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# **A Project Manager's Team-building Tool**

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## **Project Partnering**



**Building Relationships Among Organizations  
Creating Project Teams with High Goals  
Guiding Projects to Excel**

**Presented to the  
Los Angeles Chapter  
Project Management Institute**

*Pasadena – July 15, 2010  
Alhambra – July 22, 2010  
Downtown – August 13, 2010*

## PARTNERING CONCEPT



*Providing the project leadership.*

Partnering improves performance through enhanced teamwork. Projects draw together a mix of people and organizations that contribute to and have a stake in the project's success. Through partnering, the customer, community, consultants, prime contractor, major sub-contractors, and suppliers form as one project team to mutually develop commitments to cooperation, shared goals, open communications, and rapid issue resolution.

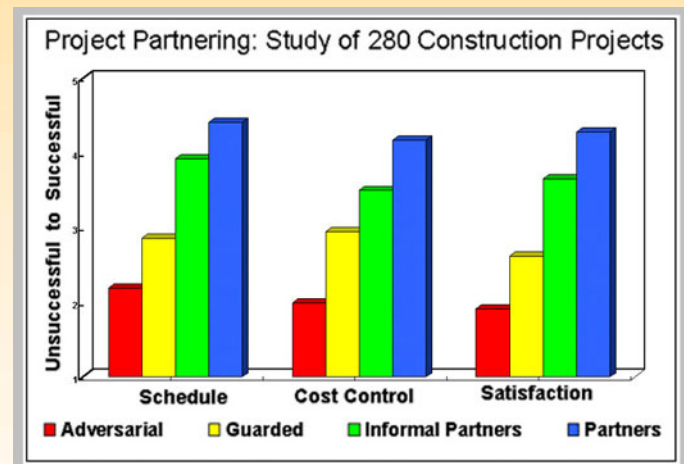
Too often projects fail to meet their potential because the contributors prioritize their individual interests, creating guarded or adversarial relationships. Partnering offers an alternative style of management by promoting trust and respect to complete the project meeting shared stakeholders' expectations – in a successful manner for all.

Partnering is the premier team-building tool available to the project manager: Aligning the team to pull together for a smooth running project that meets its potential.

## RESULTS



*So the projects achieve  
extraordinary results*



PMI project managers responded with project results. The graph presents the findings of the survey conducted by Erik Larson of the College of Business, Oregon State University and reported in the Journal of Management in Engineering. Projects that used partnering excelled over all alternatives in these bottom line measures of success.

## ENDORSEMENTS



Partnering is endorsed and actively promoted by federal, state and local agencies, as well as by the leading industry associations representing contractors, designers, and managers for government and private projects.

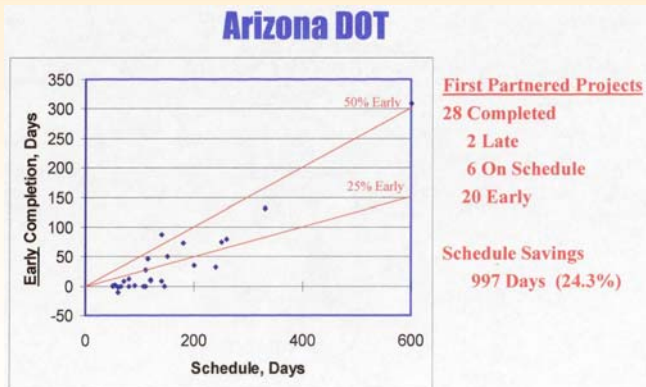
# Construction Industry

## Partnering's Beginnings

The construction industry developed partnering to promote cooperative and beneficial relations among the independent companies that contribute to the planning, design and building of their projects.



Success, often in terms of remarkable performance, has been a hallmark of their projects. The Arizona Department of Transportation achieved outstanding schedule results on their first twenty-eight projects to use partnering. Skeptical? To see the positive results they have had on 1788 completed projects visit [www.ati-sys.com/ADOT\\_Partnering\\_Summary.pdf](http://www.ati-sys.com/ADOT_Partnering_Summary.pdf)



Contractors, architects and consulting engineers are also enthusiastic supporters. The Associated General Contractors of America encouragement is evident by viewing their [partnering website](#).

# Partnering Beyond Construction

## Adapted into New Industry Segments

### Service Projects



Partnering continues to evolve. Recognizing the success that partnering had yielded on their construction projects, the Naval Facilities Engineering Command joined others by adapting partnering and expanding its use to service contracts. In 2004 they made it mandatory for all of the U.S. Navy's facilities support services contracts. For information, visit [NAVFAC Partnering System](#).

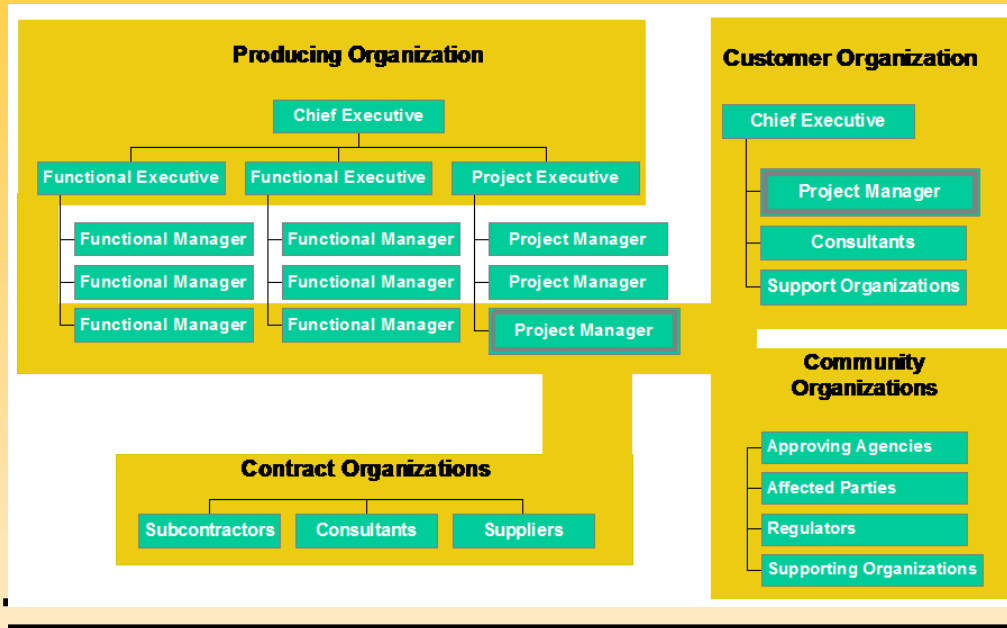
### Manufacturing and High Technology Projects



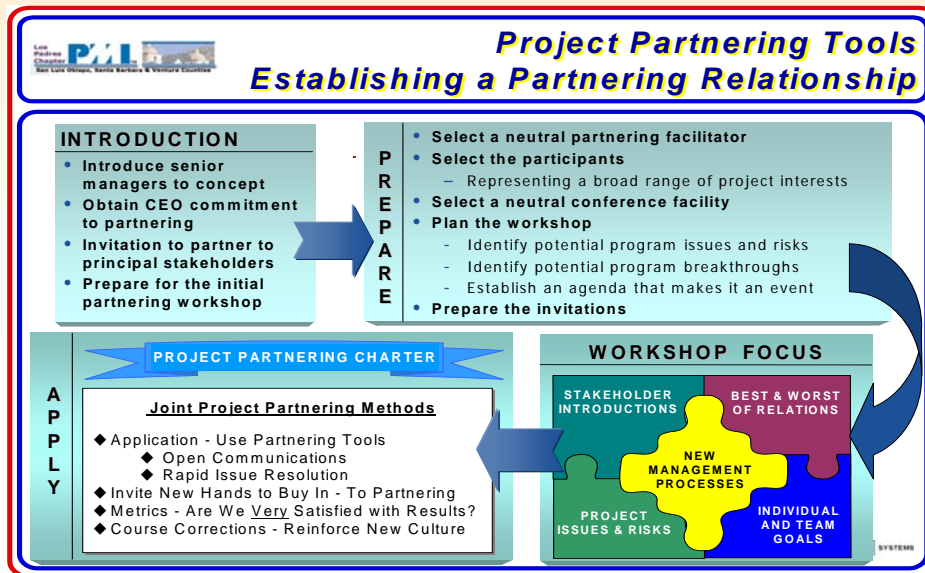
This rail car contract is an example of a complex commercial project that used partnering so the owner, prime contractor, and subcontractors could work shoulder-to-shoulder through the design, manufacturing, and rail operations support phases.

The high technology military programs shown are examples of the U.S. Army Material Command's adaptation of the Corps of Engineers partnering methods to manufacturing. By using partnering, they are providing a blueprint for promoting government-contractor communications and teamwork. Click on [Partnering for Success](#) for further information.

# Project Partnering: One “Golden” Team of All the Organizations with a Stake in the Project’s Success



## Project Partnering: A Structured Process to Empower Project Managers to Build High-Performance Teams



# THE STEPS TO PARTNERING

## THE FACILITATOR ➤

A partnering facilitator will support project managers in planning and conducting partnering activities. Being neutral, they are able to help all members of the team move from an “individual’s interest first” to a “project interest first” basis. A cottage industry of facilitators is now available nationwide; a “partnering facilitator” Internet search will provide a list of candidates.

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## THE INVITATION ➤

The invitation to partner can be made by any of the principals to the other stakeholders on a project. It may be a formal invitation in the contract documents. In many cases the invitation has been as simple as a telephone call.

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## THE DECISION ➤

The decision to apply formal partnering should be based on two criteria: A commitment by the organizations’ leaders to support partnering methods, and a business decision that the project benefits will exceed their costs.

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## TIMING ➤

The benefits of partnering begin to accrue at the *initial* partnering workshop – These should be timed when major new organizations come onto the project. Troubled projects often reverse course and succeed because of *turnaround* partnering workshops. *Follow-up* workshops are used to assess and reinforce the team relationships.

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## GETTING STARTED ➤

The initial partnering workshop provides the venue for the team to begin the partnering process. These workshops last from one to three days and are conducted at a neutral location away from the organizations’ offices. The workshops bring the executives, managers and contributors together, as a team, to review and develop actions to address the project’s issues, opportunities and risks. They set the project direction and goals and develop the partnering management processes.

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## APPLICATION ➤

Once back on the job, the project team applies the partnering processes that they have designed in the workshop. They work as a team to complete a successful project by striving to meet the charter goals, by maintaining open honest communications, by resolving issues quickly, and also importantly by pausing from time-to-time to measure and renew their partnering relationships, to bring new members into the team, and to celebrate their successes.



# PROJECT LEADERSHIP

# PROJECT PARTNERING “Leadership Methodology”

*The Project Management Institute has pioneered and developed a guide to project management – The Project Management Body of Knowledge (PMBOK). It distinguishes leadership as Establishing Direction, Aligning People and Organizations, Motivating and Inspiring.*

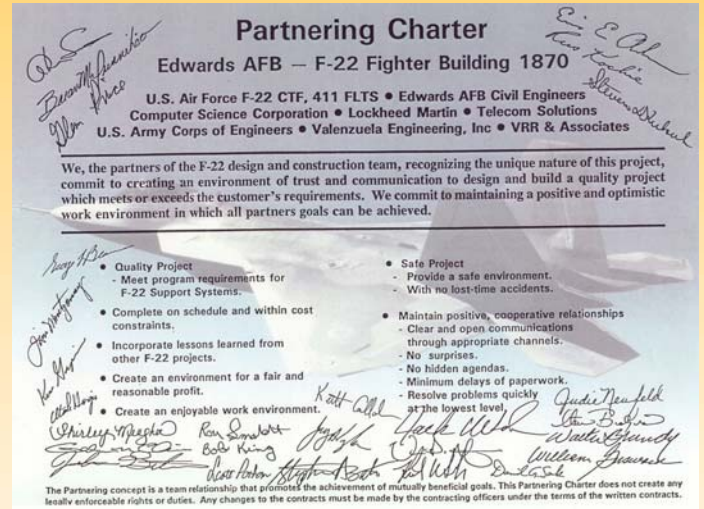
## Establishing Direction ➤

## Aligning ➤

## Motivating and Inspiring ➤

Considering leadership, the PMBOK identifies the paradox of project management, “*the project manager is generally expected to be the project’s leader... Leadership is not, however, limited to the project manager*”

Partnering provides a venue where project teams, with contributions and guidance by participating executives, establish direction. They consider the goals of each of the organizations and craft a partnering charter to establish a mission and the goals that when met will be a successful project for all. They also establish guidelines for conduct between the organizations and people supporting the project.



Partnering, through the people participating in the workshops, raises the art of team-building a notch – from aligning people to aligning organizations to “buy in” for the success of the project.

Partnering empowers the managers to motivate the individuals by helping them to be active members of a winning team – a team with high purpose and the means to succeed. Motivation and inspiration from their team’s self-determination of their goals. Motivation and inspiration by structured processes to evaluate and renew the customer’s and producers’ joint commitment to success.

Partnering resolves this paradox. It allows the project manager to establish a venue where the executives, managers, and individual contributors from the organizations can share in leading the project to success.

## *Experiences with Partnering*

“Sharing knowledge through mutual trust and honesty made Partnering the most rewarding experience of my professional career.”

– *Contracting Officer, U.S. Army*

“Unwarranted conflicts in our business are about to bury us all. Partnering is a concept that helps to focus on what the true outcome of a project should be and how we can get there.”

– *Executive Vice President, General Contractor*

“Accomplishment of AMC’s mission depends on our ability to work effectively with our partners in industry. Partnering helps us to do this successfully and deliver the very best products to our ultimate customers – the soldiers.”

– *Commanding General, Army Material Command*

“Partnering is much more than a buzzword, a philosophy or an attitude. It is a structured management process that is effective on all sizes of construction projects to focus the attention of all parties on problem resolution, without prolonged disputes or litigation.”

– *Vice President, Roadway Contractor*

“Resistance (to Partnering) is based on the attitude ‘I don’t have the time.’ If this is true, you can’t afford not to partner.

– *Manufacturing Manager*

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