Collaborative Contracting – Breaking Barriers: Interests, Trust and Performance

Speaker
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2018 Best Practices Conference
May 9, 2018
Track A, CC-1: 11:00am – 12:30pm
This Hour: 3 Concepts

1. **Interests**: *what are we solving?*

2. **Trust**: *four dimensions*

3. **Collaborate**: *a continuum…*

Working session…
Designed for you to participate throughout!

http://www.jeffbullas.com/host-twitter-chats/
Poll

1) I have a clear definition of what "collaborative contracting" means

- Strongly disagree: 9%
- Disagree: 36%
- Agree: 45%
- Strongly agree: 11%

2) I have experience with some aspect of collaborative contracting

- Strongly disagree: 3%
- Disagree: 15%
- Agree: 60%
- Strongly agree: 22%

3) I anticipate being involved with some aspect of collaborative contracting within the next 12 months

- Strongly disagree: 3%
- Disagree: 13%
- Agree: 47%
- Strongly agree: 38%
1. Interests – *what are we solving?*

Interests

**align**

What are we solving?

**activate**
2. Trust – *four dimensions*

TRUST: *four dimensions*

- integrity
- competence
- reliability
- interests
Poll

4) Based on my collaboration experiences, risk to maintaining trust is tied primarily to ...

- Competence: 22%
- Interests: 27%
- Reliability: 14%
- Integrity: 37%
3. Collaborate: a continuum...

Collaborate = “We”

INTERESTS

Hi

You

Lo

Me

Lo

Hi

Cooperate

Risk!

Risk!

COLLABORATE
3. Collaborate: a continuum...

Symmetry of interests...“We”?
3. Collaborate: a continuum...

Symmetry of interests = “We”
3. Collaborate: a continuum…

Collaborate = “We”

Symmetry of interests = “We”

Risk!

INTERESTS

Interests

Risk!

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Risk!

Collaborate = “We”

Symmetry of interests... “We”?
3. Collaborate: a *continuum*...

### Continuum...

<table>
<thead>
<tr>
<th></th>
<th>Cooperate</th>
<th>Collaborate</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOALS</td>
<td>Autonomous, unconnected</td>
<td>Compatible</td>
</tr>
<tr>
<td>RELATIONSHIPS</td>
<td>As-needed, informal</td>
<td>Task focused</td>
</tr>
<tr>
<td>SYSTEMS (planning, roles, process, metrics)</td>
<td>Independent</td>
<td>Selective integration</td>
</tr>
<tr>
<td>RESOURCES ($, people, other)</td>
<td>Separate</td>
<td>Visible, available</td>
</tr>
<tr>
<td>REWARDS</td>
<td>Separate</td>
<td>Recognized</td>
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</tbody>
</table>
3. Collaborate: a continuum...

Collaborative Contracting – PWC, March 2018


- Partnering/GC21
- Managing Contractor
- EPCM
- Delivery Partner
- Alliacing/IPD

Less collaborative

More collaborative
- complex risks & interfaces
- significant value thru innovation
- benefits justify added costs
### Poll

5) I regularly hear the word "collaborate", when what is needed is closer to "cooperate". Collaborate has become an over-used buzzword!

- Strongly disagree: 2%
- Disagree: 38%
- Agree: 44%
- Strongly agree: 16%

6) Collaborative contracting is a priority in our organization

<table>
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<tr>
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<tbody>
<tr>
<td>Strongly disagree</td>
<td>13%</td>
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<tr>
<td>Disagree</td>
<td>44%</td>
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<tr>
<td>Agree</td>
<td>31%</td>
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<tr>
<td>Strongly agree</td>
<td>13%</td>
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7) Our organization is using collaborative contracting successfully

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<td>Disagree</td>
<td>54%</td>
</tr>
<tr>
<td>Agree</td>
<td>30%</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>5%</td>
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3. Collaborate

- **Symmetry** of interests; two or more parties with shared
  - purpose
  - urgency

- **Complex high value** mandate

- **Trust** is critical
Symmetry of interests = “We”

TRUST: four dimensions

Continuum…

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Collaborate = “We”

INTERESTS

Hi

Lo

Cooperate

Risk!

TRUST

integrity

competence

reliability

interests

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Moderator
Chris Mummery, Director Supply Chain, TransCanada

Speakers
- Dan Bierd, Director Liquids Projects, TransCanada
- Kevin Duffy, Manager Supply Chain, TransCanada
- Bill Partington, President, Ledcor Pipeline Group
- Dale Posein, Sr. VP Construction, Ledcor Pipeline Group
- Jacqueline Iny, President, INSTEEL Consulting Corp.

Recap and Q & A
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Jacqueline is a strategy consultant with experience in sectors that include transportation, resort development and medicine. She held positions in finance and operations at Canadian Pacific Railway, and was a founding member of a supply-chain firm. Jacqueline conducts seminars and consults in areas that include Negotiation, Collaboration, Leadership and Change. She is also active in Conflict Resolution. Jacqueline earned her MBA from McGill University, Master of Laws at Osgoode Hall Law School, Toronto, and studied in the Program on Negotiation at Harvard Law School.