



GUIDING TEAMS

Teams—so much of what we do is driven by our ability to work well together to achieve common goals. Teams succeed by using various means and methods and with specialized tools. For teams to succeed, we must have individuals who are effective team players with a desire to see and be a part of the vision.

RHA helps your organizations and teams to succeed with tools such as:

- ◆ Partnering (Look Inside)
- ◆ Team Player Development
- ◆ Value Management
- ◆ Risk Analysis
- ◆ Communication Skills
- ◆ Problem Solving

- ◆ Consensus Building
- ◆ Team Scoping
- ◆ Process Improvement
- ◆ Alternative Delivery Process Improvement

What does it take for your teams to succeed! Consider if you will, some very key attributes:

- ◇ Communication Skills
 - Sending Skills
 - Listening Skills
 - Trust
- ◇ Effective Planning
- ◇ Execution
- ◇ Problem Solving Skills
- ◇ Negotiation Skills

◇ Leadership Skills

Read all about the things you can do to improve your own skills, but also help your teams improve—

KEEP READING TO LEARN MORE.....



Communication

Probably the most impactful skill you and your teams need to succeed. There must always be a focus on Effective Communication. In order for communication to be effective, it must be open and honest and requires good listening and sending skills.

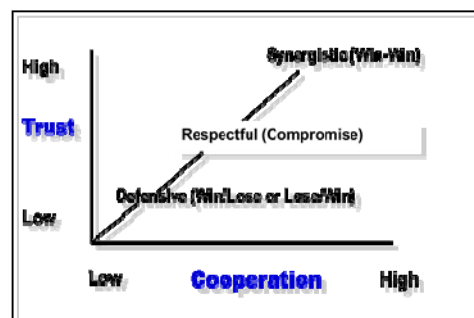
The key to effective communication is getting to UNDERSTANDING. With understanding, your teams can expect:

- Improved Productivity
- Better Problem Solving

- A Reduction in Grievances
- Ideas for Methodology Improvement
- Greater Personal Satisfaction
- **More Trusting Relationships**

Why is Trust So Important?

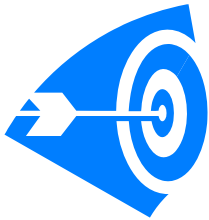
Trust impacts the way we communicate. The levels of Trust and Cooperation inherently impact our willingness to communicate with one another. Without trust, communication often falters and can become the root of many of our team problems including no communication, miscommunications, misunderstandings, lack of effective listening and more. The graph to the right shows the relationship between Trust and Cooperation and how we communicate.



Partnering Behaviors (It's About Teamwork)

We've all heard about "Partnering", but what does it really mean....it's not about a group hug, it's about working together to achieve our target goals. Partnering is the true embodiment of teamwork and in its raw definition, it's about doing everything you can, within your power, to make each other's life easier, not more difficult. Partnering requires the 5 C's for success:

1. Commitment
2. Communication
3. Cooperation
4. Conflict Resolution
5. Continuous Evaluation



RHA works with your teams to build the best teams to help you achieve SUCCESS. We've been providing Partnering facilitation for over 23 years and over 1900 teams. Every team and every project has its own unique challenges and needs.... We know that, we pride ourselves on catering every workshop to those special needs. The fact that we've been in design and construction for over 30 years doesn't hurt either!

Let's look a little deeper into the 5 Cs...

1. **Commitment**—there are two types of commitment—Corporate and Personal. Partnering has to be embraced from the top and your company or agency must commit to the process. Personal commitment is a little more tricky—you have to know that Partnering behaviors are much more effective than adversarial ones.

2. **Communication**—we've already talked about the importance of communication. It is critical to your team's success.
3. **Cooperation**—one of the key elements to trust and communication. Cooperation is like respect; you have to give it to receive it.
4. **Conflict Resolution**—team members must be able to resolve their differences effectively and keep issues moving along in a positive manner towards resolution.
5. **Continuous Evaluation**—Partnering is not a one workshop event. What gets measured becomes important.

Been Partnering for years? Feeling like it's the same thing over and over and you are not seeing results? RHA has taken Partnering to that next step—RISK BASED PARTNERING.....See article below.

Risk-Based Partnering—Defining Risks in Construction

Partnering continues to evolve, with teams that have little or no experience to extremely experienced in Partnering. To accommodate the various teams, RHA has developed a progressive approach to Partnering by dealing with the various risks related to a project. Risks can be defined in three categories:

Political/Social – this can be defined as communities, permitting, management priorities, users, approvals, media, and internal stakeholders, project team issues,

(Partnering: relationships, conflict management, issue resolution, communication, etc.).

Technical – this is the most common for design and construction projects and is typically represented by requirements, regulatory, technology, data, design, construction, maintenance, operations, life cycle asset management, and cost. (i.e., project issues/concerns; health, safety, environmental, etc.).

Contractual – this is most commonly re-

lated to delivery method, funding, negotiations, scope of work, qualification requirements, certification requirements, incentives, penalties and default.



Risk-Based Partnering Workshops

So, what makes a Risk-based workshop? Owners, Designers and Contractors all look at risk differently. Using a Risk-Based approach allows the entire team to focus on risks that can have a negative impact on our team's ability to meet one or more of the project goals or objectives. The workshop focuses on the following topics?

- Understanding the Workshop Approach
- Embracing the Partnering Process

- Establishing Project Goals
- Defining Risks
- Identifying the Potential Risks Associated with the 3 Categories (Political/Social, Technical, Contractual)
- Determining the Impact
- Developing Treatment Plans/Risk Responses (may include issue escalation

plan, communication plan, roles and responsibilities)

- Follow-up and Monitoring
- Partnering Code of Ethics

For more information, feel free to contact us at (800) 480-1401 and visit our website at TeamRHA.com.

Importance of Teams in Value Engineering/Analysis

RHA provides CVS team leadership for value engineering/analysis teams. This includes studies for projects, processes and services. We provide, select and work with the technical teams required to ensure successful outcomes.

Value engineering studies are a team approach. The various disciplines, differing levels of expertise, different firms and overall experience with VE provides for a balanced perspective during studies. Team motivation and management are key attributes to a good CVS team leader. Teams work together for the benefit of adding value to a study. SYNERGY IS THE KEY.

Quality teams are critical to the overall success of a workshop. Just throwing a group of technical individuals in a room is definitely not a guarantee of success.

Effective teams need:

- Commitment to participate and engage
- To be prepared for the workshop
- Multi-disciplines are important to creativity
- To remove personal and institutional barriers, as this will aid in the creativity and evaluation process
- To know that they should enjoy the process – It really can be fun and they might even learn something new
- Opened-minded team members
- Commitment, dedication, and professionalism
- Able to work with less information

- Able to eliminate self-restricting behaviors
- A focus on achieving results:
 - ◇ Alternatives which can be Implemented
 - ◇ Improved value

RHA recently worked with the Kentucky Transportation Cabinet on the new Mountain Parkway Project, Sequence 1, where we led a talented team of experts and were able to help them implement over **\$60M** in savings. A return on investment of over 700:1.



Project Management and Building Teams

Project Managers are leaders and should be adept at building, managing and motivating teams. With many having highly technical backgrounds, sometimes the softer side of engineering can get lost. However, how does a Project Manager succeed if he can't be an effective Team Leader.

Effective Team Leadership Requires:

- ◆ Articulation of vision

“There is no one correct way to lead, and talented leaders come in many personality types. They are loud or quiet, funny or severe, tough or gentle, boisterous or shy. They come from all ages, any race, both sexes and every kind of group there is.”

Dale Carnegie - [The Leader in You](#)

- ◆ Creation of a clear mission
- ◆ Development of goals, objectives and action plans
- ◆ Ensure completion of immediate tasks and work assignments in a high quality and timely manner
- ◆ Inspire a desire to produce quality products and services, and provide excellent customer service

Guiding Teams—Building Success

Hopefully this Newsletter has been informative and enlightening. RHA has been working with teams over the past 23 years to help build success.

This Newsletter has had a strong focus on teams from many different aspects. RHA provides many presentations and training for organizations.

Future Newsletters will focus on other skill sets as well. They may include leadership,

communication, issue resolution, negotiation, conflict resolution, goal setting, alternative delivery, risk analysis and much more...

We look forward to hearing from you. Our information can be found on the back, look us up!





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RHA, formerly known as RH & Associates, is a professional firm specializing in training and facilitation services. RH & Associates was organized in 1992 with the reorganization to RHA, LLC in 2011. We are a certified as a WBE/DBE/SBE in several states and provide services throughout the nation and abroad.

Services

Partnering
Project Scoping (Alternative Delivery)
Value Engineering
Team Building
Strategic & Process Planning
Community Outreach
Training (Value Engineering, Risk, Partnering, Alternative Delivery)
Risk Analysis

Firm Experience

Transportation (Highway, Bridges, Rail, Bus, Airports)
Flood Control & Drainage
Water & Wastewater
Buildings
Environmental Projects
Specialty Disciplines; fuel farms, seismic upgrades, etc.

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An Introduction to RHA Staff



Renee Hoekstra, CVS is the managing partnering of RHA, LLC, a company she started over 23 years ago. She provides all program development and facilitation services for planning, design, and con-

struction projects as well as leading and facilitating internal and process development teams. Her recent experience includes providing training and leading teams for value engineering, risk assessments, partnering, scoping, team building and problem solving workshops. This has included working with over 1900 teams nationwide. Renee is a Certified Value Specialist and she has over 23 years of experience providing facilitation and training services. Renee has been very active in the value community as past Vice President of Conferences and Membership, past Arizona Chapter president and current Arizona Chapter Treasurer.



Patrice M. Miller, CVS is a managing partner of RHA, LLC and provides professional facilitation services for design, alternative delivery and construction projects. Her recent experi-

ence includes providing facilitation services for value engineering, public information/community outreach, strategic planning, and proposal development for public and private clients. Patrice has over 20 years of experience in the architectural, civil engineering and construction industry. Her experience working with public agencies and her familiarity with the challenges and limitations, which can be associated with public sector projects, is valuable in guiding teams to build success. Pat is active in professional organizations that support her efforts. She is the current President of the Arizona Chapter of SAVE International and the Past-President of the Arizona APWA chapter.



Laurie Dennis, P.E., CVS-Life, LEED AP, has provided civil engineering design, program management, and construction management services since 1977. As a registered profes-

sional civil engineer and certified value specialist (CVS), she specializes in value analysis, technical interface management, project estimating, budgeting, scheduling, project controls, and administration. Laurie has been leading value studies for over 25 years and her experience in the design and construction arena has helped our clients to meet or exceed their study and project objectives. Laurie is a leader in the value community. As a past President of SAVE International and the Executive Director for the SAVE Certification Board. She has led numerous studies across the country. This has included new facilities as well as upgrade and rehabilitation projects.