

LIPS2015

Barcelona

Reflections & next steps
(or going to the cave of the lion)

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1 +44 1453 765611

Alan Mossman

In the beginning ...

Government strict
& rigid

Building the future together

Structural change

Trust, Collaboration, Improvement

new Mindset

Real examples

Peer to peer education

Structure Why?

What?

How?

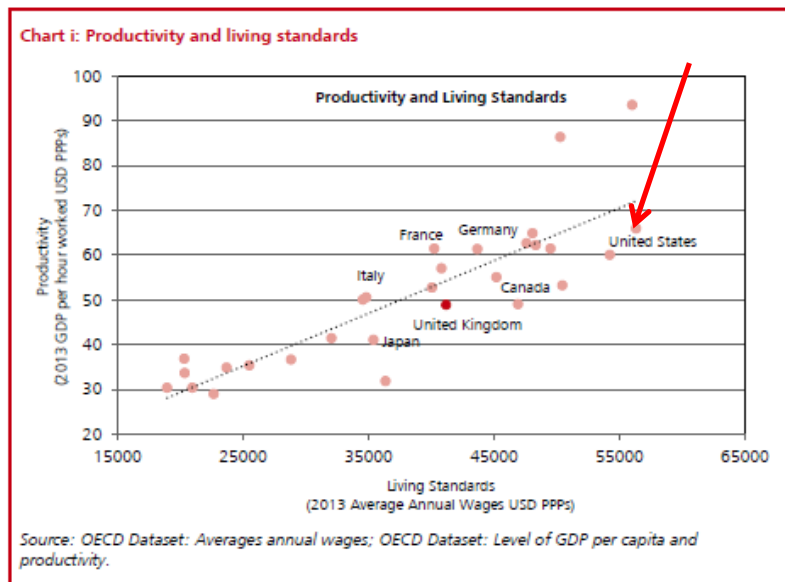
What next?

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Why?
safer, better quality, schedule & cost control
customer satisfaction
suitable for small/renovation/large/complex projects
best for project decision-making [CBA]
learning
don't need a design to get started
can be learners rather than having to be knowers
IPD, BIM, sustainability, lean/economic pressures – **all belong together**

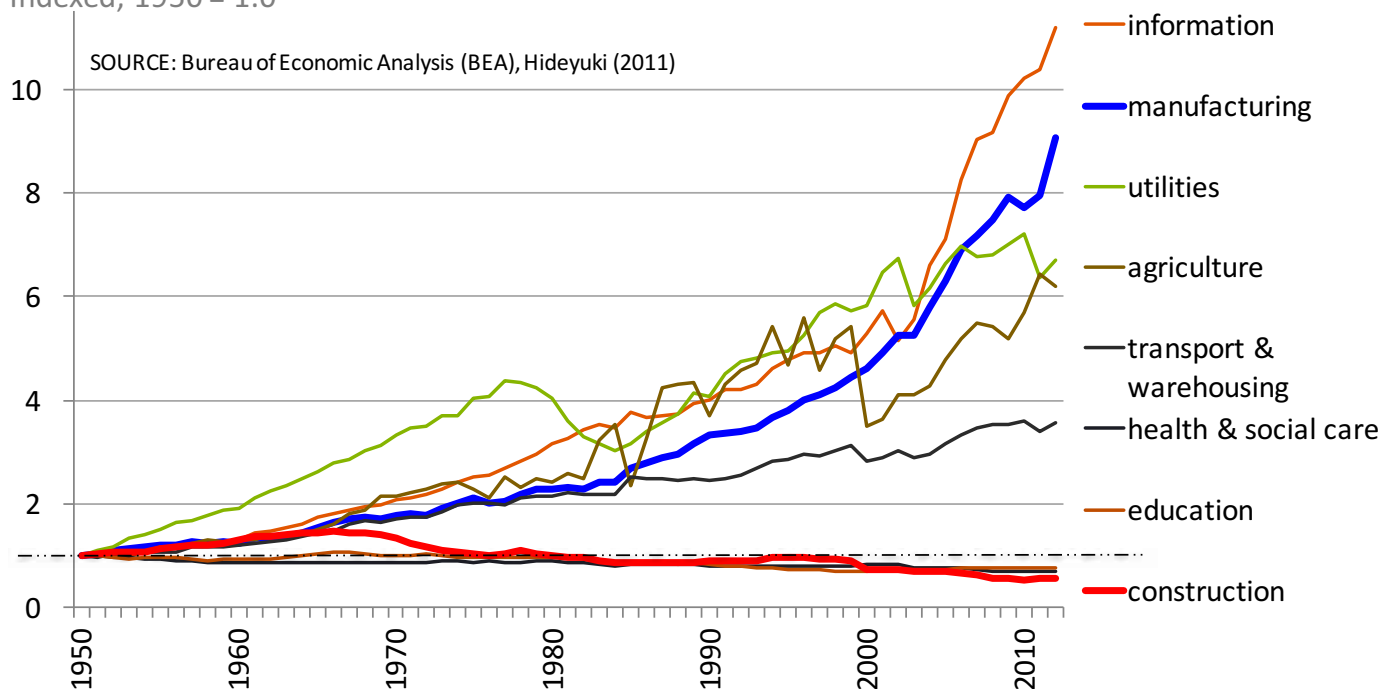
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productivity is the challenge of our time



US construction productivity 1950-2012

Real productivity (GDP value-add per employee) by industry in the US
Indexed; 1950 = 1.0



austerity pressure



daunting targets:

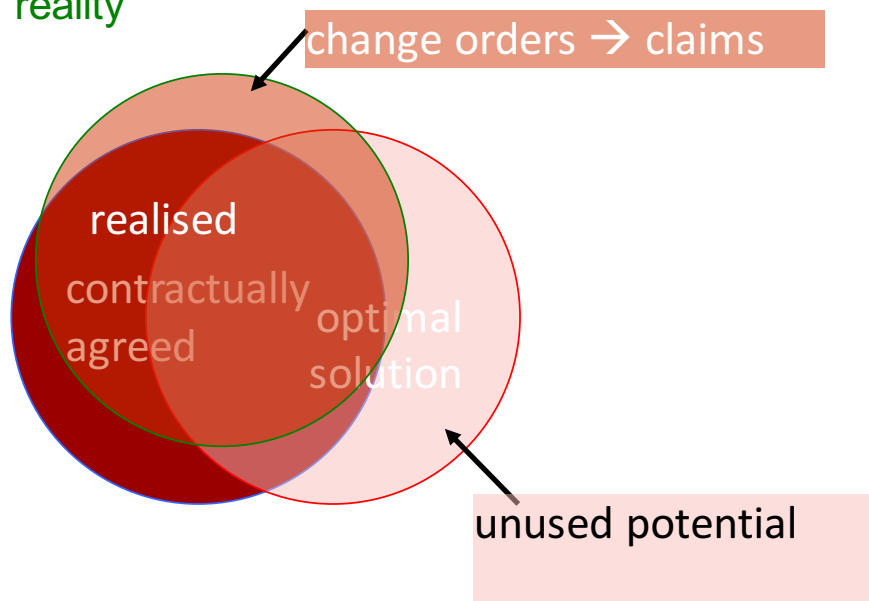
33% lower cost than today

50% faster from inception to completion

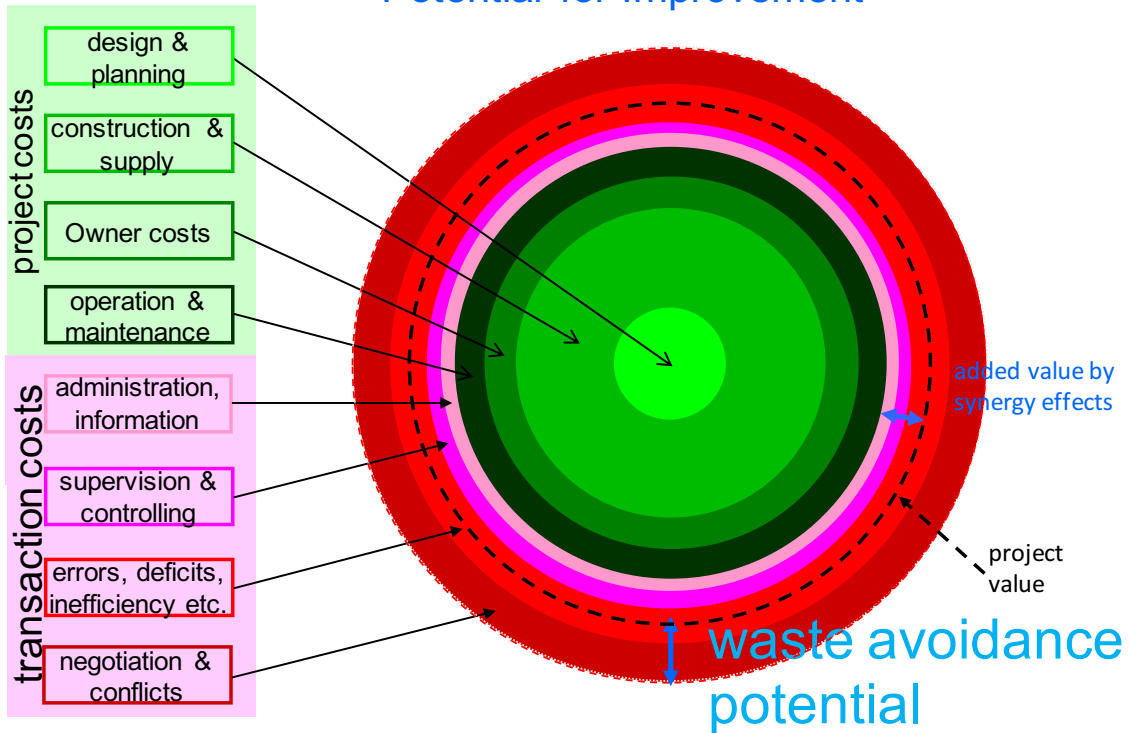
Unless we double productivity we won't have the supply chain to cope

others will follow

Contract,
requirements
and reality

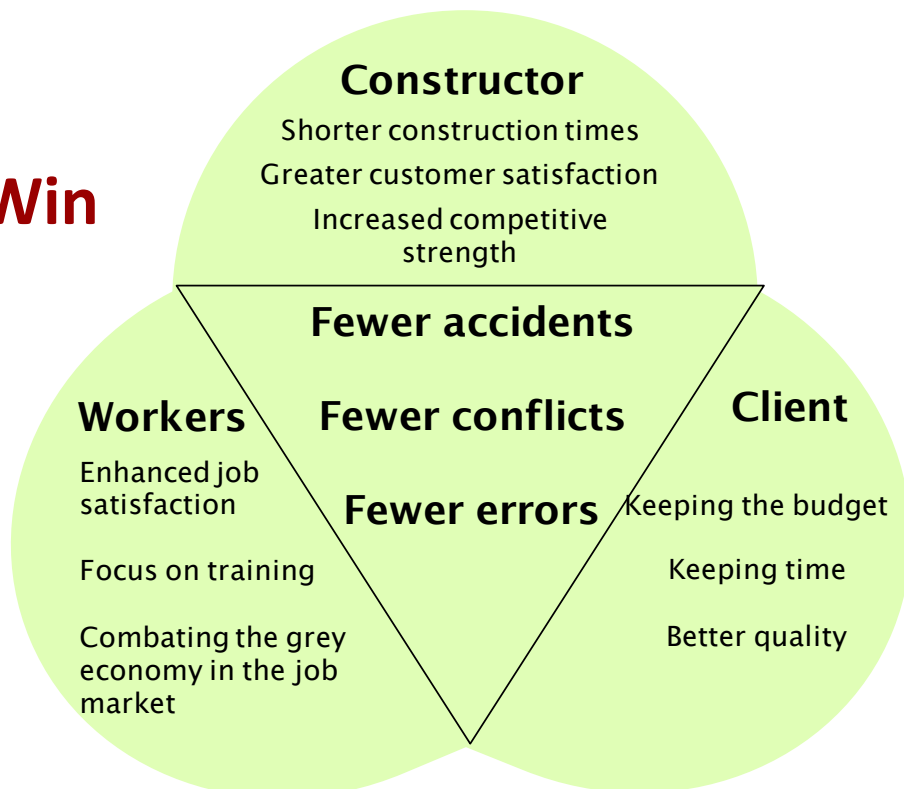


Potential for Improvement



Bertram Zichel – Projektbündnis® 9

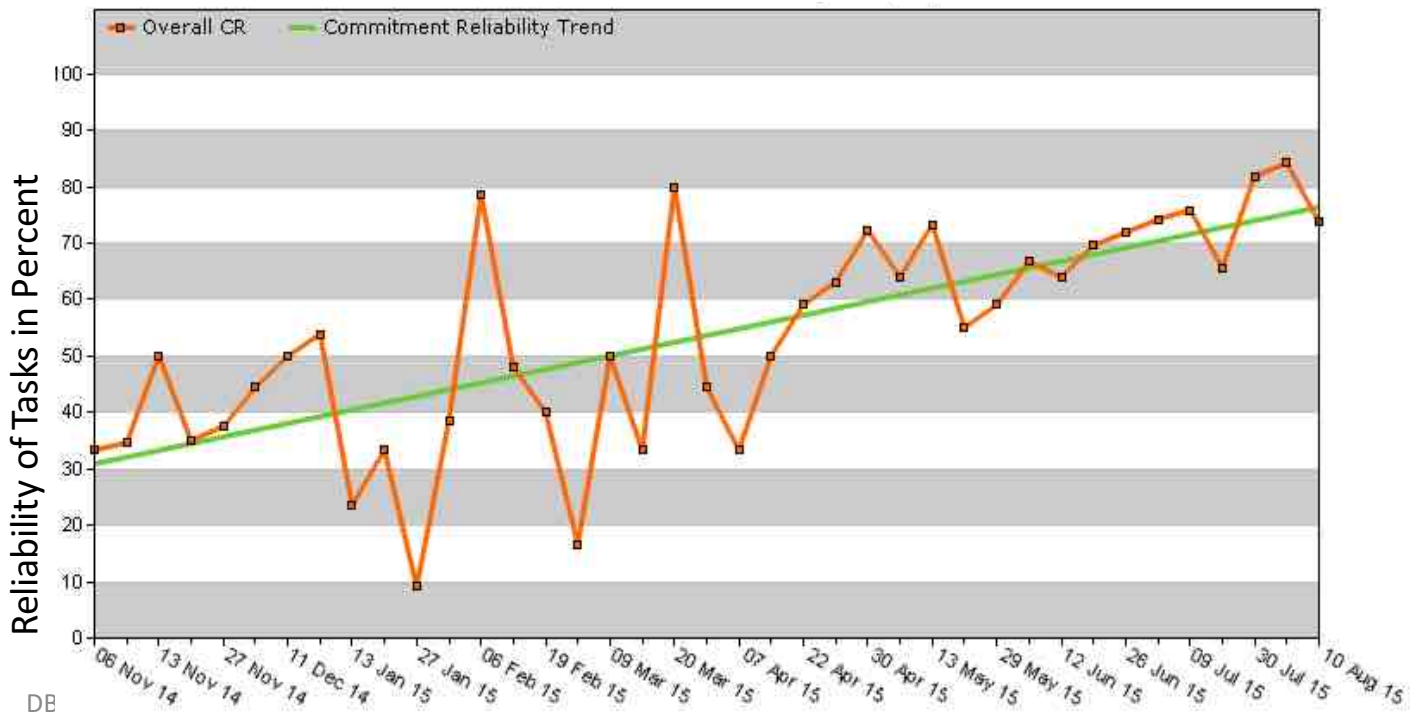
Win-Win-Win



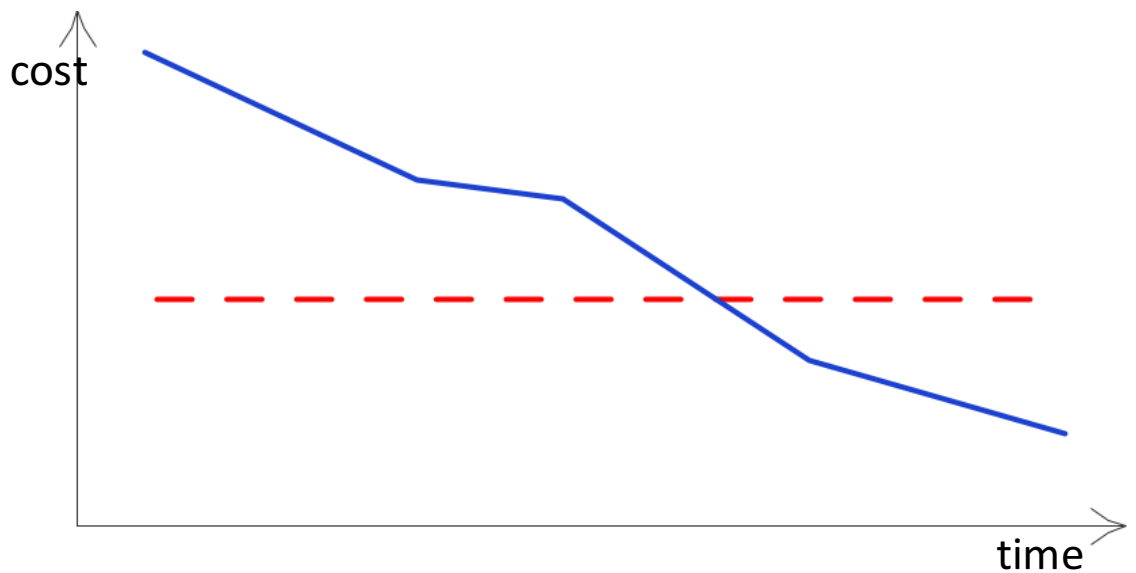
? designers

September 17th, 2015

improving reliability of production commitments



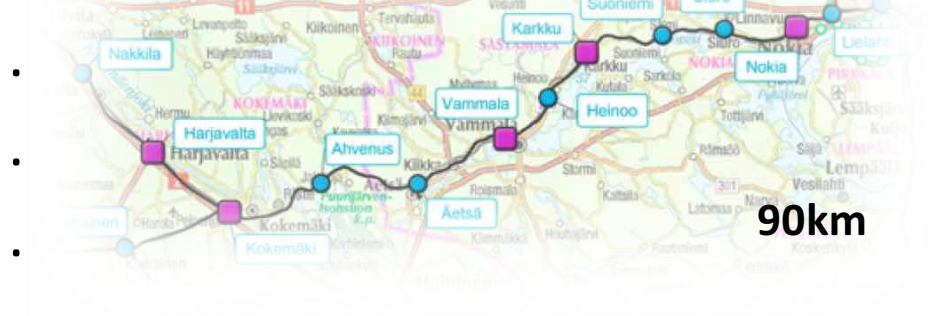
TVD as a process



improving project processes

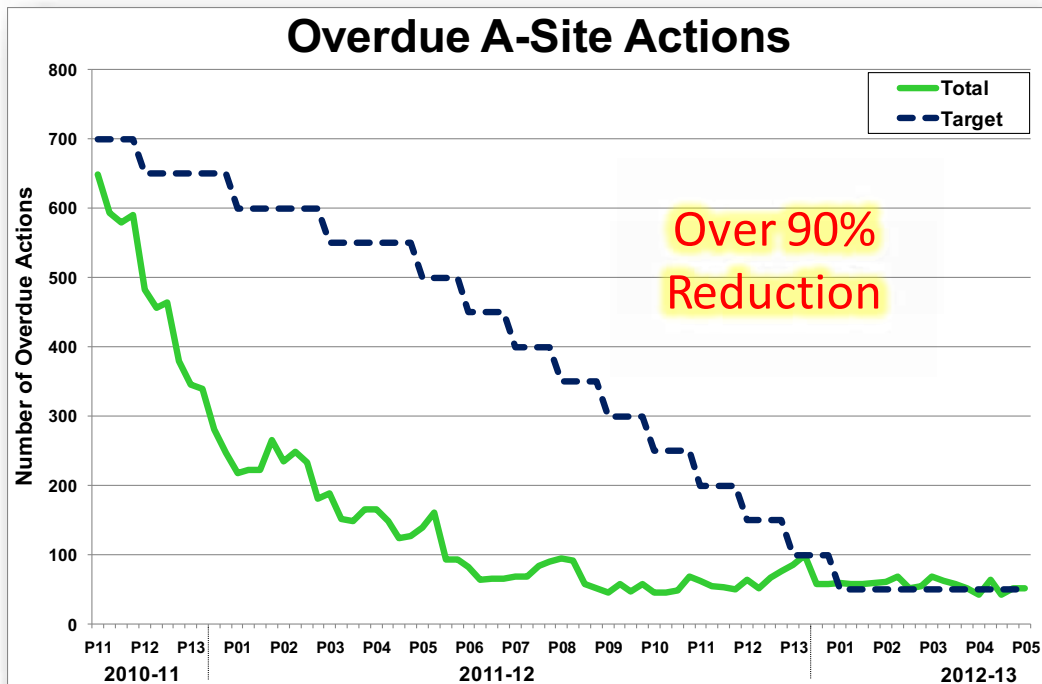
What?

even micro-processes can save millions



improving micro-processes

even micro-processes can save millions



How?

improving collaboration between public owners – **together we are stronger**
developing leadership skills
standardising procurement processes
start with behaviour/culture
small actions → **big change**

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2004 Olympic Games - Athens



Concentrated on where they could
add value

Baton exchange

Won by 0.01s

improving collaboration between public owners – together we are stronger
leadership; developing leadership skills
 standardising procurement processes
 change mindset with behaviour/culture
 small actions → **big change**
 small wins & *communicate*
 tie into corporate strategy
 focus on flow and process
 to be vulnerable & self critical

How?

it takes time
 share intent
 ready – fire – aim

Relational/Contractual Model Matrix

DIMENSIONS	FACTORS	Relational/Contractual Managing Strategy				
		Traditional/Transactional	Partnering/Transactional with Agreements	Alliancing/Relational		
A	Interdependency	A.1	Collaboration level	Low	Moderate	Very high
		A.2	Goal alignment	Low	Medium	Very high
		A.3	Commitment level from the participants	High	Medium	Very high
		A.4	Trust level from the participants	Low	Medium	Very high
		A.5	Leadership	Low	medium	Very high
		A.6	Scope definition	High	Medium	Low
		A.7	Communication	Limited by contract	Moderate	Very high
		A.8	Transparency	Limited by contract	Moderate	Very high
		A.9	Harmony	Limited by contract	Moderate	Very high
		A.10	Use of information technologies	Limited by contract	Moderate	Very high
B	Contractual and of business	B.1	Contractual relationship	Adverse	Cooperative	Integrated
		B.2	Duration of the relationship	Indifferent	High	Very high
		B.3	Flexibility	None	Moderate	Very high
		B.4	Equity	None	Moderate	Very high
		B.5	Supply chain	None	Medium	High
C	Risks and incentive mechanisms	C.1	Risk distribution	Transferred	Partial and localized	Equal
		C.2	Incentive mechanisms	None	Few	Many
D	Activity criticality	D.1	Complexity	Low	Moderate	Very high
		D.2	External factors	None	Moderate	Very high
		D.3	Economic value of the transaction	Indifferent	Moderate	Very high

What next?

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Investment & belief

invest to create capability

believe before we invest

prepare to speculate (fail) to
accumulate (improve)

awaken curiosity & permit
experimentation

Like the 4x100m team ...
we will finish earlier