



TEAL Consulting Ltd

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# BS 11000 – Collaborative Working A Brief Introduction

July 2016



# Agenda

- Introduction
- Background
- The Standard
  - Strategy
  - Engagement
  - Management
- Benefits
- Some learning points from others



# What is Collaboration?

***Coercion: No  
choice, no  
voice, no  
commitment***

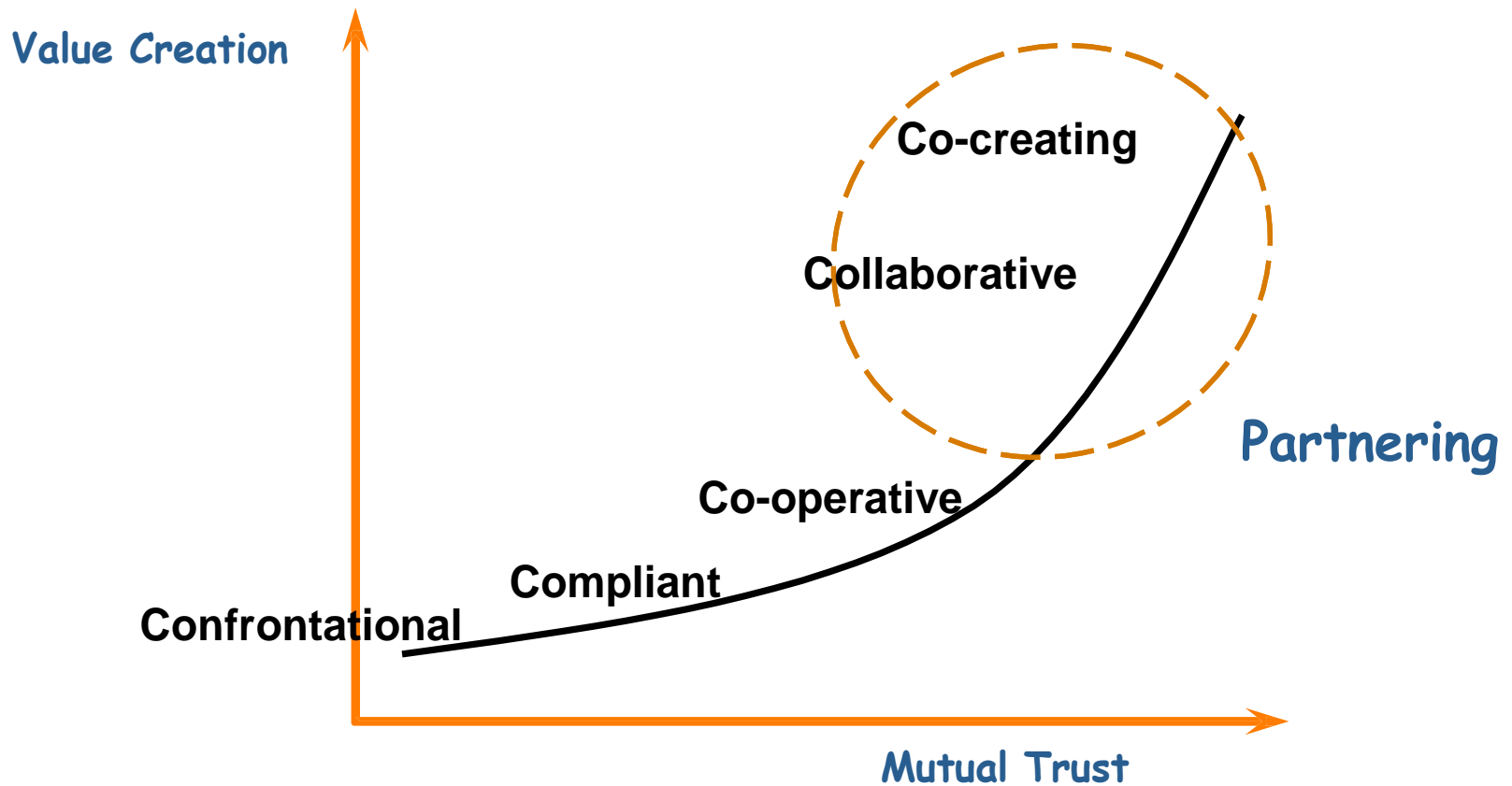
***Participation:  
I'm along for  
the ride***

***Cooperation:  
I'll work on  
your goal***

***Collaboration:  
We're  
committed to  
our goal***



# The challenge to create added value





# Background



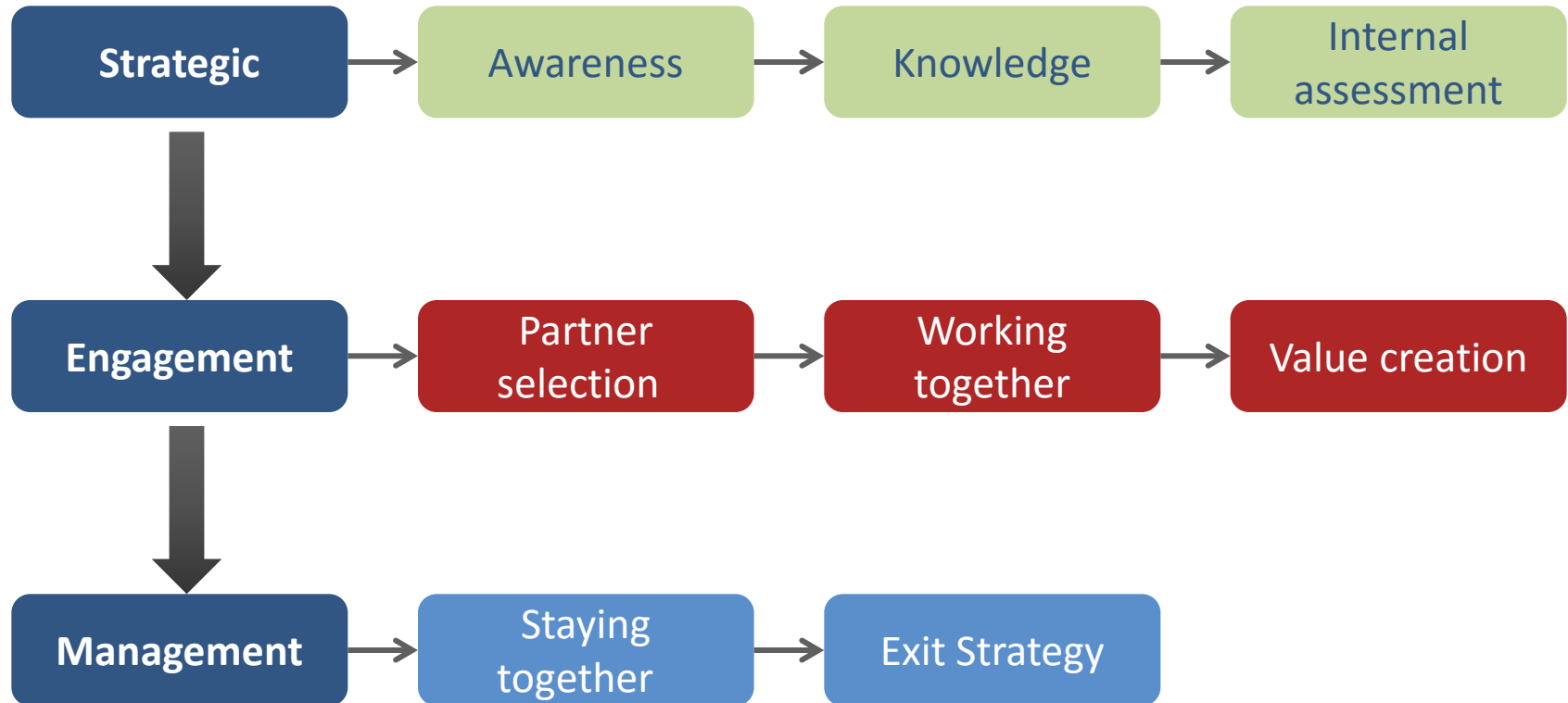
Published by the British Standards Institution (BSI) in association with Institute for Collaborative Working (formerly PSL)  
PAS11000 was the world's first relationship management standard for creating and maintaining successful business-to-business collaborations, which has now migrated to  
**BS 11000.**

# The Standard





# The Structure





# Strategic

## Awareness

Establish executive sponsor & organisational policy

Identify business objectives & value proposition

Identify and prioritise relationships

Establish resources, competencies & behaviour profile

Undertake initial risk assessment

## Knowledge

Develop specific business strategy

Establish knowledge management processes

Establish objectives, strategy, business case & identify pot

Establish initial exit strategy

Integrate relationship management with risk management processes

## Internal Assessment

Undertake self-assessment

Establish Collaborative Profile

Assess and appoint programme leader & team

Establish partner selection criteria

Establish & implement action plan





# Engagement

## Partner selection

Identify potential partners & address market

Evaluate potential partners

Establish partner selection plans

Create joint objectives and negotiate deal

Select partner

## Working together

Establish governance, joint objectives & leadership

Organisational structure, roles, responsibilities processes & tools

Establish performance measurement

Establish joint risk management & exit strategy

Establish contract & collaborative agreements

## Value creation

Establish value creation programme

Define value & drivers

Implement joint innovation groups

Establish learning from experience

Implement innovation process



# Management

**Staying  
together**

Ongoing  
manage,  
monitor &  
measure the  
relationship

Continual  
innovation

Maintain  
behaviours &  
trust

Manage  
delivery &  
performance

Manage issue  
resolution &  
monitor joint  
exit strategy

**Exit Strategy**

Develop &  
maintain joint  
exit strategy

Establish  
boundaries  
for the  
relationship

Establish  
triggers and  
monitor  
market  
changes

Manage  
business  
continuity &  
transition

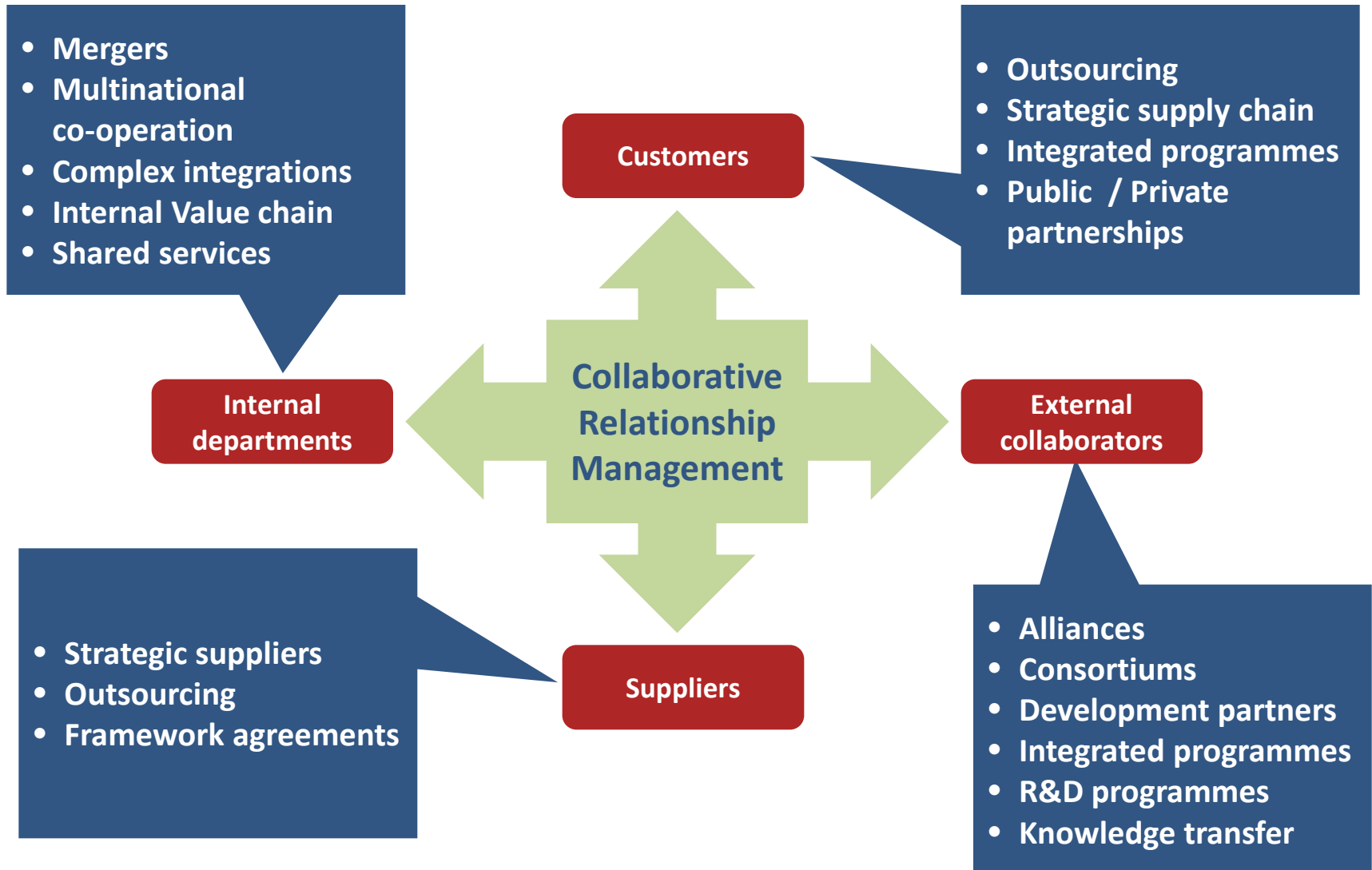
Evaluate  
future  
opportunities

# Relationship Management Plan



**Linking together existing processes to meet collaborative working**

# Application





# Business Examples

AMEC  
A&O Group  
Ansaldo  
ARUP  
Atkins  
Babcock International  
BAE Systems  
Balfour Beatty  
BAM Nuttall  
Bechtel  
British Standards Institute  
British Retail Consortium  
BT Global Services  
Business Continuity Institute  
CAPITA  
CH2MHill  
Chartered institute of Building  
Chicks  
Costain  
EMCOR  
Frequentis  
Frost and Sullivan  
Guide Dogs for the Blind  
Institute for Export  
Life channel  
Lockheed Martin  
Morgan Sindall  
J. Murphy  
National Express (C2C)

NATS  
Network Rail  
Newsdesk Media  
NIP  
NSARE  
PERA  
Policy Connect  
Probrand  
Rail Alliance  
Rail Industries Association  
RT Infrastructure  
Raytheon Systems  
Schneider Electric  
Selex  
Siemens plc  
Signalling Solutions  
Skanska  
Sofcat  
Telefonica  
Toshiba  
Xchanging



# What others say

- Business case
  - BS11000 formalises our processes for collaboration. Many of our collaborative processes were not formalised
  - Our clients are looking for us to demonstrate that we are collaborative – with them and with our partners and suppliers.
  - Government / UK Infrastructure are continually reinforcing the message of greater collaboration

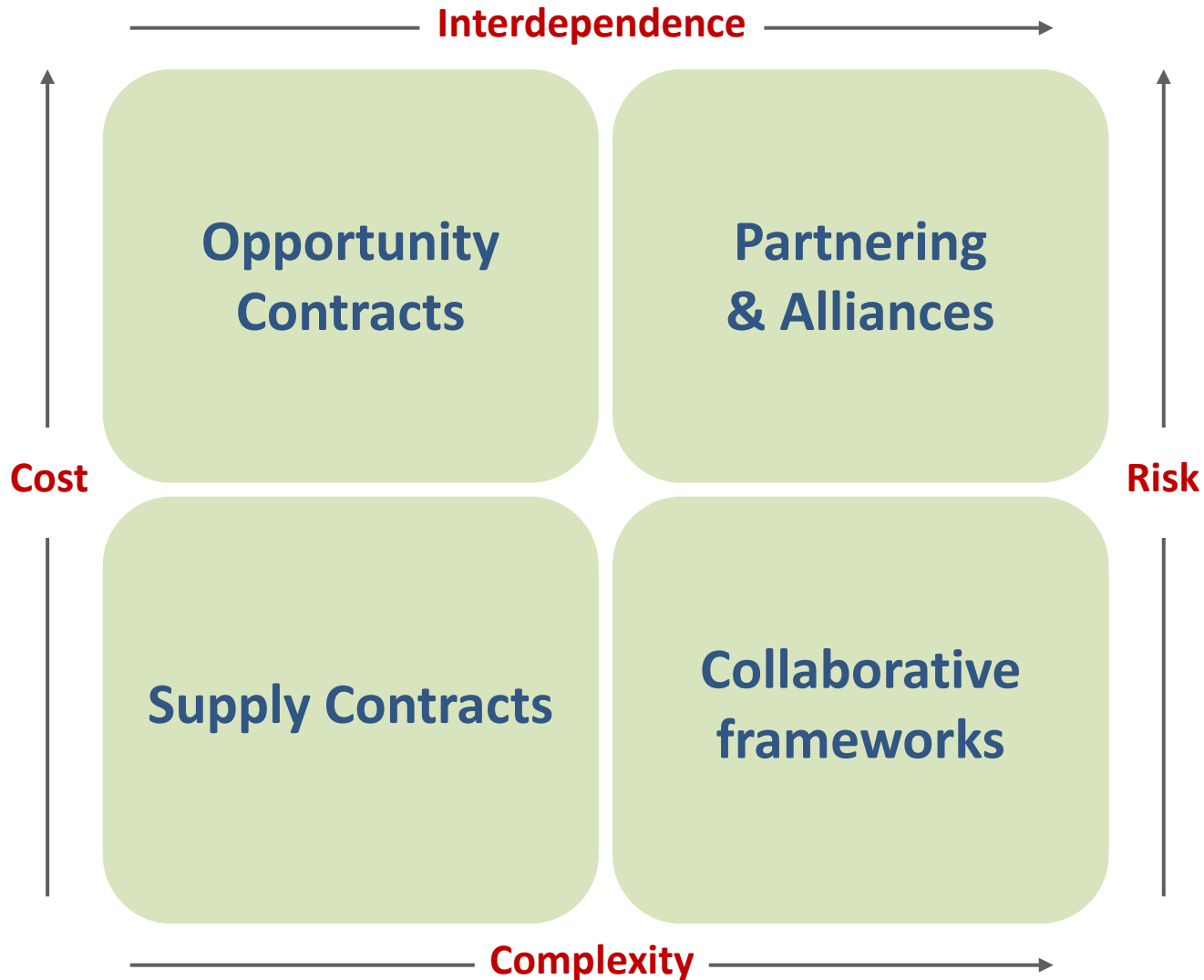


# Executive Sponsorship & Policy





# Identify the Type of Relationship







# Key Individuals/Qualities

- Champion
- Project manager
- Motivator
- Arbitrator
- Mentor
- Politician
- Strategist
- Planner
- Tactician
- Team builder
- Risk manager
- Internal sales
- Relationship manager
- Customer-centric
- Negotiator
- Realist
- Pragmatist
- Innovator
- Clairvoyant !
- Business manager
- Social worker
- Diplomat



# Establish Collaborative Profile

	Attributes	Ability	Attitude
<b>A</b>	Operational processes are well defined and integrate collaborative approaches	There is a high level of experience at all levels focused on effective collaboration	There is clear corporate commitment and leadership that cascades throughout the operations
<b>B</b>	There is limited application of shared processes and performance indicators	There are individuals at various levels that have demonstrable skills in collaboration	There is evidence of successful individual collaborative programmes in effect
<b>C</b>	There are robust internal processes and performance indicators	There is appreciation of collaborative approaches but a lack of skills	There is appreciation at the operating level of the value of effective relationships
<b>D</b>	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



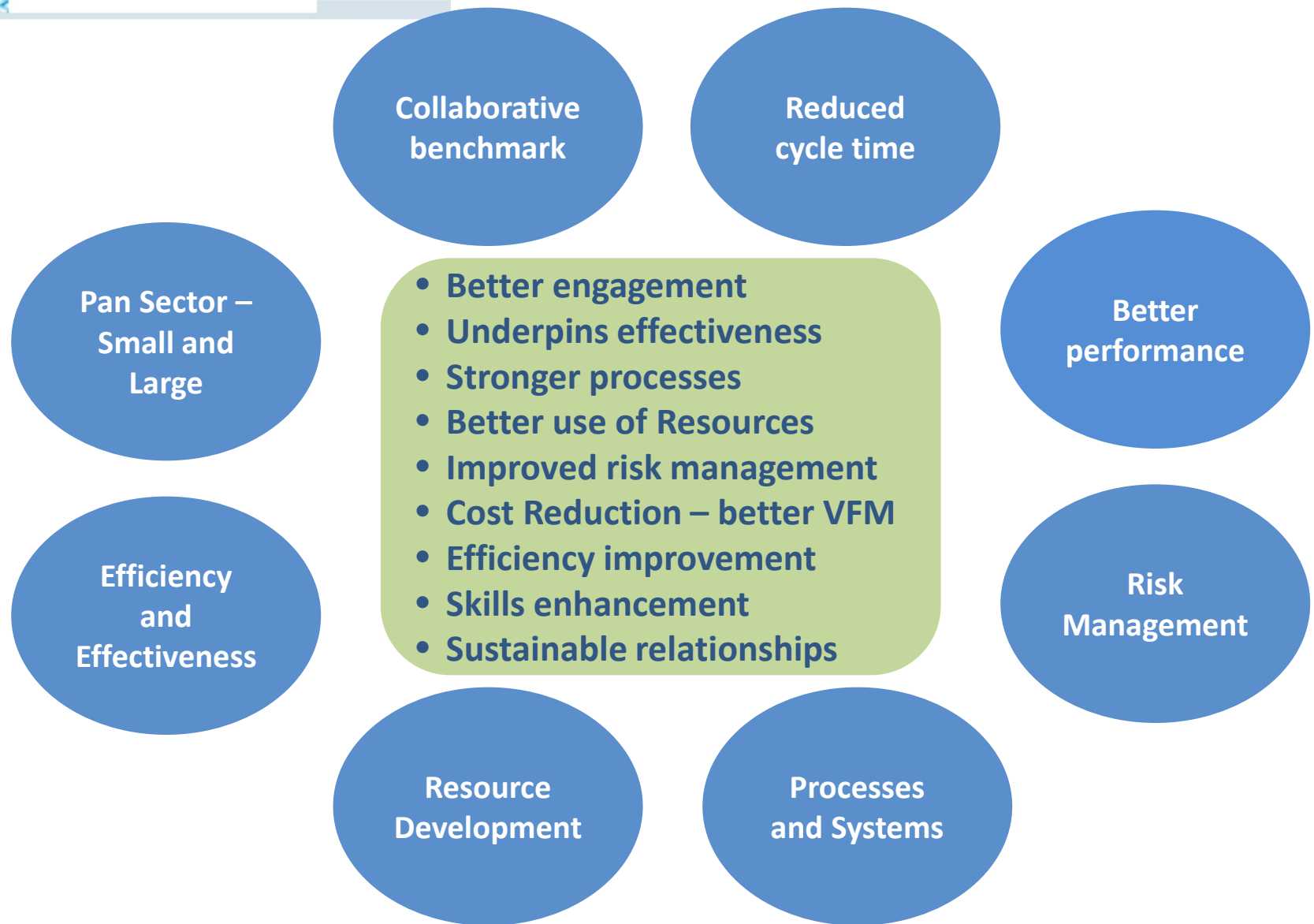
# The Importance of Relationships



## The relationship iceberg



# Benefits





## Quote

- ‘The successful future of the construction industry lies in collaborative working; it drives innovation and performance, it harnesses the strength and experience of all the team members, it gives the best possible outcome for both the Employer and Contractor, it builds successful and productive long term partnerships and it provides the best working experience for the individual’
- ‘BS11000 is a robust structured framework to enable collaborative working to succeed and it can be a catalyst for positive and meaningful change in our industry’

**Crossrail C360 Project Director**



# Learning points from others

- Get some training
- Build around existing process wherever possible
- The Standard is quite repetitive and it takes a while to understand the process flow
  - Nevertheless the concepts are simple – focus on these!
- Lean concepts and especially Collaborative Planning are fully aligned
- If you have it - use ISO 9001 (QMS) resource to assist with compliance
- Engage with the organisation



# More Learning points

- Collaboration doesn't just happen by chance, you need to plan for it
- The internal culture and values of an organisation have to be right to allow effective internal and external collaboration
  - For effective collaboration, cultures need to be compatible
- Be clear about mutual and individual objectives
- Effective integration of risk management between parties
- Putting plans in place to deliver continual improvement of collaborative business relationships
- Think early about exit strategy





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