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# **COLLABORATION**

## **AN INTERNATIONAL VIEW FOR NZ**

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20 February 2019

# WHAT WE'LL COVER IN THE NEXT 30MINS...

- What we mean by collaboration
- Why and when we need to collaborate
- International Standard – a structured approach to collaboration
- Is this relevant in NZ?

Outcome:

*Greater awareness of the benefits of a structured approach to  
Collaboration*

# SO WHAT DO WE MEAN BY, “COLLABORATION?”

*“Two or more people or organisations working together to complete a task or achieve a goal”*

*- Wikipedia*

# WHAT IS “BUSINESS” COLLABORATION?

A systemic approach to enable alignment so that committed organisations can work together to establish shared goals and mutual benefit. It is a collective determination to reach mutual objectives and maximise joint performance to create added value.

- *Institute for Collaborative Working (ICW)*

# COLLABORATE...WHEN SHOULD WE?



# COLLABORATION CAN DELIVER REAL ADVANTAGES

“...data shows that projects can be delivered **10 – 20% cheaper and produce better client outcomes** using some form of collaborative arrangement such as partnering, alliances or other mechanism, where the client and supply chain team work as an integrated unit.”

- Resolex Conference, London, Mar 2018

**BUT...**

“Research across more than 300 organizations shows that in most cases, **20-30% of value add** from collaboration comes from only **3-5% of employees.**”

- Harvard Business Review, Collaboration Overload, Feb 2016

# WHY COLLABORATION DOESN'T ALWAYS WORK

What do you mean,  
“I didn’t know we  
had to row  
together!!”



# WHY COLLABORATION DOESN'T ALWAYS WORK...

- Organisational culture differences
- Different drivers and objectives
- Conflict of Interests
- Trust issues
- Leadership, ego's, commitment
- Change – business / people - churn
- Power balance
- Commercial misalignment
- Lack of clarity on R&Rs and accountability
- Stakeholder influence
- Poor communications and engagement
- Poor information management
- Lack of understanding of direction & context
- Poor interpersonal skills / conflict resolution

>80%  
underperformed  
due to Ad Hoc  
approach to  
Relationship  
Management

>50% of senior  
managers said  
“Lack of  
commitment  
from Leadership”





# INSTITUTE FOR COLLABORATIVE WORKING (ICW)

- Formed in 1990 by UK DTI CBI now BEIS
- Assist organisations to develop collaborative relationships for **competitiveness**
- Develop, share, promote **best practice** Business Relationship Management
- Self financing – Not for Profit
- Certifying body
- Training



Institute for  
Collaborative  
Working



Institute for  
Collaborative  
Working  
**New Zealand**

# ICW FOUNDATION MEMBERS



## ICW FOUNDATION MEMBERS

The Foundation Members of the Institute form the Management Board to drive the evolution of the collaborative working business discipline.

[Find out more...](#)



# JOURNEY TO ISO



**Provides an internationally recognised framework for collaborative business relationships**

# PRINCIPLES FOR EFFECTIVE IMPLEMENTATION

**Relationship Management** - A formalized process to manage and sustain collaborative relationships underpins their success

**Vision & Values** - The visions and values of organizations wanting to work together will have an impact on the effectiveness of the collaboration

**Business Objectives** - Only when drivers for collaboration support the business objectives of each partner organization will a collaborative relationship make sense

**Collaborative Leadership** - Senior leadership responsibility and operational leadership accountability is crucial to underpin successful collaborative relationships

**Governance & Processes** - Relationships between organisations require governance structures that support collaborative decision making to ensure success

**Collaborative Competence & Behaviour** - Establishing and developing collaborative behaviours, skills, and capabilities will significantly enhance relationships between organisations

**Trust & Commitment** - Trust and commitment to mutual benefit is essential for delivering to the full potential of the collaborative business relationship

**Value Creation** - Value creation is at the core of any collaboration and seeking additional value beyond its initial purpose enables a more sustainable collaborative relationship

**Information & Knowledge Sharing** - Appropriate sharing and managing of information and knowledge is a key ingredient to effective collaboration

**Risk Management** - Management of risk is a critical aspect of collaborative relationships because of how threats and opportunities influence individual and organizational behaviours

**Relationship Measurement & Optimisation** - Measuring the health of a collaborative working relationship is crucial to continually improving its performance and capacity to create value and deliver on business objectives

**Exit Strategy** - An agreed exit strategy removes uncertainty and enhances joint engagement

# ISO44001:2017 – COLLABORATIVE BUSINESS RELATIONSHIP MANAGEMENT SYSTEMS

- Common language
- Sets a framework – but you define the ‘how’ to suit your business
- Drives better engagement
- Underpins effectiveness – focus on leadership, competency, risks & benefits
- Stronger core processes
- Neutral starting point – gets it right from the start
- Skills & Behaviour enhancement
- Saves reinventing the wheel (consistency)
- Doesn't leave it to chance – people leave, change happens!



# ISO44001:2017

“....improve collaborative business relationships in and between organisations of all sizes...This can be one to one or networked relationships involving multiple parties”

- ISO 44001 - Introduction

***82% of the ISO 44001 Clauses are about identifying and managing Risks & Issues and generating Benefits!***

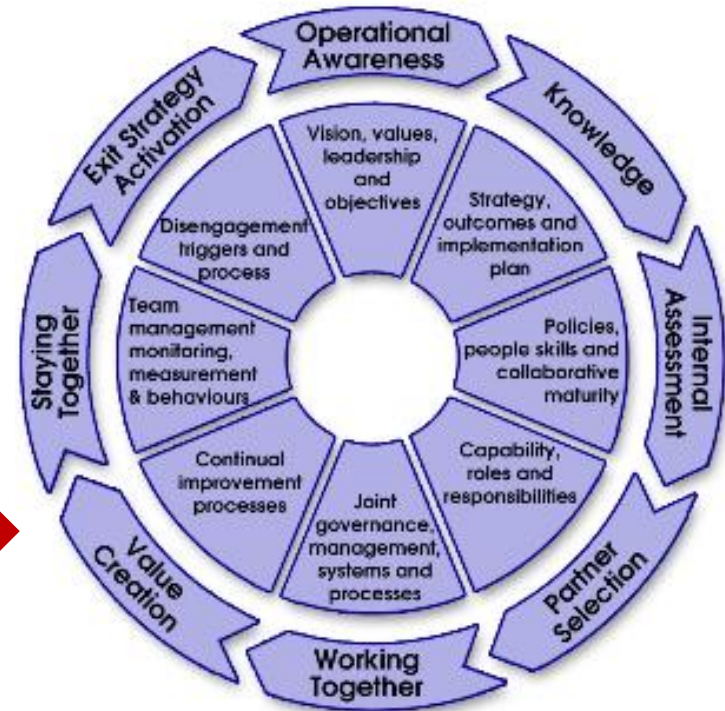
***68% are about Leadership!***



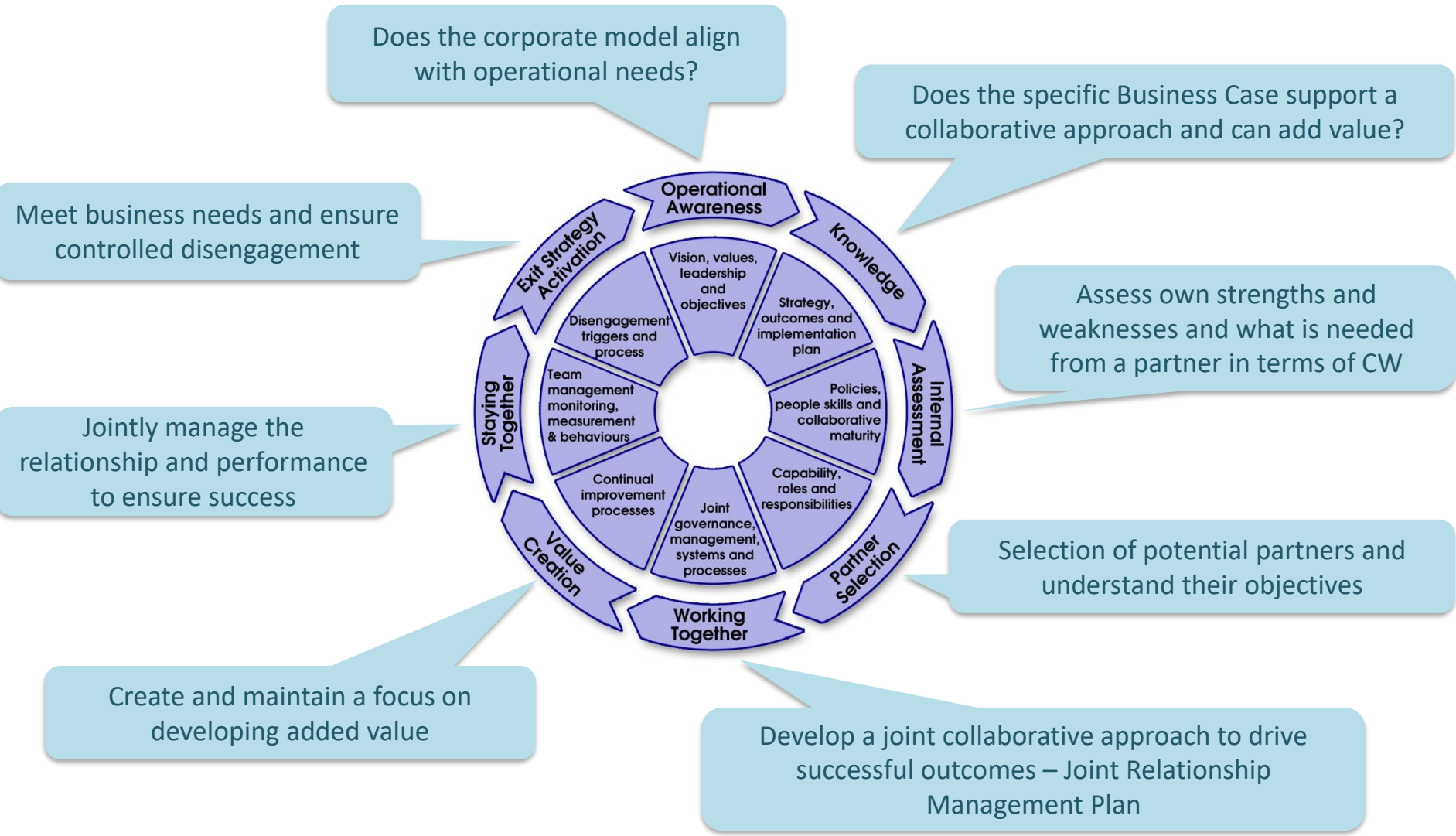
# ISO44001:2017

## Collaborative business relationship management systems

### Step 8: Operational Awareness



# THE LIFE CYCLE OF RELATIONSHIPS





# IT WORKS, BUT...

Effective business collaboration can and does enhance performance...but you need to get it right from the start to achieve the maximum benefit!

Effective business collaboration requires:

- Leadership & Commitment
- Common Goals
- Defined Benefits
- Value Add
- Trust
- A sound Management System to address risk!



# IS THIS RELEVANT TO US?

In short, yes (I think so)!

Experience tells us that when relationships don't deliver or hit on hard times it's because the foundations were weak

Doesn't leave success of the relationship to chance

Ultimately it is all about people – but we're providing the tools and process to build strong foundations for the business relationships to be successful

# QUESTIONS?

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***“Bad collaboration is worse than no collaboration”***

*Morgan T Hansen – “Collaboration – How leaders avoid the traps, create unity and reap big results” 2009*