Collaboration and BS11000

CESW Leadership Council September 2016

Jill Clancy Ltd

Behaviours4Collaboration

Definitions

Collaboration entails finding the right group of people (skills, personalities, knowledge, work-styles, and chemistry), ensuring they share commitment to the collaboration task at hand, and providing them with an environment, tools, knowledge, training, process and facilitation to ensure they work together effectively.

Collaborative Business Relationships: formal and/or informal business arrangements where two or more discrete organisations collaborate to create mutual value (BS11000 Part 1)

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How do I Collaborate?

- Question own assumptions

- Learn socially

- Pay attention to others behaviours

- Model good collaboration

- Develop Emotional Intelligence

Collaborative leaders

Behaviour

Redefining success. From narrow agendas to bigger goals

Involving others. From autocratic to inclusive decision making

Being accountable. From blaming to taking responsibility

What it means

- Collaborative leaders redefine success and focus on goals bigger than their own narrow agendas. They seek common ground, look for pragmatic solutions, and compromise

- Collaborative leaders involve others in decision making and exhibit an open mind-to alternative divergent views, dialogue and working with others

- Collaborative leaders hold themselves accountable and they also demand accountability from others

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BS11000: A synopsis

- A framework, not compulsory for every relationship – you select your strategic relationships and those projects/programmes/contracts that will adopt the formal collaborative approach
- Can be shaped to fit your existing management systems – just they way you work
- You can decide which relationships are 'strategic' or 'important' enough to invest in
- 8 stages to the standard (see later)
- 7 common themes
- Specific requirements
  - Senior Executive Responsible appointed
  - Risk Management including a Risk Manager
  - Issue/Conflict Resolution
  - Relationship Management Plan
- BS11000 is anticipated to become ISO11000 from January 2017. It is not assumed to be changing significantly, apart from layout and the adoption of the new ISO template and standard clauses. As Cappagh update to the new ISO9001 ISO11000 can be incorporated.

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8 Stages of BS11000

Awareness
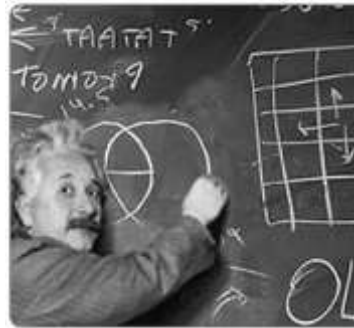
Knowledge

Internal Assessment

Partner Selection

Working Together

Value Creation

Staying Together

Exit Strategy

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Golden Threads of collaboration
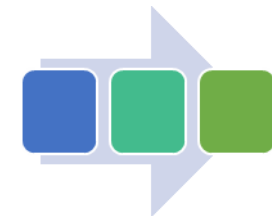
Alignment of objectives

Issue resolution

Creation of value and mutual benefits

Measuring hard & soft issues

Joint Risk

Alignment of operations and activities

Collaborative Competencies

Collaboration

Coaching   Change

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BS11000: Strategic

Awareness	Establish executive responsible and organisational policy	Identify business objectives and value proposition	Identify and prioritise relationships	Establish resources, competences and behaviours	Undertake initial risk assessment	Relationship Management Plan
Knowledge	Develop specific business strategy	Establish knowledge management process	Establish objectives, strategy, business case and identify potential collaborative partners	Establish initial exit strategy	Incorporate relationship management with risk management process	
Internal Assessment	Undertake self assessment	Establish collaborative profile	Establish collaborative relationships	Establish partner selection criteria	Establish and implement action plan	

BS1100: Part 1 Figure 2

BS11000: Engagement

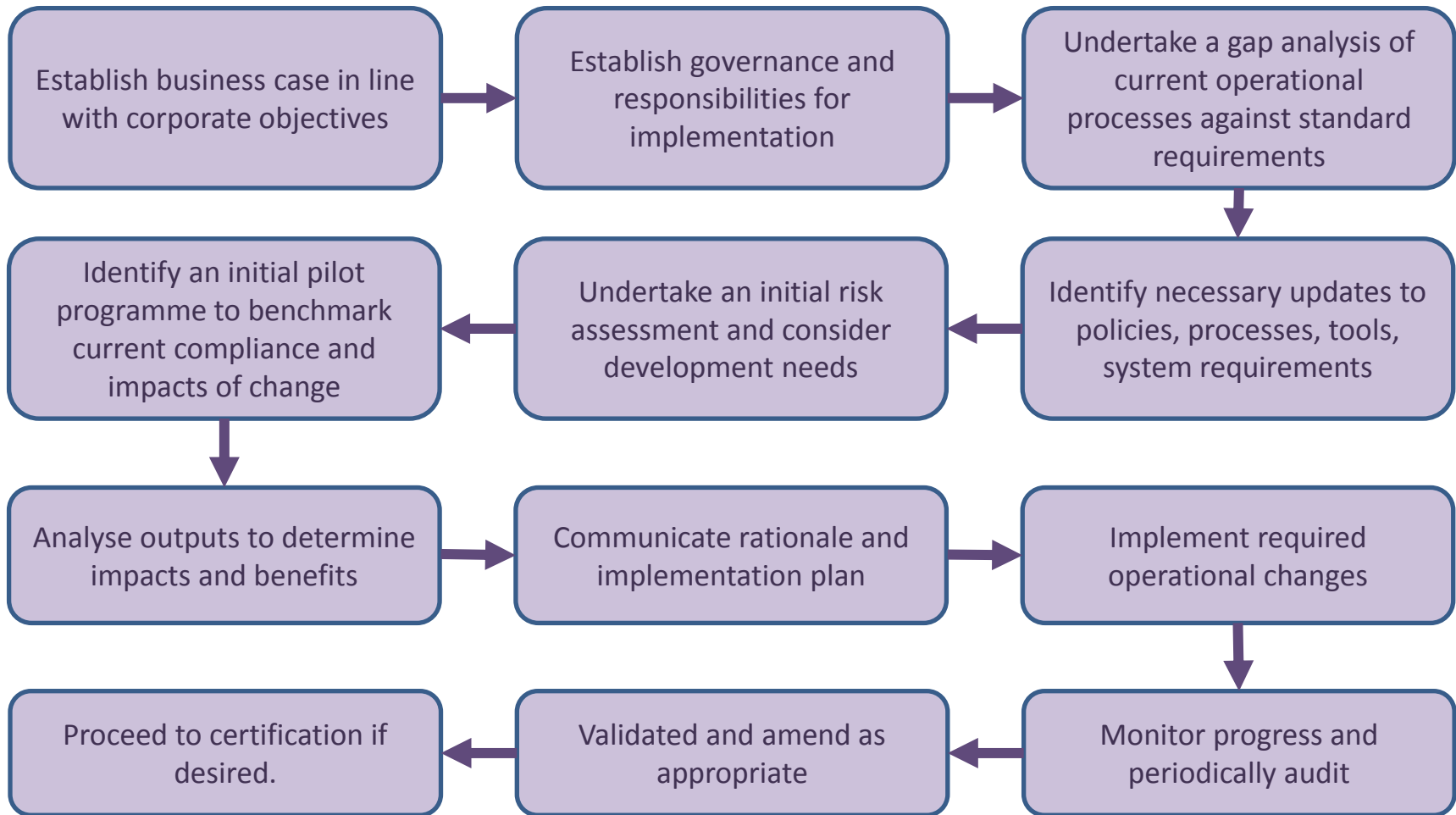| **Partner Selection**	Nominate potential partners	Evaluate potential partners	Establish partner selection plans	Create joint objectives and negotiation strategy	Select partner	
Working together	Establish governance, joint objectives and leadership	Establish organisational structure, roles, responsibilities and processes	Establish performance measurement	Establish joint risk management and exit strategy	Establish contract arrangements	Relationship Management Plan
Value creation	Establish value creation programme	Define value drivers	Establish improvement team	Establish learning from experience	Implement innovation process	

BS1100: Part 1 Figure 2

BS11000: Management

Staying together	Ongoing management, monitor and measure the relationship	Continual innovation	Maintain behaviours and trust	Manage delivery and performance	Manage issue resolution and joint exit strategy	Relationship Management Plan
Exit strategy	Develop and maintain joint exit strategy	Establish boundaries for the relationship	Monitor and evaluate changes	Manage business continuity and transition	Evaluate future opportunities	

BS1100: Part 1 Figure 2

High level implementation flowchart

Establish business case in line with corporate objectives	Establish governance and responsibilities for implementation	Undertake a gap analysis of current operational processes against standard requirements
Identify an initial pilot programme to benchmark current compliance and impacts of change	Undertake an initial risk assessment and consider development needs	Identify necessary updates to policies, processes, tools, system requirements
Analyse outputs to determine impacts and benefits	Communicate rationale and implementation plan	Implement required operational changes
Proceed to certification if desired.	Validated and amend as appropriate	Monitor progress and periodically audit

BS1100: Part 2 Figure 1

The factors driving collaborative behaviours

- Trust / Respect

- Removing Siloes / People

- Openness / Communications

- Common goals / New ways of working

- Leadership / Interpersonal skills

Building trust

The need to **build trust** is most commonly raised factor

"Trust cannot be brought about by means of clauses within a contract,
but is created by '*meeting promises and delivering performance*"
(British Standards Institution 2011).

Collaboration requires *willingness to trust*
someone enough to *work through a conflict*

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Connect as a T-shaped professional

Expert knowledge in our own discipline is insufficient to collaborate effectively; we also need skills which enable us to work well with others for example these could include leadership, emotional intelligence, management, research skills, creative thinking and collaboration.

A group of well equipped T-shaped professionals would, therefore, be able to connect across boundaries in an inter-professional (rather than a silo-orientated multi-professional) manner.

Share openly

- The need to create operational benefit in a spirit of mutual trust and openness (British Standards Institution, 2011)

- Team members from different organisations (or internally, across organisations) need to demonstrate honesty and openness when dealing with partnering companies

- This may uncomfortable, but in reality few organisations or departments/business units are independent of those that surround them

Communication across boundaries

Communication challenges are a feature of many collaborations:

we are taught how to communicate with clients or users but not other professionals.

The issues include unfamiliar vocabulary; contrasting approaches to problem; and a lack of common understanding of values.

By HikingArtist.com

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Commitment to shared goals

Commitment to team success and shared goals.

"a philosophy of collaborative practice is underpinned by co-operation and interdependence."

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Managing change

The management of change by collaborating organisations, as opposed to the individuals representing them on projects.

Create an environment which fosters the development of collaborative practices, including financial investment, with provision of resources such as time and encouragement.

Interpersonal skills

The ability to nurture relationships in the collaborative team.
Including;

- – awareness of needs of other professionals;
- – relational skills
- – caring behaviour
- – sensitivity

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The Profession Map

The Profession Map

Leadership / interpersonal impact factor

Maturity / Role	Project Contributor	Project Leader	Group leader	Organisation leader	Industry/ Subject leader
4	Focused on overall project goals and drivers of others	Seen as an "honest Broker" steering others towards wider goals	Enables and uses creative conflict. Helps to overcome unconstructive conflict	Embrace independence. Integrity: I do what I say I will. Seeks to understand others perspectives	Embrace independence. Leveraging opportunities and skills for value. Creates joint ownership across the team for all team results
3	Integrity: I do what I say I will	Integrity: I do what I say I will. Serving needs of others. Courage- sees conflict as opportunity. Decisions informed by relationships. Resilience	Creates interdependent relationships. Flags and uses conflict + uncover assumptions	Long term view of rewards. Ownership of our actions. Resilience- not giving up on agreed goals	Take decisions based on commitment to relationship
2	Serving needs of others. Decisions informed by relationships. Seek to understand others perspectives	Aims as our own. Values perspectives. Engaging others in mutual decisions. Identify ways to collaborate for mutual benefit. manages relationships. seek to understand others perspectives	Creates and sustains opportunity to collaborate	Identify ways to collaborate for mutual benefit. Engaging others in mutual decisions.	Collective pain and gain mindset. (maximizes the gain for all and/or minimising the pain for all members of a team)
1	Aims as our own. Ownership of our actions. Resilience – not giving up on agreed goals. Can dip in or out of the team	Can revert when the pressure is on to company silos.	Finds opportunities to use individuals skills regardless of role. Enables work across silos	Talks of interdependence and initiates dialogue about interdependence	Makes collaboration possible. Remove barriers encourage collaboration
0	Protection of own interests- failure to listen. Own aims over those of the team	Protection of own interests- failure to listen	Protection of own/company interests- failure to listen	Protection of company interests	Undermines potential of collaboration by taking a short term view. Closes down possibility for doing things differently.

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Realising Potential