



John Faulkes

PPMLD

The Interface of Project and Alliance Management

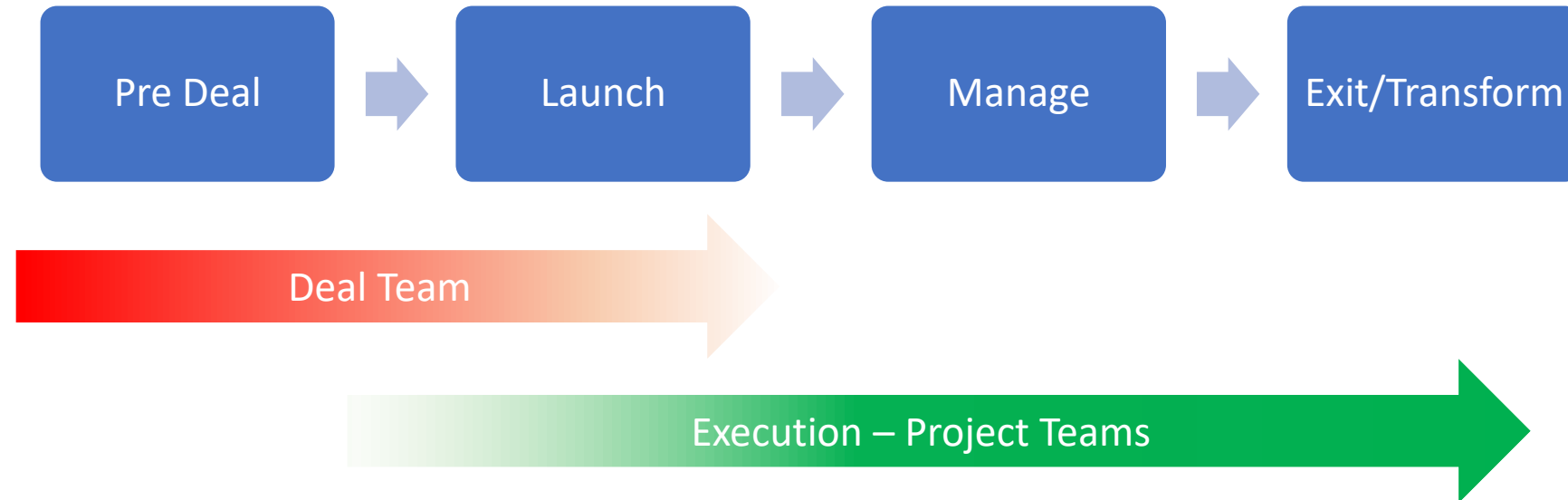
27th April 2023

Agenda for today

1. Have things changed? **What are your views** of challenges?
2. **Typical challenges** in alliances, **critical success factors** and **tips for the project manager** – John Faulkes
3. **Views** from a smaller organisation practitioner – Karen Skinner
4. **Views** from a larger organisation practitioner – Kareem Khoury
5. **Q&A**

Alliance troubles (1 of 5)

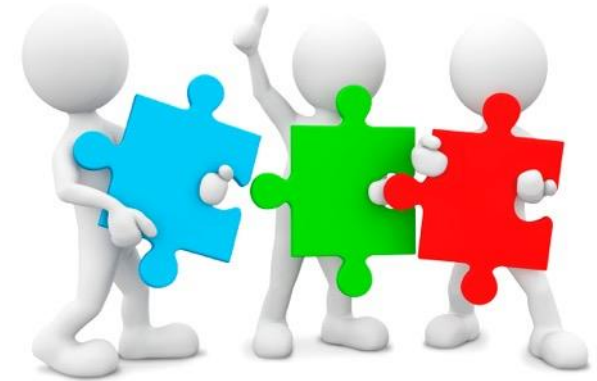
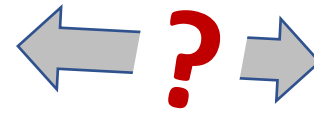
- Project Manager and Teams involved far too late



- Little time to launch properly
- Heads-down for results far too soon

Alliance troubles (2 of 5)

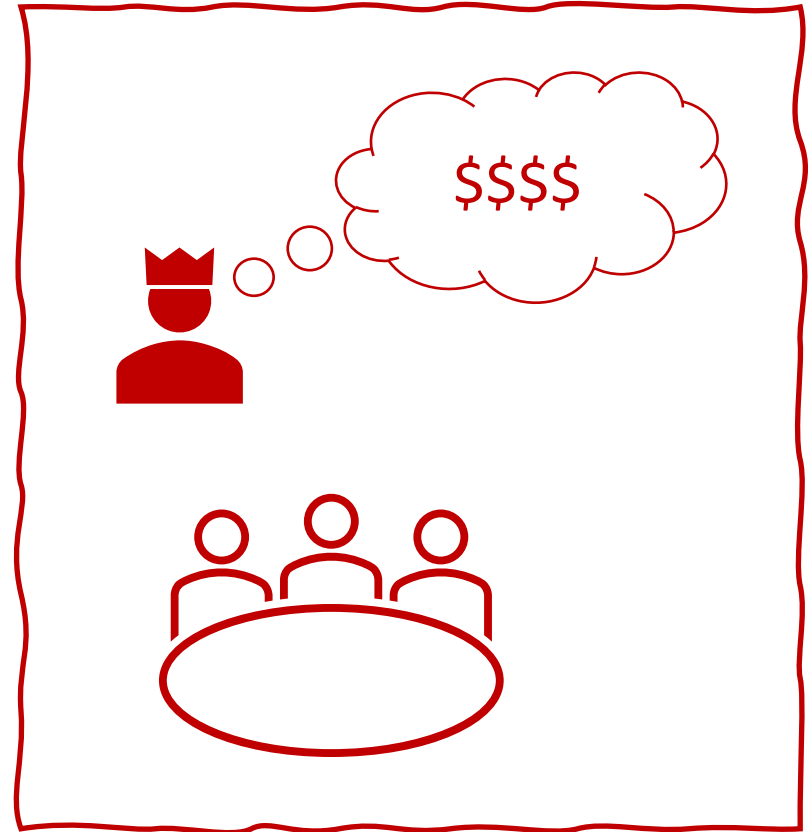
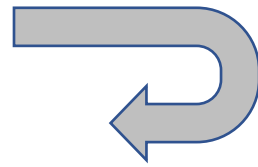
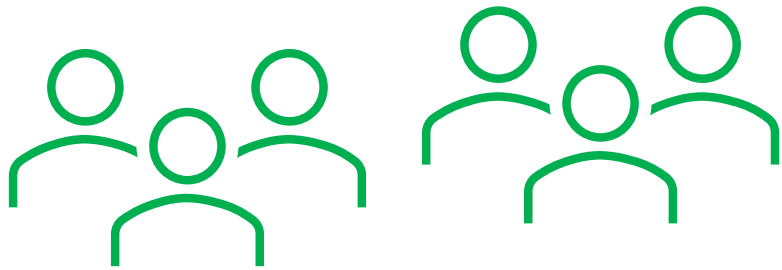
- Company culture is to view Alliance partners as second class citizens



- We develop strong internal operating models
- They do not reflect external partnering

Alliance troubles (3 of 5)

- Very different values of Alliance partner



Alliance troubles (4 of 5)

- Lack of understanding of ethnic culture



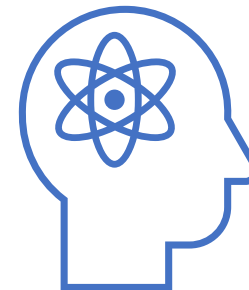
- It's obvious isn't it?

Alliance troubles (5 of 5)

- Managing an Alliance with Academia

Experience may be:

- Very different culture from 'us'
- Their reading of objectives may seem over complex



Critical Alliance Success Factors

1. Aligned Strategy, Goals and Values

- Full exploration of each partners' goals and reasons for wanting to ally
- Workshops/meetings to find out about each other
- Negotiating a 'win win' agreement
- Leaders are more important than lawyers!



What can the Project Manager do?

- May not be involved at start, but will seek to understand the alliance objective and rationale
- Ensure commenting to and questioning of the Term Sheet
- Help in the provision of accurate and robust information
- **(Use a new alliance to build your organisation's capability)**

Critical Alliance Success Factors

2. Strong Governance and Leadership

- Clear expectations set for what good collaboration looks like
- Ruthless modelling of good comms and problem solving with counterparts
- Build responsive joint governance teams that deal quickly with escalated issues



What can the Project Manager do?

- Build agreement on roles with the Alliance Manager (if there is one!)
- Influence governance level – query the development of structures and processes
- Prepare to clarify governance during Launch

Critical Alliance Success Factors

3. Partnering Skills

Issues will always arise – but during routine execution, people have trained skills and experience to intervene and resolve



What can the Project Manager do?

- Quickly spot where resources are diverted from Alliance needs
- Defuse the rush to blame other parties when anything goes wrong
- Facilitate bringing people together – creativity rather than conflict

Critical Alliance Success Factors

4. One Team Approach

- Motivated team members across both organisations – proactive and keen to achieve great results
- Will communicate sensibly and as they need



What can the Project Manager do?

- Enable people to get to know each other and build relationships
- Build a rigorous communication plan across the two organisations
- Challenge ineffective behaviours
- Review and healthcheck regularly

Critical Alliance Success Factors

5. Operating processes and Systems

- Building common templates across organisations
- Seamless information storage, access / sharing
- Establishing toolkits and guides



What can the Project Manager do?

- Help the Alliance Manager (if exists), team, partners, PMO to build templates
- Help IT to understand information needs
- Encourage proper use of new systems across both organisations

Summary – key mindset shifts:

- Focus primarily on the *relationship*
- Manage *internal* stakeholders
- Understand *differences* and embrace them
- Be prudent but open to *Trust*
- Measure the *effectiveness of the partnership*
- Encourage and *reward collaboration*

