

Infrastructure

Collaboration between principals and contractors & type of contracts

Introduction



Name: Arnoud op de Kelder
COB role: -
Employer: SD+P Management en advies
Education: Civil Engineering, project management

Contact: a.kelder@sdenp.nl / 06-54720508



Name: Arjan Tromp
COB role: Coordinator of Tunnel Renovation Program
Employer: Infra Kompas
Education: Mechanical Engineering, project management

Contact: arjan.tromp@cob.nl / 06-27740413

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

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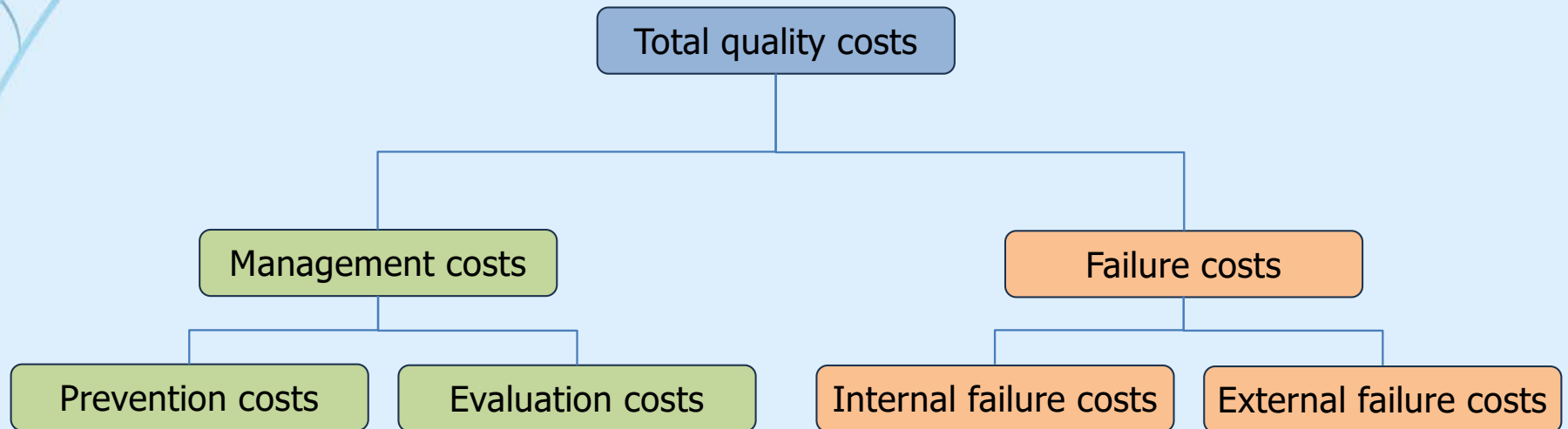
5-35 %

of all costs of projects are considered as failure costs?

So, the potential for improvement is therefore great !!

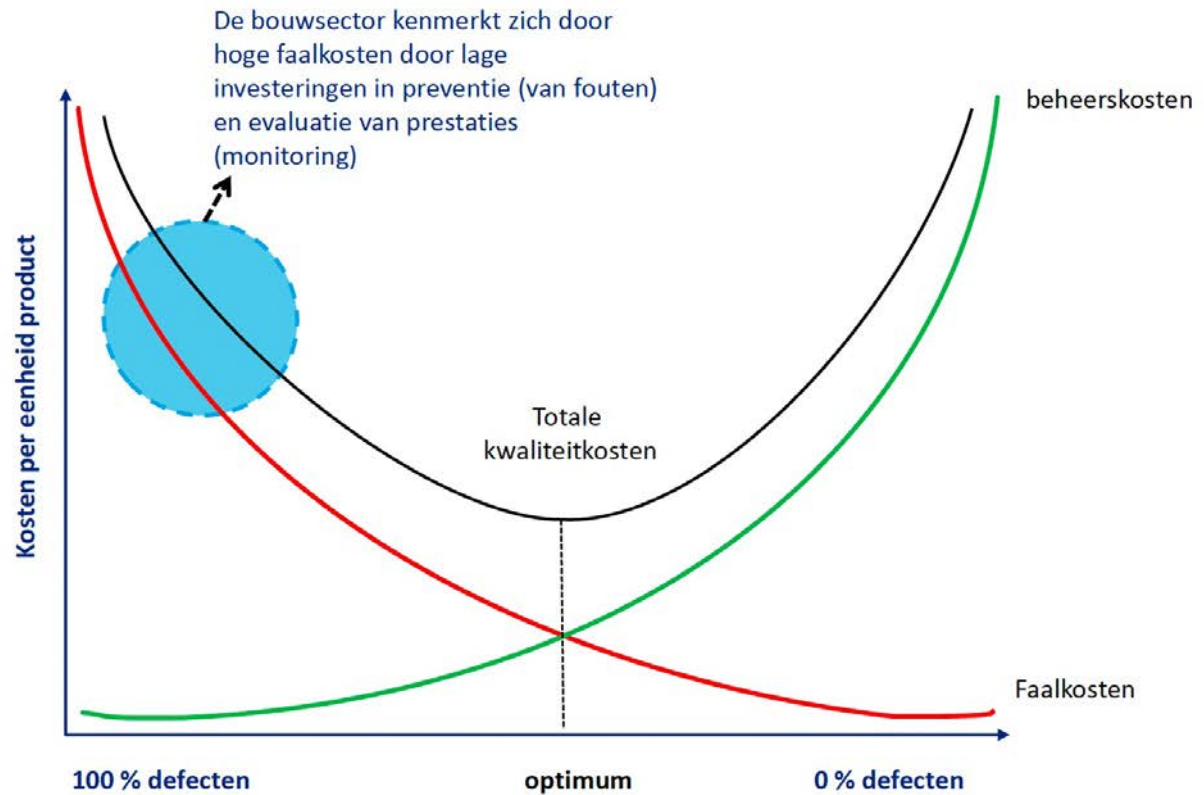
When collaboration fails..

Focus on failure costs



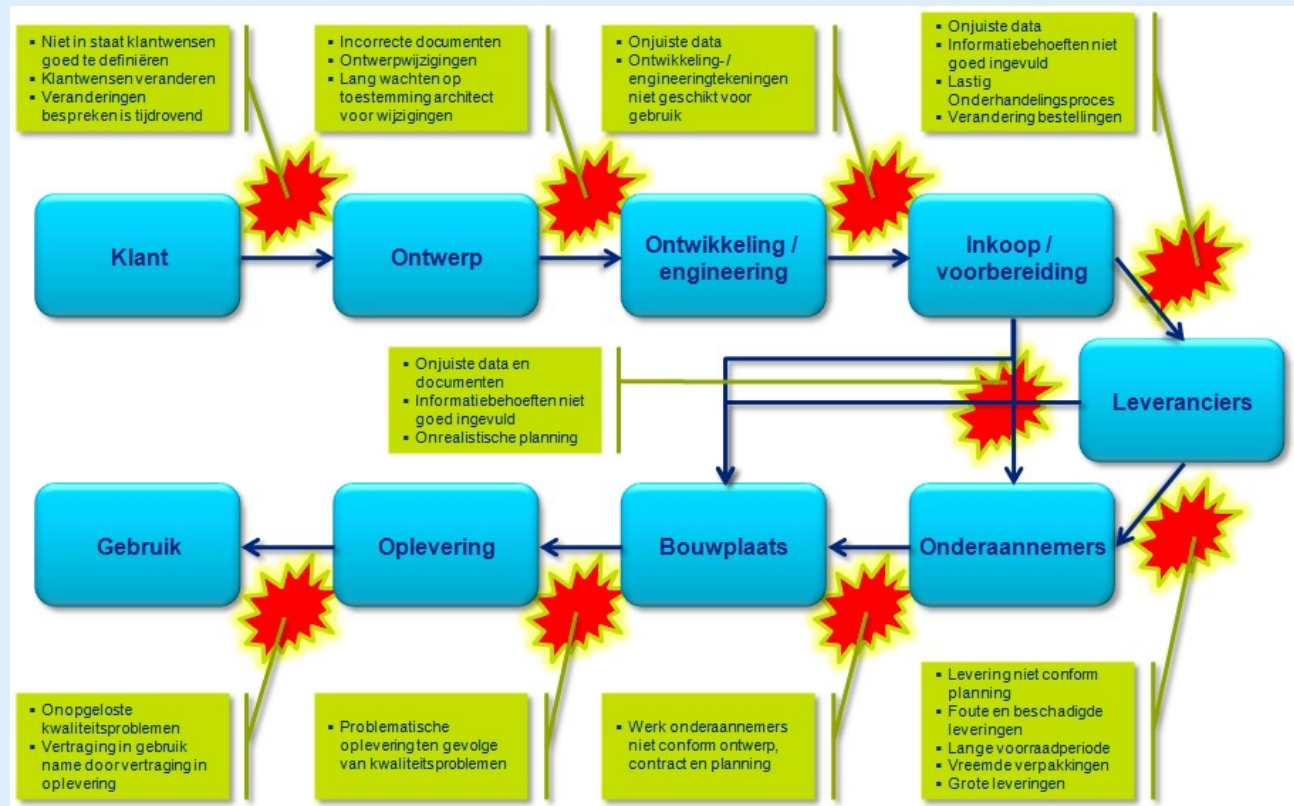
When collaboration fails..

Focus on failure costs



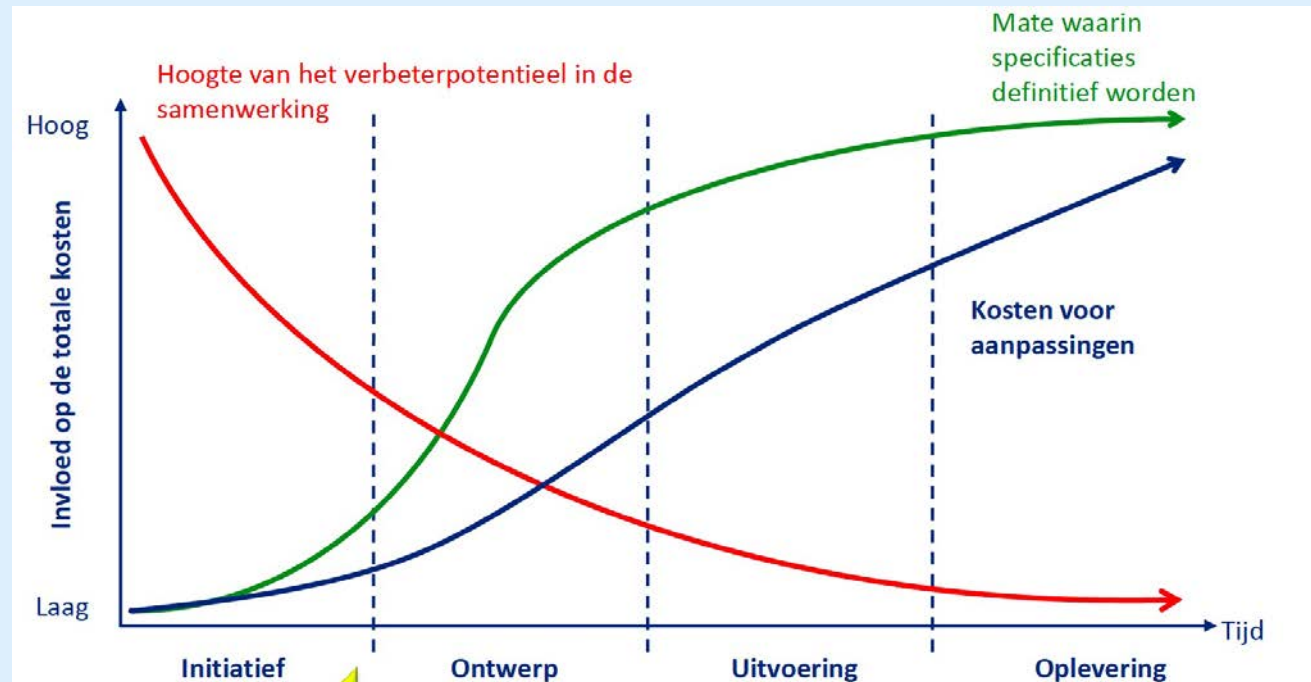
When collaboration fails..

Focus on failure costs



What good collaboration can do

Focus on failure costs

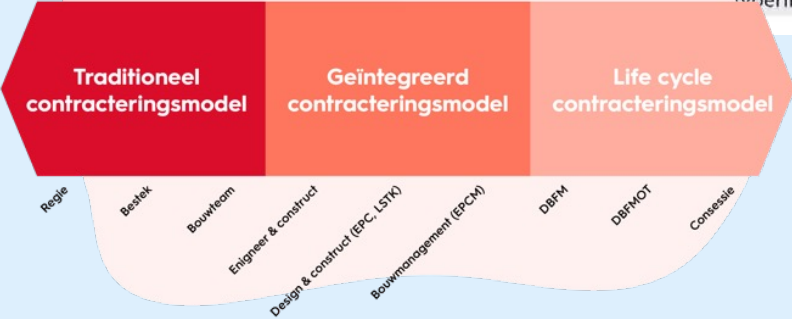


Models of collaboration

Bouwfases	Traditioneel samenwerkingsconcept			(meerjaren) Onderhoudsconcept	Geïntegreerd samenwerkingsconcept	
	Regie	UAV/RAW	Bouwteam	Raamcontract	Design & Construct	Turnkey
Initiatief	Verantwoordelijkheid opdrachtgever					
Onderzoek						
Definitie						
Progr. van Eisen						
Voorlopig ontwerp						
Definitief ontwerp						
Uitvoeringsontwerp						
Werkvoorbereiding						
Uitvoering	Verantwoordelijkheid aannemer					
Onderhoud						
Kaders	← Toepassingsgebied UAVgc →					
Aanbesteding	Aanbestedingsprocedure volgens vigerend aanbestedingsreglement/-richtlijn					
Uitvoering	UAV	UAV	RVOI/UAV	UAVgc	UAVgc	UAVgc

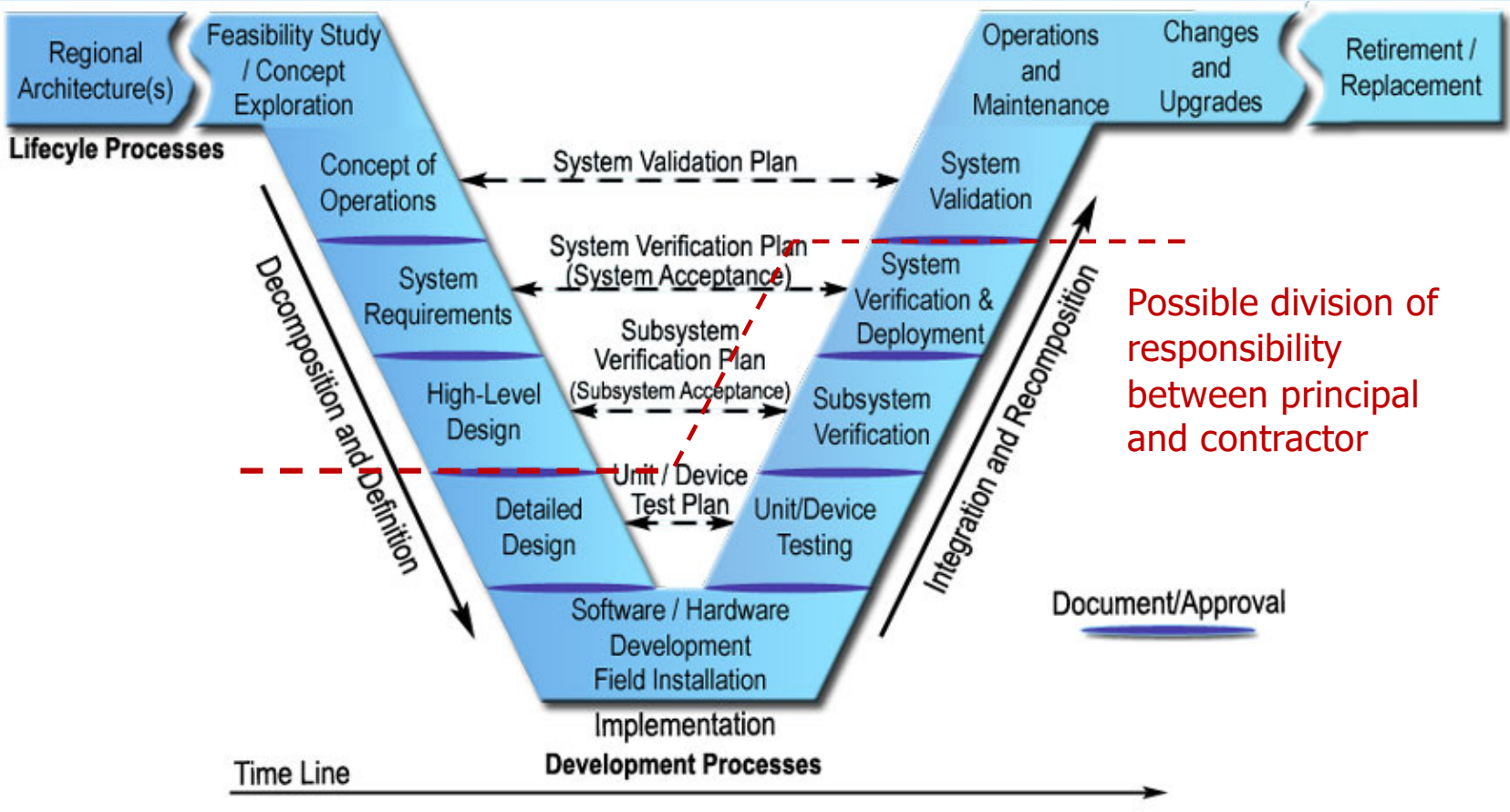
Gescheiden verantwoordelijkheden
 OG: ontwerp
 ON: uitvoering

Verantwoordelijkheden uitbesteed
 ON: uitvoering, bedrijfsvoering,
 onderhoud, financiering



Models of collaboration

System engineering, V-model



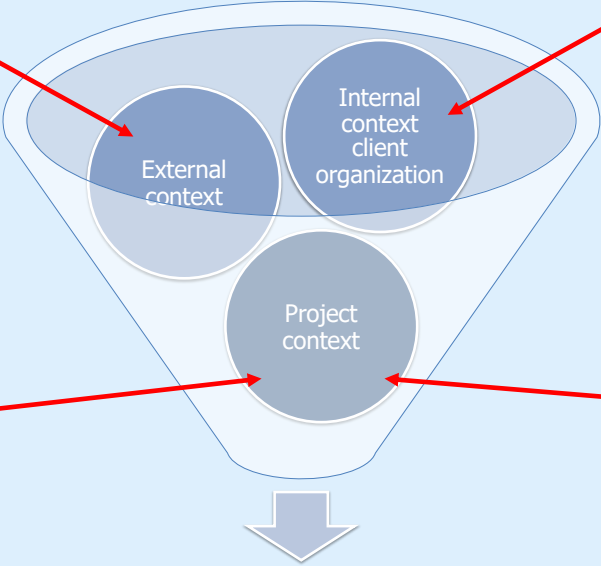
Organization & type of contract



Fair Work



Fair Money



Focus on the content of work, not the contract



Construction organization & type of contract



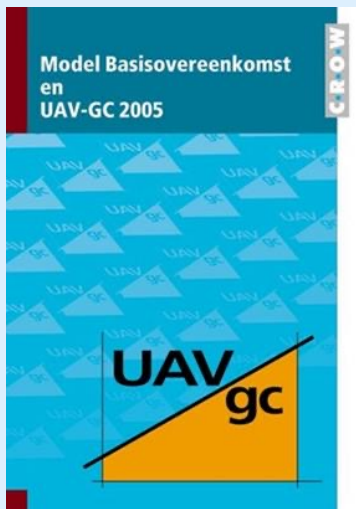
Organization & type of contract

What type of contracts are mainly used for tunnels?

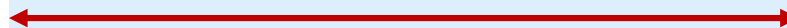
Organization & type of contract

What type of contracts are mainly used for tunnels?

- Integrated contracts
- Construction team
- Alliance



Contract standards



Customized contract



A decorative graphic on the left side of the slide, consisting of a grid of curved lines that create a sense of depth and perspective, resembling a wireframe sphere or a tunnel. The lines are light blue and fade out towards the right.

Organization & type of contract

Why are those contracts used?



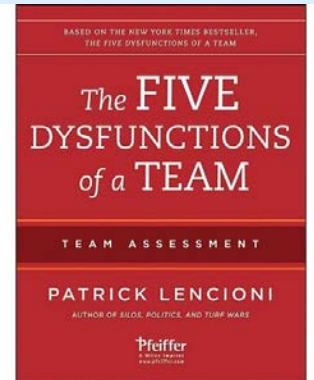
Organization & type of contract

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 all 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 of ownership from the team
- Objectives missed

Commitment

- Keep discussing the same thing over and over
- Won't commit to work
- Unclear objectives and priority

Conflict

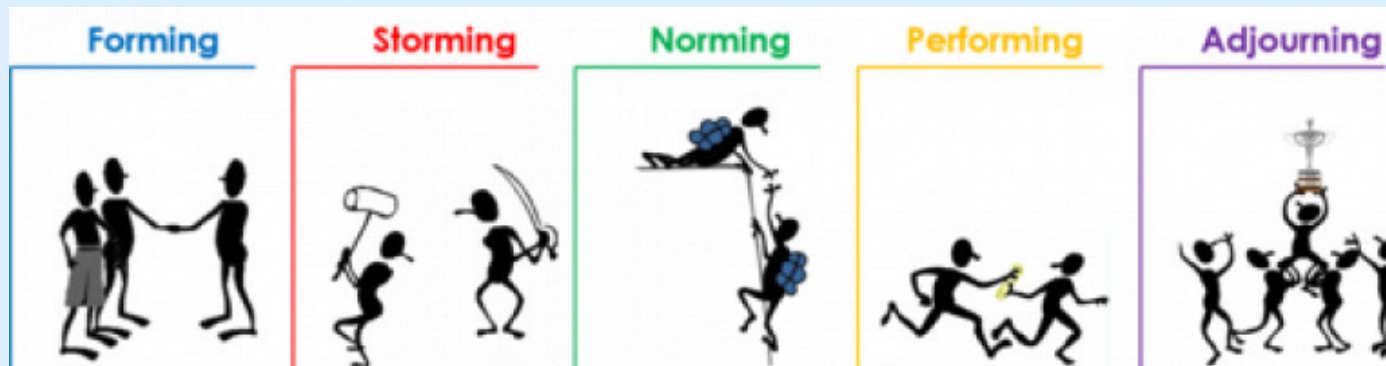
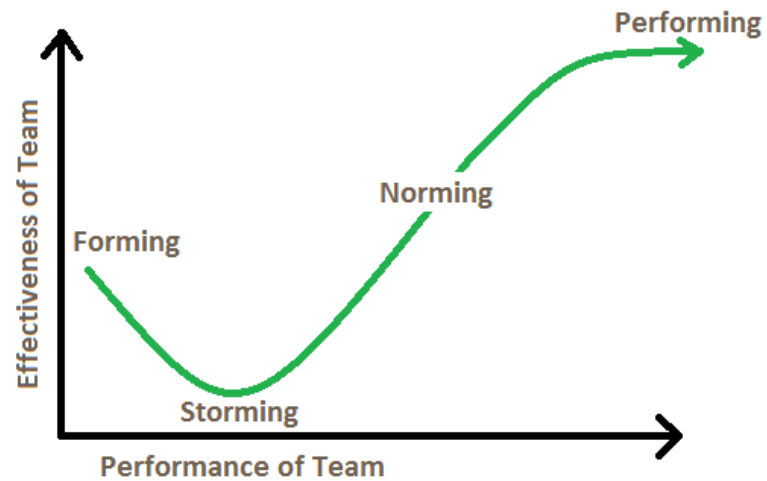
- Avoid people
- Avoid problems
- Don't confront issues or behaviours

Trust

- Hide mistakes
- Make assumptions
- Hold grudges

Team development

Tuckman's Team & Group Development Model



Behaviour

Conscious Mind – 10%

- Will power
- Short-term memory
- Logical thinking
- Analyzes / plans

Subconscious Mind – 90%

- Beliefs / values
- Emotions
- Habits / addictions
- Protective reactions
- Long-term memory
- Developmental stages
- Imagination / creativity
- Relationship patterns
- Intuition / instinct
- Spiritual connection
- Involuntary bodily functions

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

Personal Drives, team strenghts

MD

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

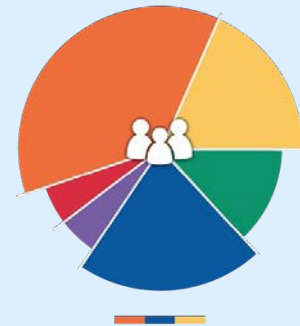
Red

Stands for courage, speed and strength

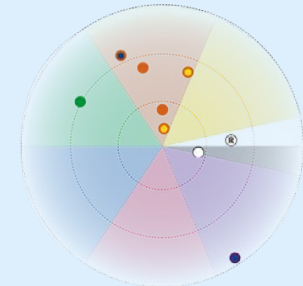
Purple

Helpful, establishes bonds and creates security

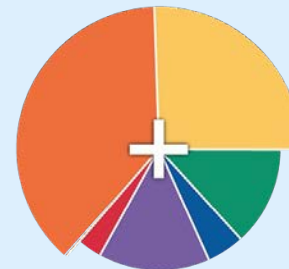
Group Logic



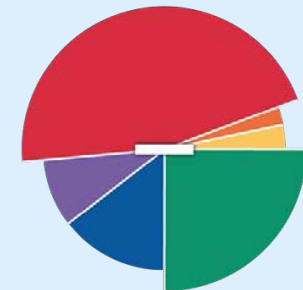
Diversity




All Plus



All Minus





Communication

Verbal versus non verbal

What percentage of communication consists of words?

Communication

Verbal versus non verbal

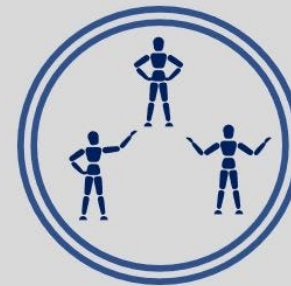
7-38-55 RULE OF COMMUNICATION



7%
SPOKEN
WORDS



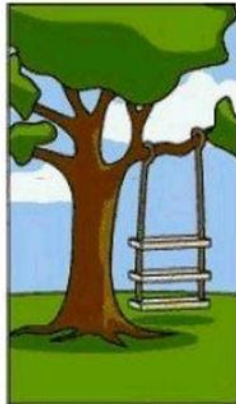
38%
VOICE
TONE



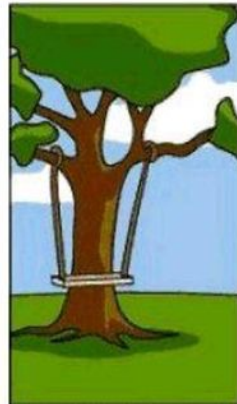
55%
BODY
LANGUAGE

Communication

Interpretation



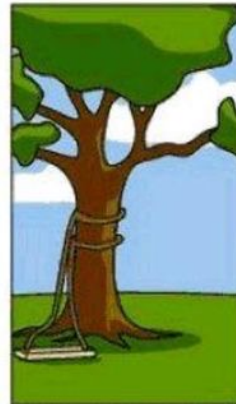
How the customer explained it



How the project leader understood it



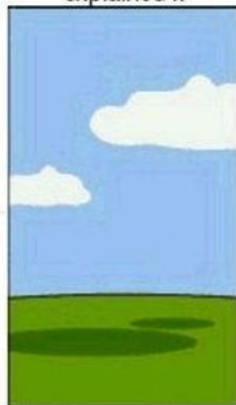
How the engineer designed it



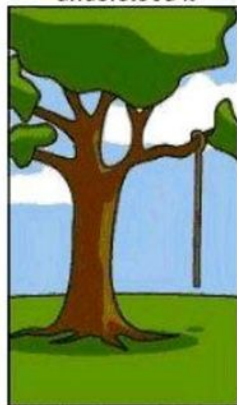
How the programmer wrote it



How the sales executive described it



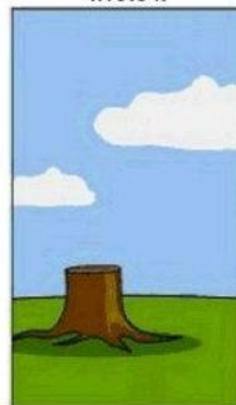
How the project was documented



What operations installed



How the customer was billed

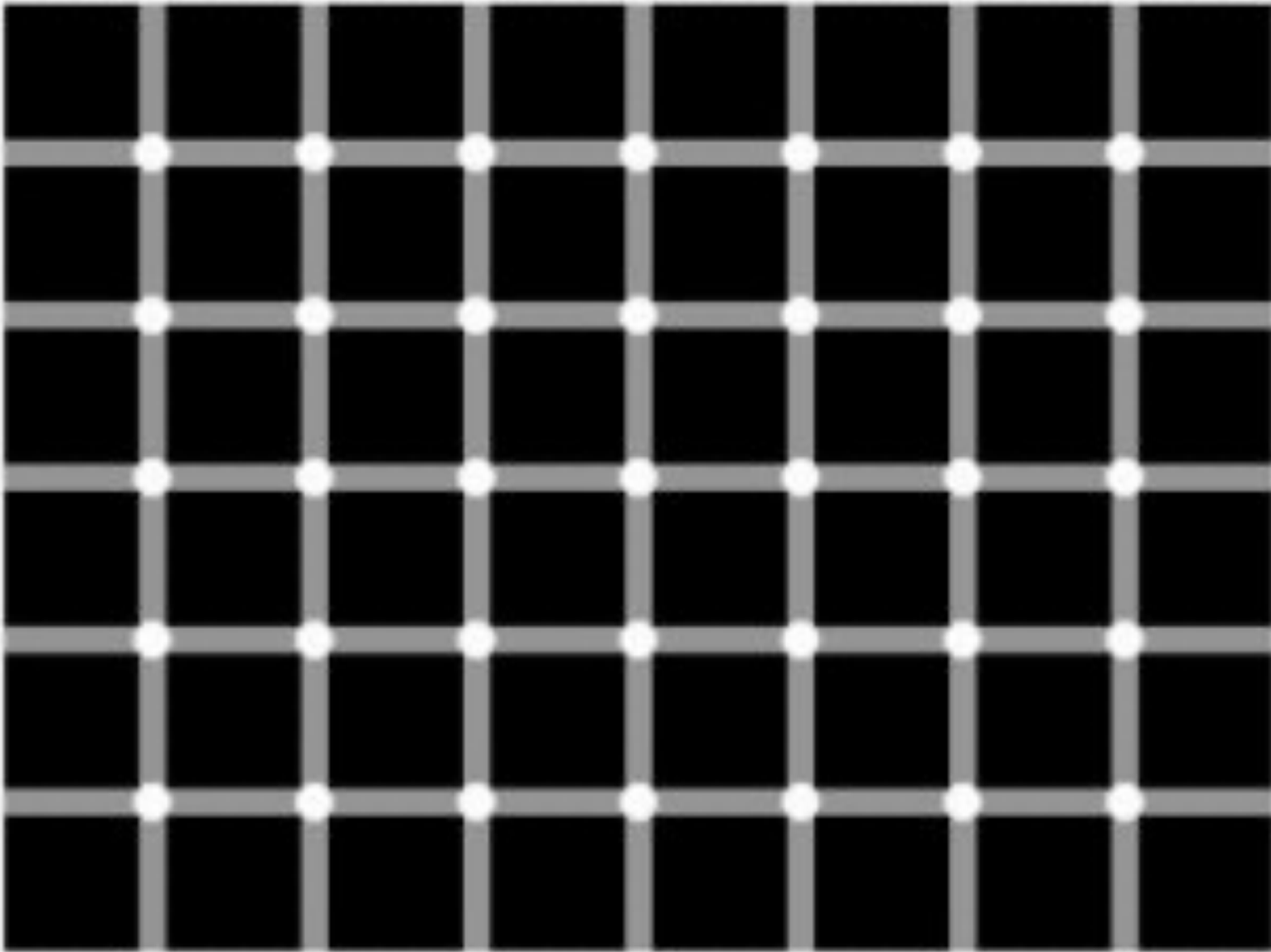


How the helpdesk supported it



What the customer really needed

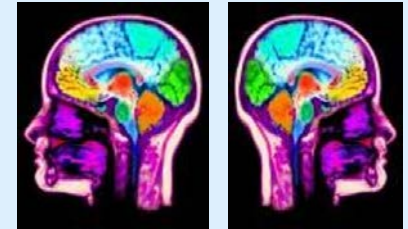






Find the baby

Communication

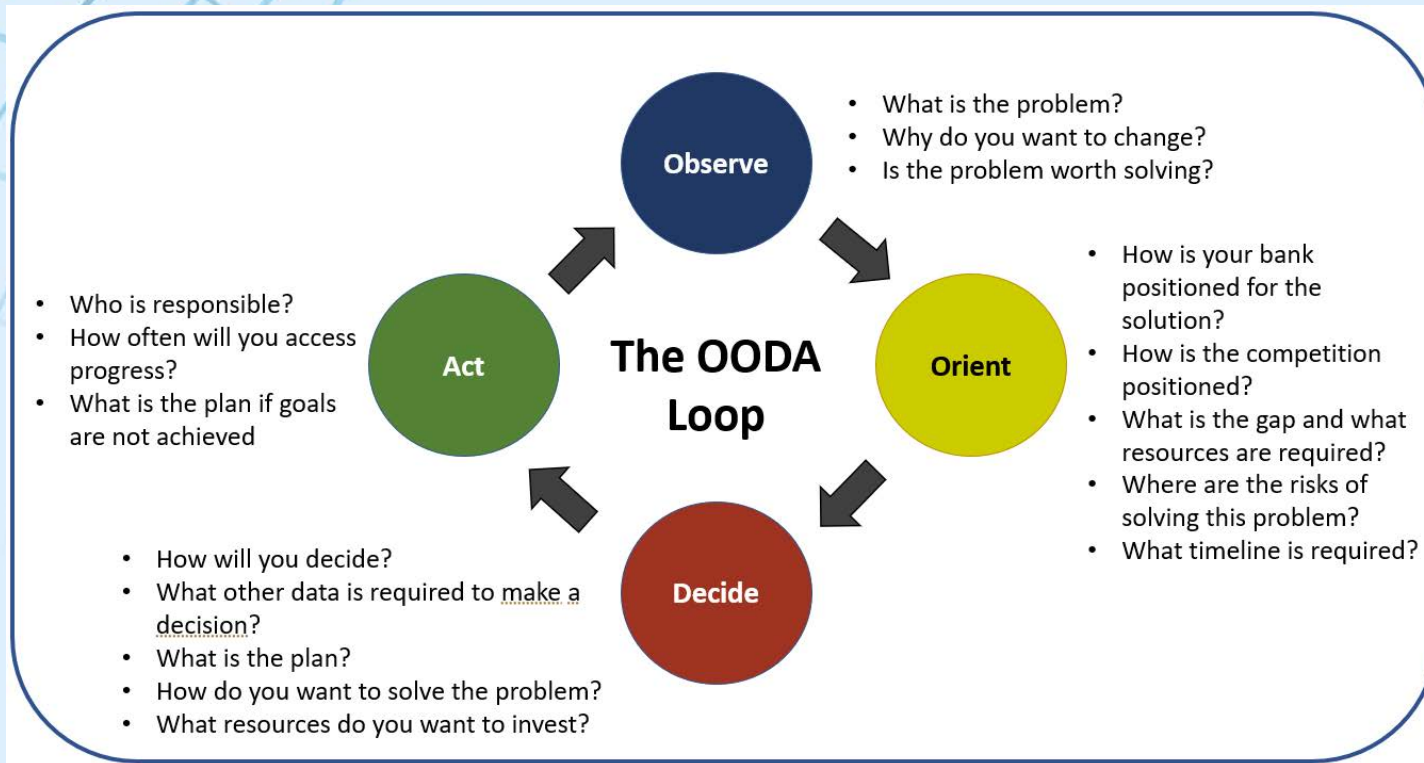


In communication there is always interaction.
Take care that information is not misformed during handover.

Take time to understand each other.

Communication

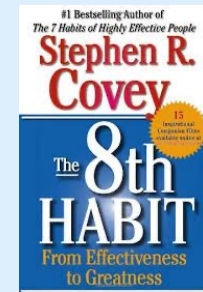
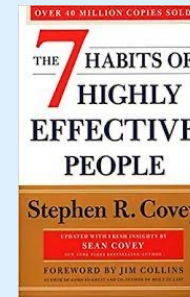
Carefull decision making



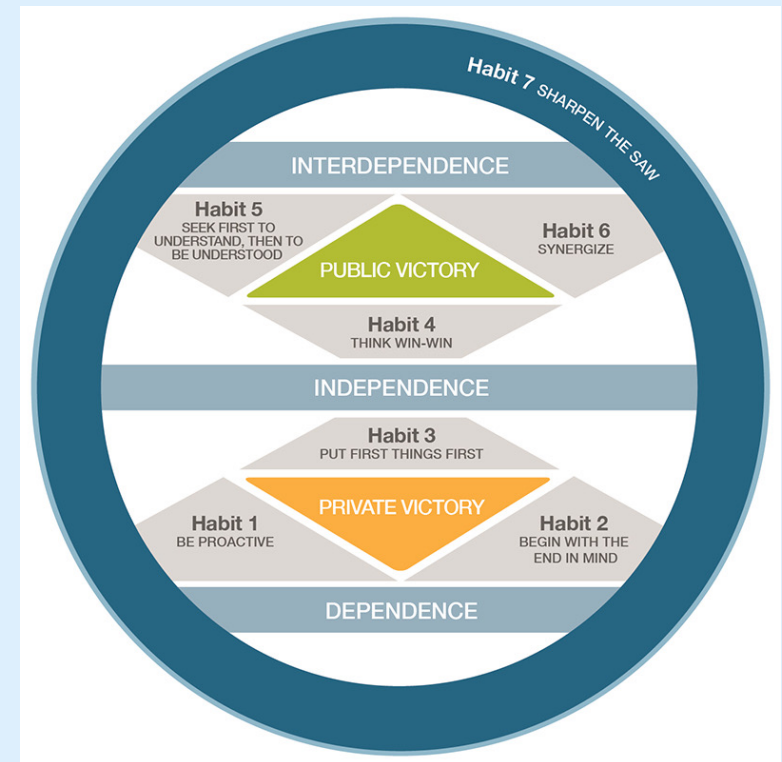
Opinions are coloured by:
Judging
Prejudices
Making assumptions
Gossip
Experience
Upbringing
Hobbyhorses
etc.



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



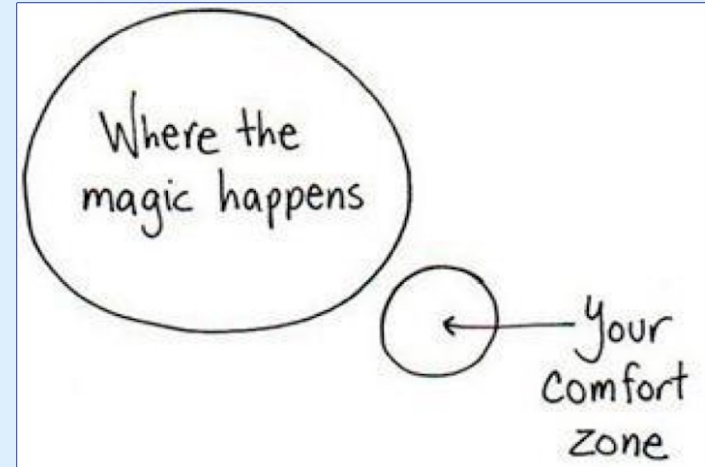
Leadership



What most people think



What successful people know



Finally after all our blood sweat and tears



Thank you for your attention

Questions?

