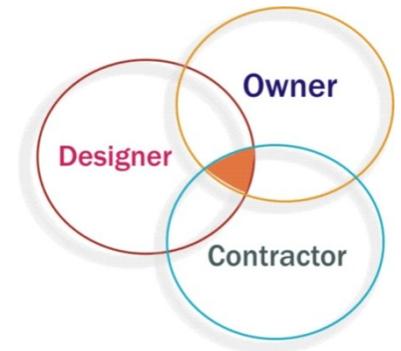


“Projects are built by people. The collaboration of all job participants in all aspects of the project is crucial to timely, cost-effective delivery.” - Dan Fauchier

Why use Alignment Partnering™?

Every project encounters difficulties; successful projects overcome such obstacles, anticipate and take advantage of opportunities and take proactive steps to limit foreseeable risks. Alignment Partnering™ provides focus on the tasks at hand, forecasts risks and opportunities, manages systems, encourages professionalism and collaboration, and deals with inevitable conflicts. It also assists organizations in delegating necessary authority, promoting leadership, developing appropriate feedback systems and anticipating and invoking necessary team expansion or team changes.



What is Alignment Partnering™?

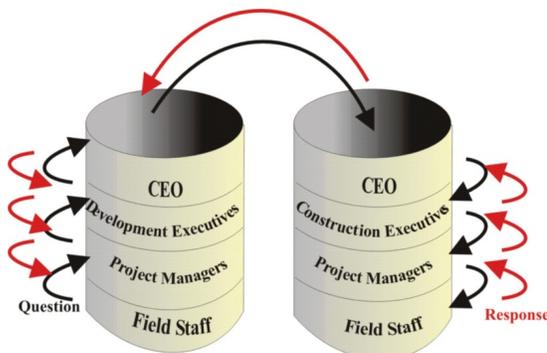
Drawing on 15 years of research by Tom and Marsha Brasher in the State of Washington, Dan Fauchier and Dick Bayer created Alignment Partnering™ to develop committed and dedicated professionals who are focused on project goals and Project First Thinking. The objective is to allow people to focus on what is best for the project – not what is best for a particular project manager.

What are the Three Levels of Thinking?

Level One: Personal thinking or “Level One Thinking” focuses on personal safety and career safety, to ensure that individuals can excel, contribute and take pride in a successful project. Personal and professional needs of participants in any project have to be recognized and understood. Only in a productive, safe Level One working environment, can a person move up to and work at Level Two.

Level Two: Level Two thinking focuses on team and business outcomes and organizational successes. Attaining business goals contributes to the company’s health, growth and longevity. Level Two thinking is the fundamental bridge between the individual and his or her employer. This secures loyalty to the organization and fosters protection of the organization's interests.

Level Three: The focus is on the best interests of a given project. Commitments form where organizational interests overlap - at the Project Level. In order for people to process at Level Three, they must feel safe and secure at Levels One and Two. It is only at Level Three that “Project First” thinking lives and thrives. Likewise, only Project First thinking allows for collaboration and trust in delivering the project.

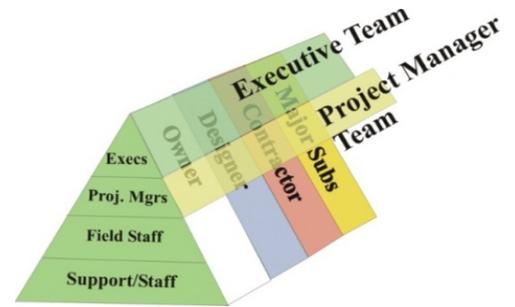


What is the Goal of Alignment Partnering™?

Ensure that communication is clear, effective and efficient. Construction projects lend themselves to confusing, ineffective and inefficient communication. Typical communication between companies on jobs follows the “silo” pattern or “vertical alignment” —answers to important questions have to be routed through the company, rather than being discussed at the appropriate level and having a joint response sent to the next management level.

What is Alignment Partnering™?

In Alignment Partnering, project teams are established that more appropriately reflect both the job and the level of authority of the professionals on the project. Rather than the typical vertical configuration of company teams, project teams are realigned or configured horizontally to reflect authority and responsibility to the Project.



Thus, the executive officers from the Owner, the Contractor (and its major Specialty Trades), the CM and the Designer form an Executive Team to make decisions regarding the Project. Project managers from each company form a separate team to focus the work on the Project, forecast risks or problems that have arisen on the job and engage the management of the construction. Other teams deal with implementation on site, supervision of crews, inspections etc., but with the objective of maximizing the “Project First” effort of all Project teams.

“Project Alignment™ cuts across organizational silos to create horizontal team: Executive, Project Manager and Field. These horizontal teams learn to communicate openly, to identify and mitigate risks, and to resolve issues quickly at the lowest possible level.” – Tom Brasher

How do you make Alignment Partnering™ work?

Innovative delivery models like Integrated Project Delivery and Design Build have influenced how we partner projects. Ideas gleaned from Lean Construction theory have also informed our processes so that we have been able to design new, more collaborative and reliable partnering models. Alignment Partnering incorporates techniques and strategies learned from IPD and Design-Build to implement the five principles promoted by the more collaborative delivery models:

Real Project Collaboration: One for all and all for one mentality is required. Focus on the forecasted risks (to mitigate them) and identify what opportunities exist to enhance the overall project.

Increase the Relatedness of Project Participants: Developing an atmosphere of trust and openness. Conflicts and disputes (almost inevitable) are best resolved quickly at the horizontal level, in which they arise.

Projects are Networks of Commitments: Reliable commitments lead to greater trust. Trust will increase as reliability and flow increases along with individual/team character and competence.

Project First Thinking: Move individuals and teams through the “Three Levels of Thinking” so that the best “interests” of the project rather than the legalistic “rights” of the parties are served.

Couple Learning with Action: Learning from failures needs to be communicated to all to ensure they are not repeated. Alignment Partnering fosters robust feedback systems enabling a team’s continuous reflection and action on lessons learned.