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DUBAI WORLD TRADE CENTRE

# The Subtle Art of Change Management

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Change Management in Construction – 7 December 2022



# Managing client expectations

It's all related



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## Key considerations:

1. No two projects are identical
2. BAFO and LAFO
3. Obligations before entitlement
4. Are we on track?
5. What could we have done better?

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# Preparing your proposal

Where it all begins



1. **Read the RFP cover to cover. Never assume it is the same.**
2. **Take your time. If you are not offered the time needed, request it.**
3. **List down all assumptions and exclusions.**
4. **Respect yours and the client's time, don't exclude a requirement or the obvious.**
5. **Your internal governance/process is not the client's concern.**
6. **MOST IMPORTANTLY call for a pre bid submission meeting with the client. It will set the road map for success.**

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# Negotiations and award

Are you comfortable or desperate?



1. Client's budget, is it realistic?
2. Discount offered. What did you give away and what did you gain?
3. What is the Delta between award and proposal?
4. Record the outcome and final negotiations agreement.
5. Is the outcome reflected within the contract documents?

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# Contract management

## Obligations before entitlement



1. Respect the agreement and its intent.
2. Is the change initiated by an authorized party?
3. Allow the client the opportunity to revert.
4. Explain and justify the change impact on all.

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# Delivery

Keep your promise



1. How often to meet the client face to face? Is the client satisfied with the team performance and deliverable?
2. Are we on track? If not, why not? Identify solutions rather than excuses in order to mitigate.
3. If offtrack , engage the client before its too late and redraw the Map to the interest of all parties.

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# Finally - lessons learned

What went right and what went wrong?



1. Did you achieve targets/KPIs?
2. How respectful was your client to the relationship and contract agreement, were your efforts recognized?
3. What did you gain from this business relationship? its not all financials. Reputation, sustainability, wellbeing.



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