

Appendix Ten – Successful Collaboration factors

Comparison of Critical Elements for Successful Partnering

Associated General Contractors (Partnering: A Concept 1991)	Saunders and Moore (1992)	Reading Forum (Trusting 1995)	Kumaraswamy and Matthews (2000)
Commitment	Cooperative management team	Free and open communication	Goals and objectives
Continuous evaluation	Cooperation	Open book costing	Trust
Equity	Open communication	Annual review of performance	Problem resolution
Mutual objectives	Group working	Workshops	Commitment
Timely responsiveness	Common goals	Continuous evaluation	Continuous evaluation
Trust	Problem solving	Mutual objectives	Group working
Implementation		Problem resolution	Win-win philosophy
			Shared risk
			Equity
			Cooperation

Construction Industry Institute Australia (Partnering: Models for Success 1996)	Cheng, Li and Love (2000)	DeVilbiss and Leonard (2000)
Commitment	Adequate resources	Trust
Trust	Management support	Understanding of partner's needs
Equity	Mutual trust	Conflict resolution
Mutual goals and objectives	Long term commitment	Faith
Implementation	Coordination	
Joint process evaluation	Creativity	
Dispute resolution process	Effective communication	
	Conflict resolution	