

WORKING TOGETHER TO SEIZE THE OPPORTUNITIES IN CHANGE

Over \$66 billion a year is spent in construction related litigation

Thank you also for the excellent job you did in the partnering sessions with the Airport and Caltrans

Director, SFIA

...I feel the key benefits of this workshop are the development of trust and a commitment to a vision

PG&E Program Manager

Sue Dyer's project partnering workshop is a participative training session in which the stakeholders in a project learn together how to effectively deal with their differences. The goals of the project partnering are to (1) create a strategy for achieving agreed upon goals for mutual gain and (2) improve the stakeholders' ability to conduct their working relationship.

Pre-Partnering Diagnostics

In the pre-partnering phase Sue meets with people at various levels within each stakeholder organization to learn about their organization, the project, and their methods of interaction and conflict resolution. These diagnostic insights are used in designing the succeeding stages of the partnering so that each stage is appropriate to the parties' needs. Then a one or two day partnering workshop is held with all project stakeholders represented, thus ensuring that everyone will understand the process, rules and objectives.

Phase 1: Concepts and Skill Development

The workshop begins with exercises, simulations and discussions designed to heighten awareness of the dynamics of becoming a functioning team. Exercises geared to help participants gain a better understanding of behavioral styles are introduced. Then, the concepts of organizational styles are discussed and derived by instrumentation for each stakeholder group.

Phase 2: Transition to the Parties' Issues

The partnering workshop now moves to apply the new skills to the parties problems, issues and concerns, both actual and potential. Where applicable the parties write a mission statement and sign a partnering agreement. The partnering agreement outlines the parties' key issues and goals and how they plan to work together more effectively, resolving conflicts as they arise.

Follow-up

It is not unusual for the facilitator to be called back to provide advanced training. Often the facilitator is asked to help the

parties meet their partnering agreement objectives or to mediate a particularly difficult issue.

The project partnering workshop is no panacea. It is a tool for finding common ground for mutual gain, collaborative problem solving and resolving conflicts that hinder performance. Results have included:

faster project completion, innovative designs, significant cost savings, and a decrease in claims and litigation.



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