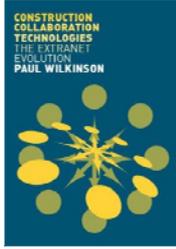


What is Collaborative Working?

The PIECC project has taken the description by Paul Wilkinson (BIW Technologies): “...*collaborative working is a creative process undertaken by two or more individuals, sharing their collective skills, expertise, understanding and knowledge (information) in an atmosphere of openness, honesty, trust and mutual respect, to jointly deliver the best solution that meets their common goal...*” as its definition for collaborative working.



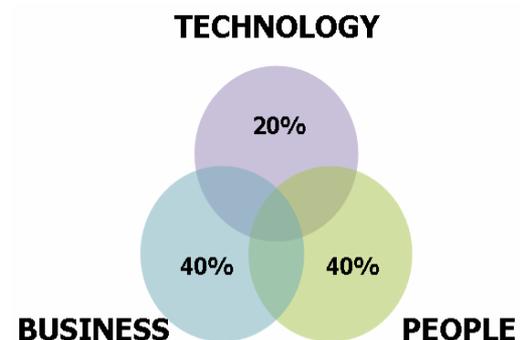
Collaborative working on projects is increasing within the construction industry. However, many projects are just automating ‘paper’ processes using these ICTs. To gain benefit from the sophistication of ICTs, and to truly work collaboratively, organisations must redefine their working processes and practices. The PIECC framework allows organisations to redefine these in a workshop environment, to change the way that their projects behave and run. By using the framework stakeholders agree to share data and information on their projects collaboratively.

You may ask why you should do this?

Evidence from the ‘Collaborative Working Centre’ (the consultancy arm of Constructing Excellence), shows that “...*working as a truly collaborative team can cut almost a third off the cost of a construction project...*”.

So what is ‘effective collaboration’?

The PIECC project findings show that it is the link between developing strategies for business, people and technology. Industry practitioners and developers of collaboration technologies agree that there should be a split of 80/20 in favour of the softer issues associated with effective collaborative working, i.e. the business and people aspects.



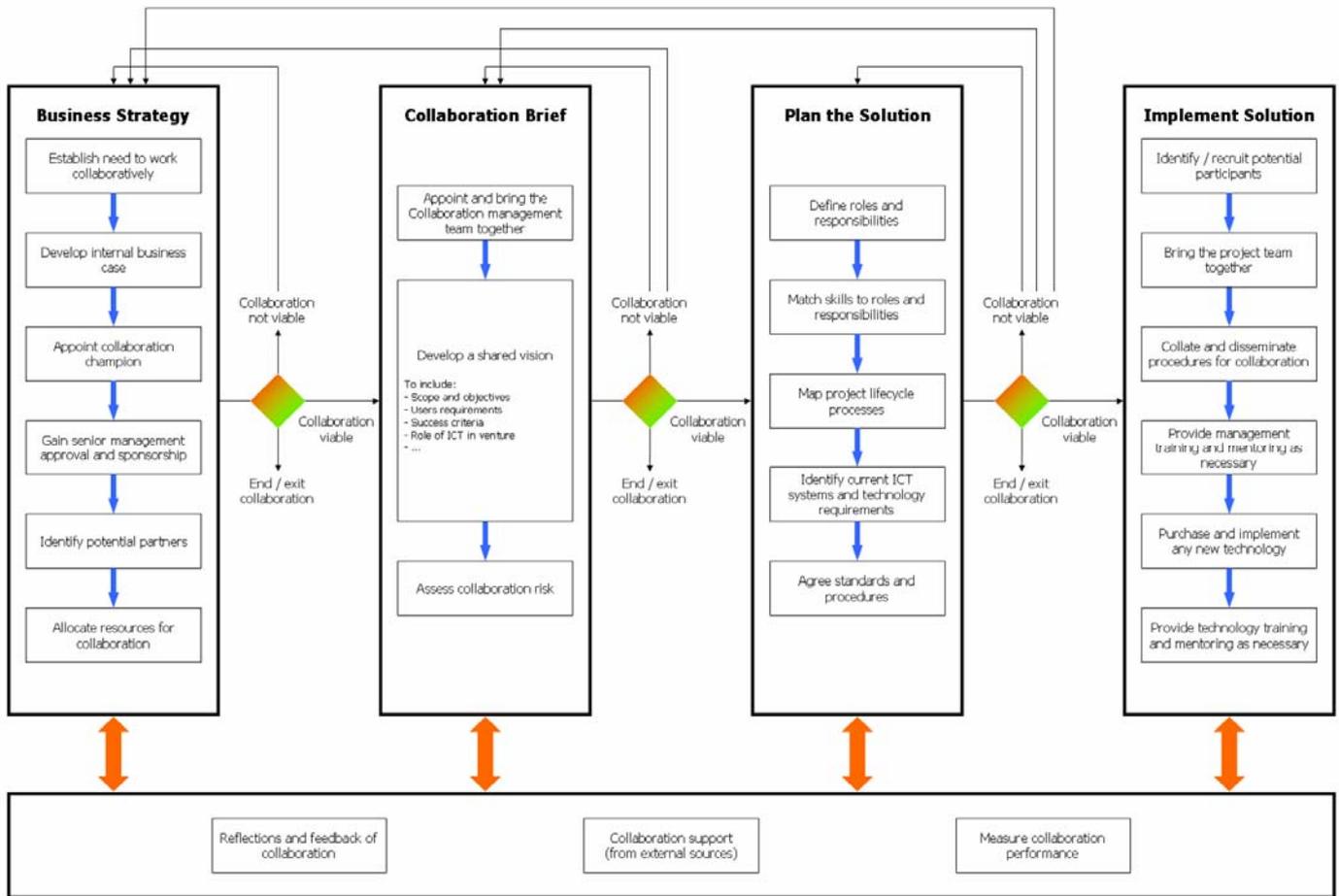
How does PIECC work?

The framework guides teams through four key areas by helping them to:

- develop a joint **Business Strategy**
- develop a **Collaboration Brief** for the project
- guide the team to **Plan the Solution** to be introduced
- provide guidance to **Implement the Solution** into the project.

This enables the development of an agreed **Collaboration Strategy**.

The PIECC Decision-Making Framework



How to use the framework?

All members of the prospective collaboration need to be brought together (preferably in the same room, otherwise via video-conference technology) to work through the tasks of the framework. Behind each of the 23 processes supporting information is provided to the reader describing the **Why?**, **Who?**, and **How?** to complete that process. Also included are a number of suitable **Tools and techniques** to help complete the task.

What can PIECC achieve?

- Improve project performance through effective allocation of resources for the effective planning and implementation of collaborative working
- Provide tools and techniques to measure the success of your collaborative working activities
- Educate and inform your people to work collaboratively in your organisation, and other organisations in your projects
- Improve collaboration and communication across your projects lifecycles and their associated supply chains
- Provide a better product to the client through efficiency savings by working collaboratively