

# Alignment, Culture and Achieving Outstanding Outcomes

By Kim Barrett,  
former Alliance Project Manager



“Changing the behaviour of the frontline work force to improve organisational performance”



The Freeflow Experiment and beyond

## Who was Freeflow?

- Transit NZ 
- Beca PB 
- Fletcher 
- Higgins 
- Delivered \$130 Million of Motorway Projects in Auckland

**freeflow**

Grafton Gully to Central Motorway Junction Alliance

## Who was Freeflow?

- Won multiple International and National Awards in:
  - Health & Safety
  - Environmental
  - Construction
  - Design
  - Innovation
  - Human Resources
- Grafton Gully finished 6 weeks early and 7% under budget, to Stakeholder acclaim

## Overview

- Conceptual Framework
- Potential of Transformation within the Alliance
- Reality
- Culture Evolution
- What did it achieve?
- Life after Alliancing

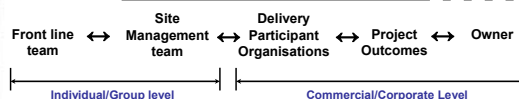
## Alignment Drives Outstanding Outcomes

### Culture Management

“Building & sustaining a high performance team”

### Project Alliance Model

“Aligns interests & removes barriers”





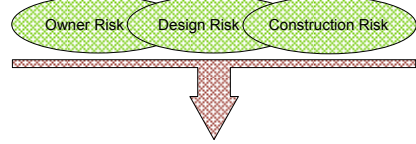
Traditional Contracting



Alliance Contracting

**TRADITIONAL APPROACH**

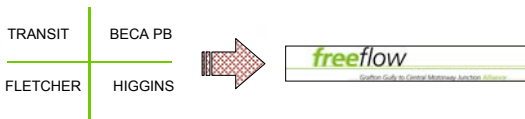
*Risks allocated to individual parties*



**ALLIANCING APPROACH**

*Collective risks and rewards*

- Reasons for success
  - Seamless organisation
  - High performance environment



- Further info at – [www.pci.d2g.com](http://www.pci.d2g.com)

- Some key characteristics
  - Focus on people, relationships & culture
  - Non-cost attribute selection process
  - High performance team
  - Project Alliance Board
  - Outstanding Outcomes



- Significant Challenge
- Management Fads
- Changing of Behaviours

“The definition of insanity is doing the same thing over and over again and expecting different results”

Rita Mae Brown

## Culture Evolution – 1<sup>st</sup> Generation



- Alliance Culture Management Plan
- Charter
- Alliance Coach
- Workshops



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## Culture Evolution – 2<sup>nd</sup> Generation



Building Great Things - Together

## Culture Evolution – 2<sup>nd</sup> Generation



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## Culture Evolution – 3<sup>rd</sup> Generation



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## Culture Evolution – 3<sup>rd</sup> Generation



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## Culture Evolution – 3<sup>rd</sup> Generation



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## What did it Achieve?



A focussed, high performance team that delivered outstanding outcomes in:

- Safety
- Quality & Aesthetics of the project – urban design & tidy site
- Cost & Programme
- Environmental
- Stakeholder
- Traffic .....



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## What did it Achieve?



- Very good morale under difficult conditions



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## What did it Achieve?



- Quality & Aesthetics



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## What did it Achieve?



- Quality & Aesthetics

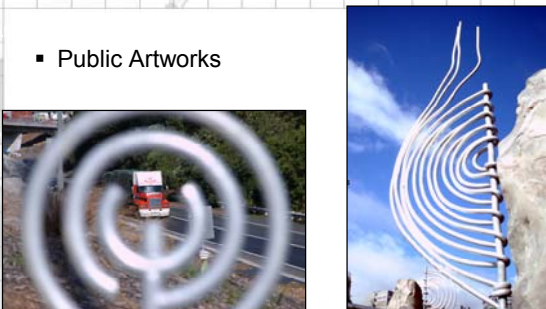


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## What did it Achieve?



- Public Artworks

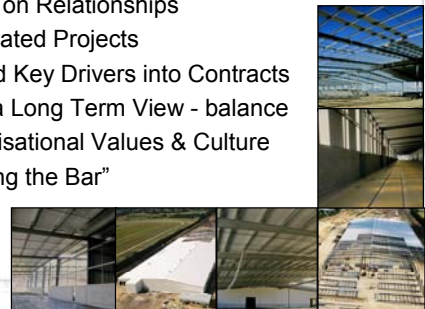


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## Life After Alliancing



- Focus on Relationships
- Negotiated Projects
- Embed Key Drivers into Contracts
- Take a Long Term View - balance
- Organisational Values & Culture
- "Raising the Bar"



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Macquarie Goodman

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