

You've checked the boxes and got everything you need for a great construction project...but the key project leaders talk past each other or do not talk at all, problems fester for months without decision or action, letters are exchanged, change orders mount, and your team never catches up. The project finishes late.

with a different flavor. Today's partnering is more concrete than you might remember from the days of Myers-Briggs and three-day teambuilding and trust retreats. It deals with governance, accountability, decision support, and risk management. The owners listed above have focused their partnering policies on optimizing the connections between project stakeholders, enforcing discipline in communications, and using feedback loops among leaders at the various levels of project oversight and governance, in addition to establishing and committing to the shared goals at the heart of every project. Partnering is not a soft skill, rather, the creation of an effective working environment among the key project leaders is an often-essential element of successful project management.

Partnering for the \$600 million additions/alterations to the Walter Reed National Military Medical Center now underway at Naval Support Activity, Bethesda, Maryland, which two MBP colleagues and I are facilitating, is based upon the guidelines outlined in the October 2020 NAVFAC Partnering Instruction. It engages three tiers of leadership from senior executive to field-level and incorporates a robust bi-weekly


