

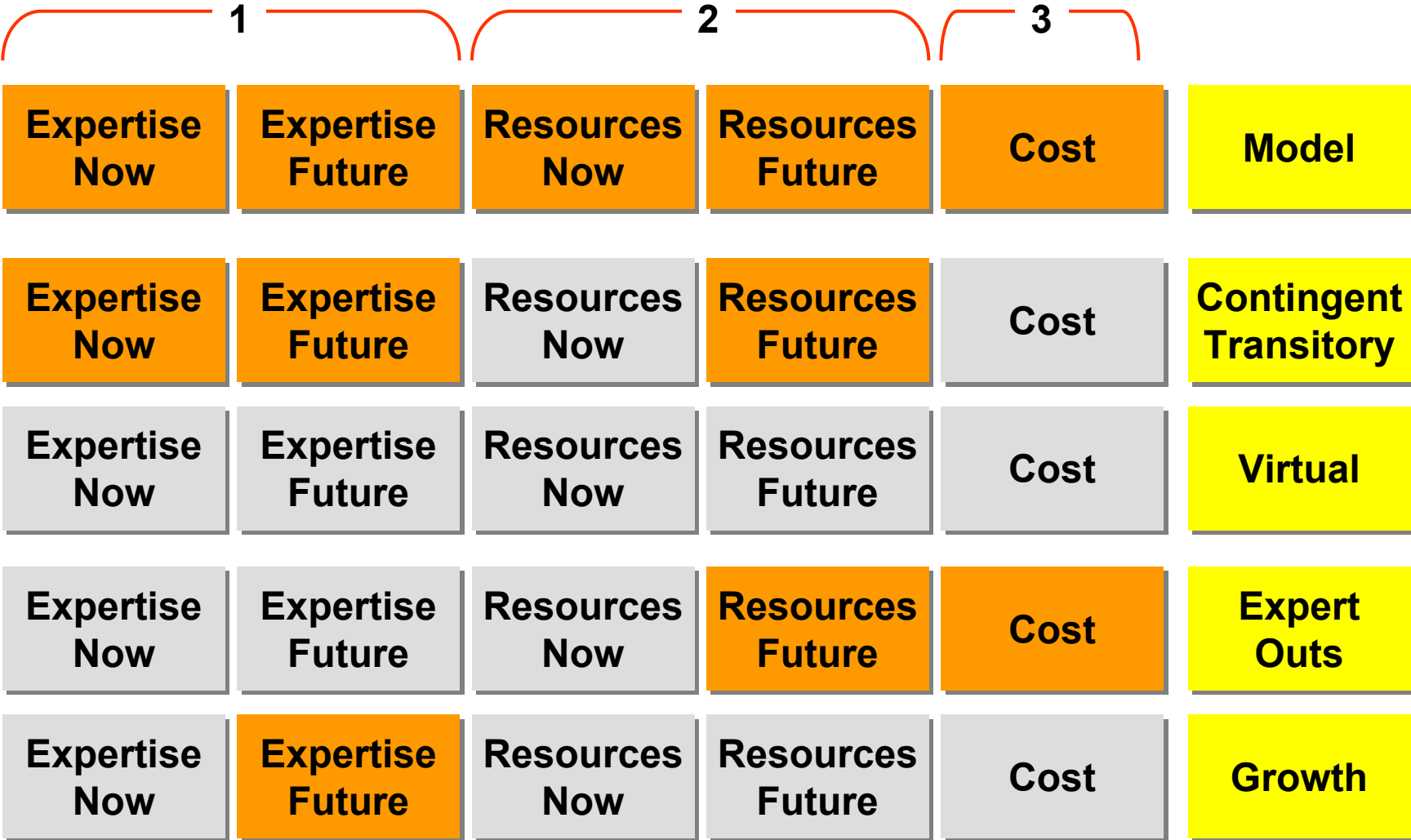
# Outsourcing for Learning

(it's relationship, stupid)

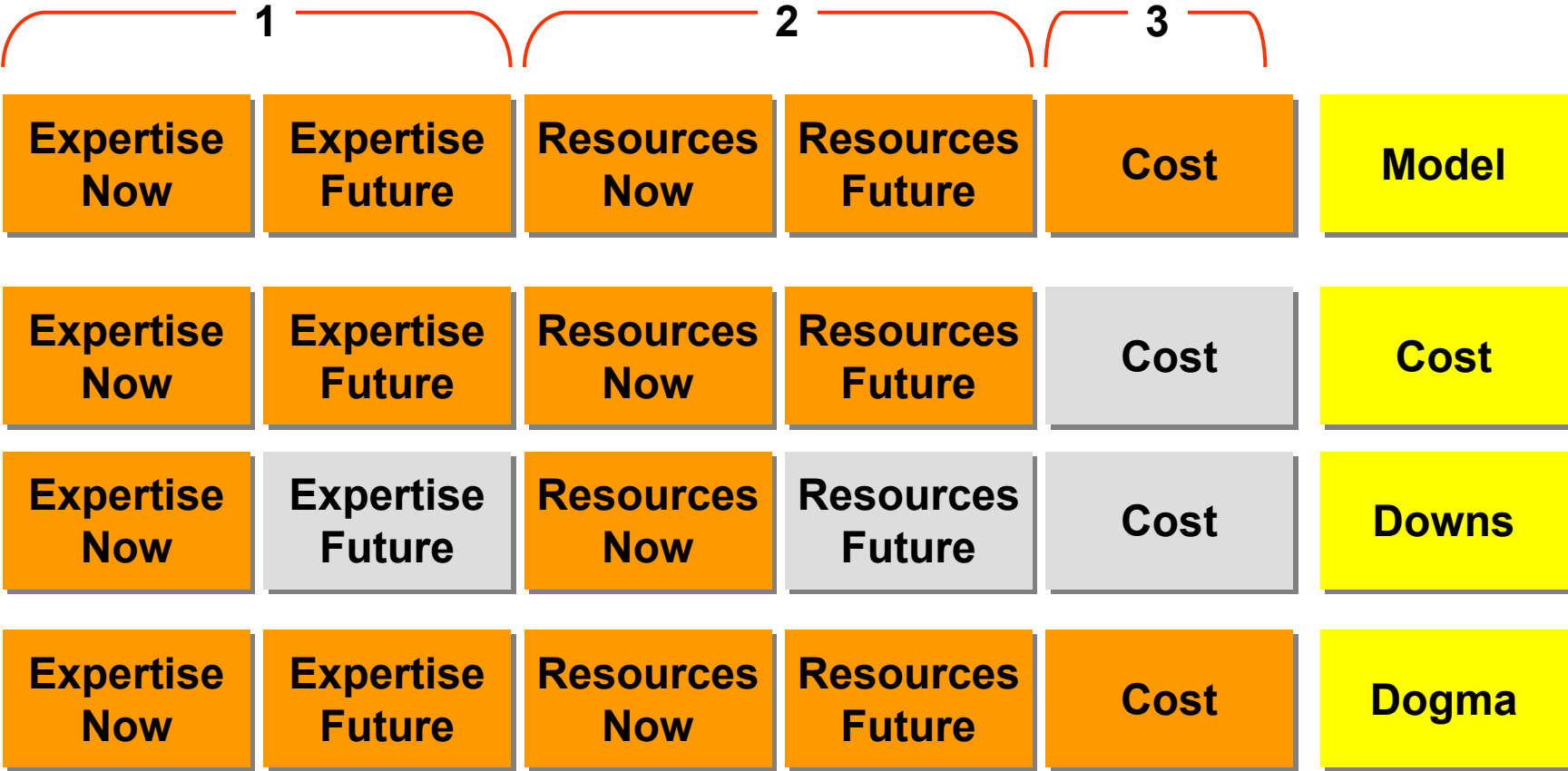
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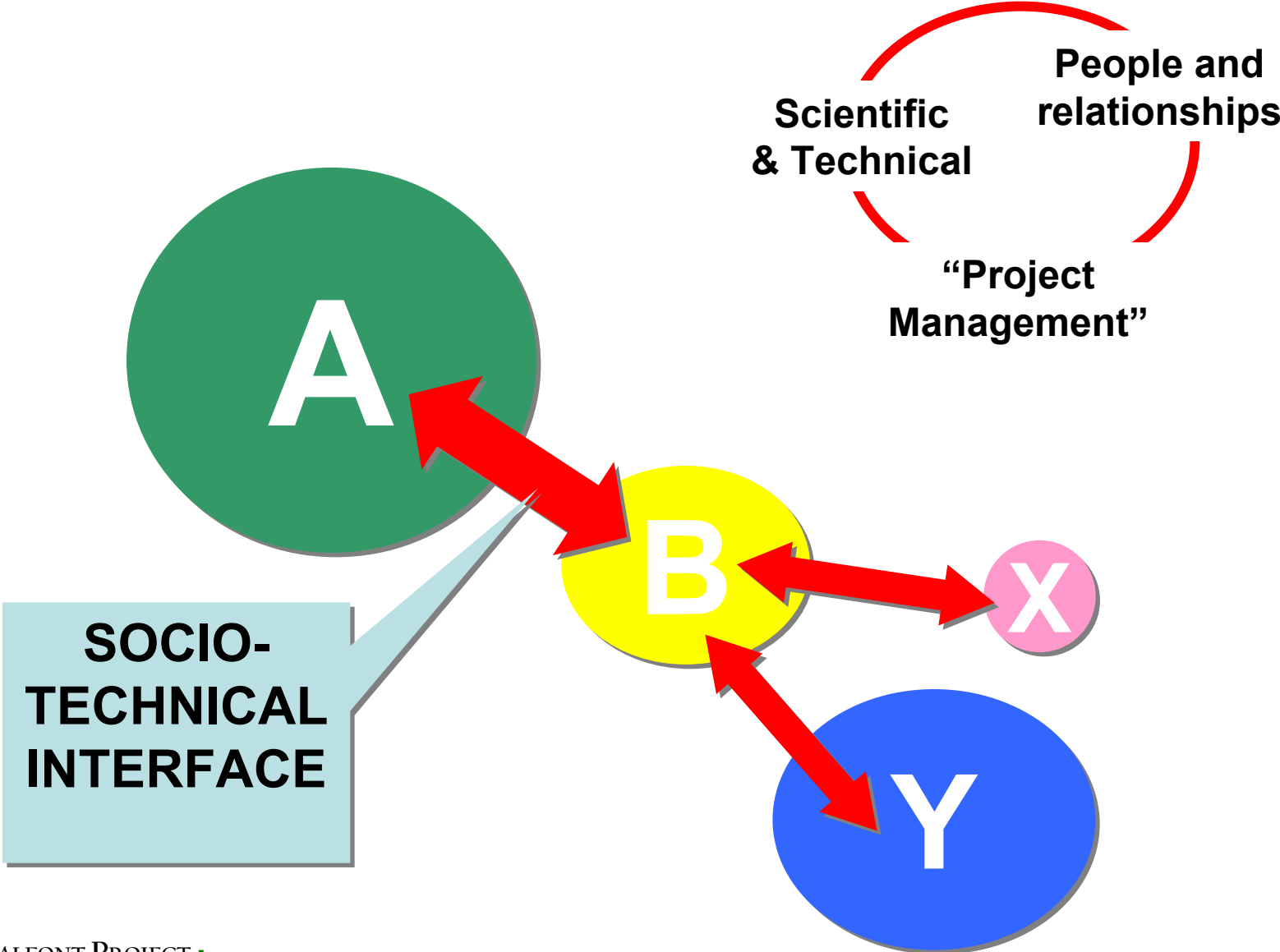
Leandro Herrero  
Chief Executive

# THE CHALFONT PROJECT

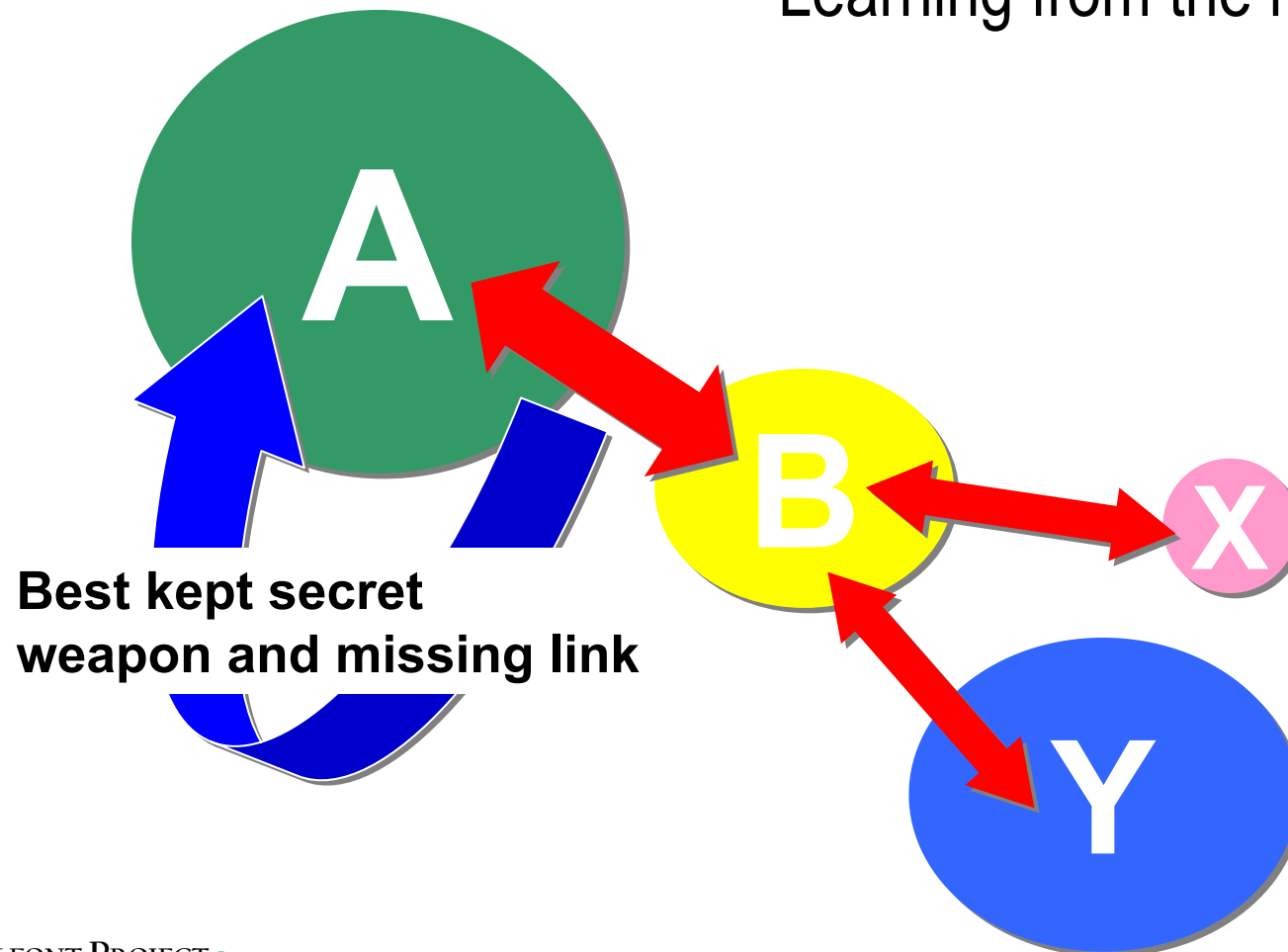


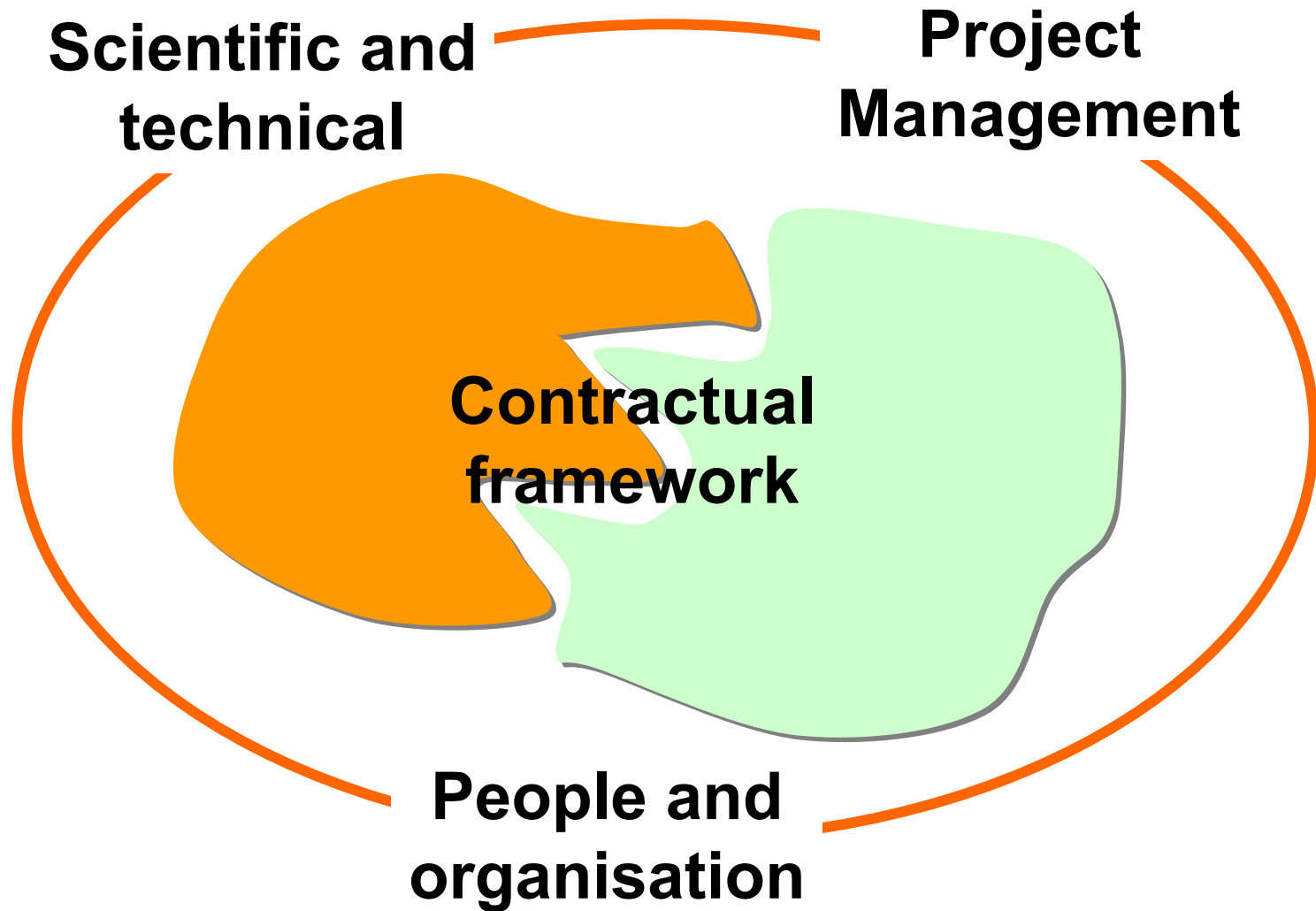
# THE CHALFONT PROJECT

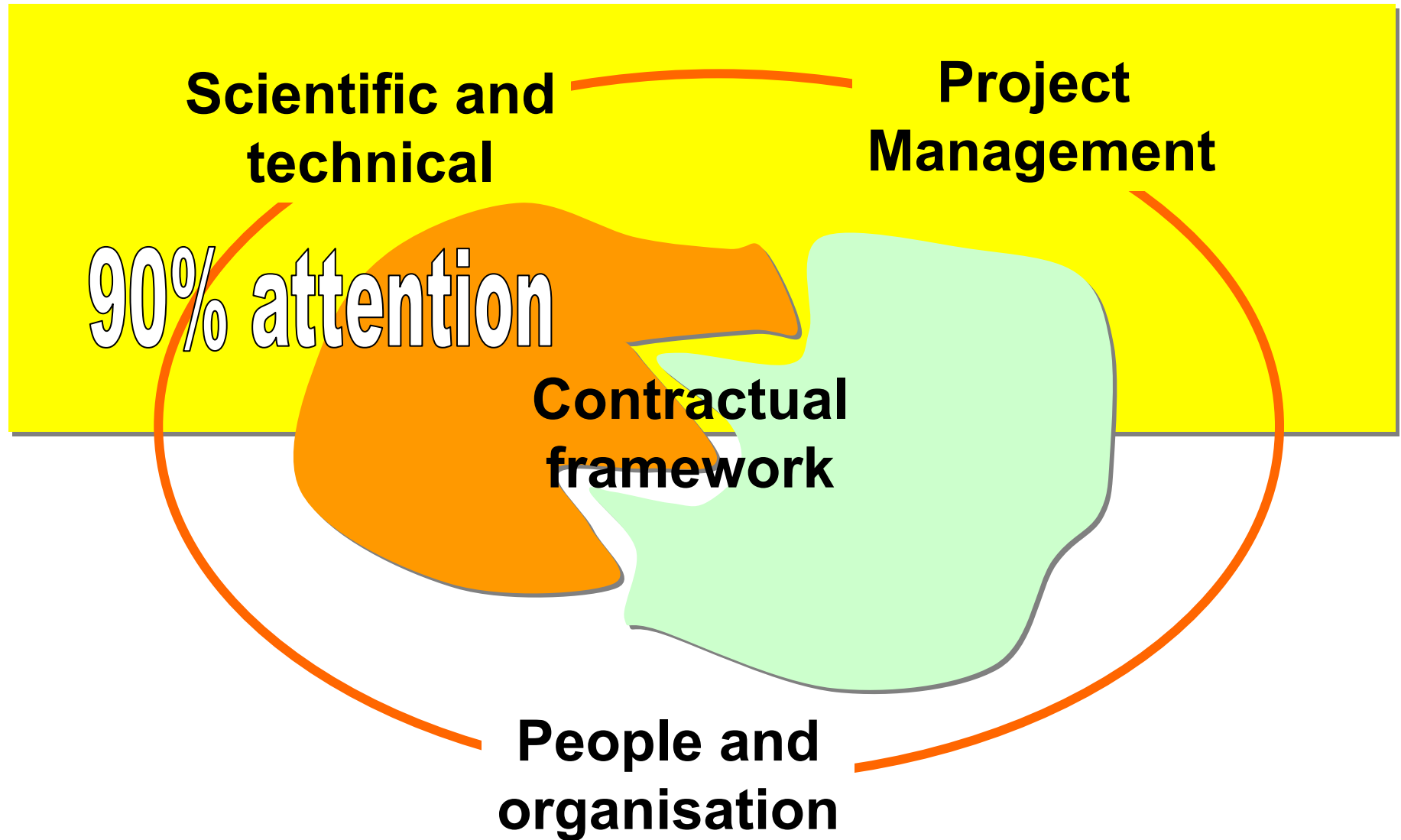


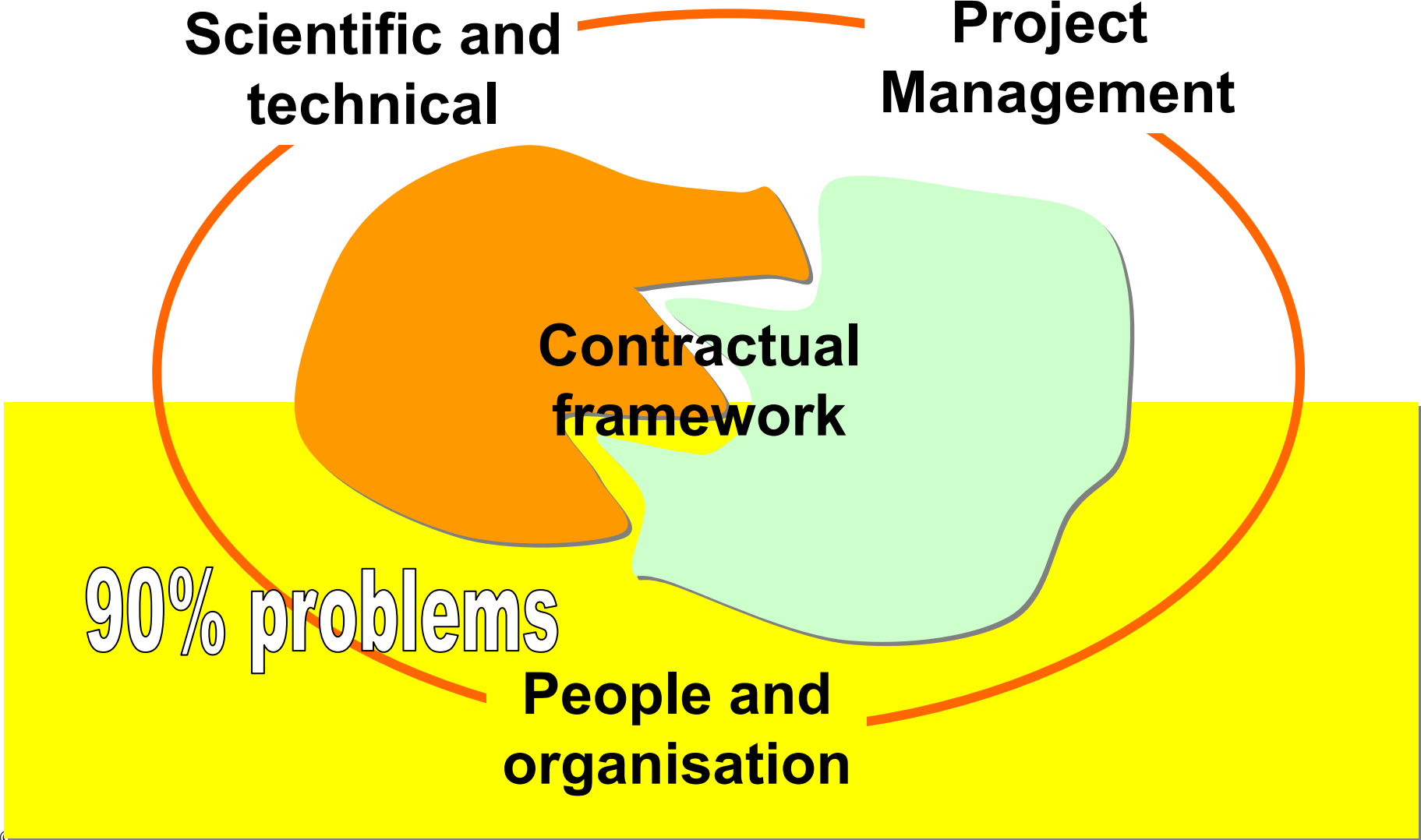


Learning from partners  
Learning from the relationship



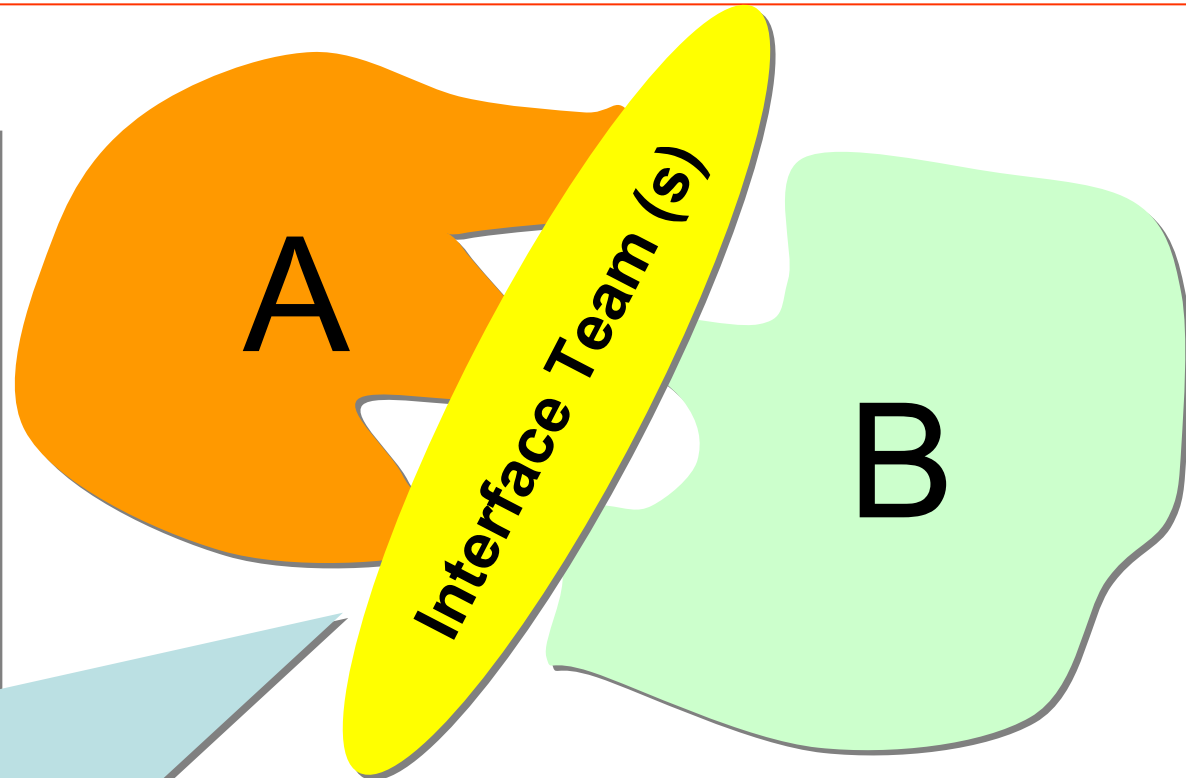




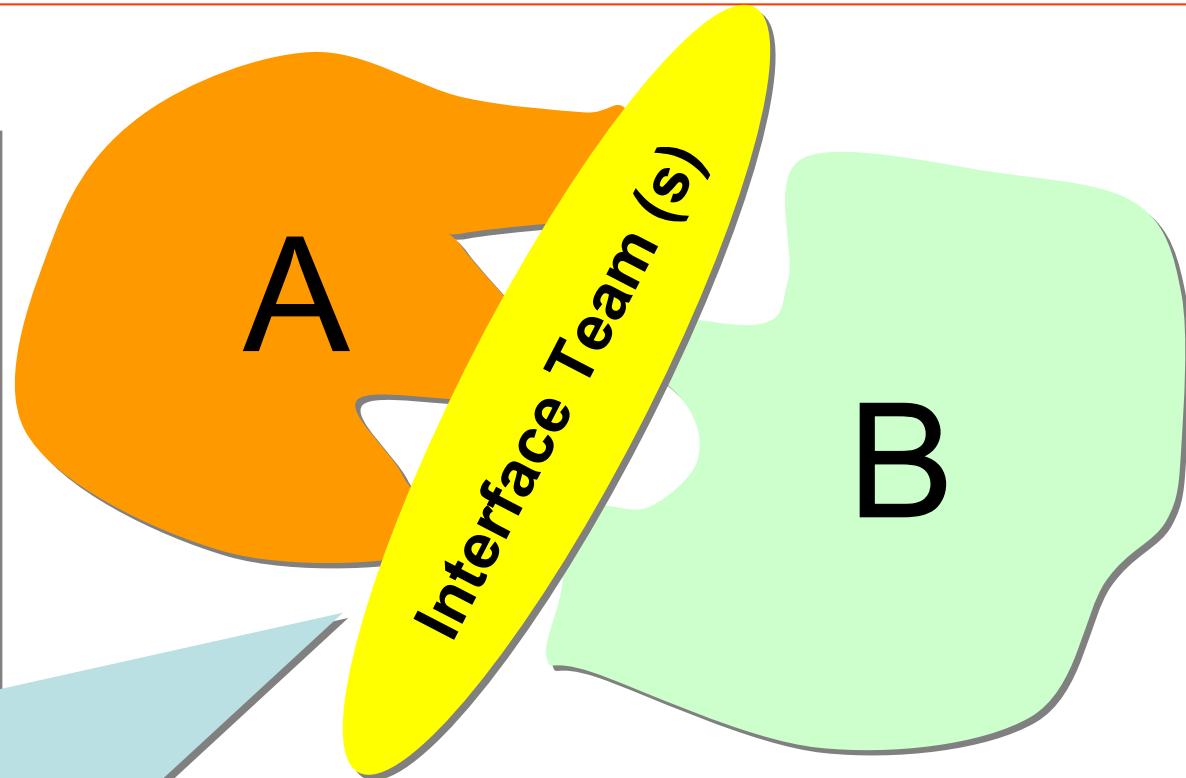




1. Goals
2. Contractual framework
3. Science and Technology
4. Project Management
5. Relationship Management
6. IP management
7. Image management
8. Learning and Knowledge transfer

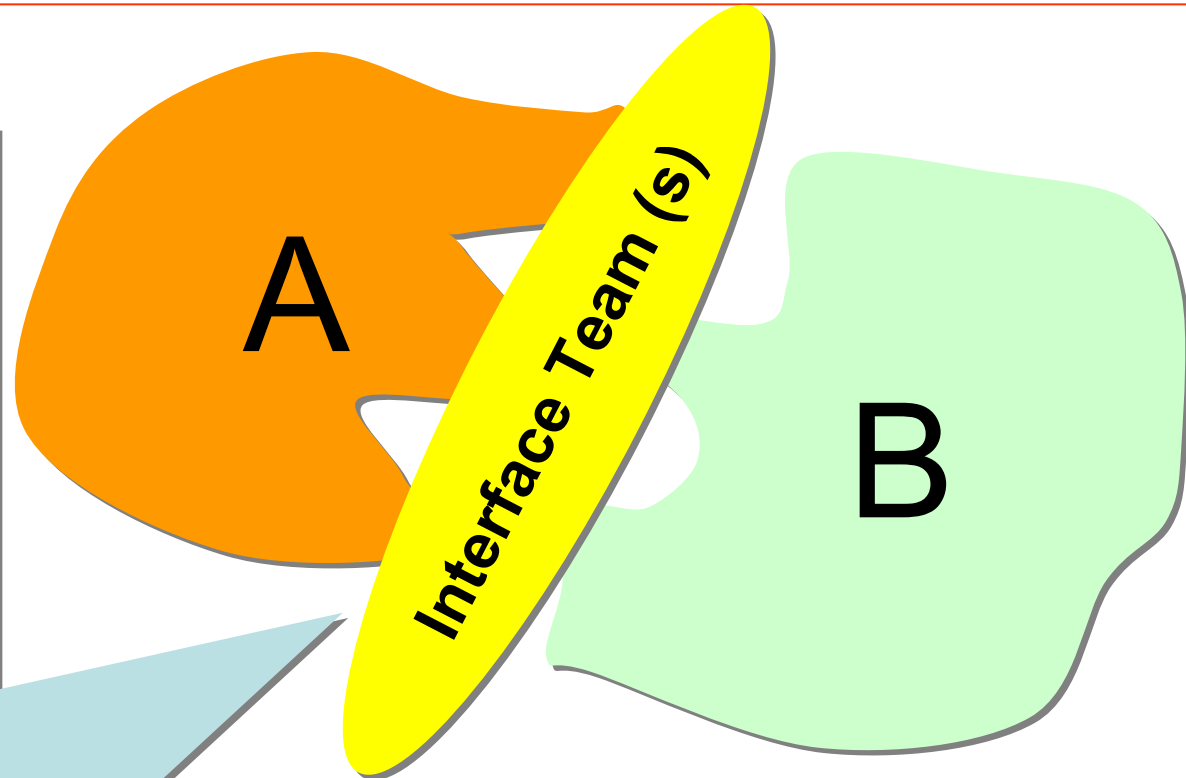


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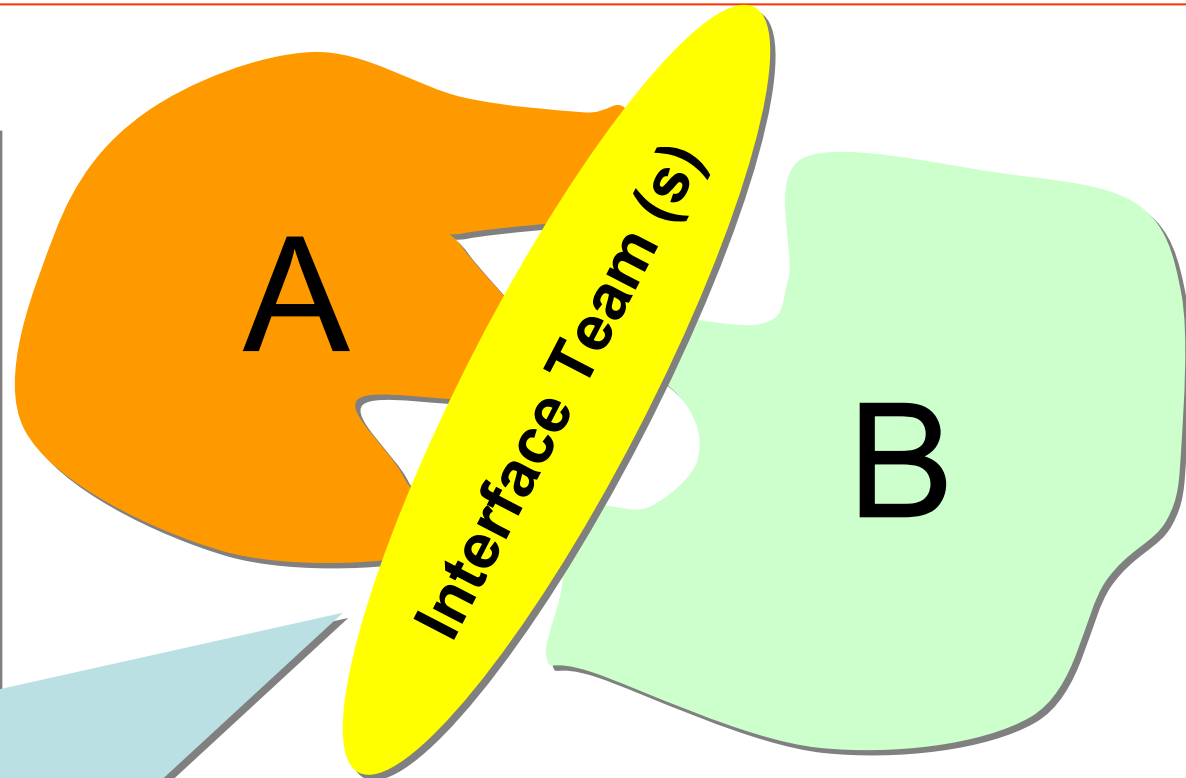
**Clarity of the strategy**  
**Conceptual clean-up**  
**Shared, common understanding**

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2. **Contractual framework**
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**Boundaries, on/off limits**  
**Responsibilities and accountabilities**  
**Plan Bs, eventualities, crisis**

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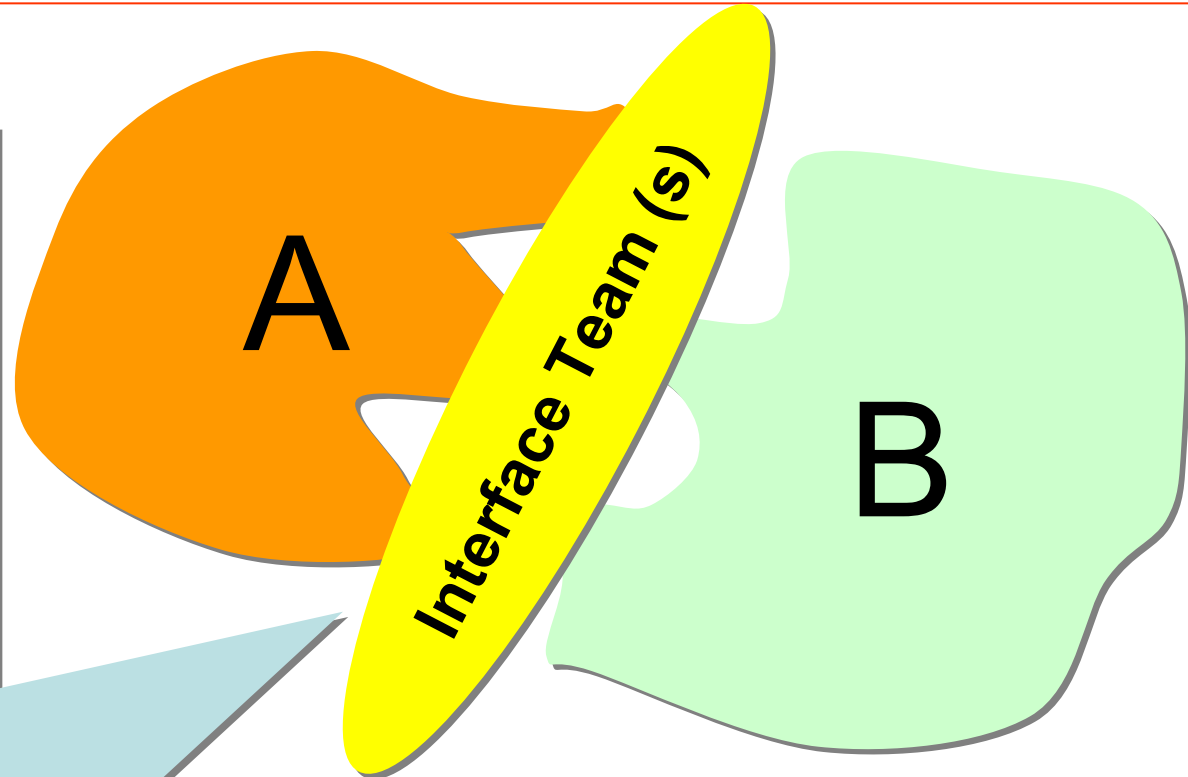


**Skills and competences**

**“A” and “B” teams**

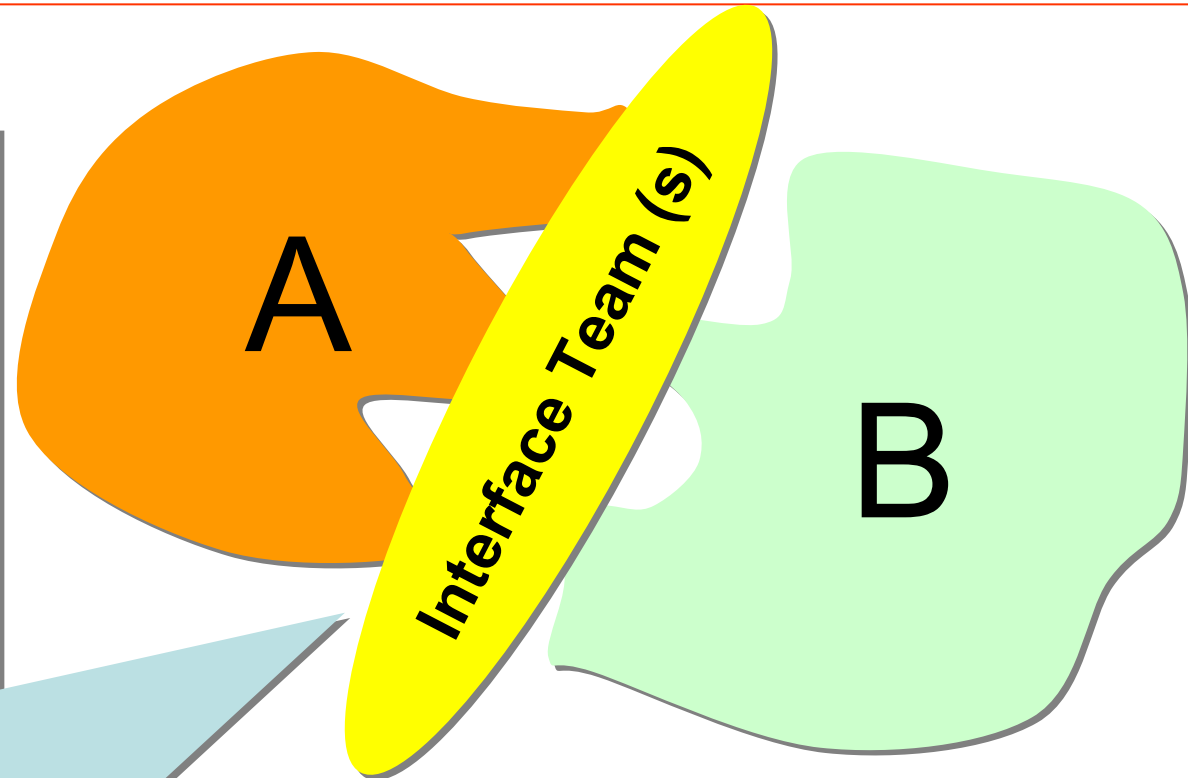
**Credibility and possible third party advisor**

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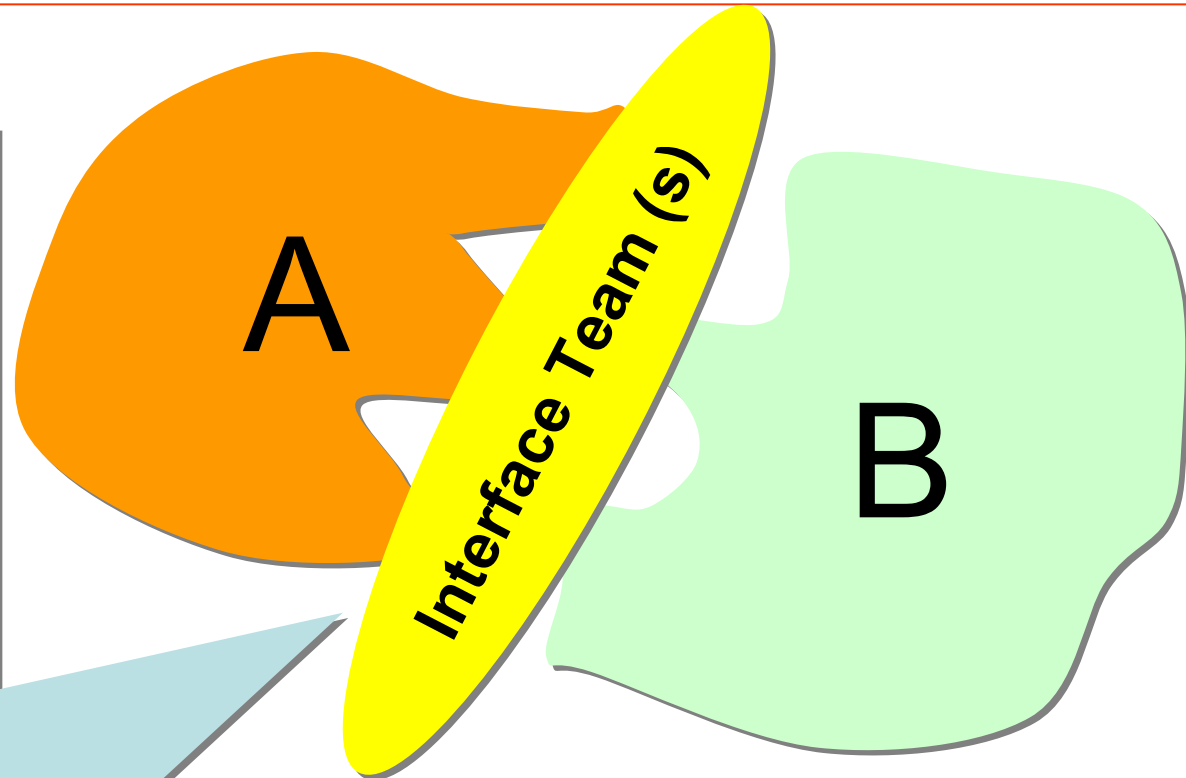
**Planning and mapping**  
**Decision Making**  
**Resource allocation (dedicated?)**  
**Priority setting**  
**Consolidation + interpretation of data**  
**“Rules of the game”**  
**Accountabilities**

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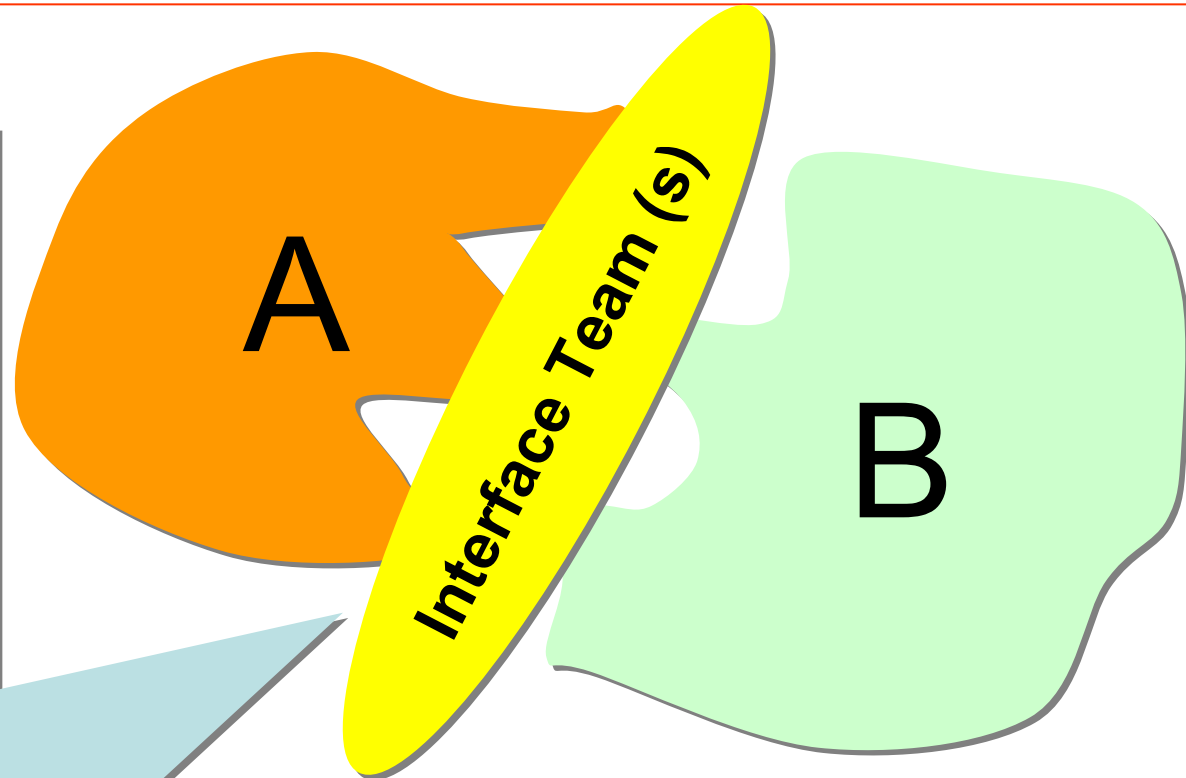
**Trust building mechanisms**  
**Working preferences and (mental models) styles**  
**Negotiation, communication skills**

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**Clean IP not to be assumed**  
**Contingency plans**  
**Legal advise**

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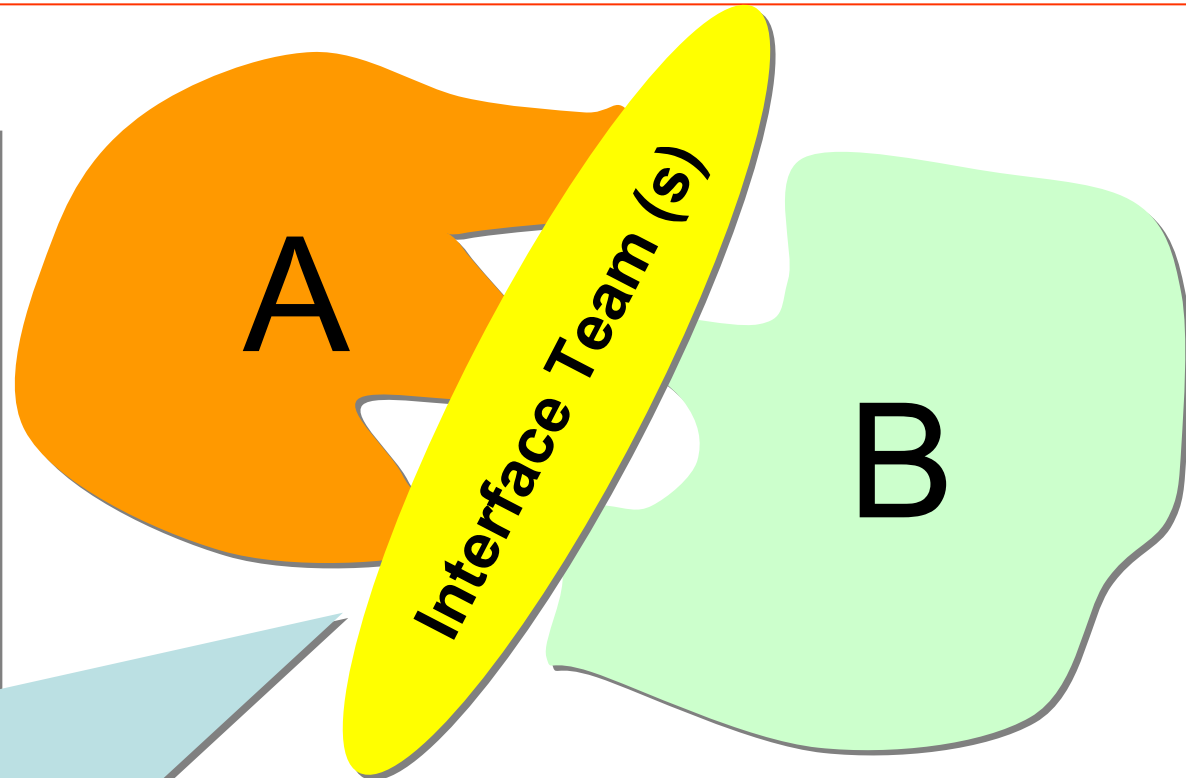


**What others “think” and/or see  
(investors, media, internal structures  
In A and B)**

**Doing vs seen to be doing  
Image management “at the top”**



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**Scale up and knowledge transfer mechanisms**

1. Technical
2. Organisational (shadowing systems, lessons learned etc)

## THE CHALFONT PROJECT ORGANISATION ARCHITECTS



## OUTSOURCING PARTNERSHIPS & ALLIANCES

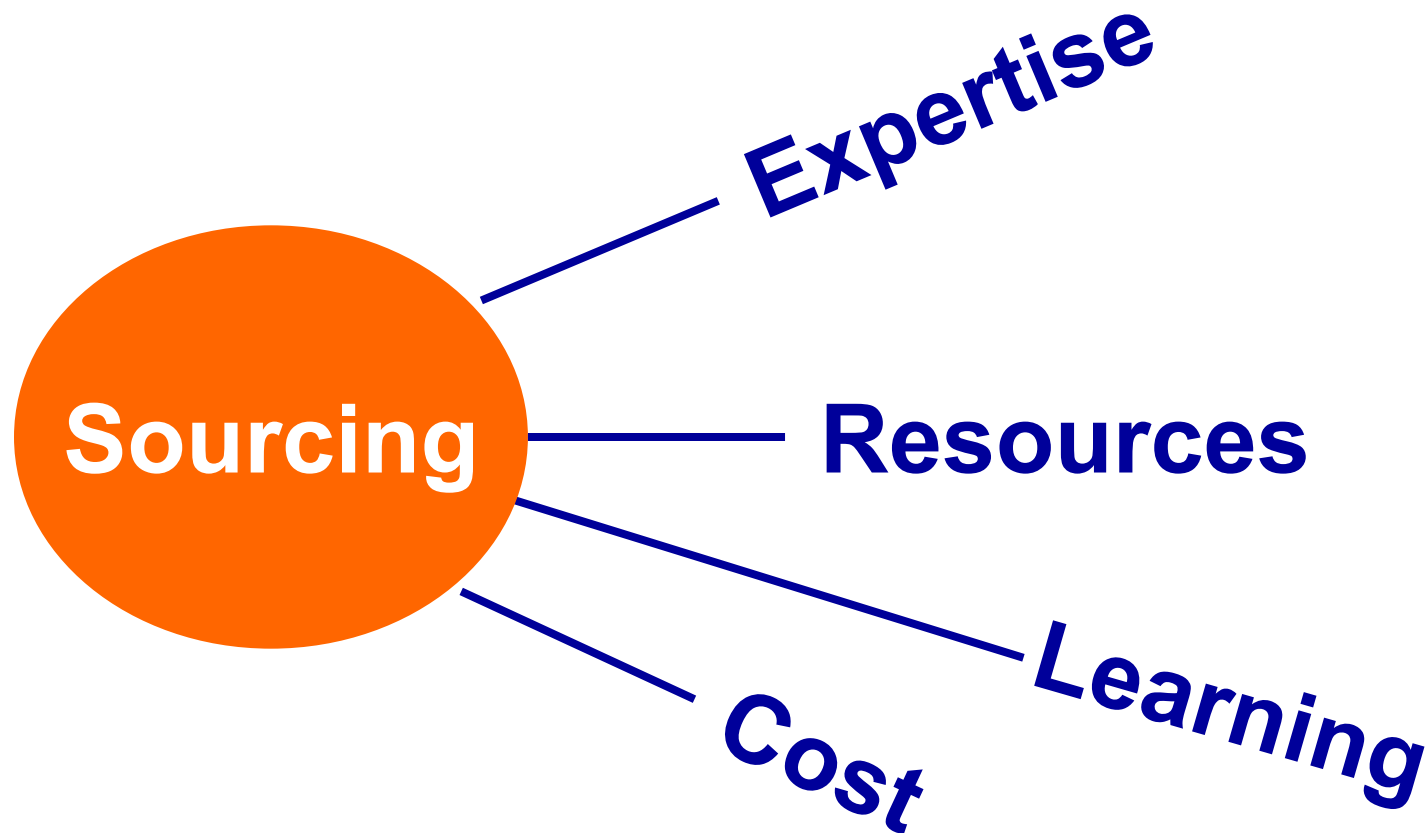
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## Setting up the collaborative space: providing the socio-technical framework

1. **Framework or/and audit:** structure of the interface + “rules of the game” [Boundaries, skills and competences, contractual framework, planning, decision making, resource allocation, priority setting, accountabilities, consolidation of data/reporting, contingency plans etc]
2. **Team alignment:** Individual working styles/team management [speed up working together effectively, remove possible “cultural” barriers, etc]
3. **Ad hoc, tailored training:** e.g. negotiating skills, communication skills, psychology of the deal etc
4. **Knowledge transfer framework and mechanisms,** organisational learning

# Conclusions

- Organisational learning in “sourcing” is a forgotten asset
- The interaction is sociotechnical
- Most partnerships fail via “social” elements than technical
- The human/behavioural aspects of the interaction need proper dedication of attention and resources
- There are ways to formalize the skills, competences, ad hoc training and/or facilitation of the interface from a non-technical angle → they need as much professional approach as the one given to the financial, business, scientific-technical process angles



## THE CHALFONT PROJECT ORGANISATION ARCHITECTS



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