

# MANAGING RELATIONSHIPS IN PROJECTS A RISK PERSPECTIVE



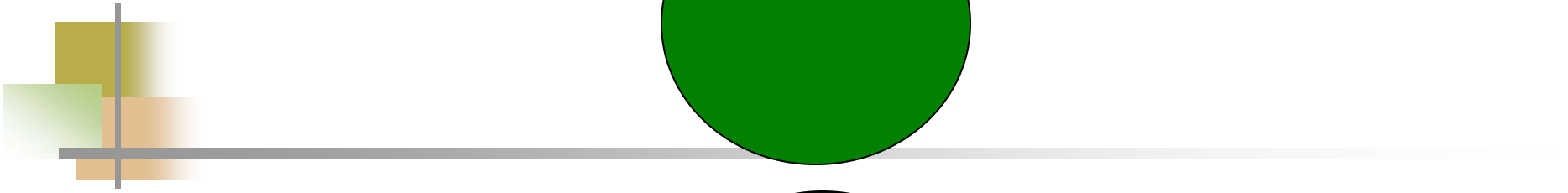
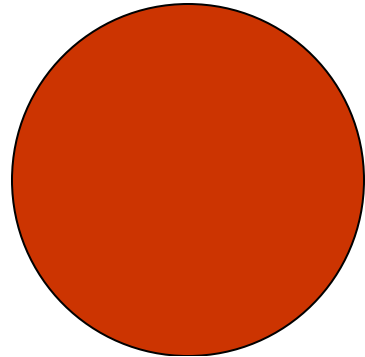
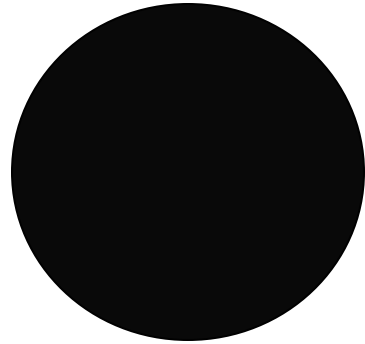
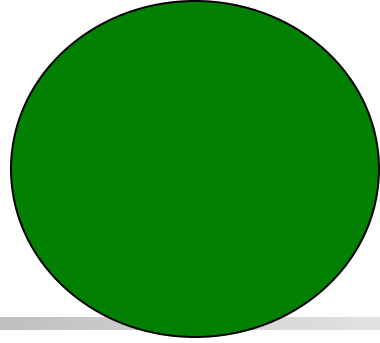
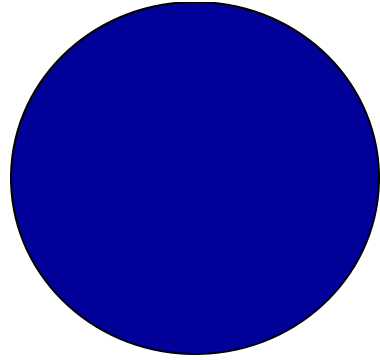
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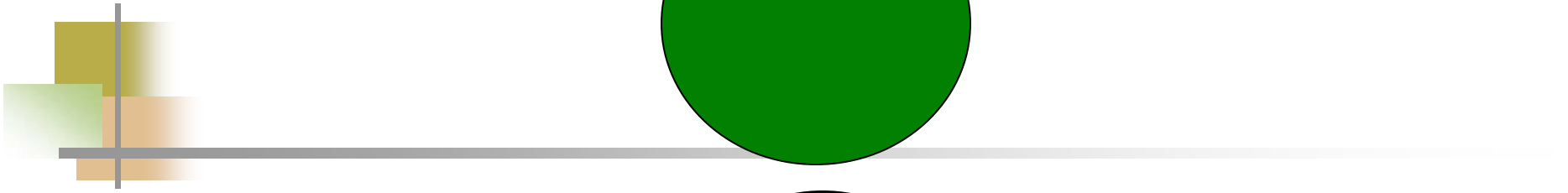
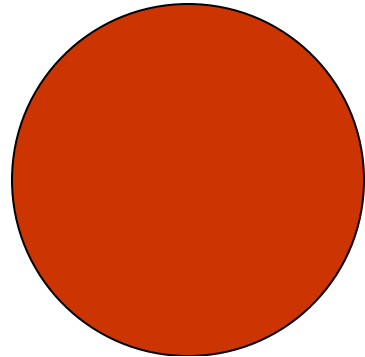
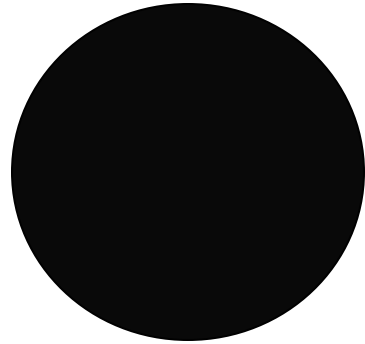
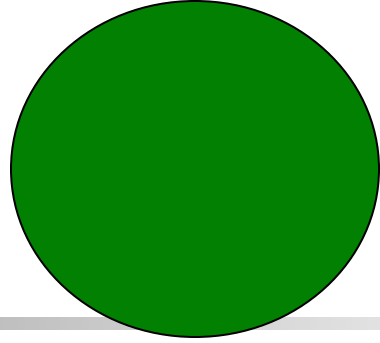
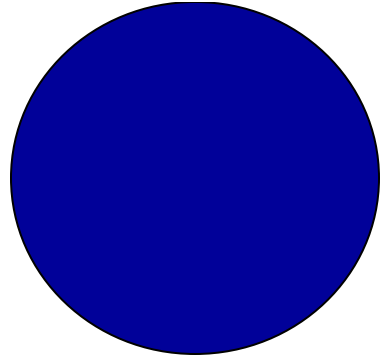
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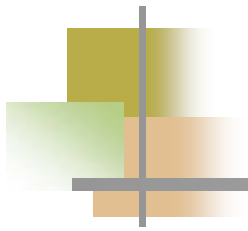


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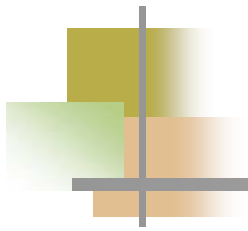


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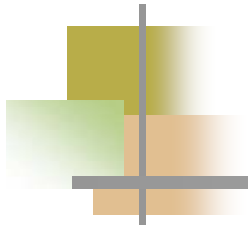


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# MANAGING RELATIONSHIPS IN PROJECTS



***In my humble technical opinion, this is the wrong (and bordering on irresponsibility) answer from the SSP and Orbiter not to request imaging help from any outside source. I must emphasise (again) that severe enough damage combined with the heating and resulting damage to the underlying structure at the most critical location could present potentially grave hazards. The engineering team will admit it might not achieve definitive high confidence answers without additional images, but, without action to request help to clarify the damage visually, we will guarantee it will not. Remember the NASA safety posters everywhere around stating, "If it's not safe say so?" Yes it's that serious.***

**Rodney Rocha – Debris Impact Assessment Team  
Leader**



# RELATIONSHIP MANAGEMENT DEFINED

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**EVERY CONTRACT OR PROJECT HAS RELATIONSHIP ELEMENTS.**

**THESE ELEMENTS IMPACT ON AND ARE IMPACTED ON BY PROCESS**

**IS NOT BASED ON ALTRUISM – IT IS ESTABLISHED AS A BUSINESS RELATIONSHIP DESIGNED TO DELIVER OPTIMUM COMMERCIAL BENEFITS TO ALL PARTIES INVOLVED.**

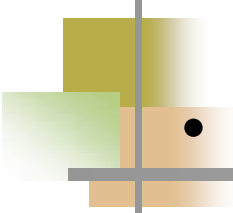
**RELATIONSHIP MANAGEMENT IS THE EFFECTIVE MANAGEMENT OF THE RELATIONSHIPS BETWEEN AND WITHIN DYNAMICS AND PROCESS.**

**CAN BE APPLIED TO ANY PROJECT REGARDLESS OF SIZE OR COMMERCIAL ARRANGEMENTS.**

**IT'S ALL ABOUT GETTING AND USING THE BEST INFORMATION  
IN THE BEST TIME TO MAKE THE BEST DECISIONS  
TO GET BEST FOR PROJECT OUTCOMES**

# CURRENT REALITY

## **Lack of an in depth understanding of Relationship/ Process Management**

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- **Lack of an approach to Relationship /  
Process Management**
  - **No one accountable or takes responsibility**
  - **No Structure - Hit & miss**
  - **Not based on sound principles of human  
behaviour**
  - **No understanding, assessment or management  
of risk**
  - **Failure to understand process management**

# MYTHS

- 1 Poor Communication is the problem**
  - 2 Nothing can be done about personalities**
  - 3 Escalate issues**
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- 4 We're all grown ups; we should be able to manage this.....**
  - 3 We can't spend too much on this.....**
  - 6 Managers should know how to manage process**

# TRUTHS

- 1 **Personality “differences” can be easily resolved**
- 2 **Unmitigated Relationship / process risk is one of the greatest contributors to project failure – more simply – People issues**
- 3 **“People issues” can be resolved**
- 4 **Poor Communication is both a cause and an effect it can be “treated”**
- 5 **Like Physics or Engineering there are Principles and laws governing human behaviour**
- 6 **Process is as important as content**

**\*\*\*wog**

# PROCESS FLOW

Cause



Effect



Outcome

Underlying  
Dynamic

Ineffective  
Communication

Poor performance  
In Project outcomes

Group Dynamics  
Ego's  
Lack of Trust  
Logical Reconstruction  
Unresolved Assumptions  
Differing expectations  
Lack of clarity of role  
No process  
Covert power roles  
Culture  
Siloed work units  
Governing beliefs  
Values in action

Poor Information  
exchange  
  
Poor Decision  
Making  
  
Ineffective Meetings  
Indecision  
Lack of trust  
Siloed work units

Poor Decisions  
Unresolved issues  
Problems not solved  
Breakdown in trust  
Unresolved  
assumptions  
Frustration  
Turnover  
Less than average  
results

## PROCESS IN THREE LEVELS

### TECHNICAL

- Document Preparation

- Design

- Constructability Review

- Operating

### INTERPERSONAL

- Negotiation

- Problem Solving

- Issue Resolution

- Group Processes

### INTRAPERSONAL

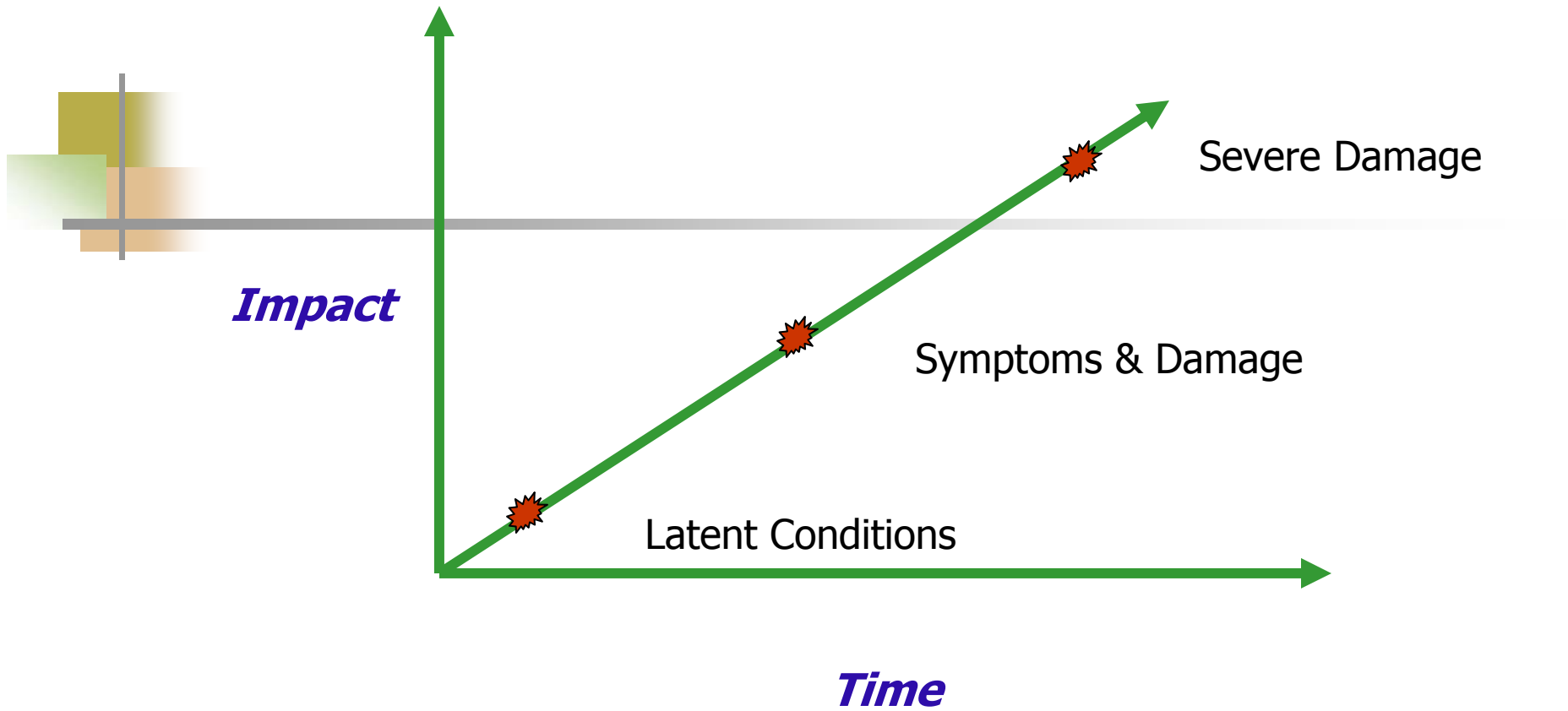
- Emotional Intelligence

- Ego

- Personality

- Belief System

# Impact on Project Outcomes over time



## SO WHAT



- **Use a planned Approach - that includes risk management.**

- **Get Expert Advise, & Support**