Project Mission and Strategy

- Clarify of purpose and common understanding
- Clarify high levels goals and build commitment
- Tough 'unachievable' projects increase drive for collaborative relationships.

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Project Environment

- Mutual benefit through shared. outcome.
- · Agreement of parties to a partnership alliance
- Use gain share as invaluable. driver
- Develop agreement

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Project Leadership (1



- Link between corporate and project dovernance
- Leaders strength of belief in collaborative working
- Leaders role model climate of challenge, no-blame and trust

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Motivation



- Include climate survey in measurement
- Apply performance management at team and individual level
- Celebrate successes major and minor.

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Behaviours



- Regular timely discussion and no-go areas
- Use soft measures to drive conversations that improve relationships and hence performance
- Openness and challenge critical especially for tough projects

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Culture



- Explicit no surprises, no blame culture
- Engage people to make no-blame, high challenge culture live through behaviour
- Prepare for and manage resistance and slip-back
- Engage supply chain.

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Project Processes

- Regular relationships assessment
- Clear information & clarity of purpose
- Fully share processes and measurement
- Combine hard and soft data reports
- Build challenge and big-picture into processes
- Harness innovation available from whole team.

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Skills and Resources

- Clear boundaries of authority
- Involve teams in joint working early
- Fully integrate leadership and organisation structure
- Build appropriate behaviours through all training eq., safety training

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KEY: Importance rank: All who responded believed leadership to be the most important success factor.

Performance Benefits

Reduced cost - often under budget Add-ons at zero cost Increased production Increased profit and later bid success Increased safety