

# INDEX

- 360 degree feedback 112
- 3M 72
  
- Action-Centred Leadership
  - model (Adair) 108, 131–2
- Adair, John 108, 130–2
- adoptors 59
- aesthetic features 78
- after-action reviews 24
- analysis of strategic goals 6
- Ansoff matrix 8–9
- attractiveness, project 92
- ‘availability-based’ arrangements 87
  
- bargaining, team conflict and 136
- barriers to entry 87
- barriers to implementation 31, 32–3
- Belbin, Dr Meredith 119–20
- benchmarking 17
- benchmarking clubs 25
- bespoke goods 101
- best practice 17
  - checklist 88–90
  - transfer 25
  
- blogs 25
- board of directors 4
- bonuses 109
- Boston Consulting Group (BCG) portfolio matrix model 11–14, 53
- brand awareness 6
- brand naming 76
- breakthrough improvements 71
- British Standard 25999 23
- business continuity management (BCM) 3, 22–3
- business planning 27–49
  - examples 37–47
  - feasibility 47–9
  - feasibility checklist 29
  - purposes 29–30
- business strategy 3
- buyer–supplier relationship 83, 84–101
  
- cancellation, project 94
- capital investment 89
- career appraisal 30
- career needs 116–17
- change pyramid 14–15

- client and supplier risks 92
- close-out review 24
- coaching 25, 114
- collaboration, failure of 94–5
- collaborative advantage 86
- collaborative technologies 25
- collaborative working options 90
- commitment to partnering 97–8
- communications agreement 89
- competence management systems 25
- competitive advantage 85
- competitive analysis model (Porter) 92
- confidentiality 70, 89, 100
- conflict resolution 135
- conflict, team 132–8
- contacts, key 90
- continuous improvement 82, 88, 94
- COPS analysis model 126–9
- corporate strategy 3, 4, 5
  - elements 11, 12
- cost
  - of disposal 59
  - establishment 33
  - maintenance 59
  - of ownership 59
- cost leadership 9–10
- ‘cost-plus’ contracts 87
- creative thinking 31
- credibility, loss of 94
- cross-ownership networks 85
- cross-project learning 24
- culture 6
- customer experience 81
- customer satisfaction 19, 20, 21, 67, 80
- cutting-edge features 56, 57, 58
- de-emphasis 136
- de-scoping 94
- decision making 6, 82
- design management 75–6
- differentiation 9, 10
- direct approach to conflict management 135
- dorming stage, team 123
- economic rewards 109–10
- empowerment 120
- enforcement of team rules 136
- environmental drivers 22
- environmental management 3
  - environmental management standards 21
  - environmental responsibility 21–2
  - environmental risk 92
  - environmental risk management 21
- EOQ formula 105
- European Eco-Management and Audit Scheme (EMAS) 21
- European Foundation for Quality Management (EFQM) Business Excellence Model 18–19, 21
- exclusivity agreement 89
- expectations at work 110
- export markets 77–8
- failure, collaborative 94–5
- ‘farming’ 74
- finance stage 35–6
- fines 94

- finished goods 80  
 'first generation' arrangements 87  
 Five Forces model (Porter) 10  
 focus 9, 10  
 focus groups 70  
 forming stage, team 122  
 Fry, Art 72  
 functional strategy 3
- generic strategies (Porter) 9–10  
 goals 7  
   client 99  
   formulation 1  
   project 99  
 governance 6
- hierarchy of strategies 2–3  
 honesty 91  
 human resources 7, 107–38  
 human resources management (HRM) 107  
 'hunting' 74
- implementation stage 6, 36  
 individual management 108, 109–19  
 innovators 59  
 intellectual capital reporting 25  
 intellectual property 23  
 International Organization for Standardization 21  
   ISO9001–4 21  
   ISO14001 21  
 inventory management 56, 101–6
- job satisfaction 109, 110  
 joint venture 86  
 Just in Time (JIT) 102–3
- 'Keirutu' groups 85  
 key performance indicators 16  
 knowledge management 23–6  
 knowledge mapping 25
- leadership 6  
 leadership styles, continuum of 129–30  
 leadership task 108  
 lean production 58, 103  
 learning and development 114–15, 117–18  
 learning needs 116–17  
 lifecycle-base approach 46  
 Lock, Dennis 77
- maintenance costs 59  
 maintenance needs 116  
 Malcolm Baldrige National framework 18, 21  
 management agreement 89  
 management development programme 112  
 market disruption 51  
 market growth 73  
 market sustainment 51  
 market/product analysis 47  
 marketing 47, 56  
 master-apprentice relationship 25  
 mentoring 25  
 mission 4, 6, 7  
 monitoring stage 36  
 mourning stage, team 124  
 mutual advantage 97, 99–100
- National Audit Office 60  
 needs  
   career 116–17  
   maintenance 116

- strategic 116
  - at work 110
- new product development 72–8
- non-intervention 135
- norming stage, team 122–3
- objectives
  - organization's 3, 4, 6, 7
  - setting 111
  - standards 112–13
  - of task performance 89
- obligations of task performance 89
- on-the-job learning 118
- openness 91
- operational health of team 125–6
- opportunity, mutual 97, 99–100
- organizational infrastructure 6
- organizational liability 94
- outsourcing 86, 87
- over-runs, project 94
- packaging 76
- partnering 82, 86, 90, 92, 94
- partnering champion 98
- partnering workshop 99–100
- penalties 94
- people management 107–38
- performance development
  - reviews (PDRs) 111–12
- performance drivers 4–15
- performance indicators 20
- performance management 16–17
- performance measurement 25, 82
- performance measures 19, 20
- performance-related pay 109
- performance standards 112–13
- performing stage, team 123
- personal development
  - identification 30
- personal development plan 115
- personal liability 94
- PESTLE developments 47
- Plan-Do-Check-Act process 111
- planning cycle 30–1
- planning, product 50
- planning stages 34–5
- policies 6
- Porter, Michael 9–10, 92
- portfolio strategies 11–15
- potential knowledge 24
- preventive strategy, conflict 135
- price 78
- primary production 52
- Private Sector Shared Services Delivery model 60
- problem resolution 82, 94
- product continuous
  - improvement 70–2
- product development 5, 51–78
  - existing 67–72
- product differentiation 76
- product lifecycle 53–6, 57–8
  - combined matrix 53, 54, 55
  - graph 53, 54, 69
- product management 56
- product–market growth strategies 9
- product performance matrix 11–14
- product reliability 63–6, 78
- production
  - classes of 52
  - understanding 52–8

- project attractiveness 92
- project cancellation 94
- project close-out and after-action reviews 24
- project de-scoping 94
- project over-runs 94
- Project Partnering 82
- Public Sector Comparator (PSC) 60
- publicity agreement 89
  
- quality 3, 16
- quality assurance 16
- quality control 16
- quality management 21
- quality management standards 21
  
- raw materials 80, 101
- reliability, product 63–6, 78
- residual value 59
- retreat, team conflict and 136
- risk 73–4
  - in SCM 92–6
- Ruskin, John 60, 63
  
- salary 109
- schedule delays 94
- Scope of the Partnership 88
- ‘second generation’ arrangements 87
- 2nd Life 25
- secondary production 52
- self-assessment 112
- self-development programme 112
- self-management learning 115
- senior management development 115–17
  
- Service Standards 88
- simplicity 78
- skeptics 59
- SMARTT objectives 113
- social bookmarking 25
- specialist application 78
- Statement of Principle 88
- stock ordering 102–3
- stock, reasons for holding 101–2
- storage 80
- storming stage, team 122
- strategic analysis 11, 47
- strategic choice 11
- strategic control 11
- strategic evaluation 1
- strategic implementation 1, 11, 14
- strategic integration 5
- strategic management 1–26
- strategic needs 116
- Strategic Partnering 82
- strategic performance tools 16–26
- strategic transformation through collaboration 86
- strategy 2
- Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis 7
- supplier–buyer relationship 83, 84–101
- supply chain costs 103–4
- supply chain management (SCM) 79–106
  - development 81–4
  - supplier–buyer relationship 83, 84–101

- SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis 31
- systematic risk management 92–4
- tacit knowledge 24
- task management 108, 109, 130–2
- team building, reason for 124–5
- team conflict, management of 132–8
- team leader, role of 130–2
- team lifecycle 120–4
- team management 108, 109–30
- team role characteristics 120, 121
- teamworking 114
- technical lifecycle 56, 57
- technical specification 78
- technology 88
- termination agreement 82
- tertiary production 52
- total quality management (TQM) 16
- Toyota 58, 102
- traditionalists 59
- ‘TRIZ’ 67
- trust 91–2, 94, 97, 98
  - in partnering lifecycle 96–7
  - partnering 100–1
  - ‘turnkey’ solutions 76
- twitter 25
- unique selling proposition (USP) 23
- US Quality Award 17–18
- value
  - in defence (aircraft) project 63, 64–6
  - notion of 60, 61–3
  - value chain 72
  - value for money 58–67
  - vision 4, 5, 6, 7, 36
- Web2 25
- work-in-process inventory 80
- work in progress (WIP) 101
- workshop approach 33

*Index compiled by Annette Musker*