



Institute for
Collaborative
Working

THE

PARTNER

MAY
2017



Insight into Collaborative Working

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ICW Board Members



**Lord Evans of Watford,
Chairman**



**Les Pyle,
Chief Executive**



Barry Sheerman MP



Karen Leigh



Dawn Marriott-Sims



Christopher Kehoe



Douglas McCormick



**David Hawkins,
Operations Director and
Knowledge Architect**

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Lord David Evans of Watford



Collaboration is smart

Digital technology is changing life, business, society – in fact everything around us – and yet few of us fully understand the extent to which this is happening. The implications of accelerating technological development, now that it is upon us, leaves most of us feeling overwhelmed. For business leaders, this means that it's not enough to just design products and services for the digital age. It has become necessary to reinvent entire business models and to rethink business to fit with our digital future.

Take just one example: the development of smart cities, whose reliance on innovative approaches emphasises the vital need for collaboration. Numerous research studies have identified the important business correlation between innovation and collaboration. These suggest that effective collaborative working is a fundamental aspect to deliver novel answers to tomorrow's challenges, by fostering the sharing of innovative ideas. Establishing a collaborative environment – where intellectual property is respected and at the same time allowing knowledge, expertise and insight to be shared between individuals, teams and organisations – would appear to be the foundation for innovation.

I have recently returned from a trade mission to India, an amazing country with a mind-blowing application of leading edge technologies across a range of activities. A clear example is Amaravati, the brand-new capital of the Indian State of Andhra Pradesh. Here they are creating a new ecosystem from scratch, which will create many thousands of jobs, along with training and development opportunities. Much of this has been achieved by new entrants in this relatively new market, exploiting new ideas with key players and learning from each other to understand how best to approach the many issues involved within this huge innovative undertaking.

Smart cities involve a wide variety of issues, knowledge and skills at the leading edge of a number of traditional markets – energy, telecommunications, transport, waste, and more. Whilst each of these is highly competitive in their own right, they stimulate each other within the broader smart city envelope, which illustrates the amazing opportunities that increased collaboration brings.

The growth of smart city knowledge and the myriad new initiatives that are evolving bears testament to the level of innovation that is being generated, much of which comes from smaller organisations working collaboratively with larger organisations.

I am therefore very proud to be chairman of the Institute for Collaborative Working, which is, without doubt, the world leader in developing, implementing and promoting collaborative working. Achieving ISO 44001 with our partner the BSI illustrates the tremendous progress our Institute has made. I would like to congratulate all involved in this incredible success story.

Lord David Evans – Chairman

Les Pyle, ICW



Setting the international business model

The publication of the International Standard for Collaborative Working, ISO 44001, is a significant achievement – a watershed for ICW. Over the 27 years since ICW was established by the then DTI, there have been several key events leading to the launch of the international standard: the publication of CRAFT in 2003; the launch of PAS 11000 with BSI in 2006 and the joint launch of BS 11000 in 2010.

The publication of ISO 44001 is a most important step on a continuing journey for collaborative working to be recognised as a professional business discipline – globally! ICW's handling of this global opportunity along with our UK responsibilities requires careful consideration, guided by the ICW Main Board with the participation of the ICW Management Board. This will shape the evolution of collaborative working thought leadership across the international business community through ICW's three focused offerings: membership, training and professional engagement.

The ICW international business model involves establishing arms-length knowledge-sharing relationships with like-minded organisations in those countries that recognise the value created through effective collaborative working. Building this global collaborative working knowledge-sharing community will be based on the principles embodied in ISO 44001. ICW has established four such relationships with Africa, Canada, New Zealand and Portugal. As ISO 44001 awareness grows, more nations will become involved. Current discussions involve Australia, Italy, Malaysia, Scandinavia and the USA. Others will follow. ICW intends to remain at the centre of this global network.

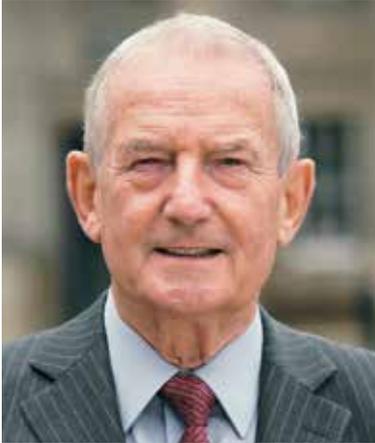
ICW is, first and foremost, a UK membership enterprise whose primary focus will remain driving collaborative working throughout the UK business community. ICW will devote the majority of its attention to the UK to continue the drive for collaborative working to be widely recognised as a professional business discipline, whilst supporting the overseas operations to similarly develop their communities. ICW's immediate priority is to guide those organisations that have already achieved BS 11000 certification with their transition to ISO 44001. This is closely followed by guiding organisations seeking to understand the implications of ISO 44001 for the first time, and helping to position them for certification; in both situations the ICW role is knowledge transfer.

By the time this edition of *The Partner* is published, Warwick Business School will have produced the results of their research into attitudes and behaviours as the basis for a major activity for ICW to figure out how to embed appropriate attitudes and behaviours into organisations' collaborative approaches. Pushing the collaborative working message throughout the value chain is a challenge, with most activity to date focused on larger enterprises. As actions are identified to raise the involvement of collaborative working with smaller businesses, larger enterprises will need to set the example. This is a key aspect of the UK industrial strategy focused through the Local Enterprise Partnership (LEP) initiative, with which ICW is engaged.

The ICW membership structure has three tiers: **Foundation** members – collaborative working thought leadership exemplars; the **Executive** network – a knowledge sharing community involving a growing number of university business schools – academic involvement is fundamental to knowledge sharing; and **Individual** membership – at the heart of building the professional business discipline through a growing network of collaborative working professionals who "get it".

Les Pyle – Chief Executive

Barry Sheerman MP



The UK is depending on us

Having been on the ICW Main Board (PSL as it was) for over 20 years, I am impressed with the perseverance of the team in delivering the International Standard for Collaborative Working – ISO 44001 – by working steadfastly and collaboratively over the past decade with BSI. This is a most significant achievement that was started by, and has been nurtured by the UK. The effort and determination that has gone into this should not be underestimated.

Following the intense debate and historic vote in the House of Commons on the issue popularly referred to as “Brexit”, I recall the wise words of the Prime Minister Harold McMillan: “Events, dear boy, events”. We will now see a period of unprecedented turmoil, uncertainty and even chaos as the UK negotiates its departure from the EU. There will be years of quiet concern and stress for British businesses, and never before has the priority of collaborative working been so vital to our very existence.

The number of legislative transfers that will be necessary from Europe to the UK has been estimated to be between 20,000 and 40,000. We are in for some serious events and the Government will be heavily dependent over these months and years on the experience, knowledge and wisdom from the business community that has not only valued collaborative working, but put it into practice.

We have a huge task ahead. Let us do our very best for the British economy, and British business, and the British people!

Barry Sheerman MP – Board Member

Christopher Kehoe, EMCOR UK



Time to start our own revolution

If, as Harold Wilson is reputed to have said, “a week is a long time in politics,” then the twelve months since I last had the privilege of writing the foreword for *The Partner* has seen the world turn upside down from a political and economic perspective.

This time last year I suggested that the impending EU “In Out” referendum was going to represent a judgement on what has been one of the largest and longest running collaborative projects mankind has ever embarked upon. Had those who advocated the benefits of staying in Europe done enough to make the UK electorate want to stay in the club? The result, which I think it is fair to say shocked many commentators, showed that the majority of those who voted were not convinced.

Then roughly five months after the Brexit vote, Donald Trump also shocked the USA in particular, and the world in general, by winning the presidency on a ticket centered on the concept of “America First”. Suffice to say that evidently, many Americans believed, as Mr. Trump had suggested, that the USA had been the victim of bad trade deals and too much international intervention. Therefore, it needed to concentrate more on its own interests in the future and let other nations fend for themselves.

For an avowed advocate of collaboration, such as myself, I confess that these results can be described as “challenging” at best. Indeed, it is hard not to draw the conclusion that many people (some of them very influential) are simply not convinced that their nation’s best interests – and by extension their own – are better served by formally working more closely with others.

What lessons can we learn from this as disciples of greater collaboration between organisations?

To me the most important lesson I have learned is that we must redouble our efforts to show that collaboration works for the very simple reason that we know it does, and we have increasing evidence to prove the fact. However, we cannot assume that what seems common sense to us is appreciated more widely.

This means we need to take every opportunity to broadcast the fact that collaboration can deliver, and to be successful with this we need to seek out new platforms and new advocates. Opinion-leading activity like this requires considerable effort, but increasingly we have the evidence base and the strategic models to back up our claims, which should make the job less daunting, if not easier.

So, welcome to this edition of *The Partner*, which I am sure you will agree with me is full of excellent features and thought provoking articles. Let us each try to get a copy into the hands of as many managers, from as wide a range of organisations, as possible, and start our own revolution!

Christopher Kehoe – Board Member

Dawn Marriott-Sims



The route to a rewarding work life

I am enormously proud to have been involved with ICW for 10 years. The anniversary caused me to reflect on the fabulous relationships that I now have as a result; many of which have helped me grow both professionally and personally. It continues to be an honour and a privilege to serve on the Board of the Institute and to be part of guiding the organisation through growth and evolution, of which there has been a lot!

This is also my chance to welcome all new members to ICW and to congratulate the people from the organisations who have been awarded the standard over the past 12 months. My aspiration for all those engaged with ICW is that they continue to derive value and learning from it, and that they have some fun along the way!

A few months ago, I decided to move on from Capita plc. I then spent a few weeks thinking about what to do next. Fortunately, several opportunities found me; my challenge was picking the right one and for the right reasons. As I went through the various meet and greet discussions and the decision-making process, I found myself placing a disproportionate weighting on the people, culture, values and collaborative styles of an organisation rather than the products, services and remuneration. It occurred to me that collaborative business relationships start with your colleagues, and I know for me the importance of spending my time with collaborative people at work is more important than ever and is the route to a happy, rewarding and balanced work life.

With that in mind, there couldn't be a better time to welcome the new ISO 44001 standard. I believe this new standard creates the launch pad for collaborative business relationships to become a professional requirement and a far wider understood way of doing business. I am particularly delighted that the new standard emphasises and draws out the importance of effective and collaborative leadership.

Effective leadership – a clearly defined and understood set of values – is vital for any organisation, big or small, that aspires to be sustainable, engaging and value-creating, noting that value comes in many forms, not just financial success. In my experience, brilliant organisations have those things and combine them with a constant underlying theme of collaboration, and collaboration that prevails between all stakeholders, leaders, employees, clients, service users, suppliers, shareholders, trustees and or owners. I firmly believe the new standard is spot on with the emphasis that it puts on people and people related skills, and it will be what defines the new standard's success along with widespread adoption.

My final thought is on Brexit. I was saddened by the outcome of the referendum. That said, democracy is a treasured gift not enjoyed by everyone in the world, so I have moved to the "let's get on with it" camp. I hope that during the negotiate stage our representatives remember collaboration and just how influential it is for achieving successful outcomes for business. Those outcomes will be optimised if they keep collaboration at the heart of negotiations.

Dawn Marriott-Sims – Board Member

Douglas McCormick



People make the world go around

First, I must compliment the ICW team for achieving ISO 44001, despite the inevitable challenges of reaching a global agreement. Those of us that have worked in the international arena should not underestimate the complexities of this task.

In 1971, The Stylistics released their hit song, *People Make the World Go Round*, capturing a common expression that illustrates the importance of people in everything we do. You hear organisations say in different ways that “people are our greatest asset”. The truth of that in an organisation may vary depending on how they look after their “greatest asset”, but fundamentally what the organisation is saying is that people *do* make the world go around.

I discovered this as an apprentice quantity surveyor on a new hospital project in Edinburgh. In the early 1980s this was a project with a construction spend of around £11m, a huge sum then. The project was successful, as I viewed it, because three people key to the project collaborated. The chief architect, the chief surveyor (my boss) and the chief clerk of works worked as a team, drawing in the client’s people and the contractor’s people to ensure the wider team delivered the project largely on time and to budget, and creating an environment that was great to work in.

The subjective need for collaboration has always been there, but we have progressed further in construction and engineering into the need for an objective measure. When asked: “are you collaborative?” it is unlikely that you would say “no”. If you were asked: “how would you demonstrate that?” it is harder to prove. Hence the BS 11000 is there to provide an objective framework for measuring and managing our collaboration.

It is standard practice in the railway industry, as part of the tender process, to carry out behavioural assessments of the people proposed for a project, as failure of the team members to collaborate will almost certainly detract from the success of the project. In my time at Atkins, the Stafford Alliance is the best example of excellent collaboration, and indeed, it has been recognised as such with awards. The designers, engineers, contractors and the client used BS 11000 to create a single team with aligned objectives around the successful delivery of the project. They then went and did what they had agreed in writing, and the result is a great success.

But what of the future in construction and engineering collaboration as we move into the expanded world of ISO 44001? I visited a French contractor recently where virtual reality is becoming the new way of collaborating. It is a strange feeling, to be sitting around the table as a design team all wearing 3D goggles, but this technology allows the project to be built in virtual reality, and the clashes between engineering, structures, services and architecture are resolved virtually, eliminating them from the physical construction. For every two days spent collaborating as a team in virtual reality, the construction programme is reduced by two months in real time.

Today, just as in 1971, it remains true in real time and in virtual reality that people still make the world go around!

Douglas McCormick – Board Member

David Hawkins, ICW



A milestone and a springboard

This year heralds yet another significant milestone in the history of the Institute with the publication of the world's first international standard for collaborative relationships. It seems only yesterday that we ventured in association with the British Standards institution (BSI) to produce PAS 11000; in fact, it is 12 years since it was first published. From those cautionary steps we have worked to progress the field of collaborative working, and it is with considerable satisfaction and pride that we now have an international standard (ISO 44001).

It has been, for my part, both an interesting, and at times testing journey, from the creation of the CRAFT methodology, through PAS 11000, the national standard – BS 11000 and onwards through the challenges of bringing together the thoughts and aspirations of the international community. I must thank and acknowledge the support that has come from members of the ICW community, its executive network, BSI and the members of the international committee for their efforts and, occasionally, their patience, as we strove to bring together the essence of the collaborative relationship lifecycle.

In this issue of *The Partner* we expand on the new standard which, in many ways, could not come at a more crucial juncture for the business community. The UK's impending exit from the European Union will undoubtedly place many business relationships under pressure; and political change in Europe and internationally is likely to create further challenges where collaboration will be a critical factor.

So here we are, at a turning point in the progress of our core aim of sharing good practice from a UK initiative started in 1990 to delivering a collaborative framework for the global business community. However, the journey goes on and we are now supporting the development of guidance and informative materials to further enhance the knowledge base, both directly as ICW and through our burgeoning international branches.

Whilst the new standard is important, we should not ignore other developments of the Institute. The growing engagement with academia in the UK and globally, led by Warwick University, supports research projects and skills development. The 2016 Collaboration Awards highlighted the growing benefits, enthusiasm and value of collaborative working. Our Executive Network continues to grow as does our Individual Membership scheme, with the formation of its own membership committee.

It is a year of achievements and an exciting platform for the future.

David Hawkins – Board Member

Karen Leigh, BEIS



Creating the environment for business growth

As a relative newcomer to the ICW Main Board, I am conscious of the long heritage that ICW (and PSL before it) has enjoyed with what was the Department for Trade and Industry (DTI), through the Department for Business and Skills (BIS) and now the Department for Energy and Industrial Strategy (BEIS).

In my role as Assistant Director, Local Business Support (Growth Hubs) Policy within the BEIS and Communities and Local Government (CLG) joint Cities and Local Growth Unit, my primary focus is on creating the right environment that allows businesses to start, grow and thrive.

With this in mind, encouraging more active participation of the wider SME community in the collaborative working initiative is a key objective for ICW, and an approach which is warmly welcomed by BEIS.

The importance of smaller businesses is clearly detailed in the recently published Industrial Strategy Green Paper – let me quote from some of the sentiments therein:

Improving support for smaller businesses

To help improve management and leadership skills the Government proposes to work in partnership with Local Enterprise Partnerships (LEPs), Growth Hubs and the private sector to recognise the particular challenges faced by smaller businesses.

Smaller businesses have unique challenges and can benefit from connections between others in similar positions and larger enterprises together with other partners such as universities and business schools to build business networks specifically for smaller firms.

The support available to smaller businesses will consider international best practice focusing on the opportunities for those involved in business ventures from skills to business development and growth. We need to ensure that best practice across business schools can reach the widest audience to increase their impact in supporting small companies.

Government procurement

The Government has committed to a challenging target to ensure a third of its total procurement spend is with small businesses by 2020 (directly and indirectly through supply chains). All departments now have small business plans, including reporting to be monitored by a new Small Business Panel to work with senior procurement officials to identify and tackle the barriers to SMEs.

Supplier feedback in public sector procurement will be available to purchasers and users across the public sector, helping them to make better procurement decisions. There is evidence that such mechanisms encourage greater consideration of less well known businesses and SMEs.

The creation of institutions like the Institute for Collaborative Working is a key contributor to help businesses benefit from a thriving supply chain with the active participation of larger firms.

Karen Leigh – Board Member



The evolution of BS 11000 and transition to ISO 44001

With the publication of ISO 44001, I believe we see the start of a new chapter in the story of collaboration. It's a good time to look back momentarily at how far the standard has come since first publication in 2010, as we look forward to what the international standard will bring.

BS 11000 was one of the first British standards to focus on people behaviour as opposed to products and processes. It was quickly adopted by medium to large organisations where large scale projects with strict budgets and timescales were driving the need to work differently. A number of industry leaders in the rail, highways, defence

and construction industries were among the first to recognise the benefits of a neutral playing field, improved efficiencies and shared risk, to name a few.

As time went on and as projects matured, we started to see collaboration become more "business as usual" as early adopters started to experience the longer term benefits. Projects were completing on time and to budget, but more interestingly, learnings from the collaborations continued long after the partnerships ended, and organisations started to realise the potential for a more strategic approach.

We soon started to see a shift in the drivers for BS 11000. Many of our clients worked to develop a more collaborative culture across their whole business, including the recruitment of specific skills and adoption of inter-departmental collaboration.

Most recently, the focus has been about the supply chain, with many organisations looking to drive the benefits of collaboration into their tier two and tier three suppliers. There are lots of reasons for this. Something we hear regularly is that building strong relationships throughout the supply chain delivers immediate benefits for all, and safeguards valuable partnerships for the future.

We've been proud to work with industry leaders taking this proactive approach. Last year we worked alongside Kier to build an alliance model for collaborative working. This resulted in a group of small businesses and small to medium enterprises working together to gain certification to BS 11000 in their own right. Each one of these businesses benefitted immediately from the assessment process, and can already see the longer-term value of building trusted relationships.

We plan to develop this alliance model further during 2017 and look forward to working with many more organisations in this way. Publication of ISO 44001 in the ISO high level structure will certainly make it easier for organisations with other management systems to implement the standard. Organisations of all sizes will benefit from integrating their management systems and consolidating processes to save time.

I feel excited about the opportunity that ISO 44001 brings for certification further afield. This has so far been limited to a few leading organisations in countries such as Germany, Spain and the USA. There are discussions underway to look at the opportunities for truly global alliances supported by this standard.

As for the immediate future, BSI has developed a fast-track transition process to enable clients who demonstrate compliance with the new standard to get certified quickly – gaining a competitive advantage in the international marketplace. We're looking forward to helping organisations on their journey to collaboration.

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Stuart Crawford



A year of change and collaboration

The last 12 months saw Leidos grow its international footprint and expand its UK business by creating a strengthened portfolio to support customers across key areas: transportation; public services and energy; and defence and intelligence.

Our largest international location outside the US, the United Kingdom plays a central role in Leidos' future growth strategy. Building on the collaborative foundations of the critical work for government, commercial and defence organisations, our 1,500-plus Leidos employees contribute to making the UK more secure, increasingly efficient, and digitally enabled through optimising our capabilities. These include airports and air traffic, defence logistics, IT

modernisation, cybersecurity, health and data analytics.

Since we became Leidos in August 2016, we have been looking at how we can increase brand awareness of Leidos – ensuring our customers, suppliers, partners and future colleagues know who we are and what we do. Our recent international awareness campaign was evidenced, for example at Heathrow Terminal 5. Keep a look out for our future campaigns across the country.

Leidos is firmly committed to collaborative business relationship management (CBRM), and values its seat on the ICW Foundation Management Board. This commitment is evidenced with collaboration being at the heart of our values alongside integrity, innovation, agility and commitment: collaboration is being inclusive, team-oriented, and proactively engaging – building relationships and staying connected with each other.

As ISO 44001 became reality, Leidos was both delighted and proud to be one of the first organisations in the world to achieve the standard's accreditation; and congratulations go to the other five successful organisations.

As an international organisation operating in international markets, Leidos can see the benefits to all stakeholders in valuing effective CBRM underpinned by an international standard.

In thanking the core Leidos CBRM team on achieving ISO 44001 certification – a fantastic team effort – I would also like to congratulate ICW on their thought leadership, engagement and unwavering commitment to making ISO 44001 come to fruition. Well done!

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Howard Britton



Overseas colleagues join our transition

Skanska has embraced BS 11000 as a way of driving strong long term relationships with our clients and partners. The standard has supported us in achieving this by providing a consistent approach and a clear set of objectives. It has also offered a convenient way of articulating our collaborative intent within the construction sector. Our ability to maximise the effectiveness of this tool has developed with each project we have certified and, alongside this, we have become more creative with the development of collaborative processes and collaborative maturity.

This year, Skanska UK has awaited the arrival of ISO 44001 as we continue to place collaborative working as one of our core values. So far in the UK, we have mainly focused our attentions for project certification on our civils and infrastructure divisions. This year however, we are looking to expand these activities within the UK and possibly Sweden.

As an international organisation, we welcome the opportunity to export the benefits of BS 11000 to our overseas colleagues. We have included our Swedish colleagues from Skanska Sweden in ISO 44001 transition training, to gather momentum and interest across the wider business. We are committed to the development of our people's collaborative behaviours, and we are pleased to see the international standard incorporating a more detailed behavioural focus. When communicating such a framework tool to a large international company, the ISO label is useful, as it is designed to support systems outside the UK.

We understand that ISO 44001 is a framework on which we can develop our collaborative processes, behaviours and culture. We believe we will be able to get as much value out of the framework as we are willing to put in, and eagerly anticipate the focus of auditing around value added. Developments of collaborative workshops, tools and metrics are supported by the standard, and we will use the new standard to support us in the management of collaborative and behavioural risk. We are hoping to go for full certification by the summer, and are eagerly planning the alignment of our existing BS 11000 process in the meantime.

Finally, we are excited about the development in the role requirements for senior executive responsible (SER). Although the role is growing in responsibility, we feel this is an important move to ensure that collaboration is continuously supported and championed at project level, and at higher corporate levels of the business. We are working to ensure that the badge of SER is reserved for those with the right experience and fundamentally the right behaviours, and can be worn as a mark of pride and dedication to collaborative working.

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Bev Waugh

ATKINS



Facing a different world

The world seems more uncertain now than it ever has in my working life. For Atkins this will bring opportunity and possibilities that we need to be ready to embrace. I believe it is collaboration and not competition that will enable us to manage the complex challenges that lie ahead. In collaborating we will work with others and share our knowledge and competitive advantage, and work hard to manage proactively the relationships with our partners so we can achieve the greater good.

We will need to innovate, and to disrupt the norm, whilst staying in relationships, to meet the changing needs of the business environment our clients find themselves in. We will have to use new technologies and available data to add value to the changing services we provide. This emphasises the importance of us working alongside our clients and with our partners to navigate the changes in their markets and how they operate.

One thing is for sure, we are going to have to remain very alert to what is going on around us, sharing knowledge and enabling ourselves to take action quickly through regular, open communication, and not always with the most obvious or our traditional allies. Our history – although important – is not always where the future lies. As we step into new markets such as intelligent mobility, we will inevitably develop new partnerships as we align capabilities and capacity to be resilient and feel safe with uncertainty.

We must remain relevant to our clients or we will be history. Equally, we need to continue to develop our culture and our people so that we are prepared, with the right skills and behaviours, no matter what we have to face over the next year and beyond.

Adopting the principles of BS 11000 and eventually the new ISO 44001 across our business will support our business plans and priorities to meet the challenges. It will provide process and common language and drive us to work proactively to manage relationships as we deliver our services in the global market place with our global resource.

Build trust and confidence in project delivery: BS 11000 gives a structure around proactively managing relationships, it will strengthen our intercompany, client, supplier and partner relationships. Issues will be caught earlier and managed throughout the life of a project. Relationship breakdowns will be reduced and the value of collaboration captured. This will build confidence in project delivery and business performance.

Ambitious for growth: proactively managing relationships from entry to exit will support us getting closer to the heart of our clients and giving a more efficient – and so higher margin – service with our partners, supply chain and sister companies.

Secure our “must-win” opportunities: adopting the principles of BS 11000 in partner selection and proactively managing the relationships throughout a bid period will support the must-win opportunities we target.

World class team: BS 11000 brings together relationship management processes and the development of the behaviours to support healthy business relationships: this will support our journey to world class.

By continuing to use the existing standard and adopting ISO 44001 throughout our business, we will be well positioned alongside our clients to face a different world in 2017/18, which will be exciting and challenging in equal measure.

bev.waugh@atkinglobal.com



trusted to deliver™

Steve Abrahams



Bids now request ISO 44001

Babcock and the ICW are looking forward to exciting times ahead with this year's launch of ISO 44001.

If you already use the principles enshrined in BS 11000, as we do in Babcock, you will find that the new ISO 44001 standard continues to bring the same benefits to your organisation and its stakeholders. Personally, as a new ICW board member, I have been really encouraged over the last few weeks to see other countries and organisations getting enthusiastic about the new international standard, and demonstrating real commitment to move it forward in their countries.

In the UK, Babcock maintains BS 11000 certification in our 30-year contract with the Royal Engineers. Babcock Support Services also have BS 11000 and use the collaborative principles to manage the facilities management contract to support the British Forces in Germany.

Throughout our other contracts, partnering and collaboration underpin much of what Babcock International Group does. We seek to win and retain long term contracts with all our customers, not least the UK Ministry of Defence, and then develop a mutually beneficial relationship with that customer to deliver outcomes that exceed those demanded in any contract document.

We are also using the values throughout the organisation to work together with our suppliers. Delivering benefits from the closer partnership between suppliers and ourselves not only strengthens the links between us so that the relationship is based on one of mutual trust, but can also deliver tangible benefits of efficiency. Performance for both sides is enhanced through joint long-term planning, leading directly to improved continuity of supply. We are now finding that the process of managing supply chain risk is much smoother because our suppliers are able to plan effectively. This improves stability and allows both sides to be more flexible.

Ultimately, the benefit we are seeing of the closer partnership of Babcock with our suppliers is the potential for expansion and the new opportunities that are now being presented.

In the past, even though we in Babcock were using the standard and its principles, we did not see requests for BS 11000 coming through as a solid bid requirement from potential customers. More recently, I am pleased to say that situation has changed, and we are now seeing the new ISO 44001 standard being requested as either a definitive requirement for current bids, or as a commitment to work towards certification.

I was recently introduced to a consultancy company that uses nomadic culture to bring the framework and principles of nomadic collaborative working to modern office workers. They do this internationally and representatives from those nomadic cultures go out, visit and teach. As they were explaining how they teach, I was struck by the similarities between the eight principles of ISO 44001 and the nomadic ways of interacting to achieve a shared goal.

In an uncertain world, it looks as if everyone is looking to use collaborative methodology, and so I look forward to seeing ISO 44001 in use globally to assist true collaboration.

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Tony Blanch



A strategic priority

At Costain our major customers are committed to spending billions of pounds to improve people's lives by enhancing the UK's energy, water and transportation infrastructures. In order to deliver solutions to their increasingly complex requirements, Costain continues to provide the broadest range of innovative integrated services and technology-based solutions. Fundamental to the success of our unique and focused "Engineering Tomorrow" strategy is the continued development and maintenance of strong collaborative relationships with customers across key markets on the back of our track record for delivery.

As a foundation member of the Institute for Collaborative Working, Costain is fully supportive of the ICW and keen that they be seen as the centre of excellence for all collaboration activities in the UK, embracing and encouraging all forms of collaboration. Costain works collaboratively across the highways, rail, nuclear, water, oil and gas and power sectors, providing consulting, construction and technology solutions to our blue-chip customers. We see many organisations claiming to be "collaborative", although there is still not a massive uptake of BS 11000/ISO 44001 (compared to, say, ISO 9001). Many organisations may be shying away from committing to full compliance of all requirements and certification to the standard, but we encourage them to still adopt the key principles.

One of our six key strategic priorities is: "Working in collaboration with our customers and other key stakeholders to deliver our promises and support the development of broader services and technology". For Costain, collaboration is between customers, supply chain and partners including researchers and universities. So, in 2016 the theme of our Supply Chain Conference was collaboration – "Growing our Businesses Together". The 200 of our partners in attendance heard a series of presentations from Costain's top echelons on subjects ranging from collaborative working and the company's work-winning plans to a summary of the successes and benefits achieved.

Costain is pleased to be one of the first six UK and worldwide organisations to be independently assessed by BSI and achieve certification to the new ISO 44001 that replaces BS 11000. For Costain, this standard will become increasingly important as we develop more strategic relationships, particularly in the technology space. The new standard requires us to have collaborative relationships aligned to our business strategy, and deliver value to our customers – something which Costain was able to demonstrate very well.

Looking forward for 2017, Costain plans to use its expertise in behavioural management to pinpoint the key behaviours critical to successful collaboration as described in David Sanders' article in this edition of *The Partner*.

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Collaboration as a motivator for innovation

The year 2016 has been characterised as a time of change, or certainly as the precipice of change. On June 23, 2016, the British public made the decision that the UK should leave the European Union, and the potential implications of a decision of this magnitude for businesses across all sizes and sectors are likely to be significant.

As Managing Director of Capita Resourcing, it is fair to say that being a business leader can seem simple when everything's going well. However, sooner or later, every organisation will be tested. This may be due to issues over which we have influence, or due to extenuating circumstances, but every longstanding business will encounter its

fair share of challenges. Thinking specifically about employee engagement, the recent EU referendum is a prime example of factors outside of our control causing uncertainty in the workplace.

So how can collaborative working play a part in any solution to resolve this common feeling of uneasiness? Established behaviours, policies and processes definitely play a role here. In times when people may feel uncertain about the future, a consistency of approach underpinned by a robust methodology will allow people to continue their daily tasks to a continuous high level of service. Once embedded as part of an organisation's culture, a framework for collaboration can provide reassurance and keep a business and its employees on track in an unsettled socio-economic climate.

Levels of scepticism may be higher during challenging times, and a lack of communication can breed anxiety and gossip. Being as transparent as possible and relying on a strong foundation to relationships based upon mutually agreed objectives, and with clearly defined roles and responsibilities, ensures that transparency – and builds trust with your clients – as well as between leadership and employees.

Workplace automation is another advancement causing a degree of nervousness for business leaders and employees alike. With our most recent Capita Resourcing white paper discovering that only 28 per cent of employees believe their role or profession will exist in 20 years' time, you can guarantee that the upcoming years will be spent scoping out how to re-align workforces to harmonise the use of both human and machine resource.

Again, the use of a tried and tested framework will be fundamental to ensure that the mechanics of the business continue to operate at an optimum level, while creating the space and time for business leaders and employees to work together to welcome a more automated world.

We must see all these changes as opportunities and catalysts to improve our businesses for the better. With solid foundations in place, the agility and flexibility of a framework for collaboration allows for innovation and improvements to relationships to adapt to an ever-changing environment, safe in the knowledge that all stakeholders are starting from the same point and working towards the same goals.

With BS 11000 becoming an international standard, this evolution has already started. It is vital we hold on to the established and well-rooted processes at the core of our organisations while allowing our employees to explore and re-imagine the workforces of the future. With all this in mind, it's no coincidence that within Capita we hold collaboration as one of our core values.

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Tim Mowat



Pride in a diverse consortium

It was with great disappointment that we learned earlier this year that the Home Office had decided not to continue with the Bluelightworks™ programme.

The programme was developed four years ago from the need to address the significant challenges confronting the UK's emergency services by providing practical, evidence based decision support to government and to the users themselves. The need for unbiased advice meant that no single company could provide the impartiality required. In effect, the need was for companies – even competitors in the market place – to work collaboratively to produce complete and informed answers.

Since its inception, the programme has delivered in excess of £850m in benefits to the emergency services, derived from the intimate domain and technical expertise of the Bluelightworks™ consortium members. The consortium itself comprised over 120 partnership organisations, ranging from industry sector giants to micro-SMEs and academia.

The programme's success was directly attributable to the selection of domain experts and the way they co-operated in project teams to provide impartial and evidence based advice to the emergency services, whether it related to improving the requirements on major procurements or tackling critical operational challenges. Collaboration was the key to success. And this was recognised by the ICW when Bluelightworks™ was presented with the Chairman's Award in 2015.

I think it is undeniable that Leonardo and its partners have also benefitted from the Bluelightworks™ programme, where we have learned valuable lessons in managing and de-conflicting knowledge sharing within a large and complex consortium. Similarly, we have learned how to develop and draft binding agreements which not only promote collaborative working, but offer the flexibility to grow the capabilities of the consortium by adding new members as the scope of the programme developed.

An essential prerequisite for success was a cohesive consortium of domain experts aligned to common objectives and values, and consequently Leonardo formed the Bluelightworks™ consortium around BS 11000. A key success of the Bluelightworks™ programme has been the establishment of a trusted environment where all partners, individuals and intellectual property were respected.

It has been a challenging but hugely enlightening and rewarding journey. Together with its partners, Leonardo has learned some very insightful techniques and partnering approaches, which will doubtless inform other collaborative ventures. I think we will all miss the sense of pride that we harnessed from the innovation and insight of such a diverse team that made such a significant contribution to the effectiveness of the emergency services in the UK.

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Stephen Blakey



Driving industry change

It's been my pleasure to continue our engagement with ICW as one of its Foundation members, bringing insight and thought leadership on behalf of the rail sector. There are synergies in the challenges and opportunities 2017 will bring, both for Network Rail and ICW in our joint pursuit of driving industry change.

In 2011, Network Rail made a commitment to lead the rail industry in its adoption of collaborative techniques, achieving BS 11000 certification in 2012. We have continued to build our credentials, securing the advocacy of our supply chain through forums such as the Commercial Directors' Forum and acknowledged successes such as Reading and the Stafford Alliance. And this year, to be one of the

first six companies certified to the new international standard (ISO 44001) for collaboration marks another significant step in our journey to meeting that commitment.

But meeting that commitment and building on the credentials established through BS 11000 certification continues to harbour a number of challenges, and in a feature article in this edition of *The Partner* I précis the "headwinds" we are experiencing, and our response.

By way of context, imbedding industry change requires businesses to change, which in turn means people, process and systems must change. But that change needs to be co-ordinated and consistent to be effective.

Perhaps predictably, it's been another demanding year as we seek consistency across our stakeholders and practitioners, and build a compelling argument for the benefits of collaboration. Whilst consistency is directly linked to the adequacy and integration of corporate processes and systems, it's the people and their leadership behaviours that are key to building a culture that allows collaboration to flourish.

Leadership takes many forms and can be confused with seniority. I believe that on any given day our apprentices, graduates, practitioners, managers *and* executives are presented with the opportunity to develop and hone their collaborative credentials; to role model; to lead. I've always been convinced that if we truly want our supply chain partners to demonstrate collaborative values and behaviours, then client organisations like Network Rail have to lead the way, from all levels across their business.

ICW also has an important leadership role; cementing itself as the custodian and expert on the principles, standards and application of collaborative working, taking centre stage to educate and establish competencies and capabilities that align with the wants and needs of industry, academia and individual members. This is at the heart of any professional institution, and professionalising membership and codifying the skills and capabilities of practitioners is key to ICW's future offering.

And what is the future that's on offer? Well, like ICW and the other Foundation members, Network Rail shares a vision to make collaboration "business as usual". Success will be the consistent, safe and timely delivery of "more for less", fault and dispute free, in a way that is sustainable to our supply chain and instils stakeholder confidence in the capability of our people, process and systems. And whilst we can't ignore those "headwinds", the prize is changing the way things are done across industry, and leaving a legacy of improved capability.

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Mark Johnson



Want good collaboration? Get your own house in order first

As every member of the ICW is all too aware, good collaboration is about effectively configuring and co-ordinating the supply of resources – whether they be tangible or intangible – to meet customer demand. Sounds pretty simple, but why do organisations find it so difficult? I believe much of this has to do with organisational structures, methods for incentivisation, differing functional goals and radically different views as to who the customer actually is and why collaboration is needed. The answer begins with getting an organisation to collaborate *internally* first.

Let's look at the simple example of the procurement and sales functions. Procurement's goal as a function is typically focused on negotiating the best price (let's leave the thorny debate on whether the cost is actually clear to another time), and they might be looking for surety of supply. They will be incentivised to achieve this. Who's their customer? Probably Operations, who have different goals. If we then turn to the Sales function, what's their goal? Typically to sell stuff for which they are incentivised. Their customer is *the* customer. All of this, I would suggest, creates something of a paradox. Procurement are focused on cost, Sales on sales and Operations are doing their own thing somewhere in between. So, what are the chances of achieving any collaboration inside a single organisation, let alone with the numerous organisations that make up today's supply chains?

In addition, we either have an overwhelming desire to collaborate with everybody or to collaborate with nobody. Collaboration is appropriate where access to external resources and capabilities are required and the work being conducted has high levels of risk and innovation. If it doesn't fit this profile, don't do it! Collaboration is difficult and incurs a lot of hidden costs. These costs can be simply wasted manpower, or something larger like reputational risk from a failed collaboration (think of any number of high-profile delays on megaprojects) or the loss of important intellectual property because safeguards were not put in place.

Some organisations I have worked with attempt to create supply chain or programme and project functions in an attempt to address the structural challenges of effective collaboration. I have seen all of those organisations forget to include some functions – typically sales (making the function wholly upstream-focused), or operations (meaning a critical component of the collaboration is not integrated). So trying to address this through structural means looks difficult. An alternative option is to consider more integrated goals and incentivisation mechanisms which guide functions towards considering that, while they all have different internal customers, together they have one, shared, end customer. Once this is in place, intra-functional integration becomes easier and collaboration becomes part of the day-to-day. Only after learning how to do it effectively themselves, can organisations begin to drive real value from collaboration. So, first get your own house in order – the ICW membership must lead by example.

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Jeremy Campbell



Shaping our future together

It is a great honour for me to be invited to become a member of the management board of ICW. I'm really looking forward to the opportunity and to working with like-minded individuals to further develop the Institute as a center of excellence, ensuring that collaboration is widely recognised as a fundamental business discipline.

Perhaps one key challenge ahead to endorse collaboration as a fundamental discipline is how to market the new ISO 44001 framework as a strategic opportunity representing clear, tangible benefits for industry as a whole. The publication of ISO 44001 is a major milestone for ICW and provides a common standard

to share data and knowledge, breaking down commercial and cultural barriers rooted in adversarial ways of working and distrust, by enabling real transparency and real advantage.

Industry has a unique opportunity to move onto the next phase of this exciting journey: sharing information and knowledge horizontally, peer to peer across industry sectors, creating new horizons. A further challenge will be to ensure that the benefits of 44001 are not diluted by the myriad of consultants offering services to organisations to achieve certification. The Institute will need to consider carefully consultancy accreditation to ensure ISO 44001 remains the standard of excellence.

Adding more discipline, structure and process to collaboration along with academic partnership are key successes of ICW to date in my view. Indeed, that is why EMCOR UK has always sought to be at the forefront of thought leadership with ICW, the British Standards Institute and other like-minded organisations. We are delighted to have achieved ISO 44001 certification, as it represents a natural step in our mission to collaborative excellence.

I feel one of the best ways to ensure collaboration becomes a strategic discipline is for organisations to share the tangible benefits that they, their customers and their supply chain are jointly accruing from collaboration. I urge all organisations that have adopted collaboration to share their success, helping to build collateral for the Institute and momentum for collaboration.

There are other reasons why I'm a passionate advocate for collaboration. Mounting evidence indicates that mankind is facing serious challenges that can only be dealt with on a global scale – climate change, population growth, food and water supply, energy provision and technology convergence. No single organisation or nation can hope to tackle the causes or impacts of these macro developments on their own. Eventually they will be forced to collaborate, even if they cannot see that it is in the self-interest to do so now.

From my perspective, learning to work in a more collaborative manner is not a "nice to have" as some voices maintain; it is an urgent imperative for long-term sustainability. Together, we need to keep demonstrating real tangible benefits and keep working across academia to make collaboration a cornerstone business discipline. I accept that there is still a long way to go to get everybody on board with this point of view, but I will contribute what I can to help ICW rise to these challenges.

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Paul McCracken



Spreading a one-team approach worldwide

It's a great pleasure to be joining the ICW foundation board on behalf of BAM, continuing the work of my colleague, Malcolm Stephen. I have been involved with the ICW for some time, and I'm looking forward to the coming period as collaboration comes of age with the launch of ISO 44001.

Like many of our colleagues in the ICW, we at BAM have been preparing for ISO 44001 and completing our reviews and gap analysis to ensure we gain certification.

I'm pleased to say that 2016 was another good year for some truly collaborative projects at BAM. We completed further sections of Crossrail and we are on the final stages of two of our most challenging projects at Victoria Station and Tottenham Court Road Underground Station. None of these could have been delivered so successfully without collaborative commitment from the customer, our joint venture partners and our supply chain partners.

During the year, we continued to spread the word about collaborative working. We held meetings with our customers and Government representatives, including ministers. It is clear that decision makers see the future benefits for our industry.

One of the biggest steps forward in the past year has been looking across the Royal BAM Group, which like any multinational company, has localised differences. The Group reorganisation in the Netherlands has provided a clearer focus on our common areas of interest – as well as our differences – and given us the opportunity to extend our collaborative journey.

As a result, collaborative practices have been developing at a greater rate across the whole group. As well as regular CEO engagement, BAM has established regular team events, bringing together people from all levels across the businesses and our supply chain, to share ideas. Time away from the day-to-day business in a one-team environment is driving challenge and innovation.

Our business development heads meet regularly, and these discussions highlight our common goals and how we can help each other achieve them. An example is how we have joined forces with our sister company, BAM International. Successes include a new terminal at Tanzania Airport, and securing the British Antarctic Survey project for berthing the new research ship, RRS Sir David Attenborough. This is a chance to be the first company to bring ISO 44001 to the Antarctic!

Our work with BAM International benefits from the proactive approach taken by the Government. By offering financial and business support to governments and organisations around the world, our Government unlocks schemes, providing opportunities for British companies who then share their expertise with local small and medium enterprises and suppliers. There are exciting prospects in the coming years, opening the door for us to spread our one-team approach worldwide.

I couldn't talk about collaboration without mentioning our supply chain. We all know their importance – for business success and as the source of innovation. We maintain close relationships and hold regular events to engage with our supply partners, and recently held an event in the Netherlands to meet potential partners interested in working in the UK. This proved highly productive and, ironically since the announcement of Brexit, our business seems to be closer than ever to Europe. It's a funny old world!

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New international standard underpins commitment

The long-term and complex nature of air traffic control calls for long-term relationships and collaboration, so NATS puts working together at the heart of our purpose of “advancing aviation; keeping the skies safe”.

Working in partnership is absolutely fundamental to what we do. That’s true both for the special relationship between air traffic controllers and pilots, as well as for the customers, suppliers and organisations that we work with all over the world.

We have a number of significant business drivers that substantiate our commitment to international collaboration. These include our major technology transformation programme to meet Single European Sky commitments, and our ambitions to secure more business overseas, in particular in the Asia Pacific and Middle East regions.

These business aims are behind our motivation to ensure we work to the requirements of the new ISO 44001. NATS has been highly supportive of the development of the new standard from its outset, working with BSI and the ICW where we could. This commitment fully reflects the importance of a collaborative standard to our business and how we work with and encourage our partners. We achieved certification following publication of the standard in early March, and are particularly proud to be a part of this world first.

ISO 44001 fully supports how we want to work with our partners on our technology transformation programme, where we have established collaborative arrangements with a number of key technology partners. We have brought together these industry-leading organisations – many of which are actually competitors with each other – to work with each other in a supply chain “ecosystem,” supported by a set of common collaborative principles. By working with each other in the best interests of our programme, we can address commercial and technical risks co-operatively and exploit any opportunities together. This is facilitated by our award winning, leading-edge, supply chain function.

Not only does an ISO business relationship standard raise the profile of collaboration to new levels across the globe, it will also encourage organisations outside the United Kingdom to embrace and incorporate the operational framework in their business practices. This is important to NATS because our supply base is international, drawn from numerous European and North American countries; so adhering to – and promoting – the benefits of an international standard absolutely fits with our business aims and aspirations to promote best practice across our most important suppliers. We have been keen to support and encourage a number of our most important suppliers to attain BS 11000, so we feel that ISO 44001 is an even greater motivator for organisations to embrace a relationship-based approach to business.

Furthermore, it’s our intention to continue to develop and grow our international business and target key markets where we believe that collaboration is an important discriminator, based on building long-term relationships to deliver better value for customers. An international standard supports this objective by demonstrating a strong commitment to business collaboration and the mutual benefits and advantages that it can yield.

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Our journey with BS 11000



**Jen Brownlee
and Bev Waugh,
Atkins**

As early adopters of BS 11000, Atkins has now achieved certification for all types of relationships (both internal and external) in our transportation division. We continue to mature in our behaviours, supporting collaborative working and developing our strategic relationships, whilst identifying new opportunities and growing our existing relationships with partners.

At Atkins, our focus is about creating consistency around behavioural maturity and how our people can be better enabled to deliver our strategy and high level operating principles. This includes engaging with BSI to plan our approach to certification, and encouraging and measuring behavioural progression in our own people. Importantly, we rely on internal partners for delivery of around 40 per cent of our transportation work, and therefore forming better, high performing teams is critical to supporting our business strategy.

Over the last five years, we have built up our approach to identify the gaps between our existing systems and the BS 11000 guidance in order to understand better how value can be added by adopting new and different ways of working collaboratively. Our greatest challenge is making sure that collaboration happens all the time, especially when things are not running smoothly. In short, we want to make sure that the ball always remains in play, irrespective of the conditions of the pitch.

Identifying

Since beginning this journey in 2011, Atkins recognised the gaps in its processes and capabilities – identifying that informal approaches to relationship management were far too

reactive, inconsistent and did not allow for proactive positioning and growth. This strongly aligns with the internal assessment stage of BS 11000, building successful relationships with supportive organisational processes. We can build value propositions, identifying the needs of the marketplace, shaping, winning and delivering more of the work that we want to do, in a way that is mutually beneficial to our clients and partners.

Additionally, recognising our reliance on internal suppliers for up to 40 per cent of our delivery within transportation, we included certification for internal relationships with our infrastructure division and Global Design Centre (GDC) in India.

We acknowledged that personal development would enable better conversations to happen under challenging circumstances, and identified a resource in India to work with our team on understanding their own psychological profiles – helping to promote awareness of diversity within teams and enabling more robust communication and relationships with colleagues 5,000 miles away.

This was the first time we had formally trialled anything like this in India. Benefits include our GDC team developing a collaborative methodology with respect to building information modelling – innovative use of interactive 3D models for stakeholder engagement, supporting design and construction activities. Atkins have since used the evidence in a winning bid, adding value to our business and supporting our strategy. This provides a strong foundation for our future work together.



Relationships

At this stage in our collaborative journey, we are able to understand better how most of our significant relationships work. Our joint venture partners are of strategic importance to us – we have shared aims in delivery and satisfying client needs. We recognise those strategic clients who understand and promote the value of collaboration, where we work to improve our offering together to mutual benefit.

The less obvious relationships were those that are traditionally transactional. Early on, we recognised that our relationship with Unipart far exceeded the boundaries of a transaction when working together to design and build interface relays for a rail client. Atkins was able to rely entirely on Unipart to deliver directly to the client with no “man marking” from Atkins. This resulted in a new route to market for Unipart, efficient completion of a project for Atkins and the all-round strengthening of our relationship. Consequently, we sought certification to reflect our strategic relationships with suppliers.

Knowledge

Part of the value of a BS 11000-led relationship management plan is the opportunity to join up approaches across collaborative parties, agreeing “best for job”. We used the guidance in BS 11000 as a signposting tool to existing knowledge and information, therefore adopting the “best for job” tools from across organisations, which enabled us to avoid duplication.

One of our success stories is that of both parties in a relationship sharing a relationship management plan, even for audits purposes, which can be achieved only when the plan is entirely adopted

by both parties. This helped us to transition to having project teams owning their collaborative working methodology rather than having a specialist adviser assist in every audit.

Matching and adopting joint processes acts as an enabler; but real successes can only be achieved when behavioural change happens. Our approach to enabling and building maturity in behaviours includes:

- Jointly inducting staff to projects and frameworks on a team level;
- Using “insights” and psychological profile tools to help teams recognise their strengths and preferences, enabling effective communication across teams;
- Recognising how to select properly the right resources to produce the best results;
- Developing action plans to improve collaboration – and encouraging these objectives to be used in individual personal development reviews – to identify additional training and development opportunities.

We have taken this approach across whole projects and partnerships to ensure that we develop a sustainable and better managed plan.

Next steps

As an organisation, we are aware that we have to work hard to fulfil our own expectations around behavioural maturity, and maintaining and improving collaborative relationships. We will continue to embed a collaborative approach to our working relationships, and demonstrate the benefits to clients and partners who do not yet see the value of collaboration to join us on our journey. We will work proactively to manage our most important relationships and to learn lessons from our people, partners and clients to realise our strategy and achieve our objectives.

Fundamentally, we will continue to use BS 11000 to provide structure and support our work. We look forward to the new challenges brought by ISO 44001, and aim to continue our journey towards effective and valuable collaborative working.

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The background of the advertisement is a photograph of a bridge under construction. The bridge's steel beams and supports are visible, with a prominent diagonal beam in the foreground. The lighting is warm and golden, suggesting a sunset or sunrise. A semi-transparent geometric overlay, composed of various sized triangles, is positioned in the lower right quadrant of the image, partially overlapping the bridge structure.

ATKINS

Shaping the future of transport

At Atkins we understand collaboration. We work with our clients, sharing ideas, to deliver innovative solutions to some of the most complex and challenging transport projects.

www.atkinsglobal.com

Team charter embraces Army



Mike Beavis, Babcock International Group

Babcock Support Services Germany (BSSG) has demonstrated a collaborative working approach with Defence Infrastructure Organisation

(DIO) and stakeholders since the onset of the contract in August 2011.

Weekly meetings occur between the contracting partners; this enables constructive challenges from both parties and ensures that user customer expectations are met and managed.

Collaborative working practices exist throughout all levels of both organisations; regular reviews are undertaken which evaluate relationship mapping, communication plans and joint business plans.

Leadership for each collaborative relationship has been underpinned, with directors running the

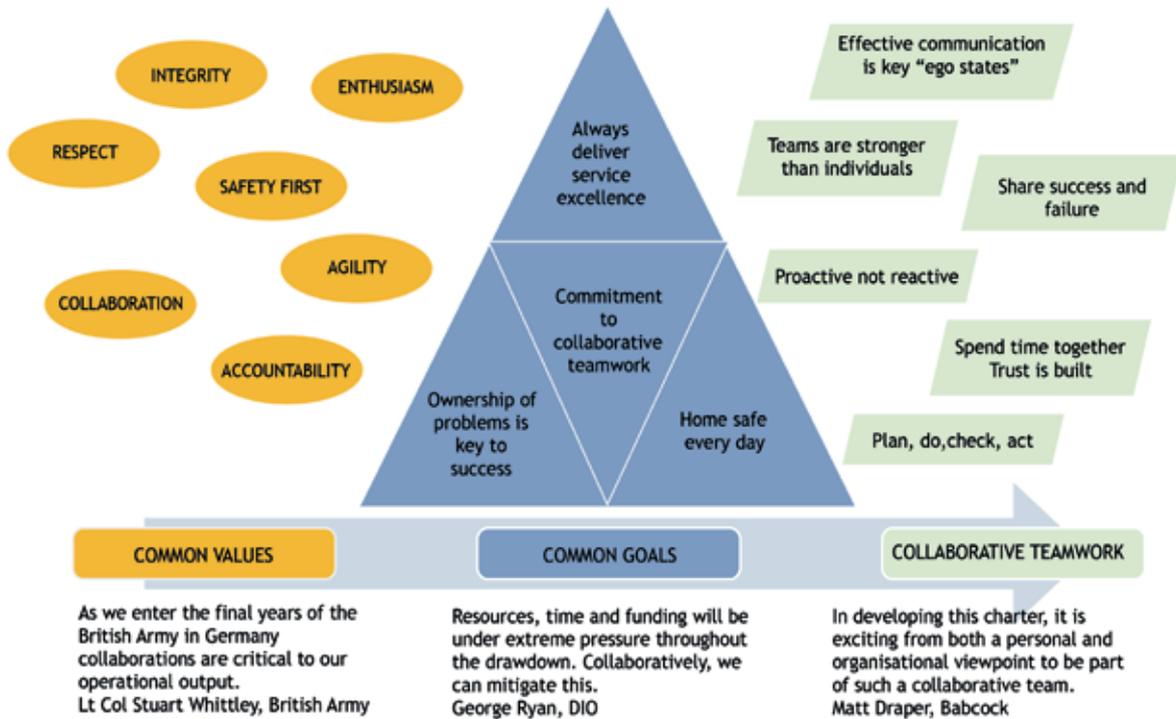
relationship jointly on both sides for both DIO and Babcock.

In 2014, BSSG was subject to a British Standards Institute (BSI) assessment for collaborative working against British Standard 11000. This culminated in BSSG being awarded the certification.

Since the BSI assessment, BSSG has continued to promote and develop its collaborative working practices. Further work has been undertaken which has encapsulated the British Army into the relationship, and as a result, the team charter was developed and agreed by the tri-party collaboration. This was produced following a series of workshops focusing on how the partnership operates today, and on the teamwork needed over the coming years as the drawdown programme for Germany gets nearer to the end, presenting further challenges.

The team charter has captured the values of each organisation and demonstrates how these can be linked to achieve the tri-party goals whilst underpinning the key behaviour required to ensure collaborative working is at an optimum.





Other underpinning examples of the collaborative approach include shared office locations, joint contract risk register, joint fraud prevention committee and joint quarterly reviews of performance, where the emphasis is not only on contracted delivery, but reviewing priorities and future needs.

Against a backdrop of constant change through the drawdown programme for British Forces in Germany, there is a need to be open and honest in relationships to ensure services are maintained and that resilience remains through to the end. The impact on the Army of staff morale is huge, should services start to diminish and quality then start to suffer.

The original contract between BSSG and DIO was for a five-year duration, ending in 2016. This has been extended by DIO to 2018, and DIO are already progressing a further extension to 2020, linking in with the end of the drawdown programme. This is testament to the long-established trusting relationship between both parties, and BSSG's ability to meet the changing needs of DIO and the British Forces through the drawdown programme.

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trusted to deliver™

Trusted to deliver when it matters

Babcock provides critical services to government and industry globally, building local partnerships to deliver world-class defence support solutions to the Armed Forces.

Whether we're providing complex equipment support or bespoke military training on land, at sea or in the air, Babcock is trusted to deliver.

www.babcockinternational.com



Bridging relationships with stakeholders



Timothy Fleming, BAM Nuttall

As one of the world’s famous landmarks, Tower Bridge is a tourist magnet as well as an arterial connection within London, a vital walkway for pedestrians and a critical

influence on river traffic that depends on the bridge opening on schedule.

The combination of stakeholders to be considered by BAM Nuttall while undertaking the re-decking project meant a high level of collaboration and interaction just to consider carrying out any work, let alone delivering work on the bridge. Our strategy for successful delivery centred on collaboration that promoted trust and transparency between all parties.

With only a three-month window for the full works, they were successfully completed one week ahead of programme!

Constraints set by stakeholders:

- A three-month maximum road closure: 20,000 vehicles cross daily;
- Maintain access to pedestrians at all times: there are more than 40,000 pedestrians daily;
- The bridge’s bascules would have to be raised when required, (there would be 24 hours’ notice for any vessel needing to pass through). The bascule units open to vessels up to 900 times a year;
- No impact on the Tower Bridge Exhibition (business continuity): it has 600,000 visitors and 500 private events annually.



Among the other key issues to consider:

- The direct interface between Transport for London and the City of London;
- The impact on residents of Southwark, Tower Hamlets and beyond;
- The impact on the Tower of London as a world-famous tourist attraction;
- The historical influence of the 122-year-old, Grade 1 listed structure.

We utilised the “early contractor involvement” stage (ECI) to develop the scope of the project, review buildability, manage stakeholder issues, obtain consents and mitigate delivery risk. We cascaded this approach through our supply chain, with them working alongside us in the detailed design, planning and execution.

Approaches which were fundamental to the successful delivery of the project:

Targeted investigative works

The ECI period enabled identification of areas of knowledge that the team needed to develop for the right solution for this scheme without making generalised assumptions. Using a number of short duration overnight lane closures, details of the existing structure were exposed and confirmed so the exact scope of works could be refined as much as possible to remove “surprises” during construction. With only a three-month window for the full works, planning had to be meticulous.

Selection of supply chain partners

Early identification of like-minded supply chain members allowed the project to benefit from, and capitalise on, their expertise when developing the design. For instance, we developed a waterproofing detail in conjunction with VolkerLaser, the replacement of the expansion joints with Ekspan and the re-decking of the bascule with Midlands Flooring.

Advanced project thinking (APT)

APT is a collaborative planning process that keeps all parties informed, and supports joint decision making and planning for the best outcome for the



"From the outset, the City of London Corporation realised that collaborative working would be essential to the project's success, and this was central to the procurement process to find the right contractor. BAM Nuttall demonstrated they were the right company by putting together an exceptional team, and they continued to deliver all the way through to completion, several days ahead of schedule on a tight programme."

Paul Monaghan, Assistant Director Engineering, City of London

project. APT assists with developing relationships between all key members, and supports open sharing of information regarding progress, planning and possible disruption, by engaging them in all reviews. Core attendees throughout pre-construction (ECI) and construction included BAM Nuttall, COWI (designer), City of London, Temple Group (planning and communication consultant) and the Tower Bridge operations management team.

Exhibition interface meetings

Meetings between BAM Nuttall and the Tower Bridge operations team ensured we were aware of each other's changing requirements. Proactive management of these changes enabled us to ensure our works caused minimal disruption to the Tower Bridge Exhibition and also ensured that our planned method was flexible enough to meet them without throwing the programme out of control when accommodating any requirements.

Open book pricing

All pricing was open book and subcontract quotations were openly available, which promoted trust and effective communication between the customer and the delivery team. The project was fully costed and the budget agreed prior to works commencing on site.

Weekly stakeholder communication meetings

Weekly meetings were held between BAM Nuttall and Temple Group, who helped develop our stakeholder liaison strategy for the project. The scope of the works required dealing with City of London, Transport for London (TfL) and members of the public. We carried out letter drops prior to commencing the works and held public consultation

workshops to keep all stakeholders informed and to satisfy concerns. The trust and confidence that developed between us enabled City of London and TfL to focus on keeping London moving, and BAM Nuttall to focus on successful delivery.

Collaborative BIM processes

We used collaborative building information modelling processes (BIM) to optimise buildability and ensure "right first time" construction – as well as providing a 3D visualisation tool which assisted with the phasing of the works, gathering information throughout delivery and identifying potential issues prior to occurrence on site. We assessed the pedestrian impact in our management plans, while maintaining safe access during the works and emergency evacuation routes. Using BIM, 3D virtual models allowed us to communicate visually our proposals to all stakeholders in an easy to understand way.

Co-locating in the project office

During the ECI phase we set up in the same office as our planning consultant, Temple, which promoted trust, transparency and open communication. During delivery of the project, we ensured the key members of our supply chain co-located in our site office, which facilitated an efficient free flow of information. Co-location also allowed us to develop a combined vision and set out joint aims and objectives, which included delivering the project on time, on budget and with minimal disruption.

Daily subcontractor meetings

Daily meetings with all key subcontractors at the end of each shift were essential in the smooth running of the project and mitigated the risk of delay. They allowed us to discuss the works for the following day, plan deliveries and identify issues before they occurred on site. Each subcontractor's supervisor attended the meetings, which encouraged them to co-ordinate activities to optimise the programme and reduce health and safety risks.

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PIONEERS IN COLLABORATIVE WORKING

BAM Nuttall can claim with some justification to being the pioneers in developing a collaborative approach to working with our customers. This approach began with numerous projects on the Olympic Park, where close relationships were developed with the ODA and with our supply chain.

This knowledge has since been transferred to projects such as the refurbishment of the northbound bore of the Blackwall Tunnel, the Edinburgh Glasgow Improvement Programme, Borders Railway upgrade, Leeds Flood Alleviation Scheme and the just completed projects at Tower Bridge and Hampstead Heath Ponds.

In addition BAM Nuttall was the first contractor to complete a project utilising the Early Contractor Involvement model with the delivery of the A500 Stoke Pathfinder highways scheme. ECI encourages innovative project delivery and an opportunity for customer and contractor to influence positively the outcome of the programme. We were also the first contractor to receive coveted BS 11000 status.

We are proud of our long established track record in working collaboratively and look forward to sharing this experience with our customers and supply chain partners well into the future.

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A new era of collaboration



Carla Whyte, BSI

Last year was a significant year for collaboration, with the development of the new international standard, *ISO 44001 Collaborative Business*

Relationship Management Systems – Requirements and Frameworks, which published recently. We've already seen its predecessor, BS 11000 help numerous organisations in the UK enhance their competitiveness and performance, and we continue to receive great feedback about how the standard is helping to achieve greater value when working with others.

Costain, EMCOR, Kier, Leidos, NATS and Network Rail were the first six UK and worldwide companies to be independently assessed by BSI and achieve certification to the new standard. Since the development of ISO 44001 began, we've seen an increased awareness and interest from organisations in all sectors who wish to identify, develop and manage collaborative business more effectively.

The fundamentals of the standard – agreeing joint objectives, getting the right people for the job and building an environment to share skills and resources – may seem straight forward. However, as relationships become more complex and varied, there are many considerations for businesses.

What's new in the standard?

Whilst some of the requirements within BS 11000 have been retained in the new standard, ISO 44001 follows a high-level structure – featuring terms, definitions, headings and text common to all management system standards. This format was introduced some time ago to make it easier for those developing and implementing multiple management system standards. Some of the other changes include an increased focus on competence and behaviours, a need to define the context of the

organisation, and an emphasis on the importance of "senior executives responsible".

Since 2010 – when BS 11000 was first published, enterprises and supply chains have become more complex and new market demands have come to the fore. The way that organisations do business – and in particular, the way that they collaborate – has, therefore, also had to change. The publication of ISO 44001 will ensure that organisations have best practice systems and processes in place for effective collaboration in modern business.

Some of the other key changes between BS 11000 and ISO 44001 include:

- Alignment with other key management system standards through the use of a common structure and core text;
- A further emphasis on value creation and the establishment of a value analysis process;
- A focus on the importance of commitment from executive level, allowing for a greater insight into each relationship.

Implications of the supply chain: what does this mean for businesses?

The supply chain has been identified as the fastest growing threat to business continuity globally, and organisations are already looking to understand and mitigate the associated risks. ISO 44001 supports this, helping organisations to safeguard relationships that impact their ability to deliver to their customers, whilst protecting their reputation.

As supply chain networks increasingly span continents and become more complex, the ability to quantify and mitigate supply chain risks throughout the procurement, manufacturing, transportation and sales lifecycle, is paramount. Likewise, the need for organisations to work together has never been more crucial, therefore the new standard can help organisations to understand how to work collaboratively in today's industry.

To coincide with the increased awareness around



supply chain risk, last year we piloted a new scheme to enable larger organisations to support their smaller supply chain partners through certification. The benefits include creation of a more effective and efficient way to work together, as well as future-proofing relationships to result in a more resilient supply chain.

What are the challenges?

Economic uncertainty, disruptive competitors, reputational harm and threats to data security remain key concerns for organisations. We recently carried out some research with the Business Continuity Institute which confirmed that cyber-attack is the top threat perceived by businesses. Eighty-eight per cent of organisations said they were concerned about the possibility of a cyber-attack. Data breaches and unplanned IT telecom outage followed closely behind in second and third place.

With this in mind, organisations involved in construction and infrastructure projects will need to manage and control the sharing of data carefully throughout the process. The fast growing adoption of building information modelling (BIM), both in the UK and across the globe, brings its own digital challenge – placing even greater importance on the development of strong relationships and collaboration.

Organisations must have a robust supply chain, including products, processes and people. It's not enough for organisations to ensure that their own company's information security and business continuity measures are robust – they should also insist that volatility and impact assessments take

Above: Cyber-attack tops the concerns of businesses, and presents a major challenge for organisations sharing data

place to monitor their entire supply chain. This will help to highlight risks, and identify measures to mitigate potential dangers, delays and costs.

Looking ahead

We're looking forward to helping organisations on their journey to ISO 44001 in 2017. There is a wide range of benefits that can be achieved through collaborative business relationships, including enhanced competitiveness and performance, and added value. By implementing this best practice across your business, you'll be able to deliver excellent products, build reliable processes and cultivate the right behaviours in your workforce – achieving organisational resilience. In our experience, the best results for collaborative business relationships come from those organisations who embrace the value of a collaborative culture and truly make it "business as usual".

Whilst there are plenty of challenges that lie ahead, it's important to recognise that this also brings opportunity. By taking advantage of these opportunities, businesses will be able to survive and prosper.

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“At Kier, we worked with BSI to develop an alliance model, supporting our supply chain partners through certification to the Collaborative Working Relationships standard. Adopting this approach has helped us to safeguard our supply chain while delivering immediate benefits to all involved and strengthening our relationships for the future.”

Dave Wright, Executive Director, Kier

Winners of ICW 2016 Collaborative Working 'Industry Award'
and ICW 2016 Collaborative Working 'Supply Chain Award'

Building collaborative relationships to safeguard your future

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Consistent approach supports overseas transition

Jo Matkin, Capita

When considering an international move, Capita Resourcing realised it would be imperative to have established frameworks and processes in place to ensure the important transfer of skills and knowledge to an overseas location.

With Capita plc having existing successful support services business in Poland, a decision was made to maximise on the service expertise and mutual benefit of placing services in this location with the strategic imperative of establishing a global shared service centre.

The purpose of the move was to develop a sound platform for a Capita European Centre of Excellence. The centre is responsible for delivering improved economies of scale through shared services, allowing UK operations to focus on core services and increase productivity. This in turn delivers efficiencies for the business.

Capita Resourcing's Business Support Services (BSS) function has successfully delivered a centralised service since 2012. The intention was to use this model to complete a like-for-like transition of the department to Poland to assure ongoing service levels to customers. In order to ensure a smooth transition to Poland, aligned with a full technology implementation, this transfer was completed in two phases. As Capita Resourcing was effectively purchasing the infrastructure from the Capita Europe operation, it made sense to apply a collaborative working approach to the programme, which was underpinned by the principles of the BS 11000.

The transition was carried out in two phases to ensure business as usual, starting with the customer care and quality assurance teams. With training commencing onsite in Krakow from July 2016, existing BSS subject matter experts worked collaboratively alongside the parallel team in the UK to ensure expectations were clearly communicated and both teams worked towards jointly agreed objectives. The full service transferred to Krakow in September, supported for a further four weeks with onsite training.

The second phase included transitioning further support teams. Due to the large number of vacancies for this phase of the project, Capita carried out onsite assessment centre interviews. A collaborative working structure was then set up in October 2016 with a newly-recruited service lead and specialists training alongside the existing UK operation, whilst the remaining team undertook parallel training in Krakow. Onsite training and parallel working was delivered by a team of subject matter experts and the flexibility and agility of BS 11000 supported a consistent approach to the project despite differing locations. The full service cut over in early December.

Business as usual

With two of the subject matter experts remaining in Krakow and working on secondment contracts for six months, further support and ongoing training was provided from the UK. This team now permanently provide ongoing assistance to the team in Krakow for support on "business as usual" activities, whilst also working on new business and legislation initiatives.

A key measure for the programme was ensuring that the separate Capita Poland entity was





personally invested in the success of the shared service centre for the benefit of Capita Resourcing's customer base. As such, the commercial agreement was drafted around the principles of joint value creation, ensuring that Capita Poland enjoyed the commercial benefit of increasing its shared service footprint, whilst meeting a series of key performance indicators focussing on customer satisfaction and staff retention.

While transitioning to a global shared service model was a new venture for Capita Resourcing, the entire process was undertaken with a tried and tested methodology and robust governance

which provided reassurance that the outcome would be a success.

Key successes of the project include:

- Completing the project in line with agreed deadlines
- Delivering 227 training topics in phase one and 271 in phase two
- Transitioning a function to a European office within four months
- 20 per cent savings on base cost of resource following the transition to Krakow.

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What gets talked about gets done



David Sanders, Costain

The old management mantra says: "what gets measured gets done".

A few months ago, I heard a slightly different take

on this from Costain's Director of Behavioural Management, Alan Cheung.

Alan's premise was that for something new or different to sink into public consciousness and enter everyday behavioural activities, it needs to be a high priority. The way we often recognise priorities is by listening to "what's hot and what's not". In other words, if you want something done, you need to get it talked about – a lot.

This coincided with the introduction of a new internal blogging facility within Costain Group.

So, I took the bull by the horns and wrote two blogs on the subject of collaborative working, just to get our people talking about it. So, to give you an idea of the conversations within Costain, here are those blogs:

Collaboration blog part 1:

What's in a word?

A few weeks ago, I heard on the news that Sir George Martin (the so-called fifth Beatle) had died. Apparently, during his long life, he was famous for achieving success through many different "collaborations".

This use of the word "collaboration" got me thinking.

The word seems to be used far more than it used to be, and yet I'm not sure that the word means the same thing in every situation.

A simple test for deciding whether a relationship was collaborative popped into my head. I wondered

if it was as easy as: **Collaboration = working with someone, as opposed to working for someone?**

Often, when describing collaboration, the phrase "working for mutual benefit" is used, but I believe that mutual benefit can be achieved in any relationship and isn't dependant on whether we work for, or alternatively, with someone.

Continuing on the musical theme, I bought a turntable at the weekend. I got the record player, and the dealer got my money. Mutually beneficial? Yes. Collaborative? No. It was just transactional.

For me, working for someone, (being employed to do something) is similar. It describes a transactional relationship.

There is nothing wrong with this. It's worked brilliantly for many thousands of years. However, there is no added value, or additional benefit.

I have no doubt that collaboration can be hugely beneficial for creating "added value". When both parties are actively contributing their ideas and experience together, you often end up with something that neither could have envisaged or created on their own.

For collaboration to be successful, both parties must:

- a) have something to contribute (or share), whether that be talent, data or other resources, and
- b) be willing to invest time and effort in pursuit of finding that "extra value".

A down side is that collaborating can be much harder to implement effectively over a long time.

How many pop bands split up after just a few years citing "artistic differences", when in other words, they fell out?

Because collaborations can be difficult, it's nice to know that there is some guidance out

there if you really want a collaborative business relationship to work well, and last a long time.

BS 11000 is a British standard that helps explain what makes collaborative relationships work. We don't need to use it in every situation, as I said, transactional (non-collaborative) relationships can be appropriate, but for long-term, highly complex, high risk and strategically important relationships – we could do worse than find out more about the ingredients for a successful collaborative relationship.*

Of course, for the likes of George Martin, collaboration was probably easier because it was more about his personal relationships.

But for an organisation like ours, where there are lots of different people and relationships involved, it probably needs just a little more thought and planning, and less trusting to luck!

** Now ISO 44001*

Before the next blog, it might be useful to clarify that Costain is continuing to seek and develop ways of encouraging collaborative working. During 2017, we plan to use our 10 years of experience in applying behavioural science to safety, and to influence individuals' collaborative working behaviours as well.

Put simply, the science says that "behaviour" is "what people say or do", and that the triggers or prompts that take place immediately before behaviour (called antecedents), are only 20 per cent effective at influencing behaviour.

The consequences that are felt by an individual during or after a behaviour, are however 80 per cent effective at influencing their behaviour.

"Pinpointing" is a term used in behavioural science to identify specific and unambiguous actions that we determine are key to the successful implementation of collaborative working practices.

ISO 44001 and Costain's internal collaborative



working processes are both antecedents, so whilst absolutely necessary to establish expectations, are in themselves unlikely to motivate someone to follow them.

Costain is currently exploring the different types of consequences required by an individual that will make that person more likely to carry out the required collaborative working behaviours.

Collaboration blog part 2:

How do I collaborate?

How should people behave differently?

Collaboration is not the end result: it's the enabler. We work collaboratively because we want to achieve results that we could not achieve alone. If we are clearer with what we want to achieve, then we will know better how to behave with others in order to achieve it.

In life, we see things happening, form an opinion and give that opinion a name (or a label). Collaboration is a label. What we need to be clearer about are the actions we would like to see happen, and the things we would like to hear people saying. In short, describe the change we want to see.

We learnt from Costain behavioural safety about how important it is to pinpoint the behaviours



we want to see happening. For collaboration, the same principles apply. We need to be specific about the actions that are required. So, for really effect business to business collaboration to happen, we need to be really specific about:

- a) What we want to achieve together, and
- b) What we need to say and do to deliver that. ("What we say and do" is how Costain defines "behaviour").

What gets in the way?

People have been collaborating (helping each other out) for millennia. It's normal and it's natural.

Sometimes, however "manmade" constraints get in the way. For example: if you are focussed solely on protecting your organisation's position, intellectual property, or reputation, you can go against your naturally collaborative tendencies. Sometimes this is appropriate, sometimes it isn't, as it prevents appropriate pooling of knowledge, effort and information that might be good to share.

If we wanted to increase the value we get from working with another organisation, maybe we should start the conversation by asking:

"What could we do differently to make us both more effective?" Then follow with

something equally challenging like: **"What is it that I do that costs you money?"**

These may appear on the face of it to be simple questions, but that doesn't make them easy. These are really big, honest, grown up conversations about how we could work better together.

If those conversations are followed through, I believe it could result in a series of pinpointed behaviours for working more collaboratively. And if we had pinpointed behaviours, we would all be a lot clearer about what "working collaboratively" meant.

I realise that blogging is just one way to get people talking about collaboration. I also realise that it isn't a one-off activity.

If we want more collaborative working to happen, we need to take every opportunity to keep talking about it, because "what gets talked about gets done".

With the introduction of ISO 44001, this presents us with yet another opportunity to get people talking about collaboration.

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The leadership challenge in a connected world



Jeremy Campbell, EMCOR UK

Three-time Pulitzer Prize winner Thomas Friedman, in a landmark essay *The World is Flat*, discussed the impact of a connected world driven by the convergence of

technology and personal digital devices all linked via broadband and supported through cloud computing. He argued global virtual teams are becoming the norm, with suppliers, customers, governments and universities working together to solve problems, innovate and create new propositions to deliver enhanced value. As more people naturally collaborate through technology – Facebook, LinkedIn, Salesforce chatter, Twitter and Yammer to name just five – are companies prepared for the leadership challenge in a connected world? And what does it take to become a collaborative leader?

I would like to recommend that knowledge of the new ISO 44001 framework would be a good place to start as the standard details – with examples, the best approach to co-create long-term effective, transparent and value driven relationships. As a life cycle model, the standard clearly sets out a new way of working with a strong emphasis on skills, competency and behaviour.

As an early adopter, we've examined what it means to be a collaborative leader and fundamentally believe it requires skills in five key areas:

- **Think strategically:** organisations, think-tanks and academia are critical facilitators of collaboration and leaders need to build relationships in the wider world, not just their typical space;
- **A demonstrable capability to attract diverse talent:** if you don't bring on board strong people with different skill sets, you will never do anything different than you are doing today;

- **Become the knowledge architect:** by sharing information and ideas to get people working on solutions together, you can create an environment where people choose to work with new people;
- **Passionately believe:** that collaboration will give you advantage and create new leaders not followers;
- **Build network bridges:** through interaction and technology – Generation Y and Millennials do this naturally so your organisation needs to speak this language too.

Collaboration is the DNA of our business and we aim to stimulate a creative solutions based environment through a win-win business model. We see the creation of collaborative business relationships as the key enabler to creating shared advantage and sustainable business, which is why we were early adopters of both PAS 11000 and BS 11000. Deploying collaboration with our key strategic clients and supply chain partners has been a challenging journey, but one that has brought many shared benefits.

As thought leaders in collaboration, we need to attract and develop people who are great at collaborating and creating networks. Subsequently, at EMCOR UK we have created and implemented learning and development programmes which incorporate collaborative skills within our wider career development pathway. As one of our five company values, collaboration is a measurable competency, featuring as a required behaviour within both our recruitment process and our personal performance reviews. Our competency framework underpins the vision of our business by defining how we would like our employees to conduct themselves when carrying out their work. Collaboration is a skill that our people must have, or acquire, to input into a work situation in order to achieve high levels of performance. What we seek to avoid is spending vast amounts of time and money attracting different people into our business, only to subject them to a homogenising process that kills creativity.



Collaborative competency = collaborative networks + future value

Collaboration is one of nine competencies featured in the EMCOR UK competency framework, of which there are five levels:

- 1 Operative:** is flexible and happy to switch work activity in order to meet a joint need as they understand how their role fits into the bigger picture;
- 2 Technical and supervisory:** works towards the achievement of joint needs and outcomes and delivers against objectives whilst acting in the best interests of the joint effort;
- 3 Management and professional:** demonstrates respect and consideration for all and considers the impact of own actions upon others;
- 4 Senior management:** develops and encourages appropriate collaborative competencies and behaviours in others;
- 5 Executive:** utilises respective organisational strengths and capability, learns from each other's respective experiences and merges systems and facilitates value creation through joint business planning.

At every level we focus on individuals to help them develop confidence and competency to build relationships with internal and external stakeholders and special interest groups. We look to develop people with the skills to collaborate, but also the knowledge to know when not to collaborate. Organisations and people can't collaborate on everything or they face a different problem: ending up in endless meetings, struggling to make decisions and simply grinding to a halt.

Build collaboration into your talent acquisition process

It follows that we operate a competency-based recruitment process and each of the five levels has its own recruitment guide containing nine competencies including collaboration. Our recruiting managers are actively seeking people who align with our business values and can work in a dispersed, cross-organisational network. We have developed specific behavioural questions for recruiting managers to utilise during an interview process for new starters and internal promotions. However, we aim to go beyond this as good recruitment

is not just about a person's career history, it's about their life history and their personal belief systems.

Supporting experience through learning and development

Our learning and development plan is comprehensive and detailed and has been designed around our requirements and those of our customers. It is delivered by a team of internal and external training partners including specialists in equality, diversity and inclusion and disability. We also partner with Training in Action, an accredited Institute of Leadership and Management (ILM) training provider, who co-designed and facilitate our leadership and management programmes. Our leadership programmes have moved well away from the traditional command-and-control style, indeed, we actively run programmes to address the interconnected world, so that our leaders, at all levels, have the know-how to tap into the power of those digital connections.

Good stories and learning stuff that actually matters

Although EMCOR UK's Management Development Programme and Experienced Manager Development Programme are accredited through the ILM at levels three and five respectively, we look to go beyond the traditional (and still valuable) concepts of leadership such as strategy formulation, building systems, delivering results and negotiating deals. Moreover, we focus on understanding collaborative language and brokering mutually beneficial deals. To facilitate these requirements our learning and development programmes equip our leaders with three key skills on how to: build relationships through our Key Account Management programme (developed in partnership with Cranfield University), handle and resolve conflict and (often the most testing) share control.

Sharing control is enabled through joint governance structures, establishing joint goals and identifying and sharing risk. These are at the centre of collaboration and one of the great features of ISO 44001 is establishing a joint relationship management plan (JRMP) to set out how the participants intend to collaborate over

time. The most effective collaborative leaders are good at subsuming their own personal views and expressing the needs of their own organisation clearly and listening hard to the needs of others.

The JRMP also establishes how leaders can deal with conflict. As time moves on, the dynamics of a given relationship change from those defined at the outset, leading to a shift in objectives often away from those which brought the collaboration into being in the first instance. Naturally, this can bring people (and relationships) into conflict and criticism. Successful collaborative leaders need to be able to recognise the early signs of conflict as useful warnings and work within the collaboration to modify and redefine the JRMP. Winston Churchill once stated: "Criticism may not be agreeable, but it is necessary. It fulfils the same function as pain in the human body." Collaborative leaders need to listen and respond to criticism.

Building lasting relationships is not an easy skill to develop; some may do it as a result of experience, others because they are born networkers, but in the connected world, there is an urgent imperative that collaborative leaders learn these skills. Successful leaders are interested in other people and invest time in building wide and diverse networks, and in many cases, leaders should focus on creating collaborative ecosystems. Deploying ISO 44001 is a great way of framing these.

In support of leaders across all roles and at all levels, our senior managers and executives have undergone comprehensive development to work as mentors to help other leaders understand how to share control, deal with conflict and build people networks. The method is to create a confidential relationship, allowing dialogue with a greater degree of openness and exploration than is normally achieved within the direct line management context. The best leaders don't create more followers, they create more leaders.

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Collaborative working: inside and out



Gary Allen, Leidos

In August 2016, Lockheed Martin Information Systems & Global Solutions (IS&GS) merged with Leidos – a global science and technology solutions leader working to

solve the world's toughest challenges in the defence, intelligence, homeland security, civil, and health markets.

Combined, these two companies form the new Leidos – a highly competitive, solutions-based organisation providing practical answers for a complicated world. The new company boasts a strengthened portfolio of unmatched technical expertise, backed by a diverse and highly-talented 32,000-strong worldwide workforce.

The key to both the merger and ongoing integration? Collaborative working.

A constant theme in the run up to the merger – and one that has echoed throughout the new business since Day One – has been the importance of collaborative working.

Bill Krampf, Senior Vice President of Leidos UK/Europe Solutions, was at the heart of the merger and firmly believes that effective collaborative

behaviours, matched by the right working practices, were crucial in achieving the Day One goal of August 16, 2016.

Bill said: "Merger and acquisition activity of this magnitude, in the desired timeframe, could not have been achieved without the willingness of both parties to collaborate. Whether that was from sharing information about each organisation at the outset, to outlining each other's aspirations and goals, to a genuine desire to understand all the "drivers" from both sides.

"From a UK/Europe perspective, our collaborative behaviours are underpinned by our BS 11000 certification, and more recently, by achieving ISO 44001. Our credentials for effective collaboration, both inside and outside the organisation, are further emphasised by our role on the Institute for Collaborative Working Foundation Management Board. It is our clear, demonstrable commitment to collaboration that has enabled a successful transition, with continued flawless performance and delivery to our customers."

Another key element to the successful transition was ensuring that both companies' supply chains were aware of the changes and the need to work collaboratively. In the run up to the merger, Day One and beyond, the Leidos Supply Chain Team have been focused on working with suppliers, not just in relation to the transition and its associated changes and impacts, but also on day-to-day management to ensure minimal disruption to the businesses and customers.

An important activity that supports working collaboratively, and undertaken by Leidos Supply Chain, is regular face to face reviews with core suppliers. The template of these reviews touches on key elements of the trust index and the BS 11000 eight stage CRAFT model.



These reviews focus on the relationship between the two parties, looking at what has gone well, where improvements need to be made, and monitoring metrics on the performance of the collaboration.

The importance and value of these reviews is highlighted by the mutually beneficial outcomes. The supplier ensures their key drivers are met, such as increasing sales and being paid accurately and on time, while Leidos is able to ensure on-time delivery to our customers, at a reduced risk.

These reviews have not only improved performance, but also strengthened supplier relationships, improved communication and developed a greater degree of trust on both sides. Fundamentally, the reviews have supported continuous improvement for both parties.

They have also highlighted some areas where performance hasn't met the requirements of either side, and in a handful of cases, this has led to some suppliers being withdrawn from the core supplier list. Thanks to the improved relationships, this has been managed in a controlled and mutually agreeable way.

Elliot Paterson, Account Director with one of Leidos' core suppliers, CDW – who are also an associate member of the ICW – shares an insight into their relationship with Leidos and how they feel the approach to collaborative working has benefitted both companies:

"CDW had enjoyed a fantastic relationship with IS&GS for over 10 years and, together we had delivered critical projects to some of the country's most critical systems. So, when the news of the merger with Leidos was announced – essentially doubling the size of the organisation in one transaction – we were naturally nervous of the potential risk this would introduce. By maintaining the tenets within the trust index, we were able to navigate this transition together, successfully avoiding any deterioration to service levels and quality. Throughout, we maintained regular meetings, during which we were able to review our position and explore new ideas. This success is absolutely attributable to working collaboratively; aligning our objectives, having



a clear understanding of each other's roles and responsibilities."

Elliott added: "Applying these principles throughout our engagement has enabled CDW and Leidos to deliver successfully relevant and quality solutions."

The focus for Leidos now is the ongoing integration and collaborative working across legacy organisations to transition from their old systems, processes and policies, and to develop further the collaborative working with the supply chain. As part of this focus we have several priorities for 2017 in relation to collaborative working:

- 1** The new international standard: following several months of preparation, we recently become one of the first companies to gain the new ISO 44001 accreditation for collaborative working.
- 2** To continue the evolution of collaborative working with our supply chain, integrating the full trust index into supplier and internal department reviews and focusing on the "awareness" and "knowledge" stages of the BS 11000 eight stage model to create and develop collaborative thinking further. This may see us do more around categorising suppliers and examining the type of collaboration, such as transactional, opportunity specific and business-wide.
- 3** To grow the business's understanding and knowledge of ISO 44001, the advantages it has as a concept and the positive message it sends to customers, suppliers and partners.

With the experience of the merger, we know – and can demonstrate – the benefits of collaborative working, and we will continue to do so as this journey continues.

gary.allen@leidos.com



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One vision overcomes cultural differences



**Tim Mowat and
Anita Broadhead,
Leonardo**

"With the support of the UK Government, Leonardo is ready to invest and grow its business in and from the UK, committing to long-term innovative partnerships," said Mauro Moretti, CEO and General Manager of Leonardo at a press conference in London in January. He was speaking following the amalgamation of Selex ES, DRS and Agusta Westland's UK operations into a new, single entity – Leonardo MW Ltd. The integration makes Leonardo MW Ltd, now employing more than 7,100 UK-based employees, one of the UK's largest high-tech engineering companies.

Mr Moretti's comment is, perhaps, unsurprising given the broad recognition that no organisations can operate in international business in the 21st century without embracing collaborative enterprise. The reorganisation emphasises that the success of any enterprise, whether government or commercial, is becoming more dependent on the ability to work collaboratively with partners, customers and suppliers. The publication of ISO 44001 reflects that this reality is equally present internationally in the context of global economics.

Collaborative working supports the need to operate our new single enterprise in an interconnected and interoperable way. Growing interdependency between countries is focussing industry and government on the need to invest in more integrated business relationships. This means international collaboration at its best is what will drive our continued success.

Occasionally, organisations fail to identify and invest in the right support, advice, skills and resources to allow those relationships to form and grow effectively, and to enable a truly collaborative working model. The increasing complexity of our

clients' requirements and the eroding of the (even perceived) international barriers are becoming more blurred; nurturing the qualities for collaborative working is needed for optimum success.

To maximise the benefits of working with our partners – customers and supply chain – alongside an often diverse stakeholder landscape, we must manage those relationships effectively. This means bringing the right skills, tools and techniques to ensure mutual success. International business has never been more complex. ISO 44001 provides a continued structured framework for collaboration that enables the ability to work together stronger, where often different cultures and diverse perspectives can engender conflict.

Our recent venture into the oil and gas sector in the Middle East is a good example of how forward planning and relationship management can prove invaluable to delivering positive project outcomes. Integrating cutting edge Italian and UK technologies remotely across time zones, cultural and linguistic boundaries is always likely to present some challenges. However, by applying the principles of the international standard, we were able to simplify the whole endeavour by eliminating the opportunity for parochial interests, focussing on the jointly developed objectives with a shared vision of project success.

The launch of ISO 44001 provides us with the necessary baseline for continued collaboration on the international stage. Successful relationships are achieved and maintained by understanding and driving the right behaviours, communications paths, techniques and methods throughout the parties involved. We must recognise and manage

diversity at the team and individual level, managing to bring all the skills and experience to bear into a co-ordinated and effective result in which all stakeholders believe. This is ever more challenging within an international landscape cognisant of the cultural differences that prevail.

These cultural differences emphasise the importance of establishing a jointly agreed understanding of the end vision, and a management ethos that enables and supports the collaborative relationship from day one. This must be underpinned by a clear governance which drives correct behaviours and reduces risk.

Building a new culture

An effective collaborative environment cannot be created through an organisational structure alone. It has to be ingrained into the culture and values of the organisations involved and exhibited through the attitudes and behaviours of all individuals working within them. Such behavioural characteristics underpin the ongoing development and success of an effective working relationship. Establishing a close and effective working relationship is fundamental to the success of any partnering environment. This requires the significant effort, commitment and investment of all parties. Effective relationships will yield long-term and sustainable benefits that are not derailed by unplanned or planned circumstance.

Inspirational leadership

At the heart of successful collaborative working and building an efficient and effective relationship must be a genuine willingness for all parties to work openly. Achieving such openness can be challenging and success may require a paradigm shift (or transformational change) in the culture of an organisation. This is not easy, and is best achieved through deploying inspirational and proactive leadership, with experience of collaborative environments and managing relationships. This will provide the role model for collaborative working for the entire team, including all stakeholders, key sub-contractors and suppliers. Unless the right characteristics and behaviours are identified, understood and embedded within key staff from day one, the benefits of an international collaboration will be limited, and some may not materialise at all.



Learning to trust

Such an open and trusting environment, in which all teams will work, must be established early. This requires investment and commitment from all parties, not just the relationship with the end customer. Adopting the following attributes and behaviours will provide the best opportunity for success, especially within the multi-cultural environment of international collaborations:

- Operate and positively encourage a genuinely open and transparent working environment;
- Demonstrate mutual trust and respect in all areas of work;
- Establish, communicate, monitor and deliver against shared and joint business objective;
- Effective management and control of shared and joint risk register;
- Identify and agree an effective issues management and resolution procedure, conscious of the cultural differences.

Adopting the above characteristics will aid information sharing, knowledge management and collaborative working, leading to more successful international project outcomes. However, it is important to work jointly on setting an appropriate governance structure that recognises and supports the collaborative working environment.

Real relationships for real results

In business, merely recognising the importance of relationships to the success of a project or programme is not enough. Relationships are increasingly becoming the critical element

of successful programmes; strong relationships will endure the life of any programme and enable the parties to address and overcome the inevitable challenges that complex programmes will face.

The importance of managing a relationship must be placed at least equal to the other strategic business objectives of all individual parties. Relationship management cannot be left to chance or be based on an assumption that people will develop the right behaviours: they won't. Relationships must be proactively managed by skilled and knowledgeable individuals, and any poor or dysfunctional behaviours must be addressed promptly.

Organisations must recognise the skills most likely to deliver effective relationships, and thereby nurture them to maximise business opportunities. Behaviours that will support and endorse effective relationship management must be recognised and encouraged. The risks that arise from poorly managed or dysfunctional relationships can be significant. They can lead to the derogation of the services to be delivered, consuming unforeseen time and effort in responding to avoidable issues. Without such an interactive, inclusive and collaborative approach, underpinned by strong leadership and by an appropriate governance structure, the likelihood of maximising the success of the ever increasing international and complex programmes is severely reduced.

In a business environment of extreme fiscal pressures, it would seem foolish not to do everything to ensure the efficiency of complex and ambitious transformation programmes. The launch of ISO 44001 responds to the change that has and will continue to be rapid, and provides an internationally recognised and structured approach that will enable innovation to be fostered between parties, and builds sustainability and mutually beneficial relationships. Further:

- It enables trust with regards to the sharing of intellectual property through knowledge management, which in turn fosters innovation and access to solutions across borders;
- It provides a platform to facilitate the growing interdependency between countries as a result of more complex, high risk business together with increasing global trade that focuses industry and government on the need to invest in more integrated business relationships;
- Change will take on an even greater pace where organisations will need increased flexibility and agility to survive and grow. In this rapidly changing environment, levels of collaboration will be an increasingly valuable tool for industry and government in the UK and beyond.

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Teamwork will make the difference



Adrian Miller, NATS

NATS held its third annual Deploying SESAR Supplier Conference at the Ageas Bowl in Southampton on October 10, 2016. The event was attended by over 70

representatives from 25 supplier organisations, along with 30 members of NATS. Following on from the previous two conferences, which focused on the NATS Deploying SESAR Strategy and an introduction to our service integration framework respectively, the theme of this year's conference was multi-party collaboration. The primary objective for the gathering was to foster greater co-operation, interaction and communication between the suppliers to embed a collaborative culture aimed at realising a single shared vision.

Context

The NATS programme to introduce transformational concepts and technology in the UK as part of the European Single Sky Initiative is a huge part of our investment plan, so working with industry partners is fundamental to its success. We are bringing together these partners to work with each other in a supply chain "eco-system", supported by a set of common collaborative principles. Collaborating with each other in the best interests of our programme, means we can address

commercial and technical risks and opportunities co-operatively, facilitated by our award winning, leading-edge supply chain function.

Participants

The NATS supply base for technology is made up of a group of international organisations based across numerous countries, with both UK based and overseas personnel. So at the event there was representation from Austria, Canada, Denmark, France, Germany, Holland, Italy, Norway, Spain, Sweden and the USA.

Support from the top

The event was fully supported, not only by the senior leadership of NATS, but also by the relevant leaders of all the partners and suppliers. The NATS CEO, Martin Rolfe, who was, unfortunately, unable to attend in person, prepared a video that was shown to the audience as an introduction, and focused on how NATS can only deliver its transformation programme with the help of its supply base. A key message from him on collaboration was: "We need relationships where we can all speak our minds freely – please tell us if we haven't got things in place to enable you, and we will do likewise. Please use the day to think about how collaboration is working at the moment, and could be improved going forward."

A key message from NATS Technical Services Director, Rob Watkins was: "True multi-party collaboration is required to leverage the best in all our organisations. We want an ecosystem of

partners to help support our plan. What we expect from you as a partner is commitment, innovation, collaboration, challenge, quality and predictability."

Focus on delivering value

Bringing everyone together at the conference was to focus on building relationships to ensure that NATS transformation programme to deploy SESAR





concepts is delivered to time and budget. Key members of the NATS delivery team set the scene. Rob Watkins, the NATS Technical Services Director addressed customer drivers, scale of change and the need to work together to ensure we deliver value for money outcomes within tight budget constraints. Rob's delivery team presented the forward programme, what has been achieved so far and what will need to be done.

Focus on improvement

With the scene set around purpose, we introduced an approach to improving how we could work better together. The NATS partnership team created an interactive session where a series of key questions could be asked around how we could collaborate better on the programme. Participants were asked to be open and honest and express their assessment of the following questions:

Collaborative skills: If you were asked to consider your own collaborative skills (e.g. how you communicate and engage; sharing of information and being inclusive), how would you rate yourself?

Common goal: To what extent do you feel our teams have an understanding of the common goals for the D-SESAR Programme?

Good engagement: To what extent do you feel our teams are engaging effectively?

Leadership cascaded and embedded: Do you think that our leadership vision is being cascaded and embedded successfully?

Effective collaboration management: As collaborative partners and suppliers, how well do you think we are doing regarding effective management of risks, dependencies and change?

Behaviours: To what extent do you feel these behaviours are applied in all our interactions with each other?

Benchmark: In your experience of working within other collaborations, how does the D-SESAR Programme compare in terms of interaction with each other?

Commercial impact of collaboration: In your experience, and thinking of where collaboration is effectively used, do you think your company views collaboration as a net cost or a net benefit?

Each person at the conference had a device to rate how they felt we are doing as a collaborative group, across each of these areas. There were some interesting outcomes, which strongly supported the objective and need for the feedback session, which was to understand how and what we could do better together. It's through listening to constructive feedback from external and internal sources that we find ways to improve.

The next phase was then to examine the output in groups on each table, which comprised a good mix of cross-company and mixed discipline representation. Each table was given one of the topics that had been rated, and was asked



to look at suggestions that could contribute to building better relationships and enhancing collaboration.

This view from the table groups was then shared with the room by each group's spokesperson (this was deliberately not someone from NATS, but one of the partner's representative). Each group contributed to how we could work together for a better outcome for the programme. This was captured by the NATS team, so we could create an action plan from the session.

Learning and improvements

The output of the table groups revealed a number of constructive opportunities to make improvements that we could implement for the multi-party collaboration. Some of the key suggestions that will be adopted are:

Communication

- Collaborative communication and engagement framework, with guidance for clear and concise messaging.
- Increase the frequency of joint communication and engagement forums.
- Create an on-boarding process for new partners and suppliers.

Information sharing

- Make visible the inter-company dependencies across the programme.
- Develop collective governance and processes where appropriate.
- Ensure parties understand common goals and objectives.

Visible collaboration

- Creation of a multi-party website to solve issues, raise queries, flag opportunities and be the single source of documentation.
- Improve senior leadership visibility.
- Develop and roll out training/education for all parties at all levels.

Feedback

The most positive outcome of the event was the enthusiasm of the people, both in their participation and their willingness to take away how they want their people to support the programme. The resounding tone was that people will make the difference, through strong teamwork, with committed individuals who are bought in to the objectives and are encouraged to give their best. Furthermore, commitments were made to be more proactive in engaging with the other parties, to increase the effectiveness of collaboration. It was understood by participants that individual success will be diminished if we cannot succeed as a group and announce this achievement to our industry.

Participants' comments from the event:

- "NATS is embarking on a journey not necessarily taken by other ANSPs – well done."
- "The event was useful for building relationships and feeding back critical improvement points, both for NATS and other companies."
- "This year's conference was by far the best one yet and I found the opportunity to network with many of the companies and people involved in D-SESAR very beneficial."

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Pursuing consistency in a dynamic world



Stephen Blakey, Network Rail

Network Rail and its 35,000 staff operates, maintains, renews and enhances Britain’s rail infrastructure; an infrastructure that includes tracks, electrification, signals, bridges, tunnels, level crossings, viaducts and 18 key stations. The Infrastructure Projects division of the business employs over 5,000 staff, working cross functionally to deliver a £6bn annual investment in the enhancement and renewal of rail infrastructure.

As a supplier-dependant business with nearly 70 per cent of funding going directly to its suppliers, Network Rail recognised the potential to deliver greater value through supply chain collaboration, which is at the heart of its five-year delivery strategy.

Delivering such an expansive programme in a large and complex organisation with a national footprint poses significant challenges, not least of which is consistency of focus and application.

At first glance it would be easy to consider the rail industry as something of a stable or even static environment, much in the way a casual cliff-top observer might see a distant flotilla of sailboats. But zoom in, and you will quickly appreciate that the rail industry and its many businesses and “crews” are working in a significantly dynamic environment.

Just as with sailing, in rail everything is moving; stakeholder expectations, supplier and client performance and sentiment, business capacity and capability and the rise and fall of tactical priorities. There are some absolutes, such as the unwavering commitment to safety, but the environment in which we are seeking to create consistency is one of change, driven by internal and external factors.

Each team in our organisation (and our supply chain), in striving to “make the boat go faster” will change tack, sail and crew, doing what they can to respond to external factors of tide, wind and weather



– all with the intent of reaching their destination via a specific route. But every crew can be exposed to headwinds that can slow or take the boat off course.

It’s not vogue to discuss such matters in case studies, which often focus on the positive. But Network Rail has not been immune to such headwinds in the form of organisational changes and restructures, realigned (tactical) priorities, new emphasis and the competing demands to improve capabilities in the established professions (cost planning, engineering, programme management, commercial) – in lieu of building a capability in the nascent ‘profession’ of collaboration.

And whilst we successfully re-certified in 2015, by early 2016 it became clear that we had benefitted from pockets of excellence, much of which was tied to specific programmes, and that those headwinds had slowed the flotilla in terms of establishing a consistent cross-business collaborative capability. Pockets of excellence are just that – pockets – and the challenge is to make collaboration the cultural “business as usual” approach.

Our response was to be self-critical and take stock of where we were relative to our destination; our speed, focus and direction of travel. The output was the development of a seven point “refresh strategy” to re-engage and bring greater consistency across the business; to make the flotilla more like a convoy.



Our progress

After eight months of endeavour, what now is the speed, direction and alignment of various boats and crews? Our progress is as follows:

- 1 Leadership:** Our MD Francis Paonessa's commitment and expectations of the business remain clear: "Network Rail, as an organisation, and the individuals within it, has to role model collaborative behaviours in all that they do."
- 2 Stewardship and control:** In the summer of 2016 we appointed a head of collaboration with full responsibility for standards, assurance and delivering the refresh strategy.
- 3 People and expertise:** Subject matter experts have been identified, with a virtual team and pilot collaborative steering group established.
- 4 Process:** What were previously stand alone or disconnected processes have now been integrated into the Information Management System of the business through a "One Vision, One Way" initiative, which will bring consistency to our practitioners.
- 5 Systems:** Opportunities to develop functionality within existing corporate systems rather than bespoke approaches are being explored (e.g. Bravo).
- 6 Self-assurance:** An assurance framework aligned to BS 11000 has been developed, and the opportunity to validate against ISO 44001 pursued.
- 7 Communicate and re-engage:** This is better and ongoing, but there's always more to do.

The 2016 Refresh Strategy

- 1 Leadership:** restating our commitment and expectations across all tiers of the business;
- 2 Stewardship and control:** through the appointment of a head of collaboration, re-establish responsibility for setting standards and the assurance of people, process and systems;
- 3 People and expertise:** identify and nurture subject matter experts and advocates to role model, provide support and guidance to local teams and act as members of a virtual matrix team that directly supports the Head of Collaboration;
- 4 Process:** Refine and deploy effective processes, procedures, templates and toolkits, embedded within our corporate Information Management System (IMS) to establish pan-business consistency;
- 5 Systems:** establish connectivity across the business via effective systems that promote pan-business consistency (e.g. the capture of benefits realised through collaboration);
- 6 Self-assurance:** develop a self-assurance regime to assess corporate maturity, capability, pockets of excellence and areas for improvement. Use this self-assurance in concert with external assessments to preserve and expand our certified status;
- 7 Communicate and re-engage:** raise awareness, adoption and advocacy at all tiers across the business and supply chain, recognising expertise and promoting success.

When Network Rail completed its surveillance cycle with BSI, securing re-certification in 2015, marked a very significant milestone on our BS 11000 journey. However, once more, that seascape is changing and on March 3, 2017, BSI announced that Network Rail was one of the first six companies to be certified to the new international standard ISO 44001.

We see this as independent testament to our continued commitment to lead our industry and our developing capability. There's more to do, with incremental progress still to be made if we are to behave like a convoy. But the international standard is a key marker buoy for the next leg of our journey to make collaboration business as usual, and establish that illusive consistency in a dynamic world.

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Making Collaboration Work

- Leveraging value creation to deliver the £38bn CP5 determination
- Driving industry change



- Reading (IMP 1&2 Packages)
- Reading Station
- Crossrail – South East Section Project
- London Bridge Area Partnering Programme
- East Kent Resignalling Phase 2
- Southern CP5 Frameworks
- Commercial Directors' Forum



Common goals for world's most modern research facility



Howard Britton

Skanska is building what will be a cross-discipline research facility based on the world's most powerful neutron source in Lund, Sweden. We have signed a

co-operation agreement with European Spallation Source (ESS), a joint European research venture to which 17 countries are contributing competence and finance to construct the buildings and infrastructure for the research unit.

The spallation facility accelerates protons to almost the speed of light through an accelerator tunnel and measures the results of their collision with a known target – a helium-cooled wheel. After impact, neutrons are channelled to experimental stations through long glass tubes.

The instruments at the facility can be compared to a gigantic microscope that permits the study of materials at molecular and atomic levels. It will be possible to use the facility in a number of sciences such as medicine, biology, chemistry, physics and technology.

In co-operation with ESS, Skanska's assignment includes planning and building the shell and infrastructure for the research facility. The co-operation agreement was signed in February, 2014. The construction project is planned to be completed in a number of stages, with the signing of a new agreement at the beginning of each stage.

Since ESS has been commissioned, some 500 people work there, many of whom are researchers. The facility is a meeting place for researchers worldwide and is expected to attract 2,000-3,000 researchers each year. The research will contribute towards many exciting results in the areas of materials research, renewable energy, biomedicine and pharmaceuticals.



Skanska workers at the ESS site

Importance of collaboration to the project

ESS has selected Skanska as partner for the civil works construction of the ESS research facility. The collaboration contract covers earthworks, construction and installations of the accelerator, target and experimental halls and buildings. Collaboration is important due to the high level specifications of the buildings. Accuracy to the nearest centimetre is highly important for this project, as any small errors can have huge impacts on the functioning of the particle accelerator.

A project management team, consisting of members from ESS and Skanska, has been assembled to lead and develop the work. During the first half of 2014 the focus was on detailed planning and preparations for the coming civil works construction, as well as developing the organisation, common goals and working methods for a successful joint delivery of the full project.

The contract covers construction works to encase the ESS facility. The project will be carried out in collaboration between Skanska and the Conventional Facilities Division at ESS.



ESS construction site
aerial view

Each part of the project agreed will be divided into a planning phase and a construction phase, with a target cost estimate developed and agreed during the planning phase.

The start of construction was subject to final regulatory licences and permits being in place, as well as the full funding for ESS construction by the member countries. This was achieved in the summer of 2014, and on June 16 early preparatory works started on site. The formal start of construction was commemorated with a ground breaking ceremony in September 2014.

As *The Partner* was going to press, the target station area was geared up for some major works, including construction of the monolith puck vault and the two-layer casting of the massive base slab for the active cells area. Two wall castings for the monolith were completed along with reinforcement of the upper puck structure. Casting of base slabs in the beamline gallery moved forward,

with completion of the 8,000 square metre slab expected. Installation of large sliding gates in the gallery cold box and loading hall began, and excavation and piping for the sprinkler building moved forward. This unique building is nine metres high, 216 square metres, and will be cast completely in situ. It will hold 850 cubic metres of water and will be earthquake resistant.

Solving global challenges together

As collaborative research and innovation hubs, these infrastructures have the potential to address the societal challenges of climate change, unprecedented expansion of global information networks, and the development of the next generation of researchers.

“These large research infrastructures are wonderful places to collaborate,” said Christoph Quitmann, Director of the MAX IV Laboratory, a synchrotron light source commissioned last year and situated just south of ESS. “They bring



together people from all trades, all countries and all fields of science, and we have an incredibly important role in this – to solve the grand challenges. Whether it is climate, health, or the next generation of industry, we can contribute to that. So I think our role is to reach out, to build bridges between academia and industry, to make sure that what scientists know becomes available for companies to exploit.”

Many of our partner research institutes, universities, and laboratories are individually responsible for leading one or several work packages, each containing multiple work units, with leadership distributed among all participants. ESS’s partners are actively engaged in scientific and technical research and development, manufacturing, delivery and installation on the project.

Our client, ESS, reinforced the idea that CERN and ESS, though serving different user communities, have common interests and concerns, not only in technology but in project organisation as well.

Establishing a new model for knowledge transfer

The construction of ESS relies heavily on in-kind contributions in most aspects of the project – particularly in essential science and high

technology areas – and this sets it apart from any previous European research infrastructure project. Additionally, the recent reorganisation of ESS as a European Research Infrastructure Consortium (ERIC), further distinguishes it from the CERN model. The novel aspect of ESS is of particular interest to CERN, to consider how best to maximise wider stakeholder contributions.

Roland Garoby, Technical Director for ESS stated: “ESS has learned a lot from CERN and still needs to rely on CERN, but I am convinced that CERN will also learn from ESS. The ESS approach to in-kind collaboration, for instance, should be very useful for future projects. Moreover, ESS is building the most powerful superconducting proton linac ever built, and in very competitive economic conditions. So I hope that CERN will profit from this experience to better appreciate the merits of such an option for its future projects.”

Skanska are very excited to be involved in this project. We are pleased to be actively involved in the development of collaborative best practice, not only with the client, but also at the borders of industry and academia, supporting the development of our society.

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Helping the journey from supplier to strategic partner



Tim Seabrook, Capita DIO

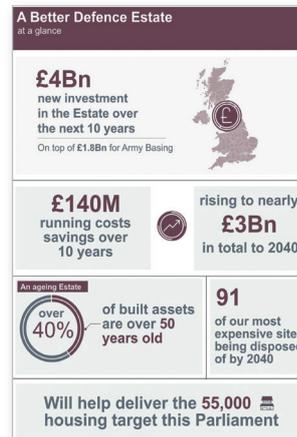
The Defence Infrastructure Organisation (DIO) is responsible for planning, procuring and managing the contracts that maintain the UK government's

military estate and is a key client for hard and soft facilities management, construction and property consulting contracting.

After a two-and-a-half-year journey developing DIO's collaborative working and supplier relationship management (SRM) capabilities, it is pleasing to announce that in April 2017 the DIO achieved formal ISO 44001 certification for its collaborative relationship programme across a range of nominated strategic supplier partners. The expectation is that more suppliers will join the programme moving forwards, and also start to transition to ISO 44001 from 2018. Meanwhile, we look forward to formally receiving the BSI certificate at the annual ICW House of Lords event, which is significant, as DIO are the first government organisation in the UK to achieve certification directly to ISO 44001.

In recognising this as a key milestone, it comes at a time when the DIO faces further significant challenges in modernising the defence built estate, while reducing the overall footprint to 70 per cent of its current size by 2040, as set out in the last Strategic Defence Security Review (SDSR). This will require strong and trusted relationships with the wider supply chain, along with new partners, where the foundations that have already been built with BS 11000 are helping to define a more positive start as new contracts are being procured and mobilised to help deliver this transformation.

A Better Defence Estate was published in November 2016, and is the primary focus of this transformation; one that will reduce the size of



the estate so that it is better suited to modern military need, improves the day to day experience for those who live, work and train, and that is affordable, sustainable and fit for the future. These are exciting times ahead, with a real opportunity and desire to explore new methods of delivery

with the supply chain, innovate and co-locate more functions across the estate footprint. This will also help to improve internal collaboration through a more consistent, integrated-delivery approach with DIO, its industry partners and military customers.

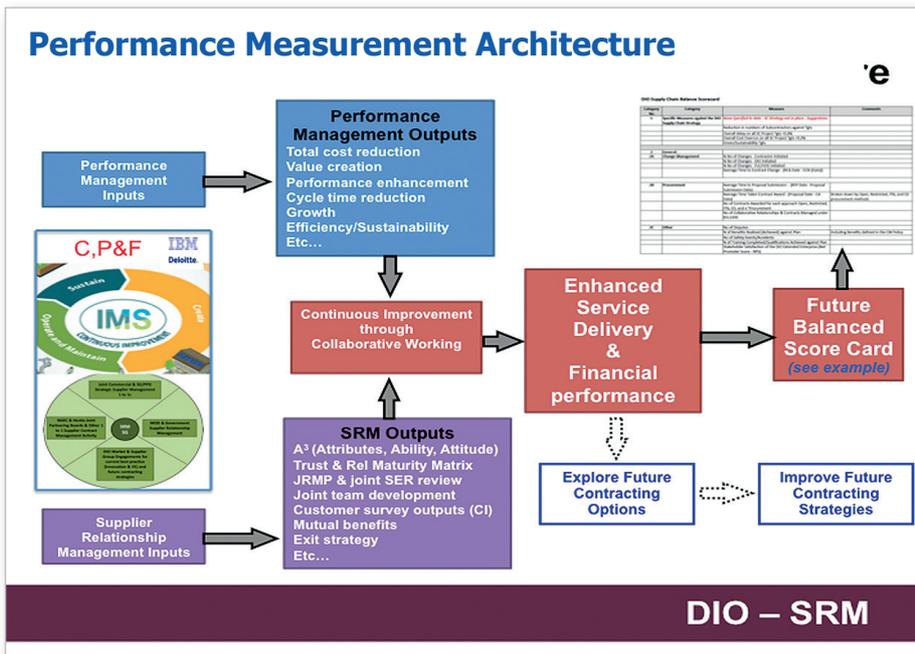
Collaborative working is a DIO core value and is central to developing how it works in partnership with those who are contracted to supply services on its behalf. The benefits have become wide ranging, as the programme has matured and has also helped to develop a new type of dialogue with incumbent supplier partners, industry associations and potential

partners – including, importantly – small to medium enterprises (SMEs).

In March, the DIO published its first procurement plan. This sets out the major programmes and pipeline of future procurements. It provides an overview of how the DIO does



business along with further information on SMEs and collaborative working with the supply chain. There have been many more industry days for procurements and earlier market engagement with a real focus on greater supply chain relationship



the characteristics of true strategic partners.

They say "what you measure you manage". There is never a truer statement when it comes to individual collaborative programmes, where measurement of collective performance

management and advocacy to help develop improved services, innovation and engage with as many companies as possible who have an interest in defence infrastructure.

Through the life of the programme it has been important to keep in mind "what good looks like" and articulate the benefits at both programme and enterprise levels. However, the diagram on page 64 really articulates the progressive journey from that of supplier to strategic partner – and demonstrates the characteristics of a highly effective collaborative business relationship. This is held as the SRM vision/mission within DIO. It is most certainly not an easy journey, but one that can and should come to fruition over time; with the right leadership, behaviours and appropriate incentives to all collaborative partners with a stake in the outcome.

Through the collaborative working and SRM programme (in operation since Q4, 2014), the DIO has seen a significant improvement in its relationships with strategic suppliers, despite some older contracts not appropriately incentivising collaboration. Subsequently, these have required significantly more work. However, with a lot of commitment – including investment in training programmes, leadership development and a real desire to improve joint outcomes with suppliers – many have become more mutually beneficial, demonstrating a realistic progression towards

inspires a different conversation: good or bad, but at least honest! The DIO has been using a range of performance and relationship measures, including trialling an online relationship management diagnostic, in constructing a new SRM performance architecture. In the longer term, this will help drive a more consistent approach to continuous improvement, opportunity and innovation management, and result in a greater operational focus on converting actions to "value outcomes".

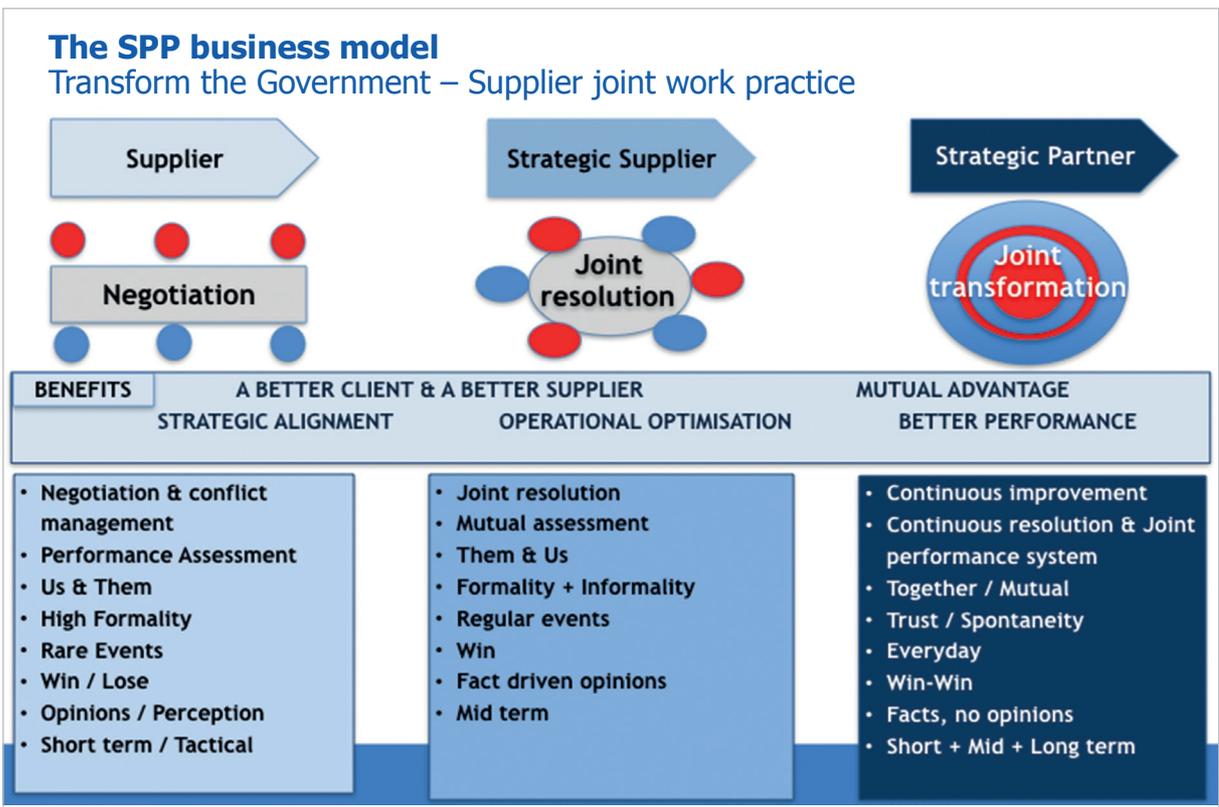
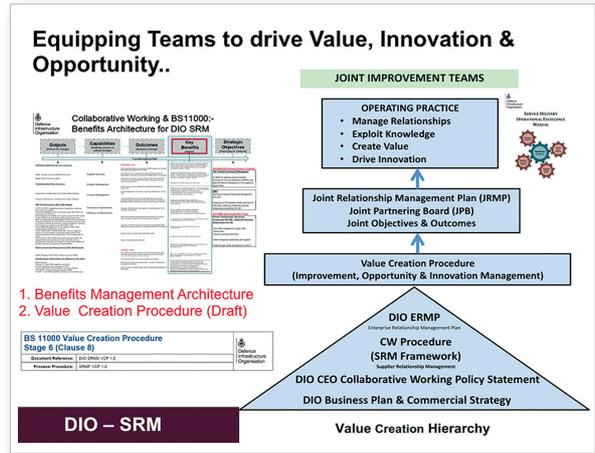
Therefore, the new post ISO 44001 certification baseline of the DIO is: "To become a lean, intelligent client, with clarity of purpose and using modern techniques for managing partners in a collaborative environment to optimise performance in achieving joint objectives together."

8 key benefits

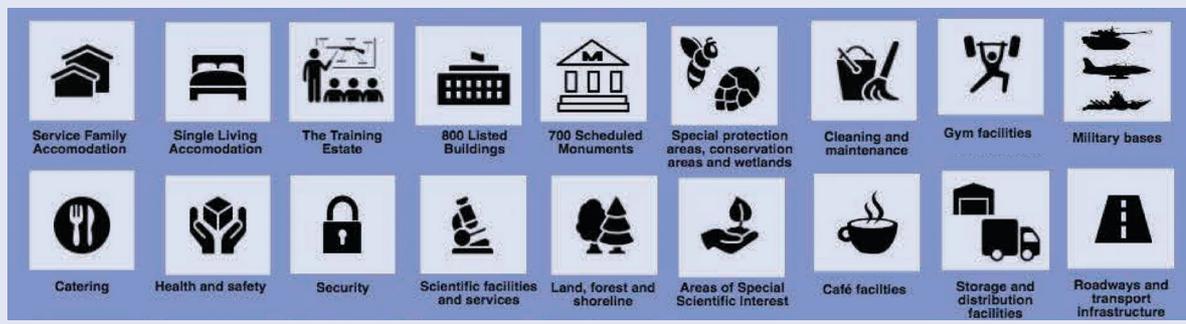
- Savings opportunities**
We demonstrate real value for money savings through partnership agreements that deliver greater efficiency through a collaborative approach.
- Intelligent customer and customer satisfaction**
Customer insight becomes an integral part of our improving planning cycle.
- Improved efficiency**
Resource optimisation and increased capacity for change to meet future Defence needs.
- Innovation and opportunity**
Continuously improving what we do in order to deliver world class infrastructure.
- Up-skilling workforce**
Supporting employees' development needs in order to achieve improved performance and retention outcomes.
- Reduction in disputes and claims**
Sustaining better supplier relationships and creating the right culture and behavior to drive business improvement.
- Joint assessment and reporting**
Overall assessment of DIO & IP relationship based on combined performance measures, benchmarked against government policy.
- Joint environmental and safety compliance**
Sharing best practice and working closely with our partners to reduce waste and improve our carbon footprint.

We want these relationships to be an industry benchmark, to be positive and rewarding for the DIO, our industry partners and our customers and users of the modernised defence estate. The next chapter is about to begin as we expand our collaborative programme partner base and look to better align our collective objectives, capabilities and behaviours to drive value, innovation and opportunity in delivering for defence.

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We manage a £20 billion asset base and a £3.3 billion annual budget to deliver 370 contracts and 170 suppliers to enable our Armed Forces to live, work and train in the UK and worldwide. We are committed to saving £5 billion over 10 years.



Pioneering deployments with land, air and sea partners



Ramón Tarrech, Indra

Indra's strategy is client focused and the high-reaching requirements of our customers makes working collaboratively crucial, with BS 11000 providing a framework for the innovation of

our solutions and services, and for the maintenance of added value and the high competitiveness of our offerings. 2016 was a busy year for Indra UK, especially in transportation. Pioneering technological systems were collaboratively deployed in key air, land and sea infrastructures.

Associated British Ports, Port of Southampton: Vessel Traffic System

We completed the installation of an advanced system for monitoring and managing maritime traffic at Southampton, one of the UK's largest ports, in a more effective and efficient manner. Indra's iMare system includes tools that safely organise and manage traffic, while automating and improving repetitive tasks such as pricing and billing for the entry of goods into the port. Each vessel is accurately identified on the operator's workstation screen, displaying the exact location, load and route data. With collaborative focus and a committed driving force, the communication system was integrated to ensure clear contact to and from maritime crew.

Transport for London: London Streets Tunnels Operation Centre

Indra designed and installed a new system, enabling Transport for London (TfL) to manage London's 12 road tunnels and 90km of approach roads, allowing for more efficient control of the day-to-day running and enabling emergency situations to be dealt with more promptly. The upgrade has provided a single, future proofed intelligent system which enables further upgrades, which previously was not possible.

Our greatest challenge was to manage the move of the existing London Streets Tunnels Operation Centre to the new centre seamlessly, with minimal impact on London's traffic. Indra created a stable foundation, co-ordinating with the multiple partners and TfL's subcontractors across all levels, ensuring a common vision, clarity, purpose and exceptional commitment and trust for the collaborative activities with technology, traffic, contractors and maintenance.

The most demanding aspect of the new build was to ensure two to three months of continuous forward planning from all parties, with shared understanding and management of the objectives, constraints and risks. This resulted in an integrated approach for the successful conclusion of the project, with the realisation of shared benefits.

The project was recognised as a finalist for the Association for Project Management's award for best information technology project of the year.

NATS (National Air Traffic Services), Prestwick Control Centre: iTEC Automation System

Known as "iTEC", interoperability Through European Collaboration is a high-end air traffic management system for busy and complex airspace and provides a platform for synergies and, so it follows, efficiencies and cost reductions. iTEC increases aircraft capacity and improves safety by automatically detecting potential aircraft conflicts ahead of time, and it has been designed to be interoperable with air traffic systems across Europe. It is a major component





of the SESAR (Single European Skies) new system, which is being developed across Europe.

The iTEC product is developed and maintained in collaboration with Germany, Spain, Netherlands, Norway, Lithuania, Poland and UK air navigation service providers. Its deployment at the NATS Prestwick Centre required collaborative behaviours at all levels, with strong executive support. Issues pertaining to cultural differences were overcome by co-location of the teams and the building of personal relationships, which helped to embed trust between the partners, together with clarity of objectives and shared goals through regular and relevant communication channels.

The implementation of iTEC at Prestwick signifies a key milestone in the collaborative partnership and earned Indra recognition as NATS Best Technology Partner of 2016. Julie Elder, NATS director of human resources and corporate services said: "The Prestwick Upper Airspace project is one of the first major steps in our Deploying SESAR programme, and Indra worked with NATS to deliver the new iTEC flight data processor and controller working position within the constraints of what was a challenging project."

A Spanish first

In July 2016 Indra was the first Spanish company to achieve BS 11000 certification, for those client and supplier relationships identified and managed within our Collaborative Relationship Programme.

BS 11000's focus on business outcomes facilitates setting and managing high performance collaborative arrangements, including partnerships and alliances. The Collaborative Relationship Programme, which utilises the BS 11000 framework, supports Indra with a management framework to establish and maintain effective processes across organisation boundaries; and to enable value creation and innovation in digital ecosystems and in large and complex technology programs. Its implementation helps generate commercial, operational and financial value and efficiencies for Indra and our collaborative partners.

Indra's collaborative principles and behaviours are ingrained in recruitment, interview and appraisal governance and processes. Collaborative training is ongoing to grow awareness, knowledge and skill.

Synergy between the collaborative framework and other methodologies is key for a collaborative ethos that enables forward planning, innovation and value creation. The BS 11000 framework supports, and is in harmony with, Indra's Global Delivery Model – MIND, and AGILE interfaces and processes.

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Indra is one of the main global consulting and technology companies and the technology partner for core business operations of its clients' businesses throughout the world. It offers a comprehensive range of proprietary solutions and cutting edge services with a high added value in technology, which adds to a unique culture that is reliable, flexible and adaptable to its clients' needs. Indra is a world leader in the development of comprehensive

technological solutions in fields such as defence and security, transport and traffic, energy and industry, telecommunications and media, financial services and public administrations and healthcare. Through its Minsait unit, it provides a response to the challenges of digital transformation. In 2016 it reported revenues of €2,709m, had a workforce of 34,000 professionals, a local presence in 46 countries, and sales operations in more than 140 countries.



THE TECHNOLOGY PARTNER FOR CORE BUSINESS OPERATIONS OF OUR CLIENTS' BUSINESSES

34,000 professionals in more than 140 countries

indracompany.com



Third sector is ready to start dating



Kirsty Necker, Guide Dogs

It's a busy time at Guide Dogs as we start to roll out our collaboration training to the staff most involved in cross-sector working. The training is focused on

mind-set versus skill-set and the behaviours we need to adopt in order to be effective in our partnership work.

The charity sector has experienced some challenges recently following changes in legislation, which impact on ways in which we can fundraise. Combine this with changes in health and social care – where commissioners are needing to link more with third sector specialists to deliver local services – and an increase in private sector understanding that inclusiveness is not only morally right, but also gives access to the £249bn “purple pound” spending power of people with disabilities – and suddenly the role of our organisation starts to change shape rather drastically!

We also need to consider our work internationally. As key members of the International Guide Dog Federation, we are in the position to influence the

adoption of quality standards, including ISO 44001, to help create valuable universal frameworks that enable guide dog organisations worldwide to support consistently people with sight loss, through quality services and business principles.

All of these developments rely on our ability to adapt swiftly, and collaboration is the key to this. We can diversify our income, create accessible environments, develop our services and ensure consistency regardless of where we are in the local, national or international arena only by developing professional expertise to work across all sectors.

Consultancy

Our first achievement has been the creation of a business to business commercial service and a new “Inclusivity by Guide Dogs” offering, which focuses on providing professional consultancy to increase understanding of inclusion. We also advise on how a multitude of organisations can use our knowledge, not only to design and create better services and products, but also to increase their bid strengths by engaging with a quality-led organisation aligned to ISO 44001. We are delighted that many ICW partners are benefitting from this, including divisions of Balfour Beatty and Network Rail.

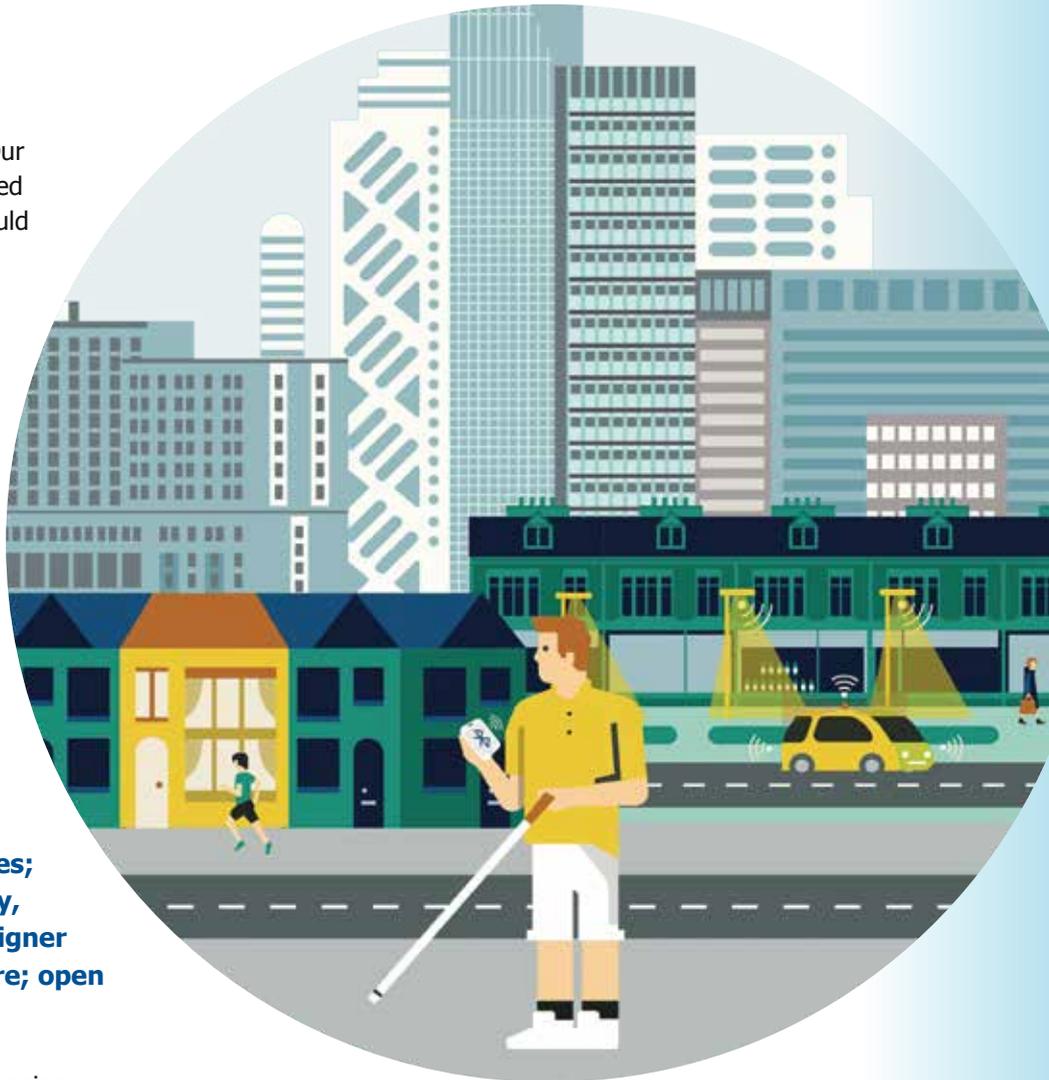
Our staff are also having to adapt very quickly to the changing environment, and this has

been more challenging for some. Our collaboration workshops have started to highlight some of those who would benefit from further development, and those who will thrive.

*As part of our training, we asked them to create a "dating website profile" to think broadly about our organisational skills and potential partners. My favourite response was from the team asked to consider engaging across technology and inclusivity organisations: **"Attractive, experienced, and worldly sight loss organisation seeks flexible partner for discreet technology based liaison; must have own devices; also seeks influential, wealthy, generous inclusive urban designer for friendship and maybe more; open to multiple relationships!"***

The future of the third sector is changing and we're ready to start dating!

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Guide Dogs seeks support for a more collaborative approach to the creation of inclusive cities and communities

A world of inclusivity: cities and communities

At Guide Dogs, we want a world of inclusivity – a world in which anyone, regardless of their abilities or disabilities, can enjoy the same freedom of movement as everyone else.

Imagine a world in which everyone, regardless of age, physical or cognitive abilities, language skills, familiarity of surroundings, or even parents with young children, can move around with dignity and confidence, getting

the services and products they need, when they need them.

We are seeking support for a more collaborative approach to the creation of inclusive cities and communities; where the interaction between people and their physical or virtual environments allows them to get around safely and confidently, with minimum fuss and maximum independence.

Inclusivity by Guide Dogs: www.inclusivity.org.uk

Taking collaboration to the next level



Dave Wright, Kier Highways

I've been involved with highways for more years than I care to remember, and the way things have changed in highways maintenance in that time

can only be described as transformational.

I've long talked to clients and supply chain partners about the value of true collaboration, especially since joining Kier. To me, working together has twin benefits; we can do the very best for the travelling public, and find significant savings through being more efficient.

Several years ago, people thought collaboration would create challenges, with different company cultures and new ways of working that wouldn't support each company's objectives. And that's perhaps why the highways maintenance sector was criticised for following, rather than leading, in the past.

When BSI launched BS 11000, a new standard for collaboration in late 2010, the highways maintenance sector was not at the forefront when it came to adopting the standard's principles. The likes of Network Rail, National Air Traffic Services (NATS) and the Ministry of Defence were quicker in recognising the value of embracing a formal collaborative management system.

Then in 2011, I introduced the idea to EM Highways, the company I was working for and which is now Kier Highways. We became the first in the highways maintenance sector to implement the principles and achieve certification to BS 11000 for working collaboratively with Highways England and a number of key supply chain partners.

From follower to leader

I'm pleased to say the highways maintenance sector is now showing it can be a leader, not

a follower. Since we achieved certification in 2011, the change has been remarkable across the whole sector. The Department for Transport (DfT) has made it a requirement that all local highways authorities demonstrate they are working towards accreditation to BS 11000 or an equivalent standard. Now, almost every one of Highways England, Transport for London and the local highway authorities' highways maintenance providers has become certified to BS 11000. What's more, almost every public sector client who has procured a long-term services contract in the past two years has required that tenderers are certified or working towards the standard.

The Kier Highways Alliance Model

At Kier, we've taken the collaborative working approach approach to the next level by developing a new alliance model that's a first across all industries.

Our pioneering BS 11000 Alliance Model for SMEs, developed with BSI, brought 13 tier two and tier three supply chain companies together in a single collaborative relationship management system. Working with Kier as the lead organisation, all 13 partners focused on a single set of outcomes and devised joint ways of working that would deliver added value that wouldn't be possible under more traditional methods of working, and are now all certified to BS 11000 in their own right.





Kier has taken collaborative working to the next level with the development of a BS 11000 Alliance Model for SMEs

The model opens the door for SMEs to embrace BS 11000 and for clients to enjoy the benefits that the standard brings all the way along the supply chain, and such is its effectiveness that we've been recognised in awards from Highways England and the Institute for Collaborative Working.

So far, the benefits of working in this collaboration include savings of over £10m, better use of resources, improvements in operational processes, and new ways of working and improved relationships between the partners. In fact, the DfT has published a number of Kier Highways best practice examples as case studies in a toolkit called *Maximising Client/Provider Collaboration in Highways Maintenance*.

Other related benefits come from the reduced time of operations and savings in on-site resources, with the associated cost and energy savings, and safety benefits. It also means fewer carriageway closures, so less disruption for the travelling public.

Continuous improvement

It's great to see how formal collaborative working has become the norm, not only within Kier Highways, but across the wider highways maintenance sector and the industry as a whole; and looking to the future, we can expect other industries to follow our example.

As for Kier Highways, we never stand still. We're among the first (and one of only six) companies globally to be certified to ISO 44001 for collaboration. This is the new generation of international standard, which builds on the success of the British standard BS 11000. Onwards and upwards.

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“At Kier, we worked with BSI to develop an alliance model, supporting our supply chain partners through certification to the Collaborative Working Relationships standard. Adopting this approach has helped us to safeguard our supply chain while delivering immediate benefits to all involved and strengthening our relationships for the future.”

Dave Wright, Executive Director, Kier Highways

Building collaborative relationships to safeguard your future

Disruptions in just one part of your supply chain can have huge implications for your business including project delays, budget issues and reputational damage.



Constructing collaborative teams



**Fiona McDade
and Douglas Ross,
Currie & Brown**

Collaboration is often the key to business success, and that applies to the construction sector as much as it does to other industries.

Collaboration creates value, builds trust within the working relationship, and brings a broad team approach to potential problems at an early stage. In short, when used properly, it cuts project spend while delivering smoothness and efficiency.

At Currie & Brown, we have been working collaboratively with partners in both the public and private sectors, on a formal basis, for a number of years. It's not something which all clients want to engage with, but where they do, they quickly see the benefits.

As a strong advocate for this type of business model, we were delighted to sign up for BS 11000 certification. We have so far been involved in one certificated framework project with NHS Lanarkshire (NHSL).

This framework was ideal for us to use as a pilot. We have been working with NHSL for over 10 years using a variety of procurement routes, including a bundle of four primary care projects delivered as a pilot to the Health Facilities Scotland Frameworks Scotland 1, and a bundle of three new health centres delivered under the revenue-funded Hub Procurement Route.

In addition, we have worked on other large-scale Scottish healthcare infrastructure projects outside the BS 11000 framework. We used a collaborative approach over the seven-year construction period of the £610m Queen Elizabeth University Hospital

and the Royal Hospital for Children in Glasgow, and found it hugely beneficial.

We shared objectives of design excellence, programme achievement, risk management, budget management and profit achievement, with these deliverables carefully monitored and managed through joint working groups. The result was that the project was delivered below budget, unlocking money to invest in other parts of the masterplan.

This strong relationship with the healthcare sector made NHSL – with whom we had a long history of collaborative working – an ideal partner of choice for putting BS 11000 into action. Our chosen project was an overarching NEC 3 scheme contract involving multiple projects, ranging from minor backlog maintenance and refurbishment projects to a £20m project comprising the refurbishment of seven operating theatres and provision of a new-build intensive care unit. The health board, as client, was enthusiastic about formal certificated collaboration and we both already had experience of NEC 3 contracting, which promotes working in the spirit of "mutual trust and co-operation".

Collaborative arrangements under BS 11000 require commitment and discipline from all the partners involved. There needs to be a strong degree of trust, and individuals need to be prepared to challenge traditional working practices and to work outside their comfort zones.

Luckily, the whole focus of BS 11000 leads to an emphasis on behaviour and competence and encourages those involved to work with new ideas. It also encourages knowledge and experience sharing.



The collaborative relationship with NHS Lanarkshire has grown since its pilot era

For instance, during our work with NHSL, we held a number of development days where we discussed themes, including the importance of collaborative working, and looked at what we could be doing better. This included taking a collaborative team approach to resource management, reducing duplication and creating development opportunities for both our own and our client's staff.

We also put robust administration systems in place to register and capture what we have learnt – something which meant we kept up to date on best practice and were able to build a database of ideas which could then possibly feed into other projects. It also, of course, provided a strong basis for future projects that we might work on together.

The five-year overarching scheme contract with NHSL is in place until 2018, delivering a range of projects and service improvements and involving multiple stakeholders. In order to provide the high-level oversight needed, we created a number of key corporate supervisory roles within Currie & Brown.

These included group senior executive responsible (SER), UK senior executive responsible (SER) and subject matter expert (SME). In recognition of the importance of strong leadership, our group SER is our chief executive officer, with the UK chief operating officer as UK SER.

It's hard to stress just how important this top-down approach is. Collaboration does need senior level support and buy-in as this provides the evidence of real commitment and strong leadership.

Initial work on BS 11000 focused on establishing corporate-level documents in line with its requirements, and achieving client commitment – something which was fundamental to success.

Certification was achieved in February 2015 after documented evidence was provided to demonstrate the effectiveness of our partnership with NHSL. During the BS 11000 audit we were able to prove that we were complying with the requirements of the standard and that the partnership had fully embraced the principles of collaborative working.

The BS 11000 collaborative business relationships certification was validated through a BSI surveillance audit in February 2016.

Without doubt, it has been a valuable and informative process for us, and we would hope to work on more certificated collaborative working projects in the future. We now have validated evidence of our track record in this area, which is clearly going to be of benefit to future projects – assuming, of course, that our clients are also fully prepared to engage with the process.

We believe the recently published ISO 44001 will give us the opportunity to demonstrate our experience in collaborative partnerships across the world.

Queen Elizabeth
Hospital and The
Royal Hospital
for Children,
Glasgow



Achieving certification has not been entirely painfree, although no-one could reasonably expect it to be. The standards required by BS 11000 are exacting, and significant resources were required from both the Currie & Brown team and NHSL to gain relevant evidence and a comprehensive insight into what was needed. However, the effort is significantly outweighed by the benefits.

Using collaborative working as a way of reducing cost is, of course, important. But it isn't all about money. There needs to be a recognition of the value of the experience to all the partners and – critically – of the better outcomes that will be achieved as a result.

What other lessons have we learnt? For a start, the whole of the business needs to be engaged through good internal communication. Benchmarking existing relationships against the BS 11000 requirements is important, as is getting partner and stakeholder feedback on current collaborative working.

Our collaboration with NHSL on Frameworks Scotland 1 highlighted the benefits of working as a truly collaborative team, providing a single point of responsibility to the client. A new lead advisor service has been introduced in Frameworks Scotland 2 which builds on the lessons learnt at NHSL.

It makes sense to establish an implementation team to get the best results and to map out and share roles, responsibilities and timescales. And there is

real benefit to be gained by creating motivation for staff involvement and training incentives, and encouraging staff to train as auditors. Systems should also be regularly reviewed to ensure maintenance of standards and continuous improvements.

At Currie & Brown we also have a focus on internal collaboration to ensure that this is as strong as the collaborative approach we take externally and to generate a culture of collaborative working throughout our business.

In many scenarios, collaborative working is the way forward, and there is little doubt that BS 11000 and the new ISO 44001 provide strong evidence of competence in this area. It has worked well for us. It may work well for you, too.

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Currie & Brown, one of the world's leading asset management and construction consultancies, advises clients in respect of the management and utilisation of their physical assets. It is a global company with around 2,000 staff operating throughout the world with offices in the Americas, Asia Pacific, Europe, India and the Middle East.

Opportunities from Commonwealth economic collaboration

Arif Zaman, Commonwealth Businesswomen's Network

At its foundation, The Commonwealth is a partnership of 52 member states, representing 2.2bn people, bringing together, on equal terms, some of the world's largest, smallest, richest and poorest countries, spanning five regions. For more than 65 years, the Commonwealth has worked in partnership, pooling resources, to develop mutually beneficial solutions to national, regional and global challenges.

Both Brexit and Trump's election have highlighted the volatility, uncertainty, complexity and ambiguity (VUCA) now affecting international business both in established and emerging markets and arguably signalling the tail-end of globalisation. It has also provided an opportunity to look at the Commonwealth more clearly, coherently and cogently through an economic and contemporary lens.

Trade is the lifeblood of the Commonwealth, serving as a major contributor to output, growth, employment and livelihoods for all of its 52 member countries across five continents. This becomes more relevant against the growing contribution of developing countries to global trade, the intensification of global value chains, the proliferation of regional trading arrangements and stalled multilateral trade negotiations. Added to this, the adoption of the 2030 Agenda for Global Action has led to a rejuvenated commitment to sustainable development and inclusive growth.

As a recent paper, *Clean Brexit*, from Liam Halligan and Gerard Lyons notes: "The Commonwealth is often mentioned as a grouping the UK could harness. Some may view this as a sentimental attachment to our colonial past, but that would be wrong. There are many sizeable economies within the Commonwealth with whom the UK could develop deeper future trade and business ties."

Commonwealth members' combined exports of goods and services were valued at \$3.4 trillion (in



2013), which is about 15 per cent of the world's total exports. Almost half of it comes from developed country members; other members since 2000 have collectively grown their share from 36 per cent to just above 50 per cent. The growing significance of developing countries in the world economy presents vast trading opportunities for all Commonwealth members. A total of 29 per cent of Commonwealth developed countries' merchandise exports go to developing countries – up from 16 per cent a decade ago. Overall, since 2000, the proportion of Commonwealth exports destined for developing countries has increased from 26 per cent to 46 per cent.

Commonwealth members' trade expansion with China has been particularly spectacular, and there remains untapped export potential. Total Commonwealth exports to China between 2000 and 2013 increased more than 14-fold to \$268bn; imports from China rose almost eight-fold to \$359bn. While on average 12 per cent of Commonwealth imports of goods are sourced from China, there are 35 members that export less than five per cent of their exports to China.

Intra-Commonwealth trade was estimated at \$592bn in 2013 and is projected to surpass \$1 trillion by 2020. Although it is not a trading bloc, historical ties, shared values, long-established trading relations, familiar administrative and legal systems, the use of largely one language as the means of communicating with foreign partners and a strong diasporic community all contribute to increased trade flows among members.

Recent econometric results suggest that, when both bilateral partners are Commonwealth members, they tend to trade 20 per cent more, and generate 10 per cent more foreign direct investment inflows than otherwise. This "Commonwealth effect" implies that bilateral trade costs between Commonwealth partners are on average 19 per cent lower compared with those for other country pairings.



There exists substantial potential for increasing trade between members, estimated to be \$156bn – that is, about 34 per cent of the current intra-Commonwealth goods trade. Under a plausible scenario, intra-Commonwealth trade (including goods and services) is projected to rise to \$2.75 trillion by 2030. Given the uncertainty surrounding the global economic outlook following the UK's referendum on EU membership, this presentation explores the various channels through which countries in the Commonwealth could be affected. It also explores potential benefits, including the possibility of increased UK-Commonwealth trade. There are varied implications for Commonwealth countries, which differ by region and by transmission mechanism. The main transmission channels, taking into account the heterogeneity of possible implications, are in trade (with specific risks to particular exporter countries, goods categories and trade in services), remittances, foreign direct investment and development assistance. Risks to the sustainability of small states' debt could arise if lower global growth materialises.

It is estimated that the UK is the fourth largest importer of goods from the Commonwealth, behind the USA, China and Japan. Additionally, of the top 10 goods the UK imports from Commonwealth countries, eight are among the top 10 goods the UK imports globally. However, the proportions of products in these categories imported from the Commonwealth are generally small, suggesting that, in order to achieve increases in trade above what has been observed hitherto, new and targeted arrangements would have to be created. This can be broached politically if commonalities between

the UK and the rest of the Commonwealth, including language and political systems, for example, are agreed to be a sound basis. Moreover, the Commonwealth's new trade ministers platform can be a suitable forum to discuss concerns and possible post-Brexit Commonwealth initiatives.

India has always had much less trade and investment with the UK than with the EU. Nevertheless, trade and investments between India and the UK have been rising since 2005. It is estimated that a free trade agreement between India and the UK will increase India-UK trade by 26 per cent per annum. The UK's exports to India will increase by 33 per cent per annum, while the UK's imports from India will increase by 12 per cent. A plausible reason for there being a higher increase in the number of exports from the UK to India than the number of imports to the UK from India is that India imposes higher tariffs than the UK does.

Brexit offers the UK an opportunity to pursue an independent and worldwide trade liberalisation and tariff elimination agenda, and usher in a return to its free trading principles. Free trade agreements (FTAs) with Commonwealth nations present a strong mechanism for doing so. The UK's top 10 Commonwealth export destinations account for eight per cent of its goods and services trade. Therefore, it should target the first five – India, Australia, Canada, Singapore and South Africa.

The UK is the largest EU goods export destination for numerous Commonwealth countries, including: Australia, Canada, India, New Zealand, South Africa, Pakistan, Sri Lanka, and Jamaica. It is also the second largest for Bangladesh, Kenya and Papua New Guinea, and the third largest for Singapore, Malaysia, Malawi, and Zambia. This ensures that the UK will remain an important market post-Brexit and these nations will have a motive for completing a trade deal. FTAs which offer free market access into the UK would be attractive for Asian, African and Caribbean economies. This access helps Commonwealth exporters without painful EU tariff barriers to the UK, as well as British consumers able to purchase cheaper goods in the shops.

FTAs should endeavour to follow a trade-only approach with no non-trade bolt-ons to avoid

protracted delays, while a negative list system will ensure tariff free access from the beginning, unless exemptions are made which can then be negotiated. FTAs with more open economies should also adopt a “mutual recognition” approach whereby products that can already be legally sold in one country can also be sold in another to avoid excessive red tape.

The UK can adopt a practical and achievable approach to Commonwealth markets, with a five-phase proposal is put forward here:

- 1 The UK should look to the Commonwealth’s open economies of Australia, Canada, Singapore, and New Zealand to secure FTAs in time for Brexit.
- 2 A FTA with India: the UK’s largest Commonwealth export destination is a prize worth pursuing. Significant time should be invested by the UK into a trade-only deal. However, this will take time. Australia, Canada, and New Zealand are all in the process of FTAs with India which have already taken five to six years.
- 3 The UK will need a number of African, Caribbean, and Pacific (ACP) deals to mirror or better the existing EU options, which it will undoubtedly lose post-Brexit unless it can secure grandfathering rights. Failure to do so will damage the UK’s standing with developing markets, especially when the UK represents a major European export destination.
- 4 The UK should offer deals that are tariff free with no quota access with a view to more favourable asymmetric liberalisation on the ACP side. Special attention and priority should be given to South Africa, given its strategic trading importance to the UK.
- 5 The UK should join the under reported Trade in Service Agreement (TISA). It is the first

international agreement of its kind and presents the second generation of trade deals. Led by Australia, the US, and the EU, it is in the UK’s interest as the world’s second largest service economy and one which is geared toward 80 per cent services. Petitioning those Commonwealth nations that are a part of TISA will be critical.

Against this backdrop, the Commonwealth Creative Economy Programme seeks to build on discussions held during the Commonwealth Heads of Government Meeting in Malta in 2015, Malta’s hosting of the International Federation of Arts Councils and Culture Agencies summit in 2016, its sixth-month Presidency of the Council of the European Union in 2017 concurrent with its role as Commonwealth Chair-in-Office, and Valletta as the European City of Culture in 2018.

The challenges confronting Commonwealth countries in terms of inclusive growth, climate change and women’s economic empowerment – to name but three –

call for an unprecedented level and effort at collaboration, especially between the private sector and policy makers. The UK’s Chair of the Commonwealth following its hosting of the Commonwealth Summit in April 2018 for two years, followed by Malaysia, provides a unique opportunity to place a strong collaborative approach underpinned by the publication of the international standard ISO 44001 (in which both countries played a key role) at the heart of a community spanning one in three people on the planet and accounting for 20 per cent of world trade.

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“Throughout my life and career, I have always recognised that the best solutions to challenges and problems come from focussing first on what we agree on and then developing ideas jointly to reach mutually agreeable conclusions. This for me is the underlying ethos of collaboration... The nature of international business and intergovernmental relationships has never been more complex... the most effective solutions will come through increased collaboration at all levels.”

**Commonwealth Secretary-General,
Rt Hon Patricia Scotland QC**

What makes an effective collaborator?



Mehmet Chakkol and Max Finne, Warwick Business School (WBS)

Warwick Business School's earlier research identified a lack of understanding of collaborative skills and

behaviour across industries. In this research, people development emerged as key antecedent of effective collaboration. This was largely seen from a capability perspective, where the failure of a collaborative project was mainly underpinned by the lack of key resources, especially of skilled employees. At the same time, it was argued that collaboration creates unique opportunities for people development in terms of cross-industry and inter-organisational training.

However, there was an evident lack of training tools specified for developing collaborative skills. Across different industries, selection and allocation of employees for collaborative projects were based on experience or "gut feeling", which was identified as a major concern. This then had implications on recruitment, training and assessment strategies that have generally lacked a systematic approach to incorporate collaborative working skills.

Accordingly, the ultimate aim for the current research was to uncover the psychological and behavioural underpinnings of what makes an effective collaborator.

The research summarised here took place in 2016. It included observations in various collaborative projects, attendance at academic and practitioner collaborations, and, most importantly, conducting 17 specifically designed interviews with key informants from different sectors, using a method derived from personal psychology called repertory grid technique.

This special interview technique allowed us to map the way in which an individual perceives another as an "effective collaborator". Consequently, we identified a total of 126 personal attributes which were each defined by positive and negative behaviour. Following the identification of these attributes, we then conducted further empirical analysis in order to classify these into higher order categories. We ended up with 18 aggregate personal attributes, together with their relative importance to effective collaboration.

In order of relevance, the ten most relevant attributes were:

- 1 Strategically minded
- 2 Team orientation
- 3 Good communicator
- 4 Open to sharing
- 5 Creative / innovative
- 6 Empathetic
- 7 Believe in collaboration
- 8 Good listener
- 9 Behaving ethically
- 10 Leadership

In the final step of our analysis we grouped the categories into three overarching areas of personal attributes that characterise the most effective individuals in terms of collaborative working:

- a Effective information exchange
- b Strategic and adaptive orientation
- c Prioritising common values

It is interesting to see how closely these three identified areas link to the relational norms outlined in prior scientific research such as information exchange, flexibility and solidarity. This shows that the most effective collaborators are people who possess personal attributes showing adherence to relational norms. It can be discussed whether such attributes are the result of nature or nurture, but from our research it is clear that they are linked to effective interpersonal collaboration.

Further, these attributes intriguingly lie across multiple dimensions, for example: logical versus intuitive or creative versus technical



competences. They are also orthogonal to Myers-Briggs personality types. This means that different kinds of people may be equally effective collaborators; the main distinguishing factor is behaving in accordance to relational norms.

We find it tempting to draw some parallels from our findings at the inter-personal level to the role of standards in driving collaboration at the inter-organisational level. While ISO 44001 sets higher-level guidelines and expectations for companies regarding collaborating with partners, relational norms can be viewed as a natural set of guidelines people tend to follow and expect others to follow as well. Our research provides evidence that deviation from these norms may lead to reduced performance.

These insights can be used by companies in training employees, through aiming to increase awareness of the importance of relational norms as crucial guidelines for interpersonal collaborative

work. The findings showcase the systemic nature of collaboration in terms of highlighting perceptions of individual behaviour in relation to the expectations set by the general relational norms.

Further, investments in building appropriate organisational structures to support desired behaviour should be evaluated against their potential to improve people's abilities to show adherence to relational norms in interpersonal collaboration within and across companies.

Overall, the identified attributes can be implemented into recruitment, training and assessment strategies in order to promote effective collaborative working.

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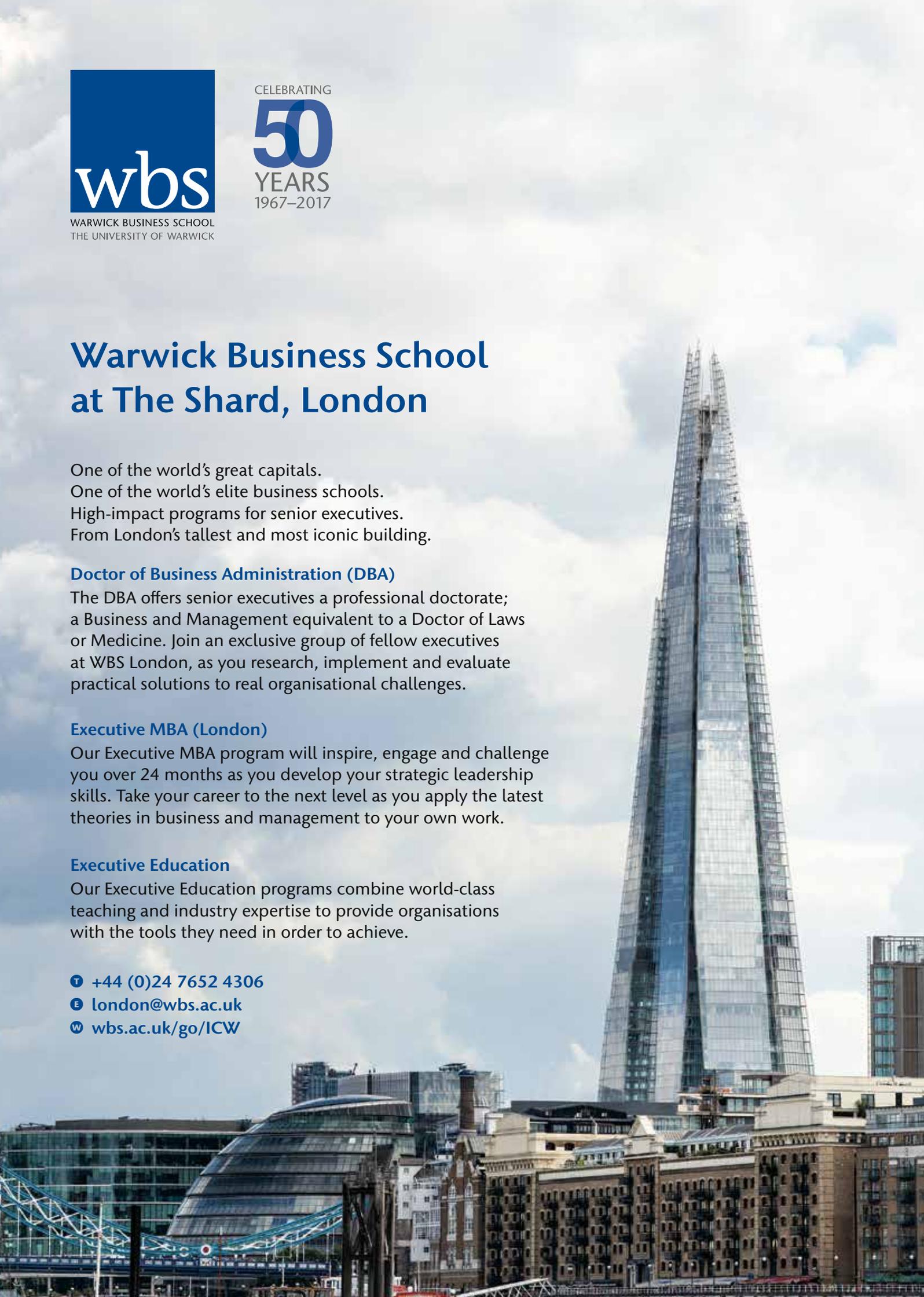
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Think differently: think life stages



Dr Phil Richardson, NHS and Open University Business School

Nature is a fantastic source of design thinking inspiration. Over the past 10 years biomimetics – or biomimicry – has emerged

as a discipline and been used to inspire aesthetic design, engineering structures, material science and systems thinking. Such an approach, when applied to current challenges, can liberate a step change in the outcomes. If you are in the right frame of mind, you need to biologise your thinking.

Landing

Just 210m to go, bit of a cross breeze. Sun is high. I can see where I want to go. Not far ahead, with plenty of space to land. Sudden gust of wind, nearly didn't make it. Final effort. Safely down. Time to enjoy that amber nectar that has preoccupied virtually all my thinking for the last day or so. After the long winter sleep, it's time to recharge for the exciting days ahead. What a great place; but I can see somewhere better. Time to move on. Back in the air in no time. Headed for what looks like the brightest place around. Couple more flicks and touchdown without a problem. Hardly stopped moving today. Time for another slurp of action juice. Perfect. I love spring.

Leadership model

Turning dreams into reality in a complex system environment is a real challenge, and when the scope and scale of the challenge is global, the complexity increases significantly. Much like the caterpillar who dreams of one day flying from one source of nectar to the next, we are all faced with the reality of connecting our dreams and ambition to the actions that will get us there. Unlike the caterpillar, we are often not prepared to make

the fundamental changes needed. Based on the application of the understanding of biological systems to complex business challenges, the "life stage model" provides a useful way to look at the biological changes that happen in the life stages of a butterfly.

There are four life stages of the butterfly: egg, caterpillar, pupation and the butterfly itself. Each of these different stages is unrecognisable from the stage before and provide a life that is lived in a different environment.

The life stage model has been used to consider the two environments of current and future scenarios, and challenges the business to understand its motivation to change by looking at how to move from one stage to the next. The test of whether you are following a life stages model is that you are materially different than what you were before.

The life stage model sets this out as a matrix of function and environment. Focusing on the caterpillar and butterfly stages, it challenges how to think about each stage.

Life Stage	Current	Future
Function	The caterpillar: eat leaves, pupate	The butterfly: have sex, fly, eat nectar
Environment	Local plant, short distances	Air and plant, different continent, long distances

Not all businesses will need to go down to the chemical soup level of change to be able to achieve new functionality in a new environment. However, those with the ambition to fly to new continents, will – changing the focus from continued growth to the real ambition or goal.

Design thinking

Change programmes fail. It's quite a remarkable notion, which we have known for some time, yet we fuel the statistic, which hovers around 70 per cent. What is particularly startling is that we set off knowing this and fundamentally fail to address it.



Too much time and effort is spent on making a slightly faster caterpillar. Or at least trying to.

Looking at each life stage, imagine how this maps to your current way of working. Applying it to international collaboration is the differences between the caterpillar stage (the one you are most likely to be in) and the butterfly stage (the one you say you want to be in). It would mean changes such as working with different people, having different conversations, and working in different places; having different priorities, working for different customers and working with significantly bigger outcomes.

Like the life stages of the butterfly, there are different opportunities at each stage. Competition is different and the immediate objectives for that stage are different. However, the overall goal remains the same – the continuation of the species. Or in your case, the achievement of the business goal. Which, no doubt, will translate into a continuation of the business species.

Where are you now? A leader? Striving to improve business processes, create efficiency, driving growth and making improvements to increase engagement with customers?

Getting traction

The four life stages are summarised here. The model works equally well as the start (egg) or initiation of the new generation, business, project or initiative, using the functionality of the stage four butterfly.

Stage	Butterfly	Business	Level of change
1	Egg	Set corporate goal, strategy and environment	Small
2	Caterpillar	Growth programmes; up to four	Incremental
3	Chrysalis	Change management phase. Lock down and single focus	Fundamental
4	Butterfly	Re-investment in new generation; ready to set the new goal and strategy	Small

Which stage are you in and which one *should* you be in? This is a useful discussion to have



as it establishes where to start for the design of what comes next.

Old and new managers

For the caterpillar, the skin splits from behind the head in moulting. Perhaps the changes in a business need to happen at the layer below the head? Keep the core functions in place, while adapting them. The real change in external design and function comes from the head. Growth is no longer the aim of this stage and the main drive is to fulfil the overall fundamental goal of propagation. In the chrysalis stage, all systems other than those focused on the changes, are closed down, including the connections to the external environment for air.

Think about this: change the middle to senior management layer, stop the focus on growth and concentrate on delivering the overall goal. During this challenging time, divert all your energies into the change.

The other important issue that this model helps resolve is the degree and scale of change required to make the transformation. The chrysalis stage is effectively molecular soup, where rearrangement of the proteins happens. Whilst business leaders are enthusiastic about the butterfly outcome,

they are less motivated to make changes at the molecular level.

By using the life stages model, leadership teams can determine which instar they are in and whether they are prepared and capable of making the transformation. It also challenges their preparedness to wait, doing nothing externally while the changes are happening.

Following transformation, the model also helps identify the new behaviours, processes and measures that need to be applied. The role of the butterfly is very different from the role of the caterpillar. An organisation needs to ask itself if it is ready for that change.

Lift-off

Just finishing off on this very satisfying buddleia and ready to call it a day. Wow! How stunningly beautiful is that handsome specimen on the nearby flower? Just time to make their acquaintance to achieve my dream. What a brilliant day it has been after all. And to think that only a short while ago I was chomping on leaves, dreaming of the great things I always knew I could achieve. Look at me now.

Must fly; can you?

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Leadership and the burning question



Dr Paul Connor, Warwick Manufacturing Group (WMG, University of Warwick)

No single organisation is an island of self-sufficiency within a clearly defined boundary. Increasingly a combination of macro-

environmental and external stakeholder perspectives plus internally driven strategic and financial pressures has meant business success is more likely to be achievable through an inter-organisational relations (IOR) approach to create synergistic value sharable amongst its constituents.

The myriad of comprehensive and complex range of relationships for IORs can be reduced into four types:

Competitive: based on the need for everyday low prices for standard products/services and efficient shopping-around experiences where company, customer and suppliers are transactional marketplace adversaries;

Co-ordinated: based on the need for customised co-designed products for well-defined customer segments where company, customer and suppliers are in one-off or periodic marketplace arrangements;

Co-operative: based on the need for problem-solving co-developed personalised services where company, customer and suppliers are part of a distinct long-time team approach;

Collaborative: based on the need for jointly-produced solutions, services and products built on the shared knowledge and resources of co-created value for IOR partners in transactional or on-going arrangements where any one of them can play a role in the exchange space.

Collaboration is about working positively to

develop the future of an industry, rather than being thought of as a “cartel” where organisations are not moral or legal in an end-user’s best interests. Although agreement over an exact definition of collaboration remains elusive, it can be distinguished from the other IORs in that there is propensity for autonomous or semi-autonomous actors to interact or work through formal or informal negotiation. This is achieved with other across-boundary, across-sector organisations through concurrence and agreement towards some mutually agreed joint norms, rules, structures and outcomes whilst remaining legally autonomous.

Collaboration is a multi-dimensional concept consisting of five key factors: governance, administration, organisational autonomy, mutuality and norms. Different forms of collaboration can be determined along four dimensions: whether the focus of collaborative constituents is as competing organisations in the same sector or even symbiotic organisations that are complementary in different sectors; the number of organisations in the collaboration (dyadic, triadic or multi-organisational); the type of collaboration (obligational, promotional or production); and the degree of collaboration (limited, moderate or broad).

There are four key factors that are prerequisites for collaboration to develop:

The willingness to collaborate via a unifying purpose: awareness and understanding of other organisations’ needs and their compatibility with own organisation’s needs in a winning approach;

The need for expertise: learning about the ability to enter new markets and territories, managing uncertainty; adapting flexibly through innovation to changing market demands, technological opportunities etc;

The need for funds: to gain resources, share costs and risks of solution provision;

The need for adaptive flexibility: to perform and fulfil timely value propositions without reputational damage better than other potential network grouping competitors.

These four key factors are affected by numerous variables, for example: trustworthiness, credibility, reliability, responsiveness; the complexity of the tasks in the collaborative project, covering functional, process, relational and political aspects; the sharing of knowledge, power, role and responsibilities.

Such challenges to collaboration create ambiguity, complexity, confusion, misunderstanding and conflict of interest dynamics for the leadership of collaborative working, and are as follows:

- there is a recognition for the need of common ground and objectives but they cannot be agreed upon;
- the sharing of power and responsibility is vitally important but partners behave as if it is all to do with the financial purse strings;
- trustworthiness and trust are prerequisites for success but partners are suspicious of each other;
- partners recognise the importance of a multi stakeholder approach but are partnership-fatigued and tired of being pulled in all directions;
- there is a desire for “taken for granted” stability but everything keeps changing – not only in the collaboration, but also each of the partner organisations;
- there is a desire to make things happen but actual leadership is not always totally in the hands of the partners;
- there is the desire to try to keep moving the collaboration forward “within the spirit of the collaboration” but there are organisation politics and individual Machiavellian practices at play.

Taking the above challenges into consideration, organisations need to assess whether they display some of the



characteristics required for collaborative working. Organisations also need to consider whether it is possible that they may be mistakenly believing they are “doing” collaboration because they have not fully grasped what true collaborations are, as distinct from co-ordinated or co-operative forms of business relationships. For example, is the organisation aware of the changing business landscape; challenges of globalisation; changing business models; the importance of relationships; having strategic objectives and an appropriate business strategy; internal and external constraints; partnership engagement and negotiation challenges; appropriate governance and management structures; partner roles and responsibilities; contracting models and agreements; organisational culture and behavioural issues; managing change, building value and innovation delivery; issue resolution and controlled disengagement?

To embed the power of collaboration requires strong leaders with the capacity to engage constituents both inside and outside of their usual boundaries and inspire them to deliver common objectives... despite varied many differences in culture, values, principles, strategies, styles and practice. Collaborative leaders, however, are presented continually with several challenges at multiple organisational levels in their multiple across-boundary collaborative arrangements as they try to optimise collaborative advantage. Collaborative advantage is the synergy that arises from something being achieved that could not have been achieved by any one of the organisations acting alone whilst trying to minimise collaborative inertia. (That is, the hurdles and blockages to progress such as perceived extra pain and unnecessary hard grind in return for slow output and negligible returns that frequently appear to happen in practice).

Given these inherent difficulties with collaboration forms and their associated challenges and because traditional hierarchies do not exist within them, then collaborative leadership is not something that is specifically the domain of one senior person within a single organisation unit. Neither is it orchestrating a community of interest on the internet, or indeed something only enacted by people through consensus because agendas,



A group of delegates from training module sessions held in February. The presenters were Paul Connor, Jeremy Campbell and David Hawkins

structures and processes are just as important as the participants. Therefore, it is not about the leader deciding what to do and instructing others to carry out the tasks, rather it is about the leader helping the collaborative partners to focus on the task after they have decided collectively what to do about the issue they face (leadership of a collaborative effort). Furthermore, leadership can change, through partner decision, from one person or organisation to another as different talents or capabilities are called for or even leadership can be permanently shared by all or several members involved in the collaboration (leadership as collaborative effort).

In this regard, collaborative leadership is rooted in both servant/stewardship and transformational approaches to leadership. However, consensus about a definitive explanation of collaborative leadership is lacking, despite growing academic and practitioner literature, because there are competing perspectives. In addition, as the nature of collaboration changes so does understanding of its leadership aspects and consequently it is difficult to know precisely if an individual or an organisation can be a collaborative leader. Also, there are some acknowledged limitations associated with collaborative leadership notably: it is time-consuming; it demands the ability to face conflict directly and it is not a job for some who like calmness with no challenges or raising of voices or the need to be told exactly

what to do; it requires letting go of own ideas, biases and the subordination of egos which can lead to resentment. There are also barriers to collaborative leadership such as: people may not know how to work together; there may be unfortunate history amongst the organisations, people or with the issue itself.

Nevertheless, the advantages associated with collaborative leadership appear to outweigh the limitations even when there are other possible choices. Collaborative leadership encourages buy-in through ownership which in turn builds commitment to the common purpose; partners are more likely to be willing to take responsibility for implementation of the collaboration agenda because they are part of developing it; elimination of turf issues and enhancing of mutual trust through use of an open process and its encouragement of discussion and dialogue instead of adversarial debate; access to more and better information and ideas from a variety of perspectives; training and development of new leadership, assuring continuity and commitment; community and organisational commitment leading to better functioning in every aspect.

The burning question of the day is: Have you got the calling and what it takes to become a collaborative leader?

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Sharper focus on behavioural assessment



John Doyle, B2Bppm Ltd

The increasing focus on a variety of collaborative working business models has, in parallel, raised the focus on behavioural assessments.

The publication of ISO 44001 will undoubtedly create more interest in the processes adopted to evaluate potential partners. Being part of the UK development team for the new standard – and working with ICW – has encouraged me to share some perspectives on what can be a valuable contribution to using the results to drive success in collaboration.

Using behavioural assessment (BA) for the selection of key business partners for collaborative contracts, already has a track record of 17 years. It has been used in some of the UK's highest profile and highest value procurement exercises and, with the predicted growth in the UK infrastructure sector, and further use of BA by existing users, its use is expected to grow as a key assessment tool for client teams.

This article outlines a significant step forward in making behavioural assessment more effective. The article is based largely on work undertaken with High Speed 2 (HS2) on the enabling works contractor (EWC) behavioural assessments completed in 2016, and one other high profile project in another sector that has yet to be announced. It is particularly relevant for those who may want to use behavioural assessment in the future, and where they want their approach to reflect internationally recognised best practice.

HS2, along with many organisations, is committed to using behavioural assessment as a tool to support its selection of its key collaborative partners against the platform of BS 11000 and now ISO 44001. We delivered the very first suite of BAs for the appointment of the phase one engineering delivery partner (EDP) contract, then for the enabling works contracts (EWC), and this year for the HS2 main

works civil contracts (MWCC) – the organisations that will build the phase one part of the new rail system.

Whilst our team introduced in 2001 the very first BA to operate in a regulated procurement exercise, (and have since delivered BAs for the highest value and highest profile contracts), the BA for the HS2 EWC set a new standard and achieved a European first! The BA for HS2 enabling works contracts was the first behavioural assessment in Europe to be delivered in full compliance to the only internationally recognised standard for "behavioural assessment" – the ISO Standard – BS ISO 10667-2. In an activity that can be both crucial and risky if not handled with care, BS ISO 10667 – "the international standard for assessment of individuals, teams and organisations in work and organisational settings" – provides a robust and consistent model.

With worldwide applicability, the standard provides a management structure and professional framework for the design, delivery, reporting and evaluation of behavioural assessment exercises. It sets the recognised best practice bench mark for delivering a behavioural assessment, and can fully support compliant delivery to UK and EU procurement regulations and principles.

The standard is particularly relevant for procurement teams because it clarifies the best practices that they should follow in selecting a BA provider, and it provides a route map to manage the whole life cycle of developing and delivering a behavioural assessment.

There are two separate ISO standards for behavioural assessment – one for the BA supplier (BS ISO 10667-2) and one for the commissioning procurement team (BS ISO 10667-1). As the two standards are designed to work together, it provides a platform for enabling the procurement team and BA service provider to collaborate effectively in the delivery of the BA.

Delivering a BA within a regulated procurement context is not the same as a standard assessment centre. This is because it needs to simultaneously address legal/procurement regulations and it has to ensure the assessment produces valid and reliable

results and those being assessed are treated ethically and professionally to accepted assessment standards. The drivers for ensuring legal compliance and delivering a professionally informed assessment can very easily work to different priorities. The ISO standard can help to align the priorities for a win-win outcome. Our experience is that systematically pursuing the framework of the standard (which is open to third-party and independent verification), significantly helps to address these challenges and prevents or mitigates the risks of legal non-compliance.

At the same time, it significantly increases the likelihood of the validity and reliability of the results, which are, of course, the basis for the investment in time and money to deliver the BA. Importantly it will provide those being assessed with an added assurance that the key procurement principles of transparency, fairness, equal and consistent treatment, and an assessment that is proportional for the work in hand, are delivered. How does BS ISO 10667 do this?

The standard codifies all the processes across the full life cycle of a well-managed BA; from the initial scoping of the BA work stream and specifying the requirements for the BA undertaken initially by the client procurement team, through their selection of the BA provider and for developing an agreement with them for the delivery of the BA. B2B, working collaboratively with HS2 (and other clients), have aligned best practices in behavioural assessment with the requirements of UK and EU procurement regulations. The key stages of the standard and the linkages to the legal framework are mapped in our BA model above.

In short, the client team should be aware of its own responsibilities as a commissioner of a quality behavioural assessment and the potential contribution it may need to play in supporting the delivery of not only a legally compliant BA, but also an effective and professionally managed one.

Now – 17 years after the first BA in the UK – there remains variable understanding of what to specify

and how to test prospective BA suppliers. The BS ISO 10667-1 standard for procurers advises that the client should ensure the BA service provider follows accepted professional processes as documented in the standard. The standard provides the procurement team with a route map for specifying the basic qualities and competences the BA provider should bring. BS ISO 10667-2 (the full standard for the BA supplier), will clarify for the procurement team what specific processes, methods and competences the potential BA provider should possess if they are to demonstrate they can deliver a best practice BA.

The standard is clear that the effective delivery of a BA should not be positioned as an “off-the-shelf” service, and is likely to require collaboration between client and BA provider to develop the design. The twin objectives of delivering a legally compliant and a professionally delivered BA can be a challenge. Those commissioning the BA and the BA provider should agree a collaborative approach which addresses both priorities. The standard provides a framework for this. Importantly, the client and BA provider need to “live” the collaborative behaviours that will deliver the twin goals of compliance and effectiveness.

This aspect is not covered specifically in the BA standard. However, guidance is on the way! BS ISO 44001 does provide guidance on how to approach this within the partner selection stage.

Effective collaboration between organisations and their people does not naturally evolve – why should it? It needs to be managed and behavioural performance measures placed firmly on the performance score card of contract delivery. Both client and partner teams should measure, evaluate and improve upon the baseline behavioural performance levels established in the initial assessment period.

The use of behavioural assessment is set to grow in 2017 and beyond. Procurement teams using behavioural assessment to inform key award decisions, the tenderers who take part in the assessments, and the users of the facilities or services that are produced, will all benefit from the greater discipline that using the standard brings.

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Brexit: challenge or collaborative opportunity?



David Hawkins, ICW

On March 29, the Government triggered Article 50 to start the process of the UK's withdrawal from the European

Union. Whether in favour or not, the die is cast and over the next two years this action will have a major impact, not only on the UK but also most of Europe and beyond. It is, perhaps, not surprising that we should consider the implications of this dramatic turn of events in respect of the future of collaboration.

It is worth just laying down a marker on behalf of the CRAFT methodology to say that in signing up to the EU and the impacts of Article 50, had there been greater focus on the exit strategy, then perhaps the potential traumas to come might have been better addressed; but of course, hindsight is a marvellous thing. Notwithstanding this – and taking a non-political view point – we are faced with perhaps the most challenging times for government and industry alike.

During various visits to Europe over the past months, I have been challenged over the decision by the UK to leave the EU and my personal perspectives for the outcome and the future. My personal views to one side, the complexity that is faced by the UK and its current European partners is likely to be challenging at every level, creating testing times ahead. However, business goes on.

What is also a view of many is that, whilst the rules of Article 50 dictate a two-year cliff edge, it would seem this will not be entirely practical, and more importantly, the implications in some areas may not be fully apparent for years after. It therefore suggests that, whilst the negotiations progress

and the various agreements become crystallised, business will need to carry on – both in terms of current business relationships with European partners and establishing new partners outside Europe.

In uncertain times, collaboration becomes an important feature of business relationships, and with the publication of ISO 44001 – the international standard for collaborative business relationships – we have a recognised platform on which to reinforce existing relationships and build new ones.

Whilst organisations in the UK may be struggling with how to move forward, it is equally taxing for those in Europe to assimilate the implications for those trading operations that bridge the channel to the UK. Many of these relationships have a long history, and endeavouring to anticipate the impacts of Brexit in isolation is impractical and, in some ways, a self-defeating strategy.

Whatever the eventual rules established after Brexit, whether this is some form of general trading agreement, industry specific arrangements or a future under the World Trading Organisation, businesses need to work through the potential implications together to minimise the impacts



and preserve existing relationships. Many companies will already be developing or even implementing future strategies, but the key is that valuable trading relationships need to be jointly discussed from a perspective of mutual interest.

Clearly in certain cases, Brexit will result in some relationships faltering or failing and in these cases how the organisations involved orchestrate exiting will not only affect the players, but also their clients and customers. Future collaboration may not always be the answer but controlled disengagement requires consideration on all sides.

On a broader front for UK organisations, possibly together with existing relationships within Europe, companies may need to look further afield to develop new prospects. Whether these are related to cross trade, inward investment or opening new markets, the reliance on the EU has by its very nature constrained some overseas trade. To bring these opportunities to fruition may require some challenging efforts to re-invigorate or create new relationships. Either way, in a world where more and more business activities engender greater degrees of interdependence, a collaborative model can help to set a new robust agenda.

Thus, as we look forward, the initiative started in the UK and now captured within the new international standard provides a foundation to address many of the challenges emerging under Brexit and an alternative perspective for establishing innovative new opportunities internationally.

Business is built on capability and confidence; collaboration could well be seen as the catalyst for future business when harnessed to an internationally recognised systemic model that engenders transparency and trust.

Keep calm and carry on collaborating.

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*How organisations exit the EU
could be like treading on eggshells*

A call to arms for our HR people

**David Hawkins, Operations Director
and Knowledge Architect, ICW**



The publication of ISO 44001 heralds a major milestone in the evolution of collaborative working and laying down the baseline for the next five years at least in terms of a systemic foundation for collaboration.

Throughout its development however, the international committee was repeatedly drawn back to consider the competence and behaviours that are needed to fulfil its potential. Thus, when reading and adopting the standard you will be continuously reminded of the need to address whether the people are ready to engage effectively. This increased emphasis on behaviours poses the question as to whether current human resource processes for people selection, deployment and development adequately address the collaborative behaviours.

Behaviours

From the outset, the development of CRAFT and its evolution through a British standard, and now an international one, was primarily focused on establishing good practice for operating in a sustainable collaborative working environment which would support the right behaviours. As we developed our systemic approach, it was always in our minds that many experts had been fostering

a wide variety of behavioural assessment and skills development methodologies.

The transition to become an institute was based on the recognised need to address capability development and establish collaborative working as a recognised professional skill. As part of this change we sought to enhance our engagement with academia, which resulted in our association with Warwick University through its MSc module for collaborative leadership, our support of the Warwick Business School master programmes and research, and the establishment of the Collaborative Academic Forum, which is growing as we extend the group both within the UK and abroad.

Having had the opportunity to work with a large variety of organisations since the introduction of CRAFT, PAS 11000 and then its publication as a British standard, we continuously found an imbalance between processes and people. What we see today for the more enlightened is that the three streams of development – leadership, process and skills – are becoming increasingly intertwined.

Historically, it has been common practice to select and measure people based solely on technical parameters. This is supported by ICW's findings

Collaborative Capability Pathway



on how organisations assign staff to collaborative programmes. More recently there is a growing focus on the need to look at both logical-technical skills (so called “left-brain thinkers”) and the intuitive (“right-brain thinkers”). What becomes apparent is that the old norms are being questioned, and certainly in the field of collaborative working, left and right have to give way to a more holistic “whole brain” perspective.

Individuals

There is growing recognition in many spheres of industry that there is a need to balance creativity and technical competence. Yet at ICW we struggled to align more established capability profiling tools to support the identification and development of collaborative individuals. There is a need to look beyond personality traits and the balancing of characteristics in team building to consider individuals’ propensity to work collaboratively. Our work with Warwick Business School is a major aspect of the journey towards gaining a better understanding of what makes a collaborative individual, and the development of tools that can help organisations to bridge this quandary.

Getting collaboration to deliver is not simply about putting people in the same room, it’s about

ensuring they want to be in that room and engage effectively. This is uniquely amplified, for example, by considering aspects of implementing Building Information Management (BIM), which is being strongly promoted by the UK government. The technology has significant benefits but relies on those involved wanting to work collaboratively and sharing their knowledge with others. Our Awards in 2016 showed where some companies had integrated collaboration in their HR programmes, but our experience suggests these are the exception.

As we move forward with ISO 44001, it quickly becomes apparent that its application and success in operation will bring human resources right into the front line. Those that have already started the transition from BS 11000 to ISO 44001 will have recognised the emphasis on demonstrating and managing collaborative competence and the appropriate behaviours. More importantly, if we are to exploit the benefits of collaborative working, then this should be a call to arms for our HR teams to look closer at how we recruit, deploy and develop our people.

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ISO 44001: the next stage of evolution

The year 2017 will be yet another milestone year for ICW with the publication of the international standard – ISO 44001. Since 2013, ICW has orchestrated discussions with the International Standards Organisation (ISO) and has achieved agreement between 12 countries across America, Europe and Asia for the standard, which was officially published in February 2017.

We received confirmation that the draft had achieved the necessary approval in November 2016, and this was formally announced by David Hawkins of ICW and Frank Lee of the British Standards Institute (BSI) at our award ceremony in December. The International Standard for Collaborative Working designated as ISO 44001, is based on the principles embodied in BS 11000.

The journey started with the CRAFT methodology first launched in 2004, which established a systematic approach to collaboration, from strategic concept through to exiting from business relationships. This led to discussion with BSI and publication of PAS 11000 in 2006, followed by the launch of the world's first national standard – BS 11000 in 2010. Over the past 10 years, ICW has continued to work with its membership community for independent validation.



bsi.

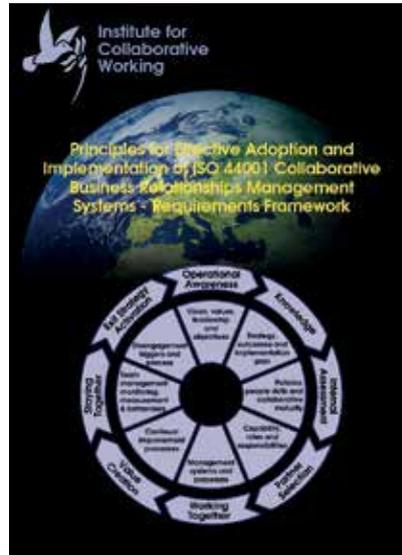
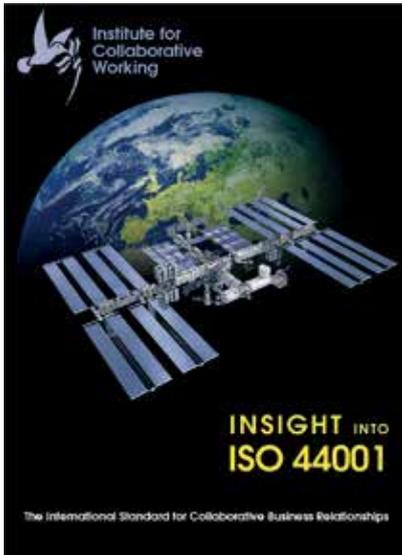
Insight into ISO 44001 highlights the changes from BS 11000 and the alignment of the new standard with the high level structure (HLS) that now governs all ISO management standards. The blending of the HLS with the CRAFT life-cycle will enable organisations to more easily identify, align and integrate collaboration into their mainstream business systems.

Addressing global demands

Why an international standard? The world is changing perhaps even faster than any of us could have imagined. Research by ICW identified that by 2020, most business models would embrace collaboration-partnering-alliances.



David Hawkins from ICW, and Frank Lee from BSI, announce the publication of the international standard, and launch Principles for Implementation of ISO 44001



Yet the focus was on traditional contracts not behaviours, skills or governance. We have come a long way from the industrial revolution, however much of the organisational thinking is still based on the Henry Ford model of total end to end ownership.

The need for organisations to work together has perhaps never been more critical in today's economic environment, to meet the demands of the market and growing global competition, and the impact of technology – in particular communications and transparency of markets. We see today a market place where success is more about what we bring to the market rather than simply what we produce as individual organisations.

Recently ICW also published *Principles for Implementation of ISO 44001*, which highlights the key themes which run through the standard and form the backbone to harness the benefits of collaboration and ensure the standard integrates underlying core aspects of successful collaboration.

Changing the rules of the game requires alternative thinking that may be currently suppressed within the confines of current contracting practice. This transition can seldom be achieved purely based on internal actions, and ISO 44001 offers a platform for building new and exciting competitive propositions. Taking advantage of this hidden potential necessitates evaluating the strengths and weaknesses of the current capability, then developing a strategy to enhance operations.

The international project committee automatically disbanded on publication of the standard, and we take this opportunity to thank Mark Sewell who has been chairman. A new technical committee has been agreed and will commence work later in the year to develop supporting guidance. The new standard has already drawn interest from a number of new participating countries.

In the meantime BSI, through the UK committee, is finalising a revamping of BS 11000-2 guidance to reflect the international standard as an interim publication, which will be further developed at an international level through the establishment too of a new international committee and working groups.

Spreading ICW knowledge around the world

ICW Scotland

ICW Scotland has been very active recently in co-hosting an oil and gas collaboration conference with the University of Aberdeen due to take place as *The Partner* goes to press. This conference is directed at the oil and gas industry, which has had a sharp focus on collaboration as a way of maximising the economic recovery of oil. A wide range of speakers from different industries, including ICW members, will share their experiences with the oil and gas sector.



Awareness of the benefits of collaboration is growing in Scotland. As well as oil and gas,

there is interest being seen in the life sciences sector, especially for large projects involving new build of plant. There has also been interest shown among small to medium enterprises who are seeking new ways to pool their resources and talents to obtain funding for research and development.

ICW Scotland remains at the forefront of discussions around collaboration in Scotland.

Mike Healy

ICW Portugal

ICW Portugal is committed to being a partner for the competitiveness of Portuguese companies. The challenges of internationalisation and innovation are crucial for our economy. Since the Portuguese business structures are relatively small and lower than the European average, the collaboration to join forces in a global market is all the more important.

In 2016, ICW held workshops to increase the awareness of collaboration, and had the important participation of both the corporate and academic sectors. ICW was also invited to the annual event held by the AICEP (Portugal Global Trade and Investment Agency), with an audience of over 200 companies.

In 2017, ICW Portugal is boosting an innovative course for companies. Scheduled to happen as *The Partner* went to press, it takes place in Aveiro (with Aveiro University, one of our main partners) and in



Lisbon (with the support of ISCTE Business School). A partnership with AICEP was established to communicate the

issue of collaboration through articles, case studies and awareness workshops.

We still have a long way to go and the companies and universities can count on the support of ICW Portugal.

In Portugal there is future in collaboration!

Bruno Marques

ICW Wales (Cymru)

ICW Wales was established in 2012 to focus on the application of effective collaborative working. Substantial interest has been generated particularly in transport and Infrastructure.

Government views collaboration in the Welsh supply chain as vital for managing the Metro project with an estimated value of over £2bn.

ICW Wales annual collaboration showcase seeks to build a broad consensus for effective collaborative working.



The December 2016 event

identified collaboration as a critical success factor in the £6mn Nature Fund project which embraces community initiatives to tackle declining biodiversity.

2017 will see a number of high profile events, including a video with the Government Head of Innovation Delivery.

ICW Wales (Cymru) will continue to focus on supporting companies in Wales and the Welsh Government on the value of a systematic approach for collaborative working.

Dr Jane Lynch and Leigh Lawry

ICW Africa

The publication of ISO 44001 is beginning to generate interest with a number of Africa based major organisations.

ICW Africa, based in Johannesburg, is expected to form a local Collaborative Working knowledge sharing network. This will act as the catalyst to communicate the benefits of collaborative working throughout this huge continent.



This small step along a doubtless exciting collaborative journey is of particular

interest to ICW's Commonwealth partners.

David Drummond

ICW New Zealand

The first company in New Zealand to approach certification to the New ISO standard ISO 44001 is on track to achieve this towards the end of 2017, supported by ICW New Zealand.

We have been working with the various government departments and, supported by ICW UK, we have



assisted several UK visits for them to evaluate the benefits of working to the standard.

We are planning to hold the first leadership course in Wellington in May. This will be followed by a joint leadership and gap analysis course for a company in Canberra. ICW UK will support these first programmes as we build our local team.

There are increasing opportunities being pursued with both the public and private sector, and we expect this interest to increase with our focus

more on providing support to the local market as the New Zealand branch of ICW evolves.

Dave Macdonald

ICW Canada

In 2016, ICW Canada laid the foundation to establish its presence as the leading Canadian



authority on a collaborative working protocol. In 2017, we will be expanding on this strong base of expertise

through the creation of an advisory board of public and private sector leaders, as well as undertaking several initiatives to build strategic relationships with major Canadian universities, and introducing ICW training programmes into several key accounts.

ICW Canada is well underway with building important channels to help promote and implement ISO 44001 principles within organisations and their important relationships.

Andy Akrouche

ICW ASEAN Region

Over the last two years, representatives of Malaysian industry and standards bodies have been at the heart



of the development of the new ISO 44001. In 2017, we will be exploring the establishment of ICW in The Association of

Southeast Asian Nations (ASEAN), with our Malaysian colleagues. This will entail building on established connections with industry, standards and certification bodies in the region, and establishing new connections with local business schools.

The latter connections will be important to help assure culturally appropriate underpinning of the development of collaborative business relationships across this exciting region.

Michael Chiam and Paul Greenwood

Collaborative Working Awards

The Institute for Collaborative Working (ICW) Awards 2016 event took place at the House of Lords in December. It was sponsored by BSI, hosted by the ICW Chairman Lord Evans of Watford, and introduced by the ICW CEO Les Pyle.



ICW Chairman
Lord Evans of Watford



ICW CEO Les Pyle

The awards process involved submissions for six categories, shortlisted by BSI to three entries for each. The team of judges comprised Frank Lee from BSI, Mehmet Chakkol from Warwick University Business School and Lord Evans the ICW Chairman. They met representatives from each shortlisted entry to dig into the details of their submission in order to decide on the winning entries. In all, there were nine awards presented by the judges.



Collaborative Pathfinder

Won by **Siemens** with **BAM Nuttall**

The finalists were Kier, Indra, Network Rail and Siemens/BAM Nuttall. The judges considered the unique relationship between Siemens/BAM Nuttall – two very different industries – to provide significant value to their customer. SSE merited this award.



Public-Private Sector Collaboration

Won by **Leeds City Council** with **Carillion**

The finalists were Midlands Highway Alliance, Lancaster City Council and EMCOR UK, and Leeds City Council and Carillion. The judges recognised the value of the 10-year relationship, which has delivered a number of significant programmes to the benefit of the residents of Leeds.



Industry to Industry

Won by the **Kier Highways Alliance**

The finalists were Highways England, Kier Highways Alliance and CPMS with Network Rail. The judges nominated Kier for their unique engagement model with their multiple industry partners.



Collaborative Skills Development

Won by **EMCOR UK**

The finalists were DB Cargo, Network Rail with Amey and EMCOR UK. Based on their fully integrated approach from recruitment through to executive development, the winner was judged to be EMCOR UK.



Chairman's Special Recognition Awarded to DB Cargo

This year's submissions presented even more challenges than previously, having to choose between those organisations that have moved the cause of collaboration forward. However, one particular submission caught the judge's eye. The chairman of the Awards judging panel has the prerogative to make this special award to DB Cargo for their innovative work in collaborative skills development.



Collaborative Innovation Won by BAE Systems with EMCOR UK

The finalists were Leeds City Council with Carillion, EMCOR UK with United Utilities, Wessex Capacity Alliance, and BAE Systems with EMCOR, who were selected for their joint approach to supporting UK defence aerospace capability.



Supply Chain Won by Kier Alliance Partners

The judges recognised that whilst this initiative was instigated by Kier, its contractors had the courage and enthusiasm to participate. We hope to see more such collaborations in the future.



Collaborative Leader

Awarded to **Simon Kirby** of **HS2**

In his previous role of heading up Network Rail Infrastructure Projects, Simon spearheaded the introduction of BS 11000 to the rail industry through challenging both Network Rail and their industry partners to adopt greater collaboration. More recently, he has continued this in his work at HS2, who have now joined the ICW Executive Network. Simon's individual contribution to promoting collaborative working and supporting the aims of the Institute has been unwavering.



Emerging Collaborative Leader

Awarded to **Naomi Redman** of **Skanska**

As we look to the future for collaborative working and the role of the Institute, we have to increase our focus on developing capabilities to harness the true value of collaborative working and support the next generation of collaborative leaders. We are delighted to present this award to an emerging leader for tomorrow.



ICW Collaborative Working Awards 2017

Date: 12 December, 2017

Time: 6:30pm-8:30pm

Venue: House of Lords,
Westminster, London

Online registration and submissions open on 30 May

Competencies and skills for collaboration



John Osborne, ICW

The publication of ISO 44001 lays down new challenges for organisations and individuals involved in collaborative working. Experiences over the past six years since the publication of BS 11000 have highlighted the need to increase the focus on collaborative capabilities, and as such, the international working group, in developing the standard, have placed greater emphasis on developing competencies and behaviours.

Through ICW supporting a large number of organisations through the process of implementing the British standard and certification – the questions of identifying, monitoring and developing collaborative capability have been recognised. Whilst achieving certification to a standard starts to embed collaborative processes, it is people that drive the successful outcomes. Moving forward with the new standard, the role of human resources in training, people development and management will become increasingly important if organisations are to harness the benefits of collaborative working.

Progressively we have broadened our portfolio of courses to support both organisations and individuals, and underpin our core aims of having collaborative working recognised as a professional discipline. These public and in-house programmes provided by our expert team of facilitators and tutors cover a wide range of targeted approaches in order to help organisations and their people gain knowledge and confidence.

- **Insight into ISO 44001:** has been delivered across the UK to highlight the enhanced requirements of the international standard and is available for in-house delivery.
- **Executive briefing:** provides a first step towards high level executive engagement as a key factor for implementing effective collaboration.
- **ISO 44001 collaborative leader's course:** is designed to prepare relationship champions to reinforce their knowledge and implementation of the standard. It is also one

of the routes to MICW membership.

- **ISO 44001 gap analysis workshops:** focuses on identifying the alignment between existing management systems and ISO 44001's systemic approach.
- **ISO 44001 awareness:** is a high level programme designed to broaden understanding across organisations' staff where the standard is being deployed.
- **ISO 44001 internal auditing services:** enables organisations to develop their auditing plans and, where necessary, utilise ICW professional resources.

As organisations look to further enhance internal capabilities and develop their personnel, we have a range of more focused programmes:

- **Introduction to collaborative working:** is an in-house programme which can be customised, is aimed at front line personnel and focuses on behaviours rather than the management systems;
- **Collaborative cultures and behaviours:** looks at understanding the impacts of cultures and behaviours;
- **Collaborative contracting:** aligning contracting approaches to collaboration;
- **Collaborative risk management:** identifying and managing risk in a collaborative environment;
- **Benefits realisation:** how to harness collaboration for performance improvement.

The future success of collaboration relies heavily on high level leadership; with WMG at Warwick University, ICW has developed and delivers a collaborative leadership module as part of their MSc portfolio, and is in the process of establishing an ICW post graduate award programme. This course is gaining recognition internationally.

Alongside ICW programmes, we have developed with BSI a series of public courses based on implementation and certification to ISO 44001, which includes: executive briefings, awareness, implementation and internal auditing.

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ICW – Executive Network Members





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