

Workshop Proceedings

Managing Globally-Dispersed Teams

- Wed 24 Sept 2014



Workshop on Managing Globally-Dispersed Teams

Wed 24 September 2014

PROGRAMME

- | | |
|-------|--|
| 09:30 | Registration and Coffee
Welcome & Safety Briefing by CB&I |
| 09:55 | Introduction to Workshop & ECI
James Bishop, ECI and Carl Haynes, ECITB

Presentation 1 - Mark Emdin, Shell |
| 10:40 | Coffee and Networking break

Presentation 2 - Andy Dainty & Martin Tuuli, Loughborough University
Presentation 3 - Henk Bellinga, Advitec BV, NAP |
| 12:00 | Networking Lunch

Presentation 4 - Jan Van Der Lans, Fluor
Presentation 5 - Christiaan Rijkhoff, CB&I |
| 13:45 | Group Discussion Session |
| 14:45 | Feedback Session |
| 15:45 | Closing Remarks |



in conjunction with:





Engineering Construction Industry Training Board

Workshop on Managing Globally-Dispersed Teams

Wed 24 September 2014


Presentation slides for James Bishop, ECI and Carl Haynes, ECITB

Managing Globally-Dispersed Teams

Introduction

**James Bishop (ECI Manager)
& Carl Haynes (ECI People Task Force Chair)**




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European Construction Institute

“A **European network** of like-minded organisations focussed on delivering **construction excellence**.

Its aim is to **improve the competitiveness** of its members through the sharing of knowledge and application of best practice to enable them to meet the challenges of **world-class project delivery** in Construction and Engineering Construction.”





European Construction Institute

UK, Daresbury, Warrington
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European Construction Institute

- Founded in 1990
- Europe's only transnational network of construction excellence
- Regional centres in UK, Italy and Benelux
- Entire engineering and construction supply chain
- Brings together clients, contractors, professional service organisations and academic institutions
- Develops and shares knowledge of leading edge techniques and processes
- ECI's aim is to **improve project performance through enhanced best practice**




ECI Taskforces & Research



ECI Events




ECI Publications



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ECI Members



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Air Liquide S.A. (Paris Office)	ECITB (Engineering Construction Industry Training Board)	Kirby Group Engineering	Schlumberger
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ANIMP (Associazione Nazionale Impiantistica Industriale)	Environment Agency (Bristol)	London City Airport Ltd	Sices Group Construction Division
Arizona State University	ePM (The Netherlands)	London Gatwick Airport	Siemens Energy Fossil Power Generation Service (USA)
Arup Project Management (London Office)	Essent Projects BV	London Legacy Development Corporation	Siemens VAI Metals Technologies Ltd
Asite	Evonik Industries AG	Lorien Engineering Solutions Limited	SiirtecNigi S.p.A
Association for Project Management (APM)	Fagioli Limited (UK)	Loughborough University	Sir Robert McAlpine Ltd (Newarthill plc)
AstraZeneca Engineering	Fagioli S.p.A. (Sant' Ilario d'Enza)	Magnox Ltd (Wales)	Skanska+A166
Atkins Faithful & Gould (Leeds Office)	Faithful & Gould	Mammoet	SOGIN
Aveva Solutions Ltd	Fluor B.V.	Manchester Business School (MBS)	Solutia UK Ltd
BAM Construct UK Limited	ForgeTrack Ltd	McGraw Hill Construction	SPIE WHS
Bayer MaterialScience AG	Foster & Partners	McKinsey & Company Inc.	Team Animation Ltd
Bechtel	Foster Wheeler	Mercury Engineering	Techint S.p.A.
BG Americas & Global LNG	Gate Terminal B.V.	Ministry of Justice	Technip Ltd
BG Group plc	Gatwick Airport Ltd	MWH (High Wycombe)	Technology Strategy Board
BP	GlaxoSmithKline	National Industrialization Co (Tasnee)	Tecnimont S.p.A.
BRE	Green Contract Services	NCCER	Temple Group Ltd
Broadgate Estates	GroupCytek Ltd (Farnham Office)	Network Rail	The Change Business Ltd
Brumby Consulting	Gymnasium Haganum	NHBC	Tolent Construction (Stockton on Tees)
Cabot Carbon Ltd	Harry Peers Steelwork Ltd	Northumbrian Water	Transport for London
CB&I	Hawk International Finance & Construction Ltd (Yemen Office)	Nottingham Trent University	Turner and Townsend (London)
Centrica Energy E&P	Heathrow Airport Ltd	OMV Aktiengesellschaft	University of Birmingham
CH2M Hill (UK Headquarters)	Hewlett Construction Ltd	Oxford Management & Research Ltd	University of Colorado Boulder
Chevron North Sea Limited	High Speed Two (HS2) Limited	Perenco UK Ltd	University of Leeds
Chiyoda Almana Engineering	Hochtief	Pfizer Global Manufacturing	URS
CIRIA	Independent Project Analysis, Inc	Pinsent Masons LLP	Valency Inc (Canada)
City University London	Industrial Textiles & Plastics Ltd (ITP)	PM Group	Victaulic
Clancy Consulting (Liverpool office)	Intergraph	Politecnico di Milano	Victrex plc
ConocoPhillips (Houston Office)	Interserve Construction	Ponticelli Freres S.A.S	World Petroleum Council
Constructing Excellence in Wales	IPMA (International Project Management Association)	Portsmouth Water	WRAP
Construction Industry Institute (CII)	Irish Distillers Pernod-Ricard	Procter and Gamble (Germany)	WSP CEL Limited
Costain (Head Office)	IMJ Associates	Projen Plc (Cheshire Office)	Zenith Structural Access Solutions Limited
Crossrail Ltd			



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Spreading Good Practice & Advantages of Membership

- Access to publications, reports, legislation toolkits and guidance (print/web/intranet)
- Adoption of independently verified industry best practice
- Involvement in Task Forces and industry-focussed research
- Support from world-leading academics and research institutions
- Online web-based services
- Development of the next generation of top professionals
- Global membership coverage
- Annual Project of the Year Award competition
- Free places and reduced rates at conferences, workshops, site visits and events





Establish the Evidence

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ECI Taskforces

- **Safety, Health & Environment (SHE) Taskforce**
 AMEC, BG Group, CB&I, ECITB, Fluor, Lakervent, Loughborough University, Sellafield, URS Scott Wilson, WSP CEL,
- **People Taskforce**
 ECITB, AMEC, Fluor, Technip, PM Group, CB&I, BG Group, RWE, Sabic, Loughborough University, Leeds University
- **Lean Taskforce**
 AMEC, AstraZeneca, BG Group, DuPont, ECITB, Fluor, WSP CEL, CB&I, Kingsfield, Lakervent, Sellafield, Nottingham Trent University
- **Young Professionals Task Force**
 CB&I (UK & Netherlands), Foster Wheeler (UK & Italy), WSP CEL, PM Group, Kingsfield, Fluor, Amec
- **ACTIVE Task Force**
- **Modularisation Task Force**



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Group Discussion Session

GROUP A	GROUP B	GROUP C	GROUP D
Emiel Koeman	Ernst de Leeuw	Hein Sanders	Will van Rutten
Jeroen Timmers	Peter Schouten	Rene Snelders	Peter ten Veldhuis
Hilbrand Gringhuis	Andre Hoogweg/Peter Munnikes	Imre Csoti	Jan Broekman
Raoul Oomen	Christiaan Rijkhoff	Jan van der Lans	Jan Spronk
Carl Haynes	Almudena Rios	Goof Francken	Ton van Gestel
Andre van Veen	Floris Hekster	Martin Hierl	Gabriele Burian
Luis Angelo Bonito	Wilbert Boon	Paul Boeren	Dirk Grosserichter
Tom Duzijn	Andy Dainty	Martin Tuuli	Barbara Goffioul
Gertjan Rietveld	Jaap Keijzer	John Fransen	Marco Eykelenboom
Henk Bellinga	Paul van Weert	Julius Freutel	Mark Emdin



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Presentation slides for Mark Emdin Shell



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Mark Emdin
Senior Organisation Effectiveness Consultant
Shell

Mark Emdin is Senior Organisation Effectiveness Consultant for Shell's Projects & Technology organisation based in Rijswijk. During his almost 20 year career with Shell he has held primarily HR positions in the areas of operations, recruitment, change management, organisation, team and leadership development.

At present Mark's role is focused on supporting Shell's Project executive teams responsible for the development and delivery of large capital projects. A highlight of the role is bringing together various and often very diverse stakeholders, with the aim of building alignment and cooperation. Mark has quite an international area of responsibility providing direct support to Shell's major projects located across a diverse range of locations such as, for example, Kuwait, Kazakhstan, Australia and North America.

He has a degree in Agricultural Economics and a Master's degree in Leadership and Management from Curtin University in Perth.



MANAGING GLOBALLY DISPERSED TEAMS

SHELL'S FLNG PRELUDE PROJECT

Mark Emdin

Senior Organisation Effectiveness Consultant

PRELUDE

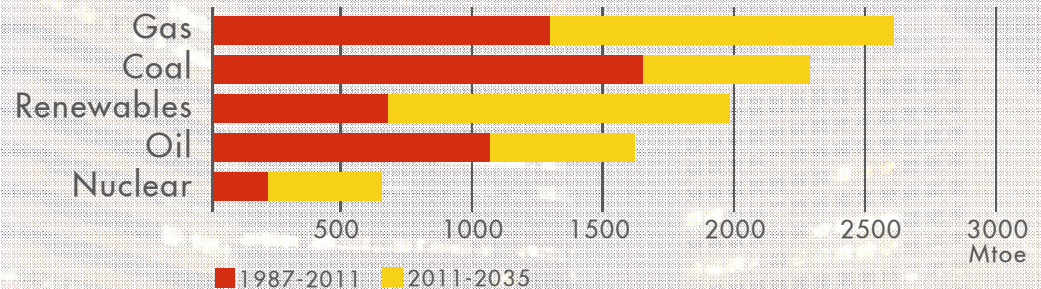
GLOBAL ENERGY OUTLOOK

ENERGY DEMAND **+60%**
2010 – 2050

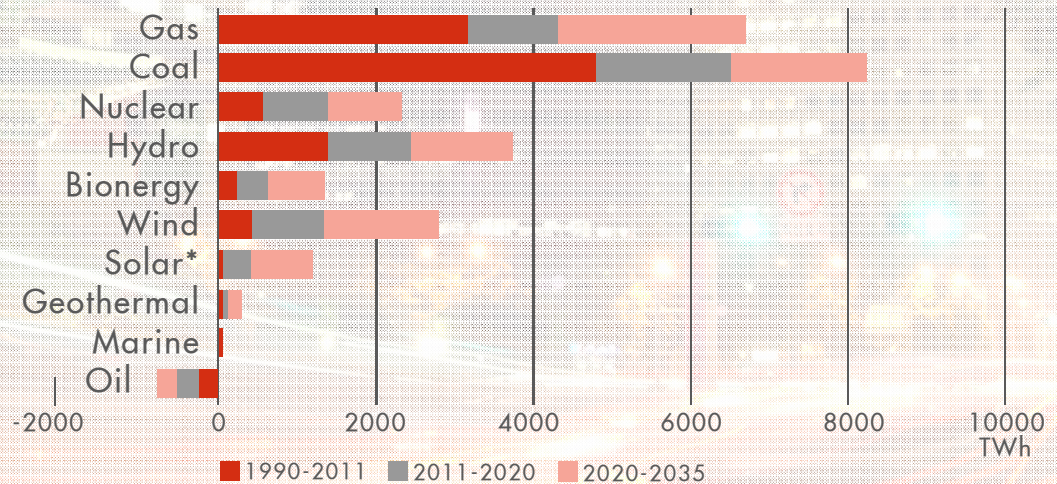
HYDROCARBONS
DOMINATE OUTLOOK

GAS DEMAND **DOUBLING**
2010 – 2050

GROWTH IN TOTAL PRIMARY ENERGY DEMAND

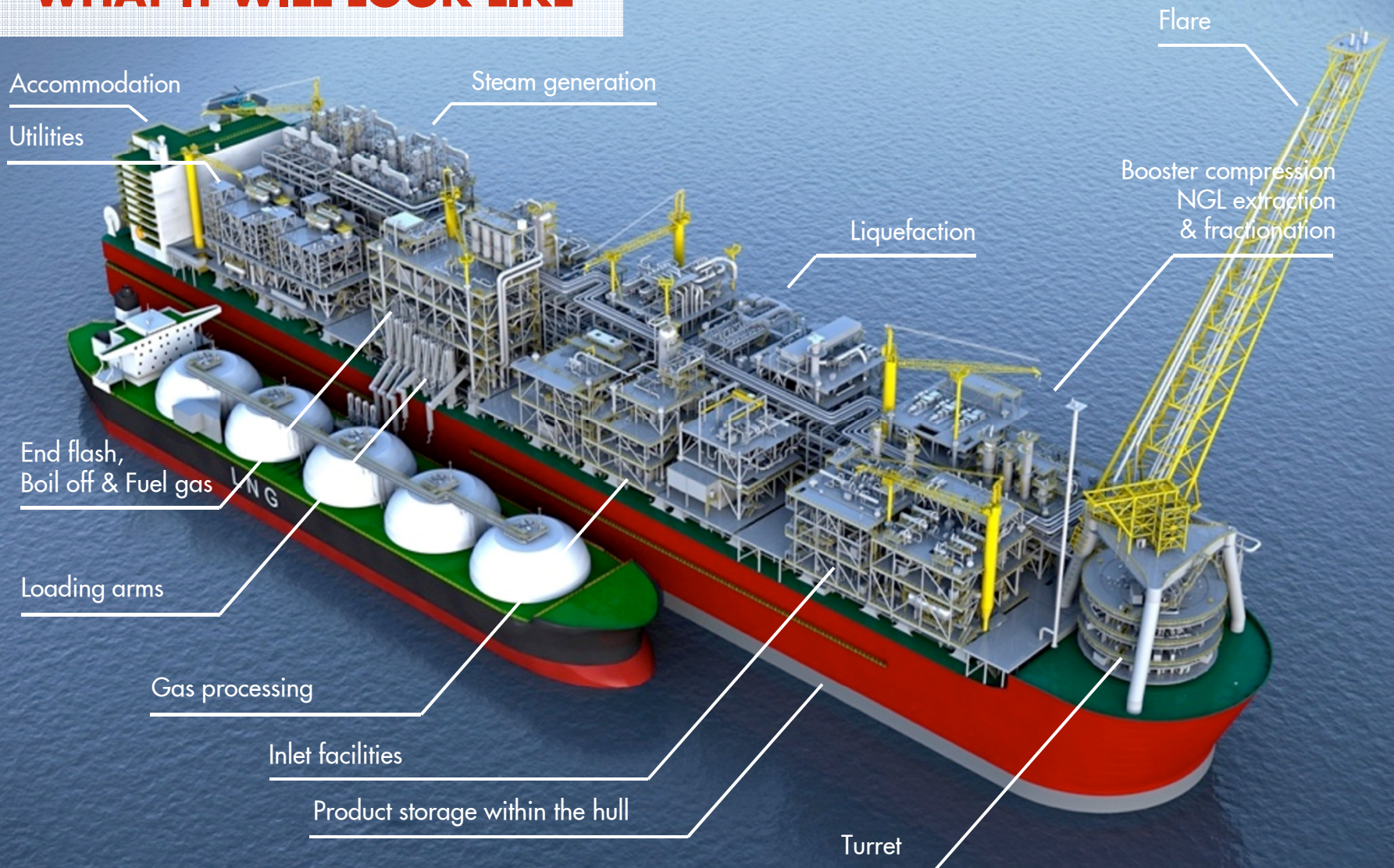


GROWTH IN DEMAND FOR POWER GENERATION



Source: IEA World Energy Outlook 2013

WHAT IT WILL LOOK LIKE



PRELUDE SCOPE

FLNG

- 3.6 MTPA FLNG Facility

SUBSEA UMBILICAL

- Steel Tube Umbilical

FLEXIBLE RISERS

- 4 x 12" Flexible Risers

SUBSEA SYSTEM HARDWARE

- Wellheads
- Subsea Christmas Trees
- Production Manifolds
- Riser Base Manifold



PRODUCTION WELLS

- 7 production wells
- One drill centre

FLOWLINES

- 4* 12" Corrosion Resistant Alloy Linepipe

Prelude location Darwin



Perth

ONSHORE

- Supply Base Darwin



A GLOBAL PROJECT

SUBSEA AND WELLS

AUSTRALIA

Technip Oceania
(offshore installation)



Noble Clyde
Boudreaux
(drilling rig)



NORWAY

FMC Technologies
(subsea control
module)



MALAYSIA

FMC Technologies
(subsea Xmas trees
& subsea manifolds
wellheads)



FLNG DETAILED DESIGN AND ENGINEERING

FRANCE, MALAYSIA AND INDIA

Technip Samsung
Consortium



TURRET MOORING SYSTEM CONSTRUCTION

DUBAI

SBM
Subcontracted to
DryDocks World



FLNG SUBSTRUCTURE AND TOPSIDES CONSTRUCTION

KOREA

Samsung Heavy
Industries shipyard



FLNG BOILERS CONSTRUCTION

JAPAN

Kawasaki Heavy
Industries
(Marine steam boilers)



GLOBALLY DISPERSED LEADERSHIP TEAM

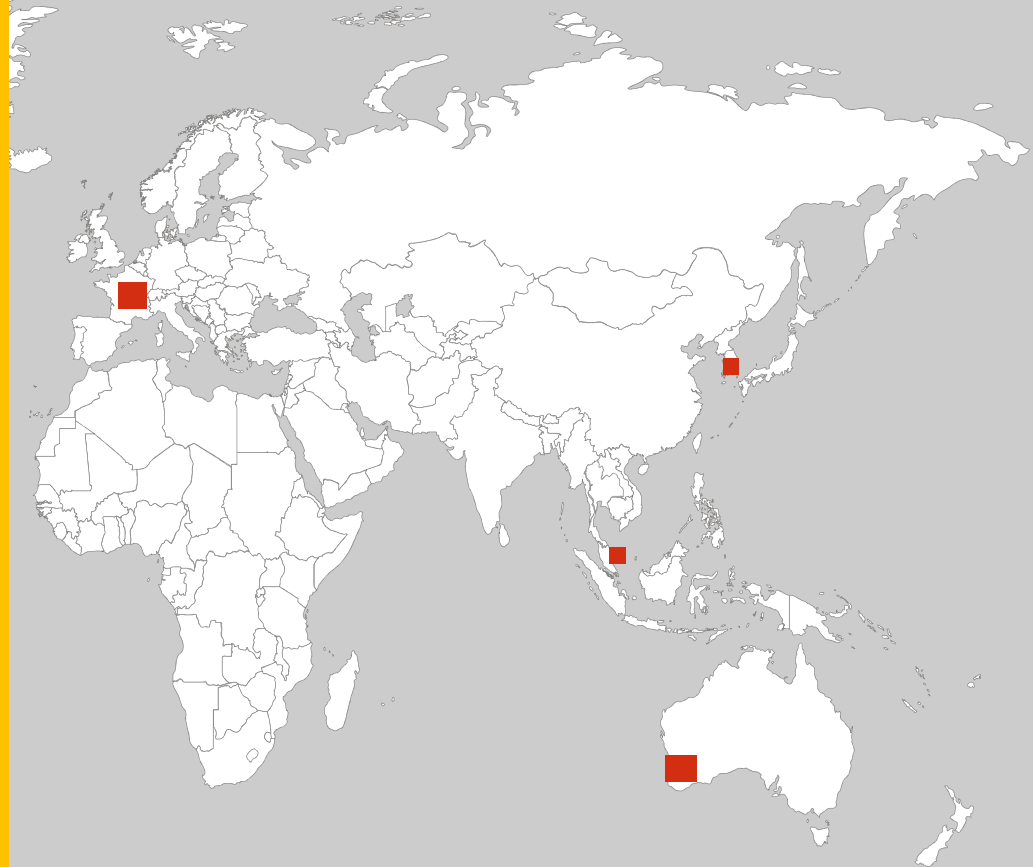
During design & engineering phase
15 Leadership Team members

Delivery workstream leads

- Project Director
- Asset Manager
- Business Opportunity Manager
- Wells
- Subsea
- FLNG Facility
- Onshore
- Integration

Functional leads

- Safety
- Quality
- Finance
- CP
- Project Services & Controls
- IM/IT



MOST LARGE PROJECTS FAIL THE TEAM TEST

"A team is a *small number of people* with *complementary skills* who are committed to a *common purpose*, performance goals and approach for which they hold themselves *mutually accountable*"

Katzenbach & Smith, The Wisdom of Teams

Challenges of:

Multiple locations and time zones – silos emerging

Early during the project difficult to look ahead to integration needs

Co-ordination of functional support

Alignment on ways of working

Workstreams faced very different delivery challenges

Shift of 'power' between locations as project progressed

BUILDING TEAM ALIGNMENT

Prelude Team Charter

Team Purpose

DELIVER: PRELUDE AS THE WORLD'S FIRST FLNG DEVELOPMENT AS PROMISED

To:	<ul style="list-style-type: none"> • Provide economic return and build reputation • Establish FLNG as a game changer • Advance the environmentally friendlier production of energy. 	For:	<ul style="list-style-type: none"> • Shell <ul style="list-style-type: none"> - Our staff - Our shareholders • Australia • Future generations
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Team Values

VALUE: EVERYBODY GETS HOME SAFELY

- To visibly demonstrate leadership through relentlessly taking action that models the HSSE culture we want to see
- Behaviours**
- Start meetings with a safety moment; ensure safe intervention; always wear appropriate safety equipment
 - Apply Life Saving Rules - at work and at home; during site visits and engagements with employees/contractors
 - Maintain focus on safety - actively promote awareness of safety issues with internal and external stakeholders; family/friends

VALUE: ENTERPRISE FIRST

- To ensure first and foremost that the Prelude project is the first successful FLNG facility whilst at the same time recognising the importance the FLNG programme will have for Shell's future portfolio opportunities
- Behaviours**
- Demonstrate an understanding of the FLNG portfolio and the value of maintaining the 'generic' element, in terms of repeatability and standardisation to maximise shareholder value
 - Recognise and actively communicate the unique nature of the "end-to-end" LNG value chain that this project offers to Shell in LNG market opportunities

VALUE: RESPECT FOR ONE ANOTHER

- To treat one another equally, value differences and demand inclusiveness across the project
- Behaviours**
- Take responsibility to encourage work life balance for self and others
 - Challenge people on their time management
 - Highlight cultural differences and leverage examples of the value of these to the project
 - Adhere to the spirit and letter of Shell's D&I policies
 - Resolve conflict through conversation rather than email
 - Show willingness to listen and change as a result
 - Seek success as a team and not just as an individual

VALUE: ONE TEAM

- To demonstrate through actions and the successful execution of FEED that we are one team and not Prelude and gFLNG teams working independent of one another
- Behaviours**
- Openly promote the mutual flow of information to and from the FLNG team
 - Seek FLNG team inclusion in and contribution to Prelude
 - Be transparent on respective roles and responsibilities of the two teams
 - Root out and remove any "us" and "them" behaviours
 - Take time to fully understand the both organisations
 - Sustain integration of the teams beyond project organisation
 - Rise above organisational complexity in the best interests of the whole enterprise

Team Norms

1. We communicate openly, concisely, clearly, unambiguously
 - Concise in answers and requests
 - Always respond to e-mails
 - Don't "reply to all"
 - Don't communicate upwards unless a decision requires escalation
 - Maximise personal contact rather than only e-mails
2. We execute our work whilst respecting the work/life balance of team members
 - Respect time differences (balance the pain)
3. We share Work-In-Progress
 - We don't hoard knowledge
4. We address issues quickly
 - We do what we say we will do
 - Sense of urgency
 - Able to say 'No'
 - Enthusiasm



Team Purpose

"Why do you exist as a leadership team?"

Team Values

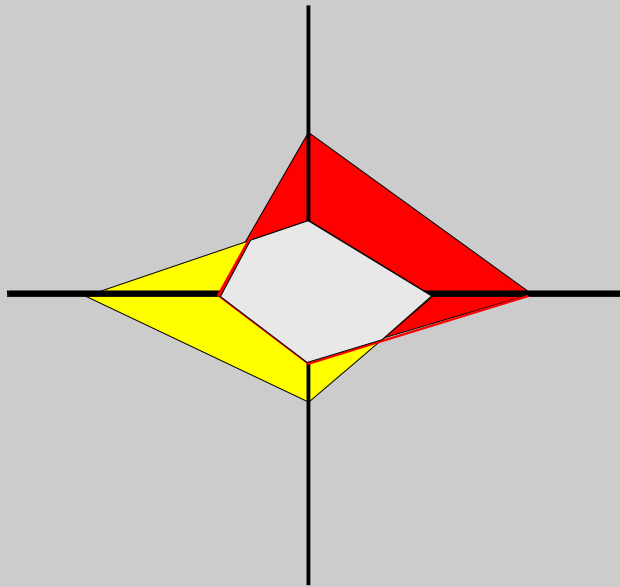
The things that are important to us

Team Norms

Agreements on how we work together

Regular Self Assessment against the charter

BUILDING TEAM ALIGNMENT



Personality profile tools – MBTI or I-opt
Personal preferences in ways of working
Understand why frustrations occur
Can help where one to one tensions emerge



Team Performance Measurement
5 Dysfunctions of a team Model
Self assessment against the model
Identify areas to address as a team

BUILDING THE PRELUDE COMMUNITY

Measure and assess project alignment and integration both internally and externally



Shell People Survey



IPA Benchmarking

The background of the slide is a collage of various images related to an industrial or construction project. It includes several workers wearing hard hats and safety vests, some in yellow and others in orange. There are also flags, including the Australian flag and the South Korean flag. The overall theme is industrial and collaborative.

BUILDING THE PRELUDE COMMUNITY

Create an internal project identity and brand
Deep use of collaboration tools and technology

Weekly project wide chat note

Quarterly newsletter - including key contractors

Internal news flashes, updates & video updates from the sites

Replicate posters and site imagery across all locations

Quarterly live streaming global town halls

Regular leadership engagement sessions

Recognition of milestone events

Project Awards

Team events





in conjunction with:

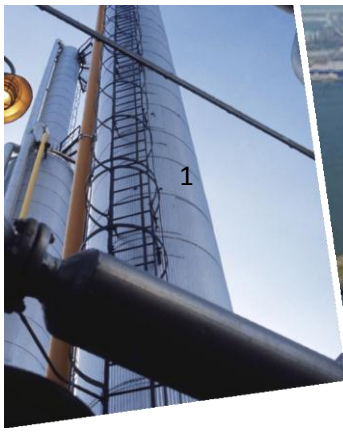


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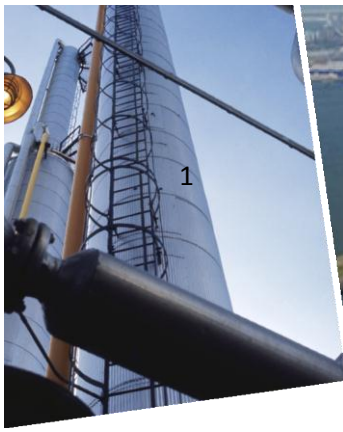


Prof. Andy Dainty
Professor of Construction Sociology
Loughborough University

Andrew is Professor of Construction Sociology within the School of Civil and Building Engineering at Loughborough University, UK, and Director of Loughborough University's Graduate School.

Andrew is a renowned expert on the sociologies of construction practice. For the past 20 years his research has focused on the social rules and processes that affect people working as members of project teams. A concurrent stream of work has developed new approaches to managing people within the construction sector, and for integrating human resource management practices with business objectives.

He has also led work mobilising critical perspectives on projects and the resilience of the built environment to both natural and human-induced threats. He has published over 300 papers in academic journals and conferences and is co-author/editor of eight books and research monographs.



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Dr Martin Tuuli

Loughborough University

Martin holds a PhD in construction project management from the University of Hong Kong, in which he examined empowerment and control dynamics in project teams from multilevel and integrative perspectives. He had earlier obtained his B.Sc. in Building Technology from Kwame Nkrumah University of Science and Technology (KNUST), Kumasi-Ghana.

Following his role with Taysec Construction Ltd (then Taylor Woodrow Company) as Quantity Surveyor and Manager of the Batching Plant/Pre-cast Department, and after successfully completing his PhD in 2009, Martin held positions at the University of Hong Kong and University of Westminster. He joined the School of Civil and Building Engineering, Loughborough University, UK, in 2010 as Lecturer in Quantity Surveying and has been Senior Lecturer since 2014. His research to date has focused on sustaining the efficiency and effectiveness of project and project-based organisations, through the development of empirical validation of strategies/mechanisms for effective teamwork. He has published over 50 papers in academic journals and conferences and is co-author of two book chapters.



in conjunction with:

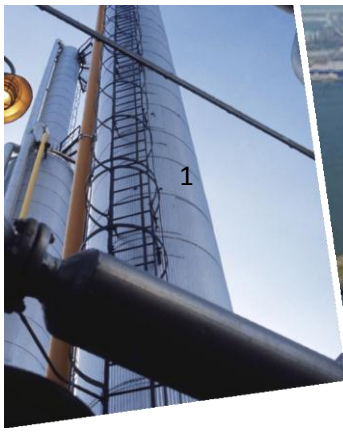


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Presentation slides for Henk Bellinga Advitec



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Henk Bellinga

Advitec BV

Henk is a Principal Consultant, Facilitator and Interim Manager, specialising in Project start-up, Team (Re)Alignment, Program/Project Interventions, Complex Projects and Strategic Alliance management.

He has worked as Program Director Strategic Corporate Accounts EMEA with Honeywell Industrial Automation and has 30+ years of experience in program and project management, both in Construction, Infrastructure and ICT. Henk has a BSc in Mechanical Engineering and MSc in Construction management.

Henk was the founder and methodology designer of the Honeywell Project Definition and Start-Up consultancy program, and is a current Board member of the Dutch Process Industry Network - NAP.

Recent assignments include: Implementation of program management (MSP), Improved Global distributed teamwork, Training and coaching leadership teams on complex projects, Troubleshooting project commissioning and operating procedures.

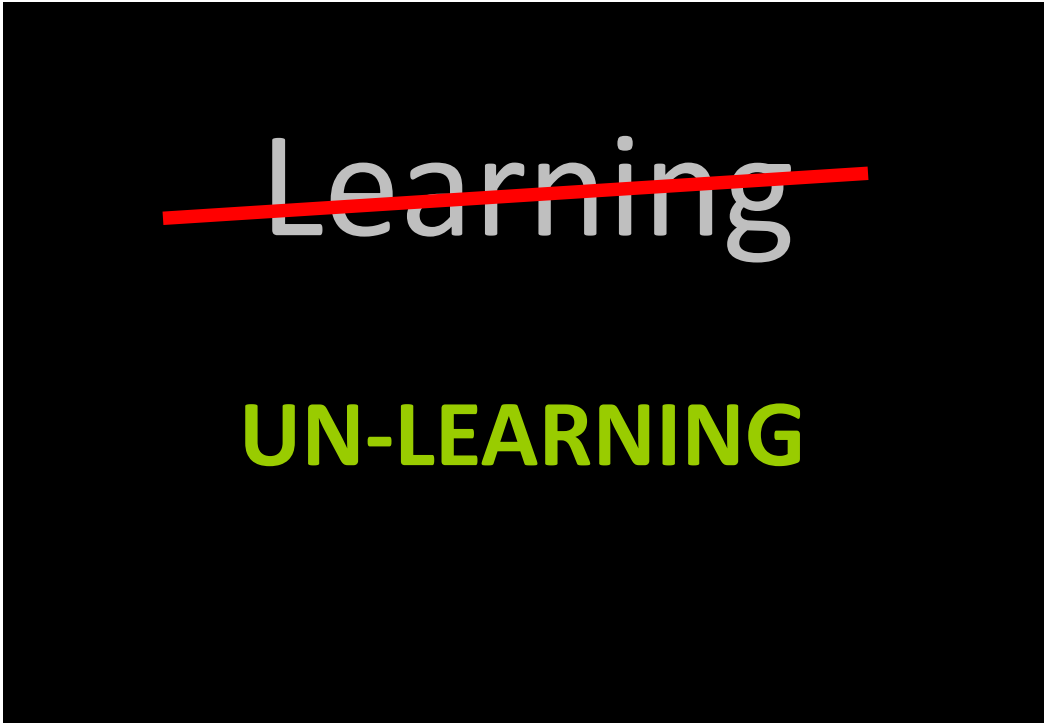
We need to listen louder

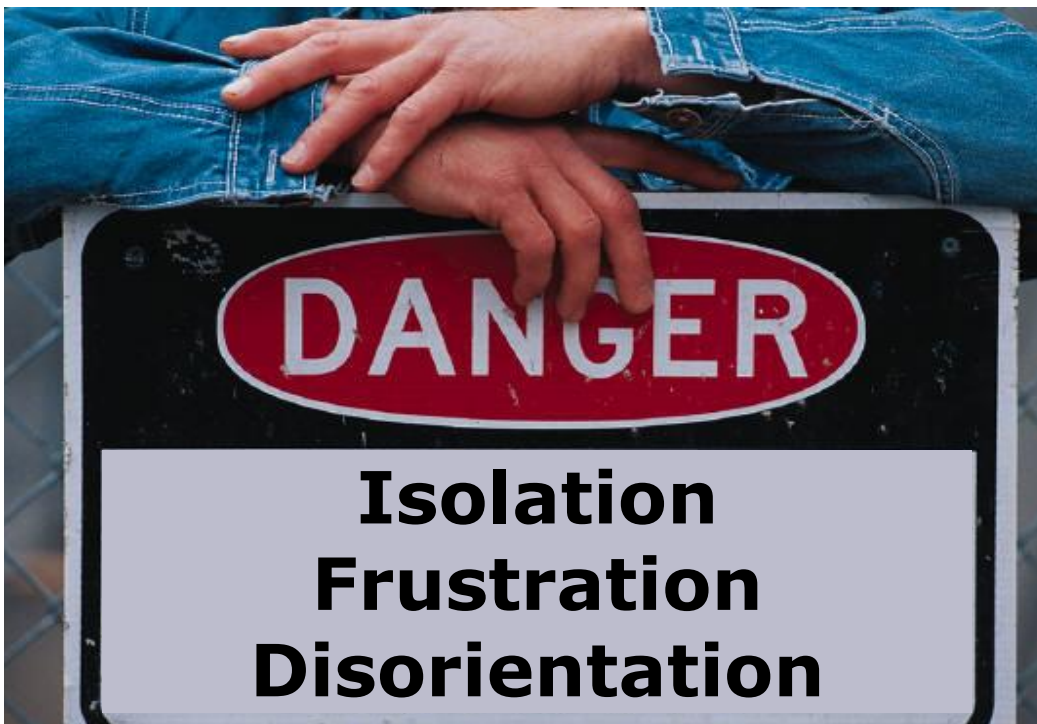
A personal story about detecting and solving
conflicts in dispersed teams

By: Henk Bellinga - Advitec

Conflict

- Conflict arises when people disagree over something perceived as important.
- So, resolution of conflicts depends on getting to know and understand individual perception





Conflict Drivers in Dispersed Teams

1. Temporal gaps
2. “Geographical” distance
3. Socio Cultural differences

1 - Temporal gaps

- Time zones
- Work patterns
- Time shifting habits
- Effects:
 - Delay in response
 - Loss of control feelings
 - Being behind, always catching-up
 - People loose track of the overall work process
 - **Frustration**

Solutions applied

- Temporal coordination initiatives
- Reschedule work to match location time zones
- Create more opportunities to interact
- Appoint (remote) information gate keepers
- Design for separation

The consortium / program wrap



Under the surface, team fault lines



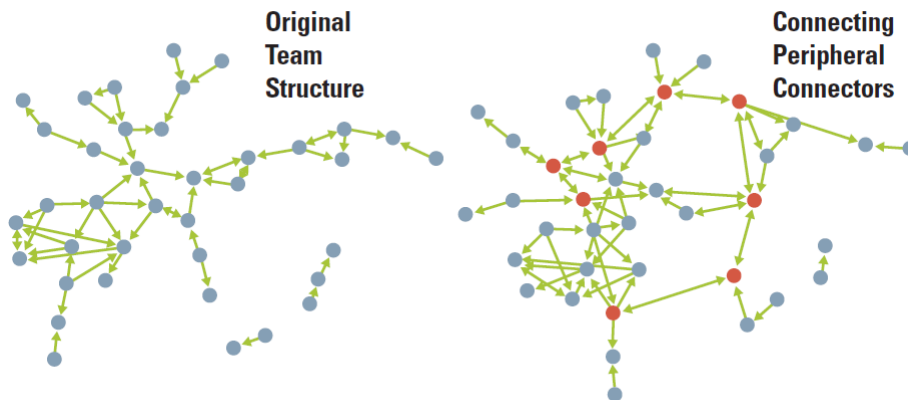
2 - Geographical distance

- Effort needed to meet face to face. Distance, procedures, visa, political stability, etc
- Policy barriers within mother company
- Effects:
 - Difficult to establish a feeling of trust and belonging
 - Hard to create “team” feeling
 - Feeling of being on your own, lonely, remote
 - **Isolation**

Solutions applied

- Create understanding of local context
- Office visits and exchange of location information
- Open chat sessions, formal and informal
- Virtual ice breakers
- Cross office buddy system
- Team network analysis

Network analysis



- Connecting peripheral team members increased the number of people that can be reached by 41% (10% in case of an unstructured approach)

Source: MITSloan, The collaborative Organization, Fall 2010

3 - Socio Cultural differences

- First experience is often a language problem
- Speaking a different or hard to understand “English”
- Different work habits and values
- Effects
 - Small misunderstandings that grow fast
 - Feeling not accepted, joked about, uncertainty
 - General language OK but on detail level problems
 - Misinterpretations, process problems
 - **Disorientation**

What if what you say... is not what I hear..

WHAT THE BRITISH Say	“That is an original point of view.”
WHAT THE BRITISH Mean	“Your idea is stupid.”
WHAT THE DUTCH Understand	“They like my ideas!”

Source: Nanette Ripmeester HBR.ORG

15

If what you say, is not what you mean

ANGLO-DUTCH TRANSLATION GUIDE

WHAT THE BRITISH SAY	WHAT THE BRITISH MEAN	WHAT THE DUTCH UNDERSTAND
<i>With all due respect ...</i>	<i>I think you are wrong.</i>	<i>He is listening to me.</i>
<i>Perhaps you would think about ... I would suggest ...</i>	<i>This is an order. Do it or be prepared to justify yourself.</i>	<i>Think about this idea and do it if you like.</i>
<i>Oh, by the way ...</i>	<i>The following criticism of the purpose of the discussion is ...</i>	<i>This is not very important.</i>
<i>I was a bit disappointed that ...</i>	<i>I am very upset and angry that ...</i>	<i>It doesn't really matter.</i>
<i>Very interesting ...</i>	<i>I don't like it.</i>	<i>They are impressed.</i>
<i>Could you consider some other options?</i>	<i>Your idea is not a good one.</i>	<i>They have not yet decided.</i>
<i>Please think about that some more.</i>	<i>It's a bad idea. Don't do it.</i>	<i>It's a good idea. Keep developing it.</i>
<i>I'm sure it's my fault.</i>	<i>It's not my fault.</i>	<i>It was their fault.</i>
<i>That is an original point of view.</i>	<i>Your idea is stupid.</i>	<i>They like my ideas!</i>

SOURCE NANETTE RIPMEESTER

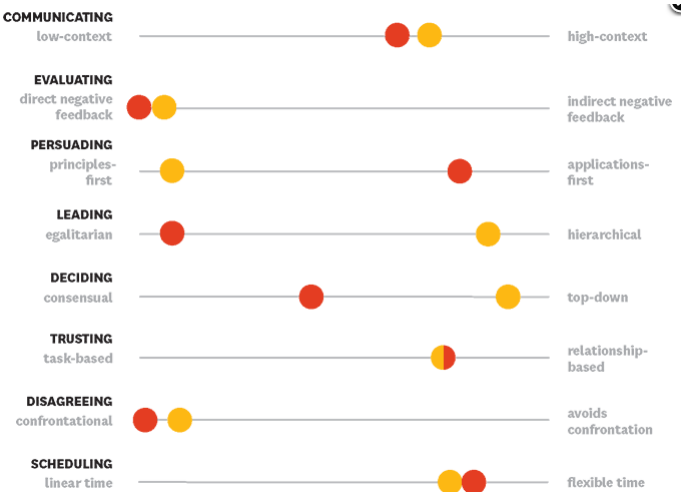
HBR.ORG

Solutions applied



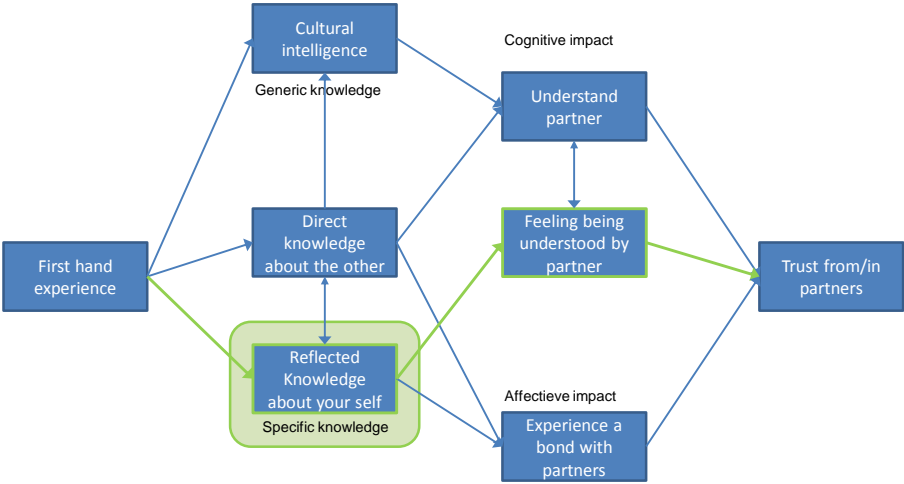
- Language training – DuoLingo
- Gather translation / interpretation guides
- Have fun trying using real English expressions
- Use photos to tell the story about the other
- Local guides for virtual workers
- Reflected knowledge sessions

Comparing Management Cultures Israel vs Russia





Transformation of experiences into trust –
Reflected Knowledge Conceptual model

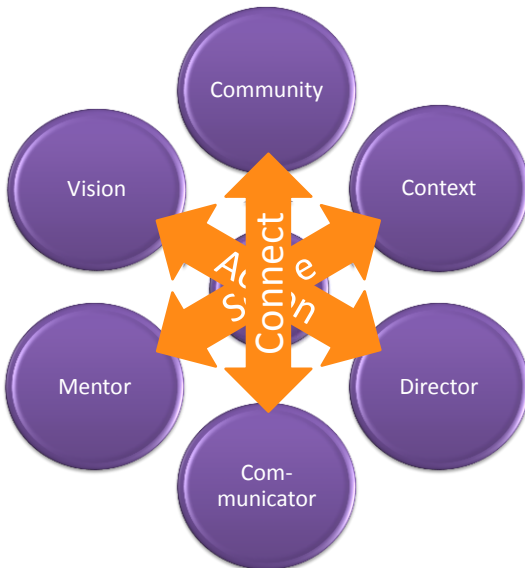


Personal interpretation of : Mortensen en Neeley 2012

Out of the three Dark Pools



GDT Leadership Competencies



What is your solution to avoid conflicts in GDT's?

HOW CAN YOU **LISTEN LOUDER?**





in conjunction with:



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Jan Van Der Lans
Project Director
Fluor

Jan has 40 years of industry experience, covering all phases of project execution in several types of businesses. Jan has a strong background in Project Management, Engineering Management and Mechanical Engineering. He is particularly at home with projects in Europe, especially Germany, and in the Middle East, encompassing multiple process units, revamps, plant extensions, modular construction and package units.

He is Project Director for an extended FEED for a large multi-billion petrochemical complex with various process plants and associated UI&O in the Middle East. The FEED included the preparation of the Cost Estimate and the EPC schedule. This project experienced challenges including a short schedule, high levels of Client participation, Lump Sum execution, a high level of dispersed project execution and involvement of several specialized external companies.



in conjunction with:

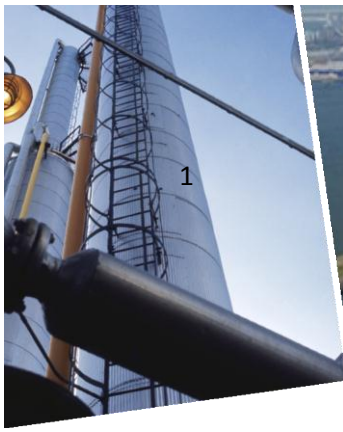


Engineering Construction Industry Training Board

Workshop on Managing Globally-Dispersed Teams

Wed 24 September 2014

Presentation slides for Christiaan Rijkhoff CB&I



Workshop on Managing Globally-Dispersed Teams

Wed 24 September 2014



Christiaan Rijkhoff
Project Director
CB&I

Christiaan Rijkhoff currently holds the position of Project Director at CB&I. His current project involves managing the various task forces spread over multiple office locations of CB&I executing the engineering and procurement services for a 'first in its kind' Offshore Production Facility to be installed in the Norwegian Sea.

He worked the majority of his career on offshore projects in various functions as well in CB&I company management staff positions. Christiaan holds Bachelor's degrees in Civil and Mechanical Engineering and Business Administration. He has also lectured on the Technical University of Delft for their Project management, Risk Management and Offshore Technology programs.



CASE STUDY - CB&I Aasta Hansteen Multi-Office Execution



Outline

- Introduction to Aasta Hansteen
- MOPEX Drivers, Work Split chosen
- MOPEX Execution Program
- Challenges
- Focus areas to tackle the challenges
- Closing remarks





MOPEX Drivers and WorkSplit

MOPEX Drivers :

- **Cost effective**
- **Resources**
- **Established Execution & Collaboration Experience**
- **"Follow the Sun" working**

Work Split:

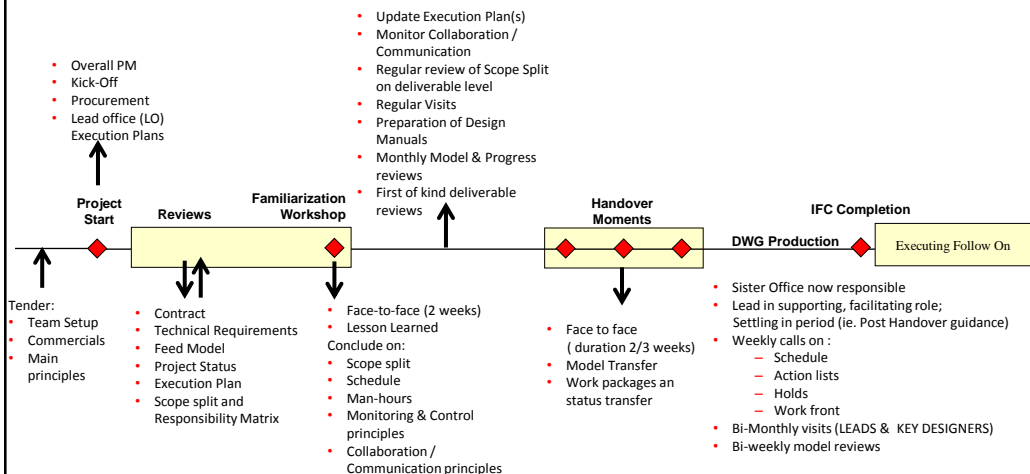
- **Horizontal Split of design work**
- **Focus around 3D model completion and IFC drawing production**
- **Final review and issue of IFC deliverables in The Hague**
- **Motivation :**
 - Integrated deck, we have no modules
 - Dispatch of labor intensive work
 - Able to use each others strong points
 - More confidence on quality and consistency
 - Saleable and no impact on client costs

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Work Program Timeline



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Video/Tele conferencing ▪ Sametime ▪ Integrated Doc Mngt ▪ Global 3D Model ▪ Integrated Project Controls ▪ Global Eng. Databases ▪ Integrated Change Mngt System



Cultural Challenges

- **The Dutch:**
 - Interprets procedures, standards, guidelines and agreements
 - Often think we know it better
 - Do not listen that well
 - Are not always constructive when conveying comments
 - Often have no “social antenna” for the cultural differences
- **The Asian :**
 - Follows procedures, standards, guidelines and agreements
 - Personal status is important
 - Often take comments personal
 - Very positive and eager to learn



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Other Challenges

- Out-of-site-out-of-mind syndrome.
- Too formal; lack of face to face or unplanned communication
- It complicates the work
- Lack of team cohesiveness ("us-versus-them")
- Deal with competition between projects in each office
- Limited overlap in the standard workday
- Language, labor laws, holidays schedules, cut-off dates

Similar challenges occur when people are working on different floors
easily underestimating the needs for collaboration

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Focus areas to tackle the challenges

- **Create shared Goals**
- **Create structure (as muddy boundaries create disasters)**
- **Clear lines of authority**
- **Use uniform (collaboration) systems, impose identical project cut-off dates and reporting methodologies**
- **Communication = key to collaboration**
 - Communication Plan and impose regular meetings (video, telephone & face to face).
 - Leaders to be good communicators
- **Recognize the importance of personal relationships especially on counterpart level.**
- **Be firm towards internal resistance**



Focus areas to tackle the challenges

- **Leaders to be neutral and respectful. Do not chose side. Build (or work) on trust and foster a global culture.**
- **Reviews the process/status regularly. It is never perfect.**
- **Safeguard quality with regular audits and reviews (thorough check on first deliverables)**
- **Find ways to take advantage of the different contexts and time zone differences**
- **Get a team with previous MOPEX/JV experience**
- **Ensure positive cash flow for all office/business units**
- **Celebrate success and help make everyone feel motivated and part of the team, regardless of where they do their work.**



Closing Remarks

- Understand and accept that a level of inefficiency exist; especially in the early (ie. reaching consensus) phase.
- Hands-On leadership approach is less effective. Plan proactively.
- You can't invest too much in visits and handover moment(s)
- While teambuilding include cross-cultural awareness workshop
- Invest in personal relationships and select leaders having teamwork skills
- Have a 360 degrees FEEDBACK method to test the work relationships
- Deal with resistance, it is always happening

Complacency is recipe for failure

**Review the process regularly and
renew agreements**





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