



JCP Consultancy Limited

A BETTER WAY

JCP is the leading consultancy for developing business relationships based on cooperation and continuous improvement. JCP currently works with clients in sectors ranging from public health to privatised companies, from energy to construction. The projects it is engaged in range from a few hundred thousand pounds to £4 billion.

We need each other. We live in an *interdependent world*. Therefore working cooperatively is fundamental. This belief is backed by years of research by JCP: that cooperative behaviour is always better than adversarial behaviour, in business, in politics, and in community.

Cooperation is not a technique for improving business; it is a new way of life at work that maximises the intellectual capital across the whole system.

JCP, with twenty years experience in implementing cooperation, is the ideal pilot for navigating the uncharted waters of relationship management.

A SAFE PAIR OF HANDS

JCP have been at the forefront of implementing cooperative working for over twenty years. They know the dangers, as well as the benefits, of creating the change.

In 1989 John Carlisle and Bob Parker published a landmark book: *Beyond Negotiation*, which, based on John's original research and validated within Motorola, Xerox and Chrysler, demonstrated that cooperation along the supply chain was a far more effective strategy for success than any adversarial approach. Dr W. Edwards Deming described *Beyond Negotiation* as "momentous for improvement of the relationship between customer and supplier."

JCP was at the vanguard of the adoption of cooperative and partnering practices in the oil industry. Our work culminated in the launch of Shearwater Alliance – a highly successful £800 million plus Shell operated partnership.

As interest in cooperative working practices grew in the construction sector JCP was asked to assist in their implementation. JCP's work formed the backbone of the implementation of the Latham Report on Partnering in construction, in collaboration with the Reading Construction Forum.

By the year 2001 JCP had already worked on over a thousand partnering projects in the construction industry alone.

COMPETENCE AT COOPERATION

Business leaders and government agencies are now appreciating that their organisations are only a part of a much larger system – as Deming had been advising for twenty years. Thus they can only operate more efficiently if there is cooperation between customers, clients and other contractors.

BUT, how is it done? How do you change the competitive habits of a lifetime? At last the leaders are realising how difficult it is, and have turned to us for help.

At JCP, our highly experienced workshop leaders, using our extensively researched database and our well tested change models, have transformed the working practices in partnering alliances between some of the largest companies in the world. We provide new skills from the shop floor to the boardroom in cooperation, as well as effective implementation strategies.

INCREASING THE VALUE OF EMOTIONAL CAPITAL

The JCP workshop approach has been adopted throughout many companies, who use it to build their relationship with their clients. **Llewellyn Construction** is making huge strides in the housing field by utilising the approach with JCP, and is gaining plaudits nationally for their successes with Demonstration Projects.

Our work with **Shell** Expro and NAM, for example, resulted in multi-million dollar savings on major oil and gas projects. **Sainsbury's Supermarkets** in the UK has carried out partnering workshops throughout its on store building programmes, leading to savings of £450 million over the last three years. And in Asia, the Swiss chemicals company, **Firmenich**, has brought us in to conduct partnership negotiation workshops for its multinational sales force.

Finally, it is not just about cost saving. Any savings come from waste reduction, which itself comes from people who feel valued and respected. We delight in helping to humanise the workplace.

PRACTICAL HELP

Cooperation is an easy thing to aspire to. Yet many organisations have dug themselves so deeply into adversarial ways of working that they struggle to find their way out, even with the best motives. In addition to the workshops outlined above JCP provides the following client services, which yield solid, measurable results whenever they are properly implemented:-

Performance and Relationship Measurement

After investing in our workshops our clients need to know whether their efforts are bringing benefits. The monetary benefits, which our clients achieve, can be easily quantified, but they also need to go beyond this to map how their relationships are improving with their partners.

We have well-established tools to provide both qualitative as well as quantitative data on progress in a project, i.e. behavioural as well as performance information. We also include a diagnostic approach to suggest possible remedies. The measures are easily repeatable, allowing our clients to track progress over time, and so prevent relationship and performance failure.

Research Data and Applications

Our most recent data come from observations of twenty thousand people all over the world in construction projects, and from tracking negotiations in the partnering realm. The database comprises outcomes from four main areas:

- **Studying and improving learning methods**
- **Investigating new examples of successful performance at work**
- **Measuring organisational performance to validate training and other interventions.**
- **Putting new and improved models of effectiveness into the market by publishing and consulting.**

Negotiation Training

Far too much time and energy is wasted early on in the relationship repairing the damage done through the selection process. We introduce cooperative, or partnering, negotiation to the key players so they can start the relationship the way they intend to go on. Companies are then able to become part of an agreement that benefits all stakeholders, where all parties gain, as opposed to the old style win-lose pattern, which has caused so much damage to organisations and their supply chains in the past.

We give course participants live feedback on their performance to help them develop effective behaviours, based upon robustly researched models, which make them more effective negotiators.

Waste Reduction

Partnering is about improving the bottom line for everyone involved. We provide the team with: value management, risk management and process improvement facilitation and training to maximise gains within the relationship. Knowledge management facilitation ensures that all the good ideas are captured and passed on to future projects.

Leadership Programmes

Cooperative working is about equity not equality. As such, leadership is a vital element to any cooperative arrangement. Our leadership programmes are designed first to challenge the habits of competitive thinking most leaders indulge in – and then to instil the appropriate range of cooperative skills as a practical assist. Our facilitators then engage all participants in a project in interactive leadership activities, which stimulate the understanding and practice of leadership and being a team member.....with us leaders change.

Coaching Leaders, Project Managers and Teams

We concentrate on the individuals as much as on the team. Our consultants are experienced across a broad range: in one-on-one coaching of leaders, project managers and working with teams as a whole.

Cooperation works, but it is hard work! People AND organisations need support in shifting to a way of working which is radically different from what they are used to. Within this step change there are many new behaviours and process skills which clients need, in order to exhibit core competences and maintain continual improvement.

VALUE IN THE SUPPLY CHAIN

In both private and public sectors where Best Value is taking over from lowest cost, knowledge of partnering is an essential quality for providers to have. Therefore, in the selection process, the ability to recognise cooperative competence in potential partners is crucial.

JCP have been able to develop Selection Methods, which identify these criteria early on. They have a fine track record of advising clients in the choice of the most appropriate project partners, and of providing the best development strategy for the relationship.

JCP'S EXPERIENCE

JCP has a wealth of experience in bringing people from diverse backgrounds and sectors to the same table, where their differing agendas can be expressed and the most practical, workable solution found so that everybody gains.

JCP works across five continents, demonstrating the advantages of cooperation to organisations in a broad range of business areas. Examples of major consultations include: -

Retail:	Sainsbury's Supermarkets, Boots the Chemist
Transport:	MTRC in Hong Kong, Midland Mainline, National Express in Australia, Railtrack
Housing:	Hong Kong Housing Authority
Energy:	Shell, Mobil, BNFL
Finance:	Johannesburg Stock Exchange
Public Utilities:	Hyder (Welsh Water), South African Ministry of Public Works
Civils and Mechanical:	Adtranz, Siemens, Transport and Works Bureau Hong Kong

For many people, cooperation is an entirely new way of working. But the results are clear and unambiguous. It is the choice for the future.