



Collaboration - We don't know what we don't know

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Overview

- About ICWNZ
- What is Collaboration
- International Best Practice
- International Research & Examples
- NZ's Uptake of International Best Practice
- NZ Example
- Conclusions



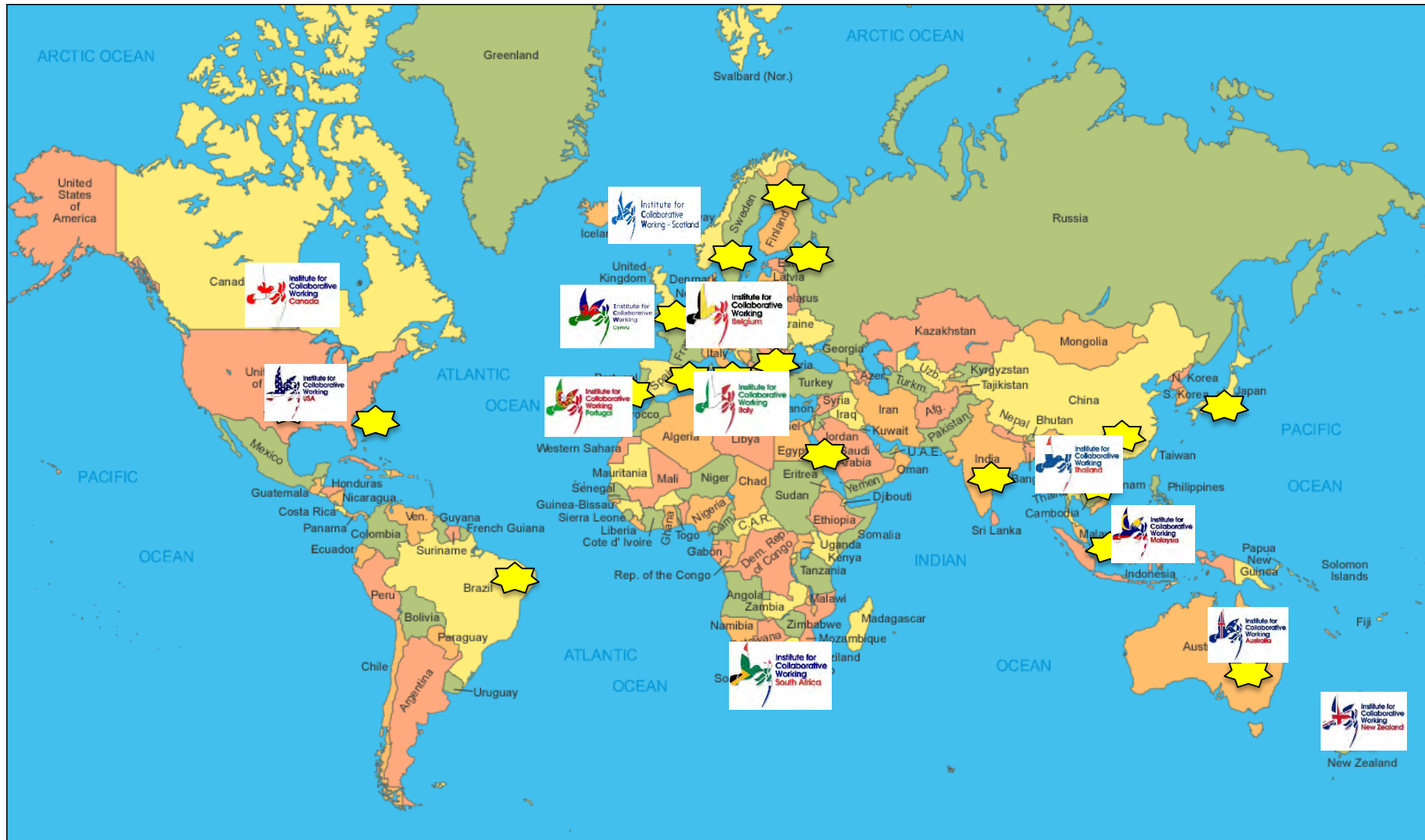
About ICWNZ



www.icwnz.co.nz

- Formed 3 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

ICW Evolving International Links





Collaboration Means Different Things to Different People

Collaborative Working

Informal

Business Collaboration

Structured for enduring results

Accredited Business Collaboration

Structured & audited for enduring results

Where do you sit on this Spectrum?



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

Accredited Business Collaboration

Accreditation to ISO 44001 2017 Collaborative Business Relationship Management Systems

Source ICW UK

Statistics - Collaboration can deliverbut.....

- “*Constructing Excellence*” has 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 such as partnering, alliances or other mechanism, where the client and supply chain team work as an **integrated unit**” Resolex Conference London 21st Mar 2018

But.....

- “Companies continue to find collaboration **difficult to achieve in practice**. This year the number of respondents saying more than half their collaboration efforts were successful has fallen to **36%** from 43%.” “Just because a company values it, wants to be known for it, and tries to achieve it does not mean that effective collaboration can be achieved.” *Deloitte Study Oil & Gas Sector 2018*
- “The research we’ve done across more than 300 organizations shows that the distribution of collaboration work is lopsided. In most cases, **20-30% of value add** from collaboration **comes from only 3-5% of employees**”. *Harvard Business Review Feb 16 – Collaboration Overload*



International Best Practice for Collaboration

The 12 Principles of Effective Collaboration.
30 years of international experience

These Principles;

- Help to identify contracts or projects that would benefit from collaboration
- Reduce barriers to collaboration - reduce collaborative inertia
- Maximise opportunities through collaboration





The 12 Principles of Effective Collaboration

Great Outcomes

1. Relationship management
2. Vision and values
3. Business objectives
4. Collaborative leadership
5. Governance and processes
6. Collaborative competencies/behaviour
7. Trust & commitment
8. Value creation
9. Information and knowledge sharing
10. Risk management
11. Relationship measurement & optimisation
12. Exit strategy

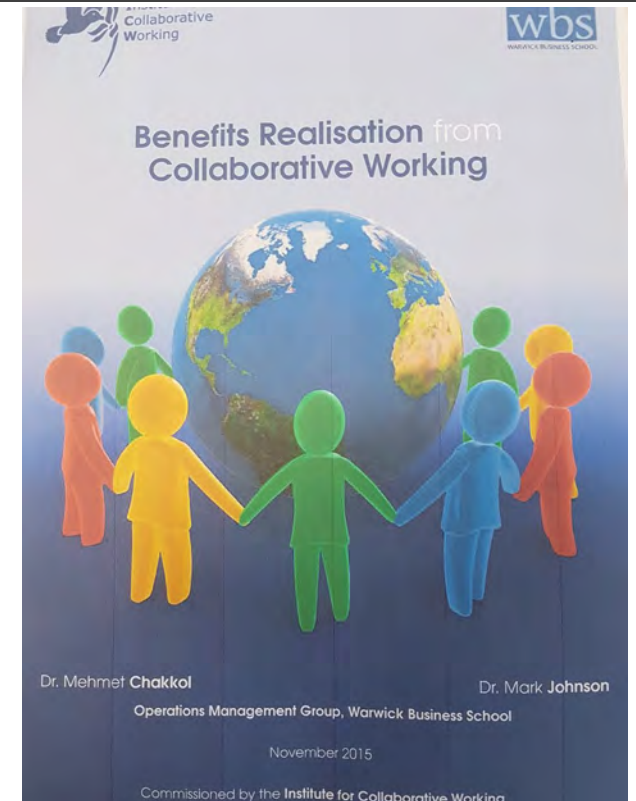
Applied to each organisation and jointly



International Best Practice

Benefits Realisation from Collaborative Working

- Improved business and operational performance
- Enhanced risk management
- Innovation
- Multi-million pound efficiencies
- Increased client confidence and repeat business
- New product development
- Growing interdependency as a result of more



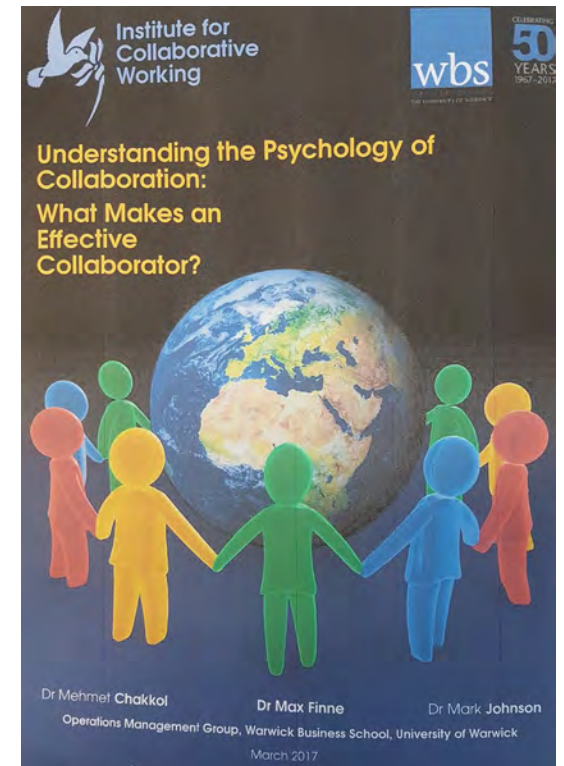
Case Studies Lockheed Martin, General Dynamics, ABC Electrification, Network Rail, EMCOR UK, Costain/4Way Consulting, Bluelightworks, NATS/Business Continuity Institute, Ba/ Nuttall/Transport London



International Best Practice

Understanding the Psychology of Collaboration: What Makes an Effective Collaborator? The Top 12

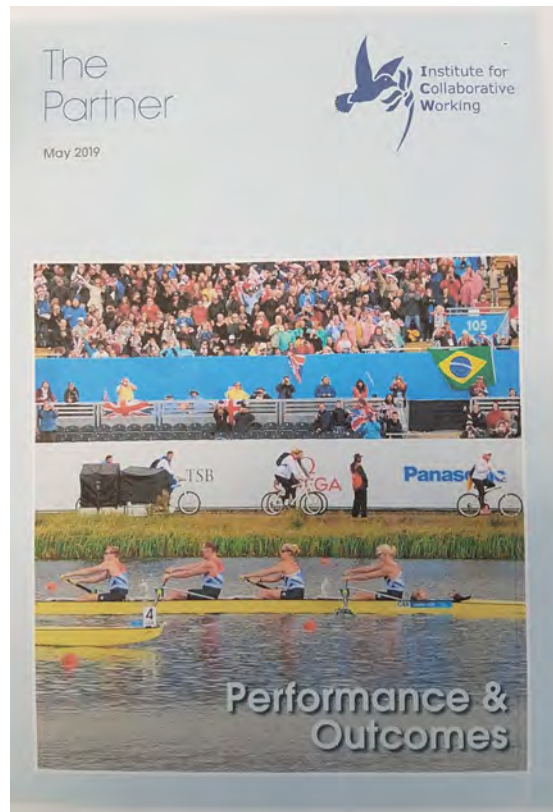
- Strategically Minded
- Team Orientation
- Good Communicator
- Open to Sharing
- Creative/Innovative
- Empathetic
- Believe in Collaboration
- Good Listener
- Behaving Ethically
- Leadership
- Open-Minded
- Trustworthiness



New Zealand

International Best Practice

Current case Studies ICW UK Newsletter The Partner



- A14 IDT - Ben Cross
- Altran - Mike Simms
- Capita - Tim Seabrook
- Indra - Jo Potter
- Guide Dogs - Kirsty Kelley
- RBS - Caroline Dobbs
- WYG - Andrew Fotherby

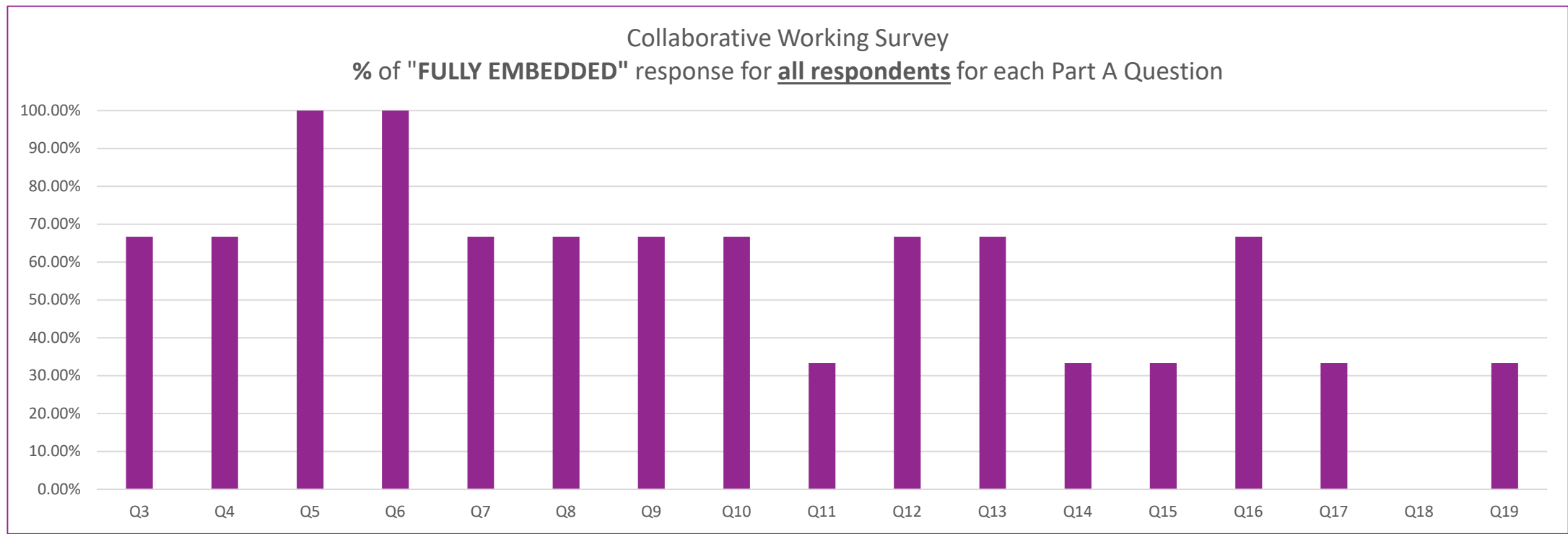
NZ's Uptake of International Best Practice

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

- Covered Rooding 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 principiles had been embedded
 - In each organisation prior to partnering
 - Jointly in the collaborative arrangement

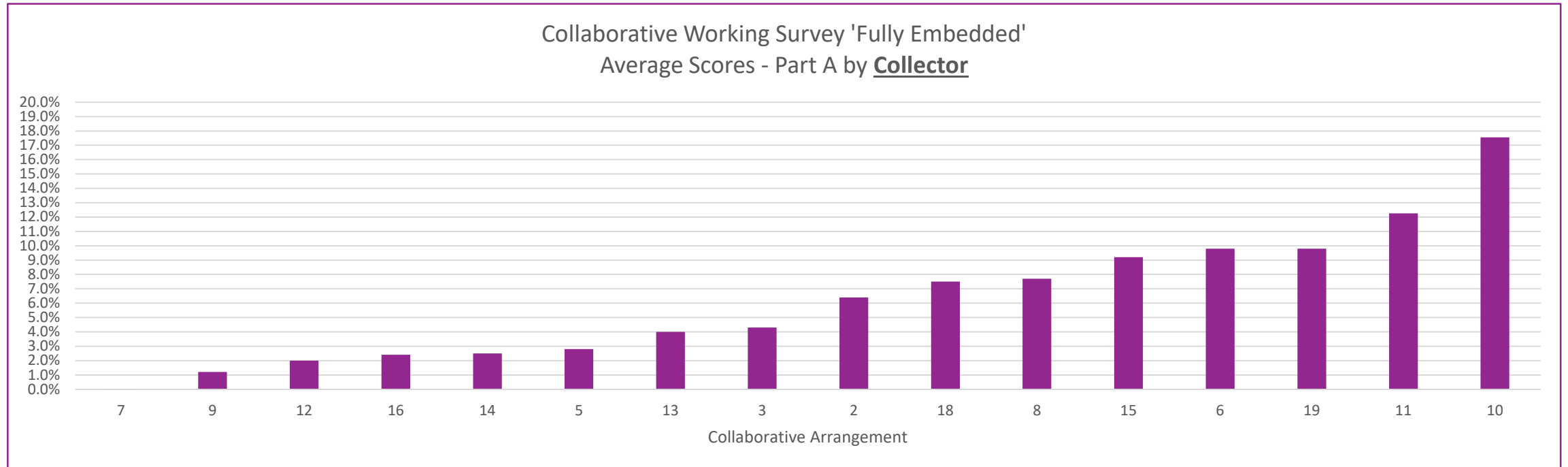


NZ's Uptake of International Best Practice Joint Collaboration Results - By Question





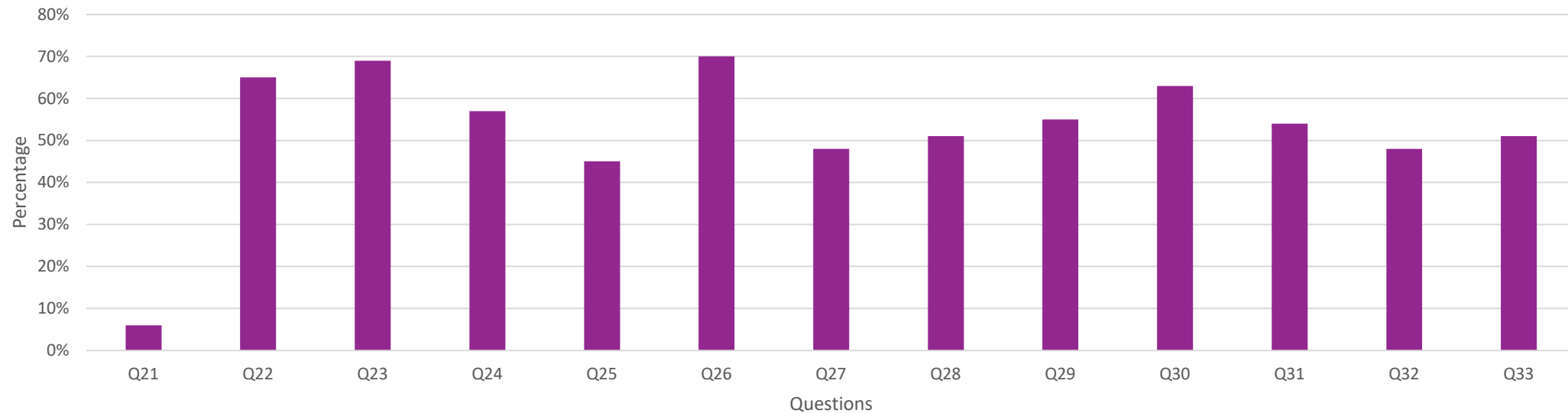
NZ's Uptake of International Best Practice Joint Collaboration Results – By Collaborative Arrangement





NZ's Uptake of International Best Practice Results for Organisations' Preparation - By Question

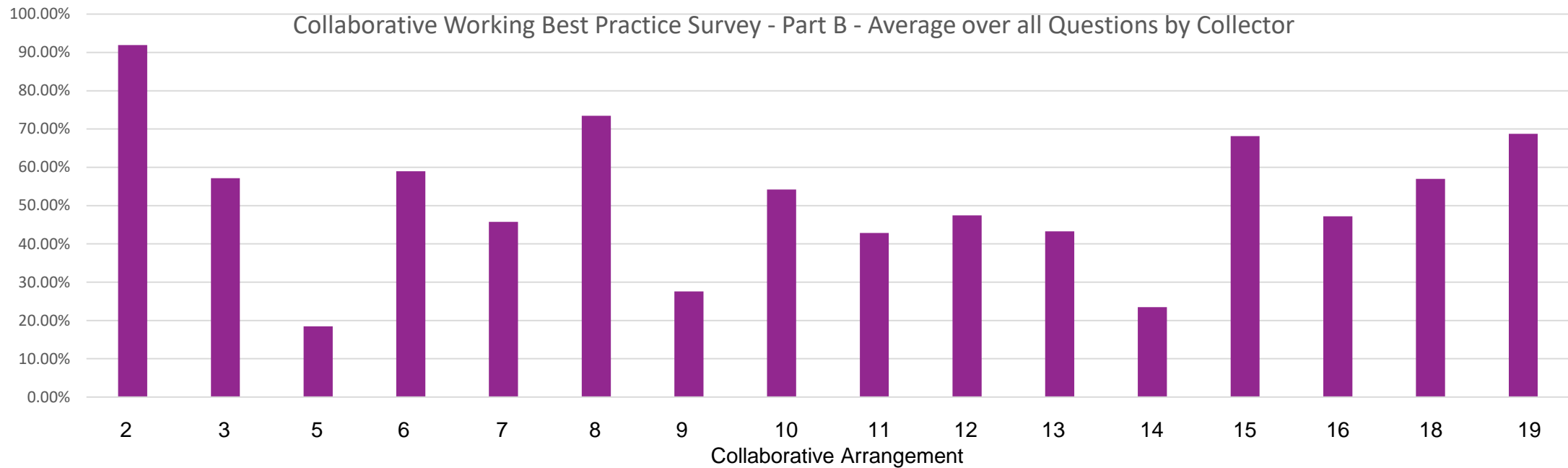
Collaborative Working Best Practice Survey - Part B expressed as an Average for Each Question





NZ's Uptake of International Best Practice

Results for Organisations' Preparation – Collaborative Arrangement





NZ's Uptake of International Best Practice

Findings Summary – Across all Questions & all Collaborations

Collaborative Principles Joint Embedment



Highest Scoring NZ Collaborative Arrangement

Northern Corridor Improvements Hybrid Competitive Alliance



What

New Zealand Transport Agency - Fulton Hogan - HEB Construction - WSP Opus & Jacobs

An NZTA \$700M project. Design & Construct within an Alliance framework to provide better links for Northern Motorway (SH1) travellers in Auckland and improve transport options on the North Shore for freight, cars, pedestrians and cyclists.

Benefits

Accelerated delivery, project consented through a Board of Inquiry hearing, all property acquisition completed to not impede construction, significant additional scope added (\$150M+) without significantly delaying the target completion date. Project currently tracking to programme and on budget. Significant customer focus of delivery team setting new standards in traffic management and public consultation

International Guidance and Tools Available

Briefings Workshops and Training On

- The benefits and value of collaborative working
- How organisations can establish and embed collaborative working
- Developing an understanding of collaboration and support strategic planning
- Collaborative Leadership and ISO 44001 Accreditation

Diagnostic Tools and Guidance

- An organisation's Collaborative Profile
- Management and staff collaborative competencies and behaviours
- Collaboration Policies
- Corporate collaborative collaboration plans
- Operational collaborative collaboration plans
- Joint collaborative collaboration plans

Conclusions

- **There is a broad spectrum of collaborative opportunities - from collaborative working to ISO 44001 accreditation**
- **Collaboration can deliver projects 10 – 20% cheaper and produce better client outcomes but it can be difficult to achieve these in practice**
- **Case studies have shown that a structured approach to collaboration based on international best practice can achieve these benefits by overcoming collaborative inertia and maximising opportunities**
- **International best practice comprises 12 Principles of Collaboration**

Conclusions

- **All Collaborative Arrangements in NZ meet the principle of Vision and values**
- **No Collaborative Arrangement meets the principle of Relationship Measurement and Optimization**
- **The Collaborative Arrangement that most met international best practice for collaboration only scored 19% embedment**
- **Overall there are substantial gaps across NZ in applying international best practice for collaboration**
- **There are substantial recourses and Guidance available in NZ on international best practice for collaboration**



Thank You

Any Questions?



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