KIVI
Engineering Society

Infrastructure

Collaboration between principals and contractors & type of contracts

Introduction

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When collaboration fails..

Ten minste 10 procent van de omzet

Fouten kosten bouw vijf miljard per jaar

Nieuws

Miljardenproject Zuidasdok loopt nog meer vertraging op

Wegenproject weer duur-der dan voorzien

Miljoenensluis IJmuiden moet nog jaren op halve kracht draaien

De nieuwe peperdure zeesluis bij IJmuiden moet nog jaren op halve kracht draaien en wordt opnieuw duurder. Het megabouwwerk kan tot 2025 niet volledig worden gebruikt. Het sluiswater blijkt het Noordzeekanaal te zout te maken, wat grote gevolgen kan hebben voor de drinkwatervoorziening en landbouw in Noord-Holland.

Herman Stil 1 juli 2021, 14:03

'Serieuze vertraging' Rijn-landRoute, nieuwe weg voorlopig niet open

13 augustus 2022, 07:00 • 2 minuten leestijd

When collaboration fails..

Focus on failure costs

The numbers vary, but based on estimates and research,

how many %

of all costs of projects are considered as failure costs?

When collaboration fails..

Focus on failure costs

The numbers vary, but based on estimates and research,

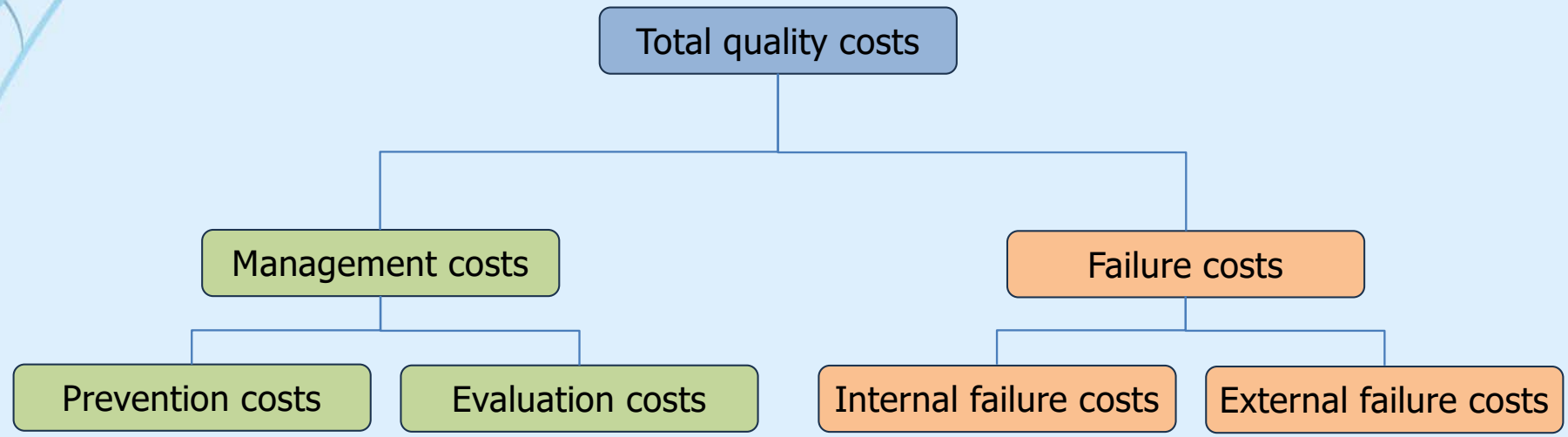
5-35 %

of all costs of projects are considered as failure costs?

So, the potential for improvement is therefore great !!

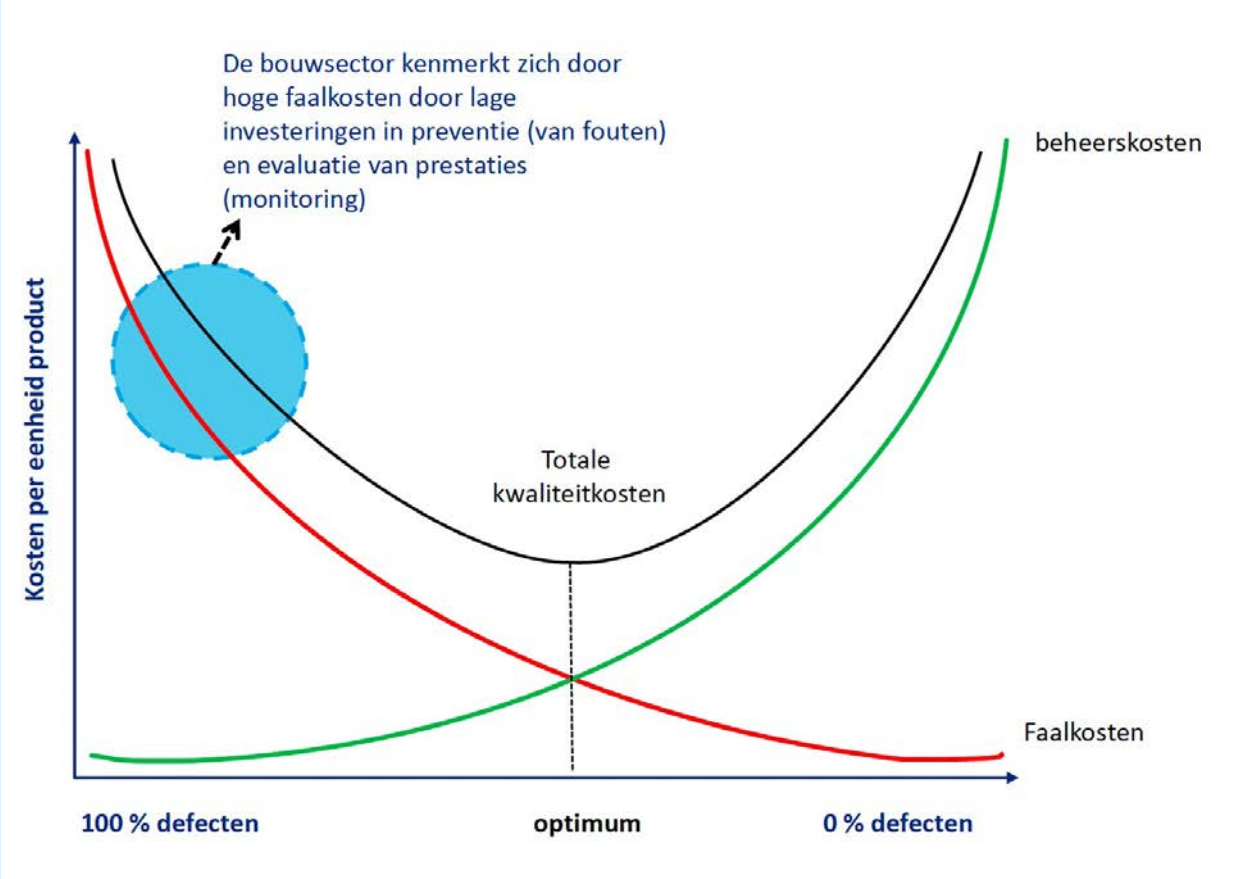
When collaboration fails..

Focus on failure costs



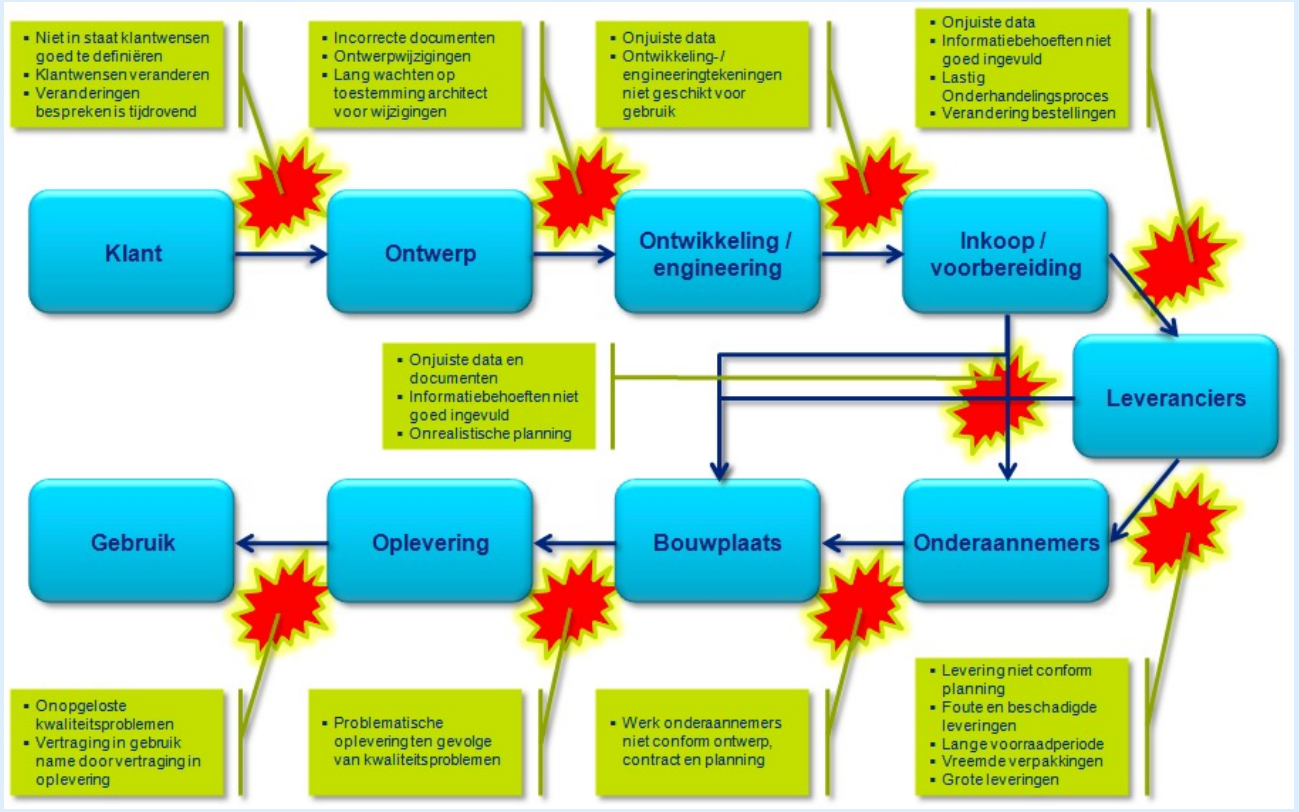
When collaboration fails..

Focus on failure costs



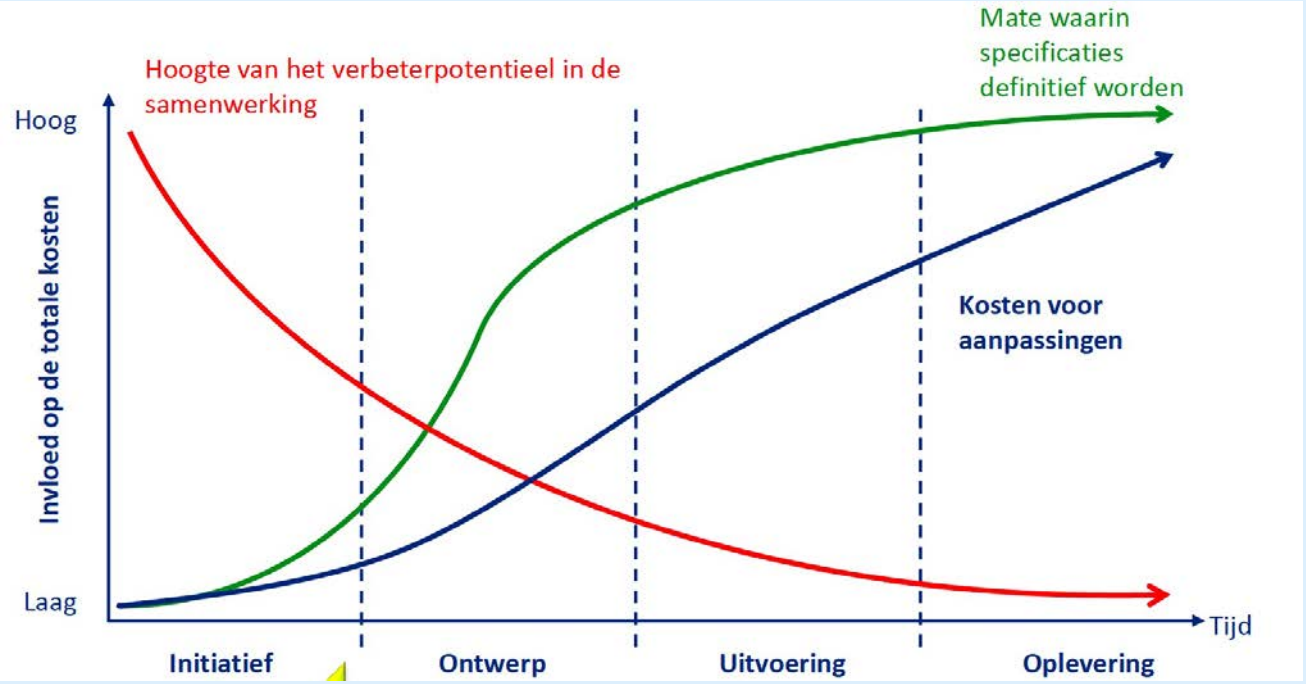
When collaboration fails..

Focus on failure costs

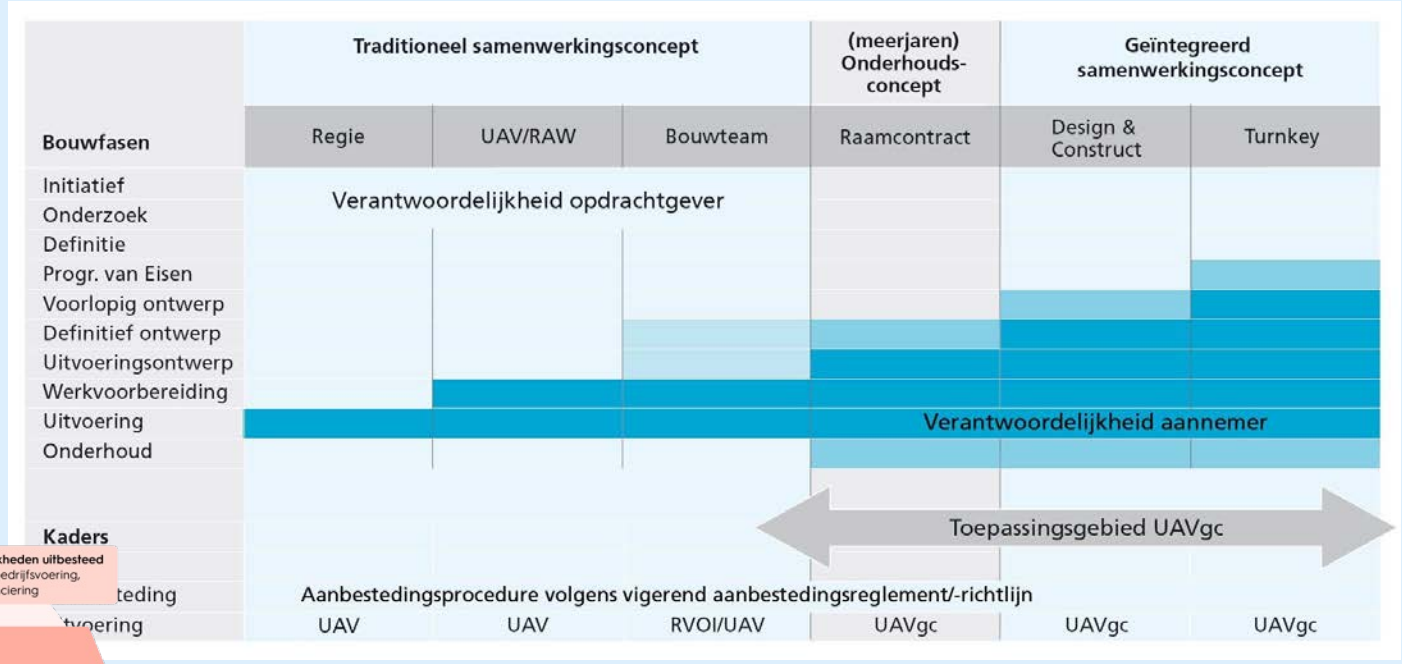


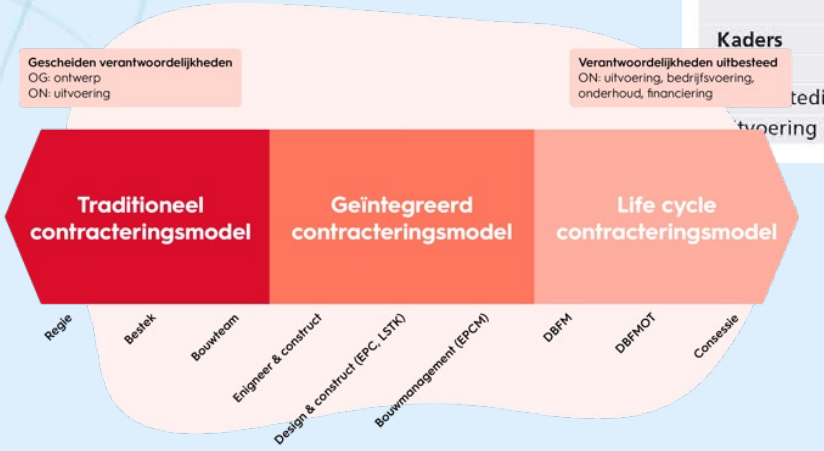
What good collaboration can do

Focus on failure costs



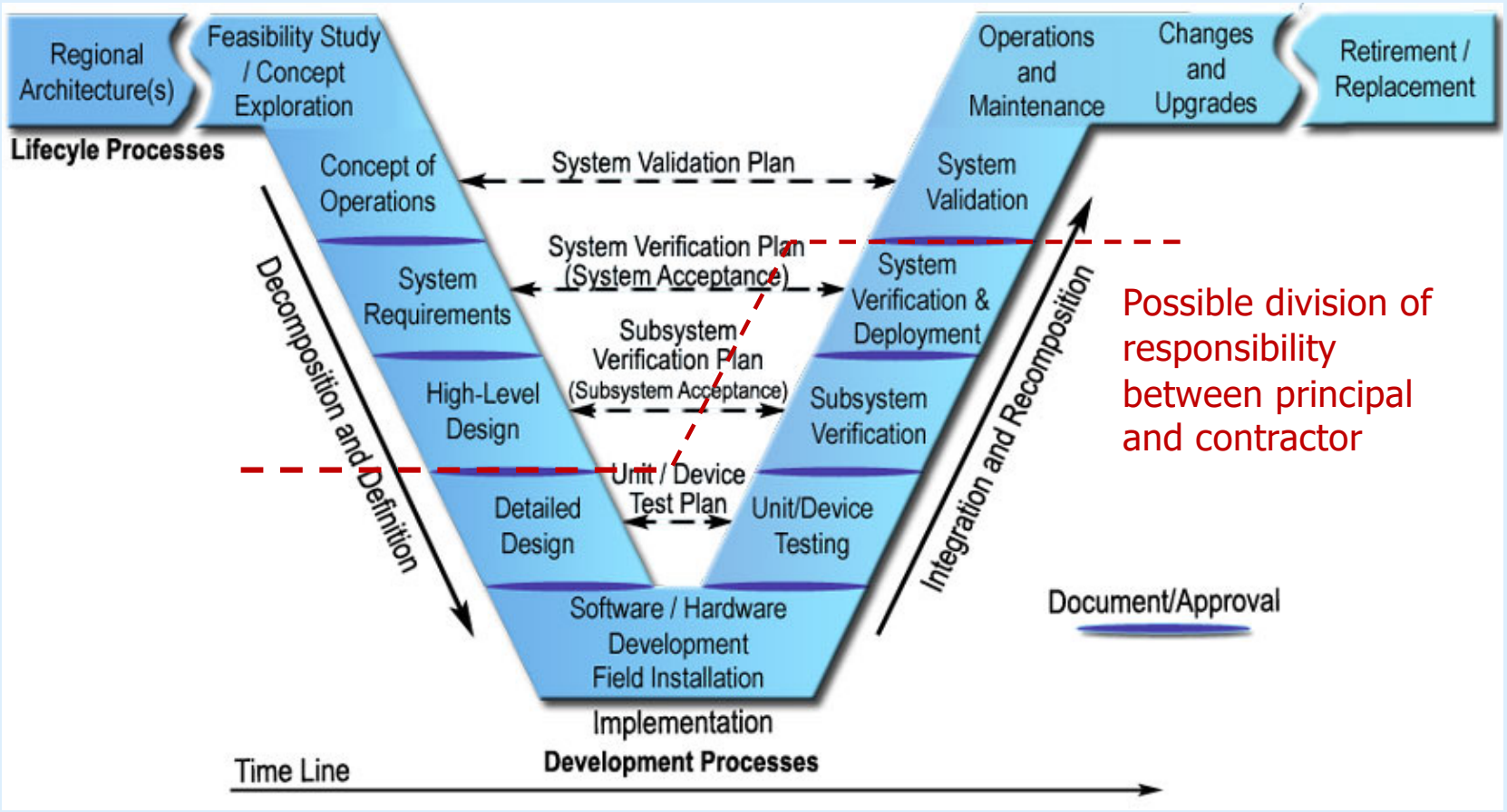
Models of collaboration





Models of collaboration

System engineering, V-model

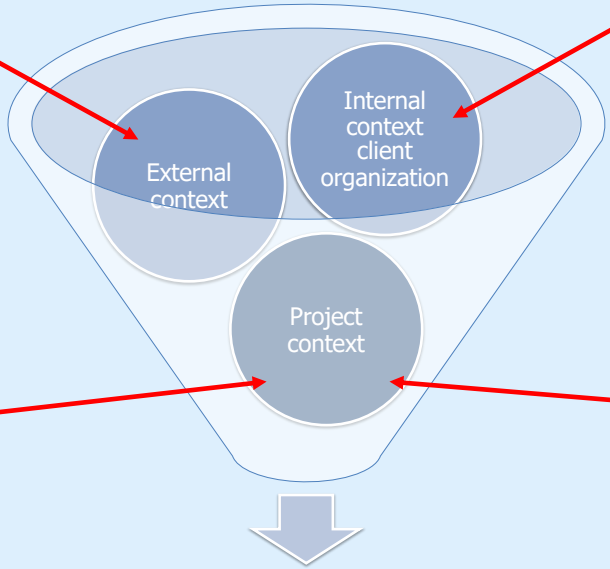


Organization & type of contract

Fair Work

Fair Money

Focus on the content of work, not the contract



Construction organization & type of contract

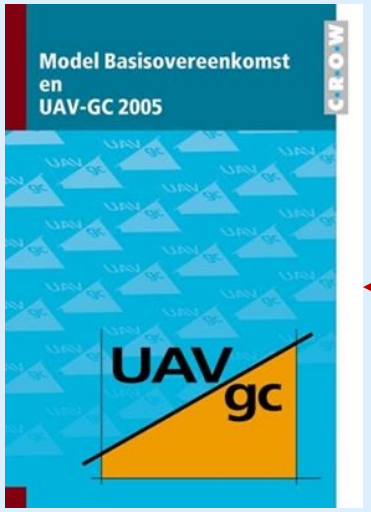
Organization & type of contract

What type of contracts are mainly used for tunnels?

Organization & type of contract

What type of contracts are mainly used for tunnels?

- Integrated contracts
- Construction team
- Alliance



Contract standards

Customized contract

Organization & type of contract

Why are those contracts used?

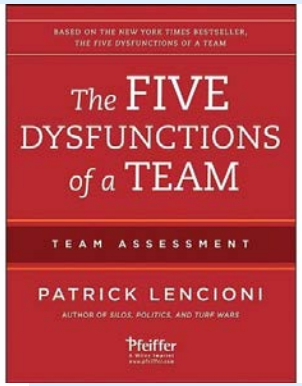
Organization & type of contract

Why are those contracts used?

- Lack of correct asset management information
- Hard civil preconditions
- Complex technical systems ⇔ rapidly changing technology, increasing (and changing) expectations
- Verification & Validation is essential to prove that the tunnel complies with al the legislation

High risk profile ⇔ knowledge of contractor and qualified technical people required

Collaboration in teams



High Performing Team

Results
- Highly motivate and stable team
- Consistently hitting objects and result
- Focused on the team results

Accountability
- Poor performance is dealt with
- Team standards the same for all
- People understand and own their work

Commitment
- Clear objectives and priority
- Buy in from the team
- Fully engaged team members

Conflict
- Have healthy team debates
- Work out solutions to issues together
- Challenge poor behaviour quickly

Trust
- Ask for help
- Share weakness and help each other
- Believe everyone is trying their best

Dysfunctional Team

Result
- High team turnover
- Poor performers
- Focus on own results, not the team

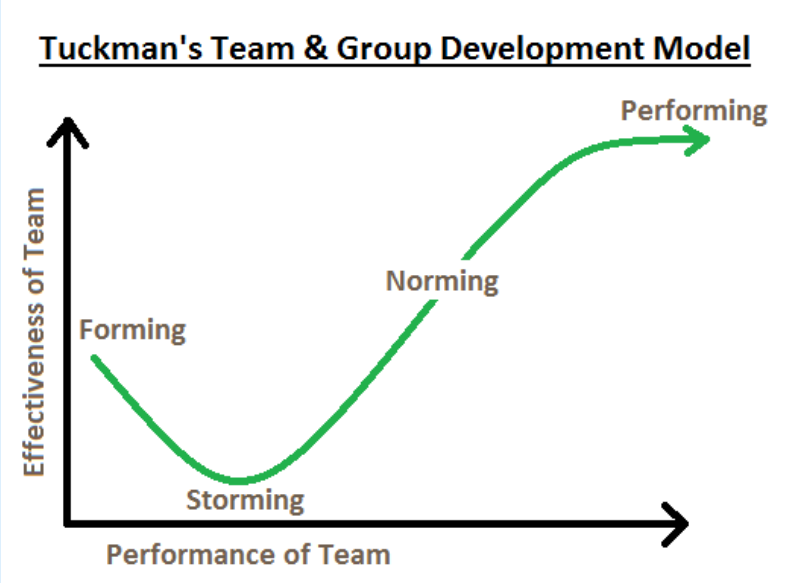
Accountability
Poor performance is tolerated
Lack o ownership from the team
Objectives missed

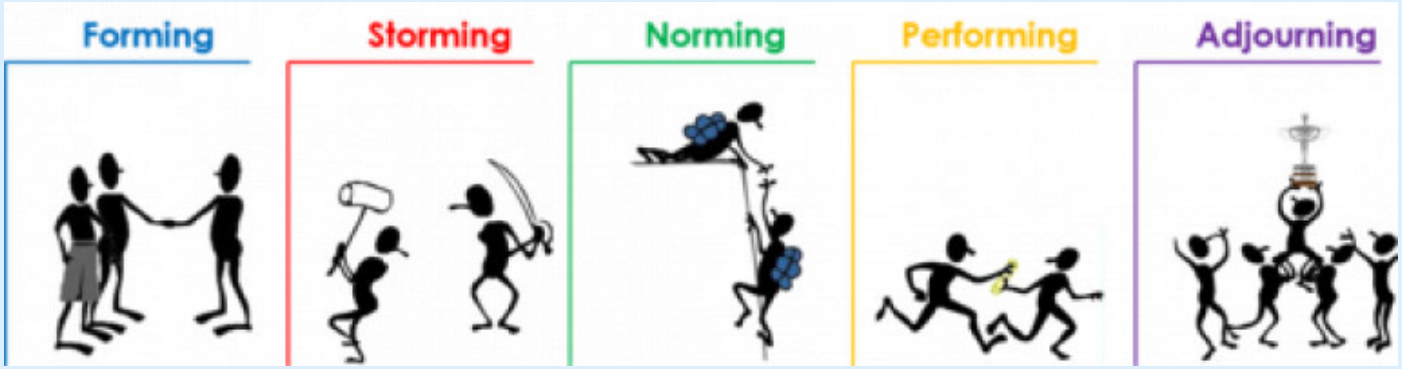
Commitment
- Keep discussing the same thing over and over
- Wont commit to work
- Unclear objectives and priority

Conflict
- Avoid people
- Avoid problems
- Don't confront issues or behaviours

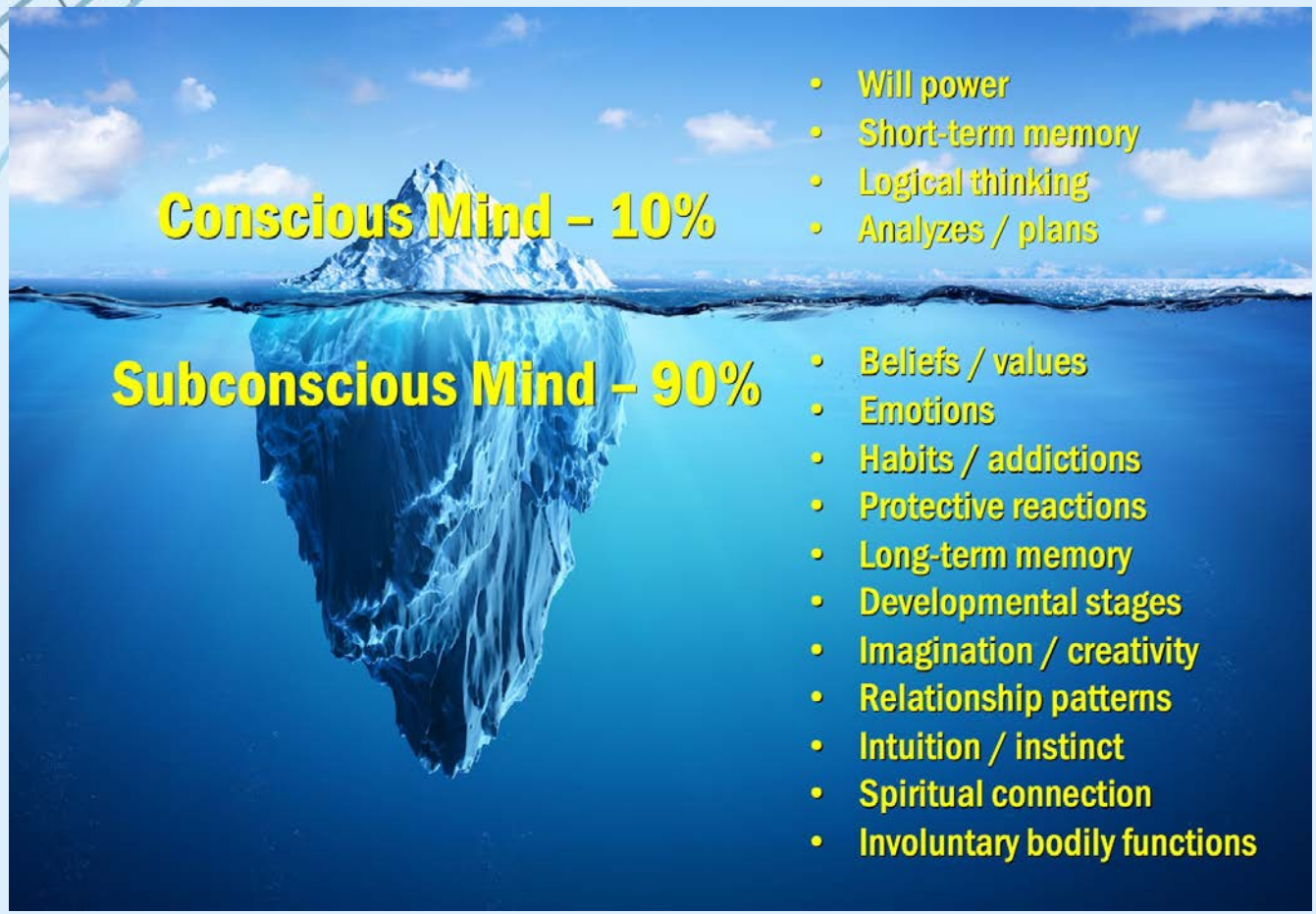
Trust
- Hide mistakes
- Make assumptions
- Hold grudges

Team development





Behaviour



Re-programming subconscious mind: its your choice how to behave and which emotions you show

Personal Drives, team strenghts

Management Drives

Green
Puts people and interpersonal relationships first

Yellow
Wants to analyse, understand and explore in depth

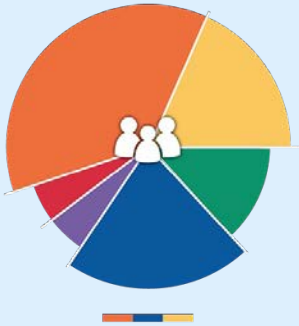
Orange
Wants to show progress, results and achievements

Blue
Wants to create certainty and clarity

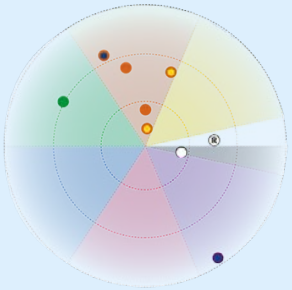
Red
Stands for courage, speed and strength

Purple
Helpful, establishes bonds and creates security

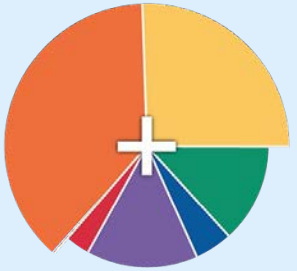
Group Logic



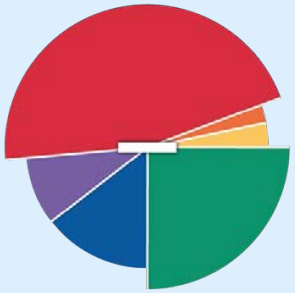
Diversity



All Plus



All Minus



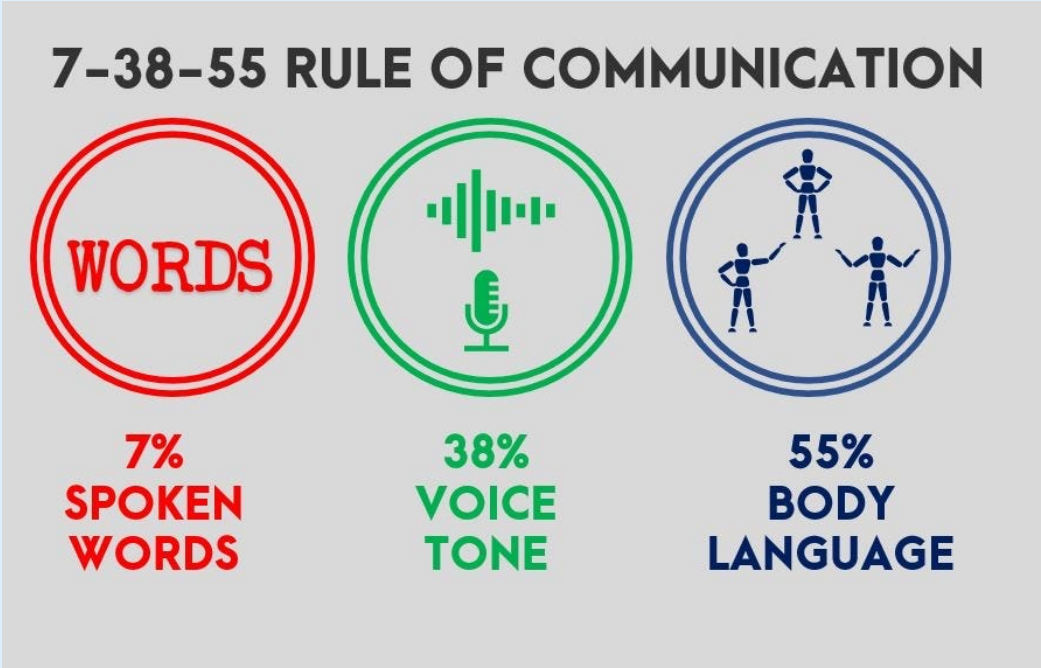
Communication

Verbal versus non verbal

What percentage of communication consists of words?

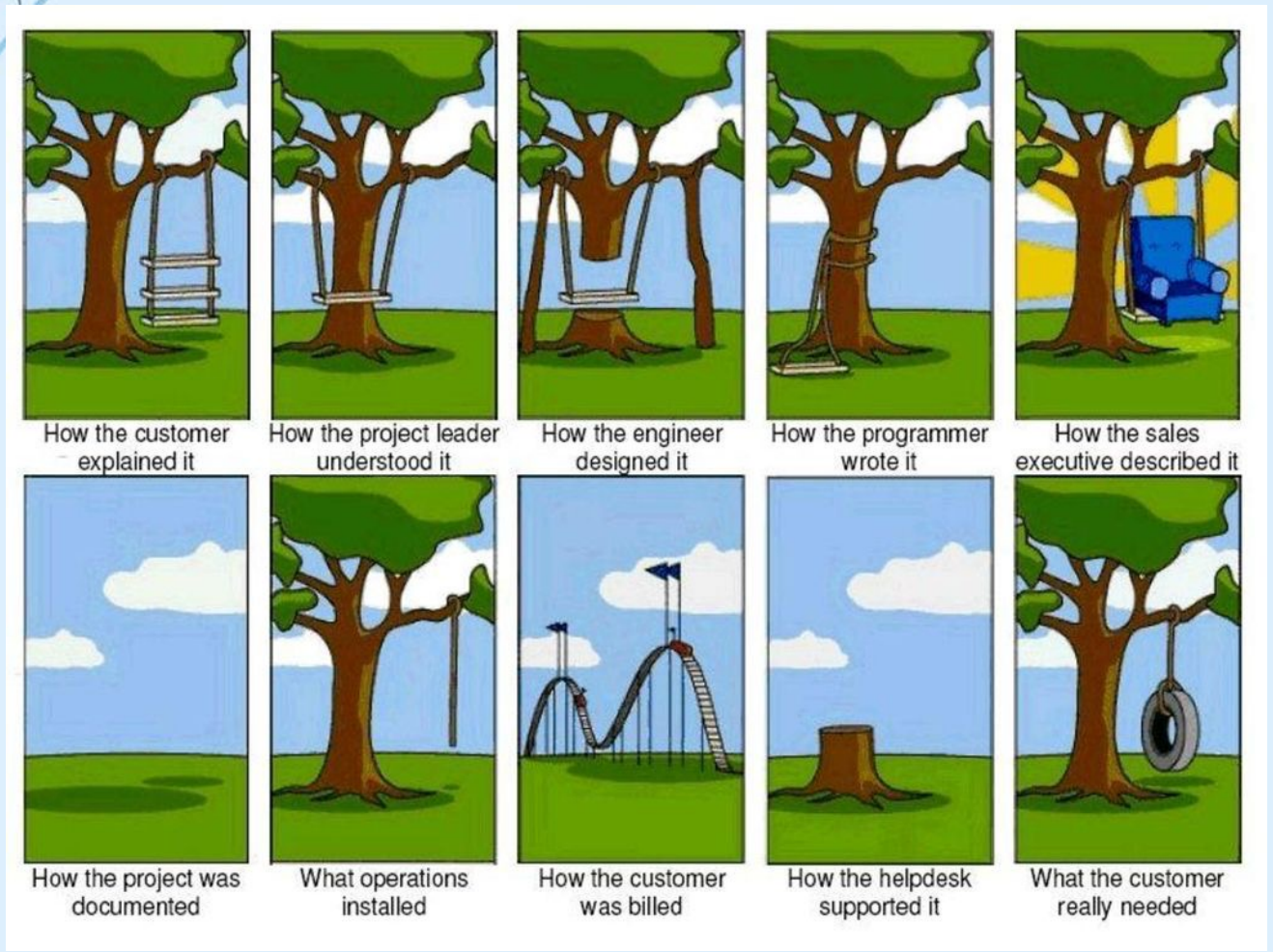
Communication

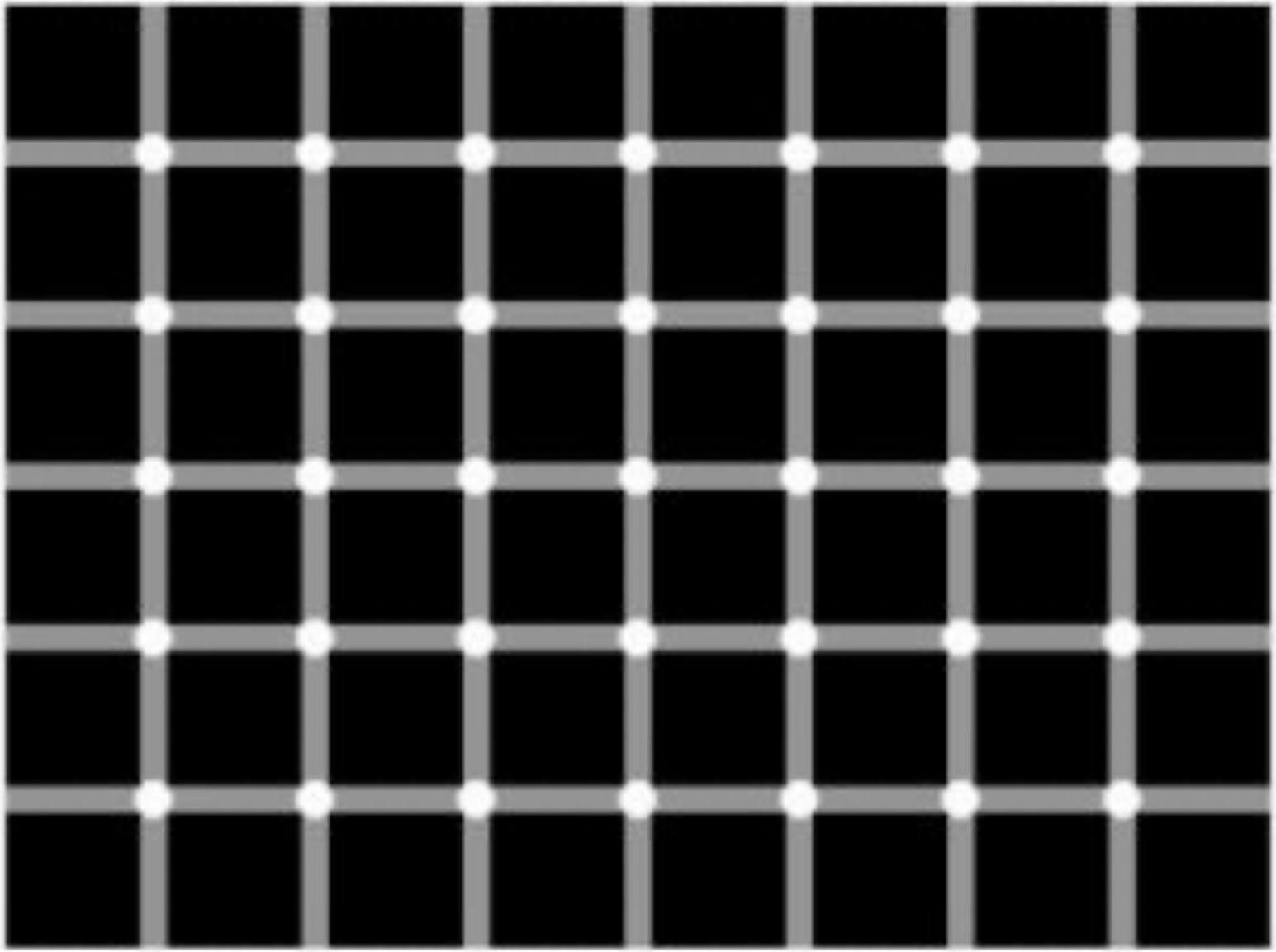
Verbal versus non verbal

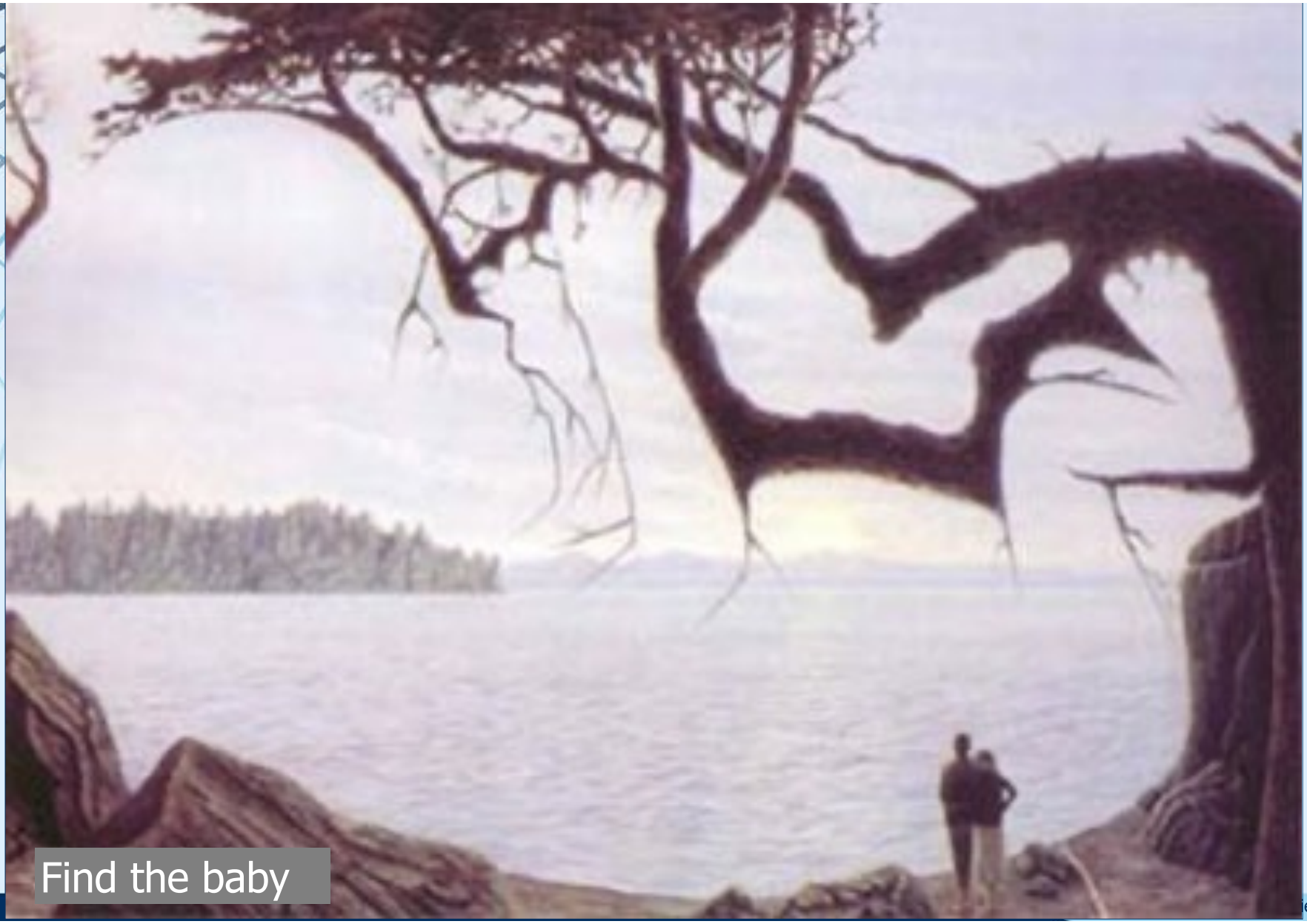


Communication

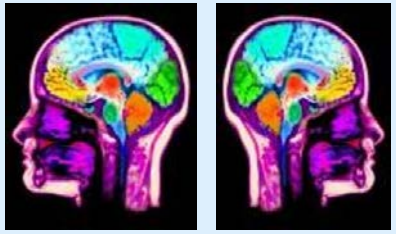
Interpretation






Find the baby

Communication

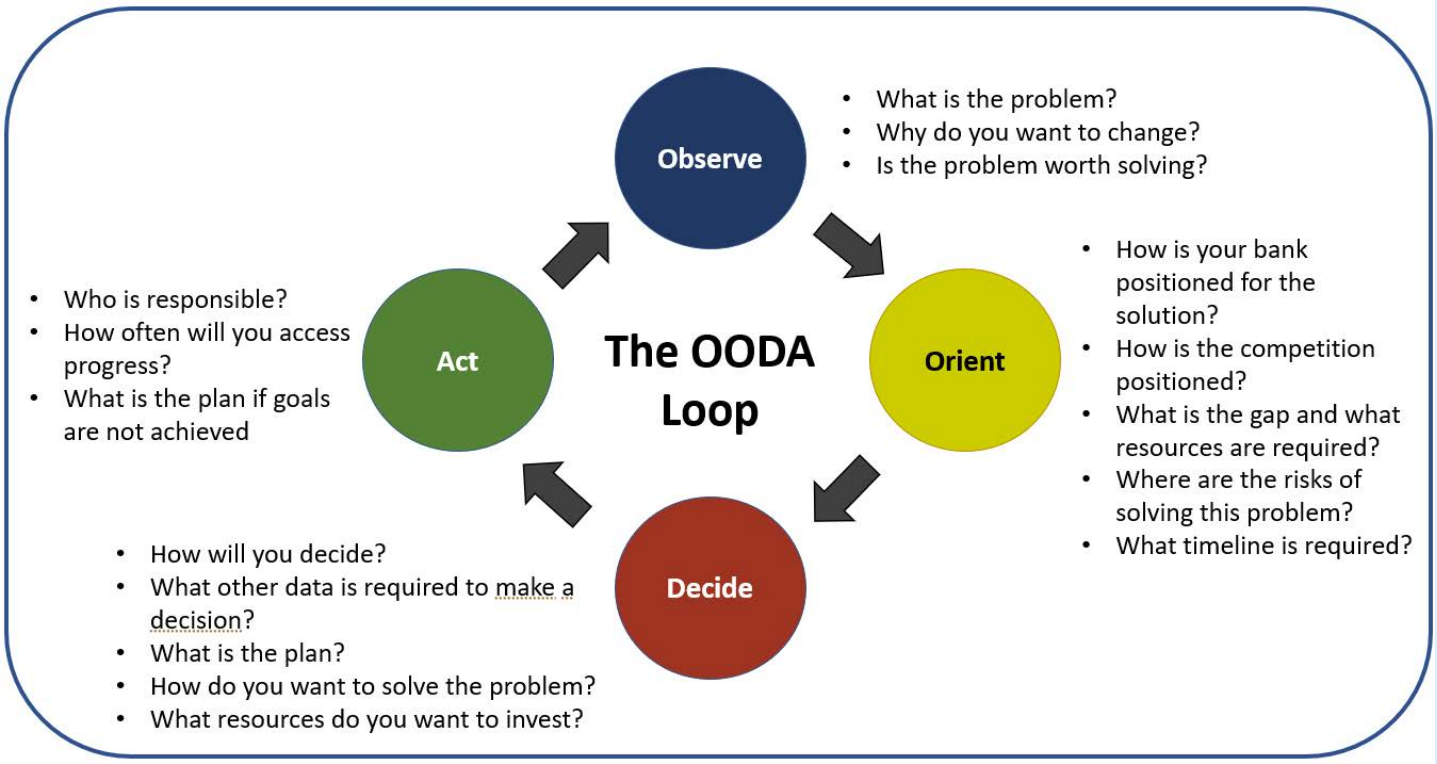


In communication there is always interaction.
Take care that information is not misformed during handover.

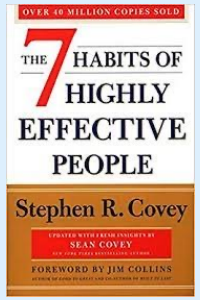
Take time to understand eachother.

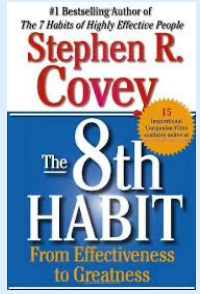
Communication
Carefull decision making

Opinions are coloured by:
Judging
Prejudices
Making assumptions
Gossip
Experience
Upbringing
Hobbyhorses
etc.

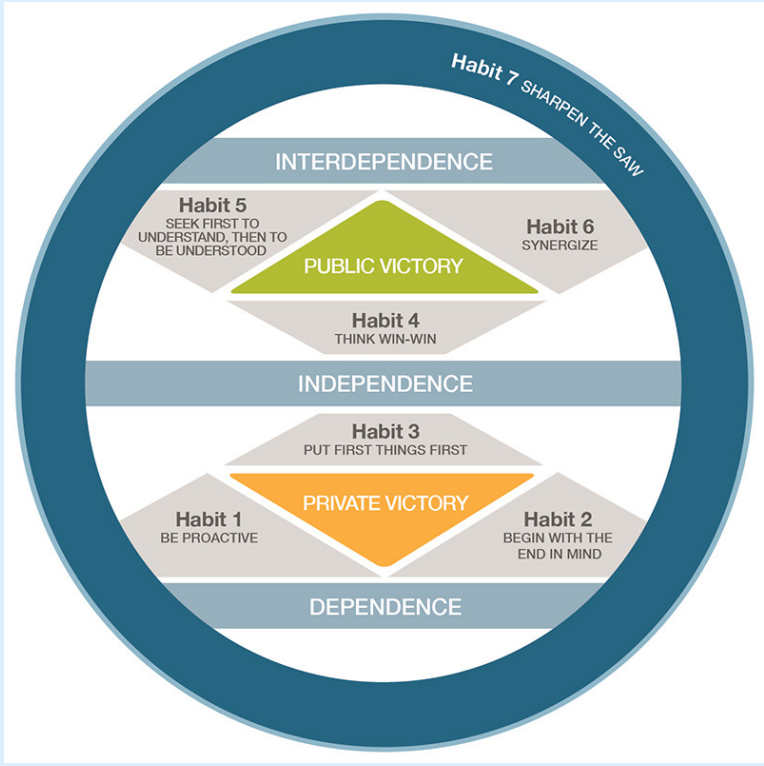


Leadership





Habit 1: Be Proactive
Habit 2: Begin With the End in Mind
Habit 3: Put First Things First
Habit 4: Think Win-Win
Habit 5: Seek First to Understand, Then to Be Understood
Habit 6: Synergize
Habit 7: Sharpen the Saw
Habit 8: Find your voice and inspire others to find theirs



Leadership

Success
Failure
FAIL
What most people think
FAIL
FAIL
DETOUR
FAIL
FAIL
Road to Success
FAIL
What successful people know

Where the magic happens
Your Comfort Zone

NEVER GIVE UP

Finally after all our blood sweat and tears

Thank you four your attention

Questions?