# 1. [MODEL FOR PARTNERING EXCELLENCE (RS102-1)](https://www.construction-institute.org/model-for-partnering-excellence)

**Report Summary:** Partnering is an integral factor in the successful delivery of a construction project. Partnering’s value to the industry lies in its ability to utilize the inherent strengths of all partners for the common and individual good, to speed project completion while observing high standards of safety and integrity, and to strengthen the competitive edge of all partners by producing products that meet customers’ needs. Partnering is a construction industry process that strengthens both projects and partners, tightens schedules, safeguards quality, and enhances each partner’s competitive edge.

This study describes a partnering implementation process model, CII [Implementation Resource (IR) 102-2 (Partnering ToolKit)](https://www.construction-institute.org/partnering-toolkit) that presents five implementation phases for partnering, each with its own objectives and key success factors. These five phases are (1) owner’s internal alignment, (2) partner selection, (3) partnering relationship(s), (4) project alignment, and (5) work process alignment. Benchmarks are provided that verify the benefits that are achievable through partnering in the areas of cost, schedule, safety, quality, claims, and others.

**Key Takeaways:**

## (1) Phase 1: Owner's Internal Alignment

## (Project Phase: Prefeasibility through Operate Facility)

* Identify business drivers by assessing the company’s key objectives, such as cost reduction, fast market delivery, and improved project efficiency.
* Evaluate partnering feasibility by analyzing industry benchmarks, costs and benefits, and the company’s alignment with its strategic business goals.
* Conduct internal alignment by assessing the company’s culture, work processes, and readiness for partnering implementation.
* Appoint a champion to lead the partnering initiative and ensure leadership commitment throughout the process.
* Integrate partnering into strategic plans by fostering internal trust, educating employees about the partnering initiative, and establishing clear communication channels.

## (2) Phase 2: Partner Selection

## (Project Phase: Prefeasibility through Operate Facility)

* Form a diverse and empowered selection team to evaluate potential partners and ensure alignment with the company’s business objectives.
* Develop selection criteria based on business drivers, core competencies, and compatibility with the partnering vision.
* Identify and screen potential partners by assessing their company’s culture, business practices, and ability to align objectives.
* Conduct thorough evaluations through interviews, reference checks, and open communication to ensure mutual understanding and trust.
* Finalize the partner selection process by aligning expectations, defining roles, and establishing a foundation for long-term collaboration.

## (3) Phase 3: Partnering Relationship Alignment

## (Project Phase: Prefeasibility through Operate Facility)

* Develop trust by fostering open communication, collaboration, and mutual respect through workshops, joint meetings, and shared experiences.
* Define aligned objectives that support each party’s strategic goals and establish a clear partnering charter.
* Establish performance measures and incentives to track progress and encourage commitment to shared goals.
* Create a separate team that is empowered to focus exclusively on achieving the partnering objectives and enhancing team unity.
* Develop a conflict resolution process that promotes early issue resolution at the lowest level possible to maintain project momentum.

## (4) Phase 4: Project Alignment

## (Project Phase: Prefeasibility through Operate Facility)

* Develop project objectives, incentives, and performance measures to align goals and track success.
* Ensure consistency of key personnel to maintain leadership, trust, and project continuity.
* Strengthen the project team by entrusting them with decision-making authority and cultivating a culture of accountability.
* Provide the necessary tools and resources to optimize efficiency, communication, and project execution.
* Implement a dispute resolution process to address conflicts quickly and effectively at the lowest level possible.

## (5) Phase 5: Work Process Alignment

## (Project Phase: Prefeasibility through Operate Facility)

* Communicate project objectives clearly across all levels to ensure alignment and accountability.
* Analyze work processes to identify inefficiencies and implement improvements for better productivity.
* Effectively allocate resources to optimize scheduling, material availability, and workforce efficiency.
* Implement innovative ideas and processes to enhance performance, reduce costs, and streamline operations.
* Empower employees at all levels to take ownership of decisions and improve overall project execution.

## (6) Six Key Factors for Implementing and Managing Successful Partnering Relationships

## (Project Phase: Prefeasibility through Operate Facility)

* Establish trust.
* Earn the support of top management.
* Establish win-win objectives.
* Address internal barriers.
* Appoint a champion to direct the process.
* Develop measures that are linked to objectives.

## [(7) Tool: Partnering ToolKit (IR102-2)](https://www.construction-institute.org/partnering-toolkit)

## (Project Phase: Prefeasibility through Operate Facility)

* This tool allows users to follow and check details regarding the five phases of the partnering process model: Owner's Internal Alignment, Partner Selection, Partnering Relationship Alignment, Project Alignment, and Work Process Alignment, and associated templates.