

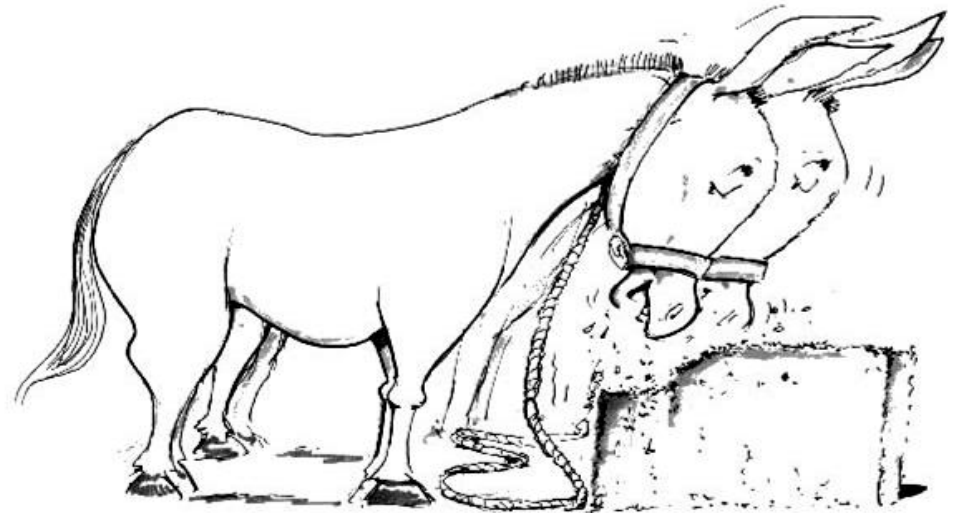
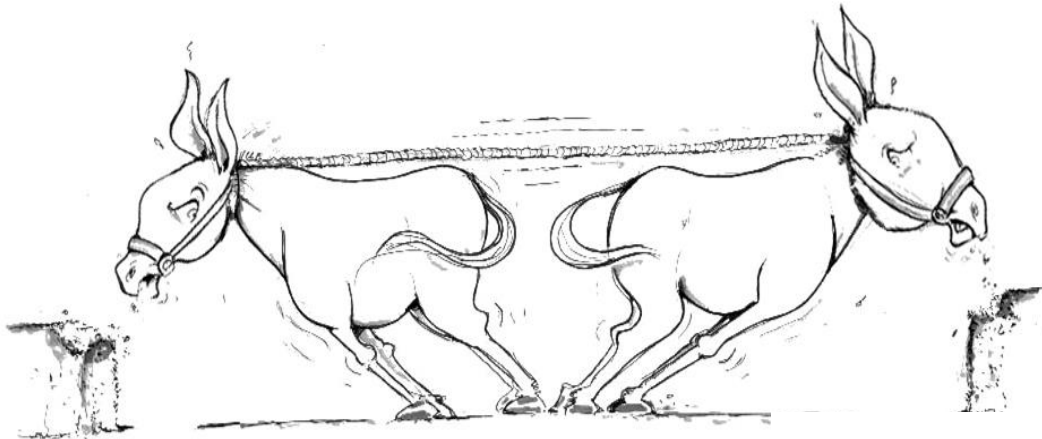
Trust, willingness and incentives – what is the best culture for collaboration?

Partnering in ISP in Germany - Thoughts and Experiences

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What is the best culture for collaboration?



We need 3 elements!?

- 1. Trust**
- 2. Trust**
- 3. Trust**

Thank you for your attention!

What ist trust?

Mr google: *Trust* is the leading value-for-money brand for digital lifestyle accessories!

Oxford Dictionary: Firm belief in the reliability, truth, or ability of someone or something

→ Acceptance of the truth of a statement without evidence or investigation

→ The state of being responsible for someone or something

For me: base of human being and of every form of living together

.... part of (national) culture

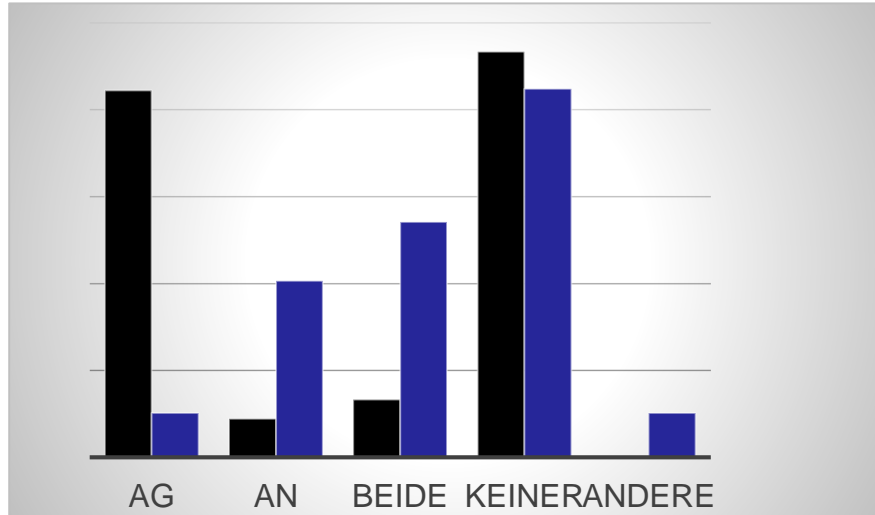
Project Partnering is a relationship strategy, whereby a project owner integrates contractors and other major contributors into the project.

Through commitment to mutual project objectives, collaborative problem solving and a joint governance structure, partners pursue collaborative relationships, trust and improved performance.

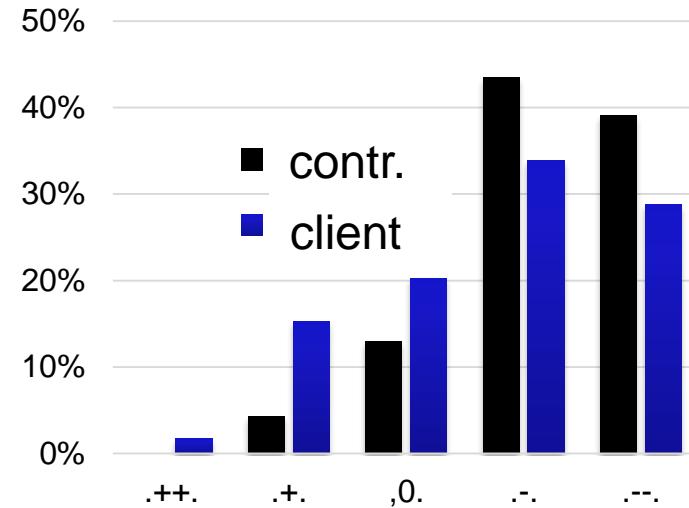
[Borve, S. et. al, IJMPB Vol 10,4 2017/lit+survey)]

How much choice has the client in public tendering?

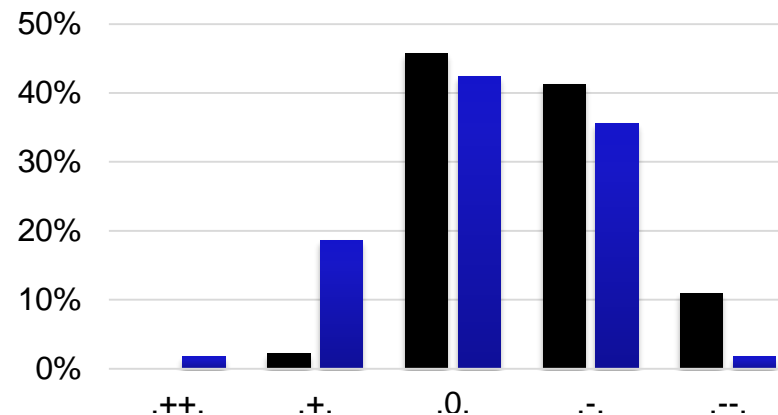
Winner?



Are you comfortable?



relationship between client and contractor cooperative?



- **Preamble:**
- **Element 1: increase design quality and project specifications**
- **Element 2: predefine processes for project changes**
- **Element 3: risk transparency tendering , corporate risk handling**
- **Element 4: Joint data system**
- **Element 5: Clear responsibilities**
- **Element 6: Conflict management**
- **Element 7: Contractual incentive regulations**

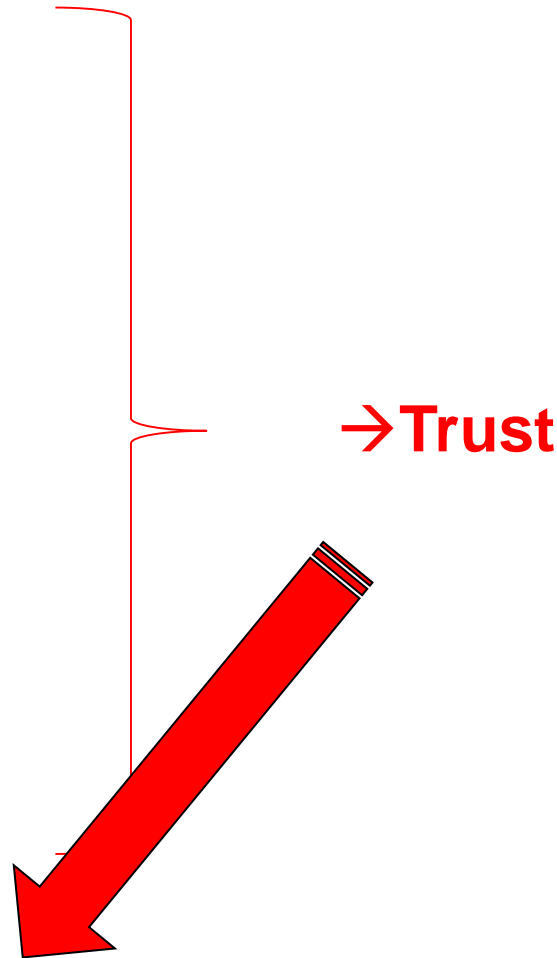
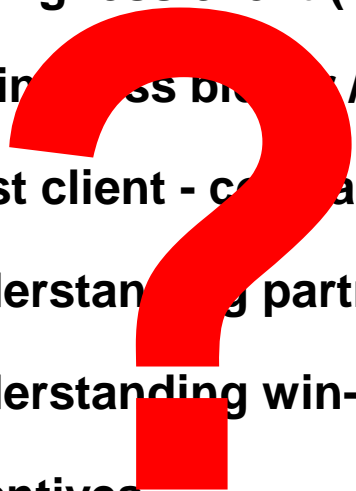
- **joint workshops → Good Practice / Lessons Learned**
- **Open communication**
- **Cooperation client/contractor (?)**
- **Common risk handling (?)**
- **More transparency → project data available**
- **Better solving of problems → cost and time saving**
 - **Most solutions on project level**
 - **few solutions by joint dispute board (accepted by both parties)**
- **Savings public money by project optimization: € 1 Mio. (2,8%)**
- **Bonus for the contractor: € 800.000**

- **Insufficient price \leftrightarrow cooperation, win-win?**
- **Small lots / lot by lot \leftarrow policy and sme´s**
- **change process \rightarrow fall backs into “traditional” behaviour**
- **“private” data beside project data on the server**
- **Fair risk distribution To improve!**
- **Too much claims \rightarrow specifications \rightarrow no early contractor involvement**
- **difficulties with \rightarrow “living” partnering!**
 - \rightarrow Changing adversarial attitude**
 - \rightarrow having trust**
 - \rightarrow accept Win-Win**

- 1. Clarification conference bidding phase → understanding partnering**
- 2. Knowledge transfer design – realisation → trust**
- 3. Commitment for partnering by the management → trust**
- 4. Risk transparency → trust (win!)**
- 5. Workshops between client and contractor → trust**
- 6. Project optimization in the contract (incentives!) → money**
- 7. predefined processes for project changes → money (?)**
- 8. Conflict management, dispute adjudication included → trust + money**
- 9. Joint data → trust**
- 10. Regulations for responsibility and decisions → trust**

Preconditions for Partnering

1. Adeqate price
2. Willingness client (1)
3. Willingness contractor / contractor (2)
4. Trust client - contractor
5. Understanding partnering
6. Understanding win-win
7. Incentives
8. Culture (national, company)



→ Trust

??? Violation of agreements?

→ Violation of agreements/regulations

→ Punishment?

→ Sanctions?

→ Contractual penalty?

→ Trust?

→ Trust?

→ Trust?



