



ECRI Americas Client & Industry Outreach Meeting

Houston, U.S.A

Thursday 5th November 2009

BREAK – OUT WORKSHOP FEEDBACK

TOPIC – 1

“Collaborative Working Arrangements – Is Partnering Dead or Alive?”

-- Opening Presenter and Facilitator: **Kenneth Grajek, KBR**

-- Feedback Presenter: **Keith Kirk, Chevron**

Feedback

Solutions

A) Sponsorship

- Has to be above Project Team – BU – Zipper (up and down). Executive Sponsor Champions
- Need data-value Proposition
- Need common vision, mission on both sides & joint. Need to be revisited regularly
- KPA's – measurable; value of the partnership; unfiltered trends

B) Misalignment of Objectives


- Strong Incentives to around (to drive) common objectives (KRA's)
- Take the time – soaking time – cultures aren't changed via a meeting. Phase driven over time
- Zippering – Open & trusting communication (up and down) around common objective
- Find the right people for the positions. Who believe in partnering, have a track record, right attitude. —————> Integration.
- More conversation around aspirational T&C's – constructive discussion

BS List

- 1) 'Market' drives risk allocation. 'Power' – a buyers not sellers market
- 2) Misaligned terms wont 'stick' long term
- 3) 'Cost' to owner/'Profit' to Contractor – misaligned
- 4) Source of Financing
- 5) Project Managers want their own custom deal
- 6) Previous histories – scar tissue (legacy people biases)

- 7) Lack of understanding by both parties of benefits to you/other companies
- 8) IP / Licensing
- 9) Misallocation of Risk e.g. Risks Clients better able to influence. Or perhaps the Contractor
- 10) Not enough skills/people on Owners side to manage the partnership (or contractors)
- 11) Sponsorship – both sides. (Champion). Up and down Organisation (Zipper)
- 12) Historic legacy traits/trust – communication, cultures, reputations
- 13) Different success drivers/objectives (C,S, Op)
- 14) Need incentives to drive long term efficiencies (vs complacency)
- 15) Transition from BD to Execution.

C) Previous Histories, Legacy Traits and Organization Issues

- Open discussions of what we have learned/worked/didn't work. Past failures - both Direct IVS – individual and collective
- Describe organization changes. Relationships mature.....
- Demonstrate Improvement – pilot  success begets success
- Monitor/poll team – pulse surveys
- Start small – build momentum
- 'Gimme Data' both ways
- SELL IT – can't take for granted. Publicise gains – address failures
- Get over it. Don't fight yesterday's war. Look forward. Set aside.
- Set up integrated organizations
- No 'scape-goating' – don't allow innate traits
- Don't behind contract but BEHAVE!