



Institute for
Collaborative
Working

Building collaborative capability for the 21st century



Skills development programme for effective
collaboration including implementation of ISO
44001, the international standard for collaborative
business relationships

About ICW

Established in 1990 as a joint initiative between the then Department of Trade and Industry DTI (now BEIS - Business Energy and Industrial Strategy) and the Confederation of British Industry (CBI) to promote and encourage collaborative working as Partnership Sourcing the Institute was formally renamed in 2012 to reflect the growing recognition of collaborative working and the need to support the development of the skills required to harness the benefits of these approaches.

ICW is totally self-financing operating as a not-for-profit organisation. The Institute's continuing role is to help organisations, large and small, in both the public and private sectors, to build and develop effective competitive business relationships based upon a collaborative approach. The Institute provides practical guidance based on a wide portfolio of experience utilising knowledge from extensive relationships within the commercial, Government and academic arenas.

"Good process for knowledge transfer I learned a lot."

ICW is recognised as the thought leaders and driving force behind the development of ISO 44001. The CRAFT methodology developed from the collective experience of the ICW knowledge network was the foundation of the BS11000 Collaborative Business Relationship Framework – as the world's first Standard in relationship management - which was the foundation for the International standard ISO 44001. ICW continues to work with subject matter experts to support the evolution of ISO 44001 and collaborative working by supporting organisations to effectively implement a structured approach, developing the skills and research in collaboration with academia. All of which it drives towards our:

The Collaborative Skills

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

"Very informative about ISO 44001 and application in auditing (not an how to audit course) Also an excellent venue choice."

"This material will be an excellent reference source going forward."

Vision

An institute of organisations and individuals committed to promoting the benefits of collaborative working to create sustainable value in business relationships.

Developing Collaborative Capability for the 21st Century

Collaboration is not new. However, the concept of embedding collaboration in operating practice and management systems has largely only emerged with BS 11000's introduction and its subsequent migration to ISO 44001. The ICW has developed the Collaborative Capability Pathway to support this process - beginning with Strategic vision, and then focussing on the Organisation, and its People, Systems and Competencies, to realise value. Based on ICW's CRAFT methodology, ISO 44001 is the International Standard for building and managing collaborative relationships. The standard provides organisations with a strategic collaborative framework that helps make their relationships effective, optimised and sustainable delivering benefits for all stakeholders.

The world is changing perhaps even faster than any of us could have imagined. Research by ICW identified that by 2020 most business models would embrace collaboration - partnering - alliances. Yet the focus was on traditional contracts not behaviours, skills or governance. We have come a long way from the industrial revolution, however much of the organisational thinking is still based on the Henry Ford model of total end to end ownership.

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

The success of the initial trails and interest from major organisations prompted the decision to take the knowledge and produce a full British standard with the



ICW leading the development. BS 11000 was subsequently published in 2010 established the world's first national standard for collaboration.

Within 3 years based on increasing interest from around the world driven by organisations taking the UK experience abroad BSI with support from the Institute approached the International Standards Organisation (ISO).

Led by ICW work started in 2013 to develop and international standard backed by twelve countries spanning America, Europe and Asia. In 2016 the final draft was accepted and ISO 44001 was born with publication early 2017.

ICW is proud of its contribution to this journey and continues to support further developments whilst helping organisations and individuals harness the power of collaborative working.

"Course material and delivery was excellent."

Collaborative Research

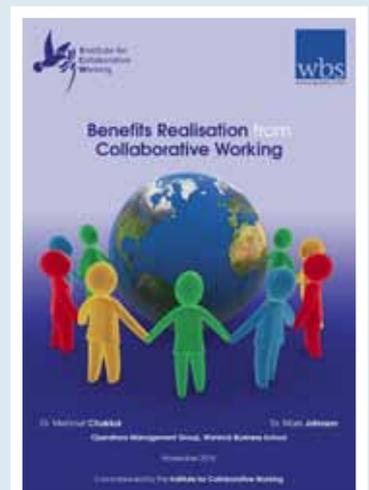
To support the broadening of knowledge in the area of collaborative working ICW in association with Warwick University Business School established in 2015 its Collaborative Working Academic Forum to bring together Industry and Academia:



Benefits Realisation from Collaborative Working by Warwick Business School

This research commissioned by ICW in 2015 focused on senior executives across a broad range of organisations to identify the key drivers at the strategic level for adopting collaborative working practices. This independent research found that effective collaborations can deliver:

- | | |
|-------------------------------------|--|
| Better problem solving | Continuous improvement |
| Enhanced Reputation | Better supply chain relationships |
| Customer satisfaction | New competence and skills development |
| Increased trust | Customer retention |
| Overall business performance | Employee satisfaction |
| Innovation | Lower operating costs |

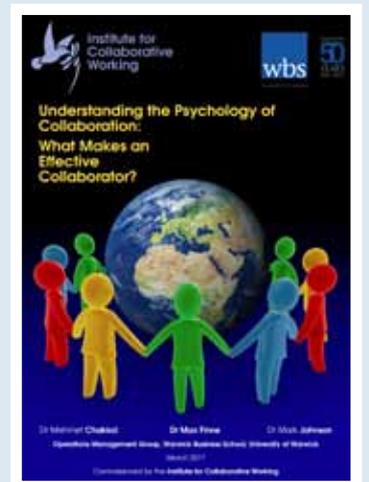


Understanding the Psychology of Collaboration by Warwick Business School

The focus for the 2016 was on starting to evaluate based on the input from practitioners what were the key attributes which identified collaborative capabilities within individuals. This research is ongoing but initial findings identified ten principle characteristics:

- | | |
|-------------------------|-----------------------------|
| 1. Strategically Minded | 6. Empathetic |
| 2. Team Orientation | 7. Believe in Collaboration |
| 3. Good Communicator | 8. Good Listener |
| 4. Open to Sharing | 9. Behaving Ethically |
| 5. Creative/Innovative | 10. Leadership |

Download the full reports at www.instituteforcollaborativeworking.com.



ICW Programmes

ICW courses can be customised and blended for specific in-house customer programmes.

Collaborative Business Relationships - Executive Briefing - Half-Day

The executive briefing is an introduction to the potential strategic benefits of collaborative working and high level approach to harnessing and integrating the principles of the CRAFT methodology. Highlighting the critical role of the executive in establishing and supporting collaborative relationships. It provides a basis for developing collaborative strategies and guidance based on ICW experience. This briefing will address the key issues needed by the executive team a collaborative programme.



Introduction to Collaborative Working - One-Day

This programme has been specifically developed as a baseline introduction to collaborative working which highlights the impacts of behaviours and the benefits of working together for front line staff. Delegates will gain an understanding of the organisations objectives in working collaboratively, know how to behave in a collaborative environment. Understand what to say, what not to say or do in order to support a collaborative project and how they can create value for themselves and the project.



Collaborative Leadership - Two-Day

The focus of this course is to support the development of leadership skills in the context of a growing trend towards collaborative working. As collaborative approaches increase to meet the challenges of the 21st century hierarchical structures may fail to provide the agility and flexibility to optimise the effectiveness of interdependent operations. These factors require leaders who can inspire, motivate and build organisational environments where integrated operations are predicated on the robustness of relationships and cross-functional operations between organisations.

Collaborative Business Relationships Benefits Realisation - Two-Day

Collaborative working is not a goal in itself but a means of delivering increased performance and value to the parties involved. The adoption of strategic collaborations can support of a wide variety of business objectives. This course is aimed at providing a basis to assess the potential benefits based on numerous case studies and then realisations of these throughout the life cycle of a relationship. It is aimed at dispelling the myths that exist around the concepts of collaborative working, providing a structured approach to identifying and realising the benefits based on first hand examples and case studies.

“Tutor adjusted pace according to questions, ability to relate to work challenges and discuss reality.”

Attitudes and Behaviours – One-Day In-house

This course highlights the critical impact of individual behaviours as the foundation for effective collaboration based on mutual benefit and supported by a clear focus on trust and commitment to the objectives of the parties. To be sustainable over time organizations need to ensure that trust is developed and maintained at through both organisational and personal relationships. This will enable the parties to have confidence that each organisation is focused on supporting the interests of their partner(s) though developing trust is based on performance, attitudes and the behaviours of those both directly and indirectly associated with the relationship.

Managing Culture & Behaviours in Collaborative Relationships - Two-Day

The foundation for robust and effective collaboration relies on both the operating processes and the interactions of the parties involved. This course provides insight to the impacts cultures and behaviours on performance, how to identify, monitor, measure and address both positive and negative behaviours. This workshop addresses personal behaviour types and drivers. Understanding personality traits in team selections, risk that can be introduced by pressures from the business environment. The cultural profiles of collaborating organisations and the relationship between behaviours, processes and ultimately performance.



Collaborative Business Relationship Risk & Benefit Management - Two-Day

Collaborative relationship risk and benefit management is an integral part of effective performance. Understanding what constitutes relationship risk and benefit and how effective mitigation strategies can be implemented within joint risk and benefit management. The course addresses how to adopt a systemic approach to relationship risk and benefit management addressing personal, organisational and the joint enterprise aspects. Effective collaborative relationship risk and benefit management will significantly reduce cost and waste, enable the expected benefits to be realised.



Marketing Collaboration - One-Day

The need for organisations to work together has perhaps never been more critical in today's economic environment, to meet the demands of the market and growing global competition and the impact of technology and in particular communications and transparency of markets. Understanding the customer is critical to all sales but in the case of promoting or responding to a collaborative approach it is crucial. Their objectives, concerns, risks and culture will be significant critical success factors. The 'objectives' and 'visions' of the organisations may be very closely aligned, whilst 'Values' may be commensurate with what the organisation offers, or how it differentiates itself in the market.

"A chance to meet other advocates and understand their drivers.
Material provided by ICW useful for internal comms."

Contracts & Collaboration - One-Day

Establishing the right commercial platform on which to create a collaborative relationship is critical to the probability of a successful outcome. What differentiates collaborative contracting from more traditional contracting models is the extent to which the ethos of collaboration is re-enforced by the agreed contracting mechanisms. This course explores the challenges of collaborative working environments, the balancing of contractual risk allocation and fostering the right behaviours. Assessing the appropriate form of contract model from Alliance agreements, to individual collaborative contracts.



Internal Collaboration - One-Day

As the adoption of collaborative business models increases the impacts of internal cohesion can become a critical success factor. In addition as larger organisations become more geographically diverse so localised social interactions and relationships become more difficult to maintain between internal functional and operating units become strained. The aim of this course is to highlight the risks and opportunities that internal collaboration can address and the development of approaches using the CRAFT framework.

“Well-structured and delivered.”

“Highly effective approach-good structure.”

The Next Evolution in Collaborative Working - ISO 44001

Collaboration between individuals is relatively common but transitioning this to collaboration between organisations is more complex given the more traditional contracting background and building market propositions is more and more about linking diverse businesses across national boundaries.

ISO 44001 is not a one size fits all approach and organisations will certainly require tailoring to suit specific and varied situations. It should also be appreciated that whilst the overriding profile assumes an end to end application this is seldom the case and many client’s requirements will be positioned at different entry points. This may at times result in starting the immediate process midway but it is worth understanding and working with clients to take a step back at some point to address earlier stages as this will eventually provide a more solid foundation for moving forward.



Collaboration is not a solution in itself but does offer an alternative perspective to the value chain. Integration in the supply and delivery network both locally and globally can be optimised by focusing on the boundaries between organisations to focus on what each does best in a complimentary business process. Developing a collaborative approach has been shown to release potential value and innovation.

The original CRAFT model and ISO 44001 are not simply a process but provide a lifecycle framework for relationships which addresses the operational influences which will drive both organisational and individual behaviours creating a cultural environment where collaboration can be fully exploited to mutual benefit.

ICW is proud of its contribution to development and publication of ISO 44001 continues to support further developments whilst helping organisations and individuals harness the power of collaborative working.

ISO 44001 Executive Briefing - 1/2-Day In-house

This briefing is specifically focused on those organisations seeking to implement ISO 44001 ready for certification. It aims to identify the key requirements that senior management will have to address as a pre-requisite for implementing the International standard. Based on ICW experience this briefing will address the key issues that will need to be actioned by the executive team to establish and implementation programme.

Insight Into ISO 44001 - One-Day

The course is specifically aimed at providing insight into the development of ISO 44001 and its migration from the British standard (BS 11000) and integration with the high level structure required by International management standards.



Principles for Collaborative Work ISO 44000 - One-Day

Every relationship is unique whilst sharing many common factors it is recognised that the Collaborative business relationship management systems - Requirements and framework, details specific requirements the way in which these will be addressed, interpreted and implemented by organisations will vary dependent on a multiplicity of factors including; the size and nature of the organisation, public or private sector, geographic differences, Industry sectorial differences and scope of application. As such the focus of this course is to ensure that the principles behind these requirements are fully recognised. Thus understanding the core principles involved is crucial to validating its implementation and recognising the implications of common themes which evolve with the development of a relationship.

Collaborative Business Relationships - ISO 44001 Awareness

Introducing any new initiative to an organisation can be challenging this course is focused on providing high level insight for those individuals who may be initially impacted by any changes or are being assigned to collaborative programmes whether transitioning from ISO 44001 or starting out with ISO 44001. The course will provide insight to the key requirements encompassed within ISO 44001 and address the fundamental objectives of a structured approach to collaborative working. Providing a step by step review of the standard and the eight stage life-cycle model by facilitators who have a wide experience in supporting organisations that have implemented the approach.

The tutor got the my group engaged and enthused.

Challenging and able to relate to actual experiences and expectations.

ISO 44001 Collaborative Leaders Course - 4-Day

The aim of this course is to help organisations to establish their own in house capabilities to develop and maintain effective collaborative working. After this course delegates will have a deep understanding of collaborative business relationship management, including the use of tools and techniques for identifying and managing risks and benefits. Course delegates shall be given the opportunity and encouraged to apply the learning into their own business scenarios and work with others to build on experiences. Successful candidates will additionally qualify for automatic membership of ICW.(MICW).



ISO 44001 GAP Analysis Workshop - Two-Day In-house

Implementing ISO 44001 will impact many functional groups within an organisation. This two day workshop provides both insights to the requirements of the standard and a common cross functional understanding for organisations to assess current processes and integration of best practice. It will provide a common understanding of the best practice principles within ISO 44001, assess the alignment to harness and complement existing management systems. Additionally evaluate existing perceived constraints to implementation and identify how to augment existing management approaches to create a clear collaborative strategic focus.



Meeting the Challenges of Internal Assessment for ISO 44001 - 1/2 Days

For those organisations seeking to adopt the ISO 44001 standard and seek certification by one of the ICW validated certification bodies they will be required to periodically undertake internal auditing of their processes. This course delivered provides existing internal auditors with the knowledge to assess this unique behavioural based standard. ISO 44001 is the first international standard to address collaborative relationship management and the behaviours and culture required for success. It is recognised that adoption and implementation of a collaborative relationship standard breaks new ground in terms of management systems and in particular internal auditing approaches. These courses offer a new approach to the process of auditing and reviewing implementation to ensure the necessary skills and knowledge to complete them with confidence is crucial in delivering the benefits collaborative working offers.



Good course, achieved objectives, delivered appropriate content very well, good network and knowledge sharing.

The Senior Executive Relationship Programme (SERP) - Two-Day In-house

The Programme is a focused facilitation approach based on our extensive experience in relationship issues at any stage of the engagement. This unique model draws on the extended CRAFT portfolio of tools and methods to address the specific needs and challenges of senior management teams. The SERP has been specifically developed to provide strategic direction for collaborative relationship initiatives. It is a dynamic approach that recognises the differing stages of engagement and collaborative developments. The programme is structured to provide an optimised approach to maximise the time of senior management whilst delivering a firm foundation for any relationship based challenge. Whether organisations are starting out on a relationship journey and need to consolidate their internal strategic thinking, are in the process of initiating a specific relationship or wish to revitalise an existing business relationship the SERP approach is tailored to the demands of senior management. The SERP Programme ensures that business objectives and the challenges of collaborative programmes are focused towards the blending of company cultures and creating a robust platform on which to develop behaviours and trust, motivating a collaborative culture to deliver customer satisfaction.

Online Self-Assessment

The aim of this programme is to provide a structured internal self-assessment, based on the principles of the CRAFT methodology Life –cycle model which now forms and integral part of the International standard for Collaborative Business relationships ISO 44001. Aligned with the international standard it enables organisations to initially benchmark their current management systems and processes. It introduces the key aspects and lays the ground work for building sustainable collaborative relationships. It has been developed to assist in ensuring the engagement of supply chain partners who may not as yet have considered full certification but want to demonstrate their collaborative profile.

AWARENESS partner selection
COLLABORATIVE
Working Together CAPABILITY
KNOWLEDGE SELF- INTERNAL ASSESSMENT
ASSESSMENTS value creation
STAYING TOGETHER EXIT STRATEGY

Our UK Training Locations

Training Locations ICW use the Warwick University Conference Centre. Located at the heart of the UK at the University of Warwick and the hub of the national motorway network the venues offer great access and the ideal environment to learn, inspire and achieve. Set within beautiful gardens they are a superb location for meetings and training. Spacious meeting rooms, equipped with the latest audio visual facilities, data projection and presentation aids, ensure your time spent is as productive as possible.



Online Collaborative Tools

Providing online scalable tools to benchmark, measure and monitor collaborative programmes based on ICW's CRAFT methodology, ISO 44001 is the International Standard for building and managing collaborative relationships. Where the importance of collaboration and relationships has been recognised organisations frequently struggle to consistently measure and monitor capabilities or behaviours. Whether assessing internal profiles, evaluating potential partners and most importantly ensuring the focus through the life of any engagement.

Maturity Assessment Programme (MAP)

Effective business relationships are a facet of both individual behaviours and the operating environment. MAP was designed based on experience to provide a collaborative profile report for an organisation assessing three key areas: Attributes, Abilities and Attitude, reflective of key pointers within the operations, harnessing a number of inputs vertically through the organisation providing both a benchmark and development profile internal assessment or potential collaborative partners.

NIP are also able to offer a wider range of product applications for managing relationships and organisational within their **ARC Action manager**. Contact: chrisv@nipltd.com

	Attributes	Ability	Attitude
A	Operational processes are well defined and integrate collaborative approaches	There is a high level of experience of all levels focused on effective collaboration	There is clear corporate commitment and leadership that cascades throughout the operations
B	There is limited application of shared processes and performance indicators	There are individuals of various levels that have demonstrable skills in collaboration	There is evidence of successful individual collaborative programmes in effect
C	There are robust internal processes and performance indicators	There is appreciation of collaborative approaches but a lack of skills	There is appreciation of the operating level of the value of effective relationships
D	Operates with a traditional contract and procedural based approach	No appreciation of a practical approach to the value of relationships	Only operates a robust and effective arms length contracting approach

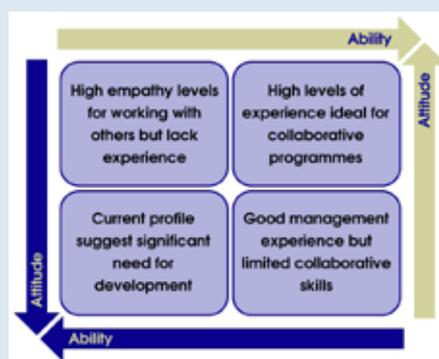
Trust Index and Diagnostic

Trust is a critical ingredient for any successful business relationship. The CRAFT Trust index is an easy to use on-line tool that benchmarks the levels of trust between individuals and organisations based on 10 key criteria to collectively assess up to 100 individual inputs. It provides a quick and easy monitor and diagnostic report for organisations to validate the level of engagement across a collaborative relationship, measure progress in building effective relationships and focus development action plans.

No.	Question	Overall																			
1	Performance	Need																			
2	Openness	Need																			
3	Honesty	Need																			
4	Responsiveness	Need																			
5	Commitment	Opportunity																			
6	Fairness	Need																			
7	Information Sharing	Need																			
8	Communication	Need																			
9	Early warning	Need																			
10	Extra mile	Need																			

Collaborative Leadership Profile

Effective leadership is a crucial aspect of harnessing the benefits of collaborative working. This programme has been developed within the CRAFT methodology and reflected in ISO 44001. The assessment profile provides a profile of an individual's collaborative capability and leadership profile, focused on two distinct but interrelated aspects, ability and attitude. The aim of the profile model is to provide a consistent tool to assess the current strength of individuals and groups to identify potential areas for development in the future.



Further Information on Application of CRAFT Tools and ICW Support Email: enquiries@icw.uk.com.

The Foundation Members



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