

Practical Realities of Collaboration in Construction

May 7th 2019

Collaboration Strategy Template

as developed by seminar attendees



Organizations considering collaboration are starting to get more support and resources to make their transformation into executing on collaborative construction projects. On May 7th, organizations came together for a seminar and continued the conversation to further build understanding and support for what it takes to be more collaborative and execute collaborative contracting models.

From the event, we have summarized the learnings below and provided a Collaboration Strategy Template developed by the workshop attendees to help your organization get started on the path to Collaborative Construction Projects.

Business Strategy

Environment

Have relationships building as a merit
Focus on people willing to learn 'learn-it-alls'
Be open to ideas
Introduce diversity, cross-training and vertical alignment
Have a shared space, bullpen

Alignment

Identify key stakeholders and what they want from collaboration
Know the overall hierarchy within your organization
Educate everyone consistently about the goals and KPIs

Goals

Assess current capabilities
Identify key areas / competencies that need support (consider third party facilitation)
Establish SMART, small goals, Prove that collaboration works. Include new opportunities for the company, productivity, #claims/\$ and risk / profit margin.
Involve others to develop KPIs, align everyone setup for success

Process

Know where do we offer value, especially in light of being more collaborative
Identify a key leader and a special projects team to develop the collaboration method, keep other teams supporting any traditional projects
Utilize weekly meetings, make sure they are effective
Establish information sharing strategy, dispute resolution strategy and project financing strategy
Need to have a Change Management process defined

Leadership Strategy

Leadership Behaviours

Need consistent, key behaviours: shift towards 'Good for the project' and away from 'Good for me'. Transparency, open to share, understand the risk/reward side and engagement
Growth-Focused - Remove consequences of failure, encourage skills development, Fail-Fast: Allow for testing ideas
Recognize positive contributions, encourage desire to work better together

Alignment

Senior Management will need to be open to changing the well-established policies, need their buy-in.
Emphasize the small wins to build buy-in
Leaders are responsible for making sure everyone is on the same page; review and get input from each team (for example procurement and legal teams, identify how this will benefit them and what it will take to implement)

Goals

Assess what is needed and make plans to fill needed resources
Connect team goals with Business Strategy goals for collaboration
Avoid micro-managing
Rely on the whole team not individuals

Process

Get the management team together, share ideas and get support. It will be up to them to spread the word
Start with one group at a time, review the plan and show how it will help them
Invite input and get people engaged in the plan to implement collaboration: Middle Management and up has direct input into the plan, Middle management and down needs to execute but is allowed to voice opportunities

Operations Strategy

Value Conversation

Start having more regular conversations with your clients/customers and suppliers to understand their needs
Clearly be able to communicate your organization's value you provide to your clients
Regularly check that day to day operations are meeting the customer's needs
In order to build better relationships with clients, be more honest, transparent and don't take on more than you can handle

Support Continuous Improvement

Better planning to avoid rework
Identify the key potential areas of wasted time and effort; collect ideas and create plans to address the biggest wastes
Avoid at all costs going to construction before engineering is complete
Know what we have control of and what collaboration can greatly improve

Goals

Establish clear team goals that support the business strategy goals for collaboration
Clearly define what success looks like for the team and for the project
Ensure that project KPIs are co-developed and reported on by an integrated team, with the focus on overall project success
Regularly communicate successes and potential risks to all relevant stakeholders

Project Management

Project Managers will need to integrate with other organizations and understand and report on the project as a whole (team mentality)
Set the plan with input from all stakeholders to ensure priorities are properly assigned
Be allowed to change the standard processes and be able to communicate freely with other organizations
Know where/how decision making happens
Understand better how your processes affect others processes
Co-develop reporting requirements as an integrated team