

John Carlisle Thirty Years of Cooperation and Beyond – its impact on industry

RATIONALE,

i.e. it is not a new concept. Here is WHY you should cooperate

Cooperation was recognized by the USA construction industry way back in the 1980's led by the CII, the Construction Industries Institute – note, not by the clients. This is an important point. Partnering was then the term given to it, and the main reason for engaging in this relationship was to reduce liabilities (risk) and to improve productivity.

C&B as the Solution, i.e. helping a culture change with dramatic results

The UK was much slower to take up the concept because it is a country where competition is seen as “good” and negotiations as adversarial. A culture change was needed, accompanied by cooperative skills. The vehicle chosen for this in 1990 was the first version of *Cooperation and Beyond* as applied in Shell in the North Sea along with a Total Quality campaign. The results were dramatic.

THE DRAMATIC RESULTS:

Case Studies of evidence-based **Exceptional Successes**, to build confidence in the concept, covering oil and gas, retail, public services and rail. You could choose the most appropriate.

Shell North Sea Oil Drilling Projects (UK and Holland)

From a historical position of being rated 14th out of 22 in drilling in the North Sea, Shell went to first position in one year by involving its suppliers in a partnering initiative, using the methods in C&B. Project costs were reduced by 34%. In the following year, for the same operating cost, they were able to increase the number of drilling operations by 30%.

This C&B pilot proved very successful and the principles and methodology were then applied in construction across the UK and internationally as partnering workshops to launch projects. Examples include:

In retail:

Sainsbury's (UK)

One of the early entrants into shop-building partnering (1994) where speed of completion was critical for income generation. Within five years of establishing strategic partnering Sainsburys had built 25 shops, in parallel with their TQM programmes and

were achieving 50% reduction in time and 30% cost reduction over traditional methods, i.e. lowest cost tender.

Oakridge (UK)

Councils began to adopt the C&B approach as a result of the successes, such as the Oakridge development where 10 houses were delivered 16 days early to families in urgent need.



There is much more!

Projects also included rail, nuclear power stations and water companies and by 1999 the consulting work on project partnering was saving \$500 million a year for the clients.

Hong Kong rail



Mass Transit Rail Corporation [Map of real project](#)



[Photo of real engineers on a real project cooperating to solve a real problem](#)

In 2002 the MTRC brought their Tseung Kwan O Extension project (above, the shaded green line) four months early and \$1.5 billion under the revised budget. While C&B was not used specifically on the project by the John Carlisle Partnership consultants, the principles were applied, especially the three principles of relationship development as outlined in the workshop description below.

Now read about the vehicle that brought about the successes.

The Workshop - Cooperation and Beyond: How to Get Everyone Onboard

Cooperation and Beyond is a three-day knowledge and skill-building workshop intended for individuals and organizations which have recognized how important collaboration is internally and externally. It stemmed from the original research on negotiation published by Carlisle and Rackham in 1978. It revealed that the key factor in identifying a skilled negotiator was whether or not they struck deals that worked. Getting an agreement was not enough, you need a successful implementation.

The best organizations have long since recognized that rescuing a deal that has gone bad is one of the hardest and most expensive things you may ever have to do, e.g. unpicking the Daimler/Chrysler merger. Not only is it expensive, it also destroys trust. Building trust is the ultimate goal of cooperation because when there is trust there is an increase in efficiency and innovation. This is how profits go up and competitive advantage is achieved.

The best influencers build a culture of cooperation that goes beyond the agreement itself and into the implementation, thus building a climate of trust and collaboration that delivers both efficient outcomes and constructive relationships. Anyone who needs to rely on others to get things done must understand this.

Only C&B can offer the guidance and the skills required to go beyond cooperation to mutual well-being.

There are three principles which must be applied when planning any relationship development:

- 1. Initiating and sustaining cooperation within and both sides of the relationship**
- 2. Understanding the real needs of the other parties**
- 3. Building confidence on both sides of the relationship itself**

The dynamics of collaboration.

Experience is often doing the same thing over and over, even if it is ineffective, i.e. we have “experienced” drivers who really dangerous on the roads. So, there first needs to be a model of success that the learner can keep referring to. This is what C&B will give you, as well as the skills that follow from that.

In this program, you will be taught why there is:

- **The Need for Quality Business Relationships.** This involves an in-depth understanding of why your ability to influence others is shaped by their perception of your willingness to help them meet their needs.

- **To Understand and Build the Relationship.** This involves learning about the phases of relationship building, as well as core values and practices in building business relationships.

Then you will be provided with the following capabilities:

- **Understanding Needs.** This learning is focused on helping you understand the other party's wants and pin-point their actual needs.
- **Developing Confidence in the Relationship.** In this step, you will learn tactics and skills needed to build confidence in the business relationship.
- **Influencing the Organization.** By using a well-designed architecture, you will learn how to identify "pools of competence" and the roles key stakeholders operating within this architecture must have in order to maximize implementation success – like the skilled negotiator.
- **Action Planning.** An introduction to the concept of Touch-Point Management to measure the impact of your project.

Are you ready to get your partners and your clients cooperate for your huge projects? Would you like to build a strong professional relationship with your key stakeholders? We are here to help. Learn more about Cooperation and Beyond workshop [here](#).