

- The Halifax Strength Indicator Dispute -

A Tool to Indicate Areas that Make a Project Vulnerable to Conflict

People's power is diminished when they experience conflict and just need to bear it. While people may be well-intentioned, well-informed, or well-educated, certain factors in the design or context of a project can make it vulnerable to non-productive conflict.

The Halifax Strength Indicator (HSI) helps people understand, openly discuss, and influence such factors on their projects. It may be used at one or more of three points:

- At a project's beginning as a **Predictor Tool** to identify areas that need to be strengthened,
- During a project if conflict arises as an **Identification Tool** to indicate weak points, and
- At the end of a project as a **Lessons-Learned Tool** to help a project team continually learn and develop.

The HSI gives managers and staff greater control over the direction and success of their projects. It allows people to preserve relationships and organizations to preserve profits and reputations. The DIA is especially useful in large-scale construction projects, programs that cross organizational or agency boundaries, and highly technical projects.

The HSI measures 20 factors in 3 areas:

- **PEOPLE** factors that strengthen or weaken how people work with one another,
- **PROCESS** factors that strengthen or weaken how the work gets done, and
- **PROJECT** factors that strengthen or weaken the straightforwardness of a project.

The HSI relates human **ATTITUDES** that strengthen or weaken a project with each of the 20 factors. While "attitudes" may sound abstract, their consequences are significant.

HOW DOES IT WORK?

The HSI is both a quantitative and qualitative self-assessment conducted jointly by key partners/managers on a project. With the assistance of Ms. Boucher, these people review the 20 factors and the corresponding attitudes to indicate what specifically can be strengthened and what directions and actions would be beneficial.



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organizations work together
with strength and
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