



Introduction

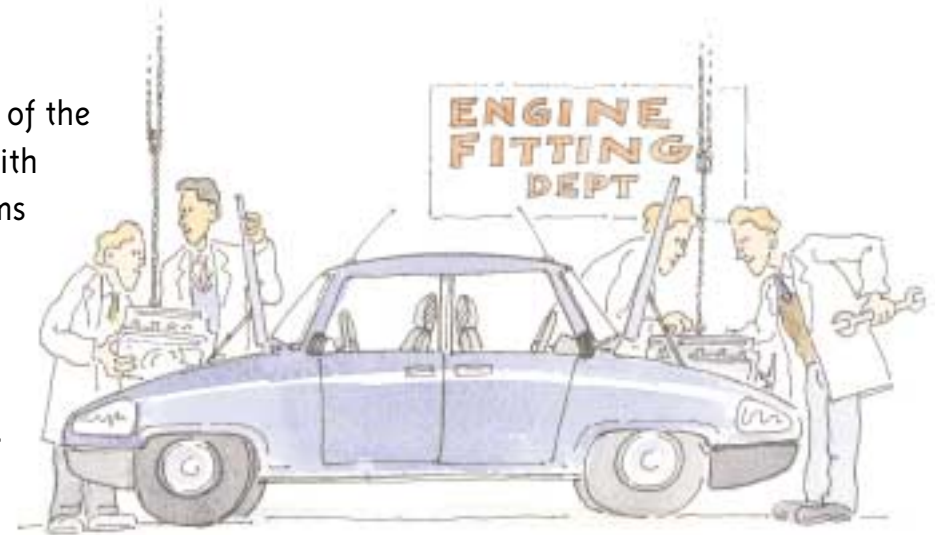
Foreword

The ever increasing pace of change in science, technology and communications has led to a correspondingly rapid growth in specialisation among those whose working lives are touched by it.

Where once it was possible for individuals to master a whole range of subjects, technologies and methods, today we can become out of touch in just months or even weeks, as new discoveries, developments and inventions flood into our lives.

The industrial revolution marks the beginning of the transition from general master to specialist, with succeeding generations breaking down systems and processes into activities and tasks, in an attempt to recapture mastery of at least one topic.

In today's world, we become engrossed in our own specialisation and often enslaved by the pace of development. Yet by focusing on just one component, we fail to understand the whole system and its effects on others.



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However, society has begun to realise that the days of the individual master are past. We now need to find ways of breaking down the barriers and collaborating to see the whole system, perhaps for the very first time.

These are the objectives of FUSION, an ethical and equitable approach to working, which creates an environment in which all parties have an equal opportunity to contribute for the mutual benefit of everyone concerned.



Projects already completed using the FUSION approach delivered flexible and adaptable facilities, on time and on budget, to the complete satisfaction of end users. They not only met the original needs, but were also able to incorporate changing requirements throughout the life of the project. All of this was achieved in a culture of mutual support and encouragement, innovation and enjoyment, with profit being made by every party.

Be warned that this is no panacea. In order for FUSION to be effective, it requires all parties to believe in the value of collaboration for the benefit of all. Once this matrix is established, the opportunities are almost endless and mutual success and reward can become a way of life for all.



The FUSION philosophy

As part of a FUSION project, you are a member of a single team with a common purpose, set of goals and objectives. To enable the team to achieve this, it is essential that there is a mutual understanding of how these goals and objectives are achieved for each member, as well as for the team.

This will enable them to develop strong relationships, based on complete trust and openness in dealings with the Client and with each other, which is the fundamental basis of FUSION.

Adopt the word itself as a mnemonic for the principles and actions used in dealing with all team members:

- F**airness Fair treatment and reward for all parties.
- U**nity A single team with common aims and values, focused on delivery of clearly understood objectives, for the benefit of all.
- S**eamless No barriers between team members. All are responsible and willing and take action on behalf of the whole team.
- I**nitiative Everyone contributing to the creation of the best solutions. Decision making delegated to people closest to the problem.
- O**penness Honest and open communication by every member of the team at all times.
- N**o Blame Trusting the team to do what it believes is best to achieve the objectives. Resolving problems without recrimination.

A set of values that turns theory into practice. There cannot be individual success unless there is team success.

We know that every individual, properly motivated within a single team and acting in accordance with FUSION, is capable of achievements that have no boundaries.



About this guide

The purpose of this guide is to assist individuals and organisations wishing to benefit from FUSION, by providing an insight into the values, methods and processes required to adopt it. Essential for those new to the concept, it can also be used as a reference at the commencement of each new project.

A project team will operate more successfully once all members have embraced the values of FUSION. This guide is neither prescriptive nor all encompassing. It places the FUSION values within a practical context, while leaving the detailed operation of the procedures for the project team to develop.

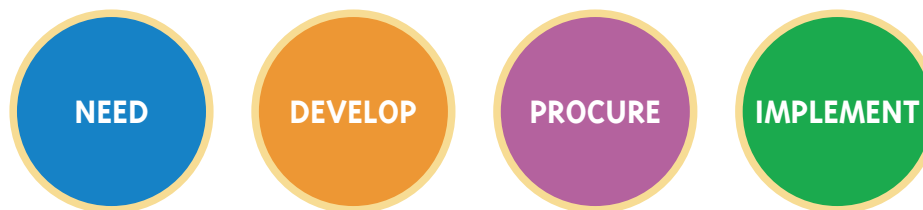
As with all the issues discussed here, it will prove beneficial if the procedures used on a project have the full agreement of all parties.

An overview of FUSION

FUSION is a collaborative approach to working in partnerships of any kind. It is based on fundamental ethical and equitable values that create an environment in which everyone can perform in a spirit of support, encouragement and enjoyment, where success and achievement are available to all.

Although it is primarily about values and behaviours, FUSION is supported by some fundamental changes, which unlock the potential of this cultural change. The most significant of these is re-engineering of the project process.

Traditional project process



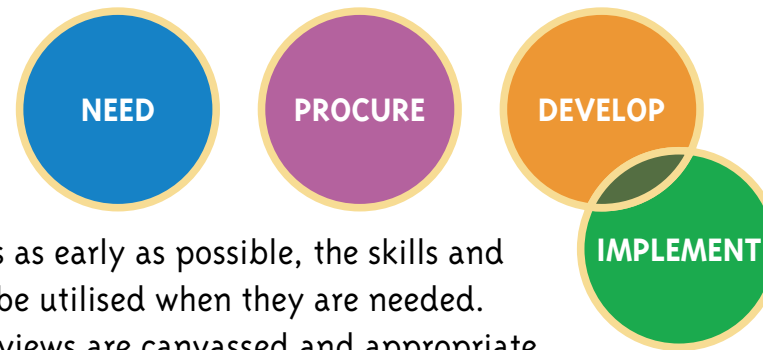
The traditional process is based on the principle that one group is capable of fully defining, in advance, the outcomes that another group will subsequently implement. However, it does not offer 'implementers' the opportunity to participate in defining these outcomes and is therefore fundamentally flawed.



This leads to misunderstandings, lack of commitment and ownership, redesign or reselection of components and wasted opportunities. Decisions are made at times when those most affected and/or knowledgeable are not available to assist and where the circumstances are not fully known. This is usually compounded by the selection of the parties on the cheapest price at the start, leading to confrontation, delay and escalated costs at the end.

The FUSION process is an obvious response to these problems.

FUSION project process



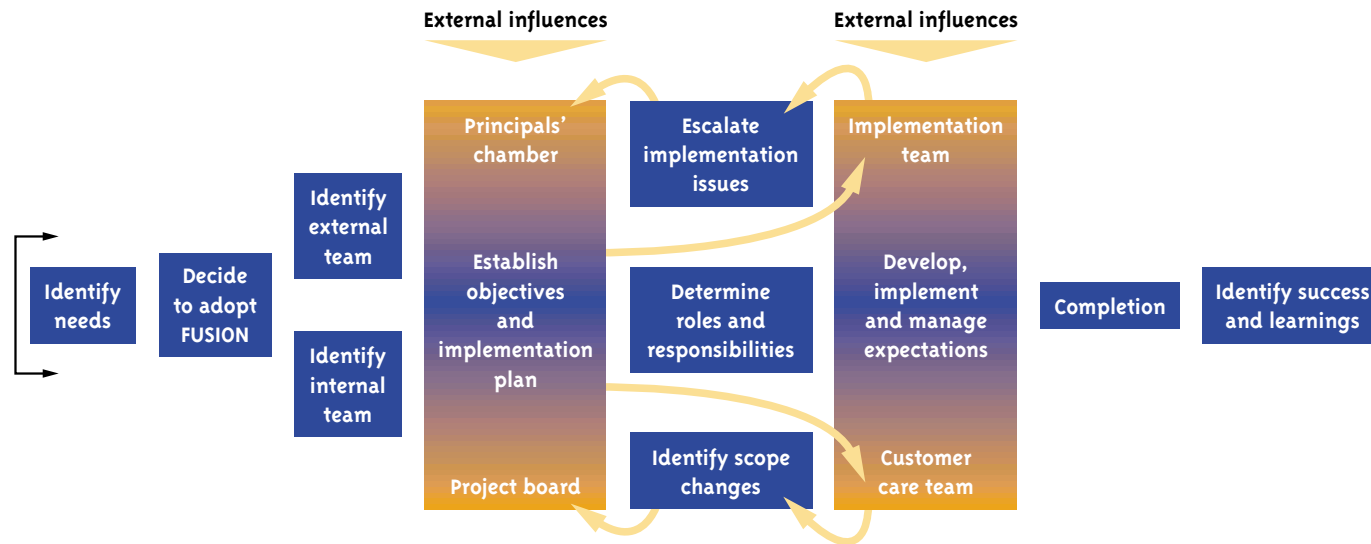
By selecting all the parties as early as possible, the skills and capabilities required can be utilised when they are needed. The team can ensure that views are canvassed and appropriate decisions made when they are necessary. Development can run as a bow wave ahead of implementation, with the team agreeing what information they require and when. Opportunities for improvement and innovation can be exploited when they arise, subject to their being achievable within the programme and budget.

With all partners being involved much earlier in the process, many right from the start, a much greater focus and ownership of common goals and objectives is provided, enabling value judgements to be made by all. The outcome is a better end product, being delivered earlier for a lower cost, with everyone benefiting from a rewarding and enjoyable experience. It's that simple!



Applying the FUSION process

The following is an example of how the FUSION process is put into operation. It contains terms that you will find explained in this guide and is a useful illustration of how a FUSION project works and is organised.



The starting point is the identification of a fundamental need that has to be met. From this point, a decision as to whether the project should be undertaken by a FUSION approach has to be made.

FUSION is not a 'one solution fits all' concept, nor is it a panacea. It can be applied to any partnering relationship where benefit can be gained by collaborating to deliver an unknown solution. It is particularly powerful where the needs and drivers are regularly changing and a complex solution is sought which involves the co-operation of many different parties. However, it first requires all participants to understand and support the values and behaviours that are required and to be prepared for the openness and honesty that this demands. Furthermore, they must be prepared to trust and be trusted and, finally, to work in an environment where fair treatment for all is paramount.

If the activity is straightforward and easy to define in advance, FUSION may not be necessary. If it is complex but the principles and values are not right for the individuals and organisations proposed, then FUSION should not be adopted – it will not succeed.