



Introduction to BS11000: Collaborative Business Relationships

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BS11000 – what is it?



- An approach to develop successful and sustainable relationships
 - With clients
 - With suppliers
 - With ‘partners’
 - Internally, within organisations and teams
 - With other external bodies e.g. Government Bodies, Charities, etc.
- Framework to develop an environment that engenders trust between partners

Definitions of Collaboration



Collaboration - people working together to deliver a mutually agreed outcome that creates new value

Collaborative working - the act of two or more people or organisations working together for a particular purpose

Collaborative business relationships - business relationships formed by committed organisations to maximise joint performance for achievement of mutual objectives and creation of additional value

Collaborative tools – tools that help us to work collaboratively e.g. Social media, BIM, conversations

Why?

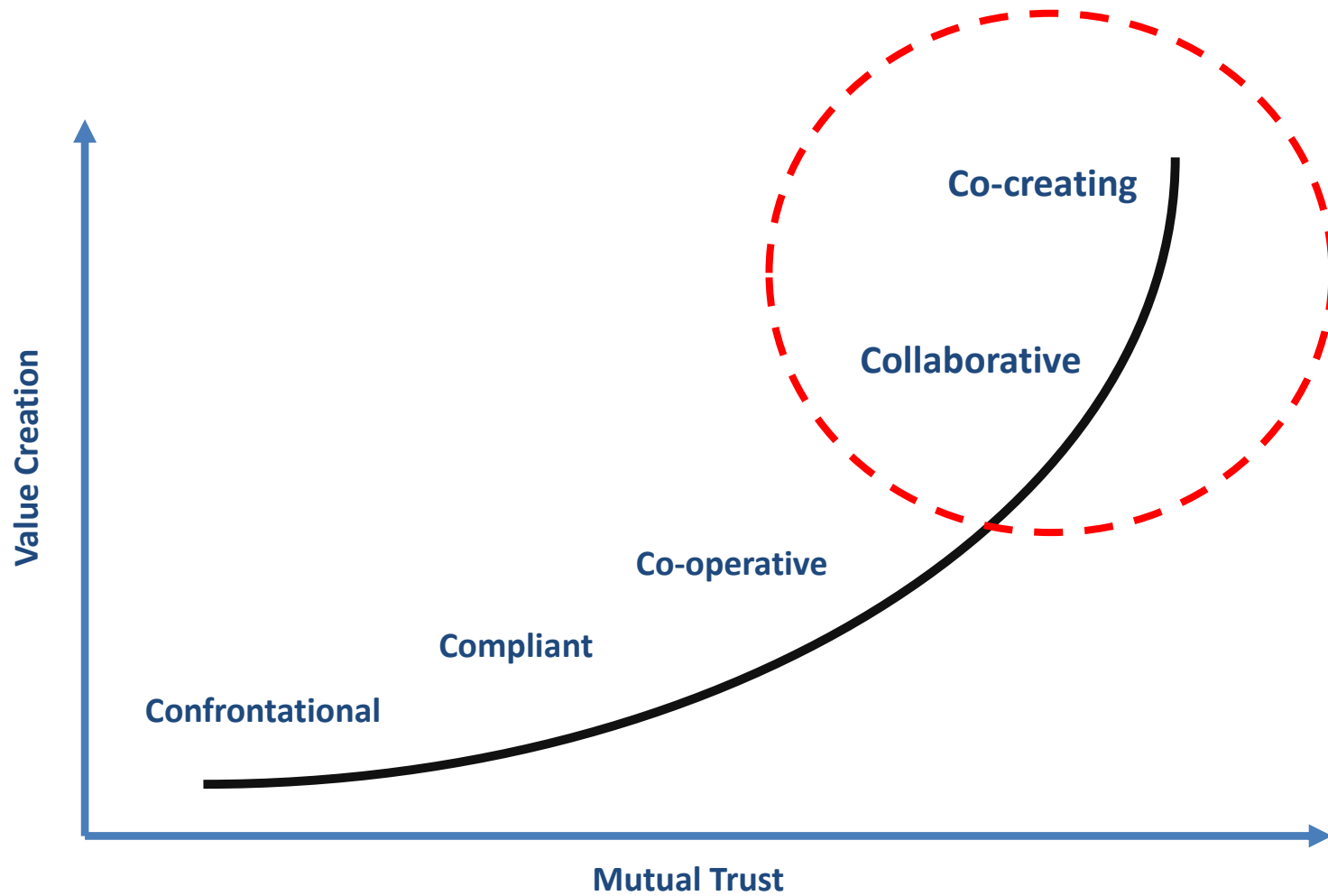


- 2006 NAO report conclusions:
 - Strong collaborative relationships go hand in hand with good project performance;
 - Successful collaborative working tailors best practice to specific project circumstances;
 - Measuring relationships can help underpin effective collaborative working
- Optimising working relationships with...
 - Partners/JVGs/Alliances
 - Clients
 - Internally within organisations
 - External bodies
 - Supply chain
- Enhance competitiveness & generate value for all stakeholders
 - improve quality
 - innovate
 - drive down costs
 - bring products to market
- Benefits of effective collaborative working
 - Project costs down 10%
 - Efficiency savings 30%
 - Enhanced market confidence/reputation
 - Continue to win work with key clients – challenging and profitable

Principles of collaboration



Relationship journey

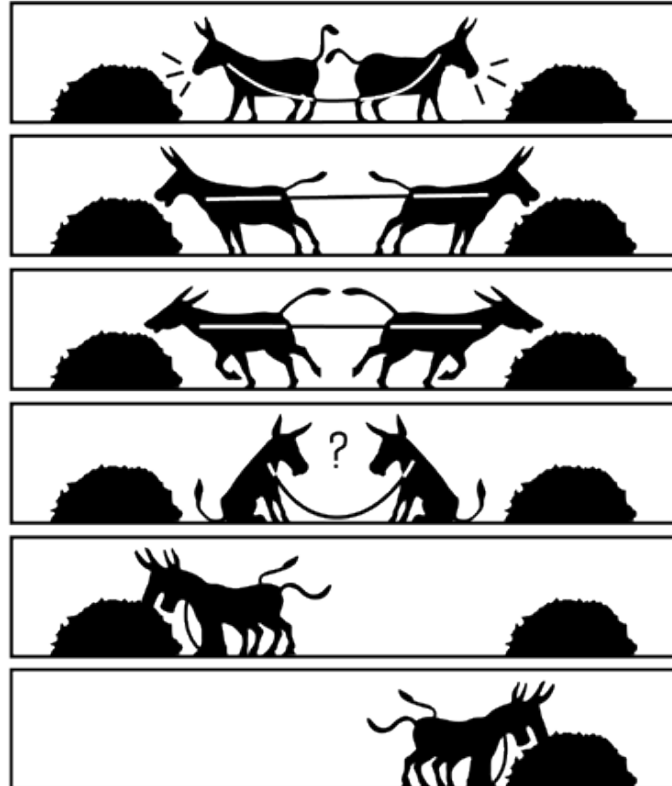


Collaboration for results



Adversarial

- Lack of clarity
- Conflicting objectives
- Differing agenda
- Internal stress
- Wasted effort
- Failed outcomes



Collaborative

- Clarity of purpose
- Joint objectives
- Complementary skills
- Optimised resources
- Joint Management
- Integrated processes
- Mutual benefit

BS11000 – an overview



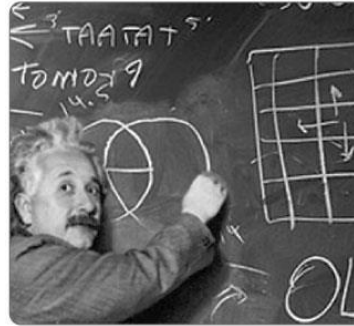
BS11000 provides a structured and common approach to developing and maintaining collaborative business relationships

- A 3 phase, 8 stage approach to a collaborative business relationships and collaborative working in general
- A set of common themes throughout the 8 stages
- What's included?
 - Structured framework to building and sustaining business relationships
 - Senior Executive Responsible
 - Relationship Management Plan

8 Stages of BS11000



Awareness



Knowledge



Internal Assessment



Partner Selection



Working Together



Value Creation



Staying Together



Exit Strategy

Golden Threads of collaboration



Alignment of objectives



Issue resolution



Measuring hard & soft issues

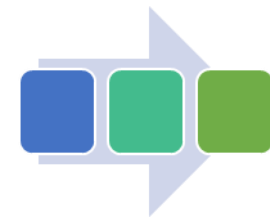


Joint Risk



Creation of value and mutual benefits

Collaborative Competencies



Alignment of operations and activities

Collaborative Behaviours



Trust



- There is one thing that is common to every individual, relationship, team, family, organisation, nation, economy and civilisation throughout the world - one thing which, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character, the deepest love.
- On the other hand, if developed and leverage, that one thing has the potential to create unparallel success and prosperity in every dimension of life.....
 - **Trust**
- S R Covey 2008

Trust



“The best way to find out if you can trust somebody is to trust them”

Hemingway

“The only way to make a man trustworthy is to trust him”

Henry Lewis Stimson

Trust Equation



$$T = \frac{C + R + I}{S}$$

T = Trust

C = Credibility

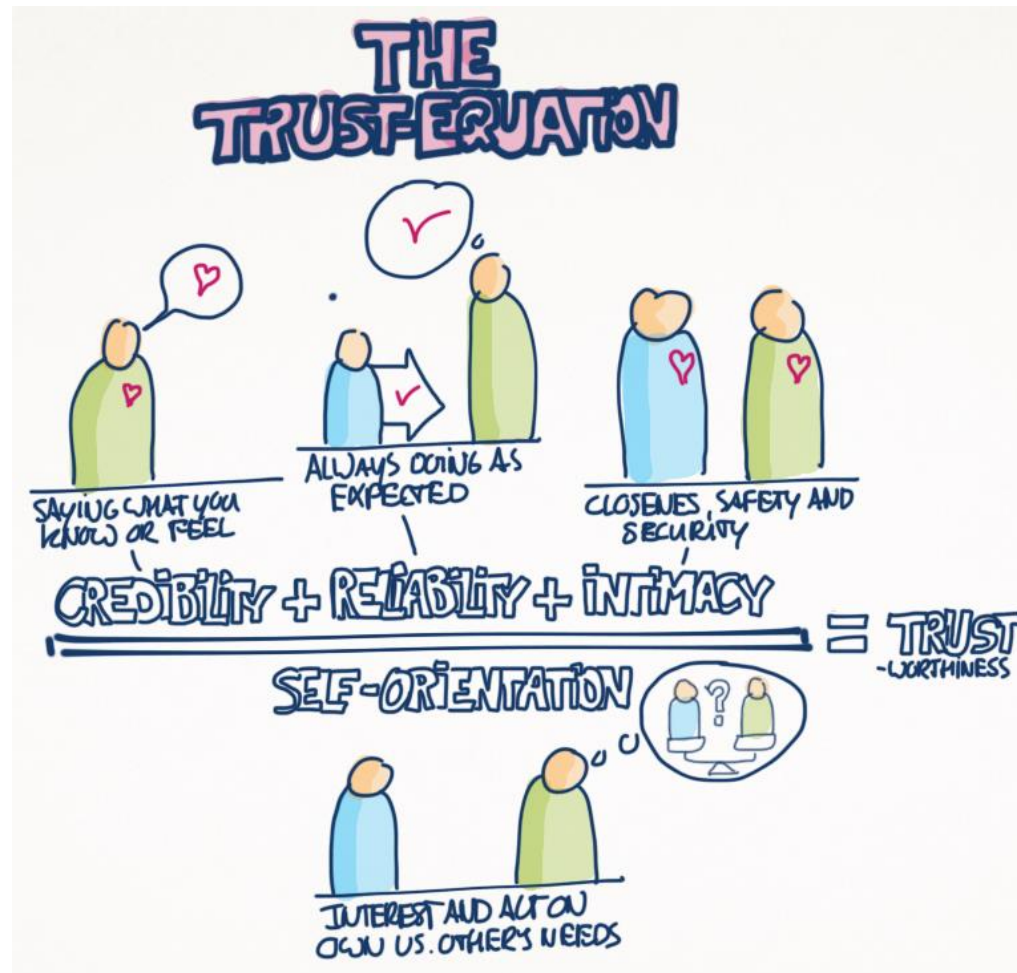
R = Reliability

I = Intimacy

S = Self Orientation

Maister

Trust equation



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Critical Behaviours (from BS11000)



- Information sharing, constructive questioning, open and honest feedback
- Listen effectively, respecting opinions of others
- Communicate effectively, consistently, openly, honestly and in a responsive manner
- Recognize the objectives of all parties and seek ways to help maximize their achievement
- Appreciate and respect differences in cultures; be proactive to resolve potential difficulties and overcome barriers
- Learn from and share experience and setbacks
- Understand and support others in the achievement of their own goals

Critical behaviours (from BS11000)



- Establish joint needs and outcomes and deliver against objectives; act in the best interests of the joint effort
- Balance risk and reward when considering innovative thinking and future possibilities
- Consider the possible future implications of current issues
- Address short-term imperatives without losing sight of long-term objectives; learn from experience and to embrace changes
- Constructive and flexible attitude to change; facilitate creativity in others by encouraging challenge and new ideas
- Accommodate needs of all stakeholders in order to deliver shared goals
- Demonstrate respect and consideration for all partners and consider the impact of actions upon



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BS11000: Collaborative Business Relationships

THE 8 STAGES

Awareness



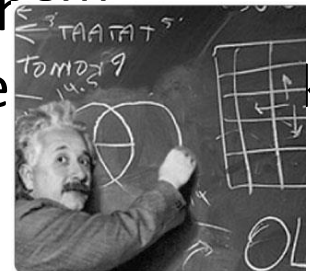
- Internal view - establishing why we want to collaborate and fit with our business objectives
- What are the benefits
- What do we need to do
- How can collaboration add value
- What are the risks of collaboration
- Are we competent
- Appoint an SER (Senior Executive Responsible) for collaborative working
- Create a Relationship Management Plan (RMP)



Knowledge



- Building on identified opportunities of where collaboration can add value
- Establishing implementation plans for these opportunities
- Identifying specific objectives and drivers
- What and how knowledge will be shared?
- Analyse the market sector
- Identify potential collaborative organisations
- Review risk management process and consider how collaboration can introduce new risk or mitigate



Internal Assessment



- Are we ready to collaborate
- Do our policies and processes support managing collaboration
- What are our capabilities? Our strengths and weaknesses
- What is our collaborative competence and maturity
- Who are our collaborative leaders in the business
- What do we need to develop to work in a more collaborative environment
- How will we select potential partners



Partner Selection



- How we identify and select partners – external or internal
- Assess performance of partners including behaviours
- How can the partners work together for mutual benefit
- What are the common objectives
- Create the foundation for working together
- Negotiate collaboratively



Working Together



- Develop a joint approach
- Identify SER (Senior Executive Responsible)
- Develop a 'Collaborative Charter' to document the Joint Objectives, Values, Behaviours and Principles
- Undertake competency appraisals of leadership
- Establish the Joint Management Team
- Define Roles and Responsibilities
- Establish Joint Risk Register
- Agree performance measures, monitor and review results
- Develop joint Relationship Management Plan



Value Creation



- Develop environment for creating value through collaboration encouraging new ideas
- Agree definition of value
- Establish improvement teams
- Establish continual improvement
- Learn from experience
- How we innovate through the life of the relationship



Staying together



- Ongoing Joint Management to ensure the relationship continues to deliver value
- Monitoring the relationship
- Ensure focus is maintained on joint objectives
- Maintain and monitor behaviours and trust
- Issue Resolution – at the earliest possible opportunity
- Review joint exit strategy



Exit Strategy



- Not to be confused with contractual termination
- Recognise changing market dynamics and how they might impact the relationship
- Encourage debate of potential changes which may affect the future position of the relationship
- Ensure boundaries of relationship are clear to all parties
- Rules for disengagement – at appropriate time
- Consider future opportunities

