

The Partner

May 2020



The importance of collaborative leadership



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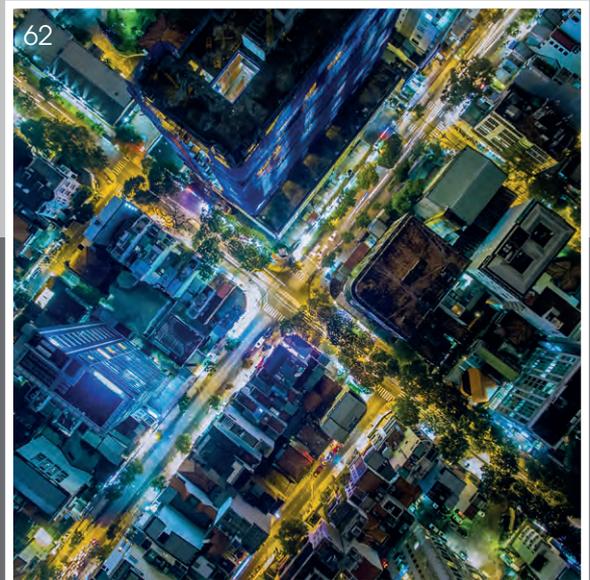


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A brief history of our institute



Nicky Painter
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In 2020 we reach our 30th anniversary and take the next step with the launch of our elected Advisory Council. As the ICW community, we are proud to reflect that, ever since our early days, our membership, thought leadership and influence continue their evolution.

Thirty years ago, Keith Joseph, former secretary of state for industry, established a government initiative to promote a greater collaborative approach to the way business was done between organisations – public and private sector – where partnering was a source of competitive advantage. To take this forward, Partnership Sourcing Ltd (PSL) was formed with support from the DTI and CBI.

Initially funded by the DTI and the PSL steering group members, PSL provided a focus to identify best practice, promoting the benefits of collaboration through publications, conferences and workshops. These bespoke services were delivered by a small flexible team of PSL associates.

In 2000 we became fully self-supporting and our steering group developed as the Executive Network, representing organisations from all sectors. The aim was to provide a forum for the exchange of collaborative knowledge and ideas. This think tank's



work showed the need for a common understanding of “collaboration” and guidance on how to do it!

The impetus to drive this forward came with the arrival of David Hawkins as our knowledge architect. Based on his experience and much research, David developed an eight-stage approach to setting up and managing a successful collaborative relationship. This process was “CRAFT” (collaborative relationship, assessment fulfilment and transformation). This was published by BSI as a publicly available specification (PAS 11000) in 2006 – the world’s first standard for the management of collaborative business relationships. After further research and practical application, this evolved into BS 11000, published in 2013.

By 2017 this had become an international standard and ISO 44001 was published. These standards are unique in that they are not prescriptive but, much more usefully, they are a framework for success and thus infinitely flexible.

It was recognised that there were gaps in skills to harness collaboration effectively. So, in 2012, PSL gained the status of “institute” and changed its name to the Institute for Collaborative Working (ICW), with the formal aim of “collaborative working to be recognised as a business discipline”. ICW grew its corporate membership and introduced an accredited individual membership programme. To support the future development, our foundation management board was formed. In 2014, the nationally recognised individual membership scheme was launched, which has now become an internationally respected designation.

In 2015 Warwick University became our first active academic partner, supporting delivery of collaborative training and development including the running of our Collaborative Leaders’ Programme and research programmes commissioned by ICW. These include benefits of collaborative working, and the capabilities, competences and attitudes required of a team member.

Now, as we mark our 30th year with the launch of our elected Advisory Council, we continue to forge ahead with our innovative thinking, research, guidance, training and development offerings. ■

ICW Board Members



Lord David Evans of Watford
CHAIRMAN



Claire Ward
CHIEF EXECUTIVE



Christopher Kehoe



Douglas McCormick



Tim Bullock



David Hawkins
CHIEF OPERATING OFFICER

Collaborative leaders for new ways of working in a changed world



Lord David Evans of Watford
CHAIRMAN

“My model for business is The Beatles. They were four guys who kept each other’s kind of negative tendencies in check. They balanced each other and the total was greater than the sum of its parts. That’s how I see business: great things in business are never done by one person. They’re done by a team of people.”

Steve Jobs

As the world changes around us, we all need to keep each other in check and, of course, enjoy some fantastic music. Though these are difficult times – and in some cases, tragic – we are also seeing opportunities to change the way that we work and adapt. It is in this environment that collaborative working comes to the fore.

Whilst everyone can play their part, responsibility often falls upon leaders to step up and lead the way. In this edition of *The Partner* we focus on the importance of collaborative leadership. Looking at our membership and our newly announced ICW Ambassadors, we see some great examples of leadership in collaborative working.

But what do we really mean by collaborative leadership?

It is the activity of bringing together people, businesses and

organisations, across boundaries and silos to focus on progressing mutually beneficial projects. Leaders need to take down obstacles that keep people in their teams and beyond, aware of the common challenges that collectively they could overcome. It requires a leader to invest in the relationships with people. After a significant time at home due to COVID-19, I and no doubt many others, have contacted people that we may not have had time to see frequently in recent times. It’s been an opportunity to build those business relationships, even if through calls or conferencing. It helped me look at where there may be new opportunities for working.

Leaders must also recognise that they set the example, but they cannot control everything. They need to share that control and the initiatives within a collaborative working environment. This is real leadership. The ICW team and our members are excellent examples of collaborative leadership, looking at new ways to work as the world changes.

May I wish you and your families all the very best in the coming year. ■

Extending our reach as ICW is needed more than ever



Claire Ward
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These are extraordinary times – for our personal lives and in our working lives. This edition of *The Partner* has been produced and finalised during a time of unprecedented changes to the way we live and work in response to a pandemic. We are grateful to our members, corporate and individual, as well as the ICW team for their agility and resilience.

If there was ever time to best understand the value of collaborative working, it is now. Whether on a global scale through better collaboration to understand the challenges of the health pandemic across all countries, to find a vaccine or to focus on the activities that are and will be required to nurture our global and domestic economies back to good health. Many people have adapted over recent months to a new way of working – at home, with technology bringing people and ideas together. They have had to adapt their business models where they can – sadly for some it's not possible. But where they have succeeded, it's often been with a determination to work with others: to collaborate for a purpose.

Many of these changes in practice will continue long after the pandemic has passed, because people will have become accustomed to a better and more efficient way of working.

We will be listening and learning from our members' experiences too and ICW will adapt and learn as we need to.

This edition of *The Partner* is focused on collaborative leadership. Leaders are needed in every walk of life, especially commerce and politics. We need them to set an example of how best to achieve outcomes that provide the most benefit to the greatest mass. I am confident that the contributions in this edition will give further thoughts for those who want to learn more about collaborative leadership.

Changes

I want to recognise how far we have come in the last year. We have continued to make changes to the way in which we communicate with our members and adapt to the changing needs of the collaborative community.

Our new website was launched last year, replacing a site that was not showing the ICW at its best. Our new site is bright and engaging, but most of all provides more opportunities to inform and engage our members. We hope that you will continue to make use of the resources available. In addition, some of the changes that we have made as a result of COVID-19 have enabled new platforms for engagement and we see opportunities for these to continue and be expanded in normal times.

Our communications have increased significantly in response to the feedback we have had from members. Regular updates from me and the team, together with our presence on social media sites such as LinkedIn and Twitter, have increased our visibility and ensured that many of our corporate

“Our communications have increased significantly in response to the feedback we have had from members”

members are able to connect and support our activities. There is no doubt that ICW has long been a jewel that needs more exposure. Our special interest group supporting our communications, led by Louise McMahon, has been especially useful in ensuring that we are reaching new areas to communicate the value of collaboration.



Our individual membership has increased by over 25% in the last year, and as more people recognise the value to their own skill set and the capability of their employers, we are seeing a greater interest in attendance of our leadership course, changing the way that we support those who wish to become accredited for membership. We intend to place more focus on our growing individual membership in the future and the opportunities that we can provide for the community to collaborate in person or online to share ideas and collaborative working.

Since I joined ICW in January 2019, we have also been looking at developing more opportunities for events that are focused on how we share and learn from each other. A pandemic may not be the time to physically collaborate to share and learn, but that should not stop the work that we are doing to look at best practice in collaborative leadership and areas where good practice needs to be spread. Our events to date have been well attended and have a good feedback. We are

looking forward to relaunching our programme of meetings and events as soon as possible. A further new development has been the creation of the Advisory Council. For many years the ICW has been supported by our executive network and Foundation Members. The Foundation Members have been the backbone of the organisation providing advice, funding and acting as ambassadors for our institute. We discussed last year how we could ensure that we encouraged more companies and individuals to get involved, based on what they had to offer and for ICW to become more diverse in the sectors and representation it has. The election of the Advisory Council, which includes both corporate and individual members, will help us to be closer to our wider membership and for them to input into our activities. I want to thank all the Foundation Members for their continued support, recognising that some long standing members

have not been elected to it simply because we needed to have categories for sectors to ensure a broad diversity of representation.

Global

We continue to gain traction across the world, with significant interest in our courses and materials. David Hawkins has, as ever, been a superb global ambassador both for collaborative working and the promotion of the ISO. We are fortunate to have such a globally recognised expert as part of our team. Over the coming months, we will be exploring what more we can do to support those in other parts of the world who wish to adopt collaborative working and access our materials.

We have also tried to extend our reach in the last 12 months to new sectors. With activity in pharmaceuticals and healthcare, we are certainly aware that our services may be required more extensively. We have also welcomed many candidates to our ISO collaborative leadership course from government departments and the public sector in the last 12 months, indicating that there is growing recognition that collaborate working requires more input than just words on a page.

Finally, I say thanks to the team, specifically our Chairman Lord Evans, the Board members, David Hawkins and Alan Maund for their support. We have a bright future ahead for ICW, as we mark our 30th anniversary in late 2020. We are aware that times will be challenging for ourselves and our members following the pandemic, but we are confident that with your support, we will respond to demand in a world where we are needed more now than ever. ■

Twenty-five years on



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As we approach our 30th anniversary in October, it prompts me to reflect on my personal involvement and our focus going forward. It is 25 years since I first joined as an executive network member, and 17 years since I became part of the team; since then we have significantly changed the shape and reach of our institute, taking our thought leadership to over 30 countries and driving the publication of the world's first international standard for collaborative working. While there remains much to do, as we broaden our engagement across corporate and individual membership, I can see many avenues where our membership should take pride in what has been achieved.

This year we chose "collaborative leadership" as the theme for *The Partner*. In a rapidly changing world where business models for the 21st century are increasingly moving towards more complexity and interdependency, the organisational structures – and more importantly, leadership – are limiting success. These factors require leaders who can inspire, motivate and build organisational environments, where integrated operations are predicated on the robustness of relationships to flourish.

The implementation of integrated business operations requires cross-organisational engagement and effective relationship management to underpin processes and drive success. Leaders will be needed who can harness support, not only from their own organisations, but also those of their partners. Their role is also

likely to stretch over geographic boundaries, requiring greater reliance on trust, behaviours and mutual benefit.

Collaborative leaders should recognise their role as the advocate of the collaboration within their own organisations, which may often be at conflict with internal structures. Making the shift from a traditional "master and slave" relationship to co-creators demands both organisational and personal realignment of thinking and approaches. Future leaders will operate less from a position of power but more from their ability to influence and inspire. The most successful leadership will take its strength from being able to draw parties together and create solutions that use joint potential to optimise performance and produce outcomes which could not be achieved in isolation.

Changing the rules of the game requires alternative

thinking that may be presently suppressed by current business practice. As the world is changing and alternative business models such as alliances, outsourcing, consortiums and strategic partnerships become more established tools, there is an increased emphasis on managing effective relationships both internally and externally. The focus for the Institute must be to share knowledge and help develop the skills and competencies at all levels towards today's and tomorrow's leadership in order to meet the strategic challenges through collaborative working.

Thanks for your support in the past and for your continuing support into the next decade and beyond. ■

The keys to collaborative leadership



**Grant Steven
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Babcock International Group, the aerospace and defence company, owns and operates the main refit, maintenance and workshop area of the 330-acre naval site at Devonport Royal Dockyard, where it employs thousands of people. The remainder of the site at Devonport is owned by the Ministry of Defence (MOD) and is known as Her Majesty's Naval Base Devonport – it is the largest naval dockyard in Western Europe. Babcock manages and operates the site for the MOD by providing through-life support for submarines, surface ships and associated systems and equipment.

Warships Business Unit, Devonport recently achieved ISO 44001:2017 Collaborative Business Relationship Management System certification for establishing and managing collaborative relationships with partners including the Royal Navy, suppliers, partners and internal functions in order to generate benefits for all.

The achievement was underpinned by their commitment to a collaborative working

environment through the Strategic Partnering Programme – Joint Ways of Working Charter, signed up to by Babcock, the MOD and Cabinet Office.

Our business revolves around a highly collaborative environment between numerous stakeholders including our customer, waterfront service providers, Royal Navy representatives and a wide range of suppliers, who all play a vital role in delivering our strategic objectives, products and services.

The team believes that the

correct shared relationship management practices help to ensure that businesses get the maximum value from working with others to achieve a common goal.

Testing collaboration is alive and kicking

Cooperation does not happen by accident; it requires a level of behavioural expectation and it makes good sense to have this set by the leadership team who have responsibility for both setting and demonstrating what shared leadership is.

The environment here is a prime example of how goals achieved are supported through shared standards. Joint teams with differing requirements and agendas work hand-in-hand to achieve collective objectives. It relies on open and transparent information sharing, trust and most importantly, living the key values which demonstrate that true collaboration is alive and kicking.

This is done by:

- Empowering individuals and

“Cooperation does not happen by accident; it requires a level of behavioural expectation and it makes good sense to have this set by the leadership team”



- teams to make decisions
- Providing a safe environment to ensure everyone has an equal voice to share thoughts and ideas
- Allowing teams to collaborate across traditional boundaries to innovate
- Finding solutions without the need to escalate so frequently
- Rewarding success.

These are the cornerstones of the climate and culture which leaders must develop.

Enabling a more productive environment for all

One of the key attributes of a collaborative leadership style is

the ability to resolve issues in a safe, balanced and proportionate way. Creating this type of environment provides a future-ready state to support the difficult times as well as the prosperous times.

This is not just a theoretical position within our environment but is evident within a number of areas of the service provider and class output management teams (COM), where a shared floorplate and mature, effective relationships lead to information sharing and joint decision making to enable a more productive environment.

To be successful in any organisation, working collectively is incumbent upon everyone to continue demonstrating they

are living and acting with the best intentions of the wider team at heart.

Collaboration is a vital part of business in Amphibious Warships

Steve O'Mara, Head of Output Enterprise, explains: "Our relationship across the Complex Warship Support Enterprise, between the delivery team, the COM and the Defence Equipment and Support (DE and S) Strategic Class Authority is crucial to delivering support worldwide to Amphibious Warships in an effective, safe and efficient manner. Working together in an atmosphere of trust and cooperation enables the timely sharing of information,

joint decision-making, and shared insights as to how we achieve our mutual goals.

"This approach has yielded multiple benefits and delivered some of the most impressive support periods on Amphibious Warships in recent years, both home and at reach. About £2m of fleet time engineering support was delivered for HMS Albion in just six weeks – the largest in-service support work package in Devonport Dockyard since 1982, delivered to time, cost and quality."

Lt Cdr Tony Rowe, Amphibious COM Senior Platform Manager (Fleet Time) is a customer of the Warships Team. He said: "The working environment across

all levels of the Amphibious Warships community has been fundamental to our continued success. The co-location of the Amphibious COM and fleet time engineering has fostered our strong collaborative working practices and facilitates swift and effective communication. There is an open and honest culture and trust amongst the delivery and COM teams. This benefits all our customers from Capital Ships SCA, to HMS ALBION and 47 Commando; enabling the COM and delivery teams to provide a cohesive and timely response when reacting to short notice high priority defects or when planning and delivering complex fleet time support periods."

Keys to successful collaboration

- By being located on the same floor plate allows issues to be raised early and at the appropriate level
- Sharing of key information is part of the collective DNA allowing better decisions in an improved timescale and improving our collective performance
- Creating a culture of sharing the successes and using bad news as an opportunity
- Having honest and open relationships
- Focusing on a single consolidated aim. ■



Let's continue to champion collaborative leadership

Steve Abrahams
BABCOCK

Where does collaboration come from in a leader and why is it so important? I asked myself this four years ago after inheriting the responsibility for being Babcock Group's representative for collaborative working.

Some of the most captivating leadership stories are rooted in a true compassion – and often in the face of adversity. To get some guidance I looked for inspiration from speeches from some of the most inspiring leaders in history: Elizabeth I's Tilbury speech, Martin Luther King's "I have a dream" speech, Abraham Lincoln's Gettysburg address and Churchill's "We shall fight them on the beaches" speech.

What links them is that they are asking people to come together for a common cause. Collaborative leadership comes not just from decision making and strategy, it comes from risk taking – going against the grain, often when you are driven by a higher cause, a deep care for others or a complete conviction that you are acting for the greater good.

Collaborative leadership aims to bring managers, executives and staff out of silos to work together. In collaborative workplaces, information is shared organically, and everyone takes responsibility for the whole.

Collaborative leaders regularly seek out a diversity of opinions and ideas among

teammates to build strategies and solve problems. They clarify a common purpose, they keep communication lines open, they build partnership skills; they do not waste time and they are not afraid to show vulnerability.

The role of the collaborative leader is to create an environment where each person can reach his or her full potential.

The Marine Warships case study on the previous pages demonstrates all of the best qualities of collaborative leadership whilst utilising the framework and principles of ISO 44001.

Let us continue our anniversary year by continuing to champion collaborative leadership.



babcockTM

Collaboration at every level

Babcock, the Aerospace and Defence company, is delighted that its Warships Team at Devonport has achieved ISO44001.

Drawing on an unrivalled depth of naval and engineering know-how, our teams are trusted to safely and efficiently support complex and critical programmes on a vast scale.

In a highly collaborative delivery focused organisation leadership is essential. Our customers, suppliers and colleagues all play an important role in what we do.

Marine | Nuclear | Land | Aviation

babcockinternational.com

Collaborative leadership for a sustainable world



Paul McCracken
BAM NUTTALL

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Our industry consistently strives to improve our impact on people and the planet, and drive growth in our businesses, communities and global economies. We constantly raise our standards and change our working practices, using new technology and innovations to support advances in health and safety as well as improving productivity – for ourselves and our colleagues – and operational excellence for our customers and stakeholders, while delivering sustainable infrastructure.

At the heart of all these deserving intentions is collaborative working. Our people, customers and supply chain partners, users of infrastructure, governments and investors all need to be part of the journey. Increasingly, demand for more complex, innovative and low-carbon sustainable solutions is driving a requirement from customers for collaborative partnerships.

Collaborative leadership plays a key role in creating the most sustainable value, for all organisations involved in an endeavour.

The complexity of customers' programmes relies on solutions which include proactive, transparent and efficient use of resources. Across partnerships, BAM supports an environment of openness – aligned to the principles of ISO 44001 – where sharing knowledge, skills and data is achieving mutual success.

At BAM, we recognise that to benefit from collaborations externally, we need to apply collaborative leadership internally.

All Royal BAM Group's operating companies share a single purpose, goals and strategy. Our values include "open collaboration – I share, so we all gain", which beats at the heart of our business.

Our approach internally and externally is focused on knowledge transfer, and using best practice. We're continuously improving our operating models and processes, sharing progress internally, as well as with our supply chain partners and our customers more widely across sectors and geographical boundaries.

We're investing in technology and our people, building and developing our own and others' internal capability, processes and systems. As we improve diversity, attracting new talent,

we're supporting the adoption of digital tools to support collaborative working, and people's opportunities to share and use knowledge and experiences.

Our organisation structures, and senior leaders, are key to helping colleagues build strong personal relationships. These connections between individuals and teams are the mortar that holds people together in a partnership, supporting a collaborative approach.

Creating sustainable value

In the last few years, we have seen great examples of collaborative leadership from customers working within the constraints of public sector procurement. In a previous article, we shared our experiences at Borders Rail, working for Network Rail, on one of their first formal collaborative projects, which resulted in hugely successful outcomes. The customer demonstrated leadership by

creating an environment where collaboration was encouraged to flourish across the project, and where shared goals, benefitting all of the partners involved, were established from the outset.

In this environment, the partnership developed a

collaborative behaviour charter to help everyone involved understand what was expected of them, and others. People were encouraged to challenge colleagues constructively and cooperate cohesively throughout the project.

“Strong leadership by the Alliance steered the partnership to navigate and resolve challenges, and deliver an iconic project”

These charters are now common practice on projects, and from the outset, people share a sense of purpose and pride for what they set out to achieve together.

Network Rail took this learning into the Alliance programme for the design and construction of the Ordsall Chord, as part of the Northern Hub project. Clear common goals and collaborative behaviours were established, including having a fully integrated and co-located team working alongside Network Rail.

Working in this “unconventional” way came with some risk and potential disruption as unexplored territory was conquered. Strong leadership by the Alliance steered the partnership to navigate and resolve these challenges, and deliver an iconic project.

A “blueprint” has been created for a collaborative charter, progressed and refined by the Transpire partnership, and the delivery of the TransPennine scheme. With two main contractor teams working side-by-side to create this major piece of rail infrastructure, this project is still to be completed. A foundation of mutual respect, appreciation, understanding and awareness across disciplines has inspired other customers and projects.

Working in a partnership, on the Antarctic Infrastructure Modernisation Programme, with the British Antarctic Survey (BAS), is another opportunity to demonstrate the value of strong collaborative leadership. BAS, having recognised the unique circumstances faced by the project – working in one of the most remote and harshest environments in the world – and the challenges the team would face, put emphasis on selecting partners with the ability to collaborate, as this was essential to success.

Quality, health, safety environment and price still factored in winning a place on the partnership, but collaborative working ran through the proposal

like a golden thread. And the results are as impressive as the pictures the team send back from Antarctica. We’re proud to be part of this critically important work to support polar science and global climate change research.

The future of collaborative working

The leadership shown by the Institution of Civil Engineers in promoting Project 13, with its approach so closely aligned to collaborative working, should be supported. And other opportunities are emerging as customers are developing their own collaborative approaches to address the need for change.

Politics will also play a significant role in determining success. The latest Budget set out a strong approach towards

infrastructure delivery together with the publication of the first National Infrastructure Strategy – outlining the steps to support the country’s needs. All this is taking place against the background of the Brexit negotiations, climate change, and of course, overshadowed by the coronavirus pandemic.

Infrastructure, and industry, have a crucial role in the growth of local and national economies, as well as helping governments achieve the UN Sustainable Development Goals. So now, more than ever, we must use this opportunity to increase collaborative leadership, using and sharing our combined expertise of working in partnership. By working together, responding agilely and dynamically, we will meet the demands of civilisation in the 21st century. ■





Ordsall Chord



Showing collaborative leadership

Paul McCracken
BAM NUTTALL

Nobody can say 2019 was boring! A change of prime minister, general election, the ongoing Brexit discussions and the increased focus on climate change. Now, more than ever, collaborative working practices across our industry, are crucial to success.

BAM had a successful year, both in terms of delivery and with some substantial tenders secured across sectors. Much of this work will be delivered in frameworks which engender collaborative behaviours, and were embedded into the heart of the selection process. The collaborative leadership approach adopted by some customers is a step in the right direction for using the procurement process to set the right conditions for collaborative working. Stating “everyone must be collaborative” on paper, doesn’t create the right processes and environment for achieving sustainable value. We learned a huge amount from the success of adopting the right approach for the London 2012 Olympics – this needs to continue.

In the Antarctic, working as part of the Antarctic Infrastructure

Modernisation Programme, the success stories and positive customer feedback from this challenging project demonstrate the close working relationships that have developed. Collaborative leadership has been key to achieving sustainable value for all partners. The Transpennine programme with Network Rail is progressing well along similar lines. I attended a workshop this year with the team and collaborative behaviours were clearly visible across the whole project, including key supply chain partners. This is the way forward, with leadership by customers who, from the outset, recognise the right approach and benefits that will be gained.

Eight years after the Olympics, we hope 2020, and beyond, will see further commitment to collaborative working practices across the whole industry. If Project 13 is to gain traction, it will need bucket loads of leadership and collaboration. Government must lead this process. If major clients show leadership in this area, the industry will respond and we will all share the benefits in continued challenging conditions.



TO ANTARCTICA, AND BEYOND.

As foundation members, and members of the executive network of the ICW, we demonstrate leadership, promoting and harnessing collaborative working.

We create sustainable partnerships with our customers, supply chain and across the industry. Working, and learning, together on 5- to 20-year frameworks, helps us deliver exceptional value. We unlock opportunities for investment in sustainable infrastructure and people, to positively impact communities, economies and our planet.



The Antarctic Infrastructure Modernisation Programme, with British Antarctic Survey, UKRI-Natural Environment Research Council (UKRI-NERC), Government of South Georgia & South Sandwich Islands, BAM, Sweco, Ramboll and many others, is working collaboratively, delivering innovative, sustainable solutions, in the world's most extreme and remote locations, supporting global science and climate change research.



bamnuttall.co.uk/case-study/aimp

Collaborating for a sustainable future



Thomas Harrison
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Sustainability is part of our purpose. BSI was established in 1901 with “responsibility to society” as one of its main objectives and this has never been more relevant than it is today. We are a signatory of the UN Global Compact, the world’s largest sustainability network, and are proud to support its principles on human rights, labour, environment and anti-corruption, as well as the UN sustainable development goals. These global goals provide a comprehensive list of global issues that need to be actioned by 2030 to protect the planet and improve the lives and prospects of everyone, everywhere.

BSI supports all the global goals and is committed to making a positive impact both through its own actions and by helping clients to make sustainable choices.

Our royal charter requires us to coordinate efforts for the benefit of society, and we make our most significant contribution through goal 17 – “partnerships for the goals”.

And one cannot have partnerships without collaboration.

Our partnership with the Institute for Collaborative Working has been greatly beneficial, not just in helping BSI to achieve its own goals, but by producing standards like ISO 44001 that allow organisations of all shape, size and industry to learn from the best practice demonstrated by members of the institute.

National and international standards allow best practice to be shared globally. They allow innovative and brilliant ideas to travel the world and ensure that all organisations across the globe have a framework to follow; that means they can benefit from the thought leadership of those who have contributed and helped shape the standard.

The issues that we face as organisations and individuals are global issues that will affect us all. The solutions to these problems are not something that can be achieved by anyone working in isolation. We must collaborate

to innovate and share our best practice amongst everyone.

We have already seen fantastic success with organisations collaborating to bring new products to the market that can help reduce carbon emissions or provide existing services in new and efficient ways. This can be through the utilisation of the latest digital technology or by taking skills and best practice from other industries and implementing them within our own.

We have short-term obligations to our stakeholders to ensure our businesses remain resilient and continue to thrive, but this cannot be at the expense of our ethics, our environment or our people.

The people and skills we need to support these new ways of working may not necessarily be readily available within our own organisations. So, we must be able to, and capable of, fostering inclusive, collaborative communities that allow these innovations and people to develop and grow.

New ways

Of course, new technologies and new ways of working do introduce risk when compared to the way things were done before. But this risk can be managed and mitigated using the wealth of best practice that already exists out in the world. And this risk is nothing when compared to a resolute refusal to change and adapt to this new world.

To successfully collaborate, we must not only have the policies and processes to allow us to do so, but we must also have a culture of collaboration.

The culture of an organisation comes down from the top. As leaders, it is our responsibility to ensure that our culture is one of respect, inclusivity and integrity. Regardless of our position in the supply chain, our organisations flourish when projects are successful. And every single one of our projects are underpinned by our people.

The resilience of our organisations does not have to be at the expense of others or society. For our success, we are all reliant on factors that sit outside of our direct sphere of control. Whether that is governmental, environmental or even the smallest supplier in our supply chain. If we can ensure that the activities and direction of our organisations make positive changes to the world and support all of those around us, we will be creating not just a more resilient organisation, but a more resilient world for all. ■

bsi.

SUSTAINABLE DEVELOPMENT GOALS

BSI support for the UN Sustainable Development Goals



“The issues that we face as organisations and individuals are global issues that will affect us all. **We must collaborate to innovate and share our best practice amongst everyone**”



Collaboration might be the only way to future-proof

Frank Lee
BSI

We continue to see successful growth in the uptake of ISO 44001, both in terms of certification and training. And it is with great pride that we see this is not just a continuing interest inside the UK, but also a growing interest from the rest of the world. It is clear to me that our continuing success here is at least in part due to the excellent collaborative relationship we have with the Institute for Collaborative Working.

It is also clear that we are seeing the standard being used more and more by organisations of different backgrounds. As our existing certifications mature, the vital nature of management commitment and clear leadership to continue driving success forward and maximising value is critical.

This obviously starts with organisational leadership gaining a clear view of how collaboration will address and support the organisation in meeting its challenges and optimising its opportunities and strategic aims. This requires ongoing reviews on the context of the organisation and having a clear view, which is communicated throughout the organisation, on where value is both expected and planned to be derived, along with the nature of that value.

But even with this continuing interest, we must not become complacent; we need to continue to develop our thinking

and continue to show thought leadership. In my view, systems and the standard must:

- Become more agile than they often currently are
- Meet the needs, and use the language of SMEs
- Redress the balance between “purchaser” and “user”
- Speak in commonly recognised terms with greater clarity
- Be simpler to understand but not necessarily easier to achieve
- Explain the value more clearly and be clearer about desired outcomes
- Focus on what and why, not how.

In order to collaborate effectively there has to be organisational capability to do so. Any organisation that wishes to deploy a collaborative approach operationally, whether it be in a specific relationship or to manage a programme or project, must first have in place processes, competencies, resources, skills and knowledge at an organisational level to facilitate and enable effective deployment. These in part are at least derived from, or must take into account, the organisational culture and the lessons learnt from previous experience. These must be in place and judged to be effective prior to the deployment into a particular project or programme.

This is a leadership challenge, but without clear leadership and the overarching governance, processes skills and resources, it would not be possible for any organisation to successfully deploy a collaborative approach and gain the desired benefits and outcomes to all from its deployment.





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Cultivating collaborative leaders for lasting partnerships



Jeremy Campbell
EMCOR UK

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The leaders of today and tomorrow face major challenges in the changing world of work. Business goals are now global as well as local. There is a growing need for cohesive collaborative networks to support a sustainable new world. And with the arrival of Industry 4.0, big data and information convergence, technology is reinventing how we work and connect. The future is happening now – but what does this transformation mean for our workforce and leaders? Clearly soft skills are more important than ever. So too is the emotional intelligence which underpins collaborative (as opposed to directive) leadership.

Collaborative leaders are not often born; they need to be nurtured, honing their skills through formal training and development as well as evolving and fine-tuning their approach in real world situations. At EMCOR UK, our business depends on our successful long-term relationships – some of which span decades – so we invest heavily in collaborative leadership. A key element is our unique combination of key account management (KAM) and collaboration training, which is designed to give our people the skills they need to drive relationship excellence, work together and foster innovation.



Identifying and developing collaborative leaders

EMCOR UK people first experienced KAM and collaboration training over a decade ago. Since then our approach has progressed year-on-year and in 2019, another 22 of our brightest and best went through an intensive three-day internal programme, delivered by an experienced operations director, a member of our executive leadership team and the head of learning and development. In January 2020 our training was the first to be assessed and formally validated by the Institute for

Collaborative Working, and in 2020, delegates from our US parent company will be attending for the first time.

One of the core truths we've learned on our development journey is that not everyone can master the skills of collaborative leadership – just as not every relationship is suited to collaborative working. A careful selection process is needed to identify those individuals who can use the tools we provide, who really get to grips with the needs of both parties in a relationship, and who can work collaboratively with their opposite number to meet today's requirements whilst also planning for tomorrow.

The initial training is just the beginning. We then expect each leader to apply relationship management tools, think beyond their day-to-day interactions and be proactive. Detailed individual relationship plans with a vision, objectives and metrics are the first steps towards actively leading collaboratively. This is an imperative; those who cannot demonstrate these skills are unable to progress forward.

In addition to training, our senior leaders and new recruits undergo emotional intelligence profiling. This looks at critical factors such as empathy, self-regulation, inclusiveness and self-awareness. With a very clear view of the traits of successful leaders in our organisation, we actively look for specific elements and provide coaching and development to fill any gaps. This is vital to our succession planning and ensures our leaders of tomorrow are also collaborative in nature.

The driving force behind collaborative operations

Even with great intentions, not every real world relationship can be truly collaborative in nature. One of the most important traits of a collaborative leader is understanding which relationships have the potential to thrive through long-term collaboration and shared goals – and which will be more successfully conducted on a simple, transactional basis.

Executing the principles of effective governance and collaborative models – investing in a vision and breathing life into it – is not simple or quick. One big question facing collaborative leaders is how to get their people genuinely invested in a shared way forward. That can be difficult in practice, especially when it means changing the ingrained working habits of a lifetime.

In the facilities management sector it is common to see "master and servant" style adversarial relationships between service providers and their clients. These are a product of years of price-driven tenders, frequent and inflexible contractual penalties, and an entrenched blame culture. With so much effort and energy expended on defending actions, it's understandable that changing tack to work collaboratively can seem entirely alien for some.

EMCOR UK collaborative leaders have successfully transformed this kind of customer relationship. Driving change from the top down can be the catalyst, particularly if individual behaviour risks derailing the relationship entirely, but both leaders must be on the same page to overcome this.



In one example, the leader on the client team introduced structural changes which reflected personalities and working styles and then specifically instructed all of his staff to stop attributing fault. Working together, the leaders on both sides were able to unpick fundamental behaviours that had been prevalent for years and get to the bottom of deep-seated views which were negatively impacting relationships (in this example, concerns regarding outsourcing based on previous relationships). By focusing on their common vision, these two leaders transformed working practice and performance across the entire team – and removed any need for penalties in the process.

“Of course we have to define the relationship, take various steps, and apply the tools but our collaborative leaders must also live and breathe this daily. Governance is critical to how we do it – it’s not just words: we set metrics, continually monitor behaviours, carry out structured reviews. What is crucial is that leaders on both sides of the relationship actively pull in the same direction.”

EMCOR UK Account Director

“Our business depends on our successful long-term relationships – some of which span decades – so we invest heavily in collaborative leadership”

Effective collaborative leaders see the big picture and keep everyone on track. The joint relationship management plan sets the foundations for this; the actions of the leaders on both sides facilitate what happens on a daily basis. For one longstanding EMCOR UK customer, jointly fostering a “one team” approach, including with new starters and supplier relationships, is an ongoing theme. “We all wear the same t-shirt” is a familiar mantra along with continual reminders of shared goals and working boundaries.

Extending collaboration across the supply chain

Suppliers are as important as customers at EMCOR UK – our supply chain delivers specific services every day and ensures sufficient coverage regionally. So we set clear goals and objectives, seek out value and innovation, and continually find ways to integrate our suppliers more closely with our business. With many of these relationships, collaborative working has proved to be the cornerstone of long-term success.

Our drive for supplier collaboration also raises an interesting dilemma as the majority are not formally recognisable as collaborative partners, even though many do exhibit strong collaborative behaviours once they enter into working relationships with EMCOR UK.

In 2018, we conducted research into views on collaboration amongst our preferred suppliers. The results revealed various threads which we expected including the impact of behaviours and training, the importance of common goals, trust and transparency, and the beneficial outcomes for both parties.

But what also emerged was the view that being *forced* to prove collaboration feels uncollaborative. This highlights a problematic area when introducing our collaborative preferences with suppliers – we must ensure our requests or expectations are not commands. What constitutes collaboration can be different things to different people, so we take time to establish shared goals and a shared definition of what success looks like with our supply chain partners.

One point is clear: EMCOR UK collaborative leaders and the leaders in our customer and supplier relationships all comment on the importance of trust. Taking time to build that is certainly time well spent.

“Trust is reciprocal: you have to give it to get it, and it is built step-by-step over time. A common mistake leaders make is to assume that their position, role or title earns them their trustworthiness. Leaders

earn trustworthiness by practising such behaviours as honouring their agreements; behaving consistently, even during challenging times; investing in their people by providing feedback and opportunities to learn new skills; acknowledging employees' capabilities by including them in decisions; by maintaining open channels of communication; and yes, by holding people accountable."

Source: Reina D and Reina M

Collaborative leadership is the only way we can hope to achieve our sustainable goals such as net zero carbon, clean oceans, and decent work for all. We have to embrace "What's in it for 'we?"; work harder on outcomes (not transactions); and move beyond business-to-business relationships into industry-to-industry, peer-to-peer, government-to-government relationships with shared goals.

This is the *ultimate* challenge for collaborative leaders. ■



Next generation leadership challenge

Jeremy Campbell
EMCOR UK

At EMCOR UK we have seen yet another year of significant growth and development in our business, retaining and attracting new key customer relationships through collaboration. We provide workplace and FM to customers operating in some of the world's most sophisticated, mission critical and highly regulated environments. The foundation to deliver safe, reliable and compliant services through successful relationships is leadership, but are you ready for the new challenges ahead?

We have an open approach to sharing leadership, enabling long-term partnerships and alliances built on vested principles and mutual success. Perhaps our biggest success has been our continual development work with BITC (Business in the Community) leading the FM industry in our

approach to responsible business.

We have embedded The Global Goals into our business plan and cascaded aims throughout our business, championing good health and wellbeing, decent work and responsible consumption. We believe in continual improvement; it's why we partner with BSI. We align strongly with their mantra in making excellence a habit, and our aim is to develop deep knowledge of the skills our leaders will need to understand collaborative sustainability.

Developing sustainable ways of working collaboratively requires leaders, existing and emerging, to deepen their skills and values to succeed at the highest levels. Collaborative leaders need to think globally, they need to fully appreciate diversity, inclusion and respect, they need to understand how to partner, have an openness

to sharing leadership and above all else, they must fully understand the role they play in sustainability.

Being a responsible business is becoming even more relevant as stakeholder demands for responsible corporate action are increasing. The deep skills needed to deliver sustainability remains a challenge for many. As discussed at the World Economic Forum, next generation leadership will be about purpose and not profit.

When I look back on 2019 it was another amazing year supporting ICW and promoting collaboration which culminated in a fantastic ICW Awards ceremony on a wet General Election night in December. Our shift from Foundation Management Board to the Advisory Council, elected by our membership during 2020, will further drive the collaborative agenda, develop the Institute and grow membership.

I'm sure that 2020 and beyond will continue to be a challenge for us all, especially given the catastrophic Covid-19 pandemic. I would add a sincere and unconditional thanks to those many brave heroes working to save lives in our NHS. Simply amazing.

It's lonely at the top... well, it *used* to be



Louise McMahon
KIER

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Traditional leadership models were once built on hierarchies and managing from the top down. Today we've seen organisations evolve to embed collaboration as a core strategic value, seeing a shift in leadership behaviours, and realising working in silo will never achieve as much as when working with others.

"No matter how brilliant your mind or strategy, if you're playing a solo game, you'll always lose out to a team".

Reid Hoffman

Organisations (small or large) are now moving towards disruptive collaboration to strengthen their internal capabilities, enable growth and give them an advantage in moving from competitor to collaborator. Leveraging new partnerships pushes advanced opportunity, access to new markets, expansion and removes traditional barriers to enable scaling up of core competencies and individuals to provide sustainable success.

Successful collaboration, whether with clients or suppliers, is at the very heart of our business and remains one of our core values today. We believe that in business, as in other walks of life, teamwork can pay real dividends. Partners working together can often achieve much more than when they work alone. Our peers and the wider industry recognise this approach, and we have achieved a great deal through collaboration and through application/integration of ISO 44001:2017 Collaborative Business Relationship Management principles.



Our Alliance journey

To bring this to life, during July to December 2018 we underwent a journey from project initiation to delivery within six months, enabling activation in January 2019 of the Strategic Road Network (SRN) Alliances in Area 3 (South East) and Area 9 (West Midlands) with Highways England and 22 other partners. Working together as a collective enabled the fulfilment of progressive asset delivery (PAD) objectives and continued efficient capital delivery, whilst enabling a transition towards embedding longer-term partnerships across our supply chain – our common goal.

The alliances were led by leadership representatives from Kier Highways, Highways England and volunteers to represent the supply chain partners to enable start-up and creation of the alliance and ways of working. A relationship agreement was agreed by all partners to ensure a culture of openness and trust, encourage a step-change

in innovation and continuous improvement, openly share successes, learn from initiatives that are less successful and encourage all partners to develop through participating in the work of the alliances – together.

Fundamental to the alliances were the strategic objectives, agreed by all partners, to establish and develop a collaborative framework to deliver projects leading to enhanced results for safety, customer and delivery, which are aligned to Highways England imperatives. These strategic objectives are led by three dedicated joint improvement teams, each of which support one of the imperatives to ensure focused targets, scope for joint innovation projects and wider results for customers overall.

Shared benefits

Additionally, partners had the opportunity to achieve individual organisational certification against ISO 44001, supported by shared resources and cross organisational internal auditing, with a significant reduction in time and cost due to the joined-up approach. This led to 11 certifications overall being achieved including the alliances and Highways England, which was a first for them in their Area 3 and Area 9.

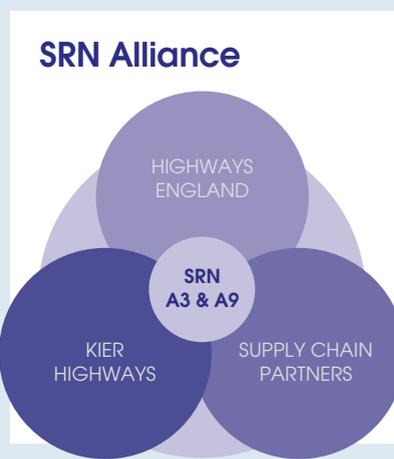
To support alliance development and continued effectiveness a “plug and play” system was built against the principles of ISO 44001:2017 to establish a framework that could be adopted by any community including non-highways and overseas – basically any organisations adopting ISO 44001 and working within a collaborative framework.



Partners working in Areas 3 and 9 – in total 24 organisations – came together between July and November 2018 to develop the system and content defining the alliance and ways of working together, including SMEs – which are often excluded by adopters of ISO 44001.

The system “portal” hosted by Kier Highways, enabled partners to use the project to gain ISO 44001 certification at a fraction of the normal cost and time due to the joined up approach and using a lead British Standards Auditor (BSI) to manage the audit programme end to end, with the added benefit of being able to use it across their wider businesses.

“Successful collaboration, whether with clients or suppliers, is at the very heart of our business and remains one of our core values today”





Its development was funded by Highways England. And... the system was free to use when working with the Alliance or beyond.

“Fundamental to the alliances were the strategic objectives, agreed by all partners, to establish and develop a collaborative framework”

Momentum

A key enabling activity was implementing a cross partner training/mentoring support and cross functional audit programme, inclusive of key behaviours required to enable success. This allowed increased momentum in both alliance development and individual organisation system build to enable activation and certification against ISO 44001.

Each partnering organisation appointed a Senior Executive Responsible (SER) who conveyed the required competence and behaviours to lead development and implementation of the collaborative business relationship process. The SERs formed the Start-Up Alliance Board to provide oversight and direction. This Board comprised members from Highways England, Kier Highways and the Tier 2+ supply chain. Due to the volume of suppliers, it was agreed by all that elected representatives made decisions on behalf of all 22 Tier 2+ suppliers, evidencing the trust embedded within the alliance from the outset.

The SRN Alliances both activated

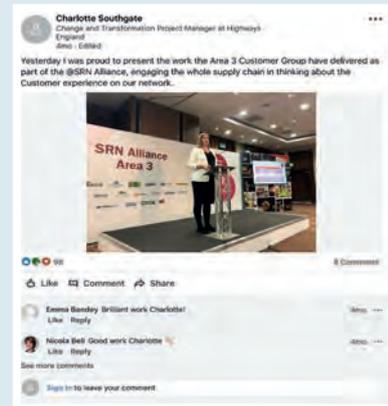


in January 2019 with the key performance measures achieved in the attainment of ISO 44001 certification and delivery of PAD, inclusive of co-location taking place, with retained focus upon performance objectives being set for the alliances against Highways England’s three imperatives of safety, customer and delivery. The alliance enabled partners to also develop joint innovation initiatives, cross sector learning achieved through discussion and discovery of further opportunities in working more diversely together.

Harmonised

Following the successful SRN journey, sharing of learning and outputs in how we accelerated alliance development whilst still retaining governance, structure and strategic focus, has been shared and implemented (tailored to their goal) across other key contract areas – evidencing the value in the system and adoption of a harmonised joined up approach to working together at all levels.

Recognition from external organisations of the innovative development of the Alliance, its core objectives and values



resulted in two awards being received: one from the Chartered Institute of Highways Transportation (CIHT) in June 2019, and the other from the Institute for Collaborative Working in December 2019.

Looking to the future

Leaders should embrace new ways of working with partners in delivery of joint outcomes or goals to enable transformative collaborations to be forged now and in the future. This will allow organisations to build upon and move beyond bilateral

partnerships and allow fostering of greater inclusion, connectedness and strategic collaboration between and amongst the business, government and social sectors. Adoption of collaborative working and its principles will ensure that critical drivers of innovation and growth for 2020 and beyond are in place.

I think all of us could agree that “no one of us is smarter than all of us” after all. ■

“Leaders should embrace new ways of working with partners to enable transformative collaborations to be forged”



Sea change

Collaborative leadership unlocks the value of data in one of the world's most challenging environments



Alec Harley
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In 2019, Leidos were shortlisted for the ICW Awards in the 'Innovation' category for a collaborative programme that brings automation and advanced artificial intelligence (AI) to remote parts of the ocean floor.

Whilst other industries have rapidly adopted digital transformation programmes, applying innovation to some of the harshest places on our planet presents numerous physical, economic and technical challenges, which would not be possible without collaboration being at the forefront.

In 2018, Leidos and its customer, i-Tech 7 (Subsea 7's Life of Field business unit) formalised their relationship with a five-year partnership and embedding Leidos digital specialists with i-Tech 7's teams. The challenge: to set

a new bar for efficiency, safety, and value in the offshore energy sector, and aiming to stretch the boundaries of what is possible within an established industry that truly embraces transformative operational change.

i-Tech 7 recognises the latent potential of their data, which has been acquired over several decades. Leidos are making this data work for them in order to provide their customers with new and valuable insights they need on critical assets.

Leidos and i-Tech 7 are using technologies such as machine vision, artificial intelligence (AI), and neural networks in order to reduce repetitive aspects of experts' jobs. Applying these techniques and capabilities to the subsea pipeline survey and inspection process is freeing up substantial amounts of time (automating up to 75% of certain aspects of the process), which can be better used for high-value tasks that involve creativity, decision-making and intuition.

Advanced AI capabilities are able to automatically detect features and anomalies in a subsea pipe, measure and categorise them. As well as optimising labour and improving accuracy, this drastically shortens the timeline between data collection, analysis and response.





Sophisticated

i-Tech 7 offers its customers much more than the vessels and remote inspection vehicles needed to monitor pipelines and rigs. Their fleet of advanced remotely operated vehicles and autonomous underwater vehicles uses a sophisticated array of sensors to gather data on the state of subsea infrastructure and equipment. The information gathered can be automatically cross-referenced against historical data, allowing i-Tech 7's experts to detect changes, and use data in new ways to predict with greater speed and accuracy where and when problems will occur. If an inspection reveals that predicted wear and tear is not happening, the lifespan of equipment and infrastructure can be extended, reducing costs, minimising risk and environmental impact.

The automated processes Leidos is putting in place to leverage the data that i-Tech 7 has collected over decades offer powerful analytical capabilities and automated decision-making support.

Streamlining

Collaborative leadership has underpinned the success of this project to date, and the true nature of the teams working together across this partnership has resulted in streamlining many of the previously manual



“Collaborative leadership has underpinned the success of this project, and the true nature of the teams working together across this partnership has resulted in streamlining previously manual processes”

processes. There are also several secondary benefits: the life of infrastructure can be extended, teams can be kept out of hazardous environments and jobs can be made more fulfilling. Incidents such as leaks and spills that can damage trust and harm the environment will be minimised because of better asset integrity data – a true indicator of mutual benefit and

value creation.

Given the complexity and mission critical nature of this project, the Leidos and i-Tech 7 team worked collaboratively to bring combined subject matter expertise to the design and build of the solution, emphasising the need for knowledge sharing, joint risk

management and openness and transparent behaviours.

An agile approach to the solution build meant that close synchronisation with evolving business requirements could be maintained, ensuring that customer needs were rapidly addressed. This would not be possible without a shared vision and purpose to keep delivery on track. ■



How collaboration will help deliver digital transformation of the police

Tim Crofts
LEIDOS

Modern policing is being shaped by new technologies. The democratisation of technology provides great benefits to police forces, but it is also creating a new battleground for policing. The UK's police forces are in danger of being side stepped by technology savvy adversaries, but as the adage goes, the best form of defence is attack. Every cyber crime leaves a digital footprint, and that footprint – once converted into data – is a valuable asset.

Delivering on a leading-edge technology security posture is viewed as a priority by UK government, but it will require strategic planning for personnel, training, equipment and citizen engagement, but most importantly a re-imagining of how data is collected, managed and accessed.

Collaboration is core to improved data sharing between police forces, other blue light services, the military and intelligence organisations – but also, significantly with civilians. Greater collaboration enables police forces to access and exploit the huge potential offered by emerging technologies in a faster, and more cost-effective manner for business value.

- 1 Collaboration is required to access data for people to make decisions. If policing is to make a big digital step change and harness the power of data, then we need to collaborate to ensure appropriate access to internal police data that may sit in multiple repositories. As well as the data science which underpins the intelligence gathering side of law enforcement, there are various nascent technologies that can also transform the physical, more operational side. The upcoming rollout of 5G technology can serve as a catalyst for this process, enabling the use of body-worn surveillance devices and biometric technologies, including new facial recognition checks.
- 2 A diverse talent base is required to take action from data, and better collaboration is needed to take advantage. The future of policing should involve a drive for increased diversity in recruitment – not just in terms of background, gender and ethnicity to boost numbers, but in the nature of roles and expertise. Existing staff need to be re-skilled and upskilled according to technological needs. Recruitment should become more specialised, while a greater rate of retention is likely to be achieved if members of the police workforce can feel as if they are being properly valued and continually

developed. Artificial intelligence and machine learning can play a key role in data science – collection, collation and analysis – but it is important to view them as assistants, rather than total replacements for human judgment. Ensuring that the UK has a police workforce suitably trained with the skills to use them is as important as selecting the right technologies to pursue and to invest in.

- 3 Lastly, we need to educate civilians on how to identify, respond and report suspected cyber crimes and how to collaborate with the authorities. The public's awareness of technology will ultimately inform their perception on how they share information with authorities. Citizens must be kept in the loop when it comes to how and why their data is being used. Transparency begets trust, and this, above all else, should form the foundation of the future of law enforcement in the UK.

Building trust, breaking down silos and securing the permission to leverage citizen data is key. We need to rapidly change the perception of government's stewardship of data, and win the trust of people so they can make positive, informed decisions on how data is shared. Collaborative leadership is required, and the technology is here – it is time to unlock this capability for the British public. Collaboration across all parties is critical.



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Investing in the next generation of collaboration leaders



Tim Mowat
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Strong leadership is frequently cited as a forerunner to the successful outcome of collaborative ventures. This article explores the nature of collaborative leadership in an organisational context, considering the operational norms alongside the common business drivers and imperatives which inevitably impact the effectiveness of collaborative working.

The starting place for this article was trying to precisely define a “collaborative leader”; it was quickly determined that this is so much more than a golden blend of seniority, vision and emotional intelligence. What became evident is the importance of the broader context of the business environment in which that

individual is engaged, allowing them to operate effectively in a collaborative way, permitting and recognising the benefits of collaboration and contributing to the legitimacy of collaborative outcomes.

Since 2017 Leonardo has been addressing its own requirements for collaborative leaders by identifying and formally training our chosen resources; the result of which is a cohort of collaborative leaders ready and able to operate within our organisation; empowering continuous collaboration intelligence. This approach originated from the practical challenge of having



more collaborative opportunities than we had experience of, with a growing need for additional qualified collaborative leaders.

When considering the profile of personal qualities and competencies our collaborative leaders required to effectively engage on our partner projects, we initially turned to some of the research from the Institute for Collaborative Working, the research undertaken by Warwick Business School, and other academic sources. We supplemented our investigation with discussions and outputs from the Attitudes and Behaviours Special Interest Group (SIG) and more latterly the Thought Leadership SIG. We arrived at an impressive list of attributes, some of which were less ethereal than others. Although it was a useful list to work with, trying to fit *optimist and visionary* into a job description seemed unrealistic, and perhaps unlikely to attract the right candidates. What became evident was that it was almost easier to define what a collaborative leader *isn't*.

Consequences

For example, at one time or another we've all encountered sub-optimal business relationships and experienced the consequences when actual performance falls short of expectations. From these disappointments we intuitively know the traits, behaviours and approaches that deter teams from coming together collaboratively. Therefore, through lessons learnt and direct experience, much has been made of the importance of trust in real collaborative outcomes; it becomes the common currency underpinning collaborative transactions as a relationship develops. Trust is an inherently personal thing; it is personally gained and personally held. However, although it is established at a personal level, it is the basis of the confidence that one organisation has in the other that enables two organisations to operate collaboratively, to share information, establish a common destiny, to deliver shared value and even to resolve disputes together.

The toxic twins which will destroy trust in a heartbeat are *parochial behaviours and values*, and *short-termism*. Across the commercial world taking short-term, opportunistic advantages of a business relationship to secure an objective, usually financial, is entirely acceptable. Indeed, some executives pride themselves on their clinical execution, and relish anecdotes of their victories. The trouble with short-term thinking is that it generally doesn't provide sustainable returns, it does not ensure business continuity, does not allow for the development of account opportunities, limits the business horizon and it certainly does not support the mutual reliance of collaborative ventures. Yet in many commercial organisations, short-term gain remains a dominant characteristic.

And so here's the thing: in a commercial business environment collaborative leadership is not necessarily personal attributes or merely a change of business model; it requires a more fundamental re-evaluation

Leadership qualities

EMPATHIC	CHARISMATIC	ORGANISED
INSPIRATIONAL	TEAM PLAYER	NON-CONTROLLING
PRAGMATIC	VISIONARY	ENGAGING
KNOWLEDGE SHARING	OPTIMISTIC	TRANSPARENT
PASSIONATE	RISK TAKER	TRUSTWORTHY
EXECUTIVE	GOOD LISTENER	PROACTIVE

“Much has been made of the importance of trust in real collaborative outcomes; it becomes the common currency underpinning collaborative transactions as a relationship develops”



of business norms; the recognition that non-financial benefits of a venture are valid and of comparable importance to the business as EBIT, or turnover generated by the project. To some organisations, the very language and purpose of collaboration can be an alien concept. The real challenge of finding new collaborative partners and engaging at the leadership level becomes one of not only finding leaders with the necessary qualities, but finding them embedded in an organisation that is willing to accept collaboration as a viable and sustainable business model. Without this synergy between the collaborative leader and a mature organisation it is difficult to successfully deliver effective collaborative working. The continuation of business, the perpetration of trust through collaboration brings undeniable benefits.

“The toxic twins which will destroy trust in a heartbeat are **parochial behaviours and values, and short-termism**”

Leonardo is setting the basis to fundamentally engage in collaborative partnerships. We are successfully investing in the next generation of collaboration leaders. Not only is training an ongoing effort by the organisation, but the Leonardo senior management team is ratifying the benefits of collaboration through developments across and within our diverse and international business units.

Visionary

As an interesting observation, it may well be the case that organisations operating in longer-term environments – with planning periods projecting across several decades, where the attraction of short-term focused decisions and opportunistic behaviours is inherently less – are actually the natural breeding ground of collaborative leaders. Leonardo

has cooperated in defence and technology partnerships for many years now, maintaining our identity as long-term visionary of opportunities and, more importantly, development of new solutions and technologies. It is

undeniable that the ability to match the individual with the organisation that works under the same principles, will facilitate the development of common traits, of shared strategies and visions – and under such congruous environments, a collaborative leader will shine.

The *Government Commercial Function Supplier Code of Conduct* and *Open Book Contract Management Guidance* are substantial moves towards a more collaborative approach, especially relating to service delivery programmes, thus providing a useful vision for collaboration on major programmes. For government procurement, the collaborative leadership imperative is more to provide direction than to lead. The management of SIAM towers in disaggregated programmes is very much the focus of the collaborative effort,

but with little emphasis placed on developing the relationship with their service providers. Perhaps greater focus on these relationships could be the next evolution of public/private collaboration.

Undoubtedly, collaborative leadership is pivotal to delivering effective outcomes whatever the prevailing business model. However, the inherent effectiveness of an individual's collaborative competencies and experiences will depend on the extent to which an organisation is prepared to allow collaboration to be deployed as an acceptable delivery model. We can put a lot of effort into participating in multiple enterprises, seeking to fit into a remodelling world where closer cooperation is the norm, but without having a solid structure of trained collaborative leaders and a mature corporate organisation that embraces and understands collaboration, the role of a collaborative leader can be sub-optimal and at worse only inspirational. We in Leonardo have recognised early the need to have a company and individual synergy, we are enhancing this organisational cooperation synergy to allow collaboration in full to take the lead and provide the right structure, methodology and mentality to allow the nurture and development of the right leaders.

In aligning good collaborative leaders within mature organisations where you build, create, motivate collaboration and trust, the results will arrive naturally now and be sustainable long into the foreseeable future. We must not underestimate how the right leader can drive the necessary cultural change within an organisation. ■



What being the best of the best really means

Tim Mowat
LEONARDO

I always smile when I see partnering charters which declare that, because it's a collaborative project, everyone has to be honest, as though ordinarily that simply wouldn't be the case. And this rather simple example can be seen elsewhere when we talk about all things collaborative.

So, when we're seeking the essence of collaborative leadership, should we be surprised that the essence of collaborative leadership is seated in good, structured project and stakeholder management? Despite the research to distil out the DNA, the attributes of an accomplished collaborative leader are, in fact, reasonably generic.

But not everyone with those broad skillsets is capable of becoming an accomplished collaborative leader. Experience of working collaboratively is actually quite difficult to quantify, as the attributes it imparts are often ethereal. It is not just the time spent in a collaborative environment, but the absorption of that sense of achieving for the

greater good and promoting fairness and equity at the heart of value-based judgment calls. And inevitably, there is that inner courage to withstand being called out when there is that overwhelming surge towards reverting to less enlightened, transactional methods when progress is challenged. But even experiential learning may not be sufficient to be the best.

What makes a collaborative leader more of a refined role is the ability to motivate and marshal partners together around common goals and objectives. In my experience, the best collaborative leaders are those who can inspire others to coalesce around a joint vision of success; those who command the respect of their team by their determination to create better outcomes by combining disparate talent to deliver a common goal. And moreover, they can build teams based on trust.

In my view, to be the best of the best, a collaborative leader combines skills, experience and inspiration.



Applying collaborative leadership to business and relationship improvement



Adrian Miller
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Motivation, resilience and relationship building are key constituents of effective leadership and form the basis of how good collaborative leaders convey the right direction and apply appropriate supervision to teams and people.

Motivation and helping people understand the rationale for acting or behaving in a certain way is essential because collaborative leaders need to build an exciting vision and convincing strategy. Collaborative organisations need to ensure leaders apply their skills to deliver consistent results and get things done day to day in a dynamic environment. Particularly because collaborative enterprises and ventures must ensure that value is delivered in accordance with stated objectives.

Resilience is about the capacity to address difficulties, coupled with robustness and flexibility. Anticipating and accommodating changes is an important feature of how dynamic organisations operate in complex environments, where collaboration is nearly always an essential dimension. Managing and implementing change in these circumstances is challenging because it is not just about communicating the rationale – teams need to see words backed up with behaviour. When people say that someone leads and manages change effectively, they

mean that they can observe the consistency of that leader's behaviour.

Relationships translates into building trust and demonstrating accountability to meet commitments. The extent to which high levels of trust and accountability are part of an organisation's culture is determined and shaped by their leaders. The ability to build trust and foster accountability is a skill that can be learned and improved. Having great technical and functional skills, or high intelligence is no substitute for shortcomings in effective relationship management. Organisations that ignore the "soft skills" associated with this approach miss the opportunity to build well-rounded leaders and managers, with a consequential impact on performance.

In NATS we understand the importance of collaborative leadership and how it needs to be practised effectively to motivate our teams and build

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"We encourage our collaborative leaders to focus on building trust and nurturing trust in personal relationships to build consensus and to help overcome conflict and adversity when it arises"
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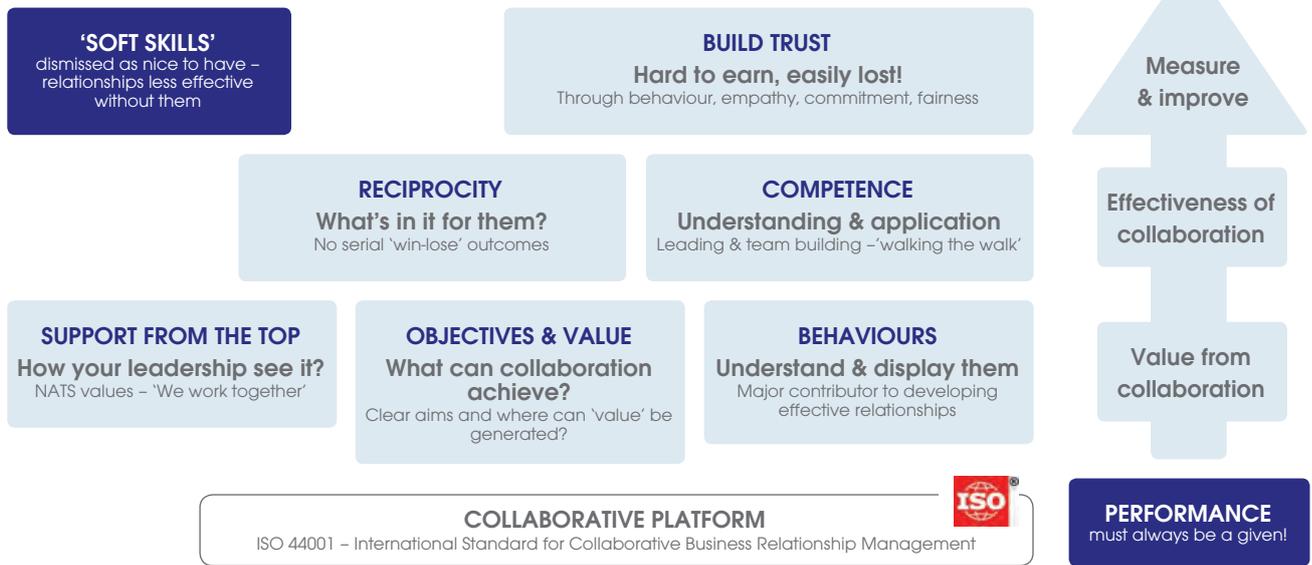
relationships with other parties, in and outside our organisation. We encourage our collaborative leaders to focus on building and nurturing trust in personal relationships to build consensus and to help overcome conflict and adversity when it arises.

Pillars

One of our three company values is that "We work together". The

supply chain management function has two strategic pillars that are focused on working together. They are "Building supply chain collaborations and strong external relationships" along with "Working in partnership with the business". These underpin our collaborative strategy, which is predicated on working with supply chain partners to support our safety critical operational systems,

Collaboration fundamentals



deliver our major technology transformation and develop commercial solutions. Not only do we recognise the importance of effective collaborative leadership in supporting, communicating and encouraging our team to think differently, we also recognise the contribution it makes to encouraging the right behaviours and attitudes in our teams.

Development

The approach we adopt in NATS supply chain is intended to encompass motivation, cultivating relationships and building resilience but is not simply focused on directly managing our supplier relationships.

We are always looking to improve and expand our approach to collaborative development, both with other functions of our business, as well as with our external partners.

In this article we have summarised three instances where we have applied collaborative leadership to business improvement or relationship development.

Leadership through working in partnership within our business

The way we work in partnership with our business is two-fold. Working directly as part of teams is business as usual; however we can also provide support and expertise where we are able to contribute to business improvement through the application of collaborative leadership, by working with our own internal functions. We have used easily understandable messages to convey the fundamentals of collaboration.

Safety in NATS is paramount to everything we do, and our Safety Directorate is responsible for ensuring this happens on a constant and never-ending basis. Testimony to their dedication and professionalism is that NATS has an excellent and highly regarded safety record. Our safety team understands that this success is not just achieved through their actions alone, so they asked the supply chain collaboration team to work with them to help encourage an even

greater level of collaboration with their stakeholders. To build this understanding and facilitate their thinking, we ran awareness sessions in their team meetings, and we have subsequently been involved with two key initiatives that are ongoing:

Airports: NATS is responsible for safety at numerous UK airports and our safety team wanted to create a more collaborative dialogue with the controller operation, so that together they could identify further opportunities for improvements through sharing ideas and challenges. With help and advice from supply chain, the safety team is applying a collaborative approach to changing the dynamic of their relationship with the airports; addressing a perceived policing role to one of mutual beneficial outcomes and valued leader. The key was to understand the motivation of the different airports teams so that their best interests could be addressed to ensure mutual benefit with our safety team.

Safety culture in the supply chain:

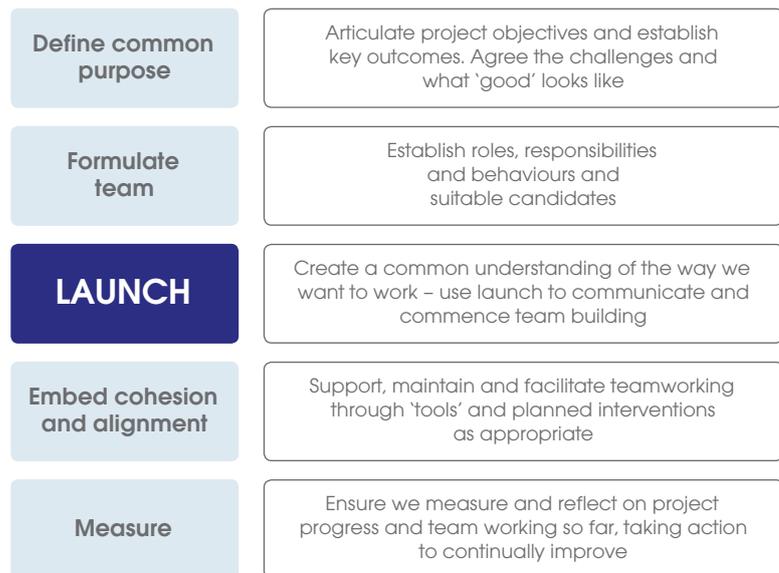
NATS over many years has built and embedded a culture of safety across all dimensions of our organisation, not only direct centre and airport operations but *all* of the functions that contribute and support these operations. Our Safety Directorate recognise that, although we have pockets and great examples of working with suppliers on tasks that are safety related or associated, there is an opportunity to make this more consistent and comprehensive. The NATS supply chain collaborations team is working alongside our safety experts with our key partners on developing an approach to extend our safety culture to relevant suppliers. We have launched a pilot with Leidos to develop our approach.

Leading on motivating and building better integrated teams

We have worked with two specialist team building and collaboration organisations – Optamor and Sigma – to create a more effective approach to setting up, running and continually improving collaborative projects through working in unison with stakeholders and partners. This is a five-phase approach:

- 1 Defining a common purpose:** To articulate project objectives, key outcomes and what “good looks like”. It means agreeing perceived future issues, barriers, opportunities and drivers from NATS and its supply chain, along with agreeing the key deliverables, vision, behaviours, measures, timescales and governance. Benefits include:
 - Ensuring an efficient delivery to schedule, which involves the external partners up front and

Building better integrated teams



providing clarity and expected time savings.

- Sets the scene for a successful highly motivated team that leads to less failure, re-work and cost.

- 2 Formulating the team:** This means selecting the best candidates based on both role specific and behavioural criteria by involving individuals in emotion and behaviour assessments, with interviews to establish “fit for the team” in role-specific skills and cultural “fit” for required success behaviours. Benefits include:

- A straightforward and easy approach to comparing candidates with an in-depth insight into them before the hiring or appointment decision is made.
- Establishes the basis for better performance management.

- 3 Launch:** Provides the delivery team with the leaders’ expected project outcomes, linked with enabling the leaders to listen and understand the concerns and challenges from each stakeholder. It means developing and agreeing the

actions to deliver expected project outcomes coupled with initial teambuilding.

Benefits include:

- Insights will expose challenges that won’t necessarily have been previously understood.
- Closer collaboration means risks are shared and mitigated to remove individual frustrations.
- Brings together team working, processes and measures to avoid project failure.

- 4 Embed – cohesion and alignment:** This means developing the five important conditions required for high performance: trust, conflict, commitment, accountability and results. Benefits include:
 - Developing vulnerability-based trust with each other to be comfortable with “productive conflict”.
 - Increased tolerance for cross functional overlap and norms for commitment and accountability.
- 5 Measure:** To maintain momentum in developing team cohesion and alignment and to hold team members accountable for their team cohesion and alignment

commitments. Ensuring collaboration is continuously improved. Benefits include:

- Team review and progress assessments on cohesion and level of “productive” conflict.
- Ensure team members hold each other accountable for both project and behavioural objectives.

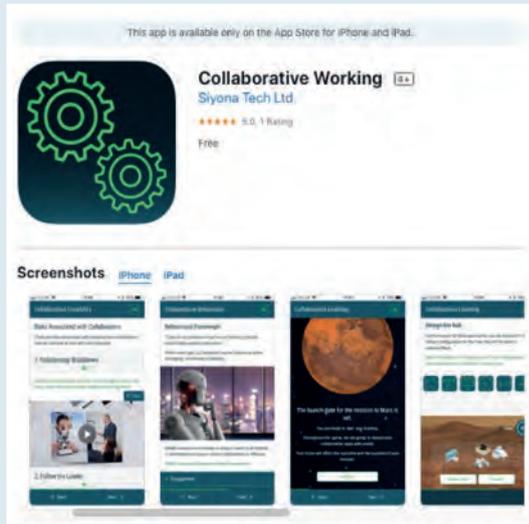
Leading on sharing collaborative practice with stakeholders and partners

Recognising that improving awareness of the intent and benefits of collaboration is one of our leadership priorities, as it is fundamental to ensuring our internal teams and external partners buy in to our collaborative mission. To reinforce and encourage this, we have developed a smartphone app to help our people understand the intent of collaborative working and improve their awareness.

The app has been developed by the NATS supply chain partnerships team working closely with expert organisations, to create a tool that helps people understand business collaboration. Through our work with collaborative partners and experts we have built up a volume of knowledge that can be accessed by anyone who wants to collaborate, or with an interest in working in that way.

Sharing

The initial driver to create the app was our technology transformation programme



collaboration that brings NATS together with eight supplier partners that need to work together to deliver effectively and efficiently. We wanted to raise awareness and help our teams and our partners’ teams to understand why it makes sense to collaborate, and to know some of the key ingredients and how they could develop their skills. The app has also been shared with our air navigation partners – the NATS equivalents in Spain, Germany, the Netherlands, Norway, Poland and Lithuania – in our major European System collaboration. The objective of

sharing has been to help their people develop more appreciation of the opportunities to enhance the collaboration we have built



together. Improving how we work together will help us explore better ways of working.

The app includes a range of practical ideas and suggestions around how to successfully collaborate and build relationships, whether that’s between individuals, teams or entire companies. These include short videos, interactive

learning, facts, best practice, summaries, guidance and helpful information, all presented in an engaging format with the idea that users can easily dip in and out as they wish.

The content explores a range of areas including capabilities, behaviours, learning and resources in reasonable depth, as well as addressing the “what’s in it for me?” It’s an easy alternative to classroom training with flexible and easy access, providing material, insights and know-how for both those new to collaborative working as well as for the more experienced practitioner.

It raises the profile of collaborative working by promoting greater understanding and a broader application of its principles, drawing content from our experience and from expert external sources, and is endorsed by the Institute for Collaborative Working. ■

This knowledge is accessible through the Collaborative Working App, available to download for free from the App Store or Google Play Store.

Leading people, leading change



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Network Rail and its 38,000 staff, operate, maintain, renew and enhance Britain's rail infrastructure – including tracks, electrification, signals, bridges, tunnels, level crossings, viaducts and 21 major stations. Since 2011 it has shown continued industry leadership in the pursuit of effective supply chain collaboration. But building a consistent collaborative capability whilst delivering a multi billion-pound programme in a complex organisation poses significant challenges, which have been amplified by the devolution of Network Rail into five regional businesses. Stephen Blakey, Network Rail's Commercial Projects Director walks us through some of the key issues and the importance of leadership in building collaborative capability.

The rail industry is a dynamic environment and whilst there are some absolutes, such as the unwavering commitment to safety, efficiency and putting our tax paying passengers first, the environment in which we seek to create a consistent collaborative capability is one of change, driven by internal and external factors.

And consistency is important when it comes to building a “business as usual” capability for collaborative working and requires continued cultural leadership supported by a stable framework of people, process and systems. Bring these aspects together within your business and you create a mature “in-house” collaborative capability. Extend and integrate them with your suppliers through progressive forms of contract and you create a “collaborative eco-system”. We call such eco-systems “Alliances”.

Building ‘in-house’ capability

Network Rail set out to lead the development of the rail sector's collaborative capability in 2011, securing BS 11000 and ISO 44001

“Leadership takes many forms and shouldn't be confused with seniority”

accreditation in 2012 and 2017 respectively. However, it became evident in late 2016 that there were headwinds impacting our ability to be consistent and maintain momentum across the business.

In response, we launched a “Collaborative Working Refresh Strategy”, designed to engage stakeholders and practitioners to bring focus and consistency by regularising corporate processes, systems and practitioner

capabilities. The strategy distilled into seven workstreams summarised as:

- 1 Leadership:** Actively committing and role modelling collaborative behaviours and expectations.
- 2 Stewardship and control:** Appoint a professional head with responsibility for setting the standards and assurance regime of our people, process and systems.
- 3 People:** Targeted collaborative leadership and practitioner training, supplemented though local subject matter experts to provide support and guidance, and form the heart of an emerging “community of practice” across the business.
- 4 Process:** Deploy a suite of processes, procedures, templates and toolkits, embedded within our corporate Information Management System to establish pan-business consistency.
- 5 Systems:** Establish connectivity across the business via effective systems that promote pan-business consistency, effective learning and the demonstration of value creation.
- 6 Assurance:** Develop a self-assurance regime to assess corporate maturity, capability, examples of excellence and areas for improvement; integrating these with external assessments to preserve and expand our certified status.
- 7 Communicate and engage:** Actively promote awareness, adoption and advocacy of collaboration across the business and supply chain, recognising our expertise and highlighting success.

The strategy was effective for the business at that time but now needs to be viewed through a lens of corporate change.

Harnessing capability during structural change

In order to drive better train performance and outcomes for tax paying passengers and freight users, Network Rail has deployed a new operating model with 14 operational routes, supported by five Regions, two Service Directorates and other directorates of excellence at the centre.

Each of the five Network Rail Regions (Scotland, Wales and Western, North West and Central, Eastern and Southern) is a capable business in its own right, able to support their routes and design and deliver works, lead stakeholder relationships and the performance management of their supply chain.

Creating five regional businesses inevitably impacts our pursuit of consistent collaborative working capability, as whilst these businesses have common purposes i.e. "the What", they are rightly empowered to deliver as they see best i.e. "the How". And how things are done is a cultural disposition informed by the leadership and values of each region and its executive team.

The role of leadership in collaboration

Leadership is key to achieving cultural consistency and harnessing the collaborative capabilities built over the last nine years. This isn't just about client leadership of the supply chain or indeed executive leadership within our business.

Leadership takes many forms and shouldn't be confused with seniority. Each day our graduates, practitioners, managers and executives have the opportunity to drive industry change, to role model collaborative working, to show leadership in building a collaborative culture. It's this individual leadership that will be the critical enabler to our success.

And our definition of leadership within the Collaborative Refresh Strategy of 2017 was deliberate in not being the preserve of the executive, stating that leadership was all about "actively committing and role modelling collaborative behaviours and expectations". This applies wherever you are in the organisation.

So, for a devolved business, a key aspect is to inform a new set of stakeholders on a number

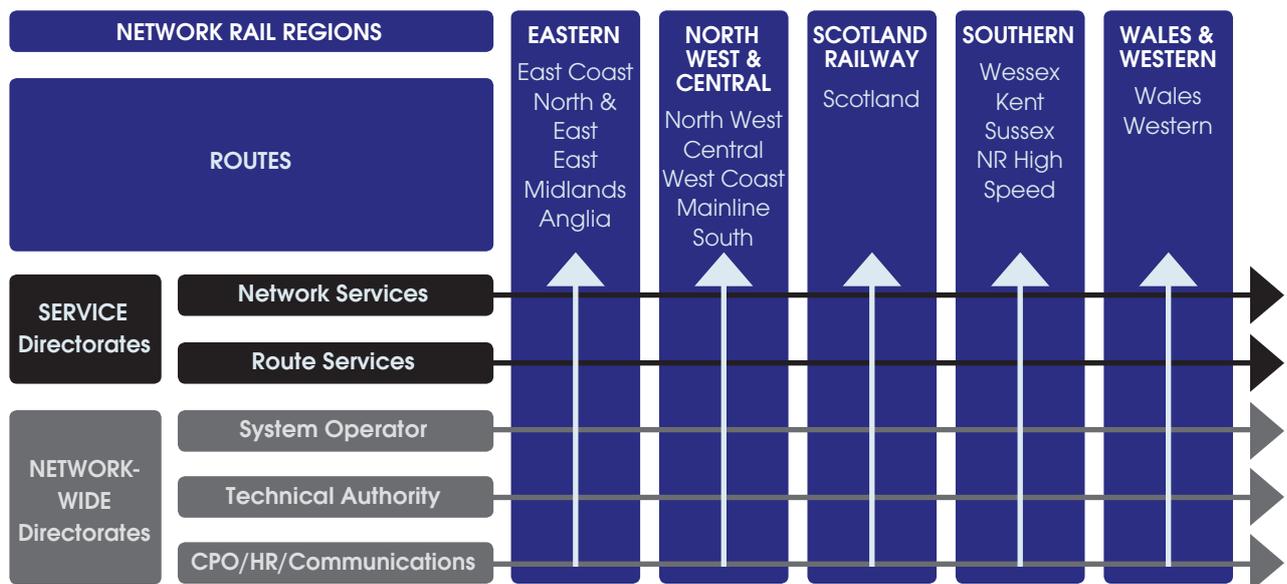
of aspects: our successes and corporate learning, our practitioners' capabilities, the maturity of our processes and systems, the relevance of accreditation such as ISO 44001 and the value that can be added through collaboration.

Is this a technical task, an internal communications activity, the duty of a specific role? We think not and see this as a leadership accountability that sits with everyone who believes in the benefits of collaboration.

Is collaboration a value, behaviour, process or profession?

Our regions, like any organisation, will grapple with the question of whether collaboration is a value, behaviour, process or profession. Some will see it as a core personal value, others a behaviour. Indeed, within Network Rail, being "collaborative" has been one of four established behaviours for some time. This has informed the debate and for many within the more mature professions (e.g. engineering, project management, commercial management) there is a readiness to recognise the concepts and softer aspects

Putting Passengers First: A new operating model





of collaborative working than perhaps acknowledge the emergence of a new profession.

The truth of course is that collaboration is all of those things. It has defined processes and standards which are independently assured and accredited. The Institute for Collaborative Working (ICW) is a professional institution with links to industry and academia. There is an emerging supply base of consultants and subject matter experts. And increasingly within progressive organisations and delivery programmes, there are job roles dedicated to managing the people, process and systems necessary to turn collaboration from a concept into reality.

All of these dimensions constitute the hallmarks of an emerging profession and “professionalising” collaborative working has informed Network Rail’s approach when engaging with the professional institutions, in particular ICW.

In addition, it has helped in our leadership of the sector and setting expectations of the professional capabilities required of our suppliers. Many responded positively, securing BSI and ISO accreditation, working successfully with us through a range of integrated frameworks and alliances and openly sharing and promoting best practice.

Industry leadership means sharing experience

Our commitment to leading our industry includes an obligation to highlight our successful collaborations and share what we have learned, bringing structured continuous improvement not only to our business, but across stakeholders and our broader supply chain.

In 2018 Network Rail published guidance on our assessment of the key enablers to successful alliances. The document has been cascaded across our supply chain and highlights 12 key enablers to success, summarised as:

- 1 **Robust business case** addressing strategic, delivery and commercial benefits.
 - 2 **Clear value for money statement/output specification** confirming budget and performance expectations and an output based specification defining “what is to be done, by when”, leaving the “how it’s to be done” to the Alliance.
 - 3 **Alignment with ISO 44001** with Alliances working to the Standard’s structure and terminology to develop their collaborative culture, people, process and systems.
 - 4 **Creating an alliance identity – branding, values and ethics** with individuals committed to Alliance objectives, ethics, values and branding
- 5 **Clear accountability and governance** via a robust framework that ensures the Alliance is held to account to effective governance, risk and performance management regimes.
 - 6 **Partners selected on behaviours** with an emphasis on capability, leadership and behaviours (rather than price) to secure the right supply chain organisation and resource.
 - 7 **Effective collaborative leadership** through strong, deft and effective leadership to create one high performing integrated team.
 - 8 **Create a high performing culture** through an emphasis on improving and maintaining behaviours and developing, measuring and maintaining a collaborative culture.
 - 9 **A fully integrated structure of people, process and systems** via 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** signed by all parties to establish joint and several liability to aligned objectives and collaborative behaviours.
 - 11 **Regular performance measurement and improvement** via a regime that in addition to delivery, commercial and VFM performance metrics, measures and reviews behaviours.
 - 12 **Innovation and continuous improvement** via a framework and culture that promotes and rewards structured continuous improvement and innovation.

And once again the leadership “obligation” to share learning doesn’t rest at executive level, it also sits with the individual. If leadership is about doing the right thing, then

it includes sharing the collaborative experience from a personal as well as corporate level. After all, collaboration takes place between people.

Summary

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 puts our tax paying passengers first, 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 that our collaborative working capabilities flourished under a successful strategy, anchored in effective people, process and systems.

As Network Rail moves through a period of reorganisation, leadership at every level will be

a key component if we are to harness the collaborative working capability built over the last nine years.

And whilst we will continue our cross industry engagement with suppliers and institutional stakeholders, extolling the benefits of collaboration, leadership across all tiers of our business will be key to building a cultural consistency that allows collaboration to flourish.

Everybody has a leadership role to play in making that happen; to be "leading people, leading change". ■



Driving industry change

Stephen Blakey FRICS, FCinstCES, MICW
NETWORK RAIL

It's been a pleasure to continue our engagement with the Institute for Collaborative Working (ICW), informing its strategic direction and bringing insight and thought leadership on behalf of the rail sector. It's clear that there are synergies in the challenges and opportunities 2020 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. That leadership included being the first UK infrastructure client to secure BS 11000 accreditation in 2012 and then ISO 44001 in 2017. Such independent validation was an important testament to our leadership and commitment to the collaborative journey.

Achievements during those nine years include developing our in-house collaborative capabilities, employing progressive forms of contract and building a number

of successful alliances, allowing us to identify the 12 key enablers of successful collaboration. Our experience directly informed our five-year commercial strategy, with a range of multi million-pound frameworks and alliances deployed, including three Track Alliances, East West Rail and the Transpennine Route Upgrade.

In parallel, we continue to engage with industry stakeholders, institutions and suppliers via several forums, including the award winning Commercial Directors' Forum (CDF). This is our crucible for candid dialogue and insight into how to drive industry change, and has built a culture of engagement, trust and advocacy that is reflected in our annual supplier survey results.

Our challenge is consistency. Pockets of excellence are just that, pockets. Our drive is to embed a consistent culture and capability of collaboration across our business and supply chain. That challenge is amplified with the devolution of

our business into five geographic regions, each equipped to deliver safe, efficient and predictable investment for our passengers.

And leadership is key to achieving that consistency and harnessing the collaborative capabilities built over the last nine years. Importantly, this isn't just about client leadership. Leadership takes many forms and shouldn't be confused with seniority. Each day, graduates, practitioners, managers *and* executives from across industry have the opportunity to drive industry change, to role model collaborative working, to show leadership in building a collaborative culture. Such individual leadership will be the critical enabler to our success.

And what is success? It's putting our tax paying passengers first and building a collaborative culture that enables consistent, safe and timely delivery of rail investment that is value for money, fault and dispute-free, sustainable to the environment, economy and supply chain, and instils stakeholder confidence in the capability of our people, process and systems.

Achieve this, and we will leave a legacy of improved capability, built on collaboration – something that Network Rail, ICW and all its affiliated organisations would be proud of.

The importance of developing collaborative leadership



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Over the past few years it has become common place within the construction industry for clients to demand that their supply chain works in partnership, collaboratively.

Large scale complex projects such as the Network Rail's Wessex Capacity Alliance and the Highways England A14 Integrated Delivery Team have been successful in delivering cost savings and programme efficiencies, but how have they managed it? One of the key factors is the collaborative leadership displayed by those responsible for delivering the project.

So how do organisations go about developing collaborative leadership? Before jumping to a solution, it is important to create an understanding of what collaborative leadership is. If leadership is about setting the direction and inspiring others to achieve the ultimate goal, then collaborative leadership is the ability to deliver this across organisational boundaries by creating an inclusive environment where everyone can contribute. Developing the right culture is essential to overcome the barriers that can exist when teams and organisations are expected to collaborate. This article looks at the way Skanska develops collaborative leadership for its projects.

Components of collaborative leadership

Within Skanska, and any other team or organisation, it is important for the leaders and their people to be able to answer three basic questions:

1 Why do we need to collaborate?

Understanding the benefits

When Skanska works with other organisations or puts together new teams, we will run a series of workshops at the commencement of the relationship to give clarity and transparency as to why we have been brought together. At this early stage the aim is to ensure all members have the same information and that it is not confined to small pockets of individuals. Collaborative leaders will start with the "why" and the context for the project, ensuring that their people are fully aware of the benefits for all parties in collaborating, and more importantly, the role their organisation plays within it. This ensures everyone involved has an understanding that is consistent with other members, and builds a shared commitment and trust within the teams.

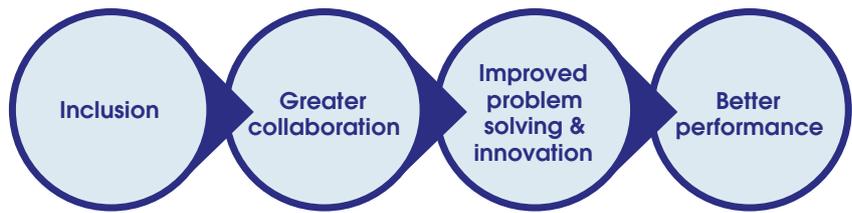
2 What are we trying to achieve? Understanding their own role

Secondly, our collaborative leaders will provide absolute clarity on what needs to be achieved, in a way that motivates and inspires everyone involved to be a part of it. Typically, they would do this by cascading goals and targets, but as really effective collaborative leaders they will make sure their people have a clear understanding that what they do contributes to the overall deliverables and provides clear line of sight to the end goal.

3 How will we do this? An inclusive environment

Skanska has learnt from experience that it is relatively easy for leaders to talk about the first two components of collaborative leadership, the "why" and the "what" as these are factual, tangible and aspirational. However, it is the third component, the "how" that takes time to develop because "how" relies heavily on the human element and is arguably the most difficult as it involves attitudes and behaviours. Excellent collaborative leadership will create an inclusive environment where everyone has a voice, and

Inclusion leads to improved performance



DIVERSE PERSPECTIVES: experience, background, skills & knowledge

more importantly, each voice is listened to, where constructive challenge is encouraged, and people feel trusted and empowered to deliver. It occurs when silos are removed, with teams building relationships and creating their networks across the various partners. This is not an overnight phenomenon that happens because of a team building activity where behaviours are discussed and signed up to. This takes time to create, tenacity and perseverance to sustain and courage to challenge when the rules are broken. We have a whole suite of activities and support for our collaborative leaders to enable them to have the confidence to do this. Skanska has learnt that to spend time on this at the start of a relationship will reap benefits later in the project, and our most successful projects can also demonstrate they have invested in the "how" as well as the "why" and the "what". It needs organisation support in the benefits of collaboration to ensure teams do not focus on delivery but the ways we can "be better – together", which is one of Skanska's values.

Why inclusion is essential in developing collaborative leadership

The key aspect of collaborative leadership in Skanska is creating the right environment for our people to speak up, challenge, provide diverse thinking, and be heard i.e. feel included. We select and develop our leaders to be inclusive so that people with a diverse background and

perspective feel comfortable sharing their thoughts and ideas. To get this message across we reinforce that inclusion leads to greater collaboration and in turn has an impact on performance.

Collaborative leadership is about creating an environment of psychological safety where people can fully contribute without fear of comeback or retribution. It is about building trust so that teams can have dialogue in an unconstrained way that fosters constructive debate, and that people feel valued for sharing their insights and ideas. A leader, therefore, has a huge influence on how included employees feel, and that they can really contribute to the team through the climate that they create.

How is Skanska developing collaborative leadership?

An organisational approach

Skanska's organisational values provide the foundation for developing collaborative leadership, in particular our "be better – together" value: *"We always strive to be better in all we do. We are a learning organisation and generously share our expertise. We take pride in quality and innovation. We build One Skanska teams together with customers, partners*

and communities. We leverage diversity to deliver the best solutions. We foster an inclusive culture where we are open and fair, showing trust and respect for each other".

The importance of this value to Skanska is evidenced by the work of the Be Better – Together Steering Group. This group is led by a member of the Executive Management Team and supported by leaders across the business with the aim of promoting collaborative working

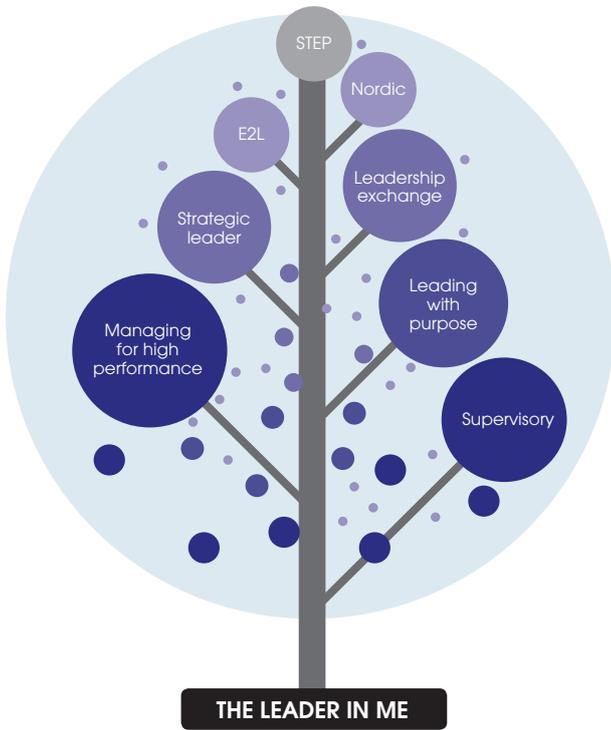
throughout all the operating units and enabling functions in Skanska, as well as the competencies identified to ensure its success. It takes a holistic approach by embedding the disciplines

"It is important to create an understanding of what collaborative leadership is"

and processes required for collaborative working, as set out in ISO 44001, with the behaviours, mindsets and leadership capabilities required for success.

Aligned to this is the "Skanska leadership profile", a competency framework that details the expected behaviours of our people, expressed from individual contributor to business leader level. This framework, specifically developed for Skanska, is used in the performance review cycle to assess leaders for both promotion

The leader in me



and development purposes. Collaborate is one of the nine competencies that are reviewed at least annually, with subsequent development activity identified where necessary.

One of the development options is a suite of leadership programmes. These have been developed to provide leaders with the tools and experiences to create an inclusive environment, conducive to collaboration. Everyone attending a programme, at any level, completes

- Receive feedback on the climate they are creating
- Understand the impact they have on their teams
- Identify the behaviours that are contributing or hindering team performance
- Build openness and trust and increase employee engagement
- Understand how collaborative they are perceived to be by direct reports, peers and colleagues.

Aspects of collaboration specifically measured are:

- How the leaders encourage openness and sharing of information
- How much time they invest in creating and maintaining strong relationships
- The extent to which the leader works together with others to achieve a common goal
- How willing the leader is to adapt around others.

a one-day pre-joining workshop focused on inclusive leadership called "The Leader in Me".

The Leader in Me uses a 360 diagnostic tool that asks two questions: "how does it feel to work here?" and "how does it feel to be led by you?" based on emotional intelligence principles. The tool enables leaders to:

The tool provides other positive indicators essential for collaborative leadership as well as focusing on negative indicators. The thread of creating an inclusive collaborative environment is explored at each level of leadership within the organisation, from supervisors through to senior leaders.

Indicators for collaborative leadership

POSITIVE INDICATORS

How they provide meaning and purpose and create a clear vision

The trust they have in people to do their role

The extent to which they value differences in others

NEGATIVE INDICATORS

How critical and blaming they are

Their tendency to micro-manage and control others

How resistant they are to new ways or ideas

Measuring collaborative leadership

On a Skanska level the annual employee engagement survey has indicators that provide insight on how employees feel the “be better – together” value is lived and how included and valued they feel. Against both UK and global norm groups Skanska scores in the upper quartile on both engagement and effectiveness.

Over 1,200 employees have completed the 360-diagnostic tool from The Leader in Me, and as a result we have now established a Skanska benchmark that clearly shows that our leaders are creating inclusive collaborative environments for their teams to thrive in.

Collaboration is the future of the industry

As the construction industry looks forward to projects guided by Project 13 principles – an industry-wide research project for improving productivity developed by the Infrastructure Client Groups – and the creation of “Enterprise State” becomes reality, the need for integrated teams and collaborative leadership becomes more vital. Large scale infrastructure projects such as HS2 will only be a success if all of the partners across the whole venture can work effectively together, and to do that requires collaborative leadership. ■



Our constant fine tuning to be better – together

Dr Howard Britton
SKANSKA

Within the construction and infrastructure sector, Skanska typically works on large scale projects with high levels of complexity, often in joint ventures or alliances. This requires a multifaceted network of relationships and interfaces at all points along the value chain. Outcomes are directly related to how well the project teams are working in terms of these interfaces and inter-relationships, as well as the effectiveness of transferring learning from project to project. Sector initiatives such as Project 13 From Transactions to Enterprises identify a lack of maturity in the way we work together as a major blocker to improved performance and productivity.

Whilst Skanska’s Be Better – Together Steering Group had been concerned with making Skanska into a truly ISO 44001 organisation, this work has now been devolved to a working group. This has enabled us to change

the composition of the steering group and widen its scope to take responsibility for driving team performance through improved working practices. This includes working better with our customers, our partners and communities. It is also about fostering an inclusive culture where we are open and fair, showing trust and respect for each other.

As part of this we are working with external parties to develop a team performance model to be more effective at integrated working on projects. The intention of this initiative is to be able to measure project behavioural maturity against a series of criteria supported by a toolkit of interventions. This will ensure our teams are striving to optimise their performance across the lifecycle of the project.

We are also continuing to support Warwick Business School’s (WBS) academic research programme by giving them access to Skanska projects. This joint work benefits both Skanska and WBS but also supports change in the wider business community.

Collaborative leadership is at the heart of Skanska’s value of “be better – together” and is reflected in our philosophy that leadership is vital to the development of integrated and collaborative projects. Paula Lindores’ article in this edition of *The Partner* outlines what this means in practice.



Leadership: creating the conditions for success



Richard Castell
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The evidence is overwhelming that effective and committed collaboration are critical factors in achieving success in any organisation. At Amey it made business sense to put our defence relationship programme in the hands of former serving officers: Business Services Director, Steve Fulcher leads our ISO 44001 military officers programme; Richard Castell and Mick Harris are Operational Relations Managers, serving on SMTs and pivotal to our stakeholder relationships.

Richard Castell

I commanded an artillery support squadron in support of an artillery regiment equipped with the then new Multi Launch Rocket System (MLRS). The “shoot and scoot” tactics meant that, as soon as a launcher fired its rockets, it moved quickly to avoid counterattack. Being responsible for the trucks carrying the rocket pods meant operating a complex resupply system that had to be agile, robust and reliable.

The collaborative leadership came from the commanding officer of the artillery regiment. My squadron command team was invited to a study day with the regiment’s command team. We were introduced in the most positive terms. We exchanged ideas for developing tactics, communications, data transfer, security and logistic support for a range of requirements. Later that day (over beers) we formed the basis of what became a highly effective collaborative relationship. The commanding officer set the tone and by his actions and manner made it clear to all teams (us, the medics and the maintenance detachment) that we were all vital elements and should be mutually supportive. The result was that we became a high performing team, achieving the highest grades in all subsequent operational readiness assessments.

In Amey the culture of collaboration is embedded, and the top performing sites and areas enjoy the best levels of collaboration. I ran a collaborative

workshop in an underperforming area. A manager from our client was recently appointed; he was a natural leader, and he and his opposite number at Amey shared a determination to make the teams work together. They opened the workshop with a joint statement that was passionate, inspiring and credible. They set out clear joint objectives and left no one in any doubt that collaboration is essential to success. Since then performance has improved noticeably.

In both examples the critical leadership factor was credibility. Leaders illustrated clearly their belief in the importance of working as a team, focusing on shared objectives and winning or failing together. If collaboration is seen as an add-on it just won’t work.

Steve Fulcher

“Common purpose”, “joint objectives”, “realising benefit...” are these just managerial buzzwords and clichés?

My time in the RAF was frequently characterised by flight, squadron, wing and station loyalties; these are important elements of achieving the esprit de corps, but frequently were inhibitors to truly coherent effort. Success was so frequently reliant on the ability of the commanding

Creating better defence communities

We support the people and organisations who keep our country safe by making sure they have the vehicles, equipment, work places and housing they need.



officer to create an environment of mutual benefit – the vision. General Stanley McChrystal's *Team of Teams: New Rules of Engagement for a Complex World* tells us that we don't all need to have the same culture, tee shirt or drivers; indeed, differences and diversity are healthy, but leaders who understand the mission and cohere teams around it are the difference between thriving and failing partnerships.

My experience since leaving the RAF tells me people look for leaders amongst their partners that truly understand and empathise with the challenges they face. Amey was part of the turmoil of the austerity era, yet has flourished and, in a great part, it is because we have leaders who are invested in the common purpose. We collectively faced difficult times and it was during these days that our joint leadership was challenged the most. The mutual trust built through personal investment and committed effort allowed us to navigate through successfully.

.....
"The best leaders understand the vision and share it"
.....

Mick Harris

It was when I was deployed on operations as the Head of Department (HoD) of a Royal Navy warship that the much-vaunted phrase "the team works" really rang true.

In a Royal Navy frigate or destroyer, the Warfare, Marine Engineering, Logistics and Weapon Engineering departments are headed up by a Lieutenant Commander who is in charge of the team of specialists beneath them. However, it is the successful integration of effort across these departments that enables the Commanding Officer (CO) to make decisions that he knows are founded on the "whole ship" approach of his HoDs. In peacetime, when the CO empowers his HoDs to work together to deliver the ship's programme, or when dealing in the multi-dimensional on operations when the "threat" can come from air, land, beneath the sea or on its surface, it is essential that every member of the crew understands the Command aim and how they need to integrate and collaborate to best effect in fighting the external and internal battle.

Later, as a senior "sea rider", training Royal Navy and foreign

warships from across NATO, my colleagues and I focused on the need to "lead collaboratively" at all times, and to work together for best effect as a unit or task group member.

In Amey we take a very similar approach and our operational leaders seek to ensure that the teams beneath them work together collaboratively to meet our business objectives; although the definition of "team" in this instance also encompasses our client, the Defence Infrastructure Organisation, and reaches down into our tier 1 supply chains. Between us we work extremely hard to ensure that whether it's "business as usual" or when the chips are down and we are jointly addressing a key operational problem – that a collaborative approach is maintained in the way we conduct our business. Despite being largely KPI driven, the two principal Senior Executives Responsible (from Amey and DIO) have driven this approach as they fully understand the concept of "the team" and the message at the multiple workshops I have facilitated across the contract since joining has been clear: we will only achieve our full potential if we work together. I am pleased to report that in the Royal Navy and Amey "the team" really does work.

So what?

There is no one way to lead, but an insular view of what is important to one party may mean that a view of what is critical to enduring success might not translate to the joint vision. The best leaders understand the vision and share it; they are prepared to take risks and will invest the time and energy to be able to understand the team and the individuals within it. It is our belief that having people that really understand the partner's values and vision allows us to create the right conditions for success. ■

Evaluating collaborative leadership



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The infrastructure industry faces unprecedented opportunities and challenges from globalisation, digitalisation, increasing complexity, and the extent of stakeholder management. There are vast national and global programmes to deliver, such as urbanisation driving need for enhanced infrastructure, decarbonising economic infrastructure to achieve net-zero emissions, rolling out 5G communications, and turning smart infrastructure from concept to reality. And there are pursuits such as advancing the sustainable development goals and ensuring that everything we do delivers positive social outcomes. Against all these requirements, the infrastructure industry still struggles to hit cost and time targets.

The paradigms that most infrastructure industry leaders grew up with are shifting fast. Implementing contract structures within the shifting paradigms can be complex. The need to integrate diverse organisations, specialist skills and advanced technologies is greater today than ever before. It calls for a collaborative working culture and individuals who can lead collaboratively.

Developing an approach to collaborative working that is clear, consistent and communicated across all facets of project and programme delivery is essential. A first, fundamental requirement is general leadership competencies. Leaders must also have more highly developed abilities than ever before in:

- strategy
- adaptation to change and challenge
- emotional and social intelligence

- knowledge sharing
- transparency
- inclusion
- innovation
- conflict management
- team working

Leaders need to work in more complex environments, align a broader range of stakeholders, and focus teams and enterprises to work to common goals and outcomes. To achieve this, leaders must be *collaborative leaders*.

Got what it takes?

Being a collaborative leader involves instilling behaviours and formal ways of working that enable and promote collaboration across one's own organisation and those of partners. In successful projects and programmes, collaborative leadership must be supported

by technical competence, structured frameworks to guide collaborative behaviours, a shared and clear purpose, and business relationships that are clearly defined and scoped. But the quality of the leadership is the fulcrum. Leaders must remember that they create the environment and set the tone for delivery of outcomes and value.



There are several key attributes of collaborative leadership:

- Intuition: capacity for noticing and sensing the environment around you
- Strategic interpretation: ability to understand the implications and consequences of key information and act appropriately
- People skills: capacity for tolerance, appreciation of uniqueness and difference, empathy for and valuing of others
- Energy: personal reserves to deal with difficult situations and manage conflict, with capacity to be creative and innovative, and make good decisions
- Stress and coping capacity: maintaining a positive attitude in the face of work and personal challenges
- Managing change: aware of and coping with unknowns, embracing diversity and encouraging innovation
- Prioritisation: ability to focus on what's important versus being harassed by the urgent, demonstrating patience where needed
- Assertiveness: capacity to be positively assertive, leveraging the strengths in the team and providing guidance.

Creating better collaborative leaders

How do we evaluate an individual's collaborative leadership capacity and potential? How do we identify the right leaders for today's challenges and develop those to lead us into the future?

MacDonald teamed with a performance specialist to develop a model specifically addressing these questions. It enables us to assess attributes and competencies, experience and skills, to spot gaps for improvement, or analyse when and why collaborative enterprises aren't working properly. We began by studying a diverse group of leaders to develop a baseline for collaborative leadership. Objectivity is achieved through values-based assessment. Leaders do not self-report.

around an individual's or a team's energy and resilience, which are important to their wellbeing. The need for development can arise through initial assessment or ongoing assessment as a project or programme progresses.

Energy is required to manage difficult circumstances. Energy can be negatively affected when too many things need attention and there doesn't seem to be enough time to get everything done, especially if high volume is a fairly constant pressure. Erosion of energy can show in reduced patience, when working with difficult people. Leaders with low reserves of energy are prone to ineffective decision making and have reduced strategic insight.

Resilience is made up of energy, ability to cope with personal and work stress, self-regard, self-criticism and motivation. All will naturally

fluctuate, but when a sustained reduction occurs, it may result in reduced performance and effectiveness. Leaders generally want to achieve high performance. Paradoxically this can be to the detriment of the leader and the project when it comes at an unbalanced cost to the self, affecting wellbeing and resilience.

Collaborative leadership benchmark

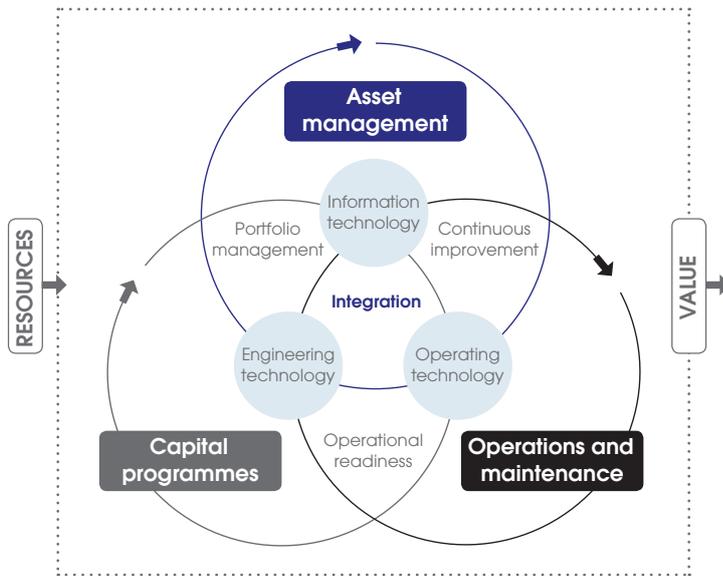


Setting a baseline for collaborative leadership allows us to measure and benchmark a leader's collaborative maturity. It enables diagnosis, showing where we can work with the individual to enhance their capability, or intervene to strengthen a team. The main areas for development centre

Rescue remedy

The approach enabled is very different to typical remedies to poor project or programme performance: often the response is to replace leaders or add layers of management. But this doesn't target the problem and remedy it. Our model helps

Infrastructure enterprise



From transactions to enterprises

Enterprise working involves bringing together all the stakeholders in a single organisational team that is set up to focus on outcomes rather than individual outputs. The enterprise approach to project delivery has been used with great success on isolated projects and programmes for more than ten years, but in a famously conservative, habitual and precedent-oriented industry, has not yet become widely known. It is described in a paper, *From Transactions to Enterprises*, published in March 2017 by the Infrastructure Client Group, a panel of the UK Institution of Civil Engineers (ICE).

In an enterprise, all the participants are incentivised according to the outcomes achieved by the whole enterprise, meaning that they are encouraged to collaborate to achieve the optimum results from the project for the client and end-users. Collaborative leadership brings together all the organisations, technical disciplines, business processes, technologies and management systems to achieve this.

discover the reasons why the project is struggling, and the leadership team play their part in the turn-around. It can be specific on the issues at an individual level.

Predict and provide

The model can be used to evaluate leadership during the project or programme scoping stage, well before work starts, to inform decisions about who should be appointed to leadership roles. It can also assist in developing emerging leaders – young professionals with potential, or experienced leaders looking to step up a level in the scale and complexity of projects they're taking on.

Improvement is a watchword for the infrastructure industry – improvement against environmental, social and economic indicators. Continuously improving collaborative leadership is essential for driving up the performance and value of projects, programmes and existing infrastructure systems. Our collaborative maturity model assists with meeting individual and organisational needs:

- Provides a diagnostic as well as predictive measure for improving collaborative leadership and team performance
- Identifies potential issues related to resilience and wellbeing, which allows for taking care of people and identifying and managing risk
- Allows the collaborative performance of leadership teams to be measured and monitored throughout the project lifecycle, highlighting potential energy and resilience issues, and contributing to continuous improvement.

Collaboration is key to achieving social outcomes, systems integration, performance of infrastructure as a socio-technical system and through-life asset performance and value, which can be measured in outcomes per whole life pound/dollar as we execute our project and programmes. Collaborative leadership is essential for implementing this. ■

“Improvement is a watchword for the industry – improvement against environmental, social and economic indicators. Continuously improving collaborative leadership is essential for driving up the performance and value of projects, programmes and existing infrastructure systems”

The new pragmatic



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Not for the first time since I joined the NHS I hear: “We need to be pragmatic” and “We need to focus on the priorities and not stretch our resources over so many projects and initiatives”. Why do we do that? I’m surrounded by motivated, educated, passionate, compassionate and very capable people. They achieve extraordinary things with very limited resources. In a service that has an open door to everyone, for anything at any time, the NHS is atypical as a provider of services. This unlimited source of demand is met by the capable workforce tied by constraints. Constraints in locations, workforce, regulation, buildings, equipment and time. Do more with less has run out of less.

Today’s “We need to be pragmatic” comment appeared as a response to the proposed introduction of artificial intelligence (AI). A growing number of clinical and management leaders believe that AI has great possibilities for delivering better care. And there is a growing pool of evidence to support this belief. Frankly it’s a lot to ask. Introducing the latest technology into an AI inexperienced workforce and at a time where basic IT infrastructure, is challenged. How do we avoid falling into the pragmatism trap? How can those of us that work in collaboration and transformation help when pragmatism has stopped working?

I get weekly analytics from my Office 365 account with the latest saying that I spend 56% of my time on collaboration and 44% of my time on development. It also says that in the last month I had nine free days of the 31 when I didn’t do any work-related activity in my own time. I also have 468 collaborators. They range across local and national NHS organisations, two unitary local authorities, the Local Enterprise Partnership, Bournemouth and Southampton Universities, a number of commercial organisations, charities and the arts and culture sector. Collaboration is a multi-disciplinary, multi-team, multi-organisation sport. The conversation on robotics and AI spans all of these collaborators – all focused on how we could deliver better care and wellbeing. The system thinkers will have spotted that this is a lot of pragmatism to deal with.

How do we avoid falling into



the pragmatism trap? We know that pragmatic solutions are based on the experience of the voice behind the comments. Understandably, they are robust in their view as for a long time the constraints have created a situation that is unsustainable, yet they still have to make it work. Their expertise is built on miracle-like problem solving skills and extraordinary passion and commitment.

Dashboard

I hear: “We have to stop talking about using AI in healthcare as we haven’t got the basics right”. And, from a senior clinician: “We must introduce AI now, there is a real need and compelling evidence”. In both cases, these comments are coupled with: “Why don’t leaders, commissioners and boards see this?” Both views are wrong.

We have been using Office 365. I now have access to Power BI dashboard on up to date system performance and



the pressures in the accident and emergency departments. We are rolling Office 365 out to primary care and are now working in multiple ways with a range of collaborators, my 468 collaborators and the collaborators *they* work with. Thousands of people connected and working together. We have Microsoft Team rooms for contract workflow, service design, digital and concept development. Our latest, called Big Space, hosts a project team whose aim is to create a physical environment for innovation and problems solving thematic space for our chronic problems that is also extendable out to the virtual world. That's' 468 X 365 X 24 x NHS opportunities: a pragmatism buster.

We use the SharePoint to, err, share. It's also pretty good as a platform for our intranet, which now looks like it's a place to do business rather than a collection of historical documents. We have a high-performing graduate

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"How can those of us that work in collaboration and transformation help when pragmatism has stopped working?"
.....

programme with each member of the team producing a blog. My boss also does a weekly blog and it's a good place to catch up on the NHS long-term plan. At the same time, we have a lively conversation happening about an incubator digital approach using European funding that will see university researchers working with SMEs and local clinicians to work on solutions for better health and wellbeing. It's being led by our innovation catalyst, who is simply brilliant, supported by the dean of health and social science at Bournemouth University and the Dorset Local Enterprise Partnership senior team.

Our local health service, like many in the country is under significant pressure. We don't have the workforce, the buildings or the funding to provide the care we want to. We have shackled ourselves with the constraints of pragmatic thinking and have exhausted, in every sense the "come in early, stay late, work harder" approach. We are very excited by the possibilities a different way of working holds but cannot seem to break the paradigm.

One of our recent blogs was on neurodiversity; a brave soul wrote about her personal and family challenges with a range of neurological issues including Asperger's. What was very moving was her openness. The feedback was not only compassionate and supportive, it was commercial, not in the profit motive sense, but more like the voice of a puzzler who suddenly finds the missing piece of the sky in a 2,000-piece jigsaw. People could see her creative element, her strategic thinking skills and her ability to innovate. In one blog post she broke the pragmatism barrier.

In his book *Rebel Ideas*, Matthew Syed put a spotlight on diversity and identified that different thinkers, which may not conform to the common view of diversity, could be instrumental in making a difference. This neurodiversity would break through the homogeneity of the way we think collectively, to come up with a different, sustainable, solution.

Our team is neurodiverse, so we have set up a robotics team. Without a business case, as many would understand, we have invested £150K in the platform and the person to drive this forward. We identified two aspects of outpatients to focus

their activities for 24 hours a day, 365 days a year. He needs to get it right each time and he needs to process eight times the work that the current team process. Tim's number one job is to take

"We are seeing clinicians, managers, admin, and support staff suggesting changes that will make it better"

the burden of activity to allow staff to avoid coming in early and staying late. It means they can start to focus on the key areas that matter, and as a result, give better care. It will be better for patient health

and better for staff wellbeing.

on and have already started working out how we could use a robot worker to help mimic what's done today. Nothing fancy, just Paul, the software and the enthusiasm for the team working on making outpatients better for patients and staff. Paul has broken the pragmatism barrier. We haven't finished the technical infrastructure set-up but have had over 100 requests from other parts of the NHS asking for help. We are already seeing the clinicians, managers, admin, and support staff suggesting changes that will make it better.

Our robots have been named after the chief execs in our system. Tim, named after my boss, will be expected to help out the team in the local hospitals by working on

Improvement

The new robots have inbuilt AI. They will be making helpful suggestions for improvement and will be working alongside their human counterparts to make things better. We believe that our staff using AI will replace staff that don't. The magic will come from real intelligence and artificial intelligence working together. Our staff will collaborate, co-produce and drive improvement that will result in better care. They will be in control of the speed of change. It's not fancy and big-bang. It's not jazz hands and puffed up claims. It's real people in the real world doing real change. It's being pragmatic. ■

Architects and role models



Jo Potter
INDRA

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For Indra to be the technological partner for the key operations of our clients, is to be at the heart of their business and to focus on what really matters. Collaborative leadership enhances the enormous potential that lies in partnerships as collaborative ecosystems, enabling alignment of the long-term vision and ensuring fully integrated technical and operational solutions with real impact through tangible results. Indra's collaborative leaders are the architects and the role models for driving collaborative change.

Often the behaviours found in an organisation follow the behaviours of its leaders. To enable a collaborative working mind-set, Indra ensures that all employees are aware of

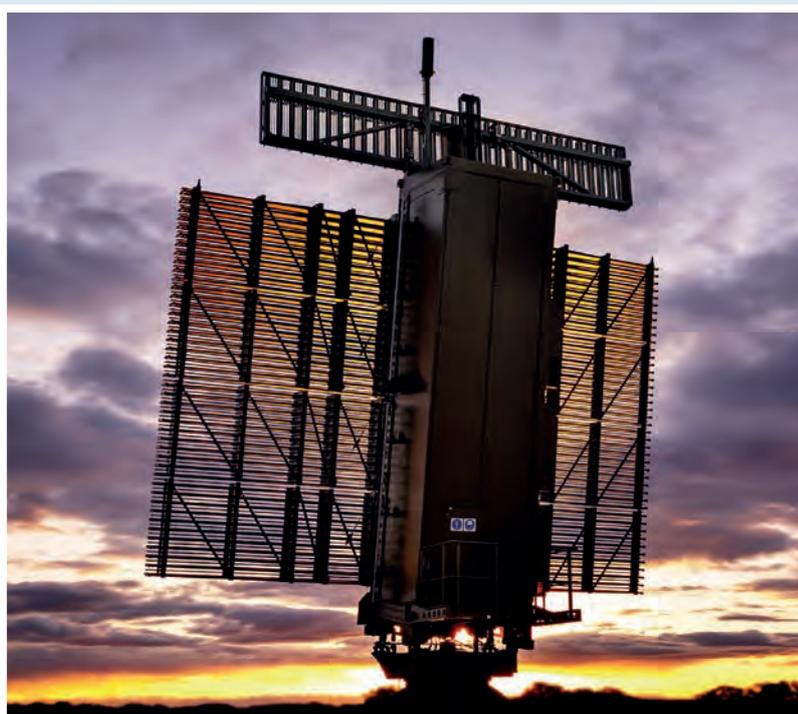
the strategic view. Our leaders regularly share short and long-term corporate, tactical and operational strategic plans at all staff meetings, invigorated by videos, guest speakers, Q&A sessions, quizzes and networking

opportunities. This "one team" model enables employee alignment, engagement and reflection, helping to further develop and maintain our corporate culture and behaviour to support collaborative working

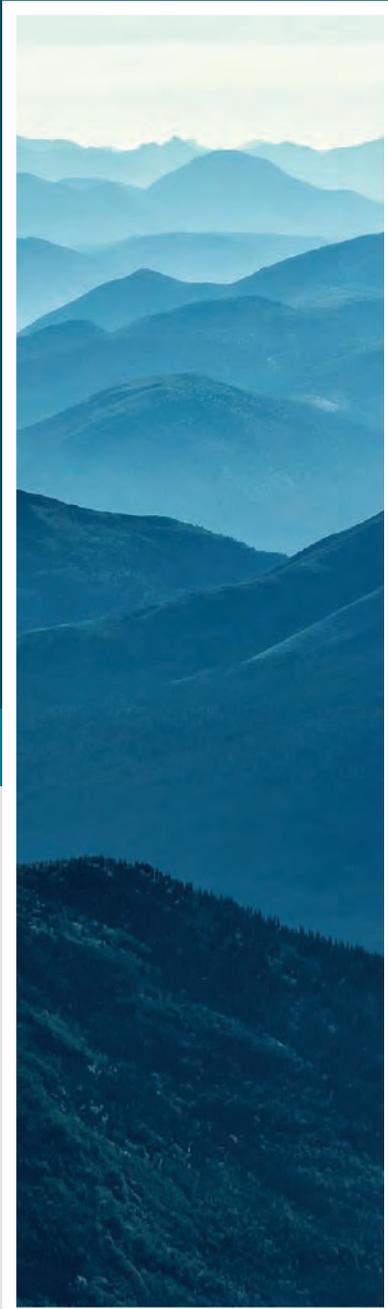
Engaged and informed employees are critical to success in collaborative partnerships. Individuals and teams at Indra learn through experience, sharing those learnings with colleagues, and through bespoke soft skills training courses. Working groups involve all employees and empower them to make a difference to generate and implement transformation projects and expand their opportunities for collaborative leadership.

Genuine

As well as understanding our capabilities as a collaborative supplier, Indra follows a structured process to understand client and stakeholder needs, objectives and interdependencies. This enables the management of truly collaborative customer-supplier



indra



We boost evolution from the core

We are the main technology partner for our customers' key operations worldwide

indracompany.com



“Leadership sets the tone towards how Indra can help customers achieve better outcomes”

frameworks and working together on products as genuine partners. Understanding our stakeholders is crucial to enable delivery of defined objectives and outcomes, providing views and measures that can help uncover and remove barriers. Joint governance is steered by collaborative leaders, maintaining focus on value and ensuring that management continually focus on risk, delivery, opportunities and behaviours.

Opportunities

Leadership sets the tone towards how Indra can help customers achieve better outcomes, providing customised software solutions that apply technological knowledge to take on new challenges. Our collaborative delivery of software is key to performance for sizable safety critical systems developed under stringent software assurance processes, and for smaller digital platforms developed with agile methodologies.

Collaboration extends to customers, peers and suppliers to form a true performance ecosystem, enabling effective responses to ever more challenging business opportunities and driving innovation and the development

of new strategic capabilities.

Collaborative leadership can be a catalyst for achieving delivery outcomes through:

- Commercialisation of our shared innovative products providing a competitive advantage, and extending strategic alliances
- Sharing of risks by the partners, reducing potential mistakes by greater understanding of the operational context
- Reducing (by sharing) costs and best practices, avoiding duplication
- Developing new and innovative ways to address issues and complex challenges
- User-centred design
- Long-term stability and impact, critical to business sustainability

- Achieving genuinely earned organisational reputation and greater credibility.

Expertise in collaborative business relationships continues to strengthen Indra’s standing in the international market, providing the flexibility to manage change and ensure delivery of client outcomes on time and on cost. ■

Indra (www.indracompany.com) is one of the leading global technology and consulting companies and the technological partner for core business operations of its customers world-wide. It is a world leader in providing proprietary solutions in specific segments in transport and defence markets, and a leading firm in digital transformation consultancy and information technologies in Spain and Latin America through its affiliate, Minsait. Its business model is based on a comprehensive range of proprietary products, with a high-value focus and with a high innovation component. In the 2018 financial year, Indra achieved revenue of €3.104bn, with 43,000 employees, a local presence in 46 countries and business operations in over 140 countries.

Client challenge



Mike Tait
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Located in more than 400 locations around the world, Jacobs provides a full spectrum of services including scientific, technical, professional, construction and program management for business, industrial, commercial, government and infrastructure sectors.

With more than 90 percent of the company's work being repeat business, collaborative working is nothing new for Jacobs. Jacobs believes that building collaborative business relationships provides mutual benefits for all parties involved, and the company's business model focuses on developing effective, long-term relationships with its clients.

So why implement ISO 44001?

Jacobs recognised that ISO 44001 provides a platform to encourage Jacobs and its interested parties to work openly, improve innovation and manage business risks, while identifying and recognising value for money.

Andy Brechin, Head of Quality, Jacobs, People & Places Solutions, EMEA (Europe, Middle East and Africa), explains: "The benefits of collaborative working and developing longer term relationships are widely recognised when balanced against the challenges of implementing short-term, transactional contracts. We focus on building real-value, trusted 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 attitudes and behaviours between ourselves and our stakeholders to help build mutually beneficial relationships and project delivery mechanisms."

Jacobs found that collaborative working drives organisational strategy, observing that their collaborative business relationship (CBR) management system helps drive organisational strategy and vice versa.

As the language and the principles of ISO 44001 become embedded in Jacobs' projects and across more client, partner and supplier organisations, then progressively stakeholders will become more aware of the benefits of collaborative working. By implementing long-term framework arrangements and agreements

with its stakeholders, Jacobs is ensuring the principles of "joint working" and the requirements of the standard are applied.

These agreements help Jacobs to:

- Shape effective governance structures on key projects
- Clearly identify objectives, needs and outcomes of the project for the parties involved
- Define value for the project and for the parties involved
- Apply shared systems, procedures and controls.

"Continual improvement is a key principle of ISO 44001. We have seen many improvements that have been developed over time"

Andy Brechin continues: "The philosophy of collaborative working is a two-way street, with integrity, openness and fairness being key values. These are the values which we want our clients to see us work by and therefore, values which we aspire to be held by our partners and suppliers too.

"The best practice framework outlined in ISO 44001 helps to shape these kinds of principles and promote attitudes, behaviours and trust with our partnering organisations that can be reviewed and measured."

Why gain ISO 44001 certification?

Implementing a CBR management system on its own can establish a framework for building longer-term relationships. Jacobs decided to gain ISO 44001 certification to use it as a differentiator when bidding for contracts and demonstrate to clients and other stakeholders that it is serious about building collaborative relationships to improve project performance. With many prospective and existing clients looking to Jacobs to “bring collaboration to the table”, gaining ISO 44001 enabled Jacobs to not only describe what collaboration means to clients, but to also demonstrate philosophies, tools and processes that are successful in practice across different market sectors.

Additionally, gaining certification to ISO 44001 requires Jacobs to formalise its approach to collaboration, shaping a level of consistency across project delivery on significant ventures and frameworks. The impact of adopting this approach was acknowledged early on with

one of the first projects recognised as a Notable Entry in the 2017 Chartered Quality Institute Awards.

Working with Lloyd’s Register

A global organisation, Lloyd’s Register can undertake an ISO 44001 certification assessment against any scope of activity, meaning they aren’t limited to a single relationship or project.

With Jacobs already appointing Lloyd’s Register to assess them against quality (ISO 9001), environmental (ISO 14001) and occupational health and safety (OHSAS 18001 and ISO 45001) management system standards, Lloyd’s Register had excellent industry knowledge and experience. Incidentally, Jacobs also now have ISO 50001 (energy efficiency management) and ISO 27001 (information security management) certification. This helped Lloyd’s Register to better understand Jacobs’ challenges in effectively implementing the ISO 44001 requirements, and worked with them to put the standard

requirements into context. Andy explains: “The benefit that assessment and certification brings is an improved understanding of how best to interpret the standard requirements to meet our needs.

“Continual improvement is a key principle of ISO 44001. We have seen many improvements that have been developed over time, including building client and stakeholder relationships, changing employee and industry attitudes and behaviours and developing trust between our partners and suppliers.”



TIPS ON IMPLEMENTING ISO 44001 OUTLINED BY ANDY BRECHIN:

One-size doesn't necessarily fit all

No two projects are the same. Translate the standard requirements to align with your organisation's values and needs. At Jacobs, the full requirements of the standard were only applied to selected opportunities and projects, and many of the solutions were also developed in a way that was bespoke to the unique needs of that project. Earlier in the process, we were more selective in our application of the requirements. This resulted in us only partially applying the standard. Assessment and certification to ISO 44001 helps you to understand how to interpret the standard requirements and implement them to meet your business needs.

It's more than business as usual

ISO 44001 challenges people to re-evaluate how they approach delivery in the context of collaborative working. It imposes requirements on organisations that go significantly beyond business as usual, driving them towards performance excellence. Our early approach to the standard was simplistic and many principles for collaborative working were already in operation. We were required to reshape and reinforce existing practices, rather than reinvent how we operated. Many of these enhanced principles are working their way back into our standard project process and we are now exposing more of our projects to the benefits of collaborative working.

Don't get hung up on the superficial costs

For our significant projects, the hard and soft benefits of applying ISO 44001, far outweigh the superficial "cost" of supporting and developing collaborative working principles to achieve and maintain

our certification. Teams don't want to work on short-term, transactional projects where there is an atmosphere of confrontation and suspicion. They would rather work effectively and collaboratively, in pursuit of common aims on longer-term projects and in secure, honest relationships with other organisations.

Choose the right certification body for you

Choose your certification body carefully. Make sure they have experience of your industry and are recognised as a reputable provider. They are key to helping you put the requirements of the standard into context so they can meet your organisational needs. The assessment and certification can be a challenge and choosing a certification provider that can help you understand how best to interpret the requirements of the standards for your organisation is vital to achieving ISO 44001 certification.

How Lloyd's Register helps Assessment

Lloyd's Register specialise in management systems compliance including gap analysis, assessment and certification, all underpinned with expert advice designed to meet the needs of your industry.

Technical expertise

Our experienced assessors are industry specialists who are matched with your business needs, enabling an effective and robust audit of your system. We are experts in understanding the potential in cutting-edge ideas and applying this pragmatically in ways which guarantee an impact.

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We deliver certification, validation and verification assessment services to all of the world's leading standards and schemes including health and safety, environmental, sustainability, energy management, business continuity, cyber security, medical and more. ■

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Lloyd's Register (www.lr.org/uk) started in 1760 as a marine classification society. Today, we're one of the world's leading providers of professional services for engineering and technology – improving safety and increasing the performance of critical infrastructures for clients in over 75 countries. The profits we generate fund the Lloyd's Register Foundation, a charity which supports science and engineering-related research, education and public engagement around everything we do: working together for a safer world.

Working together for a safer world



Andy Madge
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Individual expertise and experience are what elevate companies to the top of their field. Being aware of core strengths and abilities is crucial, but a common understanding and the ability to work collaboratively make the output much greater than the sum of its parts.

When delivering a service or solution for a customer, the story doesn't end after implementation. True collaboration comes from trust, loyalty and understanding of a customer's needs, building strong and long-lasting relationships. It's also important to be able to draw on the strengths of others to fully support a customer in their goals. This is where strong partnerships

with likeminded companies are important, enabling the continued support of customer objectives and successful projects.

As an international supplier of communication and information systems for control centres with safety-critical tasks, Frequentis has expertise that spans more than seventy years. Many customers have remained loyal for decades, trusting the expertise and working relationship many times over.

For Frequentis UK, notable strong relationships have been built across a number of key business areas, including air traffic management, railways and the emergency services. This is why we firmly believe in trust and collaboration.

Foundation

For over 25 years, Frequentis has supported UK air navigation service provider, NATS, working on both civil and military projects. In 2018, NATS honoured Frequentis as its Collaborative Supplier of The Year, for achieving successful project deliveries under challenging conditions.

The award recognised the benefit that the strong working relationship had for ensuring demanding timeframes, deliverables and changes were fully supported and successful. The lessons learned together over previous years had built a foundation which ensured, and continues to ensure, our customer is supported to the highest level.

The award was the culmination of several years of work on a number of projects. One was the Marshall Programme, a multi-billion-pound Ministry of Defence project delivering a complete change to the UK military's air traffic management system and voice communications infrastructure. Frequentis has also provided voice communications



NATS Supplier award 2018 (left to right): Tim Bullock, Director, Supply Chain, NATS; Herman Mattanovich, Executive Board, Frequentis; Andy Madge, Managing Director, Frequentis UK; Rob Watkins, Technical Services Director, NATS

to NATS London Area Control Centre since 1995. More recently, in 2018, Frequentis replaced NATS Flight Plan Reception Suite Automation system to provide a link between the European and UK data systems, under a demanding time frame.

A similarly strong relationship with Network Rail, the owner and infrastructure manager of most of the UK's railway network, since 2003, has also led to further upgrade and extension projects over the years. Frequentis has delivered the GSM-R fixed terminal system (Global System for Mobile Communications – Railway), with over 1,200 dispatcher terminals, and is currently supporting a multi-year upgrade scheme to manage increased network demand. Past collaboration has

also led to a trusted environment, enabling further development of the relationship between the parties, recently resulting in a four-year technical support arrangement that will improve the overall capability to the benefit of both the train routes and the operational efficiency of the infrastructure.

Evolved

With deep cross-industry experience in civil aviation, defence, public safety, maritime and public transportation markets, Frequentis is a market-leader in control centre voice communications. However, over the years, we have formed and evolved strategic partnerships and relationships that allow us to better serve our customers with overall solutions in other areas too.



“Past collaboration has led to a trusted environment, enabling further development of the relationship between the parties”

Mark Pearson, Frequentis Key Account Manager for the MPS, noted: “Our LifeX™ platform was the ideal solution to seamlessly manage all types of communication paths, presenting them in a

unified and manageable display. Prior to the bid, we had already been working with Hexagon for several years, on various UK and European emergency services projects, utilising their dispatch solution, the latest being HxGN OnCall®. With our LifeX™ solution already proven to work seamlessly with HxGN OnCall®, it was the obvious combination for the needs of the MPS. The key was for us to be seen as one, despite offering disparate systems.”

Frequentis has a 15-year history and positive track record with the MPS, providing reliable

By forming strategic partnerships with companies that complement your skill set or fill gaps in expertise, customers are able to benefit. Maintaining partnerships offers customers more choice. A good example of this type of relationship is the one we had with Hexagon before and during the tender for the Metropolitan Police Service (MPS) Command and Control (C and C) futures project in 2019. The MPS required a multimedia communication platform to enhance both public emergency contact and dispatch services.



radio dispatch services since 2005, and supporting vital radio transmissions for thousands of mission critical police operations. The system was also extended and enhanced in preparation for the London 2012 Olympic and Paralympic Games. Our history with the MPS meant that we already understood their needs and how we could fully support them. Partnering with Hexagon meant we could offer a combined solution, delivering a flexible system that captures emergency communication from the public and subsequently coordinates deployment of officers to incidents, pre-planned events, and other operations.

The collaboration and partnership was further demonstrated jointly at BAPCO 2019, which provided a platform to elevate the joint solutions suitability for the MPS C and C Futures bid.

“By forming strategic partnerships with companies that complement your skill set, customers are able to benefit”

The bid was a success and we were selected by prime contractor, Leidos to support the goals of the MPS to help to keep London even safer. Now into the delivery phase, we have continued to demonstrate our collaborative working through joint workshops, meetings and discussions, which benefit the MPS and Leidos in moving the project forward. Without both history and a strategic partner, the result may have been different. ■

For more information visit www.frequentis.com

The importance of adding social value



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Morgan Sindall Infrastructure has been a proud partner of the Institute for Collaborative Working since 2013, so we were delighted to be recognised with the prestigious Chairman's Award at the Institute's annual awards ceremony for our Creating Careers in Cumbria (CCC) scheme (as seen in the presentation photo on the Awards pages).

The scheme is essentially an employability development programme involving team-building, training courses and a three-week work experience placement. The first activity is a four-day residential trip to the local Outward Bound Trust. This is something we introduced following initial feedback, and which has proven both popular and effective in developing candidates' confidence and communication skills – both

vital to finding employment.

The overall purpose of CCC is to provide long-term unemployed people from the Cumbrian area with a potential route back into employment. In addition, we benefit by introducing candidates to the variety of roles available within our business – helping to address the current skills gap in the region as well as our wider industry.

Established in 2014, CCC is funded by Morgan Sindall Infrastructure and supported by

local and national organisations mainly through a voluntary collaborative working approach. To date, it has supported 126 candidates and we have just delivered the tenth cohort. I am pleased to say that over 70% of people who've completed the programme have gone on to find employment.

The programme itself is delivered through the Infrastructure Strategic Alliance (ISA) – a joint venture between Morgan Sindall Infrastructure and Arup, and Sellafield Ltd. The ISA is a collaborative partnership and has been assessed against the requirements of ISO 44001.

We think the CCC scheme is a fantastic example of collaborative leadership, with partners selected for their presence and knowledge of the local area, as well as for their collective ambition to reduce unemployment and provide each candidate with the best possible opportunity to gain employment. Key to the partnerships is an open and honest relationship, with partners selected for their shared values and commitments to the local community.

Morgan Sindall Infrastructure's commitment to social responsibility is at the fore of our future plans too, as is an ongoing commitment to addressing the technical skills shortage that the industry is facing.

So, in addition to the CCC programme, we are busy



We believe in improving the infrastructure of the UK for everyone, forever...



...whilst regenerating communities by working in partnership with them.

**MORGAN
SINDALL**
INFRASTRUCTURE

“The Creating Careers in Cumbria scheme is a fantastic example of collaborative leadership”



developing collaborative relationships elsewhere. Following our successful relationship as an established Platinum Partner and Trust Board Member with Energy Coast University Technical College (UTC) in Workington, Cumbria, we recently announced our partnership with UTC Heathrow.

Our sponsorship will see us

work in partnership with UTC Heathrow to help run a variety of programmes to provide students with real project-based learning experiences and personal development skills essential for employment. Our commitment will also include funding for the provision of essential equipment and resources, provision of work

experience placements, as well as contributing employees' time in school for mentoring and practical project learning.

Local

Also proving popular, and a good example of collaborative working, is All Together Cumbria, a social enterprise and recruitment brokerage supporting businesses in Cumbria to connect with local skilled people, which was founded by Morgan Sindall Group in 2018 as a community interest company.

A partnership of key recruitment specialists and labour providers, the All Together Cumbria team look to create a positive social change by providing opportunities for local people through effective and efficient management of current and future employment opportunities.

My hope is that our combination of partnership-working and collective enthusiasm will ensure that we continue to be able to create opportunities for our neighbouring communities and those who work with us so that we can succeed together. ■



The next evolution in leadership



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This article looks at the changing dynamics of leadership in meeting the challenges of the 21st century where traditional hierarchical structures limit the agility, flexibility and resilience to optimise the effectiveness of collaborative working and interdependent business models.

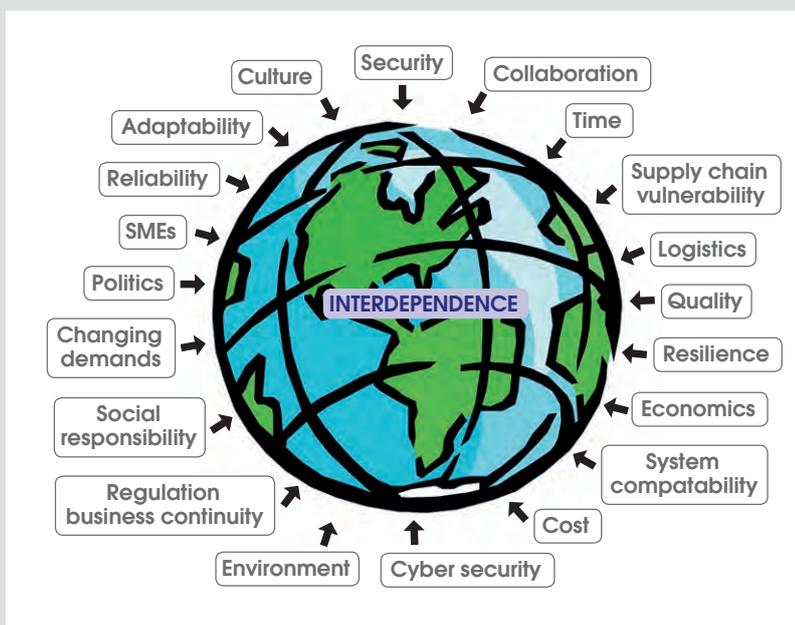
These days we hear the rhetoric of “collaboration” all too frequently and perhaps we need to refine our thinking:

- Collaboration without context is just an aspiration
- Collaborative without setting expectations is wishful thinking
- Collaborative behaviour without definition provides no measure of reality
- Collaborative working without rules of engagement is chaos.

Future leadership must be put within the context of the environment in which tomorrow’s leaders will develop their strategies and organisations. The old paradigms and structures are clearly coming under stress and future success can no longer be assured by looking through the rear-view mirror. The next evolution for leadership will require both traditional values – but equally balanced with more holistic approaches to navigate a world of complexity – and variability, where command and control must blend with broader concepts that recognise interdependency.

Over the next decade and beyond, we should expect to see even greater change as the global landscape shifts, influenced by a wide range of states, organisations and empowered individuals seeking to shape geopolitical profiles. Onerous as these trends may be, the future will depend on re-alignment of expectations and demands from governments, individuals and pressure groups. These will be key factors in the shape of the market tomorrow and beyond.

The future may look no less certain. However, despite these past challenges there are indications that the business world has coped, and established economies are moving forward with new economies emerging



one opinion – their own. More importantly, if we are to break down the traditional business models successfully, we need leaders with vision. Certainly, if organisations need to change, then their people need to be assured they have their leaders’ support.

For many organisations the role of leader is generally defined by what is expected of them rather than the skills and capabilities they may need to achieve those results. This situation in a traditional command and control organisational structure is less problematic than in a collaborative working environment, where those involved do not have direct ownership or responsibility for the other. The failure of many integrated relationships stems

Boundaries

The way that individuals and organisations behave is frequently a reflection of the objectives that leadership promotes, which in turn dictates the way in which individuals may be allowed to perform. This is particularly apparent when considering operations that bridge national or cultural boundaries. Factors such as performance requirements which dictate the measures of success will set benchmarks for knowledge sharing and collaborative working.

The more rigid and localised the performance measures, the more likely it is that these will strongly influence attitudes such as a blame

culture. The role of the collaborative leader should be to identify and remove constraints and manage stakeholders around

the development of common values. Risk and the perception of risk is a major constraint to any relationship. Both organisations and individuals will see risk differently, and failing to acknowledge these concerns can create pressures on performance.

The challenges of working in a collaborative environment should not be underestimated. In a command and control structure the position provides a degree of security and confidence, but self-awareness is crucial if collaborative leaders are to be successful.

Influence

Directing through influence rather than power or position requires increased self-management to maintain control whilst creating trust, being adaptive and innovative; managing disruptive influences and maintaining honesty. Collaborative leaders need to be self-motivated and drive innovation to focus on improvement in order to achieve organisational goals.

In a collaborative venture the leader must satisfy the mutual objectives of the parties and create additional value through innovation, influencing the relationship to achieve these outcomes, being unable to rely on hierarchical power and unilateral authority.

Leadership is a crucial role and, in a growing environment of integrated business models, one which will largely define success or failure. Many can lead but those that have the capacity to influence outcomes when they do not have the control are less obvious. As organisations start adopting collaborative models or seeking to find a suitable collaborative partner, there is the need to look beyond traditional evaluation criteria and focus on aligning visions, values and policies to ensure the right behaviours.

The role of tomorrow’s leadership in this collaborative environment is far more complex. Not only do they have to meet the normal demands of team building and motivation, but they must also achieve this against the variable background of time, power, distance and cultural diversity. This demands creative leaders with the ability to establish the visions and values that will support a collaborative approach. ■

“The future will depend on re-alignment of expectations and demands from governments, individuals and pressure groups”

from a lack of the collaborative leadership to build the environments where the benefits of collaboration can be harnessed and exploited.

The ethos of an organisation reflects its leadership, and collaborative leaders need to be setting the future agenda and objectives that others must recognise and deliver. In any circumstance where people must work together success largely depends on the behaviours of the people involved. How people behave and perform their roles strongly influences the way in which others react in return.

Collaborating for sustainability



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In today's business world environmental issues are becoming more high profile than ever before, and in part, changing weather patterns are raising awareness at every level of society. Carbon reduction is no longer an aspect of corporate social responsibility (CSR) but a key concern for governments, NGOs and the boardroom. Addressing these issues is no easy matter, and it is made more complex by increasingly diverse supply chains as many organisations today have much of their production and delivery needs serviced outside their own resources. These in turn are demanding wider reaching business strategies with the inherent vulnerabilities that supply chain partners can introduce both from stakeholder perceptions and operational risk.

CSR is not about transferring sustainability responsibility and risk; it should be focused on optimisation to balance profitability and outcomes across the value chain. The challenge is the polarisation between the "green" agenda and the role of industry in developing a collaborative approach to integrating sustainable objectives within profitable business. As highlighted by our own David Hawkins in his latest book, *Raising the Standard for International Collaboration*:

- Without creating wealth there is no investment.
- Without investment there is no development.
- Without development there is no sustainability.
- Without sustainability there is no future.
- Without collaboration there is no possibility to advance.

When the subject of CSR is raised

any discussion quickly devolves into several themes such as financial propriety, ethical trading and human rights. Sustainability, on the other hand, will quickly turn towards environmental impacts and global warming. For an organisation or business to prosper, it must be sustainable and thus must consider itself part of the wider sustainable ecosystem and consider the development of sustainable business propositions. There is a difficult balance between the corporate drivers of competitiveness and shareholder value and the practical implications of ignoring the sustainability implications of investing in overseas operations (either directly or indirectly) together with the pressures of balancing the demands of regulators, customers, consumers and pressure groups.

Building effective business relationships is a crucial factor in exploiting the potential of extended value chains and

alternative business models, but also in evolving development programmes that support the long-term sustainable objectives. Collaborative approaches can provide a platform on which to create innovative solutions within a business environment that can deliver competitive advantage, while allowing organisations to jointly address the sustainable agenda to their longer-term commercial benefit alongside the wider sustainability issues.

As the business landscape becomes more complex and challenging, the relationships between organisations also take on new and varied configurations. It is generally accepted that for most organisations they are both customer and supplier in relation to different aspects of the value chain; but often organisations miss opportunities, as the market profile changes, so the complexity of these relationships increases. The pressure to improve competitive edge and develop alternative value-based solutions has introduced a greater need to ensure that organisations can work in an integrated way to maximise potential benefits. The sustainability issue has become very complex, embracing corporate governance, ethical trading, human rights, environmental impact, regulation and so on. At the same time, the pressure to improve margins, reduce costs, increase outsourcing and the like creates conflicts in meeting the sustainability agenda. The paradox is that many of the issues associated with the sustainability agenda are the ingredients that facilitate achieving competitive goals and are the essence of market economics. Low wages,



basic working conditions, resource exploitation, reduced regulatory demands, lack of pollution control... these aggravate the situation.

Pressure

There is growing evidence of customer pressure (and more recently consumer pressure), but is this superficial and vulnerable to the “feel good factor” and the impacts of an economic slowdown, which increases the focus on costs/price? In many organisations there is paranoia about managing the risks of exploiting the global market, not the least of which is reputation risks. This puts increased pressure on business leaders and their operations in meeting objectives often diametrically opposed.

Wealth creation is about delivering a return on investment that can be reinvested and can stimulate economic growth to the benefit of all. Sustainability is increasingly an important consideration for investors. It is a highly volatile topic, which makes it crucial that organisations have a clearly defined and supportable strategy and policy in place that reflects their specific operating model. The challenge is that at every level we are different and must make choices, whether

as individuals or organisations. For the progressive company, CSR is no longer a question of simple compliance; it defines the mandate for organisations to operate and their licence from the marketplace/customer to trade.

For companies to take a proactive approach to sustainability, they must balance economics with their broader sustainable responsibility, since they must maintain profitability in order to contribute. Developing a meaningful strategy requires

.....
 “Sustainability is increasingly an important consideration for investors”

focus on issues that are specific to each organisation. The emerging business models and networks are the shape of the future; sustainability is no longer an issue for companies independently: they must collaborate.

The key challenge is not our response to individual issues such as carbon reduction, but how to take a more holistic view. For example, one response to pressure

on the carbon footprint is for us to move towards hybrid cars that offer low emissions but may have significant impacts downstream that had not been considered. At the same time, the focus on biofuels has already affected the food supply chain and may over time cause more of a challenge than benefit, if not corrected.

Supply chain integration has a significant role to play in this arena. How, what and where we buy can makes a difference. Collaboration is about improving and integrating business relationships through innovation and enhancing competitive total solutions. These activities have a direct impact in areas of efficiency improvement, including waste and energy. In fact, sustainability, social responsibility and profitability are linked but also complementary. In terms of sustainability, the definition of “value” may be viewed as being less commercial; however, if business is to prosper then

commercial concerns, market demands, environmental goals and profitability must be viewed as interdependent.

Through collaborative business models, partners

can evaluate all aspects of the delivery process. The value chain must be integrated to achieve overall success, but those who take the lead in the integration process will be most likely to take a significant lead in building sustainable business. The future holds increasing challenges: organisations must consider how they will meet these while maintaining profitability. ■

Delivering collaborative projects

The role of collaborative leaders for achieving behavioural and operational alignment



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Alliances face many challenges in terms of collaborative working. Some of these are the result of a misunderstanding of what collaboration is, which leads to discrepancies between their operations and their sought-after collaborative strategies.

In order to deliver projects and their associated work products efficiently, firms elicit their own ways of working. These include practices, processes, procedures and systems. To achieve higher levels of efficiency, companies make use of standardised, repeatable patterns of actions to create and deliver projects and work products. These recognisable patterns of actions are what academics call “routines”.

Routines enable organisations to structure the way they work and are a source of coordination. In the context of a collaboration, the elicitation and implementation of routines is a major challenge for the success of an alliance. While

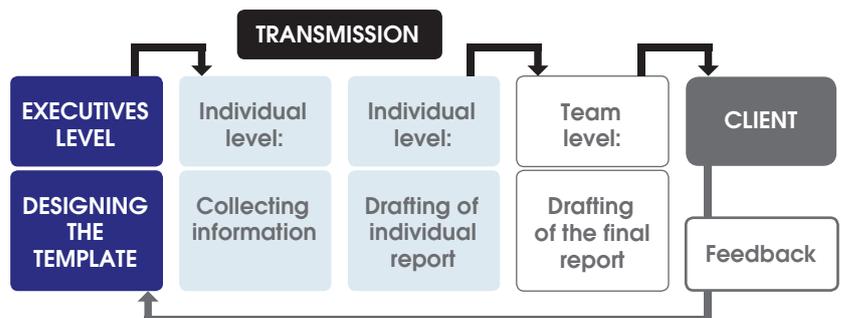
partners in an alliance need to jointly deliver the project(s), they remain autonomous entities, with their own embedded routines. Therefore, alliance partners need to adapt and align their activities and must sometimes jointly design and implement new routines to produce the project deliverables. The cooperative behaviours and coordinative skills of collaborative leaders enable alliances to reach higher levels of collaborative working, by actively managing, modifying and aligning the different organisational and inter-organisational routines.

The role of collaborative leaders in alliances

“It was just like things were happening behind the scenes, and I wouldn’t know what the hell is going on”

As part of our wider cross-industrial study in collaborative working, we investigated the project controls

Figure 1: The original controls routine



team of a complex project. Project controls are one of the major information gathering activities to understand whether the delivery of a project is on schedule and at cost. The controls team was a good example of how effective collaboration was achieved. This team was composed of controllers from the parent organisations and from some specialised contractors. The main deliverable of the team was the reporting document, which was shared with the project executives, the parent organisations and the client.

In order to deliver the project, the joint venture (JV) provided a clear template as to how the reporting should be conducted. The format and content of the reports was established by senior management, and was, from the onset, tailored to the project. This way of working was imposed on the team.

The report was delivered on a monthly basis and as a good example of how the JV attempted to achieve higher levels of efficiency through repeatable and standardised patterns of actions. Despite being a collaborative project involving a wide set of stakeholders, the tasks were highly individualised (see figure 1).

However, the project controllers had different experiences for creating the reports, and felt that the process could be improved. One of the

reports, and a lack of knowledge and experience exchange between the members of the team. This lack of communication across the team was due to the design of the routine, and was a barrier to effective collaborative working.

Empowered

In order to stimulate collaborative working, the routine was changed. The executive level shifted from developing the template to forming their expectations on what information was necessary in

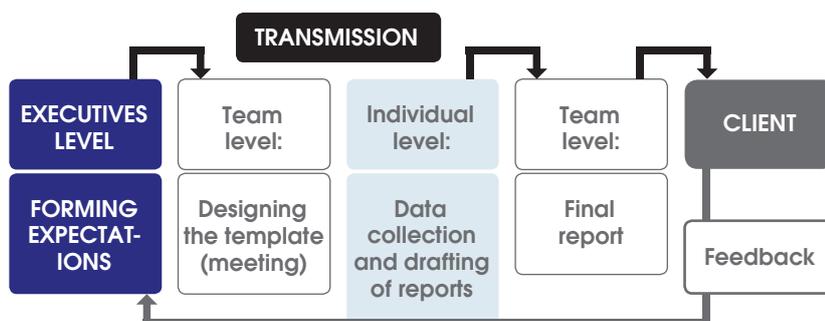
“Partners need to adapt and align their activities and must sometimes jointly design and implement new routines to produce the project deliverables”

the template. These were shared to the team, whose role was to create the template and the report. The change in the routine provided control and empowered the team. This led to a higher degree of commitment and adherence to the collaboration. In

addition, this change promoted communication, information and knowledge sharing and created strong relational norms and trust between team members. Lastly, the new routine instilled

addition, this change promoted communication, information and knowledge sharing and created strong relational norms and trust between team members. Lastly, the new routine instilled

Figure 2: The new controls routine



“We recommend alliance partners to trust in the experience of their teams and their managers and provide these with flexibility for creating their own routines”

Figure 3: Collaborative leadership in the context of the routine

LEVEL	ATTITUDE, SKILL OR BEHAVIOUR	DIMENSION
EXECUTIVE LEVEL	Openness to change Listening skills Adaptability	Cooperation Cooperation Coordination
MANAGERIAL LEVEL	Openness to change Information sharer Listening skills Adaptability Strategic thinking	Cooperation Cooperation Cooperation Coordination Coordination
INDIVIDUAL LEVEL	Building relational norms and trust Adherence to the collaboration Information sharer Respectful Strategic thinking Knowledge/experience sharing Problem solving Adaptability	Cooperation Cooperation Cooperation Coordination Coordination Coordination Coordination Coordination

a team culture of ownership of the work, which promoted their drive to continuously improve the deliverable. The change in the routine led to significant improvements in terms of behavioural and operational alignment, which benefited the effectiveness of the collaboration (see figure 2).

Leaders

The change in the routine was driven by collaborative leaders that exhibited cooperative behaviours and attributes as well as coordinative skills and experience. The cooperative behaviours and coordinative skills varied across job functions and levels of responsibility (see figure 3).

Therefore, it is through cooperative behaviours and coordinative skills and knowledge that higher degrees

of operational and behavioural alignment was achieved in this project. Inter-organisational collaborations cannot succeed without balancing cooperation (the willingness to collaborate) and coordination (the ability to collaborate). Effective collaborative leaders are individuals who are proficient at balancing cooperation and coordination, by exhibiting the right behaviours, attitudes and skills in the context of their alliance.

Our wider research suggests that the effective behaviours and skills of collaborative working differ across projects and across teams. Thus, to achieve alignment, we recommend alliance partners to trust in the experience of their teams and their managers and provide these with flexibility for creating their own routines to deliver projects efficiently. ■

Professional Development Group seeks members' support for future leaders



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The Individual Membership Committee and the Attracting Future Talent Special Interest Group (SIG) merged at the start of this year to form the new Professional Development SIG, which is focused on attracting new, diverse and brilliant members to ICW as well as creating an inclusive environment where members feel valued, rewarded and excited.

The original purpose of the Attracting Future Talent SIG was to explore initiatives to attract future leaders to ICW. The benefits are not only to support our future leaders in their collaborative working journey, but also to give them access to a support network where they can learn from the experience within our community. In turn, this will also enrich the existing ICW membership with more diverse thinking and diverse ways of working.

The Professional Development SIG intends to roll out initiatives

this year to support professional development progression and individual membership.

A cross-industry mentoring programme is being explored to seek mentors across the ICW community to work with mentees from other organisations in order to adopt a mutually beneficial approach.

We are seeking ICW members willing to offer work experience on collaborative programmes to prospective collaborative leaders, who may still be in education or early careers.

To help give our next generation of leaders a voice in shaping the future of ICW, we are working closely with the new Advisory Council.

We are also reviewing trends from last year's skills development survey with the Advisory Council, including suggestions for virtual courses, training focused on work-based case studies, sharing best practice in collaboration and behaviours and competencies.

We reviewed ICW's provision of a focused knowledge and skills development pathway to meet members' needs and professional profiles, and agreed three levels of progression of Membership (MICW) status, to which continuing professional development (CPD) points are given.

Figure 1: MICW levels



Figure 2: CPD activities

	LEADERSHIP	KNOWLEDGE	EXPERIENCE	BEHAVIOURS	PARTICIPATION
ATTRIBUTES	Development of position within your organisation	Academic achievements	Number of years in collaborative role/s	Demonstrable engagement with peers and staff	Participation in ICW Special Interest Groups
ABILITIES	Leadership courses	ICW courses attended	Implementation of collaborative systems and processes	Behaviours training	Member of the ICW Advisory Council
ATTITUDES	Contributions to ICW Thought Leadership	Sharing knowledge	Self-directed learning	Mentoring staff/ICW members	Attendance at ICW events

The CPD framework is aligned to ICW membership principles and values. There are various member benefits to maintaining CPD, including keeping knowledge, skills, qualifications and training up to date. CPD enables ICW members to highlight their experiences and achievements, contributing to their professional sense of direction, confidence and credibility.

Members are asked to record CPD objectives regularly, using the “plan-do-check-act” method to demonstrate collaborative attributes, abilities and attitudes across five competencies:

- Leadership
- Knowledge
- Levels of experience
- Behaviours
- Participation in ICW activities.

Objectives can include any activity that will help members move forward with their development, such as work-based learning, professional activities, formal and informal education, self-directed learning and other activities such as volunteering or public service.

Members should aim to achieve 150 CPD points per annum, with points split evenly across all five competencies. However, it is



acknowledged that not all competencies may be directly appropriate for all members; therefore, evidence for at least three competencies will be accepted. Existing members and new members with retrospective CPD evidences should, as a one-off action, summarise their past activities for review.

CPD activities are planned to be managed through an independent online tool, with each member's evidences reviewed by three Professional Development SIG members. ■

Figure 3: Membership principles and values

IT IS EXPECTED THAT MEMBERS WILL:

- Promote the benefits of collaborative working as a fundamental business skills within their business networks
- Promote Membership of the Institute and encourage their organisations to become executive network members
- Support initiatives of the Institute aimed at expanding the recognition of collaborative working
- Participate and share in the development concepts for collaborative working to help maintain the position of the Institute as the recognised Thought Leader for collaborative working
- Actively work with the Institute to develop their personal skills and experience
- Not undertake any activity that may impinge on the reputation or prejudice the intellectual property of the Institute or its members

What is the best route to fostering collaborative relationships with SMEs?



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When it comes to SMEs, we are facing a chicken and egg situation. Which comes first? Formally achieving the standard or adopting the right behaviours?

Achieving the standard means that SMEs are instantly recognised for their collaborative behaviour; they are easily identified by other actively collaborative businesses (large and small); and it's more likely that relationship expectations will be met on both sides because a level of shared understanding has already been achieved. But does the process for *achieving* ISO 44001 work for the majority of SMEs in terms of cost, resources and effort required? The SME Special Interest Group (SIG) has recognised that SMEs often have far simpler business processes and interactions than larger corporates with multiple departments, many people, and disparate locations. So does the current assessment suit small businesses in the same way as larger ones?

Many SMEs are naturally collaborative – indeed some of them have achieved the standard. However, long-term business for SMEs often stands or falls on the quality of their relationships. SMEs are often managed by one or two prominent individuals who lead on those relationships, and as such, there is literally “nowhere to

hide” when issues arise or need to be resolved. Recent research carried out by SIG member businesses has shown that SMEs also very clearly understand the benefits of collaborative working, highlighting core elements such as relationship stability through trust, sharing good ideas and translating them into new business processes.

Exploring

All of this means that accredited companies specifically seeking service partners should not reject SMEs who lack the resources to gain formal accreditation – they should look for evidence of collaborative behaviours. So how can small businesses who are already successfully collaborative in nature be considered? As one SIG group member said: “How do SMEs *show* collaborative working? The standard is one way – but as a group we are exploring other

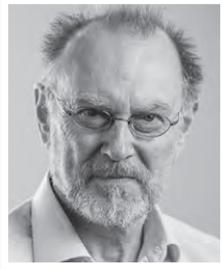
ways to show great collaborative behaviour and demonstrating sustainable and productive relationships”.

The current process for achieving ISO 44001 works perfectly for larger organisations, especially those familiar with the ISO process for other areas of their business. But as actively collaborating is such familiar territory for so many SMEs, there is more that we can do to recognise their collaborative behaviours and make attainment of the standard more accessible for them.

The SIG has listened to the collaborative drivers for SMEs. We're currently evaluating how the collaborative process could be structured to boost buy-in from SMEs whilst meeting the requirements of the standard and ensuring a win for all parties involved. We will keep the community informed as the thinking evolves. ■

“Does the process for achieving ISO 44001 work for the majority of SMEs in terms of cost, resources and effort required?”

Attitudes and Behaviours Group: choosing the right tools



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The Attitudes and Behaviours Special Interest Group (SIG) was established in 2018 with the intention of identifying best practice tools used by organisations to improve their collaborative working. Collaboration was taken as a broad functional definition which would vary among organisations and the value of collaborative working was taken as a given.

The SIG members were drawn from large organisations that spanned a range of UK sectors. All had a history of collaborative working and were familiar with the issues of driving collaborative attitudes and behaviours, both internally and with external partners. Their size also meant they had the resources to invest in working collaboratively. All of the organisations involved in the SIG used bespoke internal tools developed by the organisation or with consultants, and in most cases, also supplemented this by standard external tools. In total the SIG reviewed 101 tools used to develop attitudes and behaviours for collaboration.

The project initially identified two ways of categorising tools.

The first category included tools used for selection based on collaboration. This was subdivided into tools used for selecting individuals (recruitment tools) and tools for selecting teams – which

included sole organisation project teams, cross-organisational project teams and integrated teams, as well as selecting organisations to partner with. The second category included tools used for development of individuals and teams.

In terms of team development, one of the more innovative approaches of the SIG was to use the Tuckman model to organise the different tools for developing team attributes and behaviours. To this end we aligned the tools to four categories of forming, storming, norming and performing.

“One of the more innovative approaches of the SIG was to use the Tuckman model to organise the different tools for developing team attributes and behaviours”

What have we learnt?

- There is a plethora of tools out there often doing very similar things. Different organisations use a range of different tools to achieve broadly similar outcomes. Many create bespoke tools which in reality are very similar to other tools. It would make sense to rationalise all of these approaches in a single tool or suite of tools.
- Certain “third party” tools are available in the marketplace and known or used by all organisations in the SIG. Use of these tools has an impact on cost and organisational ability. Often, organisations are spending significant amounts of money on consultancy time. A tool developed by ICW would benefit its members and act as an incentive to become a member.
- Collaboration tools for team development tend to have a specific – not general – function. Since the SIG found that tools often relate to a particular phase of the Tuckman model, it is ineffective to use a tool in another phase. To effectively use a tool, one has to be able to understand the impact one is trying to have on attitudes and behaviours.
- The tools did not directly map across to ISO 44001. From the perspective of ICW this may or may not be important.

Third sector: demonstrating social impact



Kirsty Kelley
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- Whilst there were some attempts to measure the levels of collaborative maturity of organisations and individuals, the effectiveness of the tools was not usually benchmarked and often evidence for the effect of collaboration was, at best, anecdotal or at worst, non-existent.
- It is unlikely small organisations will have the time or resources to develop attitudes and behaviours for collaborative working without some support from larger organisations. There is an opportunity for ICW to provide a tool or tools for its members – especially SMEs.

Where next?

The current SIG has enabled us to understand the approach and tools used by large organisations to influence collaborative attitudes and behaviours. A new SIG could build on this by combining learning from the SIG practitioners with academic research to develop a tool or tools to support the attitudes and behaviours for collaborative working. As a minimum, there is an opportunity to rationalise the tools that are currently used and to better understand their effectiveness. ■

At the 2019 ICW awards, there was significant interest and a high number of nominations in the new category of “Social Value”, indicating a desire by members to look beyond pure economic growth to measures demonstrating social impact.

This, combined with a global trend of becoming more conscious of environmental matters, positive focus on inclusivity and greater desire to be more holistic in organisational outlook, means that more cross-sector alliances will need to be forged to fill skills gaps and create meaningful outcomes.

The Third Sector SIG team comprises a variety of expertise within the sector – which covers charities, NGOs, not-for-profits and social enterprises, among others – and beyond. Through the SIG they are brought together with the aim of developing strategies, relationships and recommendations to enhance collaborative working within the third sector and its cross-sector relationships with other third sector, private, public, government and academic

organisations, with a desire to enable greater social impact.

During our first year we have outlined, and continue to work on, frameworks to gain data around the current attitudes and behaviours to and within the sector and research on the benefits and potential barriers of collaboration. The team is contributing to Nesta’s report *Start-up Collaboration within the Third Sector*.

Currently there are few members of ICW from the third sector, and the SIG ultimately aims to encourage existing ICW individual and network members to improve their business relationships with the third sector, through corporate responsibility and beyond, and encourage best practice standards of collaborative practice across the sector. ■

“The SIG aims to encourage ICW individual and network members to improve business relationships with the third sector”

Focusing communication on our values and members



Louise McMahon
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We've changed a lot since we were established in 1990. We've grown as an institute, developed relationships with many loyal members across the UK and beyond, and added to our in-house team with Special Interest Groups (SIGs) supporting us to understand, design, implement and provide increased product offerings and value.



@ICW_UK



@institute-for-collaborative-working



For the Communications and Engagement SIG, redesigning our website in October 2019 was part of that growth and greater visibility of the institute in the digital world, on the web and also social media with our new Twitter feed and refreshed LinkedIn site.

Our new website was developed to showcase our strengths and reflect our core values of honesty, transparency and respect, with a refreshed look and feel by having a clean and modern new format. We have focused upon explaining what we do, what we offer and how others can become part of our institute, conveying our commitment to providing individual professional development, recognition and increased collaborative capability.

We will continue to shape the content and adapt the website based on requests, feedback and thoughts from our members, allowing us to further improve the experience for all individuals using the website and becoming part of our community. ■



ICW Collaborative Awards 2019

We were delighted that the calibre and quality of submissions for the 2019 awards again demonstrated the high level of collaborative activities that go beyond the ISO standard.

The judges

The 2019 Awards brought forward a spectrum of submissions providing a significant challenge to our judges, making it ever more difficult to shortlist potential winners and choose outright winners in any category. So, we are particularly thankful to the judges for giving their time to review and evaluate the shortlisted nominations: ICW Chairman, Lord David Evans of Watford; Frank Lee, BSI Product Certification Technical Director; and Dr Mehmet Chakkol, WBS Professor of Operations Management, Warwick University.



In particular, we were impressed with the diversity of the submissions and how, despite submissions against individual categories, these frequently identified much broader applications of collaborative working. This is very encouraging for ICW since it demonstrates how collaborative working is broadening its value. As a result, having shortlisted organisations, the judges felt that recognising these diverse aspects prompted them to consider each of these against various categories. Therefore, we recognised all the 2019 shortlisted organisations collectively.

We are delighted that once again BSI jointly sponsored the annual awards and provided professional support for the evaluations and

recommendations. We also thank those Foundation Members of the Institute who sponsored individual awards.

The category winners were presented their trophies in December at the annual ICW Awards ceremony at The House of Lords.



Industry-to-Industry: BAM NUTTALL, SIEMENS, SCOT RAIL AND NETWORK RAIL

The Highland Mainline project required a high level of collaboration, from the creative signal and timetable strategy that

reduced the scope of civil engineering works through to the flexible approach of the project team to minimise the impact for passengers, lineside neighbours and local businesses.



2

2 Public/Private Sector: AMEY DEFENCE AND DEFENCE INFRASTRUCTURE ORGANISATION

Supporting both operational requirements and the needs of our deserving service personnel to work, train and live is a key focus of the AMEY Defence and DIO team. Their approach to collaborative working introduced huge organisational change; a high emotive environment and cultural change was a major challenge.



3



4

3 Supply Chain: SRN ALLIANCE – AREA 3 AND AREA 9

The Strategic Road Network (SRN) Alliance is a collaborative venture between 24 individual partners formed to adopt a common focus and shared approach to deliver a sustainable balance between meeting the needs of highways users, improving quality, minimising costs and improving safety for all.

terrorism – advising on policy and change to make our country safer for all.

4 Innovation: HOME OFFICE AND VIVACE

Accelerated Capability Environment (ACE) is a Home Office initiative to bring together experts from government, industry and academia in order to tap into current and future development to address the ever-increasing challenges faced by the UK, from child protection to crime and

5 Collaborative Competence: SKANSKA – BE BETTER TOGETHER

The concepts of collaboration are powerful, but the results only come when organisations seek to embed these in their business at every level. For this, recognition has led to the creation of the Be Better Together (BBT) Steering Group and associated working groups that promote and manage all aspects of collaborative working across Skanska UK, Under the sponsorship of their Executive Director.



5



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9

6 Social Impact Award: WELSH AIR AMBULANCE

The evolution pioneered by the Welsh Air Ambulance has pushed the boundaries in support of those in need. Working in collaboration with NHS Wales this consultant-led emergency medical retrieval and transfer service puts skilled consultants and trauma equipment right at the point of need.

8 Chairman's Award: MORGAN SINDALL – CAREERS IN CUMBRIA

Careers in Cumbria is an employability development programme created by Morgan Sindall and focused on those people in the region that needed the support to get into or back to work in a region full of opportunity.

7 Community Collaboration: GRAHAM CONSTRUCTION AND LLWR CUMBRIA

This is a special award which recognises the ethos of their organisation in sponsoring and driving engagement with the Copland community in Cumbria, supporting the Drigg and Carleton ten-year plan with student engagement, local employment, community projects, fund raising and much more.

9 Collaborative Leadership: LORD DAVID EVANS

Chairman of The Institute for Collaborative Working, Lord David Evans, was presented the award for recognising individuals who have shown effective leadership in developing, promoting and supporting the enhancement of operations through collaboration.

ICW Collaborative Awards 2020

For updates see
the events section at
www.instituteforcollaborativeworking.com

International branches

NEW ZEALAND Dave MacDonald

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The start of a new decade certainly has the excitement of increased interest and an ongoing involvement for ICW New Zealand in assisting developing relationships. There are more opportunities to move existing relationships from informal collaboration often based and reliant on personalities to more sustainable ones underpinned by, and operating with co-developed systems and processes. We are increasing our NZ Associates team to support this interest and requests for assistance along with supporting ICW Australia as it develops.

In 2019 two key government initiatives were introduced. New procurement guidelines include a charter with a direction to “encourage collaboration for collective impact”. Along with this, the government and construction industry signed an accord to: increase productivity, raise capability, improve resilience, and restore confidence, pride and reputation. A guiding principle for the accord is to build trusting relationships through working in a collaborative and inclusive way.

Downer Transport Services achieved BSI certification in ISO 44001. They will expand this collaborative approach further as they identify opportunities to create value for their relationships through the use of the standard’s framework. We watch with interest

to see how Downer’s position in the market incentivises the adoption by others of a structured approach to collaboration.

We are planning to offer some ICW courses to the market. From earlier attempts and feedback, we will focus on courses of up to two days’ duration. We will continue to provide in-house training and facilitate workshops to meet client-specific requirements around structured collaboration.

We will continue to maintain a strong connection with ICW and particularly value the ongoing support from David Hawkins and our appointed mentor Bill Taylor. We certainly develop our knowledge and skills through bouncing opportunities off them and are continually developing new knowledge and skills in the process. Many thanks to them.

PORTUGAL Bruno Marques

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ICW Portugal (PT) is glad to announce that, since May 2019, ISO 44001 has officially been a Portuguese norm.

This accomplishment is a huge milestone in introducing collaboration to our business and academic communities.

Aligned with ICW PT’s mission to raise the awareness of a collaborative business framework, we conducted several activities, highlighting a workshop at Aveiro University, an ICW partner,

and a business visit to PCI – Creative Science Park Aveiro Region.

For these two initiatives, we had the pleasure of having two significant contributions, Professors Mehmet Chakkol and Paul Connor from the University of Warwick. Their outstanding presentation and insights were very much appreciated and helpful to knowledge transfer and sharing.

We will continue our mission of introducing collaborative business relationships to our community: there are many opportunities towards the development of collaborative working in Portugal.

ITALY

Adarosa Ruffini

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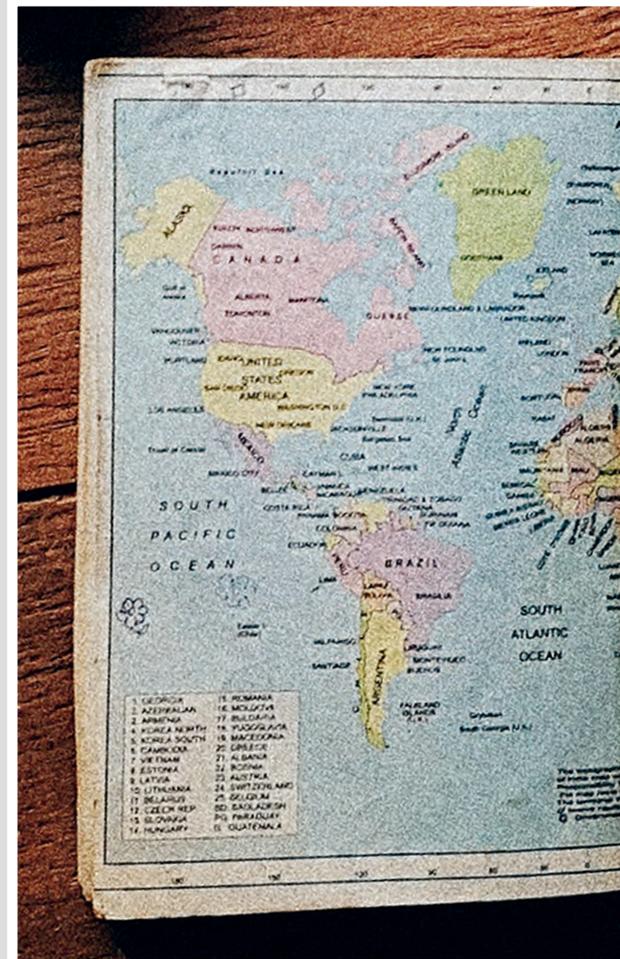
The development of ICW Italy has begun in earnest. This is following the work on the international standards supported by UNI (the Italian national standards body) through President of the UNI Study Centre Professor Adarosa Ruffini, and Ivano Roveda, President of UNI TC43 (Security of Society and the Citizen).

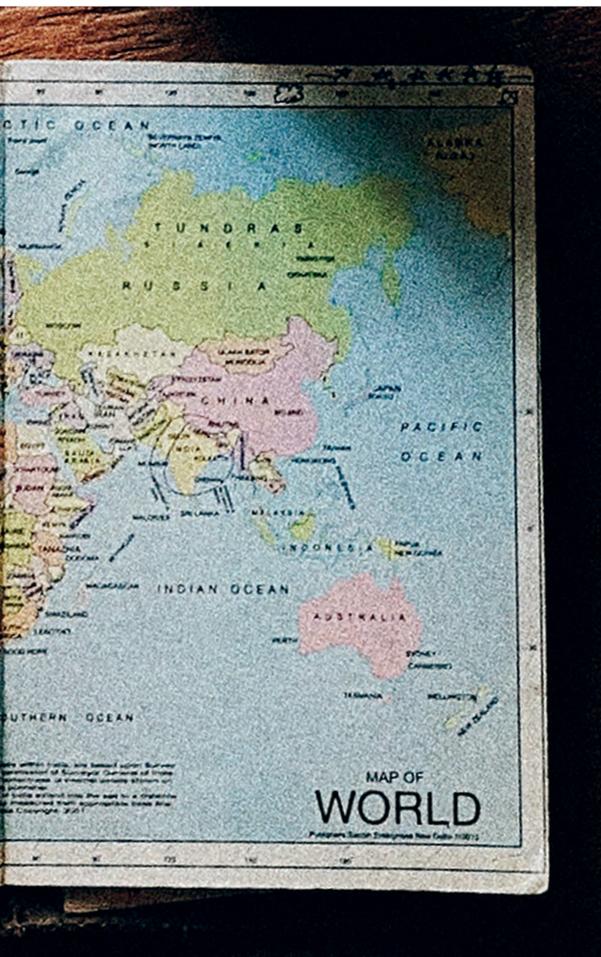
In December we held a series of meetings with Unioncamere (Italian Chambers of Commerce), AIAS (Italian Association for Environment and Safety) and AIAD-STAN (Italian Federation for Aerospace, Defence and Security) to evaluate the feasibility of partnering agreements with ICW.

We met with the Secretary General, Dr. Giuseppe Tripoli and his deputy secretaries at Unioncamere where, with the support of ICW's Chief Operating Officer David Hawkins, we shared the background of ICW and illustrated the partnerships that have been activated in different countries. This has been with a particular focus on the work of the ISO committee and the benefits for SMEs by applying the ISO 44001:2017 (collaborative business relationship management systems – requirements and framework). As *The Partner* went to press, we were working with UNIOCAMERE towards hosting a seminar to promote these benefits.

We have also opened discussions with AIAS Vice President, Dr. Claudio Venturato, and with the representative of AIAD-STAN, Claudio Buccini. The outcome was a proposal for the establishment of ICW Italy, and has ensured willingness to participate in further meetings to define how the agreement should be formalised. Additionally, Claudio Buccini has expressed keen interest in the standard ISO 44001:2017 and has announced that it will be brought to the attention of the Italian aerospace industries in order to propose its application by them. This will include links to ICW UK partners such as Leonardo UK.

Although the welcoming of these ideas is in its early stages, they will be promoted to the Italian businesses and industries, and they could have great benefits and support building local capability.





SWEDEN

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With the help of ICW we have educated the market in ISO 44001 and are launching the first course in Swedish during the first half of 2020. Collaborative working is now being used to deliver greater value in the construction industry throughout supply chain, in joint ventures, internally and with clients. We are expecting the interest to grow as early adopters are beginning to see effects of their implementation work of the standard and sharing it with the industry. There is keen interest in setting up a branch of ICW in Sweden and we look forward to what 2020 may bring.

The first widespread structured approach to collaborative working in the construction industry in Sweden was not driven by government or clients. Integrated collaborative partnering was introduced in the early 2000s, mainly between client and main contractor, by one of Sweden's larger contractors as a means of mitigating risk and lowering costs. Few could foresee the broad and deep impact it would have on the industry today. However as more and more clients and contractors tried it, and with architects and consultants struggling to find their place in the changing construction scene, along came disappointments and broken relationships creating a split camp between followers and antagonists to the collaborative approach.

In 2013 the results of a productivity questionnaire study from one of our technical universities was published in the largest industry newspaper and it concluded that out of 444 finished projects, those who had ticked the box for "collaboration" had lower scores of satisfaction on cost, time and even collaboration. The following week the newspaper was filled with early adopters from both clients and contractors sharing their view that the results and evidence they were seeing were quite the opposite. Everyone benefits from more organisations building a higher collaborative maturity, and with that said, about a dozen representatives from the Swedish construction industry, ranging from academia, to clients, lawyers and contractors set up a Swedish Mirror Committee to join in the development of ISO 44001.

AUSTRALIA

Brett Ackroyd

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This year and beyond will be an exciting time for ICW Australia (AU) as it continues the process of establishing itself as the premier thought leader for collaborative working principles and the ISO standard in Australia, while supporting wider adoption of the underlining concepts of collaborative working.

With the assistance of ICW NZ and ICW UK, ICW AU is planning to grow its membership base steadily, and related offerings throughout the year. In conjunction with ICW

NZ we will seek feedback on the training and other materials that our members want, and arrange to hold several training sessions in 2020. We will strengthen our relationship with BSI and other associates to help raise the profile of collaborative working and build additional expertise in Australia.

Our focus will always be on the people who make up our growing collaborative working community here in Australia and globally, and we will continue to build that community through expanded engagement opportunities and regular communications. Look out for our regular newsletter, expanded website presence and opportunities for member meetings and training.

ICW AU encourages anyone in Australia, or the wider ICW global community who would like to contribute or participate to our growth, to contact us to explore how we can collaborate.

AFRICA

Mike Perry

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Over recent years the South African business community has experienced more than its fair share of issues. Extensive and unpredictable power outages, challenging infrastructure, a lack of regulatory certainty, limited access to finance, a poorly educated workforce, crime, and widespread corruption. In his 2020 State of the Nation Address, President Cyril Ramaphosa called on all South Africans to unite in confronting the challenges facing the country.

Against this backdrop, ICW Africa has been operating for two years and was proud to host David Hawkins to lead workshops on the solid foundations and good business practices executed under the CRAFT methodology. These can pay huge dividends in the evolving commercial landscape in South Africa by providing a collaborative framework to bring stakeholders together.

David's visit coincided with computer manufacturer Lenovo launching its first Africa Innovation Centre in Johannesburg, and Thibault Dousson, Country General Manager, Lenovo South Africa kindly took the opportunity to sponsor the ICW Africa event.

The response from the business community was overwhelming, with four sessions scheduled to accommodate all attendees. David, as usual rose to the occasion and capped off two days of workshops with an interview on eNCA TV.

CANADA

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ICW Canada has had a great year promoting ISO 44001 as the most effective means to enable collaboration and to produce improved outcomes in complex projects, programs and business arrangements. ICW Canada in partnership with SRS (Strategic Relationships Solutions Inc.) has been leading a major campaign to promote ISO 44001 in Canada. I am delighted to report that

ISO 44001 is now identified in the Federal Government's Procurement Practitioner's Guide as a best practice for establishing and managing collaborative business relationships. ICW Canada and SRS delivered two open courses on relationships management, relational contracting and collaborative working. Participants' feedback was outstanding. The ICW Canada team was also involved in building and putting into operation two major ISO 44001-based collaborative frameworks for the government of Canada and major industry groups.

I am pleased to report that ICW Canada, working with the Standards Council of Canada and key partners, was proud sponsors of the ISO 44001 2020 TC286 that was due to take place in April, as *The Partner* went to press. Also in April, ICW Canada and SRS were holding an information sharing and networking event on ISO 44001 and its implications for business. This event brings together public and private sector leaders.

As the Director of the Institute for Canada, I am proud of our accomplishments. With new members joining our team, we have a great plan for the year ahead, in which we may establish an Executive Network for North America and a forum for sharing information and best practices on relationships management and collaboration systems.

I thank the leadership team in the UK for their continued sponsorship and support, and look forward to continuing our work together.

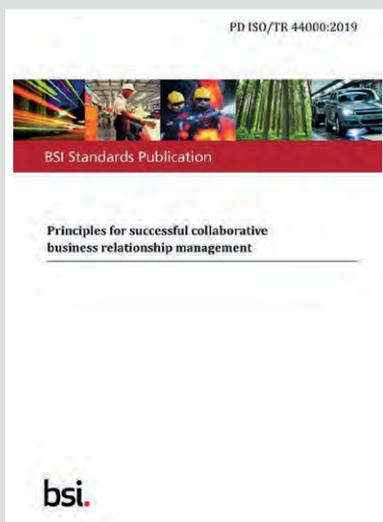
ISO 44001 updates



**David E Hawkins FICW
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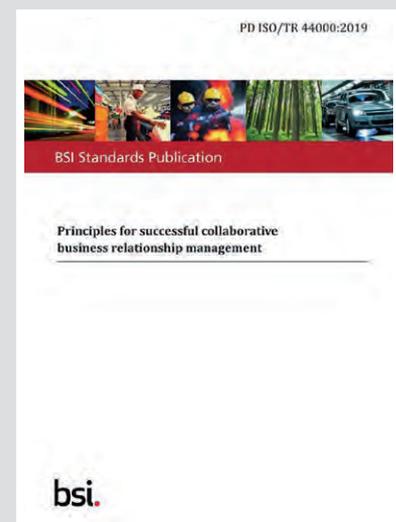
Since its publication in 2017 there has been a growing focus globally around adoption of the standard and, in many cases, organisations achieving certification. Currently over 30 countries have become involved and ICW continues to drive and support these developments. My personal thanks go to the team at BSI, together with our Adrian Miller and Paul Greenwood, and the participating members of the International Committee, who have been at the centre of these developments.

There were some significant milestones in 2019 in the further development of supporting publications in the 44000 portfolio, and these set the scene for even more necessary and exciting developments.



In May, ISO published *ISO 44000, principles for successful collaborative business relationship management*. This was developed from the model published by ICW and provides a high-level approach to the key issues which thread through ISO 44001. This short form publication was developed to help organisations focus on the underlying drivers within the standard, whether they are considering adoption of collaborative working, implementing or assessing applications or helping smaller organisations to take first steps.

- 1 Relationship management
- 2 Visions and values
- 3 Business objectives
- 4 Collaborative leadership
- 5 Governance and processes
- 6 Competence and behaviour
- 7 Trust and commitment
- 8 Value creation
- 9 Information and knowledge sharing
- 10 Risk management
- 11 Relationship measurement
- 12 Exit strategy



October 2019 was the publication of *ISO 44002, Collaborative Business Relationship Management Systems – Guidelines on the Implementation of ISO 44001*. Considerable efforts went into this publication to provide help to users and assessors of ISO 44001 better interpret the requirements of the standard. This guide is already receiving plaudits from various users.

Certification, whilst not a primary focus for the Institute, remains high on the agenda

of many organisations seeking recognition for their capabilities, so we have been actively supporting both individual organisations and those certification bodies who are our members.

Aligned with our membership, we share concern that certification assessments should underpin the integrity of the standard. We were therefore pleased to be invited to provide technical support to United Kingdom Accreditation Service (UKAS) for their pilot on accrediting certification bodies. This work will continue through 2020 to set a benchmark for the UK and many national bodies globally.

In parallel ICW represented the International Committee in August at ISO HQ with CASCO to start the process of developing ISO 17021-12 Conformity Assessment – requirements for bodies providing audit and certification of management systems – competence for ISO 44001.

The International Committee’s focus for this year continues to be:

- *ISO 44003 Guidelines for Micro, Small and Medium-Sized Enterprises on the Implementation of the Principles of Collaborative Business Relationship Management.* These have been circulated for comment following the meeting last October in China, and, hopefully, will be published in late 2020.
- *ISO 44004 Collaborative Business Relationship Management – Guidance for Large Organisations Seeking to Engage MSME within their Collaborative Relationship Programmes:* The committee will be looking to finalise this

and publish later in the year.

- The establishment of a working group to focus on marketing and training around ISO 44001.

Certainly, 2019 was a busy year and ICW, on behalf of its members, continues to support and contribute to ongoing developments. To this end we are initiating a Special Interest Group under the leadership of Steve Abrahams from Babcock to provide a focal point for lessons learned and ideas for the future. To kick this off we held a Share and Learn workshop on 2 April with our Executive Network members to draw from their experiences and collect initial thoughts, from which the Special Interest Group could start to focus their activities. From this group we will feed into the International Committee as well as developing ICW initiatives. ■



Inter-organisational collaborative leaders: for the greater good!



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The world is constantly changing around organisations as they compete in never-ending evolutionary cycles of competitive behaviour – switching back and forth between divergence of offerings through innovation and convergence of offerings through cost efficiency in the battles of growth and survival. To manage an array of changes, most organisations develop coping strategies i.e. established patterns of structure, activities and behaviour, thus providing them with frameworks to make change smoother and provide blankets of security and stability.

Every so often, however, the established way of doing things becomes inadequate and therefore major adjustments become necessary to create a new framework. Nowhere is this more obvious than for tomorrow’s environment where an organisation’s existing “competitive advantage” framework increasingly will need to run concurrently alongside that of a “collaborative advantage” framework. This is because many projects are becoming both multi-disciplinary and multi-national by nature and can no longer be realised successfully by the efforts of a single organisation used to operating in an existing competitive arena.

However, collaborative advantage is not always that easy to achieve. This comes as no surprise though, as principle and practice of “true” collaboration places particularly important different mindset considerations on competitively charged organisations. This is especially the case in terms of leadership types traditionally associated with competitive advantage, these being the “cat herder”;

the “captain of the ship”; and the “charismatic hero”. Whilst those leaders are pursuing legitimate objectives for competitive business success, they are actually only “sharing ideas and working together to accomplish goals”, and therefore can be deemed to be masquerading under a misrepresentation of the ubiquitous term “collaboration”. It is unlikely, therefore, that these types of leader will be suitable to lead on a collaborative advantage framework.

Mutuality

There are different mindset considerations of collaborative advantage which are identifiable through organisations’ leaders understanding that “true” collaboration is the co-creation and realisation of a

Leadership types

CHARISMATIC

- Divine deity transformer
- Org. focus – vertical co-operation
- Disciple followers
- Constructive dissent

- Anarchy-driven deviousness
- Org. focus – internal coercion
- Independent individuals
- Destructive consent

CAT HERDER

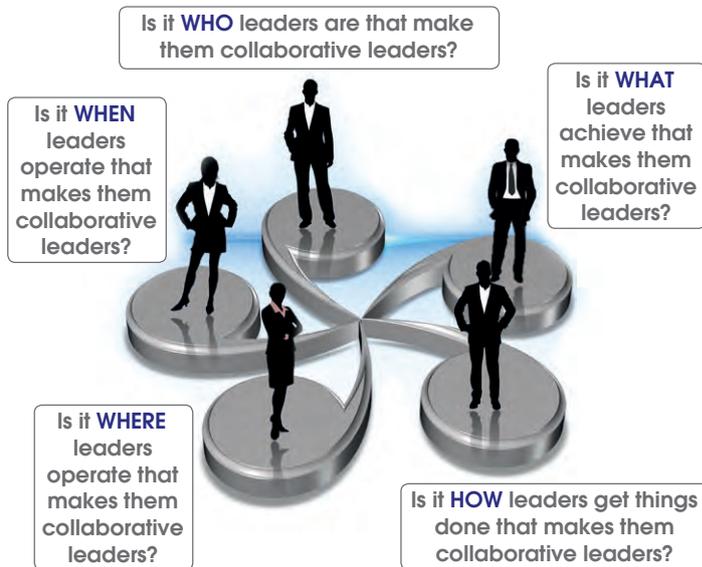
COLLABORATOR

- Holistic stewardship
- Org. focus – horizontal collaboration
- Responsible followers
- Constructive dissent

- Hierarchical superiority
- Org. focus – internal co-ordination
- Irresponsible followers
- Destructive consent

CAPTAIN

Qualities of collaborative leaders



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shared vision, plus the direct interaction between horizontal level organisations in achieving beneficial mutuality for the greater good, beyond the single organisation. Furthermore, achieving collaboration depends heavily on organisations being able to identify their collaborative competencies, resources, capability, commitment plus any barriers to implementation. The capstone is identifying the qualities collaborative leaders should possess because it will be necessary to have a “collaborator” to lead i.e. someone who is a holistic steward and appreciates the interdependence of inter-organisational and intra-organisational alignment of competitive advantage and collaborative advantage aspirations.

A recurring theme in both collaboration theory and stakeholder theory is that, to better

understand how organisations can interact effectively and efficiently with the world around them, they need to have “boundary-spanning” specialists. These boundary-spanners tend towards holistic stewardship and are tasked with negotiating the terms of the collaborative relationships and delivering on the implicit promises to reciprocate the stakes by providing benefits to internal and external stakeholders. Such stewardship leaders understand that “power” is the ability to influence collective inputs, actions, outputs, outcomes and impact from different perspectives, as no leader is in a position to continually and single-handedly persuade all the members of the organisation.

Consequently, success of the collaborative advantage framework and programme can only be built and championed with other leaders within the organisation and across the

other organisations at the horizontal level by facilitating and harnessing the principle of social proof. Social proof is deemed to be determining what is correct for a given situation by deciding what constitutes the correct structure, activities and behaviour when observing others performing it, so everything can work in everyone’s favour.

Questions

Collaborative leaders realise, therefore, that it is by having possession of a value-dominant logic mindset and a propensity for innovation e.g. harnessing collaborative intelligence through AI, that the creation of value for all stakeholders is realised for all in society. This answers the first of the six questions – *why, how, what, who, when* and *where* – in understanding the qualities of collaborative leaders... the reason why collaborative leaders are collaborative leaders. The other qualities using the remaining five questions are addressed in the diagram *Qualities of collaborative leaders*.

Research by WMG into desirable qualities of collaborative leaders drawn from industry practitioners undertaking postgraduate MSc dissertations is currently informing development of new educational programmes covering critical challenges, key contexts and emerging trends in powerful organisational learning and change. The first collaboration programme will be the Postgraduate Certificate in Collaborative Advantage and Business Leadership in association with ICW, which will be available in the summer of 2020 following its final accreditation by the University of Warwick. ■

Collaboration training sees significant growth



**Leigh Lawry
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ICW**

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There has been considerable growth in collaboration training in the past year. This is reflected across the board, with more courses being delivered, more delegates attending each course and a wider and more diverse range of industries participating in each course.

ICW's Collaborative Leaders Course continues to be the gold standard in collaborative training. The four-day residential course at Arden Conference Centre in Warwick has continued to hone the skills of future collaborative leaders and test their knowledge and understanding through a variety of assessment criteria. This rigorous and intense course has been rewarded for its excellence by being adopted as the opening module in the MSc for Collaborative Advantage and Business Leadership offered by Warwick University. This gives past attendees of our course the opportunity to further their studies in an area increasingly recognised by industry as critical for gaining competitive advantage. This advance in training opportunities supports ICW's vision of collaboration being recognised as a professional business discipline.



In June 2019 we ran the Collaborative Leaders Course at Network Rail. With ten delegates, the four-day course provided the opportunity for the next group of leaders to gain a thorough understanding of true collaboration and ISO 44001. By recognising the importance of good collaborative leadership, positive behaviours and the necessity of good systems and processes to create the right environment for collaboration to flourish, they are well on their way to continuing the role Network Rail have played in being an early adopter of collaborative working.

The two-day courses Implementing ISO 44001 and ISO 44001 Internal Audit are proving popular with organisations beginning their collaborative journeys or needing to enhance their internal skill sets. With industries

from infrastructure, transport, aerospace, emergency services, healthcare, public finance, construction and many more, we are clearly seeing an uptake in the desire to adopt a more effective way of working. It is also encouraging to see increased demand for other courses, such as Cultures and Behaviours in Collaborative Relationships.

The drivers behind training are also changing. Some common reasons include:

- Customers stipulating ISO 44001 certification as mandatory
- Increased weighting toward collaboration in tenders
- Early adopters of collaboration demonstrating a competitive advantage
- Leaders recognising the importance of collaborative working and the cultural change required to be truly effective
- The benefits of collaborative working are becoming more widely recognised.

Whatever your driver or whatever the course, our aim is always the same... to show how true collaboration can unlock value and deliver a competitive advantage to your organisation in a world where it is no longer business against business, but supply chain against supply chain. ■



ISO 44001 Collaborative Project Leaders Course dates, 2020

8-11 June
7-10 September
12-15 October
9-12 November

DIO collaborative business relationship management system beds in

The Defence Infrastructure Organisation (DIO) collaborative business relationship management system (CBRMS) is now embedded and real cultural change is under way.

The DIO began a journey to adopt collaboration within the supply chain as part of its business strategy in 2015 and as part of the work with the Capita-led strategic business partner (SBP) to support change. It was clear from the reciprocity requirements in BS 11000 that the DIO needed to adopt the same collaboration discipline and culture it was asking its suppliers to adopt, and in March 2017 the DIO achieved certification to ISO 44001:2017, with significant support from ICW (Bill Taylor) and Tim Seabrook of Capita. It was a great achievement, with the DIO being the first government organisation to achieve certification for the entity.

Since then, the DIO CBRMS has evolved to take into account its changing role, notably from an estate owner and manager to a trusted advisor and provider of the estate infrastructure, to help the Front Line Commands to generate and sustain military capability. The DIO delivery activity comprises capital projects, facilities management coupled with land management including the rationalisation of the Defence Estate, and 95% of delivery is through the supply chain.

Dedicated

From 2017 the change in role, the cessation of the SBP role and loss of key personnel put significant strain on the DIO; however, through a few dedicated people

in the DIO, in particular Elizabeth Taylor, maintaining the training programme, and with some of its strategic supplier partners like Amey and the efforts of Steve Fulcher and later Tim Redfern (MD, Amey Defence), the change of culture started to embed, so that today, collaboration and the management of requirements is fully embedded in procurement processes and DIO governance, and real benefits are emerging.

Aligned

Throughout this time, to support the cultural change needed in the DIO, ICW have been providing collaborative working training aligned initially to BS 11000 and then ISO 44001, and over 1,200 DIO staff have been through practitioner level training. ICW with Walkgrove Ltd designed a BS 11000 awareness level online training programme and later, the ISO 44001 version, that is used today.

The DIO training will continue through 2020 and 2021 with training modules focused on specific programme pre-contract teams and post-contract delivery team training in regional delivery and major programme and projects, as well as more general training. In addition, training will be adapted to include a stronger customer focus element.

Key to the whole journey was ICW's ability to react to the DIO's needs and not only provide aligned training as the organisation

evolved, but also the technical support and advice to ensure compliance to the requirements of ISO 44001 and the DIO CBRMS and joint relationship management plan, and the collaboration with key supplier partners. Latterly, ICW have trained four DIO internal auditors for ISO 44001, completing the two-day bespoke Internal Auditor Course, and three individuals have undertaken the ICW Collaborative Leaders Course at Warwick University.

The success of the change in the DIO was acknowledged when DIO and Amey Defence won the Public/Private Sector category at ICW's Collaboration Awards 2019. See the *Awards* pages for the presentation photo. ■

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