops:

*"I hope the project goes as well as the partnering workshop went – thanks!"*

*"Excellent agenda. Productive day. Hit on all the key points for the project's success."*

*"Excellent organization of discussion – we got issues that were bothering people on the table."*

***"All projects should start off with one of these sessions!"***

To learn more about Construction Partnering, contact Allan Lowe.



## About Allan Lowe & Associates Inc.

Allan Lowe & Associates is committed to providing construction teams with Construction Team Collaboration information, tools, processes, expertise and training to improve their projects and enjoyment and effectiveness working on them.

Allan Lowe, Principal of Allan Lowe & Associates, offers his clients a broad experiential background including management consultant, senior executive and C.E.O., engineering technologist, construction project supervisor and manager, and construction small business owner.

Allan is a respected professional throughout Canada. He holds a Master of Business Administration degree, a Bachelor of Commerce degree, and is a Certified Engineering Technologist.

In addition to Construction Partnering and Project Scorecards™, Allan Lowe & Associates services include **Construction Team Dynamics training in Teambuilding, Communications, and Stress Management**, and corporate and conference speaking on Construction Team Collaboration.

***\*Project Scorecards™ is a registered trademark in Canada to Allan Lowe & Associates Inc.***