COLLABORATIVE CONSTRUCTION

Best Practices Workbook

by Annick De Swaef and Robert Porter Lynch

Step by Step User's Manual to create Collaborative Excellence and attain ISO Certification

Collaborative Business Relationships — ISO 44001

Trusted to Lead Series

Book Two
Best Practices
User's Guide for Collaborative Excellence
Aligned Construction Enterprise &
ISO 44001 Standards Certification

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ARTICLES ON COLLABORATION, TRUST, AND ALLIANCES

Introduction to the Best Practices Section

Understanding the nature of Principles, Processes, & Practices

While the User's Guide is entitled "Best Practices", it actually is a compilation of Best Principles, Best Processes, and Best Practices. Here's what the terms mean:

- **Principles** are underlying truths that don't change over time or space. Principles guide decision-making. Usually a cluster of principles are applied to a real situation to give guidance on how to view or address a circumstance. Seldom should only one principle be the sole determinant of what to do, as that principle might skew the realities of a situation. For example, Adolph Hitler used the principle of the greater good to annihilate innocent people. Principles are high-order directives, and should be considered ranking above Processes.

- **Processes** are the application of principles to a particular situation, consisting of a series of stages of actions that are used to improve, change, add value, or transform something. Processes are sequenced into a flow from one stage to the next. The end of one process is marked by a major event, accomplishment, or result, which sets the stage for the kick-off of the next process.

    o **Core Processes** are those that create the primary value of a business, such as the Processes used to construct a building.

    o **Guiding Processes** set the direction or governance of an organization, such as strategic planning, or corporate governance. (In Book Two, we will be focusing on Core and Guiding Processes,)

    o **Support Processes** are assist the functioning of the Core, such as recruiting of people or accounting.

- **Practices** : Each Process step is composed of a set of Practices, which are work tasks used to accomplish the process. As people innovate, they tend to create better practices that save time, energy, or eliminate redundancy or bureaucracy. Thus Practices tend to be more *malleable, more adaptable, and more fluid than Processes.*

Changing Practices involves a natural evolution of learning and innovation. Changing a Process tends to be more revolutionary, in that the whole manner of thinking and acting begins to change. Changing Principles is extraordinary because it means shifting the entire belief systems that underlie how things operate.

Often, however, Principles have been based on false or sub-optimal beliefs, such as the principles that underlay racism, intolerance, or sexism. However, even when ragged belief systems are challenged with overwhelming evidence and logic, they are still highly impervious to rapid change as people cling to outmoded beliefs and their supporting principles long after proven obsolete.

It is for this reason that books like this are written, to help the mind and language shift from an old frame of reference to a new one.

Practices can and should differ as you move from one environment to the next, and they also change as a situation evolves.

Most importantly, a vigorous adherence to Best Principles, Processes, and Practices *typically*