

Proposition 1

A contract must reflect the work and responsibility distribution in the project. For that reason, multi-party performance-based contracts should only be considered for parties who experience mutual dependency in work execution.

Proposition 2

When offering a multi-party performance-based contract to suppliers, the buyer must create conditions for them to succeed by developing a collaborative management model and a culture of equality and trust.

Proposition 3

A contract amendment can only be considered learning if it aims to change the behaviors of the contracting parties – with the ultimate goal to ensure project success.

Proposition 4.

The pace of learning in interorganizational projects is moderated by the criticality of the problem that needs to be solved and the perception of a finite future.

Proposition 5.

The formal and relational sides of collaboration are complementary, but each plays a distinct and important role in the collaboration process. The project team and its leaders must give both sides equal attention for collaboration to succeed.

Proposition 6.

If you are not prepared to spend time to understand your counterpart's interests and capabilities before signing a contract, be prepared to spend time resolving disagreements and disputes when work begins.

Proposition 7.

While organizations may be driven by incentives and financial outcomes of the project, people are more likely to be motivated by a trustful, respectful, and open atmosphere of collaboration.

Proposition 8.

Reading, understanding, and interpreting contracts that tie project parties together is the responsibility of the leaders, who then need to translate these formal agreements into actions and behaviours of their project teams.

Proposition 9.

Projects are more likely to succeed if team members think about what is best for the project rather than about their own organizations' interests. Organizations that act as jealous mothers who cannot let their children go hinder overall project success.

Proposition 10.

Experience may be an important but also a limiting factor in learning. "We cannot solve our problems with the same kind of thinking we used when we created them."
(Albert Einstein)

Proposition 11.

When we sign our work contracts, we think we choose our work duties and salary. We often forget that we also choose our friends and even life partners.