

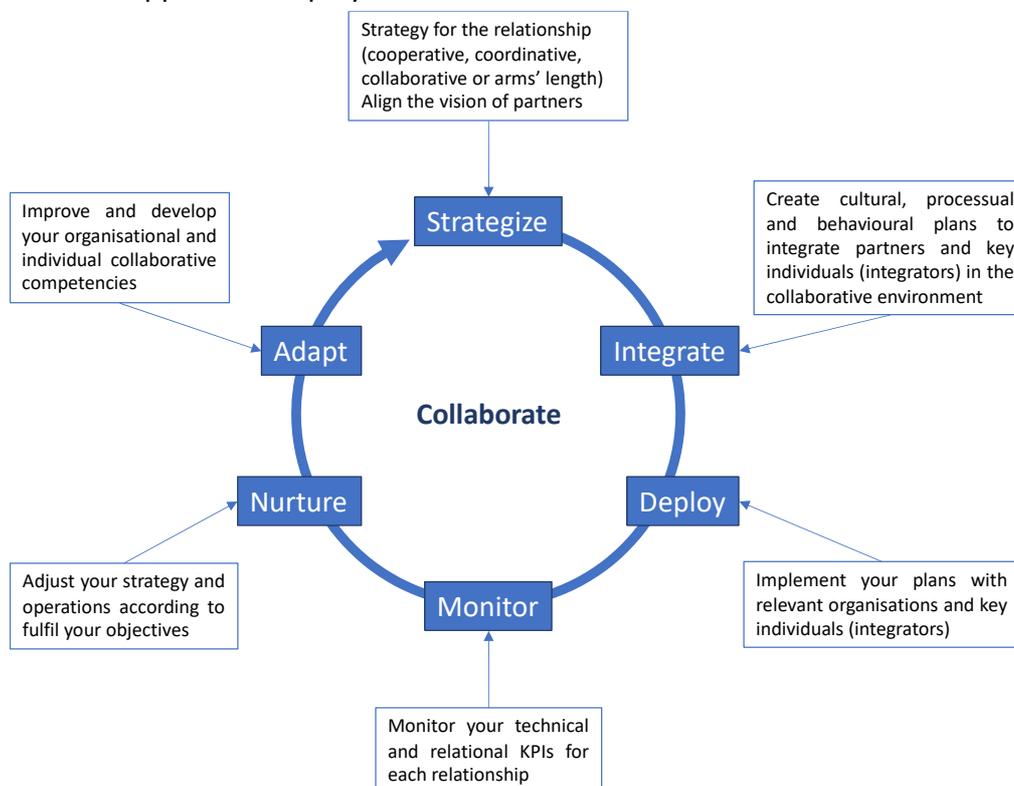
## Warwick Business School: Research Outputs and The Collaborative Environment and Behaviours Tool

### Summary of our Research

In partnership with the ICW, Warwick Business School produced several pieces of research to pinpoint the strategic, cultural, processual, and behavioural mechanisms that operationalise collaboration. We explored 8 partnerships with various degrees of collaborative maturity to identify how partners collaborate with a broad spectrum of stakeholders to produce projects. Our findings show that while all relationships are unique, these are subjects to four consistent areas of risk:

- 1) *strategic risks*: Misaligned strategy and objectives: source of conflicts
- 2) *operational risks*: misaligned processes, procedures and systems: source of inefficiency, delays and costs
- 3) *cultural risks*: lack of integration: drives the “us against them” mentality
- 4) *behavioural risks*: Lack of collaborative competencies: source of conflict and stagnation.

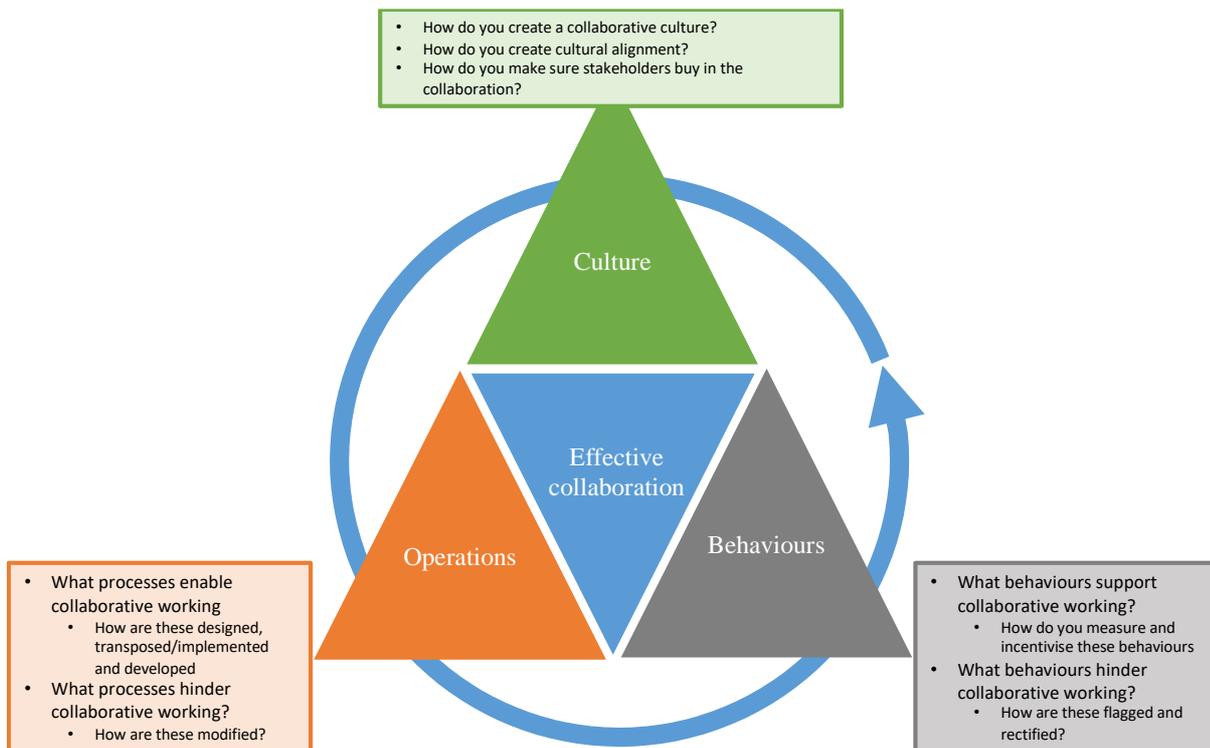
We find that the deployment of effective collaborations must be systematised within and across projects to mitigate these risks. To do so, we defined 6 steps to describe this process and designed a tool to support the deployment of collaboration:



## The WBS Collaborative Environment and Behaviours Tool

Collaboration is a core competency in large-scale and high risks projects that involve complex supplier networks. In fact, the U.K. Government strategy for public procurement is centred around collaborative strategies<sup>1 2</sup> for construction, infrastructure, defence and the NHS.

Developing collaborative competencies and capabilities on an organisational, processual, managerial and individual level has never been more important for organisations working directly and indirectly on public markets. As such, our research investigated the cultural, operational and behavioural elements that jointly support collaboration.

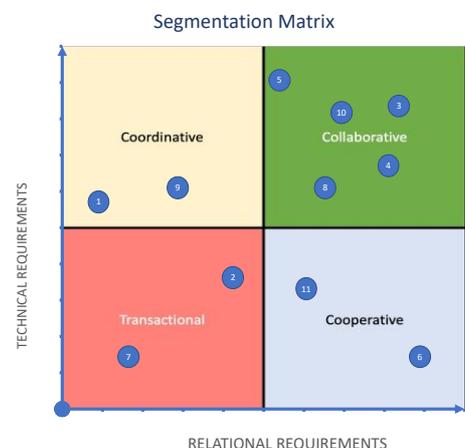


To build organisational and individual collaborative competencies to deploy effective partnerships, we developed the following 5-step framework:

### Step 1: Evaluate collaboration requirements: The Segmentation Matrix

To deploy effective and beneficial inter-organisational relationships, organisations should first adopt the appropriate strategy with individual partners.

To do so, we designed the Collaborative Segmentation Matrix that classifies current and prospective partners across a set of relational and technical requirements, to support your decision making for implementing collaboration, cooperation, coordination, or hierarchical delivery strategies. The segmentation matrix will thus enable your organisation to deploy the right relationship with your partners and stakeholders.



For more information regarding WBS's research and/or the WBS Collaborative Environment and Behaviours tool, please contact: Jonathan Canioni [j.e.canioni@warwick.ac.uk](mailto:j.e.canioni@warwick.ac.uk)

## Step 2: Create effective collaborative environment: Collaborative Environment Plan

One of the key challenges we observed across our sample was the effective integration of partners and suppliers to a collaborative environment, in terms of its culture and its processes. The Collaborative Environment Plan provides you with a tool to deploy collaborative cultures with your partners and establish a set of measurable cultural and operational KPIs and actions to implement, monitor and adapt your collaborative relationships to produce your project(s)'s outcomes.

## Step 3: Identify collaborative behaviours: The Behavioural Framework

For every relationship, you will rely on a set of key individuals that span across organisational boundaries and who act as integrators for each interface. In order to develop and sustain effective relationships, these individuals need to exhibit the right behaviours. Our Behavioural tool enables you to identify and weight the desired behaviours of collaboration for these key individuals in order to create behavioural benchmarks for your relationships.

## Step 4: Measure and evaluate behaviours: The Behavioural Framework

Our Behavioural framework will enable you to assess your key individuals and your teams across the competencies and attributes of collaboration that are required in your relationships and your projects. This tool provides the means to collect behavioural data to support, intervene and continuously improve on your collaborative competencies.

## Step 5: Develop, Nurture , Recognise and Incentivise Collaborative Behaviours: The Behavioural Framework

Finally, our behavioural Framework gives you the means to identify the individuals and teams that need to be developed across a relevant set of collaborative competencies and attributes for their project. This will permit you to recognise your collaborative leaders, incentivise improvements as well as develop and nurture your teams in terms of collaborative working.

	Drives the culture	Drives the relationship	Drives the deliverables
Team average	Recognise	Recognise	Develop
Indiv.1	Recognise	Recognise	Recognise
Indiv.2	Develop	Recognise	Develop
Indiv.3	Recognise	Recognise	Develop
Indiv.4	Nurture	Recognise	Develop
Indiv.5	Nurture	Recognise	Develop
Indiv.6	Recognise	Recognise	Develop
Indiv.7	Recognise	Recognise	Develop
Indiv.8	Recognise	Recognise	Develop
Indiv.9	Recognise	Recognise	Develop
Indiv.10	Recognise	Recognise	Develop

## Concluding Remarks

The ICW community communicated in a recent survey that collaborative behaviours were one of, if not the most important driver of effective collaboration. However, only a handful of organisations identify and measure collaborative behaviours. While in an ideal setting every team member should exhibit the right behaviours, we argue that behavioural management should prioritise individuals who manage inter-organisational interfaces.

Lastly, our results show that the highest functioning collaborations carefully manage and monitor the strategic, cultural, operational, and behavioural dimensions of the partnerships for producing projects. The aim of the WBS Collaborative attempts to guide organisations in treating these elements as a system, rather than as isolated variables.

For more information regarding WBS's research and/or the WBS Collaborative Environment and Behaviours tool, please contact: Jonathan Canioni [j.e.canioni@warwick.ac.uk](mailto:j.e.canioni@warwick.ac.uk)