Institute for Collaborative Working Australia

ICW AUSTRALIA · RELATIONSHIP MATURITY CHECK

How well do we actually collaborate?

Twenty-nine questions for everyone working on a shared project. Each person answers alone. The differences between your answers are where the work is.

For owners, delivery partners, designers and suppliers in joint ventures, alliances, partnerships and other collaborative business relationships. Built on the industry's Collaborative Behaviours Maturity Spectrum.

One project, several points of view

Most collaboration assessments ask a team to agree on one answer. That answer usually reflects the most senior person in the room. This check asks everyone separately, so you can see where the parties see the same project differently.

1 **Choose who answers**
At least three people from each party: someone in leadership, someone who manages the work, and someone who does it. More is better. Agree one collaboration lead, trusted by every party, to collect the answers.

2 **Everyone answers alone**
It takes about 20 minutes. Nobody's name goes on their answers. Only their party and the kind of role they hold.

3 **Answer from what you've seen**
Think of the most recent time each thing happened and pick the option closest to it. Answer with what does happen, even where the contract or charter says otherwise.

4 **Send them to your collaboration lead**
The collaboration lead keeps every answer anonymous and each party's answers separate, then reads them using the guide after the questions.

> **"Not sure" is a useful answer.** Some questions are about how the contract was set up, and plenty of people won't know. If most of one party doesn't know how risk is shared, that tells you something too.

What it covers

Seven themes, 29 behaviours: values, outcomes, shared success, how the team was formed, managing conflict, decision-making and evaluation.

What you get back

The section after the questions shows how to read the answers yourselves, at three levels. If you'd rather not, ICW Australia can do it for you.

SHORT ON TIME?

The full check, or a quick pulse

The full check · 29 questions

About 20 minutes each. It covers all seven themes, which gives the depth to place the relationship properly, see where parties and levels differ, and set focus areas that hold up.

Use it for the baseline, and for each quarterly re-check.

The quick pulse · 6 questions

A few minutes each. Six questions, one from each of six of the seven themes, mostly about what happens day to day.

Use it when you need a read this week, or between full checks. It shows where to look, not the whole picture.

The six

4 1.4 · TRUST · VALUES

When someone from another party tells you something will be done, what do you do next?

8 2.3 · BEST FOR PROJECT OUTCOMES · OUTCOMES

Think of the last time someone had to choose between what suited their own organisation and what was best for project. Which way did it go?

13 3.4 · VALUE CREATION AND SHARING · SHARED SUCCESS

When the project saves money or creates extra value, where does it go?

21 5.2 · EMERGING ISSUE MANAGEMENT · MANAGING CONFLICT

Think of the last problem that began to surface between parties. What happened over the next fortnight?

26 6.3 · JOINT GOVERNANCE AND DECISION-MAKING · DECISION-MAKING

Think of the last decision that affected more than one party. Who made it?

28 7.2 · CONTINUAL IMPROVEMENT · EVALUATION

Think of the last lesson the project learnt the hard way. What changed because of it?

The six are marked QUICK PULSE in the full set, so pulse answers line up with a later full check.

About you

Which party do you work for? _____

What is your party's role in the venture?

☐ Owner or client ☐ Lead delivery partner ☐ Designer or engineer
☐ Specialist contractor ☐ Supplier or manufacturer
☐ Operator or maintainer ☐ Adviser ☐ Other: _____

Your own role

☐ Leadership ☐ Manage the work ☐ Do the work
☐ Other: _____

Tick one box per question. Pick the option closest to what you have seen most recently. If none fits, tick "Other" and say what does happen.

THEME 1 Values

5 QUESTIONS

1 1.1 · SHARED VALUES AND BEHAVIOURS

Think about the project's values or behaviours charter. Who wrote it, and when were you last shown how the project is tracking against it?

☐ **Written together, and tracked.** People from every party shaped it, and how well we live it is measured and recorded.

☐ **Shaped together, partly used.** Key people from several parties had input, and some of it shows in how we work.

☐ **Written by the owner.** The project owner set the values and handed them to the other parties.

☐ **None that I've seen.** There isn't a written set, or nobody could tell you what it says.

☐ *Not sure, or doesn't apply here*

☐ *Other:* _____

2 1.2 · JOINT KNOWLEDGE MANAGEMENT

The last time you needed information another party held, how did you get it?

☐ **Opened it myself.** I could get to it directly. Sharing across parties is the default.

☐ **Shared system, some locked.** Most of it sits in a shared environment, with access rules on some areas.

☐ **Asked, and got some.** Some things are open, but most has to be asked for and is controlled.

☐ **Only under formal terms.** It moves between parties only with explicit consent or confidentiality terms.

☐ *Not sure, or doesn't apply here*

☐ *Other:* _____

3 1.3 · INNOVATION

Think of the last better way of doing something that one party came up with. What happened to it?

- ☐ **Offered to all, quickly.** It went to every party soon enough for them to use it.
- ☐ **Offered to some.** The party offered it, but only to some parties or for some uses.
- ☐ **Shared when asked.** The party kept it as its own and shared it when someone asked.
- ☐ **Kept in-house.** It stayed with the party that came up with it, or I haven't seen one shared.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

4 1.4 · TRUST QUICK PULSE

When someone from another party tells you something will be done, what do you do next?

- ☐ **Plan on it.** I rely on it without checking. People own their part and information flows freely.
- ☐ **Rely on it, stay in touch.** I rely on it, and we keep talking openly about how it's going.
- ☐ **Get it in writing.** I make sure it's written down or covered by the contract before I rely on it.
- ☐ **Plan around it.** I assume it may not happen and keep my own record to protect us.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

5 1.5 · ISSUE RESOLUTION

Think of the last real disagreement between parties about how to do something. How was it resolved?

- ☐ **Used it to test the plan.** The different views were used to test the approach, and the approach changed for it.
- ☐ **Worked through it.** We got past it and kept working together.
- ☐ **Noted, then left.** The difference was acknowledged and talked about a little, then dropped.
- ☐ **Friction or pull-back.** It caused tension or mistrust, or one side stepped back.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

THEME 2 Outcomes 4 QUESTIONS

6 2.1 · PROJECT VISION

If you asked three people from different parties what this project is ultimately for, what would you hear?

- ☐ **One answer, built together.** The same answer in the same priority order, because all parties worked it out together.
- ☐ **The owner's, clearly ranked.** The owner's vision, written down, with clear priorities.
- ☐ **The owner's, no ranking.** The owner's vision, written down, but nobody could say what comes first.
- ☐ **Three different answers.** Different answers. The vision is assumed and not written down.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

7 2.2 · JOINT OBJECTIVES

Who set the project's objectives, and when were they last revisited?

- ☐ **All parties, kept current.** All parties set them, they matter to each party, and they're updated as the project moves.
- ☐ **All parties, set once.** All parties set them together, and they haven't been revisited.
- ☐ **The owner.** The owner set them, and the other parties work to them.
- ☐ **Can't point to them.** Nobody could point to a clear set of objectives.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

8 2.3 · BEST FOR PROJECT OUTCOMES **QUICK PULSE**

Think of the last time someone had to choose between what suited their own organisation and what was best for project. Which way did it go?

- ☐ **Best for project, unprompted.** They chose what was best for project, and anyone could have predicted it.
- ☐ **Best for project, as agreed.** They followed the behaviours the parties agreed, which point to what's best for project.
- ☐ **Own side, rules aside.** Agreed behaviours exist on paper, but the choice suited their own organisation.
- ☐ **Own side, no shared rules.** Each person works to their own organisation's ways. There's no shared set.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

9 2.4 · MEASURING PERFORMANCE

The last time project performance was reported, how was it measured against the joint objectives?

- ☐ **Numbers, with context.** Measured in numbers, including what outside the project affected the result.
- ☐ **Some numbers.** Some outcomes were measured in numbers.
- ☐ **Described in words.** Outcomes were described, without measures.
- ☐ **Not reported.** Performance isn't reported against the project's outcomes.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

THEME 3 Shared success — 6 QUESTIONS

10 3.1 · VALUE FOR MONEY

In the last decision about spending or saving money, what was weighed?

- ☐ **Defined long-term value.** What the parties defined as value, tied to what the asset must deliver long term.
- ☐ **Whole of life.** Benefits and risks over the asset's life, beyond delivery.
- ☐ **Cost, time and quality.** Delivery cost, schedule and quality together.
- ☐ **Cost.** Cost, and only cost.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

11 3.2 · COMMERCIAL ALIGNMENT

How are the non-owner parties paid on this project?

- ☐ **Profit follows the project.** Their profit rises and falls with the project's objectives and the value created.
- ☐ **Partly on outcomes.** Part of what they earn depends on project outcomes being met.
- ☐ **For effort.** They're paid for the work and time they put in.
- ☐ **For a fixed scope.** They're paid to deliver a fixed scope.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

12 3.3 · JOINT RISK MANAGEMENT

Think of the last risk that turned into a real cost. Who paid, and who fixed it?

- ☐ **Decided and paid jointly.** The parties decided together how to resolve it. The best-placed party acted and the cost was shared.
- ☐ **Impact shared.** The impact was shared across the key parties.
- ☐ **Whoever was allocated it.** It fell to the party the risk had been allocated to.
- ☐ **Wherever it landed.** It hadn't been identified, so it landed wherever it fell.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

13 3.4 · VALUE CREATION AND SHARING QUICK PULSE

When the project saves money or creates extra value, where does it go?

- ☐ **Shared by contribution.** Across all parties, in proportion to what each put in.
- ☐ **Owner and main parties.** Shared between the owner and the main parties only.
- ☐ **Mostly the owner.** The owner keeps most of the gains and carries most of the losses.
- ☐ **Owner keeps the upside.** The owner keeps the gains. Losses are spread across the parties.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

14 3.5 · JUST AND LEARNING CULTURE

The last time something went wrong, what decided what happened next?

- ☐ **Shared, and learnt from.** Risks are shared and the focus is on what we learn, with very few exceptions.
- ☐ **Learning, with carve-outs.** A no-blame approach is agreed, but it has major exceptions.
- ☐ **Learning talked about.** Learning over blame is encouraged, but the contract's risk allocation still decides.
- ☐ **Blame and indemnities.** Each party carries what it was allocated, with indemnities for its own acts.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

15 3.6 · INTELLECTUAL PROPERTY

If someone here developed a new method on this project, who could use it afterwards?

- ☐ **Every party, anywhere.** It belongs to the project, and any party can use it beyond this project.
- ☐ **Every party, this project.** It belongs to the project, and any party can use it on this project.
- ☐ **The party that made it.** It stays with the party that made it, and is respected and protected.
- ☐ **Unclear.** Ownership isn't clear, and IP isn't reliably respected.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

16 4.1 · PRE-CONTRACT ENGAGEMENT

Before the scope was fixed, how much did the parties who would deliver it shape it?

- ☐ **Built it together.** The need, scope and delivery approach were developed with them.
- ☐ **Formally consulted.** There was formal early engagement, and it changed the scope or approach.
- ☐ **Late or informal.** Some contact, informal or late, with little room to change the scope.
- ☐ **Saw it at tender.** They first saw it at tender.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

17 4.2 · PARTNER SELECTION

When delivery partners were chosen, who had a say?

- ☐ **Partners, by consensus.** Existing partners shortlisted together and agreed the final choice.
- ☐ **Partners shortlisted.** Existing partners shortlisted together, and the owner chose.
- ☐ **Owner, with informal input.** The owner chose, after informal input from key partners.
- ☐ **The owner alone.** The owner chose, and others were expected to accept it.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

18 4.3 · PARTNER SELECTION CRITERIA

When the parties were selected for this project, what decided it?

- ☐ **Capability and fit.** Mostly capability and alignment with the project's objectives.
- ☐ **Weighted criteria.** A balanced set of criteria, with clear weightings and measures.
- ☐ **Price plus extras.** Some non-price criteria, but it wasn't clear how they were weighed.
- ☐ **Mostly price.** Mostly price.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

19 4.4 · SUPPLY CHAIN INTEGRATION

When did key suppliers first have a say in the design or the plan?

- ☐ **From the start.** From inception. They plan and deliver alongside the other parties.
- ☐ **Early in design.** Early enough to shape design, buildability or sequencing.
- ☐ **Late in design.** Once design was well advanced, with limited room to change it.
- ☐ **After it was set.** After design and planning were largely set, with almost no input.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

20 5.1 · STAKEHOLDER ENGAGEMENT

Think of the last concern raised by someone outside the project, such as a community group, an end user or a regulator. What happened to it?

- ☐ **Built into objectives.** It's reflected in the project's objectives and in how parties are rewarded.
- ☐ **Acted on, known by all.** It was built into planning or design, and every party knows about it.
- ☐ **Heard, not followed up.** It was heard in consultation, without consistent action or a reply.
- ☐ **Not heard.** Contact with outside stakeholders runs one way, or doesn't happen.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

21 5.2 · EMERGING ISSUE MANAGEMENT QUICK PULSE

Think of the last problem that began to surface between parties. What happened over the next fortnight?

- ☐ **Agreed, assigned, done.** It was raised, a response agreed, and actions assigned and carried out.
- ☐ **Discussed and agreed.** The parties discussed it and agreed or shared the actions.
- ☐ **Talked about informally.** It was raised and fixes were talked about, but nothing formal followed.
- ☐ **Kept quiet.** Parties had reason to keep it quiet, and did.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

22 5.3 · JOINT PROCESSES AND SYSTEMS

When you need the current version of a shared document or plan, where do you find it?

- ☐ **One shared environment.** In one environment all parties work in, under the same processes.
- ☐ **Shared systems.** In shared systems, though each party mostly works on its own.
- ☐ **Shared rules, own systems.** We follow shared processes, but each party keeps its copy in its own system.
- ☐ **In each party's system.** Each party has its own systems and processes, with no shared copy.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

23 5.4 · COMMUNICATION

If someone sat in on your next meeting with the other parties, what would they see?

- ☐ **Everyone speaks freely.** Anyone, at any level, raises anything, in a language all parties share.
- ☐ **Problems raised early.** Updates shared openly, problems raised early and feedback asked for.
- ☐ **Reporting up the line.** Regular, functional reporting, mostly upwards and about compliance.
- ☐ **Formal and reactive.** Contact is minimal and formal, mostly when something has gone wrong.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

THEME 6 Decision-making

3 QUESTIONS

24 6.1 · COLLABORATIVE LEADERSHIP

When the project owner wants the parties to work differently, how do they go about it?

- ☐ **Shows it, sets direction.** They model it and turn it into clear objectives everyone acts on.
- ☐ **Shows it, hands down authority.** They model it, and roles and authority are clear and pushed down to those doing the work.
- ☐ **Agrees it with a partner.** They agree it with one or two key partners, who carry it to the rest.
- ☐ **Instructs.** They direct it, and the other parties comply.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

25 6.2 · JOINT PLANNING

If the latest plans from each party were laid side by side, what would you find?

- ☐ **One project plan.** One set of plans, held in a shared project system.
- ☐ **Aligned, not checked.** Each party's plan works towards shared goals, but nobody has checked them against each other.
- ☐ **Shared, not joined up.** Parties share their plans, but the plans aren't joined up.
- ☐ **Couldn't lay them out.** Each party keeps its plans to itself.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

26 6.3 · JOINT GOVERNANCE AND DECISION-MAKING QUICK PULSE

Think of the last decision that affected more than one party. Who made it?

- ☐ **All parties, informed.** Every party had a role, with the information shared so they could take part.
- ☐ **Parties with a stake.** The owner with the parties who carry significant exposure.
- ☐ **Owner, after asking.** The owner, after asking for and weighing others' views.
- ☐ **Whoever does the work.** The organisation doing that work, on its own.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

THEME 7 Evaluation

3 QUESTIONS

27 7.1 · PERFORMANCE EVALUATION

When was the project's performance last reviewed, and who was in the room?

- ☐ **Regularly, all parties.** Regularly and openly, by the owner and partners together.
- ☐ **At milestones, owner-led.** At milestones, by the owner, with some input from partners.
- ☐ **At the end, by the owner.** The owner reviews it at the end of the project.
- ☐ **Not reviewed.** Performance isn't reviewed.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

28 7.2 · CONTINUAL IMPROVEMENT QUICK PULSE

Think of the last lesson the project learnt the hard way. What changed because of it?

- ☐ **Objectives changed, gain shared.** It changed the objectives or ways of working, and the benefit was shared.
- ☐ **Tracked to done.** An improvement was set up and monitored. The benefit went to some parties.
- ☐ **Assigned, not checked.** Someone was given the improvement, but nobody checked it happened.
- ☐ **Nothing changed.** There's no regular way to act on lessons, or nothing changed.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

29 7.3 · STAYING TOGETHER

How long are these parties expected to keep working together?

- ☐ **No set end.** An enduring relationship, with no end date.
- ☐ **Across a programme.** Long term, across a programme or several projects.
- ☐ **Beyond this project.** A fixed term or scope that runs past this one project.
- ☐ **This project only.** One project or transaction.
- ☐ *Not sure, or doesn't apply here*
- ☐ *Other:* _____

Making sense of the answers

A pile of answer sheets holds far more than a single score. Here's how to read them at three levels: a first read, a closer look past the averages, and the patterns that take real work to find.

LEVEL 1 Simple: a first read

1. Count the answers

For each question, count how many people ticked each option, including "not sure".

The quickest read there is. Where most ticks sit, and how spread out they are, already tells a story. Below: 5.2 Emerging issue management, 15 people.



2. Gaps between parties

For each question, note the option each party ticked most often. Flag any question where those are two or more options apart.

Shows where the parties are living different projects. Each flag is a conversation to have this month.



Options apart, most common answers

3. "Not sure" and "Other"

Count the "not sure" answers by role and theme, and read every "Other" answer.

Shows what people don't know. If the people doing the work can't say how value or risk is shared, the agreement hasn't reached them.

	Values	Outc.	Shared	Form.	Confl.	Decis.	Eval.
Leadership	5%	5%	10%	0%	5%	0%	10%
Manage the work	10%	5%	30%	15%	10%	5%	15%
Do the work	20%	15%	65%	40%	15%	20%	35%

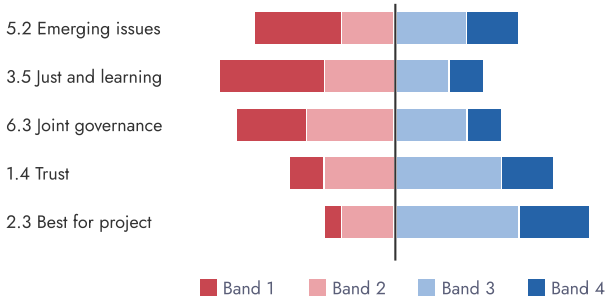
People doing the work can't say how rewards and risk are shared.

LEVEL 2 Intermediate: past the averages

4. How split are the answers?

Chart every answer to a behaviour, not its average.

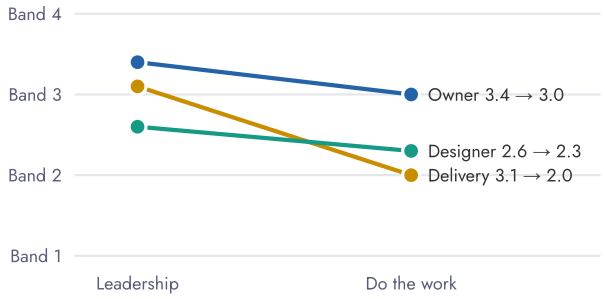
Half at band 4 and half at band 1 also averages 2.5. A split is a different problem from a middling score.



5. Gaps between levels

Split each party's answers by role: leadership, managing the work, doing the work.

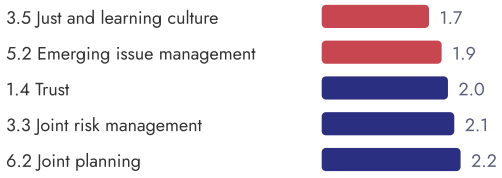
If leadership sits a band above the people doing the work, the agreed behaviours haven't reached the work.



6. Weakest behaviours

Rank all 29 behaviours, not the seven themes.

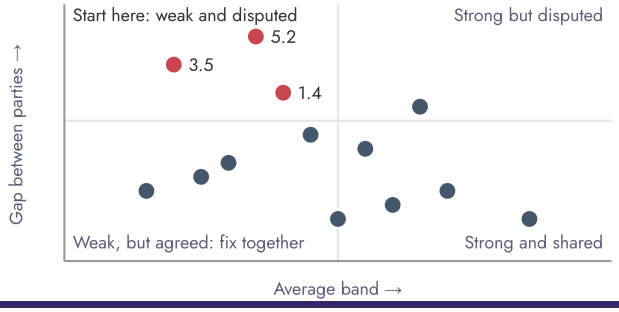
A theme can average well with one behaviour at the bottom of it. The bottom five usually say more than the bottom theme.



7. Where to start

Place each behaviour by how strong it is and how far apart the parties are.

Weak and disputed comes first. Weak but agreed can be fixed together. Strong and shared is worth protecting.



8. Read the next band up

For each weak behaviour, read the next level on the spectrum and write down what would have to be true to reach it. Turns a score into a focus area someone can own, with a test for when it's done.

5.2 · now: band 2

Problems are talked about informally, and nothing formal follows.

→

Next: band 3

Parties discuss each one and agree the actions.

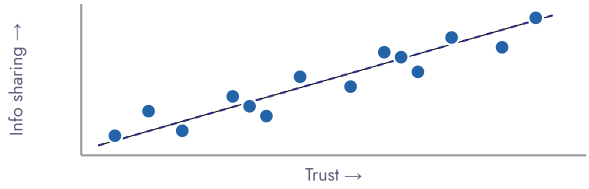
Test: every issue logged has an agreed action.

LEVEL 3 Complex: the patterns underneath

9. Behaviours that move together

Look at which answers rise and fall together from person to person, such as trust and information sharing.

Points to causes: fixing the behaviour underneath often lifts the others. It needs enough people answering to mean anything.



10. Paper against practice

Set the answers beside what the agreement and the JRMP say.

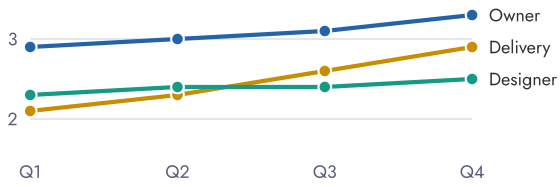
The agreement commits to a just and learning culture, yet people say the risk allocation decides who carries a problem. The space between is where to start.

Behaviour	The agreement says	People say
Just and learning culture	Agreed	Contract still decides
Joint planning	One project plan	Shared, not joined up
Issue resolution	Joint process	Escalate to contract

11. Track it over time

Send the same questions to the same people every quarter, and follow each behaviour and each gap.

Shows whether the focus areas are working, and catches a relationship slipping before it shows up in cost or programme.

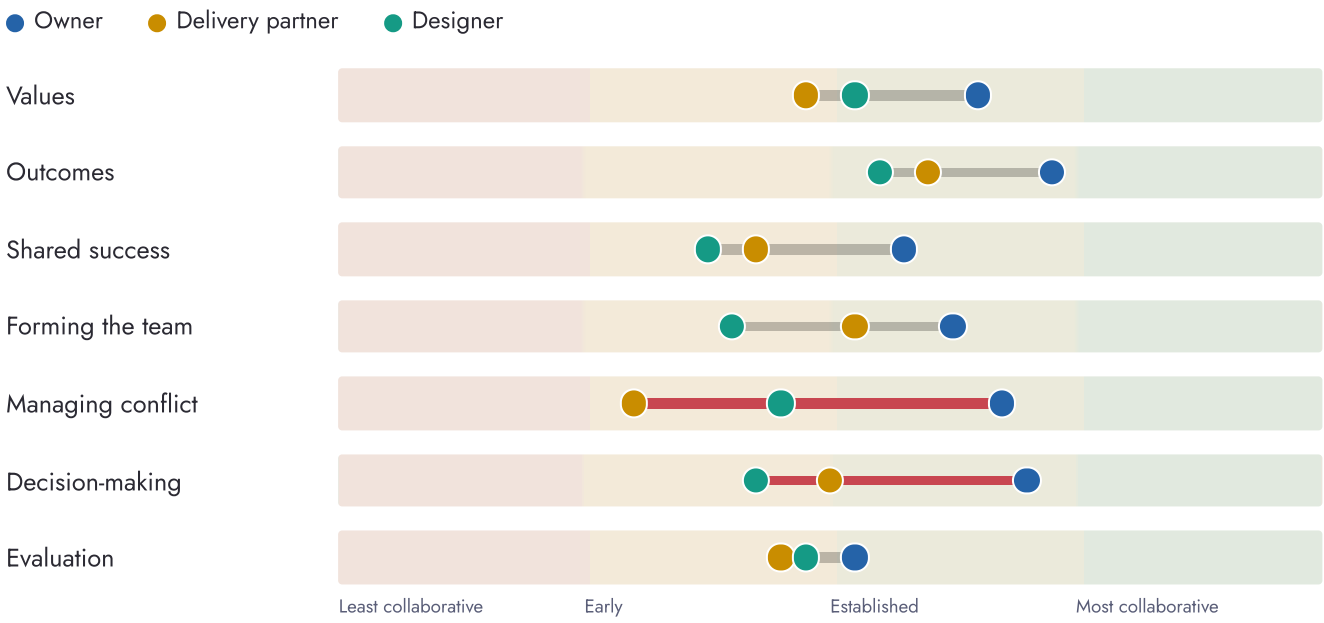


LEVEL 3 The whole picture

12. Where each party sits

Score each answer 1 to 4 and average each theme for each party, then place every party on the spectrum. The scores need normalising first, or the picture misleads:

- **Weight each party equally,** whatever its headcount, so the biggest party doesn't set the score.
- **Balance roles inside each party,** so a room full of leaders doesn't lift it.
- **Leave "not sure" out of the average,** and report it separately.
- **Check each average against its spread** before trusting it.



Red lines mark parties more than a band apart. Here, Managing conflict and Decision-making need attention first.

13. Turn it into focus areas

Pick a few focus areas from everything above, each with an owner from each party and a date.

Surface issues early

A two-week clock for raising emerging issues, run through the issue resolution tracker.

Joint objectives, tracked

Each with a measure and an owner, because the delivery partner sees far fewer delivered.

Re-check in a quarter

Same questions, same people. Did the gap close?

Artefacts to run the relationship

Every focus area needs somewhere to live. Start with the simple set, and add the mature set as the relationship grows.

SIMPLE The starting set

Joint relationship management plan (short form)

- **For:** the one document the parties use to run the relationship day to day.
- **How:** drafted together at the start, kept short, and reviewed with each re-check.

WHAT'S IN IT

1. Vision and mission
2. Charter
3. Values and behaviours
4. Information sharing
5. Performance evaluation
6. Issue and risk management
7. Systems and processes
8. Value creation
9. Stakeholder management
10. Exit strategy

Issue resolution tracker

- **For:** one shared list of issues, and how each was resolved.
- **How:** log each issue when it's raised, agree who resolves it and by when, and record the outcome.
- **Holds:** the issue, who raised it, the parties affected, the agreed resolution and the date closed.

MATURE As the relationship grows

Joint issues tracker

- **For:** issues across every party, from the first sign to resolution.
- **How:** any party can raise one. It escalates through the joint issue resolution process if it stalls, and trends show where strain is building.

Joint risk register

- **For:** risks owned and managed together.
- **How:** each risk has a joint owner and a best-placed party to act, and is reviewed at each joint management meeting.

Individual collaborative maturity baseline

- **For:** each person's collaborative competencies.
- **How:** a baseline for each person against agreed competencies, reassessed over time to target development.

Performance measurement dashboard

- **For:** the relationship's health and its delivery in one view.
- **How:** relationship metrics, such as behaviour and trust indicators and the maturity score, beside delivery metrics. Each metric that needs one has its own tracker.

Values, behaviours and measures tracker

- **For:** whether the agreed values and behaviours hold.
- **How:** each agreed behaviour has a measure and an indicator, tracked every period and reviewed with each re-check.

ICW Australia can do all of this for you: the analysis at every level, the report, and the artefacts set up for your relationship, so your people can get on with the focus areas.

A FURTHER ICW AUSTRALIA SERVICE

Benchmarking and outcome prediction

Your answers show where your relationship sits. ICW Australia can also show where it sits against ventures like yours, and what that level of maturity has meant for their results.

Size
Contract value and duration

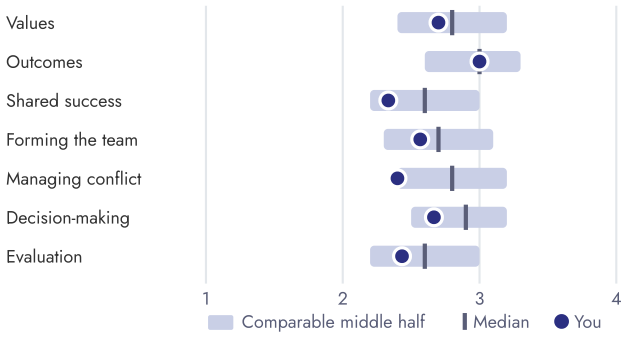
Shape
Number of parties and contract model: alliance, joint venture, managed contractor

Sector
Defence, transport, energy, water, buildings

Stage
Pre-contract, delivery or operations

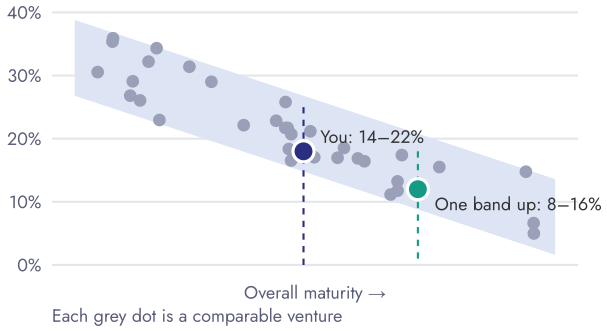
Against comparable ventures

Your score for each theme, against the middle half of comparable ventures and their median.



What your maturity predicts

Cost overrun against overall maturity for comparable ventures, with the range expected at your score.



Expected results at your maturity, and one band higher

Cost overrun
14–22%
One band up: **8–16%**

Schedule overrun
4–7 months
One band up: **2–4 months**

Benefits realised
65–75%
One band up: **75–85%**

Formal disputes
2–4
One band up: **0–2**

Ranges, not promises: they show what ventures with a similar profile have reported. Moving one band turns a focus area into a business case. *Illustrative example.*

The questions are free. When you want more from them, ICW Australia offers three services.

1. **Analysis and report.** Every level of the analysis, written up for your relationship, with focus areas.
2. **Artefacts.** The joint relationship management plan and the trackers, set up and run with you.
3. **Benchmarking and prediction.** Your relationship against comparable ventures, and the results that go with your maturity.

TO TALK ABOUT ANY OF THESE SERVICES

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Technical partner: Animus Machina Pty Ltd, who built the questions, analysis and reporting tools.