

Improving Collaborative Outcomes

Plugging NZ Gaps in International Best Practice



Presentation to

The Construction Clients' Group Wellington

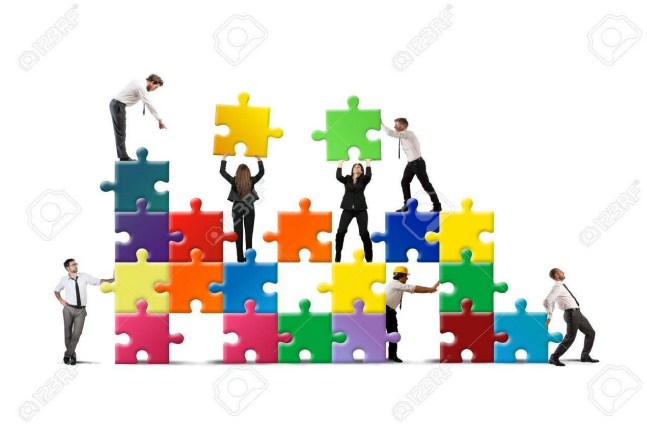
Chris Olsen, Institute for Collaborative Working NZ

24 March 2021



Agenda

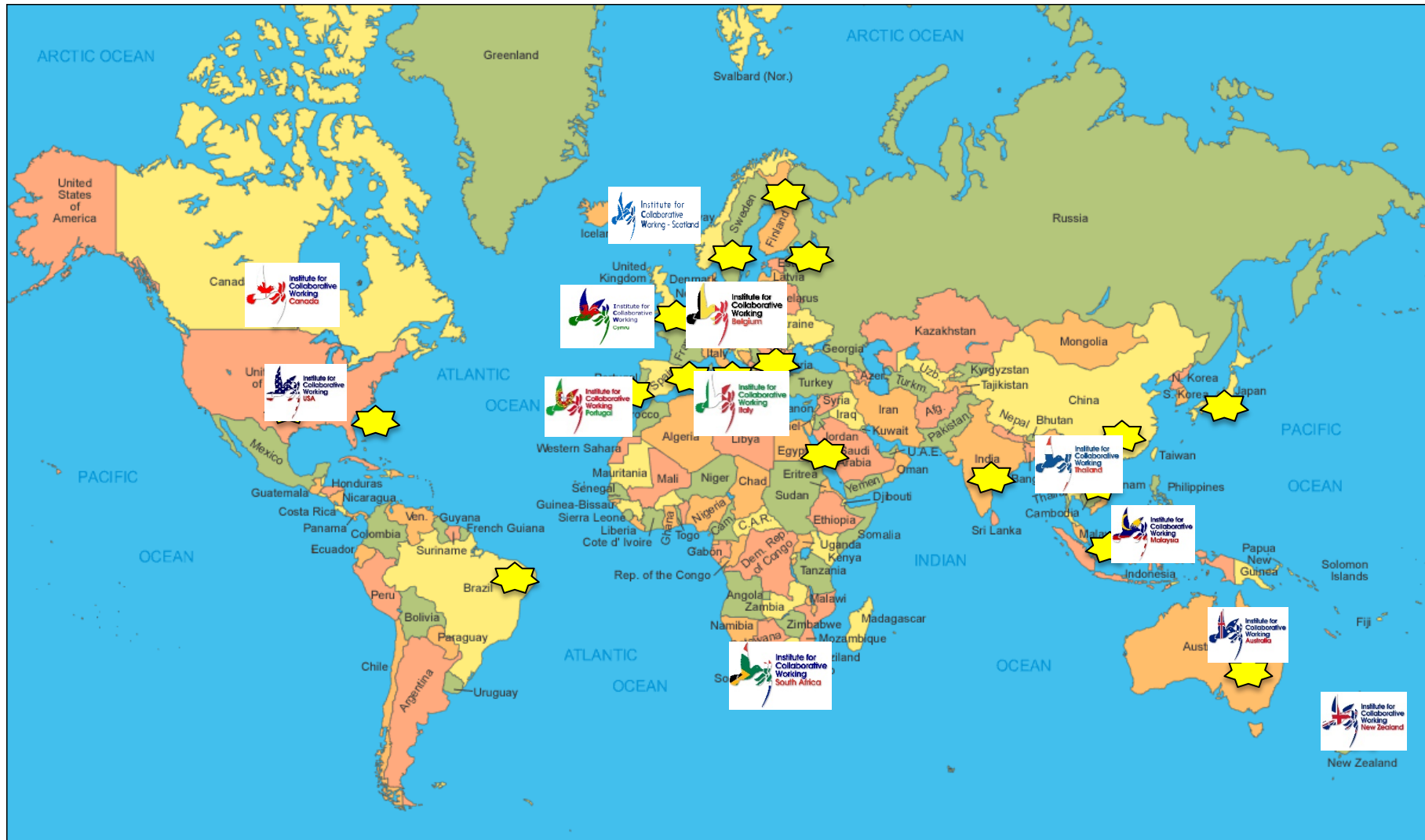
- About the Institute for Collaborative Working
- Why and what does Collaboration mean
- Collaborative Inertia (barriers)
- The latest in International Collaborative Best Practice
- NZ Gaps
- Resources, research and tools to help close the Gaps



Background to ICW

- Formed in 1990 by UK DTI CBI resulting from the **Sir John Egan Report** into the Construction Industry
- Research, develop, share and promote **best practice** Collaboration – build global capability.
- Thought Leader of the ISO 44000 family of standards. Chairman of the ISO 44001 Technical Committee (TC286)
- Self financing – **Not for Profit**
- **30 years** of global practical collaboration experience
- Executive Knowledge Network 90+ members. Individual Membership (MICW)

ICW Evolving International Links



International Best Practice Journey



CRAFT - Collaborative –Relationship- Assessment- Fulfilment- Transformation

Chris. 44003 to be released by end Q2



www.icwnz.co.nz

- Formed 5 years ago to promote collaborative working
- Branch of ICW-UK
- Access to 30 years of international best practice and tools
- Working in Australia and NZ

Why Collaborate?

Apart from some high profile ‘mega projects “Constructing Excellence UK” have collected data from over 500 projects from all sectors, regions and sizes. This data shows that projects can be delivered **10 – 20% cheaper** and produce **better client outcomes** using some form of collaborative arrangement work as an integrated unit”

Resolex Conference 21st Mar 2018



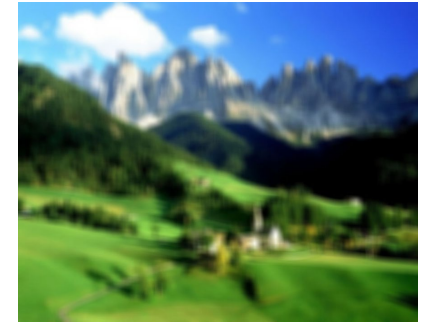
Why Collaborate?



Where we sit determines what we see



Together



Together but without trust



Collaboration Means Different Things to Different People



Collaborative Working

Informal interpersonal
interaction involving
trust, skills &
competency

Source ICW UK

Business Collaboration

A systemic approach to enable
committed organisations to work
together to seek the alignment of
resources and
establish shared goals and
mutual benefit.

*It's a collective determination
to reach mutual objectives and maximise joint
performance to create added value.*

Source ICW UK

Certified to ISO 44001 Business Collaboration

Adopting a sustaining
structured approach to B2B
collaboration that is
underpinned and Certified to
ISO 44001: 2017
Collaborative Business
Relationship Management
Systems – Requirements &
Framework

Source ICW UK

Where do you sit on this Spectrum?

Up to 50% of Collaborations don't work because of - Collaborative Inertia (Risk):

- Culture differences - different ways of working – group structures and instincts
- Different Drivers, Values, Aims and Objectives
- Lack of clarity of the intent of the collaboration – No vision of value add, benefits, weak value proposition
- Lack of understanding of the Context (External Factors)
- Conflict of Interests
- Trust issues
- Leadership, Commitment & Governance issues and structures
- Lack of clarity on R&Rs and Accountability
- Change – business aspects, external factors, people - churn
- Power balance and shift - Size of organisation, funding, expertise, project life cycle
- Commercial misalignment – risk transfer and inappropriate T&Cs
- Wrong or inappropriate KPIs, Targets, Measurements
- Stakeholder influence – failure to manage their changing needs and expectations
- Poor Comms & Info'/knowledge Mgt infrastructure
- Process constraints and misalignment issues
- Poor Interpersonal skills and conflict resolution
- Exit implications
- Poor Planning, Infrastructure & Resources
- Time pressures
- Resistance to change – the 'yeah buts' – Dogma, Inflexibility



12 Principles for the effective adoption and implementation of **business collaboration** – Flow through the Organisation and Enterprise



Enact – Principles we need to possess

Engage – Principles we need to establish relationships

Enable – Principles we need for implementation

These principles focus on removing collaborative inertia & barriers and maximizing benefits and outcomes

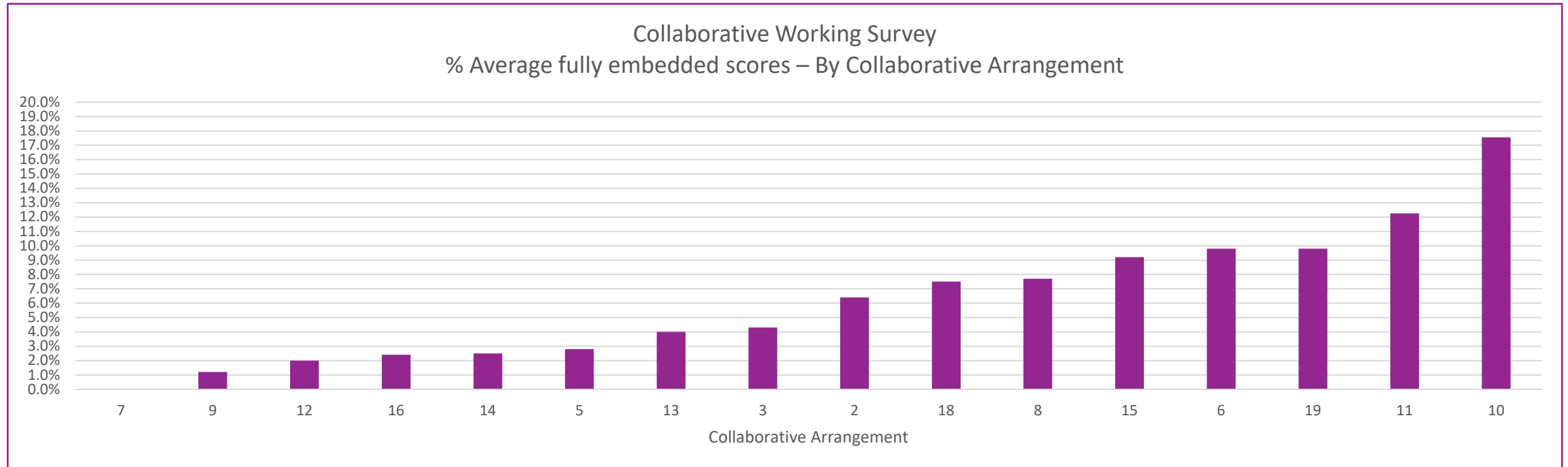
ICWNZ surveyed 16 Collaborative Agreements across NZ using Survey Monkey to establish how well the 12 Principles of Effective Collaboration were being applied;

- Covered Roading Water and Rail
- Both horizontal collaboration across organisations and vertically down supply chain
- 31 responses across 16 collaborative agreements - ie 75% response
- Involved all partners
- Considered how well principles had been embedded
 - In each organisation prior to partnering
 - Jointly in the collaborative arrangement

NZ's Uptake of International Best Practice

IPWEA NZ CONFERENCE 2019 WELLINGTON

% of Principles Fully Embedment – By Collaborative Arrangement



Collaborative Principles Joint Embedment



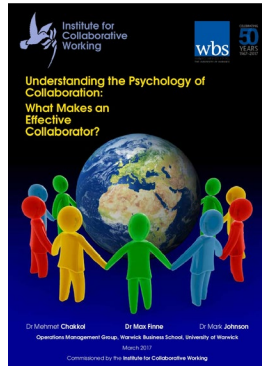
Resources and Research to Close the Gap

ISO Documents

- Principles for Successful Collaborative Business Relationship Management - ISO 44000:2019, ISO 44001:2017 Requirements Framework, ISO 44002:2019 Guidance
- Guidance for SMEs – how the standard can help - ISO 44003
- Guidance for Big Companies using SMEs – ISO 44004

Research

- Benefits Realization from Collaborative Working
- Understanding the Psychology of Collaboration



ICW/NZ

- Training, coaching, and mentoring
- Workshops applying best practice principles to your situation
eg Collaborative Working Culture Overlay over NZS 3917 – Auckland Transport



ICWNZ Diagnostic Tools to help

- **Organisation Collaborative Profile Maturity Index Aligned to ISO 44000 Principles**

AAA	World class to market leader	BBA
BBB	Recognition but limited application	BBC
CCC	Early stages of development	CCD
DDD	Doubtful a Collaborative Business Relationship can be developed	DDD

- **Trust Behaviours Assessment Tool**
- **Trust Indicators Assessment Tool**

T = Credibility + Reliability + Intimacy Self Orientation							
Our Collaboration Behaviours	Never (0)	Rarely (1)	Sometimes (2)	More often than not (3)	Always (4)	Don't Know	Score
We will be honest & trustworthy by: (Honesty)							
1							
2							
3							
We will operate openly and focus on delivery by: (Openness)							
4							
5							
6							
We will also to generate mutual trust and respect by:							
7							
8							
9							
10							
11							
12							
13							
We will take ownership and achieve together by: (Ownership)							
14							
15							
16							
We will create a culture of improvement through:							
17							
18							

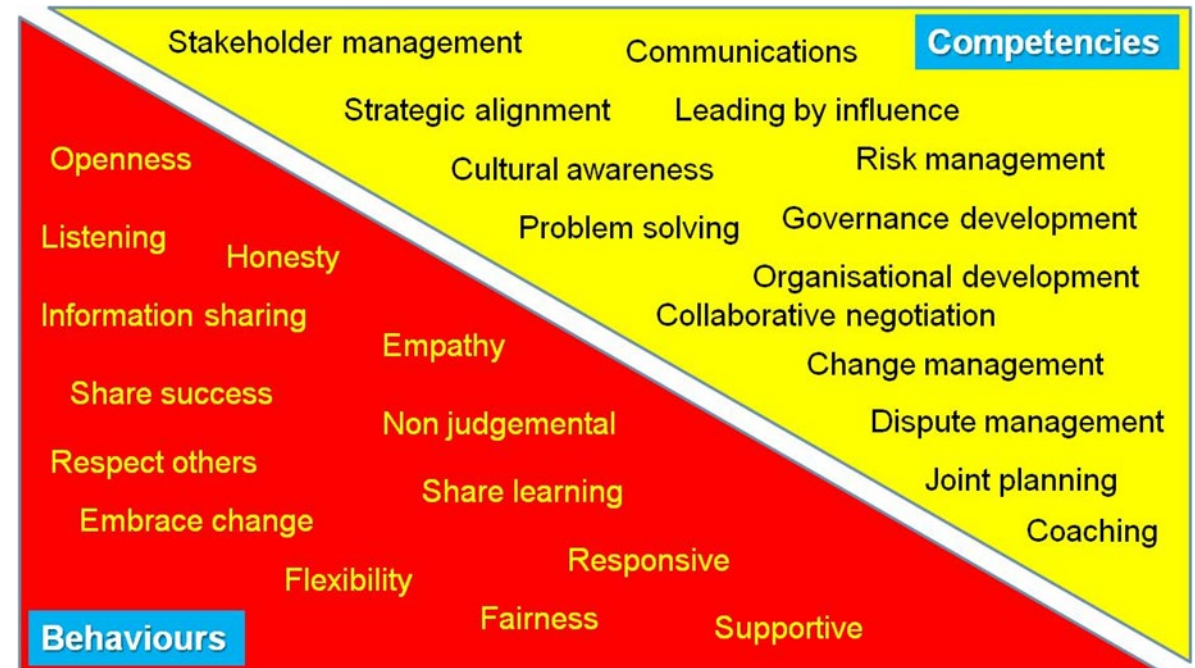
- **Teams' Effectiveness Assessment Tool**

Name (Optional)		One Team Survey						Comments
Org (D.A.R. ORG):		How well are we working together?						
Function/Role:		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
One Team Survey		1	2	3	4	5		
1 Vision								
1.1	There is a common and agreed vision							
1.2	We feel our work is important							
2 Direction								
2.1	There are clear goals/objectives for the combined team							
2.2	We know what is expected of us all							

- **Individual Collaborative Behaviours and Competencies**

Collaborative Competence & Behaviour

Establishing and developing collaborative behaviours, skills, and capabilities will significantly enhance relationships between organisations



Collaborative Behaviours Assessment

Go to www.menti.com and use the code 3318 5965

Mentimeter

Assess yourself - Behaviours

Strongly disagree

I share success

I am open and transparent

I listen and am receptive

I am responsive and supportive

I am fair and non judgmental

Strongly agree

More Exit Minimize Hide results Close voting Start countdown

- Go to: www.menti.com
- Enter the code in the box
- Score the questions.



THANK YOU

Meet the Team



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