

Partnering : What a client requires



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**Design & FM
Team**



Partnering – What a client requires

- Partnering for the right reasons
 - Partners who understand the process
 - Compatible cultures and complementary strengths
 - Partners who can contribute to the management processes
-
- A client's checklist for success



The built environment experts



Reasons for partnering

- Demand side
You have a skills gap you need to fill
- Supply side
You have a skill that someone else needs
- Not good reasons
Your client expects or requests it
Your competitors are doing it

Steps towards a partnering arrangement

- Internal commitment
- Self assessment
- Selection of partners

What you
must do

- Agreeing mutual objectives
- Talking openly to resolve problems
- Contracts and charters
- Defining risks and rewards
- Continuous improvement processes

Where you
collaborate

Cultural and team success factors

- Leadership that believes in partnering
- Effective communication within each organisation and between partners
- Transparency in dealings with other partners
- Integrity to support the partnership

- **Similar cultures** - partnering is easier to get started – partners understand each other
- **Different strengths** - teamwork is more successful when different organisations bring different strengths

Management processes

- Case study – Focus was to develop a supply chain
- What they wanted to achieve
- How they went about it
- What was developed

The objectives

- To set up an “Alliance” with key suppliers
- To deliver better value to the customer/end-user
- To embrace scarce supplier resources
- To establish a rule-book for the alliance

How it was done

- Board level buy-in – initiated by Managing Director but then handed over to Construction Director
- Programme of facilitated workshops
 - Initially with key staff
 - Then with 11 suppliers and key staff
 - Finally with remaining staff

 - 6 half-day workshops over 12 months
 - Neutral setting (local hotel)
 - Agreed language, cleared the air, worked within ground rules
 - Devised a Charter plus Guidelines
 - A collaborative effort – practised team-working

The Charter

- Statement of intent
- Aims - what everyone wanted out of the Alliance
- How the members of the Alliance would behave to each other to achieve the aims
- 1 side of A4 – display at all sites

The Guidelines

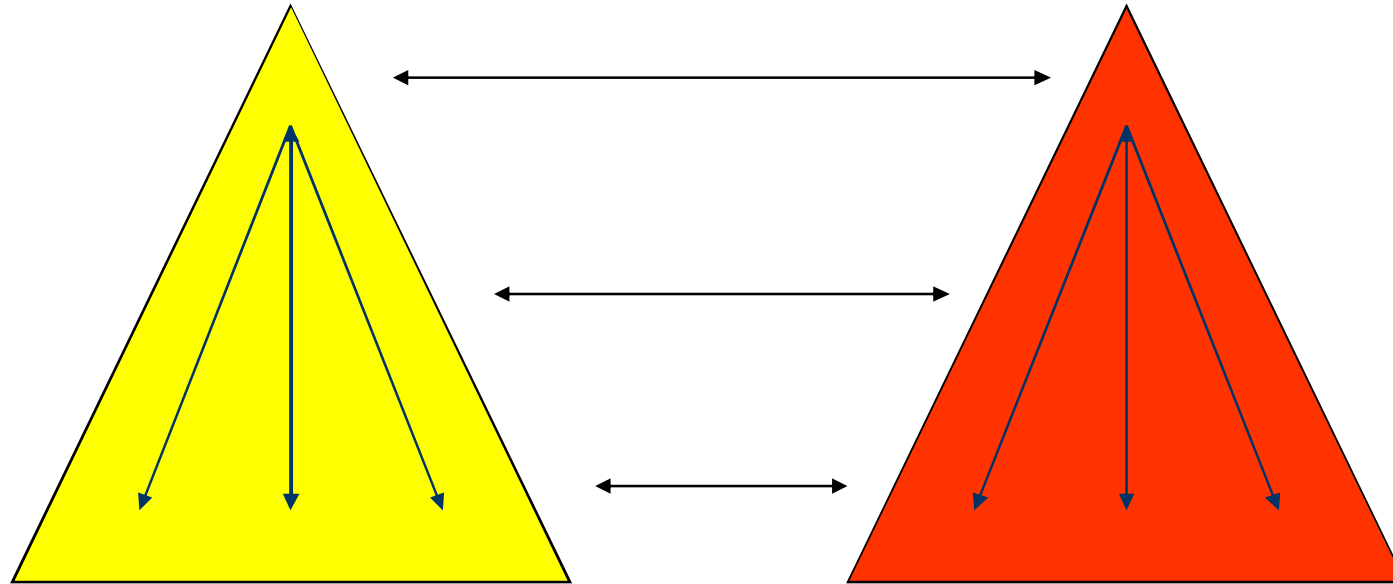
1. Rules for the Management Board
2. Selecting members and partners for specific projects
3. Resolving disputes
4. Establishing each member's capabilities and their workload commitments
5. Processes for strengthening the team
6. Sharing knowledge about the market
7. Learning lessons from past & current projects
8. Communicating at all levels
9. Measuring the performance of the Alliance and of each project

5. Strengthening teamworking

- At Alliance level
 - Annual meetings for all Alliance partners
 - Rotation of the Management Board

- At Project level
 - Social events
 - Cascading the Alliance messages to all staff

8. Communicating at all levels



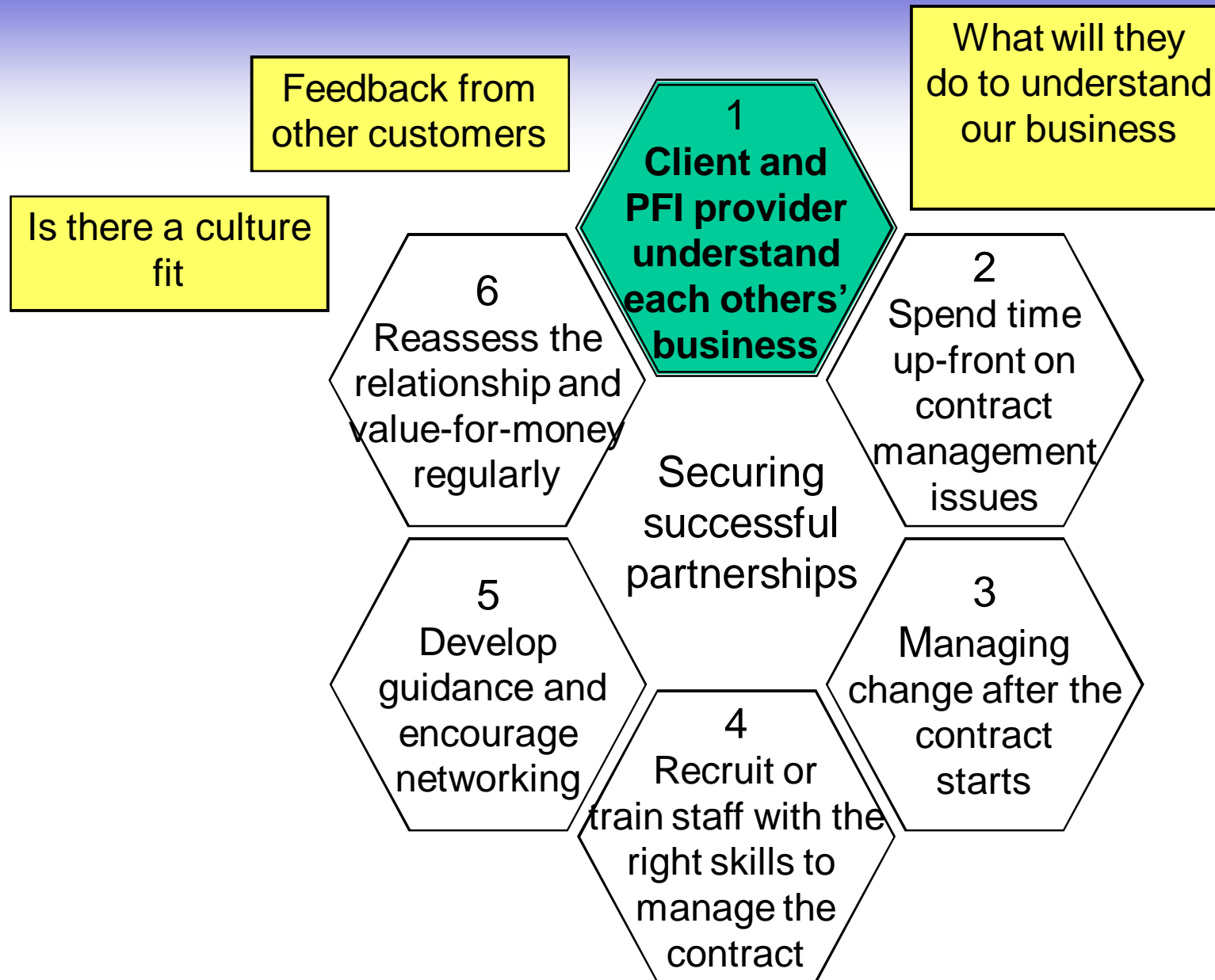
- Vertically – so everyone knows what the alliance is about and how it works
- Horizontally – to make projects run smoothly, **and** between projects to keep everyone involved

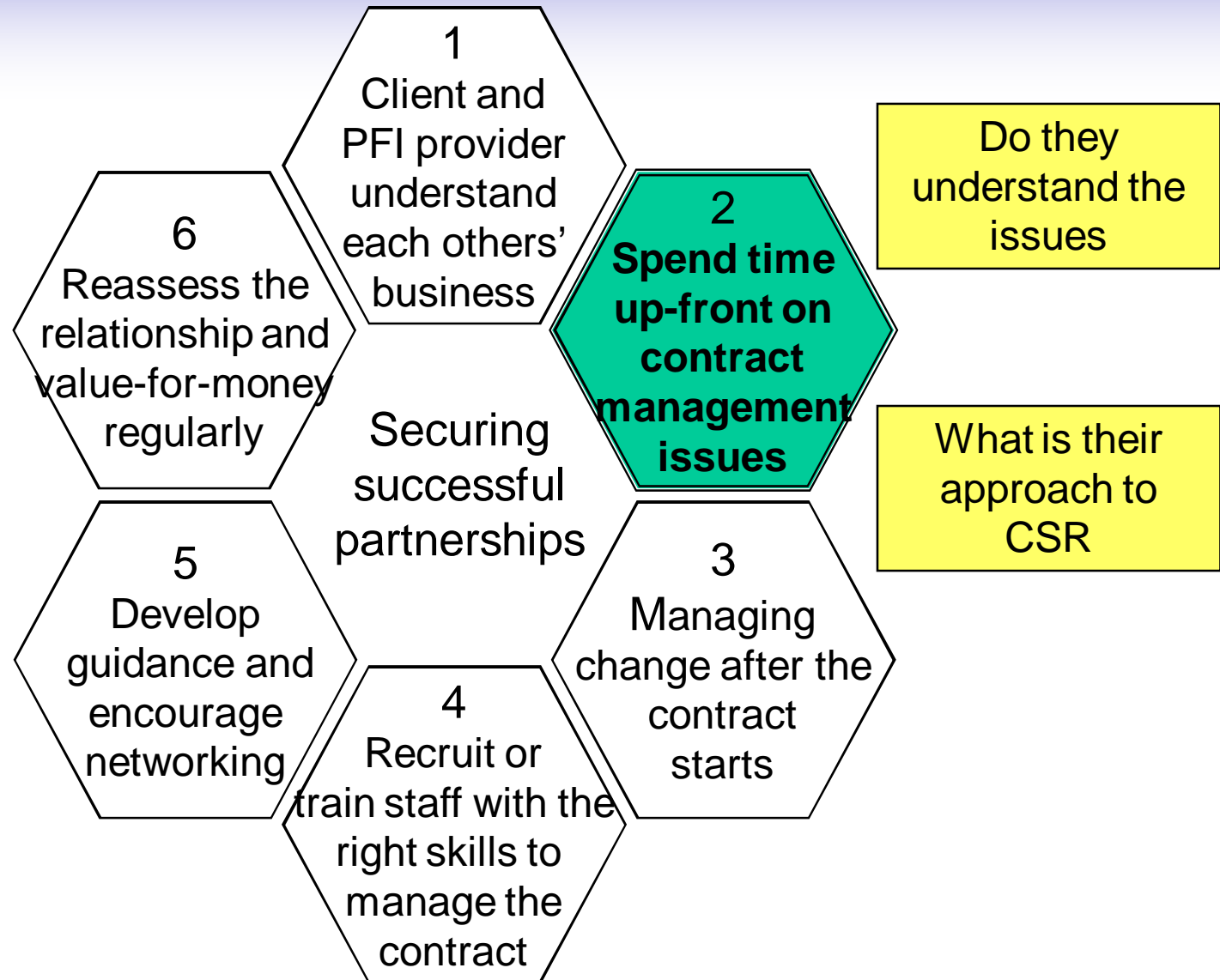
Checklist for success (BSRIA Partnering Toolkit)

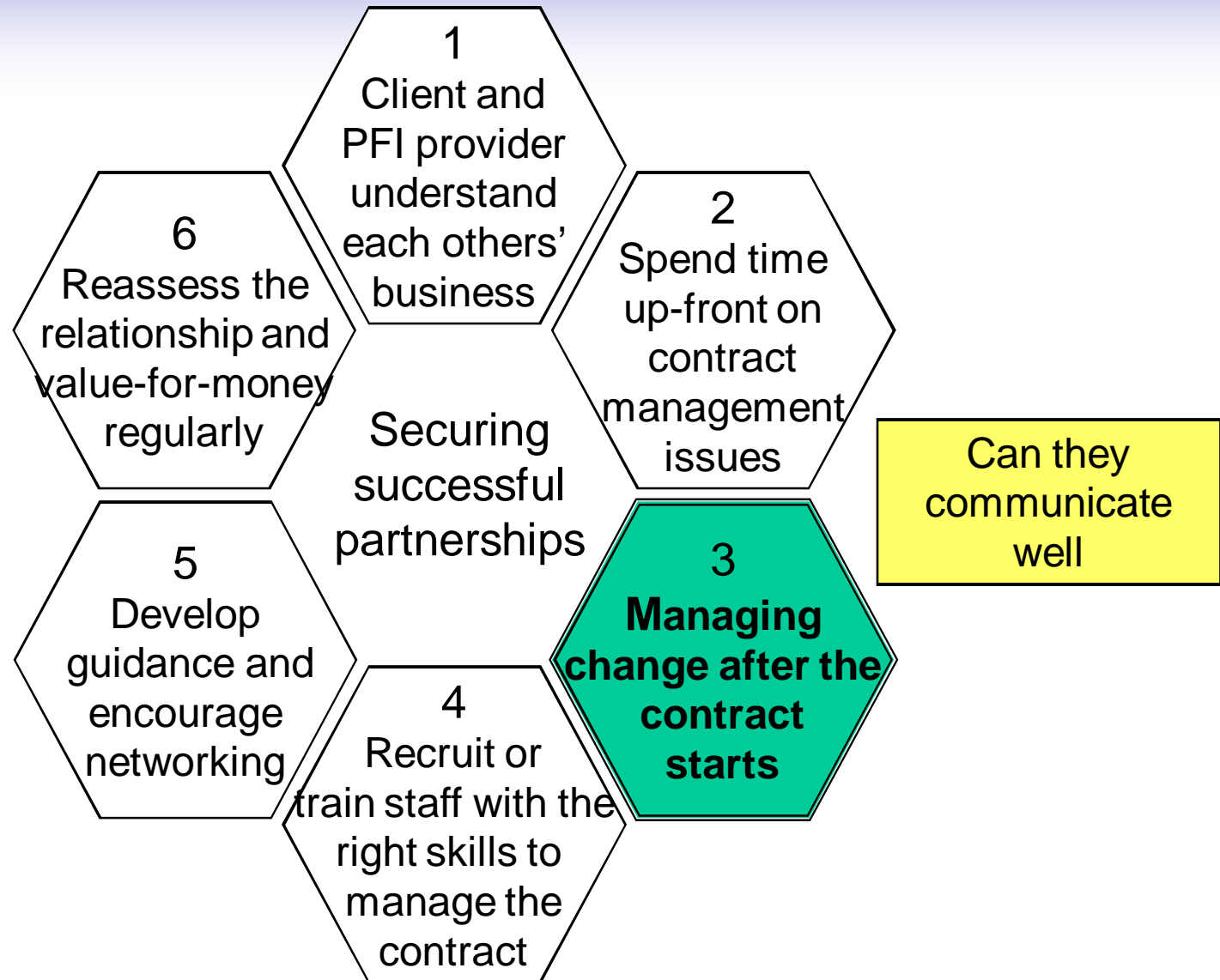
- Is there a culture fit?
- Can you develop trust with them?
- What do they do to understand their customer's business
- Can they communicate well?
- Do you like the people?
- Have they done it before? Do they understand the concept?
- What do other customers say about them?
- What is their approach to CSR/stakeholders?
- What are their staff training/retention policies like?
- Do they benchmark their own performance?
- Do they measure the performance of their own suppliers?
- Do they have targets for improving organisational performance?
- How engaged are they in best practice initiatives/forums?

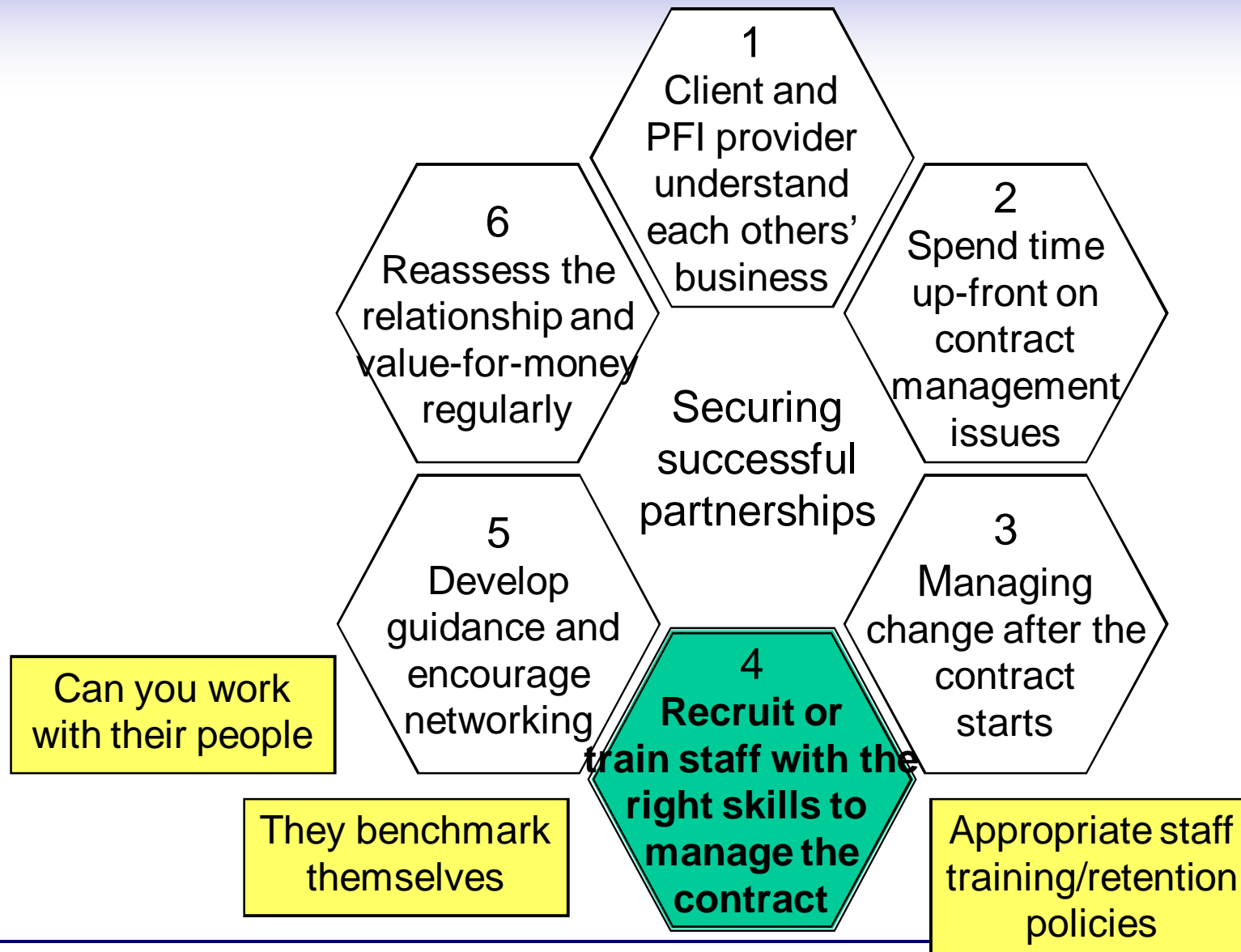
6 steps to successful partnering

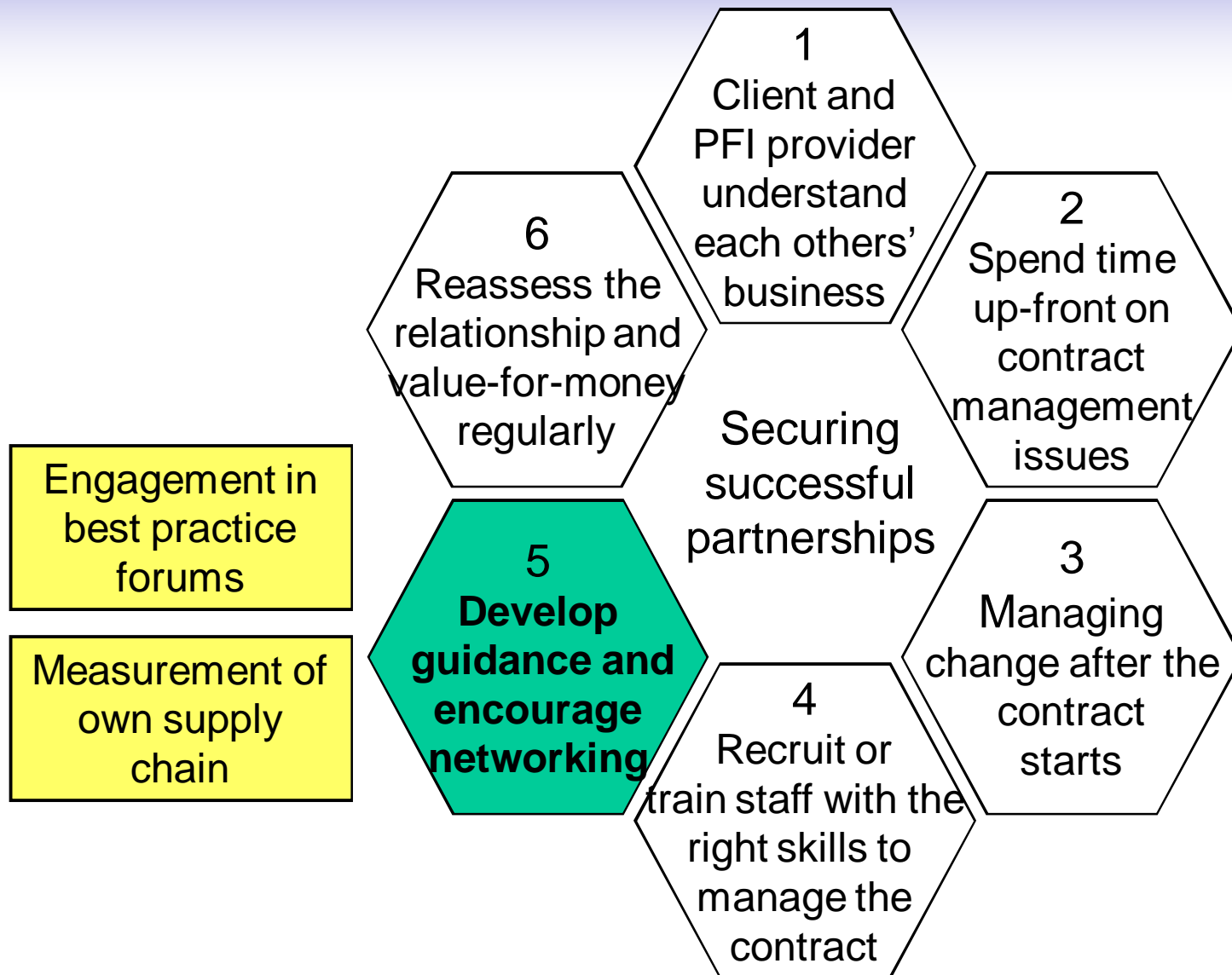






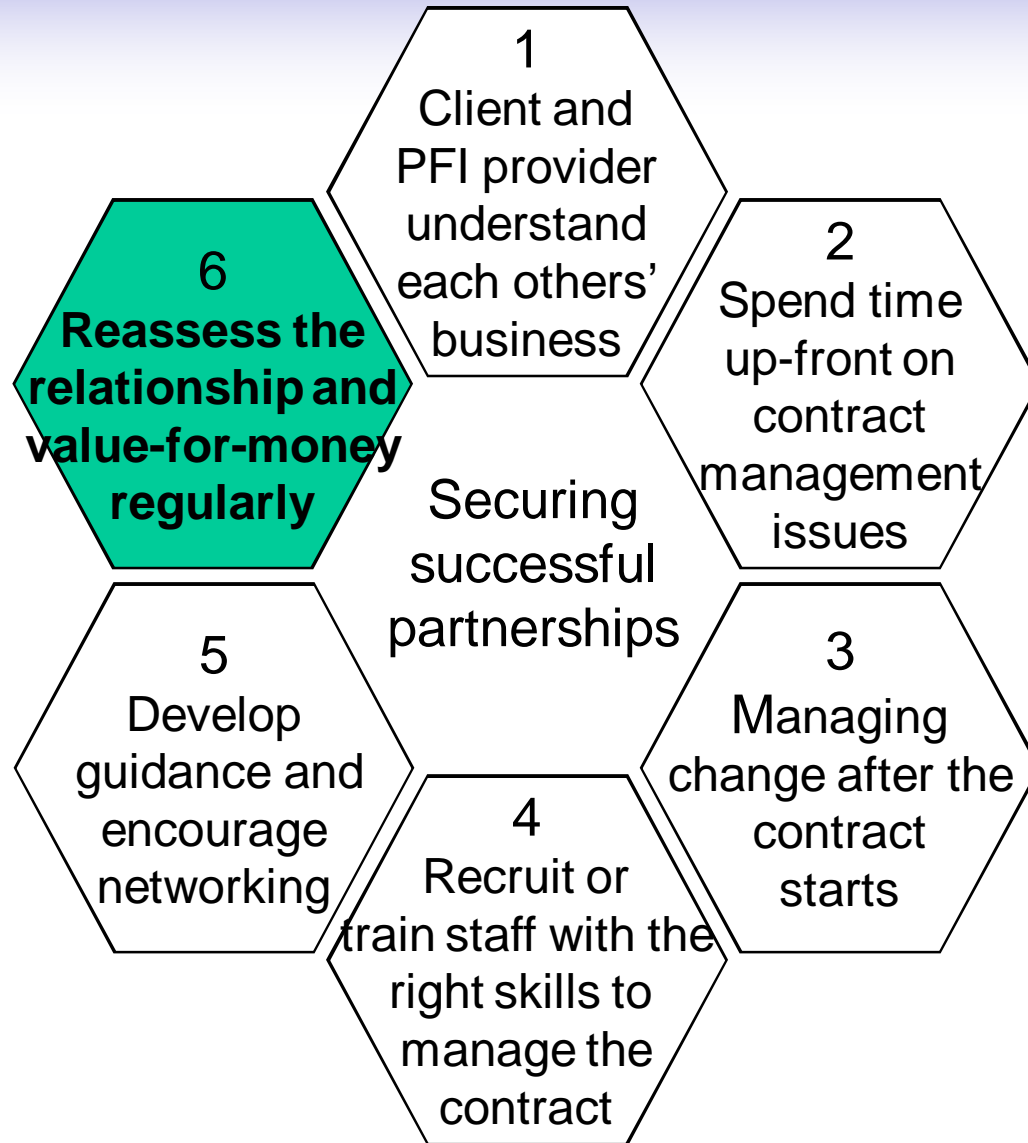






Targets for improving performance

Is trust being established



Clients want

- Partners who know what they are doing
- Partners who will engage
- Honesty and transparency
- Willingness to invest in the relationship

- No surprises

Thank you

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