PARTNERING BASICS

MIAPPA Summer Conference
Eastern Michigan University
July 14, 2009

Lou Trama – DiClemente Siegel Design Inc.
Drew Seaman – Straub, Seaman & Allen, P.C.
Bob Coleman – Professional Underwriters, Inc.
ATTENDEES:

- Owner – Facilities Department
- User – Actual Occupant of Space
- General Contractor – Builder
- Construction Manager & Trade Partners - Builder
AGENDA:

2. Personality Review: A larger project may justify the Myers Briggs Testing. As a minimum discuss the Myers Briggs Theory, Model & Applications.
3. Win-Win Philosophy Buy-In.
4. Discussion regarding Successful Strategies – all viewpoints.
5. Rules for Maintaining Trust (see attached).
6. Specific Project Challenges from everyone’s perspective for a successful project.
7. Prioritization of the Challenges.
LAWS OF TRUST

- LOW TRUST DRIVES OUT HIGH, UNLESS CORRECTED.

- TRUST CAN BE DESTROYED BY A SINGLE EVENT, WHILE BUILDING TRUST IS A SLOW PROCESS.

- TRUST LOSES OUT TO A WIN/LOSE MENTALITY.

- LOW TRUST GROUPS CAN BE SO UNSUCCESSFUL AS TO SELF DESTRUCT.

- TRUST IS AS MUCH A COMMUNICATIONS PROBLEM AS AN ATTITUDINAL ONE.
BEFORE WE START...

- INTERPERSONAL TRUST AFFECTS ALL RELATIONSHIPS.
- INTERPERSONAL TRUST AFFECTS ATTITUDES AND BEHAVIOR
- AFFECTION AND TRUST ARE DIFFERENT

◆◆TRUST◆◆

...PLACING YOUR INTERESTS UNDER THE CONTROL OF ANOTHER WITH THE EXPECTATION OF POSITIVE BENEFIT AND THE AVOIDANCE OF MORE SERIOUS CONSEQUENCES
TRUST SITUATIONS INVOLVE...

- RISK,
- VULNERABILITY,

AND

EXPECTATIONS OF THE OTHER PERSON’S

TRUSTWORTHY MOTIVATION COMPETENCE.
ORGANIZATIONAL APPLICATION

- Organizational values are reflected in behavioral norms.
- Win/lose rewards encourage mistrust.
- Excessive control of employees breeds mistrust of management.
- Strong connection between clarified expectations and trust.
- Trust, mutual expectations and influence...interrelated.
BENEFITS OF HIGH TRUST

- STIMULATES INNOVATION AND CREATIVITY

- GREATER EMOTIONAL STABILITY
  - SELF CONTROL
  - ORIGINALITY

- FACILITATES ACCEPTANCE
  - OPENNESS
  - CREATIVE RISK TAKING
CONSEQUENCES OF LOW TRUST…

- TIME SPENT GUESSING ABOUT MOTIVES… DEFENSIVE.
- COMMUNICATION IS POOR.
- GOOD IDEAS ARE REJECTED.
- GRAPEVINES TO GET INFORMATION.
- CONTROLS UP, TRUST IN SUBORDINATE JUDGEMENT DOWN.
- CLOSE SUPERVISION.
- DELAYED IMPLEMENTATION OF ANYTHING.
BEHAVIORS THAT BUILD TRUST

- SHARING RELEVANT INFORMATION
- REDUCING CONTROLS
- ALLOWING FOR MUTUAL INFLUENCE
- CLARIFYING MUTUAL EXPECTATIONS
- MEETING EXPECTATIONS
BEHAVIORS THAT DESTROY TRUST

- The distortion, withholding, concealing or real motives.
- Falsification of relevant information.
- Attempts to control or dominate.
- Obscuration, distortion, or avoidance of the discussion of mutual expectations.
- Not meeting the trusting individual’s expectations of performance or behavior.
- Attempts to evade responsibility for behavior.