

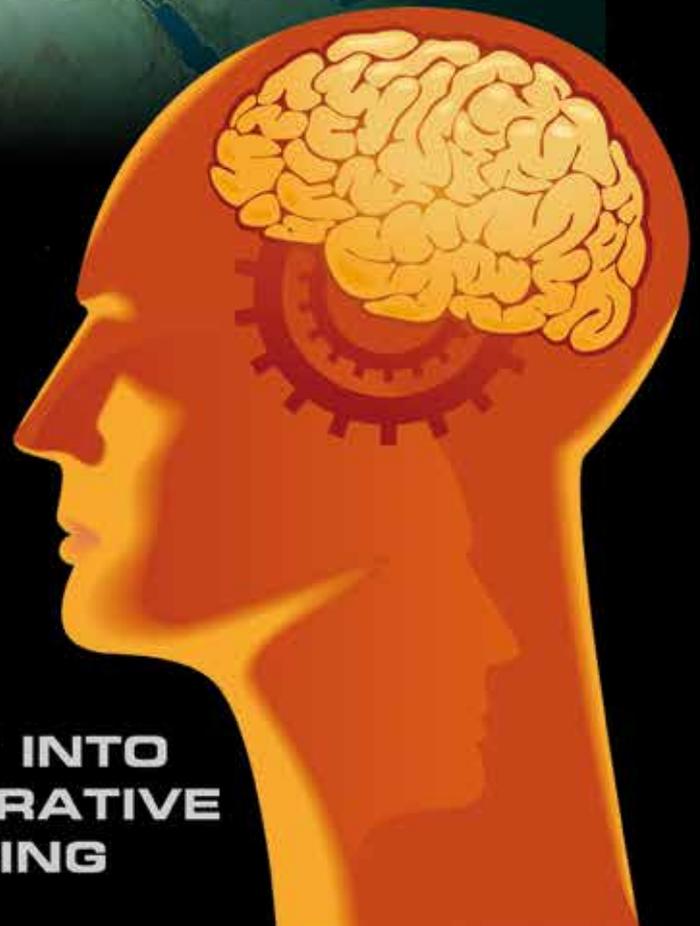


Institute for  
Collaborative  
Working

the

# PARTNER

MAY 2018



**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

# Lord David Evans of Watford



## Expanding collaboration

I am delighted to confirm that this last year has seen the ICW's membership and influence expand significantly. Following publication of ISO 44001, the benefits of collaborative working have been recognised internationally. Both large and smaller organisations have realised the economic rewards and productivity gains available by working collaboratively across supply (value) chains.

Improving productivity is imperative for us all, as the United Kingdom moves towards Brexit. As currently the world's sixth largest economy, we will have to work very smartly to avoid drifting into becoming a low wage, low currency economy – with a relatively lower standard of living and lowered quality of essential services. The UK is leading the world in adopting collaborative working, using the standard proudly developed by our Institute, which will certainly help counter the negative influences ahead.

As chairman of the ICW Awards Judging Panel, I was pleased to see that collaborative working is gaining momentum across all sectors of our economy. Indeed, I was delighted to see the hard work that resulted in the NHS East Midlands Leadership Academy (EMLA) winning the innovative collaboration award. The EMLA works to support leaders with the transformation agenda, creating a "systems leadership" model, bringing together colleagues working in health and social care.

The UK's renowned National Health Service collaborates with a wide range of universities, institutes, charities, leading edge technology companies and research bodies. Our dedicated NHS staff deliver absolutely outstanding results – given the severe pressure on the front line compounded by budgetary restraints. Working collaboratively is obviously vital for individual medical teams – but can be under extreme pressure in other areas, even between hospital departments. The results that the EMLA are delivering are impressive and I welcome this successful collaborative initiative in our NHS.

I take this opportunity to thank all of our ICW team, Management Board and Main Board members for collaboratively working so very well to make our Institute a great success.

**Lord David Evans – Chairman**

# Les Pyle, ICW



## The next chapter

The publication by ISO Geneva in March 2017 of the global standard for collaborative business relationships – ISO 44001 – represents the culmination of a 15-year journey to develop the collaborative standard from CRAFT through PAS 11000 to BS 11000 and finally ISO 44001. This is a significant achievement for the growing international collaborative working community, an important step on a continuing journey where ICW is increasingly recognised as the collaboration thought leader.

Publication of the standard represents a significant heightening of the ICW profile, and with it the need to refine our future focus. ISO 44001 is bringing more organisations and individuals into the growing collaborative working community, and they are bringing with them additional knowledge and experiences to share. ICW is a knowledge-based organisation whose significant training portfolio is designed to help members of the ICW community to understand how to apply the principles embodied in the standard to their specific business needs. Training represents an important ICW activity, both for the growing demand for established training offerings and the development of new variants to address specific issues. The growth in this area enables ICW to invest in new aspects of collaboration to continue to drive the wider collaborative working agenda.

These new collaboration areas include a number of specific topics:

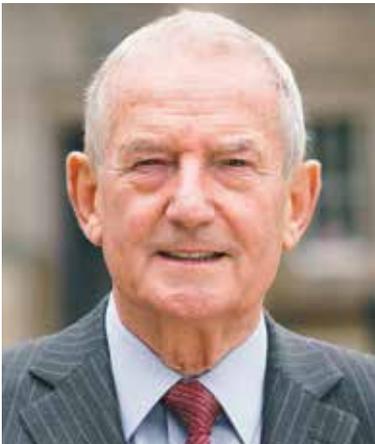
- Addressing how **attitudes and behaviours** impact the effectiveness of collaboration by understanding how they interact with ISO 44001, which itself is widely recognised as the good practice collaboration process.
- Building on this understanding to address collaborative **competences** and capabilities to determine the **skills** / training needs to address these most important issues.
- Focusing on how better to engage with **smaller businesses** to help them to benefit by adopting the collaborative principles embodied in ISO 44001 without unreasonable demands on their resources – both time and money.
- Establishing an ICW presence in **new market sectors** where currently there is little if any ICW penetration – specifically the health service, closely aligned to the pharmaceutical sector; facilities management; financial services; the education value chain and local government.
- Understanding how **collaboration** and **innovation** spin together, based on empirical evidence that they feed off each other to create a virtuous circle: more collaboration... more innovation... more collaboration... and so on.

With the active support and involvement of members of the ICW Executive Network, the ICW Management Board and the ICW Main Board, these topics are being progressed. This applies both for the UK and with increasing international participation through a growing network of international contacts whose interest has expanded markedly since the publication of ISO 44001.

ICW (and PSL before it) has come a long way in the 28 years which began with the vision of a widespread partnering culture leading to increased competitive advantage. That belief remains true today, with little doubt that effective collaboration adds value and delivers business benefit leading to improved business performance – hence competitive advantage. The difference today is we have the global standard – ISO 44001 – as the process foundation to build on.

**Les Pyle – Chief Executive**

# Barry Sheerman MP



## Spotlight on skills

Throughout my political life I have been associated with promoting the importance of skills throughout the economy. As a member of the ICW Board for many years, I am delighted that the launch of ISO 44001 – the international standard for collaborative business relationships – brings a strong emphasis on the skills needed to support collaborative working.

Skills is a broad issue, scrutinised in Parliament by the cross party Skills Commission, which I co-chair, and whose recent work I summarise here.

At a time of significant structural reform in the further education and skills sector, the Skills Commission's Spotlight series brings to the fore particular groups who have typically been neglected by education and training systems. Parallel to this and echoing our concerns, has been Theresa May's assertive ambition that Britain must strive to be "a country that works for everyone". Reorientation of policy toward those in greatest need is a national priority, which is why the series has sought to identify them and demonstrate how they can be better supported through education and training. The Spotlight series highlighted good practice within government and industry, indicated how learning provision can be improved, and suggested how difficulties faced by these groups can be overcome by changes to policies.

The first Spotlight report focused on those aged between 16 and 18 who did not achieve five A\* to C grades at GCSE, including English and maths; they represented 46.2 per cent of young people in all schools in 2015. They look to the further education sector to obtain the skills that will improve their life chances. Yet there is insufficient attention given to technical education pathways by policy makers. The cultural and political bias towards technical education has negatively impacted the prospects of young people with below average academic attainment. The initiatives recommended will fill in the systematic gaps in education and skills policy.

The second publication examined skills provision for people aged over 50. This is because, in Britain, people are living longer and consequently working longer. To remain in work, skills must be revisited and refreshed throughout the working life. Threats of automation and declining industries make training even more necessary. However, the Commission found cause for concern for the type of training available to older workers, the funding streams open to them and the common problems they face. We have recommended ways to incentivise training, while supporting older people to remain in work. This has supported the thinking behind the lifelong learning pilots, return to work support and part-time maintenance loans that have been introduced by the Government.

Our final Spotlight report critiqued the Government's apprenticeship reforms. One aspect is the target levy system. While possessing the potential to raise productivity and promote social mobility, the nature of the levy's implementation has raised concerns. Questions that the Government needs to answer include whether the levy is for young people and whether social mobility is its underlying purpose. Indeed, there are gaps between intention and delivery that particularly concern SMEs and 16 to 18-year-olds. This is why the report's recommendations are based on access and incentives for participation in the apprenticeship scheme as well as better monitoring of who benefits from the reforms.

One aim unites us all, in our sector and our country: a fundamental improvement in productivity. We will only achieve this by investing in skills!

To read the Spotlight reports go to [www.policyconnect.org.uk/sc/](http://www.policyconnect.org.uk/sc/)

**Barry Sheerman MP – Board Member**

# Christopher Kehoe, EMCOR UK



## Rising to the challenges we face

What a difference a year makes. When I look back over the last twelve months, it strikes me as nothing short of wonderful to see the momentum behind ISO 44001 gathering pace. By embracing and formalising an approach to developing and managing collaboration, these early adopters can look forward to so much. Not least the sustainable and mutually beneficial business relationships which will help them to thrive in the longer term. Powerful stuff!

But it's not all hearts and roses. It's also been a turbulent year for some sectors attempting to strike exactly the right balance between public sector risk and private sector reward. Various high-profile failures have unsurprisingly resulted in a heightening of the public debate around outsourcing. With emotions running high in some quarters, voices can be heard calling into question the very future of the outsourcing model. Clearly more work must be done to find the best way forward, not only for the organisations facing a constant stream of punitive price and performance pressures, but also for the people in the front line who are trying to deliver on those contractual promises made. We must all do what we can to shift the status quo and encourage more collaborative, more sustainable and more *value-adding* ways of working.

For me, as I go about my business on a daily basis for EMCOR UK, I am heartened by the many conversations I have with our customers and potential new clients who are now seeing the value of collaboration. Often those conversations are around how the public and private sector can practically embed collaboration at the core of its relationships. But increasingly, the impact of underlying values and behaviours is discussed too. How do we recognise the right skills and competencies on a day-to-day basis? Could we be doing more to measure collaborative skills and offer training when gaps are identified? It's an interesting conundrum for both government and industry to wrestle with.

I'm pleased to say we've made good progress along these lines at EMCOR UK. For some time now, a vital part of our approach has been to help individuals identify their behavioural strengths and weaknesses and understand how better to recognise and interact with others. More recently, we've been working with a partner to develop new tools to evaluate emotional intelligence – a crucial factor in collaborative behaviours. Actively seeking out and encouraging those individuals who have more productive traits – greater self-awareness and empathy for example – is proving an effective strategy for our business relationships.

And efforts continue. Over the next twelve months I'm looking forward to seeing how our business rises to the current challenges we face. From creating the next generation of sustainable and engaging workspaces; to achieving a more equitable gender balance; to investing more in our people and in future talent for the benefit of UK plc: there's much to play for.

**Christopher Kehoe – Board Member**

# Dawn Marriott-Sims



## Five beliefs to build collaboration through behaviours

Along with my fellow ICW Board members I am proud of the work that ICW has done to drive the creation of the international standard for collaborative business relationships – ISO 44001 – published in March 2017. Building on this success, I fully support the ICW initiative to address collaborative behaviours which are fundamental to any successful collaborative relationship.

Last year I had the pleasure of joining private equity firm Hg Capital and was appointed Executive Chairman of Kinapse, an Hg portfolio company and global consulting business delivering key advisory and operational services to the pharmaceutical industry.

For the past nine months I have witnessed the collaboration of employees with highly technical scientific skills, extensive leadership and people skills coming together to achieve fantastic outcomes. So, in this issue, I wanted to share with you five beliefs that have helped Kinapse, as a medium sized business, successfully serve some of world's largest biopharmaceutical companies.

- 1 Be open, honest and transparent:** the pharmaceutical industry is confronted by many complex and multi-jurisdictional challenges which are essential for patient safety and drug management. As a supplier, there is the added complexity of navigating global procurement and complicated contractual terms. Openness, honesty and transparency drives the right questions and co-operation with clients: this is paramount to achieving collaboration.
- 2 Possess a “think big” attitude:** use the power of being a smaller business as strength. Being small or niche gives you the advantage of being agile, quicker to act, and able to make investment decisions faster. So, think big, think innovation and always have a positive attitude!
- 3 Practise, not publish your company values:** values must be underpinned by behaviour and behaviour forms our attitudes to how we collaborate with each other. At Kinapse we work hard to embed our values in our everyday behaviour and this includes rewarding people internally for their collaboration with each other and our clients.
- 4 Don't leave employee engagement to chance:** I passionately believe that engaged, motivated employees are the key to a strong team and collaboration. So, this year it's no surprise that we launched **KEEP – the Kinapse Employee Engagement Programme**. The programme includes a range of initiatives, encouraging employees to share ideas, collaborate on community projects and learn new skills.
- 5 Diversity is key:** the pharmaceutical industry is a fantastic example of a truly global market bringing with it shifting workforce demographics which can only be a benefit to building strong collaboration. With operations in the UK, India and the US, I'm convinced that, at Kinapse, the diversity of our workforce with varied work styles, cultures and a 50-50 male / female split, fosters mutual respect and team work.

So, it's been yet another year of seeing collaborative behaviour drive personal and professional success!

**Dawn Marriott-Sims – Board Member**

# Douglas McCormick



## Enabling our people is key to success

My involvement with ICW goes back a number of years, recently as a member of the Main Board. During this time I have actively supported the ICW journey to establish collaborative working as a professional business discipline. This culminated in March 2017 with the launch by the International Standards Organisation, Geneva, of the international standard for collaborative relationships – ISO 44001 – a most important step on a continuing journey.

I recently had the pleasure of hosting my first global employee engagement seminar as the CEO of WYG. “One WYG” was the theme at the heart of this year’s programme, addressing a recurrent question: how do we collaborate more to offer our

clients a unique, integrated value proposition?

The planned presentations and activities for the two-day event explored what we’d like to change in terms of behaviours, culture and processes, elements that are, of course, key to ISO 44001. Presenters focused on how we can unlock the potential within the business, and, importantly, how we are going to go about making changes.

However, it was the impromptu speeches of many of the participants and the discussions that took place in between the sessions that really showed us how collaboration is benefitting WYG, and could further benefit WYG.

One urban designer shared his experience of working on the design of a garden village with colleagues in the transport team. Admittedly, WYG is the first company he has worked for where not all his colleagues are designers and he was a little wary of this at first. However, being able to underpin his creative design with the technical expertise of his colleagues allowed them to uncover solutions for their client which would have otherwise stayed unexplored. It was clear to those listening to his impassioned speech that being able to collaborate not only serves to benefit our clients, but also our people, as it leads them to learn, innovate and ultimately benefit from the diversity of our business.

From our international development colleagues, we heard about our work with partners and agencies worldwide, where collaboration is a key enabler to the end goal – a reason why it was so important that collaboration developed into an international standard last year. Talking about their monitoring and evaluation services, these colleagues explored the potential that their collaboration with our consultancy business could bring by enabling clients to quantify the value of proposed schemes.

Ultimately, what we all learnt from the event ended up being even more valuable than what we had sought to teach, as it was the people in the room that demonstrated the potential power of **#onewyg**. A consultancy’s worth is based on its ability to form and conduct relationships, so I’m certain that finding the barriers to these and enabling our people to collaborate better will be central to our future success.

**Douglas McCormick – Board Member**

# Karen Leigh, BEIS



## Helping small businesses have big reach

Along with my ICW Main Board colleagues, I recognise the significance of the publication by ISO Geneva in March 2017 of the international standard for collaborative business relationships – ISO 44001. This is a credit to the knowledge and combined efforts of the ICW community that has driven this programme, working closely with BSI.

This is particularly satisfying to the Department for Business, Energy and Industrial Strategy (BEIS) as it all started with a UK government initiative sponsored by the DTI, who established the Partnership Sourcing initiative in 1990. This is another significant development led by the UK, which will benefit both large enterprises and smaller businesses.

At the start of 2017, small and medium sized enterprises (SMEs) had a combined annual turnover of nearly two trillion pounds – over half the turnover in the private sector. Today, SMEs account for 99.9 per cent of all private sector businesses and 60 per cent of all private sector employment in the UK.

Small businesses are the backbone of our economy, and our Industrial Strategy will build an environment in which they can continue to thrive, by creating a business environment equipped for the challenges and opportunities of new technologies and new ways of doing business and giving people the skills and knowledge they need to make the most of it.

ICW has an important role to play in sharing knowledge and developing the skills required across the collaborative working discipline, with particular focus on the SME community. I look forward to supporting the outcome of the work ICW is doing to secure greater engagement with smaller businesses.

I also look forward to the output from ISO led by our international working group colleagues on the ISO 44001 Technical Committee seeking greater small business involvement. It is very interesting that this specific ISO initiative is being led by Italy with representation from the USA. The UK is pleased to be working with other nations seeking more small business engagement – clearly, we can learn from each other by sharing the collective knowledge and experience.

It is truly collaboration in action.

**Karen Leigh – Board Member**

# David E. Hawkins, ICW



## Collaborative working goes from strength to strength

The Institute's strategy for promoting collaborative working took a major step forward in 2017 with the publication of ISO 44001, and as result, is gaining significant interest in the UK and globally. The agreement with the International Standards Organisation (ISO) to establish a full technical committee to explore and develop supporting guidance materials attracted interest from over 25 countries.

I was particularly pleased to be appointed as Chairman of the new committee, giving ICW an even stronger voice for the next five years. I was equally pleased that Adrian Miller from NATS was appointed to take over my chairmanship of the UK's committee. There are plenty of ideas and opportunities. At the forefront is the new guidance document ISO 44002, which will build on the interim publication of BS 11000 part 2, published by BSI to support those implementing the international standard whilst the committee does its work.

In the UK, we are seeing numerous major programmes both from government departments and industry adopting the standard, and as a result interest is percolating through from other regions including the United States, China, Australia, and broadly across Europe. Passports may be getting dog eared, but this only goes to show how ICW's thought leadership is being sought across Europe and beyond.

The 2017 Collaborative Awards drew increasing numbers of high quality submissions from within the ICW network and, equally importantly, there were several from the broader community. This we see again as a positive perspective for the future of collaborative working.

This is not the time to sit on our laurels, and the ICW team, together with many of our Foundation and Executive Network members, are actively involved in spreading the word. It was noticeable during the roll out of BS 11000 that many organisations concentrated on the process, but as we all appreciate, it's people that make these initiatives effective. It is evident that, whilst the ISO standard increased the profile of collaborative working, there is still much to be done to enhance the capabilities, competences, attitudes and behaviours that are fundamental to successful collaboration.

The development of the international standard gave us the opportunity to reinforce the focus on competences and behaviours. To support this we recently published our first edition of *Collaborative Competences* and launched our Special Interest Group on "attitudes and behaviours," which will look at these issues from a practitioner's perspective, linking back to the academic research we are supporting.

Our links to academia continue to develop as the Collaborative Academic Forum is growing links with many universities internationally to give collaborative working a place in higher education.

Our training portfolio continues to grow, and we are expanding our delivery capability to support requests from overseas. A variety of initiatives in online training and support for companies' in-house programmes reflects our strategy to embed collaborative working at source.

My personal thanks goes to all those who have supported our efforts and helped us continue to build our thought leadership role.

**David E. Hawkins – Board Member**



## Rapid global growth in deployment of ISO 44001

It's been another exciting year with ISO 44001:2017 for BSI. We have seen growth in the number of organisations gaining certification, an increase in adoption through the wider supply chain, and those extending the scopes of certification to include more partner relationships. At the same time, we have also seen greater international interest from countries including Japan, Australia and nations in the ASEAN and Gulf regions. This success is to a considerable extent due to our joint efforts and our continued close relationship with the Institute in support of collaborative working.

There are a number of factors driving this increased uptake. Clearly the move from BS 11000 to ISO 44001 has stimulated considerable interest; in addition, as value chains become more international and organisations look for ways of mitigating risk and improving resilience within their supply chains, collaborative working is a clear route and ISO 44001:2017 an obvious tool to deploy.

The High Level Structure now within the standard clearly points organisations in the right direction. Early on, implementers are encouraged to consider: "If I collaborate can I improve my access to new markets, improve my relationship with my customers or possibly improve relations with regulators? Will it help increase sales and gain access to new skills?" These questions form the basis of establishing the objectives for collaborative working and subsequent quantitative additional new value.

This approach clearly resonates with progressive organisations regardless of whether they operate internationally or service the domestic market here in the UK. Innovation and the realisation of additional value from our activities are *vital* for growth and for a sustainable business going forward. As evidence has shown, collaboration enhances innovation and working closely with other organisations helps ensure any value chain becomes more sustainable.

Deployment of ISO 44001:2017 supports identification and measurement of value, correct selection of partners and helps to ensure the right systems, processes and culture are in place to generate the correct behaviours. It also provides a framework and helps organisations maintain a clear governance process that enables them to better control their business.

It's often an overlooked benefit of standards generally, but probably ISO 44001:2017 in particular, that effective deployment can be a tool in how the senior management of diverse, complex businesses maintain the span of control over business operations. It encourages the development of plans and clearly identifiable responsibilities for both managing customers and the supply chain on which the business depends. This helps to ensure benefits are maximised, relationships are clearly defined, desired outcomes are clear to all involved and complex relationships throughout the value chain are understood. This supports a cohesive smooth interface within different parts of the organisation, its customers and its supply chain partners.

It is against this backdrop that we look forward with confidence to seeing ISO 44001 continue to grow and the benefits of its adoption recognised by more and more organisations. We are excited to continue supporting both new and existing clients and helping all to realise these benefits throughout 2018 and beyond.

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## Howard Britton



### Defining the next level of collaborative maturity

Skanska understands collaboration as underpinning our commitment to enhancing performance through two main areas of focus. Firstly, collaboration is about people and behaviours and how we select and combine these to create high performing teams; we know this means greater diversity and wider skill sets than historically seen in the construction sector. Secondly, we promote collaboration through our commitment to a digital environment. Truly collaborative relationships, both internally and externally, use digital technology to enable and support sharing of knowledge, expertise and resourcing in order to drive value adding solutions. Enhanced knowledge sharing is instrumental in enabling us to capitalise on the expertise, innovations,

R and D and best practice across our UK and international business, as well as with partners and clients.

This commitment to collaboration aligns Skanska with the step change which underpins much of the government strategy to improve infrastructure efficiency in the UK. Our clients are involved in shaping this strategy through initiatives such as "Project 13" (Infrastructure Client Group and ICE), "Transforming Infrastructure Performance" (I and PA) and the "Transport Infrastructure Efficient Strategy" (DfT). These rely on supply chain organisations like Skanska being ready to invest in the next level of collaborative maturity to drive the shift from transactional relationships to enterprise economies.

This year Skanska will embrace this next phase of collaboration, whether in our role as integrator, delivery partner or a member of alliancing teams. Our work on the sector-leading Anglian Water @one Alliance has helped us demonstrate our collaborative ethos and maturity. Skanska wants to continue to be at the forefront of supporting our clients' ambitions for long-term, collaborative relationship, which will shift the sector from simple collaboration models to integrated and functional relationships, and ultimately to fully integrated teams exploiting digital technology. This has implications for our business models across the sector and we will have to embrace high levels of collaborative maturity to excel in this environment.

ISO 44001 has featured prominently since we received our certification in May 2017, and it has helped us think about our internal management of collaboration. We welcomed the change from a project based standard and see 2018 as an opportunity to embed it fully within our business.

It's been an interesting year with our Swedish colleagues, who are also committed to the same collaborative journey. It is pleasing to see several of them have joined the ICW and also undertaken the leadership training workshop – which we plan to run in Sweden this year. Our Swedish infrastructure clients increasingly look for evidence of collaborative leadership from their contractors, and it is a differentiator in the Swedish construction sector. I'm also pleased to see my Swedish colleagues have joined the technical committee working with the Swedish standards body (SIS) to develop ISO 44001. I'll continue to work with Sweden to ensure that ISO 44001 is understood and managed in the same way across our businesses – ensuring we can share challenges and good practice and develop an international commitment to, and perspective on, collaboration.

As ever, our membership of the ICW is at the heart of these initiatives, and I'm looking forward to heading up the new Attitudes and Behaviours Special Interest Group, which already has received strong commitment from the membership.

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## Expanding our collaboration footprint

Following our achievement of securing ISO 44001 certification in March 2017, and winning a number of awards at the ICW awards in December (I am still smiling about this), the appetite and momentum for collaboration has increased within our business in a number of ways, including the following:

- Following the merger in 2016 of Lockheed Martin’s information systems and global solutions (IS&GS) business with Leidos, we are benefiting from different customers, suppliers and cultures, as well as a varied project portfolio across the world. I am really excited about the potential this brings, which will enable us to expand our collaboration footprint through our UK supply chain

and increase awareness of our ISO work among our Leidos US and Australia colleagues (which incidentally fits nicely with one of the Leidos core values of collaboration).

- Leidos is fully committed to collaborative business relationship management and ISO 44001. We are developing an in-house tool to assess business and collaborative relationship competencies with a view to ensuring our teams are getting the right training and support to develop their skills. This will also ensure all new employees get clear visibility and awareness of the work we are doing in this area, through inductions and knowledge sharing activities.
- Leidos is engaged with potential new collaborative partners in order to expand the number of collaborative relationships under our accreditation. This is key with the increased focus under the ISO on maintaining a focus on supply chain within the “extended enterprise”.
- Lastly, Leidos is seeing an increase in invitation to tenders where bidders should either hold the ISO standard or are demonstrating that they are working towards it. I genuinely believe this will be a contributing factor in winning and retaining new contracts within our portfolio.

This will be my first year sitting on the ICW Management Board, and I am really excited about the year ahead, and how Leidos can continue to develop its engagement with ICW and the wider community through communication, sharing of ideas and ICW events.

I have a great team working alongside me at Leidos supporting collaboration and ISO 44001, with new members from around the business continuing to join the team. It really has never been a better time to expand and build on the work we have achieved so far.

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## Jen Brownlee and Laura Cameron

# ATKINS

Member of the SNC-Lavalin Group



### Transitional challenges

This year has been an interesting one for SNC Lavalin's Atkins business with our new colleagues, focusing on digital and moving from BS 11000 to ISO 44001; it has certainly been "all change". However, the challenges we face and our focus on clients and delivering world-class projects remain top priorities.

Many of our peers in the engineering sector have been similarly challenged. It will be fascinating to see how the growing capacity and capability of suppliers, versus the array of smaller enterprises, will affect delivery of a challenging programme of infrastructure improvements in the UK.

As an early adopter of BS 11000 in 2012, we are well used to the ideas and methodology associated with collaborative working. We have benefitted from the shared language with clients and partners when it comes to building successful relationships – skills that will help maintain momentum in the long term.

The new standard presents a new challenge – that of thoroughly embedding collaborative systems alongside existing processes, to enable collaborative opportunities to be recognised at every level of the organisation. We are concentrating on educating leaders, enabling collaborative capability to flourish and focusing on value creation as part of every strategic relationship undertaken, beyond financial gain.

Within SNC-Lavalin's Atkins business, the task we are focused on is to understand continuously how to get more out of existing relationships, leveraging the benefits for our clients and providing security and business continuity which will be tested over the coming months. Our certification to the new ISO standard is an encouraging start to this year and we look forward to challenging ourselves further.

A further challenge of the new ISO standard is that of placing more emphasis on leadership and collaborative capability. The step change for us is that of moving beyond specific relationship leadership to those strategic leadership roles which enable accountability and responsibility for reliable in-built collaborative systems. As we go through this period of change for our business, we will need to utilise those "best for..." skills to position our people, processes and relationships and we see this as a fantastic opportunity to update, learn and adjust our systems to face those new challenges.

Finally, we have become more aware this year of the "hearts and minds" mantra which is so important to implementing significant business change. We have continued our relentless drive towards – and focus on creating and enhancing – strategic relationships and we believe that we are really beginning to see eager participation across our networks. The development of behavioural awareness and learning is starting to pay off and is identifying some really interesting trends for improvement plans.

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trusted to deliver™

## Steve Abrahams



### Positivity fosters creativity

For the past few years we have been focusing on attitudes and behaviours because they directly affect the atmosphere and productivity within an organisation. As an employer, Babcock International has created and maintains an environment built with attitudes and behaviours that are professional and safe. This is our aim, to ensure everyone gets home safe every day and this helps keep our employees focused and motivated.

Attitudes and behaviours also contribute to the successful collaboration between two parties. We have found that if both parties are positive then the likelihood of collaborative success is substantially higher. If one party has a negative attitude towards

the partnership, it can create an atmosphere of distrust among employees and causes employees to attempt to achieve success at the expense of the other party. In a truly collaborative partnership with a positive attitude, competition is seen as a motivator that inspires employees to perform at their best. Babcock is always seeking to partner with like-minded, positive suppliers and customers who want to proactively work together.

Stimulating creativity in people is another important factor to ensure we develop new ideas and creative solutions. We find that a positive and collaborative workplace attitude encourages internal creativity and innovation between colleagues. Babcock employees then feel that their ideas will contribute to the success of the organisation.

We have found that when creativity is stimulated, employees with innovative ideas feel comfortable trying something new, challenging the status quo or finding a different and better way to do things. All businesses across the globe need employees who can think differently and design new ways to accomplish existing tasks and approach goals. Babcock employees with this type of attitude know their ideas might not initially work out to be the best way to do something, but that they are allowed to try and refine their ideas in collaboration with other colleagues is a motivator in itself.

It is important that Babcock staff have a supportive attitude at work, whether that means assisting customers or helping other colleagues accomplish overall company goals. The more helpful an attitude our employees have, the more other people want to be around them at work and the more willing they are to partner with those employees on key projects and initiatives. Our customers recognise us for this value and it has contributed to us winning new business.

We appreciate that one of the more direct effects of positive attitude in the workplace is employee retention. Maintaining a positive workplace encourages employees to become involved in company success, which in turn benefits the organisation.

As we expand, we are increasingly taking on staff in other territories. Integrating our international operations whilst embedding the attitudes and behaviours that we want to see presents a big challenge. However, the principles in the ISO 44001 standard provide us with a powerful tool with which to achieve this. The result is that existing attitudes and behaviours throughout the organisation are implemented wherever our staff are operating to give consistent service to our customers.

In 2018 we continue to look forward to working closely with our suppliers and customers wherever they are, to achieve true collaboration.

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## Tony Blanch



### Developing and strengthening relationships

Costain helps to improve people's lives by deploying technology-based engineering solutions to meet urgent national needs across the UK's energy, water and transportation infrastructure. We have been shaping the world in which we live for the past 150 years. Our people are committed to delivery, performance and reliability.

We develop and strengthen existing relationships with our supply chain partners and identify new entrants to ensure that the highest levels of performance are consistently delivered, and forge collaborative relationships with an increased focus on delivering innovative solutions through the application of technology. We are

achieving this through close collaborative relationships with our strategic partners, all underpinned by the principles of ISO 44001.

Costain is proud to be a Foundation Member of the Institute of Collaborative Working, and we are keen that ICW is the centre of collaboration excellence in the UK, embracing and encouraging all forms of collaboration.

Costain wants to work with other ICW members to further develop and improve:

- behavioural management techniques in collaboration;
- collaboration with small business;
- innovation through collaboration.

Internally at Costain we continue to focus on delivering high degrees of benefit from strategic collaboration through the appropriate and correct use of ISO 44001 by:

- developing improved approaches to collaboration;
- increasing awareness and understanding of collaboration;
- providing demonstrable benefits of collaboration.

The reason we do this is simple: for sustainable longer-term strategic relationships with high quality partners central to delivering high levels of performance; and we rely on our supply chain partners to deliver our services safely and sustainably, today and for the future demands of our clients, so that together we can improve the lives of their customers.

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## Dr Mark Johnson



### All good things must come to an end...

We often cite the failure of strategic alliances as proof that inter-organisational relationships are inherently complicated and difficult to manage. However, there are lots of business relationships that end in “conscious uncoupling” rather than divorce. Consider large programmes and projects as examples of these. In both the failures and nature running its course, what is needed – but often not considered – is how the parties involved extricate themselves from the relationship. In other words, what are their exit strategies?

The standard sets out some clear guidelines for exit and that it must be considered at the start of a partnership. But what else needs to be considered?

Companies work together because the other party has something the other wants or needs; this can be technology, intellectual property or access to markets. These complementary resources and capabilities should lead to the creation of value. However, different companies may appropriate more (or less) value from the relationship based upon what they have contributed. This asymmetry in value appropriation is an indicator of the dependence of one party upon another. Dependence is often not a simple thing to determine. It is not a function of size, it is a function of the uniqueness of the resources and capabilities that a firm has, and these are often overlooked.

This dependence also indicates whether an exit is going to be easy or hard. If my firm is highly dependent upon a certain type of technology from a partner to deliver a programme, then I need to think very carefully about dissolving the partnership prematurely because of breach of contract or a potential better offer. In other words, I have a hard exit. My partner on the other hand will have a relatively easy exit, assuming that their technology can be used by others. But, do we want exit to be easy for both parties?

If exit is easy for both parties, then there is likely to be a lack of dependence and commitment from both, leading to an alliance that is likely to underperform. So, exit needs to be harder to bind the parties together and create longer-term commitment. It doesn't need to be impossible, just that dependence and commitment need to be considered very clearly from the start.

So, in addition to value creation and appropriation, dependence and the difficulty of exit, what else do we need to think about when designing the exit strategy? Firstly, they are dynamic. Things change over time, and as such the exit strategy needs to be revisited frequently. The second is to actually consider who *designs* the exit strategy and who *manages* the exit. This is not a job for lawyers, although they need to be involved. Any break-up, disorderly or otherwise, can have significant ramifications for many functions. As such, the exit strategy needs to consider all of the functions that could be affected.

While breaking up is never easy, by considering what should be done when it happens at the start of a relationship can make life easier.

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## Tim Mowat



### A vision built around relationships

As part of its business strategy, Leonardo regularly engages with customers in diverse business sectors to form long-term partnerships. Whether providing critical operational capability for the UK armed forces or to some of the world's busiest airports, the cornerstone of Leonardo's solutions lies with its collaborative approach.

As a system integrator, Leonardo works to bring together equipment from third-party manufacturers and in managing supply capabilities that cover extended phases of ambitious programmes. Of particular importance, and in conjunction with the customer, Leonardo manages the enterprise capability of project operations through its intimate understanding of the customer's needs and constraints,

together with its close relationship with strategic technology partners and the wider sector supply chains.

Our key development of an integrated solutions team is designed to manage the communication and participation of key players for the project delivery. This can include members from Leonardo, subcontractors and partners as applicable, and will assure the optimum balance of value and operational capability as the customer is presented with new challenges at each capability epoch.

Being able to work collaboratively within an integrated team has many benefits. Principally in the partnership context, managing behaviours and attitudes centred on best capability and best value for money whilst providing the customer with the best risk horizon, is recognised as being of primary importance.

Our vision is built around setting firm parameters for a collaborative relationship, with the aim of maintaining a functioning, innovative and dynamic supply chain that will guarantee continuous support and sustainability throughout the long-term duration of a project and its subsequent maintenance activities. As part of such parameters, Leonardo prepares a project-specific, tailor-made relationship management plan (RMP) that encompasses all key players within the integrated team. This RMP focuses on setting the right processes to allow the preferred partners to work collaboratively, to create the ability to share knowledge, to communicate effectively, set joint objectives, identify shared values, and pave the way to create the right individual working conditions that will deliver enduring benefit for the customer and stability across our supply chain.

At the centre of collaborative working, in order to guarantee the right behaviours and define the right strategy for a project, it is of vital importance to define the rules of engagement early and to set the strategy to have a win-win situation. All of the necessary steps for collaborative working could not take place without considering the importance of attitude and behaviour in this business environment.

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## Stephen Blakey FRICS, FCInstCES, MICW



### Driving industry change

It's been a pleasure to continue our engagement with ICW as one of its Foundation members, bringing insight and thought leadership on behalf of the rail sector. It's clear that there are synergies in the challenges and opportunities 2018 will bring, both for Network Rail and ICW in our joint pursuit of driving industry change.

In 2011 we committed to lead the rail industry in its journey to effective collaboration, and in 2017, building on our BS 11000 accreditation, Network Rail became the first UK infrastructure client certified to the new international standard, ISO 44001. Such independent validation is testament to another significant step in our journey to meeting our commitment, a journey now in its eighth year.

Our achievements during those eight years include developing our in-house collaborative capabilities, employing progressive forms of contract and building a number of successful alliances. We have also actively engaged across industry with stakeholders, institutions and suppliers via several forums, including the award winning Commercial Directors' Forum. These created an environment for candid dialogue and insight on how to improve our industry, and were the crucible for published industry guidance on matters such as fair payment, dispute avoidance and collaborative behaviours. Moreover, they have built a culture of engagement, trust and advocacy with our suppliers.

Our challenges centre on building greater consistency. We have demonstrable pockets of excellence including Stafford, Northern Hub, Wessex Capacity and East West Rail Alliances. But pockets of excellence are just that; pockets and our drive is to make the culture and capability of collaboration "business as usual" across our business and supply chain. To do this, we are strengthening our corporate processes and systems and the competencies of our people via a seven-point refresh strategy and our "One Vision, One Way" programme, which seeks to establish consistency across 19 recognised professions. We are also leading an industry debate on the "professionalising" of collaboration and the cascade of lessons learnt from our key alliances.

Our opportunity as a progressive, intelligent and capable client is to draw on our collaborative capabilities and experience in the delivery of the next five-year investment programme. In addition, along with ICW and other Foundation members, we must be ambassadors and industry leaders that are credible and effective in promoting our vision to make collaboration business as usual.

Our success will be a growing ledger of consistent, safe and timely delivery of infrastructure investment that is demonstrably value for money, fault and dispute-free, sustainable to our supply chain and instils stakeholder confidence in the capability of our people, process and systems.

The prize is changing the way things are done across industry and leaving a legacy of improved capability founded on effective and sustainable collaboration.

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## Jeremy Campbell



### None of us are smarter than all of us

Great progress has been made since this time last year. Clearly the successful launch of ISO 44001:2017 was a watershed moment. And at ICW, we've been offering thought leadership on global collaboration; helping to improve knowledge transfer across industry; creating a new platform to support small and medium-sized enterprises (SMEs), and working hard to shape collaboration as a strategic business discipline.

At EMCOR UK, we've embedded our collaborative values and behaviours across our organisation and our supply chain. We've had success too, becoming the first facilities management (FM) company to achieve BS 8903 for sustainable procurement, and as founder members of the Supply Chain Sustainability School: collaboration features highly in both. We have also been creating new collaborative approaches with the SMEs which support our value chain and facilitate sharing knowledge freely to co-create value and innovate. And we're using collaboration to improve customer workplaces and the productivity of the people who occupy them through our Whole Life Workplace Productivity Plus initiative.

Amid all of this, I've noticed how much successful collaboration is impacted by the attitudes and behaviours of everyone involved. It's a theme close to my heart.

The collapse of Carillion prompted much discussion about how contracts are awarded and run. Examples like this bring into focus the use of frameworks in the procurement process such as the new ISO 44001 (and its predecessor BS11000). The collaborative business relationship model can also be used to set up commercial frameworks and operational delivery principles (rather than lowest cost procurement resulting in wafer thin margins). I believe these approaches offer the best fit between public sector loyalty and private sector incentive to achieve win-win positions. Most importantly, the will to solve problems systematically together is established from the outset.

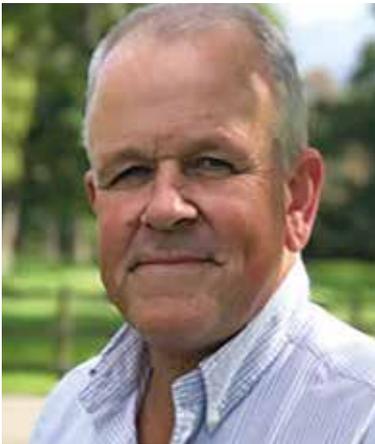
Further, I believe that a new buying model is overdue, and that there's a need to help to ensure organisations understand the behavioural attributes required for effective collaboration. The drive for cost reduction with punitive key performance indicators (KPIs) has meant a rise in short-termism and a reduction in value-add initiatives. This balance needs to be shifted back towards long-term value and collaborative, intelligent and *imaginative* commercial models if bigger gains are to be had.

Changing buyer attitudes and behaviours is key and there are signs of change in the FM sector. A new standard was launched in 2017 providing guidance on strategic sourcing (ISO 41012) and some buyers now require companies to hold certification for collaboration. But simply holding a certificate is not enough. I would urge the British Institute of Facilities Management to forge closer links with ICW so together we can shape FM and redefine how organisations work together.

Collaboration depends on the right attitude and behaviours; seeing the bigger picture for the greater collective advantage. Good collaborators put the needs of the business, project or group ahead of personal gain or ambition, they have emotional intelligence and impeccable integrity and trustworthiness. It is not enough for organisations to say they are collaborative, their people must live and breathe it every day.

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## Paul McCracken



### To 44001 and beyond

A year ago we were preparing for the launch of ISO 44001. Our team, expertly led by Margo Marsh, was undertaking reviews and completing gap analyses to ensure our systems were compliant, and after great work from all involved, we achieved certification to the new standard last June. Margo and David Anderson received our certificate from ICW, as champions of collaboration across our company and the industry. Of course, this is only a certificate and, in our challenging industry, the real test is to deliver on the fundamentals of collaboration, across our business and in our relationships with customers, partners and stakeholders.

At BAM Nuttall, we engage with the Royal BAM group at all levels, leading collaboration from within, and it was fantastic to be joined by colleagues from the group, and from ICW, at our Future Thinking Smarter Projects event. It showcased start-up companies with innovation at their core, and was an excellent demonstration of how collaborative innovation can help us work more efficiently, using technology to bring value.

We have continued to deliver great projects across the UK and, now with our BAM International colleagues, we have extended our reach to other parts of the world. We are approaching the end of two immensely challenging projects, Victoria Station and Tottenham Court Road Station Upgrades, as well as finishing works at Crossrail's best performing site at Farringdon Station. Our work on the Blyth Offshore Gravity Bases was also completed, and all the units have been delivered to their locations in the North Sea: a real collaborative effort from the whole BAM group, and an impressive sight as the bases were floated down the Tyne. Our work on the Thames Tideway Tunnel is gathering pace, and we are working in an alliance with the customer and the joint ventures delivering the other sections.

However, it was our work on the Ordsall Chord in Manchester, at the heart of the rail industry's £1bn-plus Great North Rail Project, which caught many of the headlines. This is the most significant transport project in The North for decades, and has already seen the construction of a rail viaduct which, for the first time, provides a direct link between Manchester's three mainline stations. Delivered under the Northern Hub Pure Alliance Agreement, Network Rail's innovative procurement strategy united all participants into a single target cost with a shared pain and gain mechanism – an approach which ensured every individual was united in the goal of delivering the best value for money, and to the highest standard.

Doing things together and better was central to the project ethos, and the results speak for themselves: the world's first asymmetric network arch, delivered on time and to budget was an immense achievement, and we now need to sustain momentum. We have taken forward our experiences from the Ordsall Chord, and continue to prove the benefits of collaboration in our work on the Transpennine Route Upgrade with Network Rail, Arup, Amey and our supply chain partners.

And so we continue through 2018, with more challenges and opportunities to collaborate with customers, supply chain partners and our competitors. Perhaps Westminster could take a lead from the construction industry!

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## Tim Bullock



### Behaving differently to unlock value

Generating value should be the primary reason for any business when contemplating collaboration with other organisations, or adopting a collaborative way of working. This value can come in many forms; increasingly it will require organisations to be more adventurous and willing to challenge established approaches in order to unlock this value, as well as embracing new relationship models to facilitate this.

In NATS we have established long-term relationships with our supply base that focus on ensuring we deliver a major technology transformation programme. We are also harnessing collaboration to support our ambitions to grow our business through these long-term partnerships. These are well-tested ways in which to explore value creation. However, there are more novel and beneficial ways of driving value from collaboration that require a different way of thinking and behaving.

NATS, with six other air navigation service providers, is engaged in long-term collaboration to develop common technology that will deliver each of these organisations the future capability to meet European Single Sky mandates. The benefit of this approach is the ability to share significant investment costs, de-risk delivery and act as a single customer for harmonisation across the collaboration. This unique customer collaboration is one of the largest of its type in air traffic management and requires all organisations to adopt a different way of thinking to access the efficiency and financial benefits – not only at the point of acquisition, but throughout the lifecycle of the technology.

A customer group approach enables better value outcomes with the technology provider. Primarily, this is because a degree of compromise is necessary to enable a more standardised solution, when the participants have typically been used to having autonomy and control over how their system technology would look, feel and perform. The change in how these organisations have had to think and behave has been driven largely by financial expediency; however, it has some risk. It means sharing information about your organisation's plans and sharing thinking with another organisation that may be capable of replicating the operations of your business.

As well as changing attitudes and behaviours around the decisions to enter into collaboration, these need to be displayed and maintained to ensure objectives are met and benefits delivered. With so many diverse participants in a complex collaboration, it is important to ensure the right behaviours within the association are applied. With its certification to ISO 44001, NATS is able to provide advice and guidance on latest thinking and best practice. The collaboration's steering committee chairmanship rotates around the members and I have been chair for the past year. This provides me with the opportunity to demonstrate the leadership required to support such an approach. We could see this as a success for what we are trying to achieve, as I have been asked to continue chairmanship for two more years.

NATS is sharing its collaborative experience and training initiatives developed for our own programmes because we understand that if we cannot promote the right attitude and behaviours within our partners' teams, it will have a detrimental impact on our expectations and benefits from the venture. If our partners do not succeed, then we do not succeed and vice-versa because any participant can leave at any time.

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## **Babcock: your global partner**

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# Collaboration is vital to meet the paradigm shift in transport



**Dr Wolfgang Schuster,  
SNC-Lavalin's Atkins business**

**Digital is now shaping the opportunities within our physical and commercial transport world. It is creating personalised, on-demand**

**and flexible mobility for everyone. We all recognise the growing demand for new technologies, and their rapid advances and adoption.**

Over the last decade, innovative technologies, products and services have either directly delivered or empowered significant disruption across the transport sector. These have the potential to reshape transport network management and shift the behaviour of, and opportunities for, end-users.

Some of the most significant changes have been through the introduction of smartphones and other information and communication technologies. These have enabled an ever-growing range of services to be provided to the end-user, and huge quantities of up-to-date data and information to be shared in real time between relevant stakeholders. These technologies are also key enablers of radically new concepts of transport operations that lie at the heart of "intelligent mobility" (iM).

For SNC-Lavalin's Atkins business, intelligent mobility focuses on innovative ways to make mobility easier, safer and greener to improve people's lives and wellbeing while optimising existing local transport services. The increasing range of "on demand" services allows us to make choices that were previously inaccessible or unavailable, disrupting established ways of doing business and creating many opportunities for collaboration.

## Why is change and adaptation needed?

According to the United Nations DESA report, by the year 2030 the world population is projected to increase to 8.5 billion people, the majority of which are expected to live in or near major cities and metroplexes.

Transport demand continues to increase in towns and cities, beyond the reach of current capacity. It is clear that the "status quo approach" is simply not sustainable.

While an expansion of the existing infrastructure seems to be the obvious choice, spatial constraints, especially in cities, alongside the need for better urban design, greener spaces, clean air and less congestion amongst other things, makes this option unviable.

The alternative is to increase capacity through increased efficiency, based on radically new concepts of transport operations, unlocking extra capacity through more efficient and flexible use of infrastructure.

## Collaboration is unlocking potential

The transport sector has been characterised by a high level of fragmentation, with little strategic coordination between relevant market stakeholders but there are many reasons to feel cheerful.

*Continues on page 28*

# I'M COLLABORATING WITH CLIENTS AND PARTNERS TO TRANSFORM CUSTOMER JOURNEYS

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How can we collaborate to deliver a seamless customer experience across the whole journey, regardless of the modes of travel?

**JOIN THE DISCUSSION**

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INTELLIGENT  
MOBILITY  
with ATKINS



## Rail travel accessibility

SNC-Lavalin's Atkins business is part of a consortium called TOC Ability, which is developing a digital platform that will improve rail travel experience for disabled passengers in the UK.

By sharing passengers' journey requirements in advance, TOC Ability aims to enhance accessibility to rail services.

Funded by the Rail Safety and Standards Board (RSSB) Innovation Programme, TOC Ability is one of six successful projects from the Train Operator Competition 2016.

SNC-Lavalin's Atkins business is bringing together our industry leading experts and best in class partners to optimise our transport systems. These include government, local and national transport authorities, city councils, transport providers, network operators, data providers, charities, academia and vehicle manufacturers to mention but a few.

While collaboration between transport stakeholders remains a great challenge, ultimately the core "enabler" are the transport users and whether they are willing or not to adopt a new lifestyle.

Our collaborations take a human-centred approach. By understanding how we can match

rapidly developing transport technology with what people do, need and want, we can assure public trust and acceptance and accelerate the adoption of new ways of travelling for the benefit of all society.

Fundamentally, the success of "intelligent mobility" hinges crucially on the collaboration between all relevant stakeholders. The scale and rate of penetration will depend on three main pillars – communication, collaboration and co-ordination.

We must continue to be proactive and build on the work started across the sector and act together.

[www.atkinglobal.com/im](http://www.atkinglobal.com/im)

## Connected and autonomous vehicles

SNC-Lavalin's Atkins business is leading the VENTURER consortium. Co-funded by the UK government, VENTURER is a rich partnership of public, private and academic experts, which is establishing the South West of the UK as a centre of excellence for the trialling of connected and autonomous vehicles (CAV) technology.

VENTURER focuses on the users as well as the technology enabling CAVs, in order to understand the blockers and drivers to

wide-scale adoption of CAV capability.

The VENTURER trials go hand in hand with developing an understanding of the insurance and legal implications of increased vehicle autonomy. VENTURER conducts its trials using both realistic simulation environments and a controlled road network.



# Supply chain partner collaboration



**Richard Howell, Costain**

Costain’s supply chain is viewed as an extension of ourselves and it is therefore vitally important that we work with partners who share our values and ways of working. We

rely on our supply chain partners to safely and sustainably deliver our services, both today and for the future demands of our clients, so that we can jointly improve the lives of their customers.

Therefore, Costain has a well-developed supply chain strategy to forge collaborative relationships with an increased focus on delivering innovative solutions through the application of technology.

Our strategy includes a commitment to supplier development through our:

- Supply Chain Academy
- Membership of the sustainability school
- Coaching and mentoring, particularly SMEs

This approach has encouraged supply chain partners to contribute to our innovation portal, which resulted in over 80 Innovations in 2017 and 24 trials in live testing as *The Partner* went to press.



At Costain this collaborative approach is delivering high levels of performance and joint competitive advantage and is underpinned by the principles of ISO 44001.

## Growing our Businesses Together: A Costain-Tarmac ISO 44001 collaborative relationship

The relationship with Tarmac is an excellent example of how working collaborative with a supply chain partner delivers demonstrable value.

Our journey started in 2012 with an idea to do something different on our scheme at Heysham to deliver an integrated approach for Lancashire County Council. This simple idea of communicating



CASE STUDIES

## Tangible Benefits



### Case Study: M6 Heysham Link



with each other provided real clarity on requirements and a large focus on logistics, resulting in many demonstrable benefits including but not limited to financial, sustainable and efficiency outcomes. We built strong enduring relationships between production and site teams to the point whereby we believed we could replicate these outcomes on all our projects and build on these successes.



After the successes at Heysham we looked to formalise our collaborative relationship into the wider businesses and broaden our scope of opportunity together. We set about getting senior management representation and operational management from both our organisations to obtain buy-in and support in what we all wanted the relationship to look like and what we would focus on to create value.



A workshop was held with 60 people from all disciplines across our business and came up with 14 value creation initiatives. We conducted

an extensive trust survey to establish a baseline of trust and behaviours on which to build, and then prioritised the 14 value initiatives.

## 2018 Ambitious Targets



- ✓ Operational Toolkit
- ✓ Joint Work Winning Strategies
- ✓ Increase innovation to market
- ✓ Behavioural Programme
- ✓ Industry collaboration for demand Planning

One driving force thereafter was to ensure communication with all stakeholders and maintain that momentum through intranet communications and obtaining executive board sponsors from both organisations.

“We formalised our relationship in a way to **deliver tangible benefits through our people** who are invested in this relationship”

With the buy-in from both businesses, our people and even our executive boards, we then needed to formalise the relationship. We took a formal collaboration approach as set out in ISO 44001 and set out very ambitious targets. Our collaborative working process is embedded in the way we do things and has provided guidance to ensure we keep this relationship on track and not fall into dangerous habits of “assuming”.

We set up our Joint Management Team (JMT) and committed to regular meetings for the entire year.

- We obtained buy-in from leads to drive the value opportunities.
- We looked at what could possibly go wrong, what we would do if this happened.
- We had a plan, and with that plan came some housekeeping, which is one of the reasons we haven't fallen off track – we have not had to implement our exit plans as we are regularly looking at our risks and the health of our relationship.

Looking ahead, the graphic above (“2018 Ambitious Targets”) lists some of the aspirational targets we have set ourselves, and we will continue to identify new objectives as we evolve together.

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# 'Best for project' maximises partnerships with SMEs



**Frank Lee, BSI**

It has been another significant year in terms of the growth of ISO 44001 for BSI, and as I indicated at the launch event at the Shard last year, 2017 brought several

surprises. Nevertheless, we have continued to see an increase both in the number of organisations gaining certification and in those upgrading their existing BS 11000 certificates to ISO 44001.

We have also seen an on-going increasing interest from a greater and more diverse range of organisations as the benefits of working collaboratively extend to new audiences and businesses of all sizes, including smaller organisations.

There is no doubt that larger organisations working collaboratively with smaller ones can result in enormous benefits. Bringing them together often allows for the development of collective capabilities that the smaller organisations would not be able to demonstrate alone, bringing significant potential value opportunities into any value chain, including through innovation.

Smaller organisations are often nimble in business, enabling them to make quick decisions and respond rapidly to the customer or market needs, which is a real benefit when harnessed by larger organisations.

Risk mitigation is also often a major benefit: closer working and understanding of the wider picture and the activity of other partners prompts partners to take avoiding action (it's a human response) and thus head off clashes and additional cost. The trouble is that no-one sees it because the risk doesn't manifest itself but the benefit is there (particularly in an integrated supply chain comprising several organisations).

That said, it is clear that unless the approach to collaboration is suitable for the nature of the relationship(s) and the behaviours and approaches are modified for the organisations involved, the benefits will not be fully realised. There is no doubt that collaboration between organisations of considerably different size and complexity does bring challenges – particularly with regards to the attitudes, behaviours and approaches they often exhibit. This is why partner selection and gaining an understanding of the needs of your partner regardless of comparative size is so important.

## Cultural alignment

As stated above, larger organisations often identify one of the reasons they are looking to partner with small organisations, is their agility and ability to make quick decisions. But as soon as they engage with them culturally this is often the first thing that suffers as the demands and systems imposed by the larger organisation often inhibit the agility from the smaller organisation that was attractive in the first instance.

A good example might be something as simple as payment terms or promptness of payment. When two larger organisations are working together, the payment terms probably work effectively without anyone being overly aware of them. For smaller organisations, the importance of prompt payment cannot be underestimated. Access to training, IT systems and the like can all prove to be difficult but if the larger organisations ensure systems are in place that supports working with smaller organisations, this can make an enormous difference to the culture within the relationship, building trust, confidence and a spirit of co-operation in the relationship which is key to generating innovation.

The partner selection process is essential to ensuring that the relationship maximises its potential. Quite often with larger organisations, particularly those who would consider themselves the "customer" in the relationship, the partner

selection process focuses on which of the potential partners would work best for the initiating partner and less emphasis is placed on understanding the needs of those potential partners.

Investment in a strong partner selection process that facilitates mutual understanding between both organisations is crucial, allowing both organisations to accept and support one another's needs, expectations, culture and objectives. It's about getting under the skin of the prospective partners and gaining a thorough and meaningful understanding of them as an organisation.

This, of course, is best facilitated by system and process. There are some in the collaborative working world who think that if you get the right behaviours and culture you get a positive result. This leads to considerable effort and investment into training behaviours and cultural alignment. Good systems and processes can mean that behaviours are embedded into practice. For example, if the system is designed to generate payments within 30 days, then a good behaviour which supports small organisations develops as a result of process. This principle can of course be applied in many areas, such as the reporting of outputs or deliverables, work assignments or data and information management.

The key is tailoring the systems to the particular area in which you wish to collaborate. This is where we have to be particularly vigilant as certification to ISO 44001 becomes more popular. Some organisations who do not have

easy access to networks or expertise of internal support anticipate a need for facilitation support and, as this grows, some will try to provide "off the shelf" systems, which is, in other words, using the same approach with one client that they have applied to others. This can result in the organisation struggling to work to a system imposed as opposed to the system reflecting the organisation's practice. However, what works for one organisation or in one collaboration is not always best for the next. And of course we see an emerging realisation that there is a benefit for larger organisations supporting SMEs through the certification process through alliances and the like, as a real collaborative approach.

Some of the wisest words I have heard in relation to a collaborative system approach are "best for project".

So as we move forward I hope we see organisations give greater emphasis to partner selection and make it a process that allows them to really learn about prospective partners; that larger organisations see the benefits of working with smaller organisations and of exploring the area of collective capability; that more organisations ask themselves "Can I make my supply chain more resilient by collaborating within it?" and that we continue to see "best for project" systems which facilitate the right behaviours in a disciplined process-based way. And that in these uncertain and changing times, we see certainty in the benefits gained by all from collaborative working.

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**Dave Wright**, Executive Director, Kier

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

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# Why attitudes and behaviours are important to collaboration



**Vernon Wells, Leidos**

Why are attitudes and behaviours so important to effective collaboration and what impact do they have to business? This is the question I

asked myself about 10 years ago when I decided to become far more open and transparent in my business dealings. At that time I had taken the decision to move from an engineering focused career to one of programme management. I made the decision to ensure my attitudes and behaviours were evident to my clients, but also directly translated into the business imperatives of the company: namely to help shape the future, build effective relationships and deliver results.

To some it may feel odd to behave differently potentially, and I feared suppliers and customers would take advantage of my open and honest approach, but quite the opposite happened. Not only did negotiations go well, they generally concluded quickly. Customers and suppliers were far more comfortable sharing their hot buttons and areas of risk. Once under contract, programme performance was helped, in my view, by the mutual trust set up in negotiations as these had been conducted in an open and transparent way. Like in any programme, there are challenges, but issues surfaced earlier and could be dealt with, without the need for escalation and the need to pull out the contract all the time. I put this down to the fact that the relationship was strongly driven by the right set of behaviours we developed with our internal and external clients.

## Transparency

I have found that transparency and honesty go a long way in building effective relationships, and behaviours can be encouraged by organisations through “no blame” and “open door” policies.

A very powerful behaviour is an organisation’s appetite to share risk and reward. This is different to “win-win” as this can imply competition and in my view we should always strive for an acceptable outcome for both parties and never “win-lose”. Clearly, there are commercial considerations around the disclosure of intellectual property or financial and commercial data, but with other information does it really matter if it is openly discussed? Should behaviours be different between customer and supplier and vice versa? Have your behaviours been different depending on where you are in the supply chain? My view is “no”!

However, when looking up and down the supply chain and across at partners, behaviours do differ immensely and 9.9 times out of 10, where undesirable behaviours are evident, the business has been impacted across all parties involved. Undesirable behaviours that don’t help include confrontation, self-promotion and being dismissive. I am sure we have all experienced or even exhibited these, but they are not conducive to collaborative working.



I am sure most of us have taken a personality profile test at some point and reviewed the results with interest. Did the test reveal any relatively undesirable behaviours relating to collaborative working? The goal should be to recognise these in ourselves as well as in others and try to work a way through them, if they get in the way of the desired outcome.

Attitude is inevitably linked with behaviours and without the "right" attitude it will be impossible to exhibit the behaviours required for successful collaboration or engagement outcome. Cultural and political landscapes influence attitudes and it is important to recognise these as we work across geographies in an increasingly diverse workforce. In addition, adopting the right attitude and behaviours is important when working in an international supply chain, or dealing with international customers where local law, tradition and customs impact how we conduct business.

### Similar

I recently had the pleasure of attending a tailored course provided by the ICW. It provided me with a sage reminder of the importance of behaviours and cultural differences across the globe. It reinforced my current company values around integrity, collaboration and commitment. These are essentially very similar to values in my previous company. It may seem obvious, but it made me realise that although the two companies, while having different values and imperatives have similar underlying attitudes and behaviours;

without them I believe the journey to further success for both the individual and corporation would be difficult. I would suggest that, if your organisation does not have a similar set of values, then the desired set of behaviours may not be encouraged. Does your company include attitudes and behaviours in your appraisal efforts?

Leidos was privileged to win the "Industry to Industry" award at the annual ICW awards in December 2017. Our very own Lois Love picked up the "Emerging Collaborative Leader" award. Lois is an ambassador for collaborative working and lives what I think are desirable behaviours and attitudes. I would encourage anyone reading this to seek out people like Lois in your organisation, who can either help or be front and centre of your collaborative working journey.

I would also like to mention the many charities and fundraising events Leidos supported last year. All of these events helped with collaboration across the various disciplines within the business as well as forming relationships with the charities. These events varied from support of local charities like Naomi House & Jacksplace hospices for children and young adults, to larger organisations like Cancer Research and Macmillan Cancer Support, the latter for which we held a 50-mile bike ride that brought together employees across five sites from around the UK.

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# How a public-private collaboration can deliver IT transformations



## Ashley Parkes, Boeing

Any project which brings fundamental change requires a strong team to lead it. As legacy systems age and become unreliable, IT change

programmes work to improve them. Equally modern systems with new processes and toolsets infiltrate the market, encouraging users to learn and adjust appropriately to aid their business.

Behind the scenes, there is a project team managing the roll-out and sustainment of the new service. They, like many Ministry of Defence (MOD) programmes will have an industry collaborator who brings a second culture with them, merging two together for a period of time, to collaborate and implement the project. A successful example of public-private collaboration, recognised by the Institute of Collaborative Working, was forged between the MOD's Defence Equipment and Support (DE&S) organisation and Boeing Information Services.

In January 2017 the Base Inventory and Warehouse Management Services (BIWMS) Release 2 programme successfully rolled out a supply management system called GOLDesp™, replacing the legacy system SCCS. The service was deployed to all Air Domain users including the MOD and industry across 38 project teams covering a user base of 350-plus. Delivered on time and to budget, success was due to the unique, collaborative way the team was structured, and as Transformation Programme Manager, I was proud to be the project lead.

### Shared confidence

Boeing's joint team with the DE&S Support Enablers Operating Centre (SEOC) was the first public-private partnering setup to be accredited to the BS 11000 framework. Awarded in 2011, the framework conveyed its commitment to the Future Logistics Information Services contract they had signed. The contract aimed to modernise and consolidate the suite of applications and infrastructure. Operating to a "one team, one programme, one goal" mantra demonstrated the shared confidence in the programme's success.

"The BS 11000 framework was definitely the backbone to the way we operated," explained Raman Amruthur, project manager. "Even if some members of the team weren't aware of it, they naturally embraced the key aspects as best practices and we believe we have generated even more".

When the team was established in 2015, the one star officer in charge of the programme, Steve Glass, said: "No matter who their host organisation is, each team member will be the definitive representative for BIWMS in their area. Everyone will be working together to resolve any issues with the integration of the teams and delivery of the service".





The critical factor in the successful delivery of BIWMS R2 was the joint working model. The model consisted of the following points:

- co-location;
- a one team approach;
- a one goal approach;
- collective knowledge and skills;
- shared management information as well as improved communication;
- trust;
- a “make the process work” mantra;
- focus on risk management.



Identifying the benefits early and tracking throughout the life cycle of the project was essential to keeping key stakeholders engaged.

Additionally, governance was key to delivering sustainable change, with each activity approved by its own board, which also captured lessons learned. Communication was crucial, enabling the team to have full view of what was happening on the project. Channels included a collaborative intranet, a monthly stakeholder newsletter and a dedicated 24-hour operations centre. Rehearsals and weekend deployment were used to limit the impact on users, with lessons learnt gathered at the end.

### Forward-thinking working arrangement

In December 2017, the ICW awarded the team for public-private partnering. The project demonstrated a forward-thinking working arrangement with a clear vision and mission, delivering tangible benefits to the MOD. Tony Douglas, then DE&S CEO, presented a commendation to the team, and Adrian Baguley, Director of Air Support, MOD, declared it as “possibly the best IT roll-out that I have experienced in my career”.

Boeing and the MOD will renew their accreditation each year and will transition to the new ISO 44001 accreditation this year.

As explained by Kelvin Marner, Head of Continuous Improvement: The one team approach taken by the BIWMS team has shown what can be achieved through collaborative working. The team worked together tirelessly dealing with any issues, solving problems in a highly professional manner with a laser focus on achieving a common goal.



# Thought leadership: how do we fix the engine room?



**Tim Seabrook, Capita**

Our great British economy is witnessing corporate challenges like never before. There have been profit warnings, company collapses and uncertainty

about the future capital financing of government infrastructure projects. The bleakness is compounded by an unknown Brexit outcome.

Organisations are increasingly turning to cost cutting to counter these challenges, often creating gaps in delivery capability and introducing greater levels of risk, albeit unintentionally. Employees, suppliers and customers often tell us things could be better. If current fixes are failing to make an impact, is there another way?

The answer may exist in the disparity of views across leadership and employee groups on how companies can better manage such challenges. Are stubborn attitudes and behaviours hindering the progress of companies during these difficult times? This is where effective engagement and collaboration can help break down barriers to improve how we act together and form influence to improve company performance.

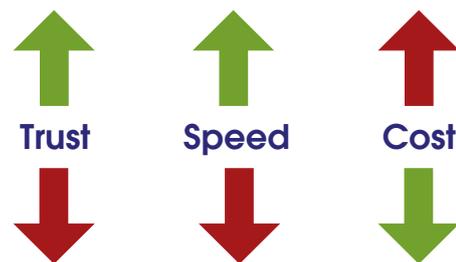
The first step to fixing the engine room is for the leadership to create the right environment to repair and maintain: a safe and trusted environment, where staff are motivated to work together.

### Who knows what?

While top management may have the authority, do they have the knowledge of everyday problems and issues? Conversely, our workers and supervisors may have the knowledge but do not have the authority to enact change.

Collectively identifying “the things that really matter” forms a powerful voice to inform our leadership teams of improvement and innovation opportunities. Developing trusted relationships, underpinned by healthy attitudes and behaviours determines how successful we are in engaging with our colleagues, suppliers and customers to form this collective voice.

As Stephen Covey said: “Increased trust improves the speed of operations and reduces the cost of doing business.”



*Trust makes a difference in productivity, efficiency, staff effectiveness, competencies and results (SMR Covey 2006)*

In business-to-business (B2B) collaboration, we often start with: “What sort of business relationship do we want?” The options for the *degree of partnering V cost/benefit and risk* are commonly referred to as:

- Level 1**, traditional (transactional): adversarial contract / arms-length;
- Level 2**, basic partnering (co-operation): collaborative / team orientated;
- Level 3**, full partnering (collaboration): value-adding / integrated teams;
- Level 4**, alliancing (strategic partnership): synergistic i.e. JV or PPP.

However, when we look within a single enterprise, the subject of collaboration is often not sufficiently addressed in the same way as B2B. The performance of teams within any

### Top management



know **4%** of everyday problems/issues

### Middle management



know **9%** of everyday problems/issues

### Supervisors



know **74%** of everyday problems/issues

### Workers



know **95%** of everyday problems/issues

business carries a weight of opportunity versus risk. How can they work together to meet their organisational objectives and goals?

As Jim Collins defined, good-to-great leaders begin their transformation by first getting the right people on the bus (and the wrong people off), then figuring out the best way to drive it. Then confront the brutal facts and lead from the front. Sometimes teams do not work effectively as individual personalities can be damaging

if misaligned with the wider team effort, and can destroy or limit their effectiveness. A high performing collaborative team should: lead with questions, not answers; engage in dialogue and debate, not coercion; learn from experience, without blame; use data, analytics and insight to inform decision-making. If you have the right people on a team, they will be self-motivated.

### Trust triggers

Trust is a feeling. When we believe we are trusted, our brains release the chemical oxytocin and we feel happy. When we are stressed, cortisol is produced which suppresses oxytocin. We all have a different sensitivity to "trust triggers," commonly known as integrity, intent, capability and results. Their sub-categories, like honesty and openness, are all triggers of these conditions. Our reaction to feelings, stimulated by the limbic system in our brains, drives our behaviour.

Kurt Lewin wrote: "Behaviour occurs when the psychological mind meets the environment". (We are conditioned by our life experiences and the things we have contributed). Dr Oliver Sacks stated: "When we open our eyes each morning, it's upon a world we have spent a life time learning to see." (We are all driven by our unique perceptions).

In building high performing teams, great collaborative leaders understand these aspects and work to create an environment of safety; but, they recognise their own sensitivities and behaviour drivers as well as those in others. They

Measure	Frequency	Scope	Objective
<b>Collaborative maturity assessment profile (MAP)</b>	Annual, bi-annual or quarterly	Organisation(s), team(s)	Manage the maturity of the respective or joint organisation's collaborative profile & areas of risk. Assesses: attributes, ability & attitude
<b>Trust triggers</b>	At least annual but on change or key activity in lifecycle mobilisation, project completion & demobilisation – more frequent in the forming & storming & demobilisation stages	Organisation(s), team(s) or 1:1	360-degree measurement to help identify & manage the status of trust indicators
<b>Relationship maturity matrix (RMM)</b>	Annual, bi-annual or quarterly	Organisation(s), team(s)	360-degree: measures a range of behaviour symptoms across a relationship to help identify behaviour issues for further root cause analysis



work to align perception and truth. However, how we feel about trust, and thus what we say, can be driven by the moment. So when is a good time to measure how we feel?

Performance measurement is a given in most organisations, but the measurement of trust and behaviours is not. There is a strong correlation between relationships and performance, so the metrics in the table (previous page) can be useful in measuring qualitatively, because where they are good, performance usually follows. These measures can be used at key stages of the relationship lifecycle as defined by Tuckman's model: forming, storming, norming and performing. Trend analysis can be very revealing.

To fix the engine room, the key activities needed are:

- 1 Leadership must create an environment of safety and trust: listen to concerns and walk the talk.
- 2 Focus on developing staff engagement: utilise their knowledge to help collectively identify key issues, root causes and opportunities for improvement. Develop a "buy-in" culture with an employee reward and recognition scheme, linking to company values.  
This requires a range of solutions for different teams', individuals' and managers' engagement preferences to ensure maximum participation (i.e. conventional creativity and innovation, surveys, 360 diagnostic tools, visual collaboration and application based technologies).  
A one size fits all approach doesn't work.  
Providing a real time and continuous feedback capability across your organisation is where the biggest opportunity lies to access free knowledge and make significant business improvements through in-house innovation.
- 3 Provide opportunities for all staff to be empowered and lead areas of improvement that the leadership deem of importance: they know 95 per cent of the problems and issues

and so, in most cases, are best positioned to develop the solutions.

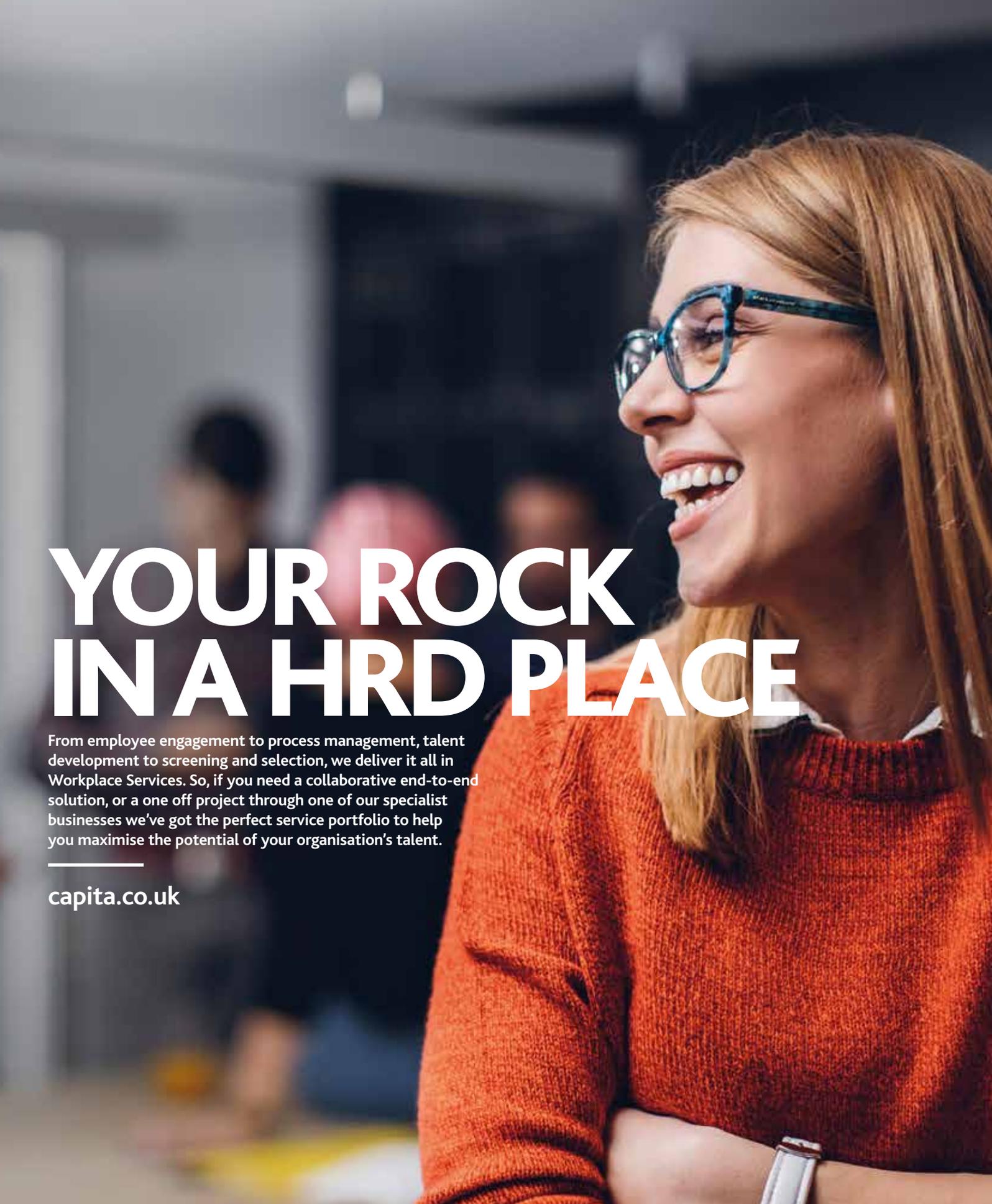
- 4 Enable staff to work more collaboratively by investing in an internal development programme to coach skills, attitudes and behaviours: this can be positioned at various levels within your organisation to meet the needs of different grades and so on. The recommended starting point is with an e-learning platform mandated for all staff, then progression to develop the required skills and competencies.
- 5 Position for attitude over ability: the right behaviours are key to developing the organisation's internal collaborative capability and therefore a collective and competent voice back to the leadership. This will help improve the organisation through continuous learning, and it will become more innovative in developing solutions to those problems and issues that just won't go away.

The benefits from adopting a sound and formal collaborative business relationship has been an area of research by Warwick Business School on behalf of ICW. The work concluded that the following tangible benefits have been obtained from effective business collaboration:

- Improved business and operational performance
- Increased business winning
- Enhanced risk management
- Innovation
- Multi-million-pound efficiencies
- Increased client confidence and repeat business
- New product development

So is fixing the engine room a worthwhile investment? As Vangen and Huxham wrote in *Managing to Collaborate: The Theory & Practice of Collaborative Advantage*: "To collaborate involves actively managing in order to collaborate". Fixing the engine room is not a passive exercise.

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**Stephen Blakey** FRICS, FCInstCES, MICW

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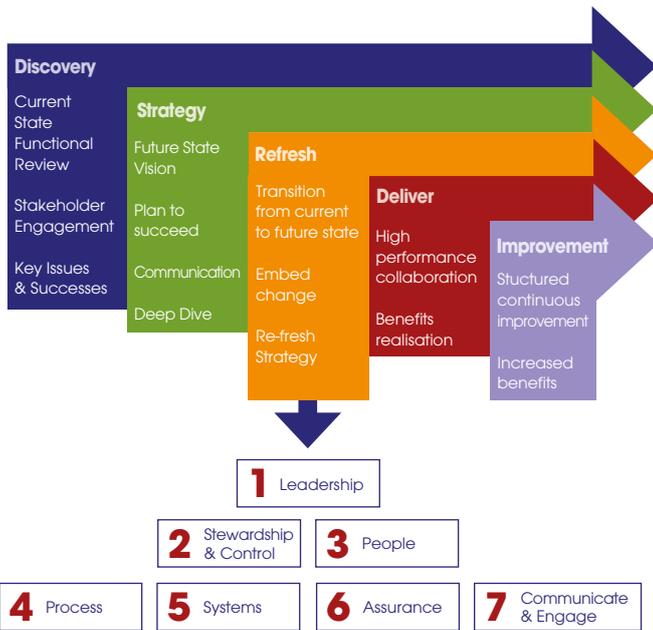
**tracks, electrification, signals, bridges, tunnels, level crossings, viaducts and 18 key stations. The Infrastructure Projects division employs 4,800 staff working cross functionally to deliver a £6bn annual investment.**

**As a supplier-dependant business, Network Rail recognises that a key route to delivering greater value with its supply chain is via collaboration, which is at the heart of its 5-year delivery strategy. Delivering such an expansive programme in a complex organisation poses significant challenges and reinforces a need to consider the key aspects necessary to successfully embed collaboration.**

The rail industry is a dynamic environment faced with a perennial challenge: the safe, consistent, predictable 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.



We know that through effective supply chain engagement, progressive procurement and competent stewardship of collaborative forms of contract, we can meet this challenge and have a burgeoning ledger of achievements to illustrate this. Iconic programmes such as Reading and London Bridge and alliances including Stafford, Wessex Capacity, Northern Hub and East West Rail demonstrate that collaboration and its highest form, alliancing, are credible approaches that deliver real added value. It's through such projects we are building our collaborative capability. But we recognise the need to learn and share if we are to move from pockets of excellence and drive broader consistency and a maturing capability across our business and supply chain. To that end there are three initiatives at play; a Collaborative Refresh Strategy, our One Vision, One Way programme and a drive to share our key learning from the last five years.



## One Vision, One Way

This programme seeks to strengthen our people, process and systems across 19 recognised professions. The techniques include; appointing a professional head with responsibility to define the competencies and capability of our people, establishing appropriate training and development programmes, ensuring effective procedures are available to practitioners and that those procedures are supported by integrated systems. In addition is the need to build relationships with professional institutions and provide assurance of each profession's ongoing performance and capability.

A key aspect is the "enrolment" of our employees in the most appropriate profession relative to their role and this brings a challenge with regards the nascent profession of collaboration. First, it stimulates debate as to whether collaboration is a value, behaviour, process or indeed a profession in its own right. Being collaborative is one of four established corporate behaviours and for practitioners within the more mature professions (such as procurement, engineering, project management, commercial) there is a greater readiness to recognise the behavioural concepts than to acknowledge the emergence of a "new" profession.

The truth is that collaboration is all of these things and has all the hallmarks of a profession; process, standards, a professional institution with links to industry and academia, an emerging supply base of subject matter experts and for progressive organisations (and alliances), roles that are dedicated to managing the people, process and systems necessary to turn collaboration from a concept into reality. The synergies between the Collaborative Refresh Strategy and our One Vision, One Way programme are deliberate and designed to reinforce the professional status of our in-house subject matter experts and raise awareness of the links between successful collaboration and a professional competence.

## Learning and sharing

A key component in highlighting the link between professional competence (a blend of subject matter expertise and consistency of process) and our successful collaborations, is the sharing of what we have learned, particularly as it has informed our thinking for the next control period (2019-2024). We see this as a key aspect of our leadership role in bringing structured continuous improvement not only to our business, but across our stakeholders

## Collaborative Refresh Strategy

Launched in March 2017, this was designed to re-engage key stakeholders and practitioners to bring greater consistency across the business through regularising corporate processes, systems and capabilities. The seven work streams are:

- 1 Leadership:** role modelling collaborative commitments, behaviours and expectations;
- 2 Stewardship & Control:** appointing a Head of Collaboration with responsibility for setting standards and the assurance of people, process and systems capability;
- 3 People:** building "local" expertise via subject matter experts that provide support and guidance to regional teams and form the heart of an emerging "community of practice";
- 4 Process:** deploying a suite of processes, procedures, templates and toolkits, embedded within our Information Management System to establish pan-business consistency;
- 5 Systems:** establishing connectivity across the business via effective systems that promote pan-business consistency, effective learning and the demonstration of value creation;
- 6 Assurance:** developing a self-assurance regime to assess corporate maturity, capability, pockets of excellence and improvement areas. Integrating these with external assessments to preserve and expand our certified status;
- 7 Communicate & Engage:** promote awareness, adoption and advocacy of collaboration across the business and supply chain, recognising our expertise and highlighting success.

and supply chain. Following a review of several major programmes, Network Rail published guidance on our view of the key enablers to successful alliances. The document will be cascaded through our national Commercial Directors' Forum and other key engagements with industry and highlights 12 enablers to success:

- 1 **Robust business case:** addressing strategic, delivery and commercial benefits.
- 2 **Clear vfm & output specification:** confirming budget and performance expectations and an output based specification defining "what is to be done" by when, leaving the "how it is to be done" to the alliance.
- 3 **Alignment with ISO 44001 / BS 11000:** alliances must work in accordance with the Standard's structure and terminology in developing the collaborative culture, people, process and systems.
- 4 **Creating an alliance identity – branding, values & ethics:** alliances must create their own identity with individuals committed to alliance values and objectives.
- 5 **Clear accountability & governance:** a clear and robust framework that ensures the alliance is held to account to establish effective governance, risk and performance management regimes.
- 6 **Partners selected on behaviours:** an emphasis on capability, leadership and behaviours rather than price to secure the right resource and supply chain.
- 7 **Effective collaborative leadership:** alliances are complex multi organisational vehicles that require strong, deft and effective leadership to create one high performing integrated team.
- 8 **Create a high performing culture:** ensure a focus on developing, measuring and maintaining a collaborative culture with an emphasis on improving and maintaining behaviours.
- 9 **A fully integrated structure of people, process and systems:** co-located teams, working to common objectives via a single suite of processes and systems, with integrated and transparent data supported by BIM

and other collaboration enhancing technology.

- 10 **One single alliance agreement for all:** signed by all parties to drive aligned objectives and collaborative behaviours.
- 11 **Regular performance measurement and improvement:** establish a regime that in addition to delivery, commercial and VFM performance metrics, measures and reviews behaviours.
- 12 **Innovation and continuous improvement:** establish a framework and culture that promotes and rewards structured continuous improvement and innovation.

Network Rail has just completed its latest surveillance cycle with BSI, securing re-certification to ISO 44001. We see this as independent testament to our commitment to lead our industry and our increasing collaborative capability.

But there's more to do, from establishing a new national framework for consultants and emphasising the relevance of the 12 key enablers, to harnessing the progress of our Collaborative Refresh and One Vision, One Way strategies, both of which are designed to strengthen a consistent and professional approach.

For, "professionalising" collaboration is now a core dimension of a client's capability, and in turn, an important measure of Network Rail's capability as a client.

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# Consolidating cross-cultural behaviours



**Tim Mowat and  
Alvaro Esteves,  
Leonardo**

Leonardo is a Foundation member of ICW and was one of the early adopters of BS 11000, achieving certification in May 2011. Since these early days Leonardo has embraced collaborative working, assuring that the attitudes and behaviour within our group are continuously improved, professionally monitored and qualified to achieve proficient collaborative education and know-how within. This has strategic importance to Leonardo, and is an integral part of our management strategy to achieve constant growth within our business models and in further assisting our development into new markets.

We recognise that one of the innovative ways to grow is to establish and build on close relationships, enabling those involved to strategically develop together. The importance we place on developing and managing the right relationships ensures Leonardo has the right attributes concerning collaboration, engagement, motivation, attitude and behaviour to benefit our global market position across multiple markets.

Our approach to collaborative working is consolidated by the UK partnering policy statement. It provides the foundation for all of Leonardo's Security and Information Systems division to follow the best practice defined in ISO 44001. This is a vital milestone for Leonardo, confirming total management commitment to collaborative working and paving the road to full ISO 44001 certification. Leonardo is further expanding collaborative knowledge towards its supply chain and client portfolio, supported by experts grown from within the organisation, and partnered with pragmatic internal processes that will enable

us to demonstrate our commitment towards a collaborative working environment.

## Diverse markets

Leonardo is a multinational company operating across the globe in cross-cultural, diverse markets, and for us it is of strategic importance to be able to relate and function in different cultural settings and corporate backgrounds. Leonardo – on pre-selected programs – is focusing on facilitating collaboration to enable business success and business continuation, which is complemented by having the right competence, mindset and communication attributes – and the continuing development of trust. Trust is a key element for any relationship, and the understanding of critical behaviours within an operations setting is important to nurture and harness a positive, long-term productive performance.

We continuously improve our bespoke learning and development programmes to equip staff with the skills and confidence to engage proficiently and further develop collaborative relationships. We have also identified a team of people who specialise in collaborative working in order to create a knowledge and competence core centre that will help support collaborative projects. This group is a capability management centre that supports projects, enables knowledge sharing and ensures that collaborative working is understood and followed for optimum benefits.

Effective leadership is also of fundamental importance to collaborative working. Leonardo demonstrates effective leadership across its lines of business and provides the required



*Baggage handling systems and security: one of the applications of Leonardo's global partnership expertise*

guidance to assure that collaborative working is consistently applied where such an approach will enhance project outcomes; thus assuring the right governance, processes and support to guarantee that the right attributes and behaviours are developed and maintained.

Trust is fundamental when developing a relationship with customers and supply chain. This is particularly important for the delivery of a project that is dependent on critical knowledge sharing. Knowledge can be difficult to share since there is a persistent fear that it can lead to revealing delicate information. However, it is important to recognise that knowledge sharing can lead to innovation, the development of new ideas and cost effective solutions that are beneficial in a competitive market.

To regulate trust and communication, it is important to have agreements in place that recognise the need for joint collaboration and the need to crystallise objectives, thereby facilitating the implementation of integrated teams, fundamental for successful collaborative working. With integrated teams, interaction can be high and it's of fundamental importance to have the right attitude and behaviour to allow proper, open knowledge sharing that will raise the stakes for proper collaborative working. Personal behaviours that encourage communication and knowledge sharing will ultimately lead to trust that sets common grounds for continuous development of positive relationships.

Leonardo has extensive experience in the development of trust and the development

of integrated teams. This is evident through the completion of BlueLight Works project with the Home Office, where Leonardo was the principal contractor in a collaborative environment that comprised 126 companies working for a common objective. The Integrated project team was composed of resources allocated from diverse companies, from OEMs to SMEs, which openly, in a controlled manner, shared knowledge and expertise by identifying significant savings, mitigating risk and delivering advanced ideas and solutions. Such extensive, englobing could only be successful through the element of trust, communication and co-operation, and Leonardo was a key player in developing and implementing the collaborative working conditions that facilitated such a positive and effective outcome.

## Control tools

Attitude and behaviour should be tailored to achieve high levels of trust and respect, regardless of personality or personal interests. Behavioural conflict can be a factor related to poor performance, since conflict leads to poor communication, which will lead to poor collaboration and eventually lack of trust. Such communication breakdown can endanger long-term engagement with your partner or customer. Leonardo, for example, deploys internal control tools to measure relationships, such as the relationship maturity model, in order to measure consistently the status of collaborative working and where necessary, take actions to maintain the right environment for collaborative working.

Leonardo, through collaborative working, does look to engage with our partners and customers in a way to firmly maintain a long-term vision by ensuring performance, respect and trust as part of our deliverables. Another solid example is the long-term, ongoing close partnership between Leonardo and BAE Systems. Both companies are engaged in the continuous development, manufacture and support of air sector platforms, a strategic business relationship built in a collaborative working approach designed to deliver long-term business growth. This has resulted in the continuous development of ground-breaking technologies and on-cost optimisation initiatives for the benefit of both companies and customers. The relationship guidelines are based on open, honest behaviours, proficient and effective communication and, ultimately, trust.

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# Trusted with journeys. Worldwide.



Leonardo collaborates to form long-term partnerships, trustworthy relationships, open communication and a culture of continuous development.

With capabilities covering communication, navigation, cyber, automation and surveillance, our integrated airport systems ensure safe and efficient air traffic, the security of people and goods and the effective exchange of information between operators.

**Inspired by the vision, curiosity and creativity of the great master inventor - Leonardo is designing the technology of tomorrow.**



# Changing attitudes and behaviours to develop trust



**Andy Brechin, Jacobs**

Jacobs leads the global professional services sector delivering solutions for a more connected, sustainable world. We provide a full spectrum of services including

scientific, technical, professional, construction and program-management for business, industrial, commercial, government and infrastructure sectors. Our business model relies on developing effective, long-term relationships with our clients.

## Why implement ISO 44001?

Jacobs wanted to use our relationship ethos to shape and evolve the delivery of significant projects to provide new and innovative solutions and ensure completion on time and to budget.

It is common in our industry for client-supplier relationships to be short-term, transactional contracts awarded solely on cost, taking little account of industry experience or qualifications.

Such transactional relationships give a project team limited time and opportunity to sufficiently bond and perform to the best of their abilities. This does little to encourage open or joint working, innovation or improvement between organisations.

We focus on building real value relationships with our clients, partners and suppliers. ISO 44001 provided us with a recognised framework to enable us to strengthen our approach and gradually re-shape behaviours between ourselves and our interested parties to build mutually beneficial relationships for long-term projects.

## Collaborative working driving organisational strategy

Jacobs' collaborative business relationship management system helps drive organisational

strategy, and vice versa. As the language and the principles of the standard become embedded in Jacobs projects, then the attitudes and behaviours of our interested parties become more aware of the benefits of collaborative working. By implementing long-term framework agreements, Jacobs is ensuring the principles of "joint working" and the standard requirements are implemented.

Gradually more clients and delivery organisations are becoming familiar with the intent of the standard and the ambitions outlined. On significant opportunities and projects, we increasingly seek to work with our suppliers in longer-term relationships, bringing them into our delivery organisation as partners. This allows our joint delivery organisations to completely align on achieving programme objectives and financial targets.

By adopting joint delivery structures, selecting the best people regardless of employing organisation and driving the development of innovative, less conventional solutions, improvement techniques and value enhancing practices, this demonstrates commitment to performance excellence, one of Jacobs' values.

The philosophy of collaborative working is a two-way street and helps to promote attitudes, behaviours and trust with our partnering organisations that can be reviewed and measured.

## Why gain ISO 44001 certification?

With many prospective and existing clients looking to Jacobs to "bring collaboration to the table", gaining ISO 44001 enabled us not only to describe what collaboration means to them, but also demonstrate philosophies, tools and processes that are successful in practice across different market sectors.

Take one of our first projects to truly maximise collaborative principles: The Queensferry Crossing project was to deliver a new crossing over the Forth Estuary in Scotland. A co-located employer's delivery team (EDT) was created between us, the client



*The Queensferry Crossing across the Forth Estuary: one of Jacobs' first projects 'to truly maximise' collaborative principles*

Transport Scotland, Jacobs and Arup to oversee the management of the construction consortium, Forth Crossing Bridge Constructors – FCBC.

The EDT worked closely with FCBC, adopting many collaborative principles, ensuring openness, transparency and integrity in the relationship between all parties involved. Common goals and targets were identified, and the completed scheme came in significantly under budget, including a number of innovative solutions employed in both the design and construction phases.

### Working with Lloyd's Register

Lloyd's Register is a global certification body that can undertake ISO 44001 assessments against any scope of activity, meaning they aren't limited to a single relationship or project.

The challenge that assessment and certification brings is how best to interpret and apply the standard requirements that meet Jacobs' needs. Our Lloyd's Register assessor had industry experience and helped us put the ISO 44001 requirements into context.

Continual improvement is vital to ISO 44001 and we have seen many improvements that have gradually grown over time, helping to change employee and industry attitudes and behaviours to develop trust between our partners and suppliers.

### Implementing ISO 44001

- **One-size, doesn't necessarily fit all**  
Translate the standard requirements to align with your organisation's values and needs.

The challenge that assessment and certification brought was understanding how to interpret the standard requirements that related to our needs and then apply these to achieve ISO 44001.

- **It's more than just business as usual**  
With ISO 44001 challenging organisations to re-evaluate how they approach delivery in the context of collaborative working, it forces organisations to go beyond business as usual. Many of the enhanced principles are now working their way back into our standard project process.
- **Don't review the superficial costs**  
For our significant projects, the benefits – both hard and soft, of applying ISO 44001, far outweigh the superficial "cost" of maintaining our certification. Teams would far rather work effectively and collaboratively, in pursuit of common aims on longer-term projects, than on short-term, transactional projects where there is an atmosphere of confrontation and suspicion.
- **Choose the right certification body for you**  
Make sure they have experience of working in your industry and are recognised as a reputable provider. The assessment and certification can be a challenge and choosing a certification provider that can help you understand how best to interpret the standard requirements is vital when achieving ISO 44001 certification.

[enquiries@lrqa.co.uk](mailto:enquiries@lrqa.co.uk)

# Working together to achieve success.

Close, constructive working relationships are good for business. Using defined processes to support the delivery of a common goal or objective helps shape attitudes and behaviours to achieve success.

ISO 44001 provides a platform to build successful relationships that will encourage organisations to work openly, improve innovation and manage their business risks.

- **ISO 44001 Training**

Lloyd's Register can provide ISO 44001 training to help organisations understand the requirements of the standard, improve supply chain and/or intra-business relationships.

- **ISO 44001 Assessment Services**

From an ISO 44001 gap analysis, to formal certification that demonstrates you take collaborative working seriously, Lloyd's Register provides expert advice designed to meet the needs of your organisation.

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[lrqa.co.uk/collaborative-working](http://lrqa.co.uk/collaborative-working)



# Powering up the collaborative engine

**Jeremy Campbell, EMCOR UK**



Our world is more complex now than ever, not least because of the mega trends shaping our future. Disruption, innovation, information and technology continue to shake industry and redefine the way work is done. The meteoric rise of technology continues through digital transformation with the arrival of artificial intelligence, big data and ever smarter cities. At the same time, better wellbeing and improved productivity are key drivers which are impacting daily lives in many ways.

Collaboration has a key part to play in addressing these challenges and maximising opportunities for knowledge sharing, the acquisition of new skills and expertise, co-creation of value and building a sustainable future. Organisations must combine the key ingredients of success; people, technology, systems and processes, underpinned by a culture of collaborative attitudes and behaviours.

## **So, how do we build a collaborative culture?**

### **We can all contribute**

To be successful in a dynamic modern world, public and private sectors must be quick to respond to change, have the resilience to deal with sudden disruptions to their markets, services and products, and above all, have a genuine willingness to leave behind the old ways and actually do things differently.

But at the same time, it is difficult to get the right balance. Leaders must ensure processes for budgeting, resource allocation, risk control, efficiency and predictability are correctly offset against the need to create new value propositions,

introduce new products and service lines, deliver improvement and innovate. It is important to manage and maintain realistic expectations too. Pixar's president, Ed Catmull said in his book *Creativity Inc*: "Mistakes are an inevitable consequence of doing something new... and should be seen as valuable". 3M's legendary chairman, William McKnight, expressed a similar sentiment when he said: "The best and hardest work is done in the spirit of adventure and challenge... mistakes will be made." (*Simple: Killing Complexity for a Lean and Agile Organization* by Barry L. Cross).

### **Attitude drives dynamics**

A collaborative attitude is key to getting that balance between control and adventurousness right. It manifests itself as a deep-rooted belief in working together to find wins for all parties and is the route to positive results. Perhaps the most powerful way to increase acceptance of mistakes is to improve the return from them. Do this by taking time for forensic examination; extracting the knowledge and benefits gained; gathering and evaluating customer insights; talking to the team and people involved about their perspective, and looking at how external factors or trends may have



impacted results. The critical next step is to ensure these lessons are freely shared across groups and divisions. That means putting processes in place to systematically feed knowledge gained into new projects, prototypes, or other tests you are carrying out. In this way, learning is shared rather than lost, thereby delivering future benefits going forward.

I have frequently seen how the following enablers lead to a collaborative attitude:

- Putting in place clear organisational goals and critical success factors so everyone understands what they are working towards.
- The break-down or removal of any silo mentality which has been allowed to fester as this is often synonymous with power struggles, lack of cooperation and loss of productivity.
- The building of teams that can synthesize a wide and diverse spectrum of ideas.
- The creation of groups that exhibit high levels of trust, honesty, empathy, emotional intelligence and strategic awareness – and are transparent in the way they communicate.



It's important to understand that the core requirement of trust reaches way beyond team building. When it is fully present, suspicion is removed, people don't withhold information, they don't consciously or sub-consciously build psychological barriers and they don't tend to retreat into themselves or withdraw participation. Business and team management expert Patrick Lencioni's Five Dysfunctions of a Team model places trust firmly at the foundation of any team; it is the core element upon which the ultimate success of an organisation relies.

In an environment of trust, teams are more readily able to see the possibilities for improvement, value and wellbeing. Connections between people with high levels of trust then enable innovation as ideas are freely given, creating opportunities for new thinking to emerge and for colleagues to frame new views through a different lens.

How can you make this happen? First, try to incorporate and promote diversity and creativity across your teams. New ideas often come from left of centre, usually when you least expect them, so it makes practical sense to seek a diverse mix of skills and approaches when you select people to work together or search for people to join your organisation. Secondly, aim to include some individuals who are creative, some decisive and objective driven, some analytical and detailed, and some to bond the team through sharing, listening and empathising.

At EMCOR UK, this approach is crystallised in our key account management programme and learning and development initiatives, as well as embedded into our recruitment and talent acquisition strategy. Practically, we use the Insights Discovery assessment tool (based on Carl Jung's work) by Andy Lothian. His mission is to create a world where people understand themselves and others, and are inspired to make a positive difference in everything they do. We use it to help teams and groups build a rich understanding of how to work with each other to build success.

By recognising and encouraging individual strengths and preferred behaviours, we can help ensure our teams operate more effectively, whilst unlocking potential and maintaining motivation.



## Translating attitudes into behaviours

It has been my experience that nothing really happens until your people actually “walk the talk”. An organisational approach, clear expectations and cultural guidance on what is expected only goes so far. Individual behaviour must reflect and underpin the collaborative approaches and goals which have been set out.

Part of this is offering support where needed to sharpen soft skills. Communication excellence, ability to listen and empathise, understanding and adopting the most appropriate response, positive body language... these are all skills that can be honed via learning interventions, seeing the example set by proficient colleagues, and coaching from line managers.

Other behaviours that should be sought and encouraged are the ability to put the needs of the business, project or group ahead of personal goals or ambitions, and seeing the bigger picture without getting side-tracked by short-term gain. Individuals with emotional intelligence should also be prized within your organisation: they have the potential to become collaboration “champions”.

## Putting ideas into action

At EMCOR UK, we work hard to embrace change and we believe that the cornerstone of positive transformation is collaboration. This has long

been at the heart of our organisational culture, from the behaviours we foster and encourage to the attitudes we adopt as we go about our business. But it is also an ongoing process: what we expect from our community of colleagues is clearly defined and communicated as well as monitored and reviewed.

We’re committed to pursuing a better way of doing things as a means to raise the bar in the facilities management sector, to enhance our productivity and our customer relationships, as well as create a positive environment for our people to work, grow, develop and succeed.

Ultimately, collaborative behaviours foster supercharged camaraderie between groups of interconnected people within and beyond our business. We’re proud of the success we’ve seen so far in creating spirited, customer-centric, team-focused communities.

**At EMCOR UK, “Me” has transitioned to “We”.**

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# Bringing collaboration to the Antarctic



## Graham Hopper, BAM Nuttall

Commissioned by the Natural Environmental Research Council (NERC), BAM began its partnership with the British Antarctic Survey (BAS) just over a year ago.

The long-term UK partnership will last between 7 and 10 years and is worth an estimated £100m. The partnership will undertake a modernisation programme of UK Antarctic and other research facilities, accommodate the introduction of the new Polar research vessel, the RRS Sir David Attenborough and enable British scientists to continue delivering world class research into some of the most important issues facing our planet.

Whilst every construction job can claim to have its share of strategic planning, this project, which takes place on the highest, driest, coldest, and windiest continent on earth, sees a unique set of logistical challenges for our team.

Known as the Antarctic Infrastructure Modernisation Programme (AIMP), the work that BAM is helping

to deliver will transform how BAS enables and supports frontier science. It includes the comprehensive modernisation of the Rothera Research Station – the UK's main Antarctic Hub – as well as improving facilities and working conditions at other BAS research stations.

First to kick off is the modernisation of the facilities at Bird Island in South Georgia, where the team mobilised in January 2018 to commence dismantling of the existing facility, construction of a new of a new storage building and jetty extension, improving energy efficiency and optimising operational aspects of the station to ensure safe people and cargo discharge from the RRS Sir David Attenborough.

## Specially Protected Area

The construction team, who live and work alongside BAS scientists and support staff, face some of the harshest conditions on the planet. Besides that, all construction work has to take place before the onset of the Antarctic winter in May. The construction window also happens to be when the Antarctic mammals, including fur seals are at their most aggressive. With Bird Island being a breeding ground for these animals, planning works around breeding season is of utmost importance. Tens of thousands of albatrosses,



Photo provided by British Antarctic Survey



penguins and seals live on the island, which is a Specially Protected Area. Our construction programme is designed to minimise any impact on research projects and wildlife.

A major issue for the Bird Island project is ship to shore relief. Mobilising the required equipment onto the island entails manoeuvring the large and heavy machinery from a moving ship onto a small tender craft before being transferred onto the island. Project manager Lloyd Wickens and his team have completed the transfer of 73 individual tender craft loads ashore within 9 days, to facilitate a fantastic commencement to the works.

The modernisation of Rothera will also see work to accommodate the new ship and reduce manual handling and cargo loading and unloading time during station relief, enabling the ship to spend more time at sea on scientific research. The works include new accommodation and science and operations buildings. The works commence in 2018 with the dismantling of the existing wharf and construction of an 80m wharf, including improved small boating facilities for marine research, a larger crane for launching small boats, a personnel gangway and a floating pontoon for the deployment of scientific instruments such as gliders. As we plan the quarry and drilling works associated with the new wharf, the core team

is collaborating with BAM Ritchies to draw on their specialist knowledge in these areas.

With extensive experience in delivering works in the harsh conditions of the Scottish Mountains, but little to no experience working in the particular adverse conditions of the Antarctic, our relationship with BAS is at the centre of planning all of our works. The BAM team is embedded within the BAS headquarters in Cambridge, working collaboratively alongside the NERC and BAS Operations and Science department, and their technical adviser Ramboll. BAS is supporting the mobilisation of an investigatory site and dive team visiting Rothera to provide detailed information to help with our planning for the works.

### **Benefitting the planet**

The specialist knowledge given by BAS scientists and staff is paramount, not only to delivering the project efficiently and with as little disruption as possible to the wildlife, but also to the safety of our team living and working in the Antarctic.

The relationship with NERC, BAS and Ramboll is the basis of delivery. All parties have shared goals based on the desire to deliver innovative and long-standing solutions which are critical to delivering world-class polar science to benefit Earth.

For such a complex project to run smoothly, collaboration within Royal BAM Group is key. Our core team for the project has staff from BAM Nuttall, BAM Ritchies, BAM International, SWECO and Delta Marine Consultants, allowing us to utilise the skills and knowledge that comes from working in these specialist areas. The team holds regular design, planning and construction workshops attended by representatives from all key stakeholders.

The partnership will enable British scientists to continue world class research into some of the most important issues facing our planet, and BAM are proud to be part of the team enabling this. Our collaboration with NERC and BAS will provide the infrastructure for improvement in environmental impact, science facilities and quality of life for the scientists living and working at the research centres. The partnership and delivery team should be proud of their contribution toward this legacy to future generations.

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*The Antarctic wildlife looks on at the construction works  
Picture: British Antarctic Survey*

**BAM Nuttall** has, through repeated delivery, cemented our commitment to putting collaboration at the heart of what we do. Our pioneering approach to working with our customers is business as usual on all of our jobs – something you would expect from a contractor completing work in the harshest conditions on the planet.

Whilst delivering works in the Antarctic our relationship with our client and within Royal BAM Group is the cornerstone of any activity. BAM Nuttall values specialist knowledge and involves the client at every step, creating innovative solutions and positively influencing the programme of delivery.

Standing still is not an option, and this year BAM Nuttall delivered the Ordsall Chord in Manchester as part of The Northern Hub Alliance. Hailed as the future of collaboration, alliancing creates an environment in which we share aligned goals and objectives, and a commitment to win or lose together.

BAM Nuttall's open collaboration with our supply chain partners has seen innovative solutions thrive within our business. We know that trialling new technologies and working together to do things better, not only improves our delivery but the sector as a whole.

We are proud of our long-standing tradition of collaboration and innovation and look forward to sharing our experience with our customers, as well as our continued support of the ICW.

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BAM Nuttall Limited is an operating company of the European construction group Royal BAM.

# Delivering a single European sky



## Adrian Miller, NATS

With uncertainty regarding the UK's future relationship with the European Union, it's good to know that there are great examples of organisations working

successfully together across the continent. Nowhere is this more so than in aviation, and one collaboration in particular in the air traffic management sector, stands out. iTEC (interoperability Through European Collaboration), is a co-operation between seven national air navigation service providers (ANSPs) from Germany, Lithuania, the Netherlands, Norway, Poland, Spain and the UK, who are working with technology partner, Indra, to introduce a common technology platform for our operations and air traffic controllers.

### Objectives

All the organisations are committed to a collaborative approach to ensure that together we maximise the benefits for all. This means high levels of co-operation by all teams and individuals, and an appreciation and application of the

right attitude and appropriate behaviours to collaborate successfully.

What binds the ANSPs is the opportunity to share a venture that offers a range of value outcomes, introducing new technology – the main one being cost sharing across the lifecycle of the system – de-risking delivery and drawing on the expertise and strengths of each other for mutual benefit.

For Indra, they earn revenue from the common elements of the system (which is shared by the customers) and they perform specific work for each ANSP for system adaptations. iTEC offers participants the ability to introduce into operation a European compliant flight data processing system and controller working position. It is a lower risk approach than equivalent alternatives as it is based on developing an in-service system already operating in complex air traffic environments. The iTEC system is the basis for interoperability and advanced functionality, which will enable its participants to meet SESAR (European Single Sky) requirements and has the potential for capacity growth to cope with future traffic demands.

The ambition of the collaboration is to deliver improved performance and increased cost efficiency through four objectives: concept

### Vision

**Concept of operations**  
based on SESAR, including 4D-trajectory management

**Airspace structure**  
aligned with FABs and based on common airspace types.

**System architecture**  
that features improved interoperability via Flight Objects and SWIM.

**ATS system**  
with interchangeable ATS Components supported by open standards.

Working together to generate service alignment and cost efficiencies

Founding Members



**DFS Deutsche Flugsicherung**  
 DFS Deutsche Flugsicherung, GmbH, ensures the safe and punctual flow of air traffic over Germany. Around 2,000 air traffic controllers guide up to 10,000 flights in German airspace every day, about three million movements every year. This makes Germany the country with the highest traffic volume in Europe. The company operates control centres in Langen, Bremen, Karlsruhe and Munich as well as control towers at 16 international airports in Germany.

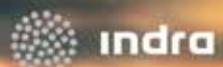


**ENAIRe**  
 ENAIRe is Spain's leader with a global vision in the provision of air navigation services and the fourth largest provider of air traffic services in Europe. It manages 2 million flights every year within a large airspace of more than 2 million km<sup>2</sup> from five area control centres and 22 control towers. The traffic managed by ENAIRe transports more than 230 million people annually.



**NATS**  
 NATS handles 2.8m flight arrivals and 2.8m movements at 100 airports across the United Kingdom. NATS provides air traffic control from 100 centres including 17 enroute with the largest area responsibility in Europe and 200 towers, responsible for the control of national, general aviation and military aircraft across the country.

Technology partner



**indra**  
 Indra is the leading global supplier of air traffic management solutions that has deployed its systems in over 4,000 facilities in 160 countries.

New Members



**LVNL**  
 Luchtverkeersleiding Nederland Air Traffic Control the Netherlands (LVNL) provides air navigation services for Amsterdam Airport Schiphol, three regional airports and en-route. Each year our high professional Air Traffic Controllers handle more than 560,000 flights safely and efficiently.



**AVINOR**  
 AVINOR is responsible for the 46 state-owned airports and air navigation services for civilian and military aviation in Norway. This network links Norway together - and links Norway to the world.



**ORO NAVIGACIJA**  
 ORO NAVIGACIJA provides air navigation services in Lithuanian airspace offering its users ATM, CNS as well as AIS services. It operates one combined En-route/TMA control centre at Vilnius, 3 TMA control centres at Lithuania's international airports, each year providing efficient services to almost 230,000 movements and maintaining 0 min/flight delays level.



**PANSNA**  
 PANSNA manages the 6th largest airspace in Europe, operating around 700,000 IFR flight movements per year, 15 airport control towers, 4 approach centres and 1 area control centre, structuring the Eastern out-of-area traffic.

of operations; airspace architecture; system architecture; and Air Traffic Services (ATS) system. Achieving these will maximise the commonality of air traffic management (ATM) concepts of operation and methods of operation to enable a higher level of system harmonisation. Furthermore, it will maximise the commonality of specifications and ATS systems, as well as maximising network benefits for customers by aligning investment and deployment plans.

**The partners working together**

The collaboration has a joint governance approach that ensures all parties share and contribute to its management and ongoing development. A steering committee oversees overall performance and idea/value generation. It manages performance using key metrics in the critical areas of: requirements, product and commercial management, and Indra's performance.

The steering committee is currently chaired by NATS and this provides the opportunity to share with the other participants our thinking on collaborative development. There is a focus on obtaining new value through evaluating the

opportunities for the organisations to increase more systems and solutions to the cost sharing dimension of co-operation, as well as focusing on our people development to support individuals to better understand the most effective ways of working.

The iTEC collaboration was first initiated because a group of organisations had an open mind and the right attitude and collaborative behaviours to see the additional value that can be created from working closely. This vision has been broadened and value recognised by the joining of other ANSPs. Further, it's the attitudes and behaviours of the participating individuals that will contribute to its success, an area we are constantly working to improve through communication and training.

**Developing the collaboration**

Initially, the iTEC collaboration was focused around three customer organisations – DFS (Germany's ANSP), ENAIRe (Spain) and NATS (UK) – sharing the cost of a next generation flight data processing (FDP) system. This is at the heart of any air traffic operation because

it manages a fully comprehensive, “live”, dynamic database of all flights, across the network, as they enter, move and leave our airspace. The success of this collaboration encouraged new members and has led to new opportunities to collaborate.

A major addition is a common air traffic controller workstation, which is state-of-the-art and integrates with the FDP. More products now being added will expand standardisation of systems. All of this means that for the ANSPs they get to share the development and procurement costs, as well as using the strengths and knowledge of each ANSP for mutual benefit. For Indra, they have a secure customer group and a unique insight to develop the system to meet real customer needs. This gives them predictable revenue and the opportunity to commercialise the solutions. The iTEC FDP has been licensed to Oman and Kuwait, providing a royalty back to the founding ANSPs.

We want to encourage sharing and collaboration by our team members, so that they apply their imagination and interest to overcome challenges, solve problems and meet the collaboration’s objectives, and share any concerns and views on risk in order to improve how we work together.

## Awareness and training

We are implementing awareness and training in the drive to improve and build capability. NATS has commissioned an app for smartphones to support all individuals across iTEC. It covers:

- **Introduction:** What’s in it for you?
- **User context and guidance:** iTEC collaboration.
- **Collaboration in business:** What is collaboration? Why collaborate? Benefits from collaborative working.
- **Collaborative capability:** Collaborative principles; capability development; risks associated with collaboration.
- **Collaborative behaviours:** Behavioural framework; collaboration across cultures.
- **Collaborative learning:** “Take a Mission to Mars”; assess your individual capability and behaviours.
- **Collaboration best practice:** ISO 44001 – International Standard for Collaborative Working in Business; Introduction to the Institute for Collaborative Working.
- **Collaborative tools**

Also available is classroom-style training that expands on the purpose of collaboration and the requisite behaviours for its success. Developed with ICW, it covers:

- What collaborative working means to the iTEC collaboration programme.
- The role collaborative behaviour will play in the successful delivery of iTEC:
  - Understanding behaviours;
  - Good practice collaborative behaviours;
  - How individuals can support or hinder collaborative business relationships;
  - Building trust.
- Further developing collaborative capability:
  - Recognising enablers and blockers to collaboration;
  - Challenging poor performance and behaviours;
  - Diversity: recognising cultural differences.

Embedded in our mobile app and training course are key behaviours for enhanced collaboration. Six principles have been put into a “behavioural framework” where we explain how individuals can apply them:

- **Engagement:** Accessible, responsive, timely and easy to engage with; listens; offers and/or builds on ideas; honest feedback, openness and transparency; always supportive.
- **Information sharing:** Openness; volunteers information in a timely manner; maintains effective communication to ensure understanding of what information should add value.
- **Managing conflict:** Identifies conflict; pre-empt potential problems and conflict; resolves it in a sensitive, inclusive, constructive and mutually acceptable way.
- **Sensitivity to others:** Shows respect and sensitivity to others; recognises and understands cultural diversity, capability and perspective; offers help when appropriate.
- **Going the extra mile:** Identifies challenges, opportunities, efficiencies, savings and engages others with enthusiasm, flexibility and energy; unconstrained by contractual boundaries.
- **Providing early warning:** Promptly and openly raises potential issues before they become problems; suggests opportunities, solutions and innovation to resolve; “No surprises”.

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# Correlation between behaviour and results



## Dave Wright, Kier Highways

The topic of collaborative behaviours has caught the attention of most industries in recent years, not just in the UK, but across the globe – with the publication

of the new international standard ISO 44001:2017, putting more emphasis on identifying, embedding and measuring behaviours.

I'm proud that the business I lead, Kier Highways, was one of only six organisations in the world to be awarded the prestigious ISO 44001 Standard on the day it was launched in March 2017.

This success is primarily down to putting the right behaviours at the centre of everything we do.

My belief in the importance of having the right behaviours in delivering results isn't a gut feeling. We have evidence of a direct correlation between good and bad behaviours and performance results.

### Evidence based assessment of behaviours

Across Kier Highways' business, an initiative is gathering momentum; one that takes the guesswork

out of the equation: The Behaviour and Process Correlation Model.

The concept is based on the contention that two things ultimately improve performance – the behaviour of the people who perform the work, and how the work is organised – the process.

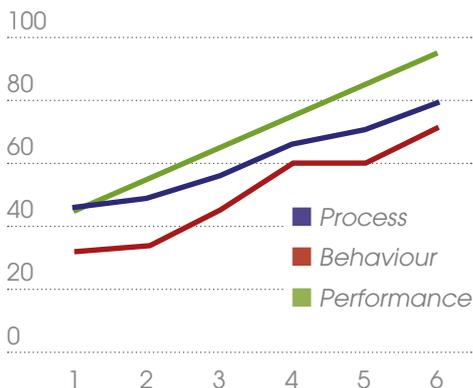
The key feature of the model is that the degree of performance in relation to behaviour and process is directly and positively correlated with results: improve either and that will improve results.

Importantly, the model is flexible and can be adapted to suit any existing mechanisms that may be in place with regard to the management of behaviour and process within the organisation or partnering arrangement.

It can be used to:

- Focus on the aspects of the business or partnership that require improvement;
- Determine the root cause behind the current level of performance:
  - Is it a process issue i.e. the way the work is being done will not deliver the required results? Or
  - Is the process OK, but the collaborative behaviour of the service provider's team, and/or with sub-contracts and/or with the client, is adversely affecting the results?
- Assess trends across the different work elements within the business or partnership: is there a systemic issue within the business about behaviour or process generally?
- Improve end-to-end work that will benefit all parties;
- Provide a platform for continual improvement: with greater trust and ways of working in place this will provide a stimulus for generating improvements across the business.

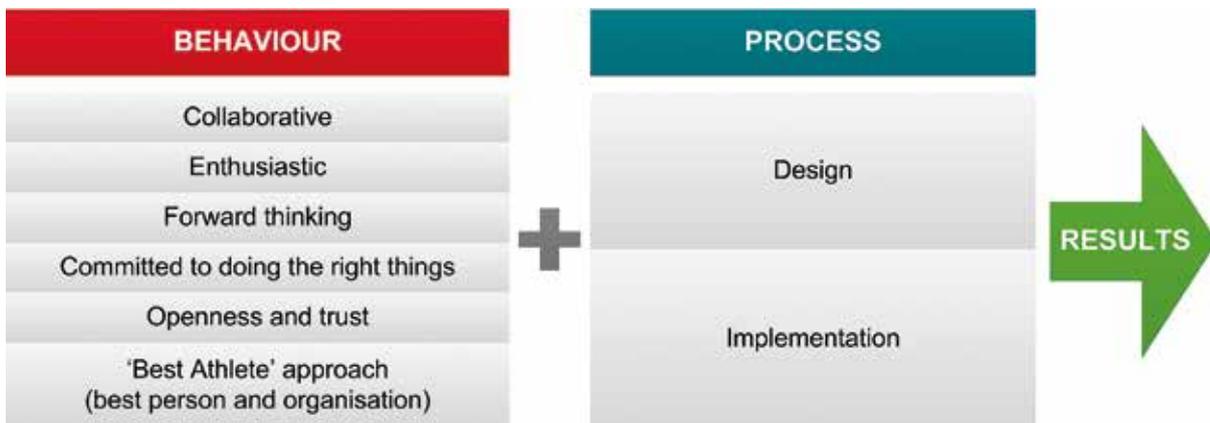
### Trend analysis



### Application of the model

Depending on the maturity of the relationship, the model can be applied at different levels:

- In-house – on an element of work that involves only the instigating organisation's resources;
- Extended supply chain – on an element of



work that includes that done by the instigating organisation as well as participating supply chain partners;

- End-to-end – on an element of work involving the initiating organisation, its extended supply chain and the client.

## Describing what the behaviours mean

There are six categories of behaviours on the latest version of the model, which we first piloted on the Highways England Area 3 Asset Support Contract, (see the diagram).

From these, multiple descriptions of what that desired behaviour looks like have been determined by joint working groups, for the different tasks being performed, including: incident response, patching, pothole repairs, severe weather operations, surfacing work, scheme development, value management and target cost agreement.

The definition of behaviours can be tailored to match any client or organisation requirements: there may already be a set of desired behaviours within a contract or performance measurement system, and these can be used in the model.

## Outputs of the model

There are a number of key outputs from operating the Behaviours and Process Correlation Model:

- Detailed schedule of scores against the behaviour and process criteria together, showing trends against a pre-defined maturity matrix;
- Maturity matrix – used to track the overall maturity of behaviours and process;

- Calculated correlation coefficient on a scale of -1 to +1, where -1 indicates a perfect negative correlation between, say, behaviour scores and results, and +1 indicates a perfect positive correlation. This would be done, for example, on each of the criteria for behaviour and process and for the consolidated score for each;
- Trend analysis;
- An improvement action plan.

Our use of the model thus far has indicated almost perfect correlation. For every step improvement in behaviour and process we see a step improvement in business results.

We have used the model to drive better outputs in relation to the removal of duplication of effort, alignment of working practices across the supply chain, effectiveness of work allocation, increasing working windows and much more. Over the past two years alone initiatives such as this have contributed to £36m of efficiency savings for our client, Highways England.

## Working together with our peers

So as a business leader, this encourages me to want to understand even more about behaviours at an individual, team and organisational level. Whilst there is no doubt within Kier that we are pushing the boundaries, I recognise we still have a lot more to learn; sharing knowledge at a pan-industry level will help us all get more from our businesses by embracing collaborative behaviours, doing the right things and doing those things well.

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“ Within our sector, we have come to terms with the importance of collaborative behaviours and the impact this has on our business results. Kier has met the challenge by improving behaviours ‘head-on’, by using business tools such as the Behaviour and Process Correlation Model.

**Dave Wright** | Executive Director, Kier Highways

# Improving safety, customer service and innovation through collaboration

We need to apply collaborative behaviours across all our business dealings. However, it is key that we acknowledge that depending on the task being performed, some behaviours become more important than others.



[www.kier.co.uk/highways](http://www.kier.co.uk/highways)



# Outcome-based collaborative working for digital transformation



**Jo Potter, Indra**

Working in collaboration with our partners from the early stages supports our understanding of the interactions between

organisations, technology and people to ensure integration and alignment towards the delivery of successful digital transformation outcomes. At Indra we build on our reputation for client satisfaction. We “live and breathe the customer” and we are appreciated for our steadfast adaptability and commitment to our clients’ end goals, with focus on value co-creation, rather than each party’s contractual obligations.

## A culture of open communication

Our culture is based on honesty and open communication and emphasises the implementation of innovative ideas and recommendations to support constant change in a fast-moving technological landscape. Indra’s values are supported by our collaborative business relationships framework, based on ISO 44001, for which Indra was certified in 2017 – defining the policies, processes and behaviours required for us to establish and maintain successful long-term partnerships and drive continual improvement.



**indra**

Indra leads from the top, fostering a culture able to change and invent the new and ensuring that collaborative behaviours are in place at all levels to ensure successful programme outcomes. Indra invests the time to clearly identify, prioritise, and communicate key goals and then measure success as real progress against those desired outcomes.

## Strategic partnership

A good example of digital transformation with strong collaborative working is the European Single Sky Air Traffic Management technology program, SESAR. We work with several air traffic navigation service providers across Europe, including DFS (Germany), ENAIRE (Spain) and NATS (UK).

Indra’s relationship with NATS is an excellent example of the quote from Henry Ford: “Coming together is a beginning, staying together is progress, and working together is success”. We came together in 2006 and are now a strategic partnership which supports the development and integration of open technology into the NATS Deploying-SESAR program. Collaborative working is a fundamental pillar of the relationship.

## Peer review and feedback

Indra has adopted the principles and behaviours of the D-SESAR collaborative engagement and communication framework, which aids constructive, supportive and trusting participation in the weekly joint project management meetings. Feedback from co-located NATS and Indra

personnel highlights a high degree of information sharing and an environment based on mutual respect and trust, which supports innovative and productive teams. Where co-location is not possible, the team is dynamic across distance and boundaries.

A quarterly collaborative peer assessment gives all of NATS D-SESAR suppliers the opportunity to rate their peers and provides feedback on behavioural strengths and weaknesses. Trust is crucial to successful collaborative outcomes, and the assessment gives an indication of this continuous and subjective variable between the partners.

*Right: Highways England  
– Hindhead Tunnel.  
Indra is implementing a  
management system  
for Highways England’s  
tunnel estate*

*Below: Air Traffic Control  
Centre, Prestwick.  
Indra deployed the  
iTEC system into  
NATS Prestwick Upper  
Air Space*



**Indra is one of the world's** top technology and consulting companies and a technology partner for the key operations of its customers' businesses worldwide. It is a leading worldwide provider of proprietary solutions in niche areas in transport and defence markets and the absolute leader in IT in Spain and Latin America. It offers a comprehensive range of proprietary solutions and cutting edge services with a high added value in technology based on a unique culture of reliability, flexibility and adaptability to the needs of its customers. Indra is a world leader in the development of end-to-end technology solutions in fields such as defence and security, transport and traffic, energy and industry, telecommunications and media, financial services, electoral processes and public administrations, and healthcare. Minsait is Indra's digital transformation business unit. In 2016 Indra posted a revenue of €2,709m, employed 34,000 professionals, and had a local presence in 46 countries plus sales operations in more than 140 countries. Following its acquisition of Tecnom, Indra's combined revenue amounted to more than €3,200m in 2016 with a team of nearly 40,000 professionals.

### Aligned objectives

To summarise, in D-SESAR, Indra supports the customer and suppliers' ecosystem to envisage the future by ensuring that our relationship objectives are aligned and communicated. Continued focus on collaborative attributes establishes an awareness of the wider strategy for all stakeholders, which discourages a silo mentality.

Digital transformation of critical transportation assets in UK's highways, railways and cities requires embracing an open way of working. Indra is rolling out ISO 44001 to these sectors, and internationally, to structure collaboration and unlock the value of extended supply chains.

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# Start with the human factor approach



## Kirsty Kelley, Guide Dogs

Recently, making porridge, I ruminated that it was an achievement for the three bears to make three bowls of porridge simultaneously

at three different temperatures. I concluded it was most likely that their bowls were inconsistent shapes – the too hot porridge in a tall thin bowl, the too cold in a shallow, wide bowl and the perfect temperature serving was in a bowl somewhere in between.

So, what has this got to do with collaboration? Well, when we apply collaborative competencies mapping to our staff, we have much the same dilemma! Our corporate processes, culture and profile is mixed in the company training cauldron and we dish out the contents into each of our staff in roughly equal measures.

But what becomes of the mix when we put it the varying shapes of our employee “containers”? As individuals, our job descriptions, exposure to projects and programmes, our previous experience and our inherent natures all form conscious and subconscious biases as to how we interpret and adapt our attitudes and behaviours to working in collaborative programmes, and often we assemble a team of the “best we can do in the time” and put the weight of a project’s success in their hands.

### Soundscape app

At the time of *The Partner* going to press, we marked a significant achievement for Guide Dogs: the launch of the Soundscape app that we have worked on with Microsoft UK over the last five years. Initially available on iOS and iPhone from the App Store, Microsoft Soundscape is the product of Guide Dogs’ mobility expertise combining with Microsoft’s technological mastery to develop an audio based app that “lights your world through sound”.

The journey has been an interesting one: our initial concept demonstrator was literally a biscuit tin with bits of technological hardware gaffer-taped to a headset, but now it is an app you can use anywhere in the world using Open Street Maps to help you navigate and orientate your way in new or familiar environments.

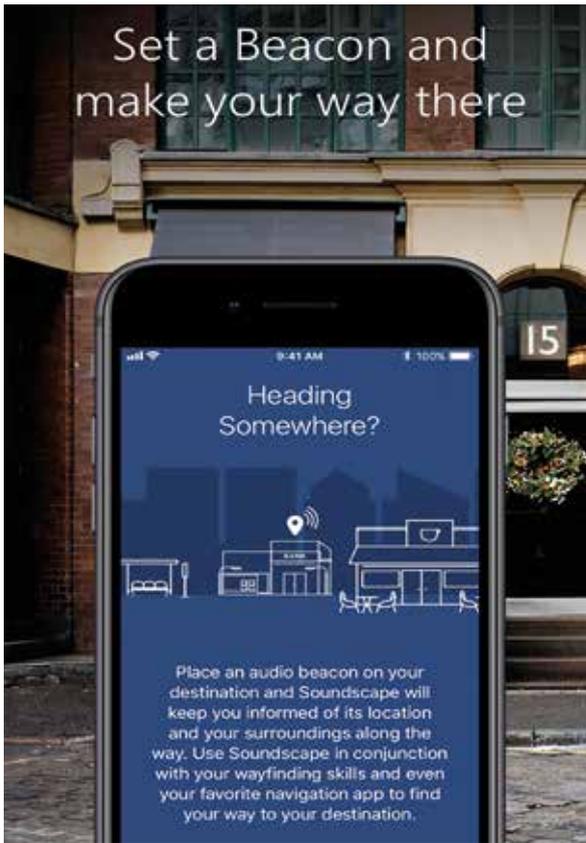
Along with the core team in Microsoft, we also brought together partner organisations introduced to us by the ICW, including Future Cities Catapult, Network Rail, GWR, Tesco, Reading Buses, Barclays, Hammerson and Reading Borough Council, who all came together to help us understand the challenges of indoor and outdoor navigation and how technology might work interoperably across multiple zones.

What has made this project work over the years is the attitude and determination of all individuals from all partners involved in the project to make this succeed. Despite the best efforts of our respective corporate policies, legal formalities, mismatching of project management styles and slipping of deadlines and expectations, it is testament to the determination, attitude and personal commitment of the core combined project team that we now have a product that will have a significant impact on people with sight loss and the broader public experiencing new places for the first time.

### Global shift

This is a major achievement. However, what is possibly more significant is, since we have been working together on this project, Microsoft now has a global accessibility department focusing on developing and ensuring the accessibility of all their products for people with a wide variety of disabilities; a disability help desk which provides 24/7 free phone assistance for people needing help with their technology and a whole global shift in thinking toward product design that starts with a human factors approach and develops outward from there.

Could it be that the third sector with our customer focused approach has influenced the global corporate



*Guide Dogs collaborated with Microsoft to develop the iPhone app Soundscape that has been designed to make it easier for people living with sight loss to explore towns and cities*



The process is clear and well-structured and based on rafts of evidence-led research. It requires consistency and an understanding of what the specific required outcomes are for both the dog and the service user.

However, when it comes to our employees, the process is not so straightforward. We do not ask one thing of our staff. We ask for multiple outcomes and outputs, often with key performance indicators or deliverables that are not based on collaborative outcomes. Staff have years of experience in contradictory fields, often meaning that even if their natural bias is to be co-operative, their experiences may not have encouraged that. In some cases, particularly for some third sector staff, the contemplation of working with large corporate organisations is tantamount to fraternising with the enemy.

Collaboration and the methodology we have aligned to, enables us to put in place a framework that encourages development of a good mindset as well as a good skillset, and to be ready to the possibilities (and the risks) of collaborative opportunities with a wide range of partners across all sectors.

If we fail to encourage and train our own staff to be the vessel that best holds the attitudes and behaviours to enable collaborative programmes, should we be surprised if, when we ask them to take part in demanding and boundary breaking programmes they, like Goldilocks, run for the hills and never come back!

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machine to adopt an inclusive and user centred design philosophy? Well, it certainly would appear that we have been a major contributing factor.

While at Guide Dogs we continue to try and expand our business efficiencies using tried and tested process methodologies such as LEAN and develop ISO standards to regulate our work with international guide dog schools, perhaps we should be cautious of emulating corporate structures too vigorously. If we do, perhaps we are at risk of losing our own unique value.

So, does this mean that we in the third sector have a raft of obliging collaborative employees all ready and able and lined up to engage in life changing projects? In short, no!

When it comes to training our dogs, Guide Dogs employs positive reinforcement methodology; we focus on reward for good behaviour to shape and mould guide dogs into the best versions of themselves to work with people with sight loss. There is a true joint benefit and value from the partnership and for those dogs that don't make the required grade to be found "alternative careers" as companion dogs, other service dogs (such as sniffer dogs or canine partners), or pet dogs.

# Realising the benefits of small business collaboration



**Andrew Dixon, SVGC**

I have always considered myself collaborative in my roles, which have included responsibility for integration of multiple acquisitions in BAE Systems,

delivering complex programmes within EADS, establishing a new way for the Ministry of Defence to collaborate with industry, enhancing the Nifeworks collaboration, and, most recently, the establishment of a collaboration cluster of fifteen companies working with SVGC.

As the managing director of SVGC – a small business and long-term advocate of the principles of collaborative working – it is a great honour for me to have been invited to chair the ICW Small Business Forum. The group reports to the ICW management board, with the aim to encourage collaborative relationships across the small and medium business sectors.

Nationally, SMEs make up around 90 per cent of the UK's trading businesses, contributing about 33 per cent of the UK's gross domestic product. Our forum seeks to broaden the appeal of collaborative working – while recognising that many small businesses are naturally collaborative – and ensuring that collaboration is widely recognised as an enabler of success. Achieving such a transformation will not be straightforward, and we must find a way to harness collaborative business relationships in a way which *they* find beneficial.

The forum concluded that the benefits should contribute to four fundamental aims of any business:

## **Stability**

The forum defined stability as having long-term income in regular contractual areas. Stability

enables flexible allocation of resources, refinement of business plans and the ability to seek financial investment. Collaboration supports stability through an improvement in trust by increased openness, sharing and mutually beneficial customer engagement; an improvement in trust with suppliers enabling early and pro-active joint issue resolution and an improvement in culture which in turn enables the business to be considered a good employer, and an improvement in reputation with customers, suppliers and staff.

An improvement in reputation was recognised as an enabler of profit growth, and a direct result from collaborative behaviours – which extend beyond the formal collaborative relationship boundary.

## **Profit growth**

The group defined this as being efficient in delivery and an ability to extend existing markets and/or generate profitable business in new markets. Collaboration supports this by better definition of the organisation, providing increased predictability of outcome and reduced likelihood of risks and creating opportunities such as access to a wider market providing potential for profit growth.

## **Persistent quality**

We defined this as confidence and demonstrable consistency in delivery. Collaboration supports this aim through the early identification of issues and the utilisation of the best party collaboration to rectify them. Experience suggests that customers perceive quality in terms of how issues are addressed. A collaborative approach enables the agility and team behaviour necessary to resolve issues and achieve consistency in delivery.

## **Innovation**

This is defined as the generation of ideas and their translation into a service that creates enterprise value. Collaboration supports this aim through an environment which enables the sharing of ideas and an open approach to the creation of new or sustained business models. This supports stability and profit growth but is considered so fundamental

to business as to be identified as a critical function on its own.

The group recognised potential blockers to maximising the realisation of the benefits collaboration and how these could be mitigated:

First, a shortage of time leads to the need to avoid excessive emphasis on time consuming standards. Small businesses generally only achieve formal recognition of standards where they are directly relevant to the business strategy. There are, however, significant advantages for small businesses utilising standards as best practice guidance, especially where it is possible to achieve some form of market-facing recognition. Such recognition could come from large customers, or from accreditation bodies. The challenges of time and effort to invest in collaboration are easier to realise by utilising the standards in this way.

Second, time and the investment necessary to understand, build and maintain the collaborative business relationships is a factor. The forum considered this could be mitigated by a clear articulation and communication of SMART business benefits, by a quick and local introduction to the methodology, and by a genuine desire and intent from large customers who use collaboration as a differential selection criterion in tender evaluation.

Third is the recognition that the constant need for delivery effort within small businesses diverts energy from introducing new ways of working. Having access to a pool of expert advisers at short notice – and which recognises the need for flexibility in their support of small businesses – would help. Such advisers could come from other small businesses – a local group providing peer support, from large customers who offer a flexible advisory service, or from accreditation bodies.

## Risks and benefits

The small business forum considered the risks of collaborative business relationships, in order to avoid or mitigate any negative outcome. For example, collaboration improves closeness and mutual awareness, but risks exploitation of shared knowledge. It is considered imperative, therefore, that such relationships are strong to avoid a risk of exploitation. The aim should be to become strong rapidly, and to terminate with

an early and mutually agreed exit process if the relationship cannot be made or maintained as strong. By talking about this matter early, ensuring that it is properly understood, and an effective escalation route to an aware and empowered executive, this concern can be overcome.

There are, of course, benefits for large businesses from small business collaborative partnerships. They include the enhanced agility resulting from open and early engagement; positive exploitation of innovation through sharing, with improved access to experts; and a willingness to trust the large organisation with small business “crown jewels”. This in turn provides sustainability in supply (which supports stability), lowers the management overhead as a result of experience in the relationship (which supports mutual profit growth), enables the large organisation to achieve compliance (which supports persistent quality); and engaging with small businesses in this way is recognised by the government as a positive behaviour as it supports the wider economy.

There are also blockers to large businesses achieving effective collaboration with small businesses. Typically, these exist where large organisations do not share a common view or vision about collaboration. It is vital that large organisations ensure the intent of collaboration is pervasive, ensuring that their personnel are aware of the importance of specific relationships, drive consistency in the approach and opportunities for engagement with other collaborative businesses and recognise value in collaboration.

To conclude, there are significant benefits to small businesses from collaboration, and to large organisations engaging in collaboration with small businesses. Realising these benefits in the right way can be cost-effective.

I acknowledge the contribution from the foundation members to the work of the Small Business Forum, which is considering how best to recognise and communicate these benefits. Ideas are welcome.

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# Collaboration for continuity



## John Kennedy, Cammell Laird

Cammell Laird is one of the most famous names in British industry. The company was founded in 1828 and is based on the River Mersey.

Against a background of budget cuts and a changing environment Cammell Laird, Defence Equipment and Support (DE&S) and Royal Fleet Auxiliary (RFA) have proven that collaboration can deliver multi-million-pound savings as well as performance levels that are on time, on cost, at agreed quality levels and with a recognised improvement in value for money.

In June 2008 Cammell Laird signed a “through-life support agreement” with DE&S of the MOD for the maintenance and support of a collection of RFA ships.

The through-life support contract exists because the RFA wanted a change of approach to drive greater continuity across a broad range of areas. Critically, the RFA were required to forge a more collaborative relationship with the marine engineering suppliers. Revised contract terms were recognition that the industry had to move away from one-off, confrontational, cost and variation-driven contracts, with the client and ship builder having different agendas.

Shared experience, shared learning and shared passion means we are delivering better quality, better value and better understanding for the RFA. The goal is to increase efficiency in fleet time and non-fleet maintenance time by ensuring upkeep periods are shorter meaning availability of the fleet is greater.

## Co-location is key

The RFA, Cluster Support Team (CST) has a hub in Cammell Laird where RFA staff work side by side, week in week out, with Cammell Laird staff building deep and lasting working relationships. By working together, we are learning from experience. The positive outcomes of this close working relationship cannot be underestimated: from more precise specifications to delivery of those specifications with greater expertise and efficiency. There is a further fundamental change in mindset, so engineering decisions are jointly made, and problems jointly owned. Moreover, the cluster contract commitment allows Cammell Laird to invest in infrastructure and management, so they can plan far in advance, find innovations, and invest in skills and apprentices.

The contract required that Cammell Laird achieve certification to the collaborative business relationship management standard BS 11000. Some of the key features of this and the Cammell Laird approach that have driven success are:

- a belief within Cammell Laird that has collaboration and partnering as a core value with management focused on building long-term sustainable relationships;
- effective governance and communication channels with meetings focused on delivery;
- recruiting new team members with the right personal and technical capabilities;
- a consistent team with a clear understanding of the client requirements and the values that underpin the collaborative contract;
- a shared IT environment for improved communication;
- open book accounting and understanding of the gain and pain share nature of the contract;
- a mentality that promotes joint ownership of problems and opportunities;



*Captain Richard Graham RFA, Cluster Support Team Leader: “The collaborative partnership with Cammell Laird has consistently delivered value for money to DE&S while improving the quality of support provided to the ships of the RFA Flotilla.”*

- a focus on the end user customers (flotilla commanders and crew).

The cluster support team are process-driven but not process governed, with all team members empowered to deliver.

Collaboration requires commitment, hard work and a willingness to compromise, but that should not be confused with being “soft”. Co-location presents some challenges as well as benefits and avoiding going “native” (for both parties) is a key requirement. Certification to BS 11000 has provided a structure and independent recognition for what was previously “the way we work” and has provided some positive additional tools such as the, relationship management plan, benefits tracker and relationship maturity models (RMM) which have enabled effective monitoring and measurement of the health of the relationship.

From a management system perspective, the focus has been on records of delivery rather than procedures and templates, and although a BS 11000 system was created, a recent internal audit revealed that compliance with requirements was being achieved effectively by “business as usual activities” designed to support the contract



requirements and the organisation was able to archive most of the separate system.

Selecting the right team with the right values has been critical to success. Some of the critical competencies and behaviours are: the ability to work as part of a team; staying business-focused with an appreciation of customer requirements; honesty and openness; being improvement-driven; the ability to build effective relationships; remaining delivery-focused.

Supported by the presence of a consistent team from Cammell Laird who take ownership and pride in delivery of an effective flotilla, these characteristics have contributed to the trust in the relationship. Proof of the success is that the relationship is seen as a benchmark, with visits from other nations and organisations keen to understand the background and reasons for this sector-leading performance.

## The future

**Collaboration, teaming and partnerships is fundamental to the way forward for Cammell Laird. In September 2017, the Government unveiled an ambitious new national shipbuilding Strategy. One of the first craft to be built under the new strategy is the type 31e.**

The procurement process to design and build five Royal Navy T31e frigates was launched by the Government in 2017 and a key objective of the programme is to attract overseas orders. As *The Partner* went to press, Cammell Laird was bidding for the tender as prime contractor, in a teaming agreement with BAE Systems, with a warship design known as “Leander”. If successful, it could see steel cutting beginning on Merseyside in March 2020.

Cammell Laird have a global campaign plan for “Leander” and have identified opportunities in more than 20 countries. The MOD has indicated it is willing to sign a business agreement alongside the contract to help industry export the Type 31e. This joint approach between the Government and the Royal Navy – producing a proper business plan for exports – has never been seen before.

# PFM Awards: 25 years celebrating working in partnership

Complementing the notable progress being made through industry appreciation of the value of collaborative working has been at the heart of the Premises and Facilities Management (PFM) Partnership Awards throughout its 25-year history.

One of the key elements within the awards has been its focus on quality and integrity and that continues to this day mainly through its judging panel, which includes many long-serving individuals including ICW chief executive, Les Pyle.

Although the celebration of a quarter of a century of promoting the best examples of collaborative working in the FM sector is seen as an essential element of this year's PFM Awards, another highly important factor has emerged that ties in perfectly with the event's raison d'être.

All those involved in FM, construction and infrastructure roles will be keenly aware of the failure of Carillion at the start of this year and the impact this continues to have on the company's former employees, its extensive supply chain and many of its clients.

Further to this, *PFM* has held numerous conversations with people involved with all areas of the FM sector, and one of the common themes to emerge has been concern about the damage this has had on the image of the outsourced service model.

## Robust judging process

However, with 25 years' of entries to the PFM Awards as proof of the value placed by many clients and service providers on working in collaboration to achieve the best results for those that use facilities – regardless of whether the buildings or estates in question are used for commercial, industrial, healthcare residential or any other purpose – shows that the outsourcing of services can be highly effective if the correct processes and attitudes are followed.

The need to promote the many benefits of collaborative working between clients, service providers and facilities users is therefore another element that will be included within this year's



PFM Awards as it celebrates its 25th anniversary and its continuing focus on quality and integrity by continuing to fund its robust judging process.

Every finalist within the "partnership" categories of the awards is visited by the judges at the site of the entry in question, with both the client and service provider in attendance. Not only does this provide the ideal opportunity for finalists to demonstrate the high level of collaboration that exists between the two parties, but additionally allows the results achieved to be clearly displayed.

It should also be explained that the PFM Awards is one of a shrinking number of events that continues to fund the highly-intensive judging process that is unique within the FM sector and increasingly rare in many other industry events. This is also the reason that *PFM* continues to show





its appreciation of the members of its judging panel, who generously give up considerable amounts of their time to travel to all the finalists' sites to conduct the interviews.

Once the judging visits have been completed by the end of September, a final meeting is held in central London in the first week of October for all the judges to present their findings and decide the winners of each category. Once these have been decided, discussions are then held to decide the overall winner and the winning "team member" entries.

### **Independence and integrity**

Placing these decisions in the hands of the judges ensures that the process is entirely independent and continues to support the high levels of integrity that have been the mainstay of the event throughout its history.

There is also considerable appreciation for the ongoing partnership between the PFM Awards and the ICW, which has provided a representative on the judging panel throughout its history, contributing yet more evidence on the value of collaboration in all areas.

Although entries for the Partnership Awards close on 16 May this year, providing little time for readers of this edition of *The Partner* to apply, applications for categories for individuals, including account director of the year, team member of the year and the Peter Middup Lifetime Achievement in FM Award, can be submitted at later dates.

Further information can be obtained from [www.pfmawards.co.uk](http://www.pfmawards.co.uk) for the PFM Awards 2018, including downloadable entry forms. This year's awards evening takes place on 7 November at The Brewery in Chiswell Street, London.

[www.pfmawards.co.uk](http://www.pfmawards.co.uk)



# Contract management underpins strong relationships



**Graham Thomson, Affinitext**

In my experience, whichever industry you're in, working together is much easier than working apart.

In a recent survey and

roundtable that Affinitext supported, alongside DLA Piper and *Partnerships Bulletin*, the respondents' views of relationships in operational PPP contracts were more positive than I thought they might be – and that also seemed to be the opinion of the roundtable participants. It is a good thing for the market that, notwithstanding current negative publicity, many are comfortable with their relationships.

However, when you look at the relationship between the SPV and the client – which is the key relationship – that is not so strong, and that relationship was viewed much less favourably by respondents.

This was highlighted at the roundtable, where there was a common belief that individuals need to be better able to understand the contracts and be on top of what are very complex relationships.



The survey also highlighted that people are now referring to the contracts frequently. When you compare that with how respondents viewed the way they used contracts two or three years ago, it is clear that the market is moving towards better understanding and managing contracts – collaboratively where possible.

The traditional problem in complex risk-transfer contracts is that most people have tended to work in silos, rather than working collaboratively on projects.

However, things are changing and there is now a standard which underpins a more collaborative way of working: ISO 44001. A number of PPP projects are now looking to work with this standard, especially in defence.

## Personalities

Personalities are important because today's projects are increasingly complex. If you think back to the early 20th century, the contract for the massive Hoover Dam project in the United States was just 172 pages long and contained only eight defined terms.

Fast-forward to building a school under PPP in the late 20th century and early 21st century, and you get a contract comprised of 13,500 pages, 5,000 defined terms and 16,000 clause-to-clause references throughout the contract. The average PPP contract today also includes 4,500 contractual obligations or entitlements. When parties reach a deal, all those requirements are being transferred to the project teams to manage.

This complexity makes it vital to identify people who are willing and able to work collaboratively. Therefore, it is not surprising to find that "personalities" was at the top of the list of reasons for a contract relationship not working well.

There is a formula for optimising the chances of a successful project: it is about having competent people, equipped with the best tools and

processes. When those three things are all in place, you have the optimal chance for project success.

When talking about "competent" people on an operational PPP contract, it means people who are not only technically capable, but who also have personalities and skills that are right for that environment. In a PPP context, that means having a collaborative approach to working. Unfortunately, many people in the major contracting world don't come from a collaborative background, as the sector traditionally operates somewhat adversarially.



*Roundtable:* Partnerships Bulletin Publisher, Amanda Nicholls and Affinitext's Graham Thomson (far right) in discussions that highlighted the importance of understanding contracts when working collaboratively

Tasks are then created at each relevant clause and compliance is managed in a real-time database with the aid of "just-in-time" reminders.

Of course, many people are still using old technology such as Word (35 years old) or PDF (25 years old), which were invented before

the internet came into common usage. Those people, too, will need to take advantage of new technology as the requirement to manage their contracts more confidently and effectively becomes ever more important to their business.

In PPPs, I believe that the procuring authority ought to take a lead here. BIM is a great example of how the public sector took a leading role on accelerating the adoption of new technology into the construction industry, requiring BIM on its new projects. The same ought to happen in accelerating the introduction of collaborative contract management into PPPs and other major projects.

Generally, the public sector allocates a short amount of time scoping a project, a long time in the procurement phase, and insufficient resources for the contract management phase. The effort applied should be the inverse of this, with plenty of resource and time spent scoping a project to ensure you know what it is that you want; a procurement phase that is short and designed to obtain best value, not lowest price; and then providing the right people, tools and processes to confidently and collaboratively manage the contract over the long term. This will unlock the benefits of collaborative working, with ISO 44001 having a core role in achieving these benefits.

The original version of this article was first published in *Partnerships Bulletin*.

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## Obligations

Once they have competent people in position, organisations then need to focus on collaborative and other processes and equip their employees with the best tools for the optimal chance of project success.

Another issue raised by the survey related to the number of obligations that respondents said they managed. Although an average PPP deal has 4,500 obligations, almost a third of respondents said they manage only 1-50 obligations in a PPP contract each year.

While not all obligations in a contract will need managing closely, there will be many in any given contract that need to be well managed on a regular basis. If a manager is only managing 50 obligations per year, that is a very, very light touch approach to contract management and the question is: what is happening to the other promises contained in the contract?

Our experience is that new projects do not adopt light-touch, and that many existing projects, having light-touch managed for years, are now concerned at the risk exposure of not being on top of their contracts. In putting this right, they adopt new technology which allows the thousands of obligations in a project to be extracted and published in a spreadsheet in just seconds; enabling the parties collaboratively to agree which obligations they want to manage, by whom, when and with a link to the compliance documents.

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- Embed agreed operating practice as BAU
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# Investigating the alignment between managers, their organisations and the projects in collaborative initiatives



**Dr Mehmet Chakkol  
and Jonathan Canioni,  
Warwick Business  
School**

**Previous research on collaborative working examined how and why inter-organisational collaborations form and evolve:**

- 1** Institutional: exploring conditions which increase the proclivity of firms to form collaborations;
- 2** Inter-organisational: which examines how organisations work together;
- 3** Organisational: focusing on the internal mechanisms of collaborative working, and most recently...
- 4** Individual: investigating what it means for individuals to be collaborative.

Other studies also explored what it means for an organisation to be collaborative. These seem to focus on organisational strategies and motivations to engage in collaborative working, such as accessing new resources (information, knowledge, machinery and raw material), new capabilities (innovation) or increasing market share.

The strategy adopted by an organisation, as well as its needs, will directly affect its bargaining power while collaborations are being negotiated and formalised (see Figure 1).

Until now, research has largely looked at inter-organisational collaboration, tending to focus on narratives of failure in collaborative projects. Several studies highlighted how the breakdown of trust, along with the reduced commitment of partners, inevitably leads to difficulties on projects.

Issues of trust and commitment have also been linked to the level of contractual and relational governing mechanisms that were put in place in the collaboration. This empirical study also shows that the ISO 44001 provides formal institutional guidelines for informal governance as well as building flexibility into the contracts.



*Figure 1: The ISO 44001, the institutional link between the Organisational and inter-organisational levels*

Figure 2:  
The dynamics and linkages between the individual, the organisational and the inter-organisational levels of collaborative working



However, despite the need to understand the individual skills and behaviours of collaborative work, as evidenced by HS2's £1m expenditure to test collaborative behaviours (*Financial Times*, 2017), researchers have only recently started to look at the individuals' skills and behaviours which support collaborative working.

Despite this, much of the research into the knowledge, skills and attitudes of collaborative working is equivocal. Previous research from Warwick Business School elicited ten individual attributes of effective collaborative working: this multi-sectoral study was the first step in identifying the psychology of collaboration.

Both practitioners and researchers seemed to reach the consensus that individuals shape the success of inter-organisational collaborations, and collaborative organisations, therefore, need to hire people with attributes that support their collaborative cultures and objectives.

Therefore, the individual, organisational and inter-organisational levels of collaborative working are linked and affect one another.

Figure 2 shows the dynamics and links between the three levels.

### Planned research

Our next academic research project will examine the alignment between effective managerial skills and attributes, and appropriate organisational incentives for the effective working of collaborative project aims and objectives.

The research will have a multi-industry perspective and will be conducted in multiple sectors. It will formally identify managers with the relevant behaviours and skills to support effective collaborative working and assess how they fit both with the project and their ISO 44001-certified organisations.

This study will also examine how ISO 44001 influences collaborative behaviours in the organisations, in the project and among managers.

If you are interested in finding out more about the project, please contact Jonathan Canioni and Dr Mehmet Chakkol at Warwick Business School.

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# Building a new learning stream for collaborative innovation leadership



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

**Driven by the changes in the world and how people work and consume through the rapid application of radical technologies,**

**many organisations are becoming more dependent on external relationships for innovation and learning. This is rather than being solely reliant on their internal capabilities as no single organisation is an island of self-sufficiency.**

At the same time there is a growing dependency on collective working, be it through co-ordination, cooperation or collaboration, which is a driver for organisations to be open continually to innovation with others for survival, spreading risk, and accessing new markets for growth. This is whether the innovation is incremental by working in dyads or, as is more likely to be the case for a long-term future, generated through radical or disruptive innovation in networks and value constellations in triads and even more organisations on occasions.

Collaboration between industry and knowledge institutions, such as universities and professional institutes, is claimed particularly to be necessary for innovation and economic development. The universities' role in such collaborations is threefold: to cogitate, demonstrate and educate – ensuring that theory informs practice, which in turn informs teaching, which informs theory and the like, in a reiterative process.

## Cogitate

Cogitate is the provision of expert thought leadership – where an individual academic is, or a group of researchers are recognised as the foremost authorities in selected areas of specialisation and the go-to source for said expertise.

The University of Warwick provides the resource for this through Warwick Business School (WBS) which has a team of academic subject experts who are continually researching behaviours, culture, innovation and leadership. WBS draws on the research it carries out for the Institute of Collaborative Working (ICW), which is then disseminated through ICW's Academic Forum.

## Demonstrate

Demonstrate is to show clearly the existence or truth of something by giving proof or evidence and

*The National Automotive Innovation Centre (NAIC), at the University of Warwick, will create and develop novel technologies to reduce dependency on fossil fuels and reduce CO2 emissions. It is a long-term partnership between Jaguar Land Rover, Tata and the Warwick Manufacturing Group (WMG) and will create a unique collaborative environment for engineers, designers and academics.*



## Collaborative Innovation Leadership...



ADAPTED BY DR P B CONNOR BASED ON BREUER & LÜDEKE-FREUND (2017)

a practical exhibition and explanation of how a machine, skill, or process is performed.

The U.K.'s £150m National Automotive Innovation Centre (NAIC) on The University of Warwick's campus is due on-stream this year, and is a good example of an innovation partnership that comes with collaboration built in. Here, the relationship between academia and industry is creating new models of infrastructure in a value network. Comprised of Jaguar Land Rover(JLR), Tata Motors, Warwick University and its Warwick Manufacturing Group (WMG) faculty, other organisations in the automotive supply chains will be able to work side-by-side in a university-industry collaboration to harness innovation and learning from leading academics and practitioners.

WMG is also collaborating with other industry partners such as the University of Oxford, JCB, JLR and Alexander Dennis alongside other specialist providers through the UK's High Value Manufacturing (HVM) Catapult programme. The focal purpose is to develop new and improved solutions to balance the evolving, challenging and complex energy supply and demand environment across several applications including automotive, manufacturing



and the grid, as organisations transition through Industry 4.0 – the fourth industrial revolution – under the auspices of the UK's Industrial Strategy 2017.

### Educate

Educate is to provide intellectual, moral, social instruction and applied understanding to someone in an area of knowledge. For this element, WMG at the University of Warwick has been working with ICW over the past three years on the postgraduate module for Collaborative Leadership built around BS 11000 principles. This stand-alone module has been attended by students from ICW's membership and others from blue-chip leading-edge organisations.

Lessons learnt for these delegates over this period has resulted in WMG hoping to finalise an offer for an ICW badged Postgraduate Certificate (PGC) in Collaborative Innovation Leadership built upon ISO44001 principles. The overall aim is to build a learning stream that creates a route to developing improved skills and competences for individuals working for, and with, other organisations who need to harness innovation through collaborative working and leadership against a structured systemic approach.

WMG will use the Integrated Management Concept to address collaboration and innovation in an organisational environment set within a global business environment. The management levels – normative, strategic and operational – are looked at across three aspects of management: structure, activities and behaviour.

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# The hybrid corporation

By David E. Hawkins, ICW

**Consider the implications of evolving business models into the 21st century where the traditional corporate models are giving way to a variety of alternative approaches challenging corporate leadership, operating structures, transparency and interdependence, increasing the need to build more systemic collaborative relationships.**

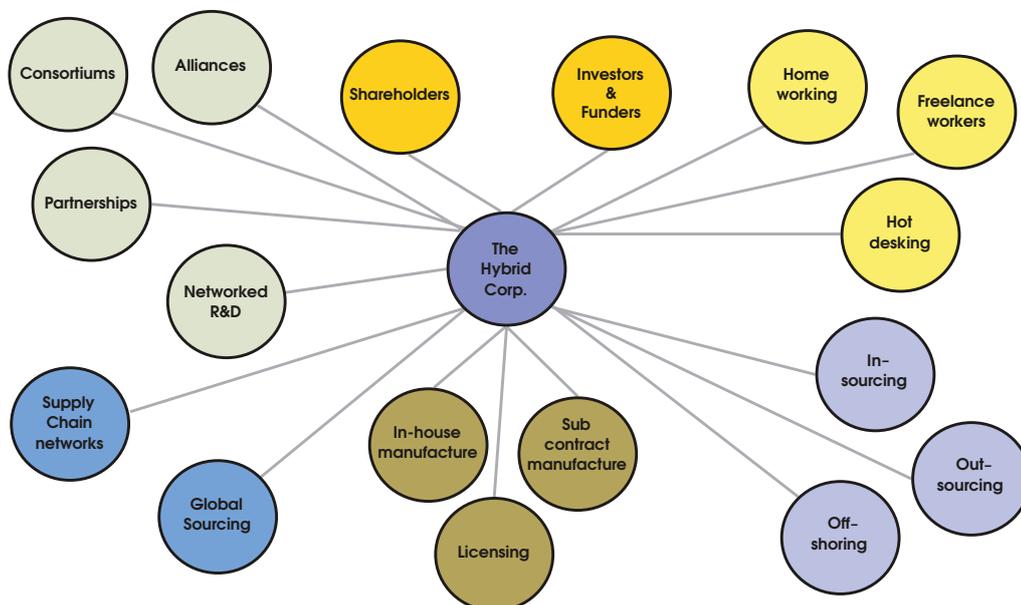
In the early 20th century conventional wisdom was that companies and corporations would develop around traditional command and control models as epitomised by Henry Ford, where growth and reach were based on organic development and hierarchical management structures operated under dynastic leadership, whether public sector or commercial operations.

These models largely remained until the post-World War Two era, where social influences began to erode the traditional industrial hierarchy. The demands on labour in WWII changed perceptions of women's roles in agriculture and manufacturing. Shortages of labour strengthened labour movements but also led some countries to import labour. Even where manufacture was retained,

the focus was to reduce costs by temporarily importing specialist skills and outsourcing non-core functions. This was followed in the latter part of the 20th century with major trends towards offshoring to benefit from low cost labour. At the same time public sector operations began to shift toward commercial outsourcing solutions with the aim of reducing costs and transferring risk.

As we have seen, various engagement models develop and come into fashion to enhance competitiveness, reduce costs and in some cases spread risk; these have largely been temporary or short-term arrangements, often entered into via offshoots of functional groups within the corporate hierarchy – whether these are research and development, marketing and sales, manufacturing, supply chain management or services. They have been managed outside of the mainstream structures and frequently poorly integrated into cross functional alignment. These initiatives can, to some extent be ring-fenced, but are vulnerable to changes both externally and internally. Equally, the management of them tends to cascade from a traditional management approach stemming from

## The hybrid corporation



that Henry Ford model and the risks of interdependence were frequently underestimated.

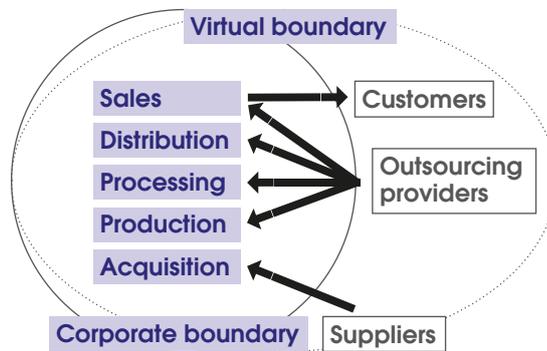
Looking forward, the concept of the “hybrid corporation” is perhaps not that far from today, but it does offer new dynamics facing future corporate leadership. There are many differing views on what the future corporation will look like. The cyber technologist will say there is no need for permanent structures any more. The functional hierarchy 20th century will give way to flat lean central management. Individuals will largely work from home or temporary offices. Progressively, employees will be less tied to a company as they were in the days of Henry Ford or the company towns of the industrial revolution. Individuals will frequently be freelance specialists providing services to multiple companies, which raises issues such as company loyalty, resource stability, and security – and for the individual, increased dependence on their personal reputation. The scientists will say that increasingly, functions requiring human interfaces will be replaced by robotics and artificial intelligence.

The reality is that we are a long way from this technology-based Utopia. There are emerging trends where service provision such as outsourcing is no longer simply a paid service but is remunerated through the overall client’s performance. Against these visions of the future, we must however, consider how our world is developing as a background to the challenges facing tomorrow’s leaders.

The increasing interdependence of customers and suppliers is evident, as is the greater premium placed on knowledge. There is a growing focus on branding and people rather than goods and capital where trust and reputational risk are concerned. The balance between cost and value is getting greater recognition, as strategic organisational relationships and alliances address the challenges of integration and de-integration in supply chains through increased globalisation.

Recently we have seen examples of where this complex outsourcing model can suddenly break down, negating cost and risk management advantages.

## The ‘outside-in’ theory



- Price
- Quality
- Delivery
- Management
- Contracts
- Performance
- Integration
- Culture
- Ethos
- Commitment
- CSR
- Interdependence
- Trust

The driver for creating these external relationships was cost saving – whether bringing external services in-house or outsourcing/offshoring – in the future, given the pressures on resources, the drivers will be capability, resource accessibility and sustainability. They are likely to become an integral part of their future operating model. Perhaps more significantly, the way in which these resources were engaged was driven by traditional contracting approaches based on the same philosophy as buying materials for manufacture. It is little wonder that many of these arrangements failed to deliver and in some cases customer backlash stimulated a rethink and risk assessment.

Looking at what is already happening in terms of integrating or transferring capabilities externally, potentially some organisations are sleep-walking into the hybrid corporation model without the rigour to sustain their operations. Others may fail to understand the future challenges of the marketplace, seeking only to dabble in ad hoc external relationships for short-term gain.

Based on the trends and projections, the dynamics of engaging external parties as mainstream capabilities rather than simply cost saving opportunities where the future demands on resources, will be more focused on sustainable operations. Then corporate strategies for the 21st century ought to be assessing where the next shift will come and how well their organisations are positioned to address these.

As they move forward, integrating hybrid thinking may be the next game changer for competitive advantage and trust and reputation will be a major factor.

# More to success than process alone

**David E. Hawkins, ICW**

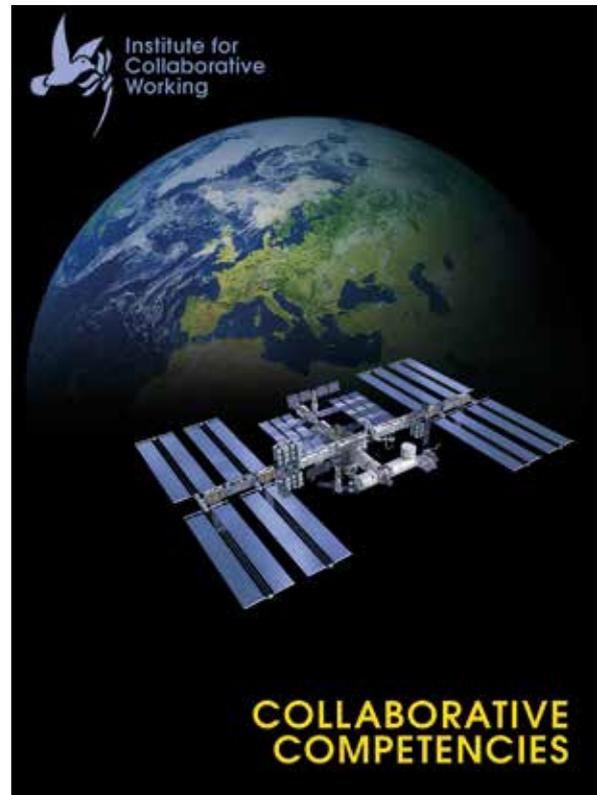
**In pursuing the promotion of collaborative working as a professional discipline, the publication of ISO 44001 in March 2017 provided the first international platform for collaborative working. This significant step is, however, only part of a much bigger challenge. Establishing a process is clearly important to create the right environment for collaborative working to succeed, but experience shows that process alone will not drive success: the development of people skills, competences and behaviours is crucial in terms of establishing a sustainable and beneficial approach.**

Many will be aware of our relationship developed with Warwick Business School to sponsor research into the psychology of collaboration and more recently to contribute to a four-year PhD programme. This is being focused through the Collaborative Working Academic Forum, which now embraces a growing fraternity of universities. Also, working with Warwick Manufacturing Group, ICW is introducing collaborative leadership into high level education on an international level. In addition, ICW has launched a Special Interest Group of practitioners to work on further developing concepts to support behaviours and attitudes.

Skills development is a crucial aspect of ICW's activity and this is covered in more detail under "Future Proofing Collaborative Working Skills". Identification of collaborative competences beyond specific technical capabilities has prompted ICW to develop a guide to identifying and developing these competences. The basic elements have been defined within the structure of the Maturity Assessment Programme (MAP) in order to align individual competences with those aspects of organisational maturity. For example:

**Attributes:** Those professional and learned capabilities (knowledge) which are based on academic, institutional or corporate training programmes.

**Abilities:** Those skills that may be acquired through operational experience and/or developed over time through coaching and mentoring programmes.



*The guide Collaborative Competencies is downloadable in the Tools and Resources section at [www.icw.uk.com](http://www.icw.uk.com)*

**Attitude:** Those characteristics which influence the behaviours of self, others, team and organisation as they interface with others in a collaborative venture.

ICW recognises that roles and responsibilities will vary by organisation and function, and that in some circumstances these may be specifically delegated or assigned in the case of specific relationships. As such, the generic profile of competences only includes high level considerations of function and is defined within the following categories:

**Operatives:** Members within a collaborative venture where they will not necessarily need detailed knowledge of the systems and processes that underpin such arrangements, but where their individual behaviours may impact outcomes.

**Team leaders:** Those individuals responsible for directing and managing teams, internal or jointly within a collaborative venture.

**Programme Management and Champions:**

Responsible for implementation and day to day operation of the Collaborative Business Relationship Management System (CBRMS) within organisations and collaborative ventures.

**Executives and SER:** Senior Executives Responsible for identifying strategic relationship, the scope and boundary of the CBRMS, developing policy, internal management systems, support, leadership, and oversight of operational activities.

**Assessors:** Internal compliance teams and third party auditors with responsibility to validate operational implementation of CBRMS.

**Facilitators and Co-ordinators:** Those supporting implementation of CBRMS programmes, assigned relationship managers, facilitators supporting ongoing collaborative activities and third party consultants engaged to support collaborative programmes.

**Individual Membership**

Under the chairmanship of David Anderson from BAM Nuttall, the Individual Membership programme continues to gain traction across a wide range of companies. The membership is growing and provides valuable recognition for the capabilities of individuals and is a positive benchmark for their organisation's commitment to collaborative working.

The overall aim of the Individual Member is to promote the key principles of the Institute, which are to encourage, support and facilitate collaborative working as part of its Collaborative Capability Pathway programme to:

- promote and support recognition of collaborative working as a fundamental business discipline;
- create a recognised skills and capability development process;
- develop a platform for knowledge-sharing and education;
- create an individual and transferable capability accreditation;
- provide a centre of excellence for collaborative skills;
- harness in-company/third party educational programmes in partnership under a single scheme.

**Individual Membership programme will enable:**

- organisations to create a focus for development of their staff;
- a recognised capability profile to support collaborative programmes;
- the encouragement of individuals to enhance and demonstrate their capabilities and competences;
- recognition for individuals that excel in a collaborative environment;
- raised performance through more effective collaborative approaches;
- the encouragement of individuals to utilise their skills more effectively and enhance customer confidence.

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**If you would like to know more and understand the various routes to membership, contact us:**

**Email:** [chairman.micw@icw.uk.com](mailto:chairman.micw@icw.uk.com)

**Telephone:** Alan Maund: +44 203 051 1077

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# ISO 44001: The International Standard for Collaborative Business Relationships

ICW was delighted to formally announce the publication of ISO 44001 in March 2017 at The Shard. It was the culmination of three years' work by the international committee led by ICW's Operations Director and Knowledge Architect, David Hawkins, and supported by the British Standards team led by Mick Magar and Piera Johnson. The committee representing 12 countries

– working together through a series of meetings and working groups – managed to deliver the standard in record time. This is not the end but the start of an ongoing process to build on the foundation of the standard.



The publication of the standard has significantly raised the profile of collaborative working and has stimulated interest in a number of countries. Over the last year ICW has been pleased to support launches of the standard in Portugal, Spain, Belgium, USA and Sweden.

Based on the recognition by the committee that the standard should be supported by further guidance, the International Standards Organisation – following a voting process – agreed to establish a new full technical committee (TC286) to evaluate and develop publications which would help organisations to exploit fully collaborative working. ISO appointed David Hawkins to chair this new committee for the next five years. So, as David takes on the chairmanship of the international committee we are equally delighted that Adrian Miller of NATS has taken over the helm as chairman of the UK mirror committee.

We were pleased that, as an interim measure, BSI undertook to revise the BS 11000 part 2 guidance standard, through its UK mirror committee, to align with ISO 44001. This guidance was published in July 2017 and then passed to the new international committee as a basis for further development.

## Progress and development

The first meeting of the newly established ISO committee (TC286), pictured above, took place at the beginning of September in Stockholm as guest of SIS (Swedish Standards). Following the committee session, SIS organised a formal launch of ISO 44001, at which some 100 delegates attended to hear a variety of speakers. The level of interest has prompted further development to provide more detailed workshops.

The group made good progress with the development of ISO 44001-2 guidance and will be meeting in London in May to progress this work. Plans are in place for the next meeting to be in China where their mirror committee has expressed their desire to get involved. In addition, the committee identified a number of work items which will be progressed over the coming months. These include the development to of a principles-based publication, which is being led by the Swedish mirror committee, and a guidance document specifically focused on small and medium sized companies, which is being led by the Italian standards teams. Further aspects of collaborative working are under consideration.

## Award for outstanding work

ICW was also delighted that this year David Hawkins was presented with The BSI International Standards-Maker Award for his outstanding work and inclusive approach in the field of collaborative business relationships standards.

This award is to recognise an exceptional contribution to representing, championing and safe-guarding UK committees' positions in European and/or international standards-making. Recipients have demonstrated how their contribution has specifically supported UK interests contributing to the development of one or more standards which have a significant impact on industry, the economy and/or the public good.

Dr Scott Steedman, BSI Director of Standards said: "David has been the driving force behind

standards development in this area since 2006, even reaching out to relevant stakeholders around the world to get them involved. His inclusive, proactive and dedicated approach to the task in hand is what ensured success".



Above: with David Hawkins (centre) are CBI Deputy Director-General, Commercial, Henrietta Jowitt and BSI Director of Standards, Dr Scott Steedman



## Support for organisations

In support of the international standard David Hawkins recently published his latest book, *Raising the Standard for International Collaboration*. It is focused on helping organisations to understand the potential benefits of collaborative working and then implementing a systemic approach through the application of ISO 44001 standard.

See [www.icw.uk.com](http://www.icw.uk.com) for details about how to obtain copies of publications

International Standards-Maker Award Winner  
BSI Standards Awards 2017



# ICW knowledge-sharing continues global expansion

## Sweden

A structured approach to collaborative working was introduced to the Swedish construction market in the early 2000s. The big push didn't come from clients. This change in culture and contracts was driven mainly by major contractors. There were,



of course, early adopters, but as an industry it took quite a few years before both public and private clients

had really caught on and began adopting their procurement and project realisation strategies.

Organisations working systematically with collaboration will inevitably get better at it than those who don't. We are seeing a booming construction market with record breaking investments in infrastructure, and one of our key challenges over the next decade will be how to use our limited resources more efficiently and learn to work together in new multi-national constellations and reaching further into the supply chain.

With the launch of ISO 44001 in 2017, the construction market in particular has found a long sought-for common framework for taking collaborative working from individual initiatives to an integrated part of how organisations operate to reach a higher level of maturity across the whole building sector.

John Thorsson

## Portugal

Portuguese companies are among the smallest in the EU. Thus, the option to compete through collaboration is especially aligned with the Portuguese scenario, where size will not be the decisive factor for competitiveness. The combination of competencies through collaboration is a smart strategic option and of great potential.



In 2018, corporate collaboration in Portugal will find special adhesion with its internationalisation efforts. There is also

a stimulus for start-ups that the country attracted in recent years when the collaborative work has a critical role for their efficiency and expansion.

ICW Portugal has the following goals for 2018: (1) translate the ISO 44001 norm into Portuguese; (2) create awareness in the community for collaborative working; (3) sensitise start-ups for the potential of collaboration; (4) further the investigation of the application of collaboration in the service sector.

These are important yet fundamental challenges for the sustainable development of Portugal where ICW can have a strategic role. In Portugal there is a bright future for collaboration.

Bruno Marques

## ICW Wales

Collaboration continues to be top of the strategic and political agenda since publication of the Well-Being of Future Generations (Wales) Act 2015.



Public bodies must demonstrate their efforts to collaborate for achieving the stated well-being goals and/or to

assist another (public) body to meet its objectives. Collaboration is central for managing categories such as housing, health and transport.

In terms of research, Cardiff University has partnered with St David's Children's Society for a knowledge transfer partnership. This is a two-year project to design a more effective recruitment strategy for children identified as waiting the longest for adoption families. Following the principles of ISO 44001, four voluntary adoption agencies under the Strategic Voluntary Adoption Partnership and statutory sector, will work jointly.

A *Joint Bidding Guide*, published by Welsh Government has been updated (commissioned by Social Business Wales), and the principles of ISO 44001 included (Ch. 5. *Consortium Pre-formation*, Para 5.2 *Tools*). The guide supports buy and supply sides, aimed at promoting opportunities for SMEs to win larger public contracts by bidding jointly. It asserts relevance of the standard for smaller businesses in the initial stages of forming the consortium. Suppliers interested in joint bidding are encouraged to refer to Annex A, Table A.1 – *Assessment Checklist of ISO 44001* and Annex D, Table D.1 *Relationship Maturity Matrix* of ISO 44001 to assess the initial and proposed levels of collaboration maturity.

Dr Jane Lynch

## ICW New Zealand

ICW New Zealand is pursuing opportunities within the New Zealand market through our four trained associates working under the tag line "Better Results Together". The purpose of the team is for: "Delivering great results by harnessing the capabilities and passion of people and teams through a structured approach to collaboration". At this time in our evolution we are not looking to develop the Institute's local branch, as we need a track record of successful



collaboration within relationships to enable ICW NZ to flourish as a contact point for user groups.

We have a small number of private and public sector organisations we are working with to support their approach to collaboration through a structured process. We have one corporate entity that is working towards certification in 2018 under ISO 44001 and we are looking to BSI to support this through their

certification role. We have found some reservations about certification to the standard and our work with organisations is more around strengthening their collaborative relationships using those principles of the standard that they are comfortable with.

We are planning a marketing event involving senior executives of both the private and public sector to sell the message of a structured approach to collaboration. This is expected to occur mid-year. We are getting great support from our UK colleagues to assist us and draw insights and knowledge from their vast experience.

A leadership training course through ICW UK is being planned for a company in Australia and we will provide assistance to gain experience and be a local contact.

Dave Macdonald

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## ICW-ASEAN Region

Malaysia with a GDP growth in the region of 5 per cent for the last financial year, witnessed the continued emergence of huge infrastructure projects involving cross border participations and investments. This year being a one for a national election, infrastructure development took centre stage. The construction of the multi-billion dollar Pan Borneo Highway – which stretches across the two states in East Malaysia – kicked off, and should receive a lot of attention and interest from local and international contractors. Malaysia and the region



continue to attract huge investments, although the oil and gas industry is less buoyant.

The concept and principles of collaborative working is slowly but surely being heard in the business community, and hopefully during 2018, ICW will have some presence in Kuala Lumpur. The scope and potential of collaborative workings for ASEAN will receive more focus and push in 2018. The capital city of Kuala Lumpur can be the focal point, with more resources and energy deployed in this direction. It is not really green field for ICW and ISO 44001, and with greater exposure, the gap narrows as we plan a formal launch later this year.

Michael Chiam PhD

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## Africa

With recent changes in the leadership of the African National Congress and a corresponding uptick in business confidence, the time was right to launch ICW in South Africa. On 20 February,



ICW UK executive director Bill Taylor led a workshop at the Equinox in Sandton, Johannesburg providing delegates

with an introduction to collaborative working. The workshop generated excellent feedback and provides a launchpad for local representatives Mike Perry, David Drummond and Muzala Vuylsteke to engage a steering committee for ICW Africa. A further event is being planned and a delegation to the UK is expected to attend the ICW reception at The House of Lords in May.

David Drummond

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## ICW Canada

ICW Canada is laying down the foundation for widespread adoption of the collaborative model of management across the board, as the government of Canada undertakes major reviews and modernisation of the procurement regimes related



to complex projects and strategic public-private partnerships.

ICW Canada is collaborating with Strategic Relationships Solutions Inc and KPMG to promote relationships management, collaborative working and relational contracting as the core elements of a new collaborative business model aligned with best practices within ISO 44001 international standard. Recently, members of ICW Canada have appeared as a witness before the House of Commons budget committee to discuss barriers to SME success, innovation, and to brief members of parliament on complex projects procurement reform.

Our programme for 2018 is focused on building our Canadian membership base and beginning to provide local collaborative training, internal capacity building and internal ISO 44001 assessments.

Andy Akrouche

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# Unconscious bias: commitment or compliance?



**David E. Hawkins, ICW**

**In the last year the number of articles and papers that have emerged around the topic of unconscious or subconscious bias seems to have grown exponentially,**

**whether addressing corporate strategy, investment evaluation, business development or leadership challenges. The theme appears to be focusing on decision making and is one which of late has been brought to the fore in terms of thought leadership of collaborative working within the arena of attitudes and behaviours.**

It might have been a facet of “group think” in the 90s where everyone was leaping on the concept of partnering. Many, one hoped, were driven by appreciating the potential value of adopting the concept and others simply reacting to a current fad. Back in those days we did not recognise terms such as “unconscious bias” – we largely fell in to one of two camps: evangelists who could see no wrong and the cynics who saw partnering as either folly or a thinly veiled approach to take advantage through greater transparency.

Whatever the position, what was clear over time and led to the devaluation of the approach, was that the majority of partnerships were deemed to be failures. When you analyse why that was the case, it was generally that many so-called partnerships never had a substantive business basis, and so could not deliver, whilst many of those that made sense were not executed effectively.

It was this dilemma which together with growing trends highlighted by the research “Future Connections” for future business models to rely on integrated approaches, that prompted the work on CRAFT. The aim then was to provide a decision-making tool which would establish a structured

approach which would put some rigour into the process of deciding on a collaborative route and would create a more stable platform for those collaborations which did make business sense. Those early considerations perhaps in themselves unconsciously were part of a more complex thinking process as we built the filters where we were already driving a strategic imperative. After all, we all appreciated that collaborative working relied on people not process.

The thinking behind CRAFT was predicated on a concept that in the main, people prefer to work collaboratively. As such, it took a different trajectory to the traditional focus on realigning behaviours and propagating team working. The eight-stage life cycle model focused on why and what is within companies’ processes and systems that constrained or restricted collaborative working across organisational boundaries. As we have seen, the structure of this approach was generally seen as very logical and useful in identifying a decision making, evaluation and joint management approach. The evolution of CRAFT through to an international standard reflected a recognition that integrated business models and collaborative working clearly has a future, and the ISO standard filled a gap to help facilitate better engagement over time.

The underlying principles of CRAFT and its migration to an international standard were based on addressing those aspects of organisational processes which would have a significant effect on both business decision making and the behaviours that these either fostered or suppressed. In general, people will obey the rules they are given and which have a logical basis, so in part even then we were looking to influence the way people thought – and as a result the behaviours that would develop.

So today we have a platform in the standard, but are we any closer to addressing the underlying weakness that our behaviours and levels of engagement are influenced by, not what people say but more by their individual thinking that perhaps they themselves don’t recognise?

One of the challenges for leadership when implementing collaborative approaches, as we have seen, is identifying if someone has a predisposition to work collaboratively, and if not, how do we identify the competences and developments necessary to fully exploit the advantages? Since it is the case that, whilst we can publish policies that promote collaborative working and implement processes that allow it to be evaluated and operated, success depends on the level of engagement.

It can be that an individual who has worked in a traditional and somewhat insular environment for long periods, finds that suddenly changing one's attitude does not always come easily. So, whilst the chief executive may issue a mandate and the processes incorporate the appropriate triggers, it may be that there is a level of *compliance* but perhaps not the *commitment* due to historical or even unconscious bias.

It could be that this divergence is what tempers the degree of engagement and seeps through the culture and behaviours of individuals, groups and even organisations. In recent years we have seen examples of non-collaborative behaviours even against a publicly promoted corporate ethos of a collaborative persona.

At this stage it would be cavalier to suggest we know the answer, but it is an area that perhaps we should be looking at to understand more clearly.



As ICW, we are looking toward the work being researched by Warwick Business School and our membership to better establish ways of identifying these biases as a first step to understanding how to address them. What we have started to consider is some of those traits that may be indicators which we can build on.

There is a way to go with this initial thinking, but what is certain is that those developing or leading collaborative ventures need to not only consider the process that will facilitate collaboration, but focus on the attitudes being displayed and reinforce the behaviours that will optimise the outcomes.

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Application	Attributes	Attitude	Aptitude
Strategic thinking	Programme management	Entrepreneurial	Visionary
Intuitive	Business development	Opportunity driven	Influencer
Outcome focused	Executive leadership	Innovative	Proactive communicator
Solutions development	Service delivery focus	Shared risk & benefits	Adaptable
Change management	Project management	Customer focused	Progressive
Planner	Contracts management	Margin protection	Open minded
Team player	Supply chain management	Regulation focused	Self-motivated
Process oriented	Functional manager	Compliance driven	Goals driven
Rules driven	Team leader	Detail driven	Results based
Task focused	Hands-on technician	Risk averse	Passive

# ICW Awards reflect breadth of quality

**The 2017 ICW Awards reflect the growing focus on collaborative working with increased registrations this year, and we are delighted that the quality of submissions demonstrates the level of collaborative activities that go beyond the ISO standard.**



Since its inception in 1990, the Institute has focused on the identification and dissemination of good practice in the field of collaborative working. The latest awards certainly brought forward a wide spectrum of submissions, providing a significant challenge to our judges.

The British Standards Institution (BSI) has been working alongside ICW since 2005. We were delighted that once again BSI jointly sponsored the awards with the Institute and provided professional support for the evaluation and recommendations.

Our special thanks go to the judges (pictured below), who gave up their valuable time to review and evaluate the short-listed nominations, and for their impartial assessments: Lord David Evans of Watford, Chairman of ICW; Frank Lee, BSI Director for Risk and Resilience; and Dr Mehmet Chakkol, Assistant Professor of Operations Management, Warwick University.

More than 200 members, guests and nominees attended the awards ceremony at the House of Lords in December, when the winners were announced.



**Lord Evans of Watford**  
Chairman of ICW



**Frank Lee**  
BSI Director for Risk  
and Resilience



**Dr Mehmet Chakkol**  
Assistant Professor of Operations  
Management, Warwick University



### Collaborative Pathfinder Won by NATS

NATS is at the forefront of a major transformational change through its Deploying SESAR programme to meet EU Single European Sky objectives. They deploy a progressive, multi supplier, integrated collaborative approach to working with key international industry partners to transform UK airspace infrastructure. With their partners INDRA (UK and Spain); Leidos; Harris (both USA); EMCOR; Logicalis (both UK); Altran; Thales (both France); Rohde & Schwarz (Germany) and Nav Canada, NATS have established a collaborative



ecosystem to deliver the transformation programme.



### Industry to Industry Won by Leidos and Lockheed Martin

Leidos and Lockheed Martin successfully entered into a merger and acquisition activity in relation to Lockheed Martin's Information Systems & Global Solutions business (IS&GS). Culminating in IS&GS transitioning to Leidos on August 17, 2016, from the onset it was appreciated that effective collaboration was imperative to making the full transition to Leidos successful. Collaborative business relationship management principles underpinned all aspects of the transition and this was recognised as a key success



factor across the stakeholder community.

### Public-Private Sector Collaboration Won by Boeing with The Ministry of Defence

A visionary partnership between Boeing's Information Services programme and the Ministry of Defence's Defence Equipment & Support organisation has seen the successful roll-out of the Base Inventory and Warehouse Management Services programme. The programme is a fine example of a forward-thinking partnership, bringing together a clear and concise vision and mission and subject matter expertise, which will deliver tangible benefits to the defence enterprise for years to come.





**Innovative Collaboration**  
 Won by **NHS East Midlands Leadership Academy**

Our NHS is arguably one of the most complex systems in the world. The well documented challenge for the healthcare system is to become more integrated – a challenge that should not be underestimated in its magnitude. With a remit for delivering leadership development opportunities within the NHS, The East Midlands Leadership Academy (EMLA) has been working to support leaders with the transformation agenda and created a “systems leadership”



model which brings together colleagues working in health and social care.



**Supply Chain**  
 Won by **Costain and Tarmac**

Costain and Tarmac set out to realise the full potential of a long-term collaboration to deliver greater transparency and make better informed decisions, based on whole life performance. The close collaboration realised on the Heysham to M6 link road has not only delivered demonstrable value, but has also set the precedent for future working relationships. Based on that learning, they have now formed a Global Collaborative Working Relationship to realise these benefits and establish best practice across their businesses.



**Chairman’s Special Recognition**  
 Won by **Wessex Capacity Alliance**

The Alliance was set up in 2015 as a collaboration between Skanska, Colas Rail, Mott MacDonald, AECOM and Network Rail to deliver a £400m programme of improvements at the UK’s busiest railway station. It will result in the biggest package of improvements in decades for passengers travelling to and from London Waterloo, to deliver enhanced capacity into Waterloo. Alliancing methodology has been used throughout the programme to achieve maximum efficiency and value for money.





### Emerging Collaborative Leader Won by **Lois Love of Leidos**

With her infectious positivity and determination, Lois Love of Leidos not only embodies the philosophy of collaboration within her own day to day commercial activities, but also continues to be a driving force behind wider business understanding. As an individual contributor, mentor and leader within Leidos, Lois provides support and guidance across business sectors in relation to collaborative working practices. Her focus and open-mindedness provides a fine example of how tomorrow's leaders should seek to engage.



### Collaborative Individual Won by **David Wright of Keir**

David was awarded this for his truly inspirational collaborative leadership, having a vision of, and realising the benefits to be gained from collaborative working, and taking his organisation and his industry forward to reap the benefits through innovation and commitment. He instigated a number of firsts that have delivered a cultural change, encouraging highways sector service providers to interact, co-operate and collaborate where they had not done so previously, bringing benefits and improvements in safety and performance across the sector.



### Outstanding Achievement Won by **Tim Seabrook of Capita DIO**

After evaluating submissions across the public and private sectors, the judges unanimously agreed that the work on collaboration within the Defence Infrastructure Organisation (DIO) driven by Tim Seabrook warranted particular recognition for developing a systemic approach to better harness the resources and capabilities of both government and industry to support our armed forces.



### We congratulate all those

**...who submitted entries to the awards, and hope that, while there can only be one winner for each category, they will all take pride in their efforts and look towards to this year's awards.**

Online registrations and submissions for the 2018 Awards are open from 31 May.

**ICW Collaborative Working Awards 2018**

**Date:** 13 December 2018

**Time:** 6:30pm-8:30pm

**Venue:** House of Lords, Westminster, London

# Future proofing collaborative working skills

Paul Greenwood and Leigh Lawry, ICW

**As the collaborative working ethos continues to gather momentum in many ways stimulated by the publication of ISO 44001, it becomes increasingly evident that, to achieve ICW's aim of establishing collaboration as a professional business discipline, we need to encourage investment in skills development.**



In publishing *Building Collaborative Capability for the 21st Century*, last year we outlined the Institute's approaches, and more recently we published the first edition of our *Collaborative Competences*, so it was perhaps no surprise that we focused this issue of *The Partner* around the combined topic of "attributes and behaviours".

What we learned through many of the deployments we helped with for BS 11000 – and more recently with ISO 44001 – was that we still have a long way to go in terms of helping many organisations get their staff up to speed. As a result, we continue to focus our efforts to enhance

the spectrum of skills development projects, both as ICW and working with third parties.

Whilst the popularity of the ISO 44001 collaborative leaders course builds in the UK and increasingly overseas where there are supporting clients through our burgeoning ICW activities, there is clearly more we can and should do. For 2018 we decided to replicate our existing offerings at Warwick University in association with Cardiff Business School. Over the past year ICW has been working closely with BSI on developing their course programme around ISO 44001, which is frequently delivered by members of the ICW team led by Leigh Lawry, an ICW associate director.

## Extended programme

During 2018, Bill Taylor another ICW associate director, has been delivering a whole programme of courses to the Defence Infrastructure Organisation (DIO) across the UK and overseas MOD bases. This programme is to be extended through 2019. Also, ICW has delivered a series of introductory courses on ISO 44001 in Sweden and is planning programmes for 2018/19 in New Zealand, Australia, Singapore, Malaysia, Canada and South Africa.

Alongside our public programmes we are piloting a number of specific in-house programmes for some of our member organisations. These will be based around ICW materials including routes to individual membership (MICW) integrated with content specific to each company and its systems and processes. This follows the ICW ethos of helping organisations to fully integrate collaborative working within their own working environment.

On the academic front, ICW continues to invest with Warwick University and others to anchor collaborative working within the structure of higher education. We recently delivered a lecture to students at Pisa University. Currently, discussions are progressing with Warwick to develop an ICW Post Graduate Award which, as a starting point, will take the ISO 44001 collaborative leaders course as its first module.



ICW also recognises that face to face courses are not always practical, so ICW is working with Academy Cube and Birmingham City University to develop a series of online modules which will enable broader reach. At the same time, we are supporting several exciting initiatives being developed by some of our executive members' companies, including the Keir Academy and a fascinating app being developed by NATS. Both companies have offered to share their approaches as they become available. Moving forward, we are investigating the provision of a series of webinars for 2018/19, covering a variety of related topics.

The publication of ISO 44001 has reinforced the focus on competences and behaviours, so if your organisation is looking for help to build awareness and capability then please contact us by email or telephone:

training@ICW.UK.com  
 Alan Maund, +44 203 051 1077

*Above and below: delegates and tutors at just some of ICW's training programmes such as "Introduction to Collaborative Working" and the four-day "ISO 44001 Collaborative Leaders Course"*



## Training and development

ICW recognises that implementing a new business process and standard alone will not deliver the benefits of collaboration unless supported by the knowledge and skills of those charged with operating these alternative business models. To support capability enhancement, the Institute has developed a range of programmes, working with its Executive Network and partners. These programmes are designed to help organisations with matters from strategic considerations, implementation and building the fundamental skills to enhanced individual capability.

To support the broadening of knowledge in the area of collaborative working ICW in association with Warwick University Business School established in 2015 its Collaborative Working Academic Forum to bring together industry and academia.

The calendar of ICW's programmes continues to grow and is updated at the Training and Development section of ICW's website at [www.icw.uk.com](http://www.icw.uk.com).

# The ICW ISO 44001 Certification Validation Scheme

**Mike Pollard, ICW**

In 2017 ICW developed and launched a validation scheme with the aim of establishing a credible and consistent approach to company assessments and certifications to BS 11000 and ISO 44001.

There are several drivers:

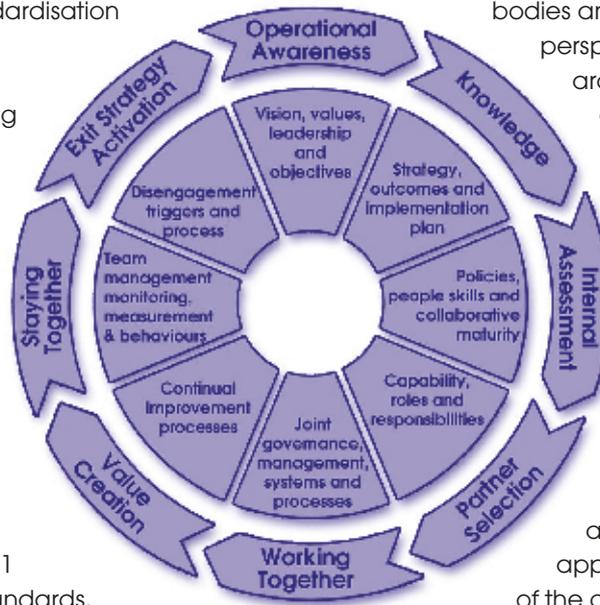
- ISO 44001 is driving heightened international interest by organisations who had existing relationships with accredited conformity assessment bodies prevalent in the countries of their operations or in their areas of trade.
- The high-level structure, or default format for management system standards by the International Standardisation Organisation means adopters of ISO 44001 are increasingly looking for their conformity assessment body to review their collaborative business relationship management systems (CBRMS) alongside their other management systems.
- The relative infancy of BS 11000 and ISO 44001 compared to other standards, has resulted in the United Kingdom Accreditation Service (UKAS) not offering formal recognition (accreditation) to the technical and organisational competence of a conformity assessment body.
- ICW, as the knowledge architects, were increasingly being asked by its membership and third parties to recommend conformity assessment bodies for reviewing their CBRMS, or validate whether potential “certified” partners had been assessed by a conformity assessment body that it recognised.
- The Institute, through its work, was aware of a few organisations who were “certified”,

but whose systems, processes or management arrangements were immature, incomplete or poorly implemented. This pointed to some conformity assessment bodies offering BS 11000 and ISO 44001 certification, who were not undertaking assessment activities with the rigour that would support the principles of the standard or the aims of the Institute.

In the absence of a UKAS accredited scheme, ICW – with the support of its Main Board, Management Board and Executive Network members – opted to establish and deploy its

own scheme to validate certification bodies and provide a common perspective. It is based

around the principles of a UKAS scheme but with the additional focus on validating the collaborative ethos which underpins the requirements of BS 11000 and ISO 44001. The aim is to provide major client organisations and industry at large the opportunity to recognise a validated common approach and the integrity of the certification process.



## Scheme outline

- **To provide companies with the confidence that certification is rigorous and consistent**  
The ICW validation scheme incorporates the requirements of ISO 17021, which sets out the requirements for the audit and certification of management systems. Conformity assessment bodies of repute are intimately familiar with this standard and are regularly assessed against it by UKAS (or another IAF MLA signatory – International Accreditation Forum Multilateral Recognition Arrangements) as part of their accreditation for many management system

standards, including ISO 9001, ISO 14001 and BS OHSAS 18001.

- **To validate certification bodies' certification processes**

ISO 17021 sets out the minimum requirements for a certification process. In addition, the ICW validation scheme sets out the expected timescale for an assessment process, sufficient for a detailed examination of an organisation's CBRMS at strategic and operational levels for certification decisions to be reached and for ongoing surveillance.

- **To validate assessor competence and training**

The underlying principles for the adoption and implementation of ISO 44001 are to enhance the effectiveness and utilization of collaborative working. As such, the validity and value of any assessment process has to embrace not only compliance to the requirements of the standard but also recognise the practical application of collaborative working and performance as evidenced by customers, partners or suppliers working with the organisation, even though they themselves may not be certified to the standard.

This places a responsibility on the conformity assessment body to ensure that its nominated assessors are fully conversant with the underlying principles of the standard and its supplementary guidance document. They must have a documented process that details the training undertaken by their assessors and an assessment of competence. Such assessment must include witnessed audit(s) as a validation of the assessor skills, knowledge and experience in assessing management

systems and, specifically, the collaborative capability of organisations working with partners.

- **To ensure certification bodies will adhere to the criteria for certification**

The ICW validation scheme incorporates a two-stage review. Stage 1 is to review the conformity assessment body's certification process, systems and management arrangements. This is a one-day audit held at the conformity assessment body's headquarters. Stage 2 tracks a specific certification exercise and checks the arrangements set out in Stage 1 are followed.

- **To undertake annual validation assessments of certification bodies' internal schemes by ICW**

Stage 2 audits will continue on an annual basis to ensure the conformity assessment body's compliance to the ICW validation scheme requirements continue to be met.

- **To validate certification bodies' internal schemes upon application**

The scheme is open to any conformity assessment body and on successful completion of the validation process the Institute gives recognition to those that demonstrate adherence to the rules of the scheme, and permission to use the ICW logo on certificates to organisations they assess as meeting the requirements of ISO 44001.

- **To promote the rigorous assessment by certification bodies of collaborative business relationship management systems compliant to BS 11000 and ISO 44001** (See below).

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## ICW are delighted

**...to recognise the following conformity assessment bodies, who have completed validation and are committed to continuing surveillance:**



# ICW Executive Network Members

ICW EXECUTIVE NETWORK MEMBERS



Member of the SNC-Lavalin Group



BRITISH RETAIL CONSORTIUM  
for successful and responsible retailing



THE CHARTERED INSTITUTE FOR FURTHER EDUCATION





MINISTRY OF DEFENCE



Railway Industry Association



SENATE PUBLISHING



ICW EXECUTIVE NETWORK MEMBERS



Institute for  
Collaborative  
Working

**ATKINS**

Member of the SNC-Lavalin Group

 **LEONARDO**

**COSTAIN**

 **bam**  
nuttall

**CAPITA**

 **EMCOR**  
UK

**SKANSKA**

**bsi.**

 **leidos**

**NetworkRail**  


**NATS**

**wbs**  
WARWICK BUSINESS SCHOOL

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