



















Example  
Large  
Procurement

Question	Issues
<ul style="list-style-type: none"> <li>• What is a fair contractual basis for very large outsourcing contracts?                             <ul style="list-style-type: none"> <li>- Build the next generation of tank</li> <li>- Build a computer system for a whole government department</li> </ul> </li> <li>• <b>What are the key sources of uncertainty?</b></li> <li>• <b>What are the key tactics for avoiding uncertainty?</b></li> </ul>	<ul style="list-style-type: none"> <li>• There is often an element of research in the project leading to greater uncertainty of outcome.                             <ul style="list-style-type: none"> <li>- "We will reuse software components - but only if we can find any suitable ones, otherwise we will build them ourselves."</li> </ul> </li> <li>• What is the incentive for the software supplier to reuse existing software components, when the customer will pay for new ones to be built?</li> <li>• Who should bear the risk - or how should the risk be apportioned?</li> </ul>

Group  
Uncertainty

- Establish who has to be trusted for a suitable possibility to be created
- Establish a scenario for each possibility looked at
- Develop commitments to the groups and to other stakeholders
- Monitor whether commitments of others respect the offered trust
- Switch scenarios when necessary

- Understand in detail the key resource to be jointly exploited.
- Develop a vision for how value for all can be generated
- Develop a mechanism for changing individual positions without losing trust
- Establish key management functions (Governance, Accounting, Mediation) as professional service.



