

TOP 10 STEPS FOR EFFECTIVE COMMUNICATION

- 01 COMMUNICATE.** Schedule specific times for discussing job issues to assure that regular communication is taking place.
- 02 TRUST YOUR PARTNERS.** Trust that others will meet their responsibilities in a quality way.
- 03 EXPECT QUALITY.** Clearly communicate your quality expectations and be prepared to talk with your partners if expectations aren't being met.
- 04 DETERMINE AN ISSUE RESOLUTION CHAIN-OF-COMMAND.** Define the process, giving each participant in the process time to seek resolution and advance the issue to the next level if not resolved.
- 05 SEEK WIN-WIN SOLUTIONS.** Each partner must work hard to understand the perspective of others and seek solutions that are fair for all.
- 06 LISTEN AND QUESTION.** The key to understanding other partners' perspectives is to listen closely and ask questions.
- 07 INVOLVE ALL KEY PARTNERS.** Different matters may require the involvement of different partners. All of those significantly impacted by a matter should be part of the solution identification process.
- 08 TAKE OWNERSHIP IN THE TEAM'S GOALS.** Be willing to help your partners achieve their goals.
- 09 SEEK HELP.** Contractor personnel should look to the home office for help.
- 10 REFERENCE THE PARTNERING HANDBOOK OFTEN.** Further tips on effective partnering relationships can be found in the handbook.

PARTNERING ROLES AND RESPONSIBILITIES

Partnering exists on every project, whether formalized or not, but regardless of the contract arrangement, these roles and responsibilities should be modeled by project leadership on every job.



INDIANA TRANSPORTATION TEAM CHARTER



WHAT IS PARTNERING?

Partnering is simply a way of conducting business in which two or more organizations make long-term commitments to achieve mutual goals. This sometimes requires changing traditional adversarial relationships into team-based relationships. Partnering promotes open communication, trust, understanding, and teamwork among participants.

The principles of Partnering are simple: participants must believe that each team member is honest and has intentions of doing a good job and that an effective team begins with respect and results in win-win relationships.

Partnering Communication Tips:

Seek to understand the problem – Ask probing questions to try to flush out all aspects of the problem, no matter how angry or hostile the other parties seem. Don't become defensive; you are trying to understand the problem and the assumptions of the other stakeholders. This will give you a clearer picture of what the real issues are.

Don't make it personal – Take an objective point of view – don't become engaged in the battle. Take the role of negotiator or fact finder. Remember, it's a project issue, and your success will depend on your ability to not take things personally.

Don't seek to blame – Instead of blame, seek solutions and understanding. People generally act logically. Your job is to find the logic behind their actions. No project problem was ever solved by blaming someone. Remember, you are all in the project together – you will succeed or fail together.

Agree on the problem – Work to gain agreement on what the problem is before you attempt to find solutions. If you don't agree on what the problem is, you can not agree on a solution.

We, the members of the American Council of Engineering Companies of Indiana, Indiana Constructors Inc., and the Indiana Department of Transportation, through cooperation and collaboration, open and honest communication and trust, promise to strive for the safest, highest quality and best maintained transportation network in the country on behalf of all Hoosiers. In doing so, we promise to approach each and every problem as a teammate of the Indiana Transportation Team to foster and maintain a spirit of cooperation to serve Hoosiers and the traveling public.

We will continue to earn trust in each other while maintaining our membership on the Indiana Transportation Team by adhering to the following principles:

- **Remembering our compensation always comes from the taxpayer.**
- **Endeavoring to make the most appropriate decisions while considering safety, constructability and general public welfare first and foremost.**
- **Believing that each problem has three teammates working towards a solution.**
- **Striving to make decisions at the lowest levels possible.**
- **Respecting the chain of command and elevating all disputes together in a transparent manner.**
- **Keeping in mind that INDOT, the State of Indiana and all Hoosiers are our customers.**
- **Enjoying professional relationships and having fun.**

PARTNERING for Small and Medium Sized Contracts

