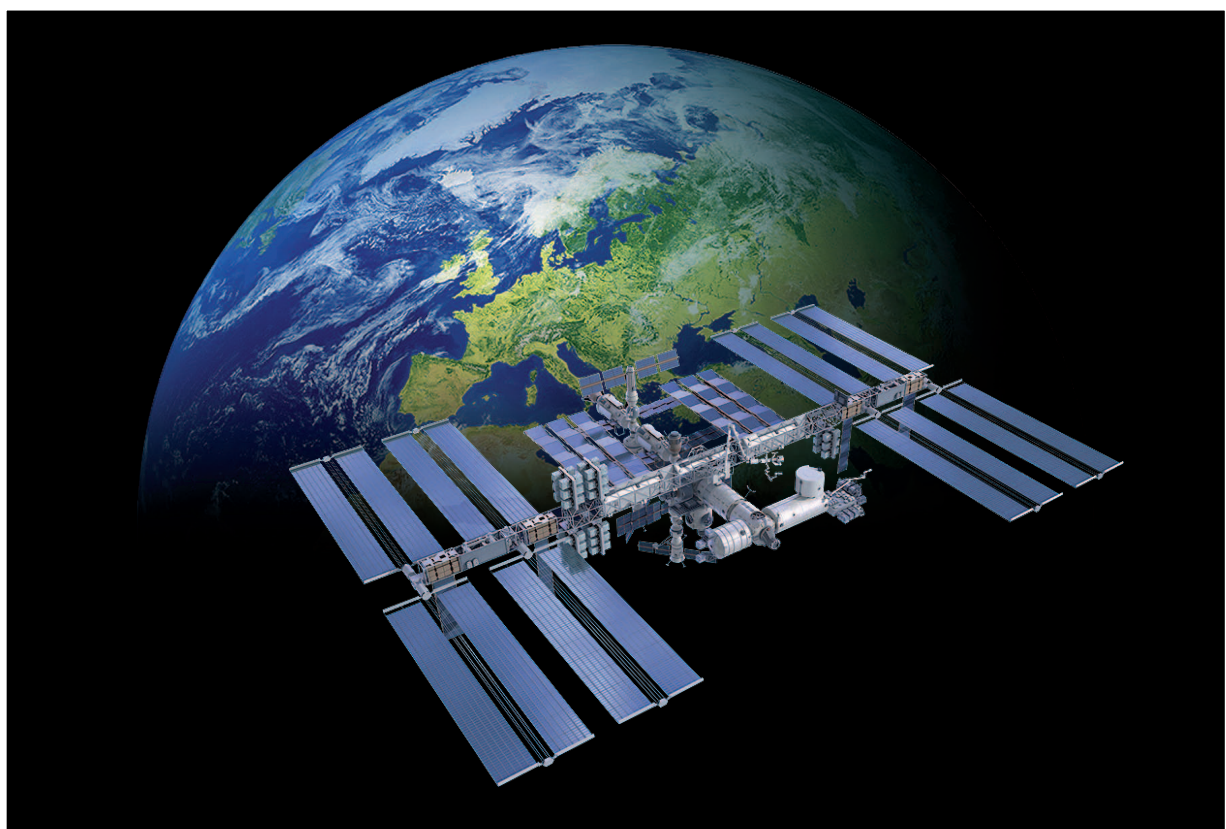




# Insight into ISO 44001

Meeting the challenges of the 21st Century  
- the next evolution in collaborative working



**The International Standard** for Collaborative  
Business Relationships

# About ICW

The ICW was formerly known as Partnership Sourcing and was established in 1990 as a joint initiative between the then Department of Trade and Industry DTI (now BEIS - Business Energy and Industrial Strategy) and the Confederation of British Industry (CBI). It's purpose was to promote and encourage collaborative working. The organisation was formally renamed the ICW in 2012 to reflect the growing recognition of collaborative working and the need to support the development of the skills required to harness the benefits of these approaches.

ICW is totally self-financing operating as a not-for-profit distribution organisation. The Institute's continuing role is to help organisations, large and small, in both the public and private sectors, to build and develop effective competitive business relationships based upon a collaborative approach. We provide practical guidance based on a wide portfolio of experience utilising knowledge from extensive relationships within the commercial, Government and academic arenas.

ICW is recognised as the thought leaders and driving force behind the development

of ISO 44001. The CRAFT methodology developed from the collective experience of the ICW knowledge network was the foundation of the BS11000 Collaborative Business Relationship Framework – as the world's first Standard in relationship management - which was the basis for the International standard ISO 44001. ICW continues to work with subject matter experts to support the evolution of ISO 44001 and collaborative working by supporting organisations to effectively implement a structured approach, developing the skills and research in collaboration with academia.

## The Collaborative Skills

ICW recognise that implementing a new business process and standard alone will not deliver the benefits of collaboration unless supported by the knowledge and skills of those charged with operating these alternative business models. To support capability enhancement the Institute has developed a range of programmes, working with its Executive Network and partners. These programmes are designed to help organisations from strategic considerations, implementation and building the fundamental skills to enhance individual capability.

## Vision

An institution of organisations and individuals committed to promoting the benefits of collaborative working to create sustainable value in business relationships.

# The Journey to ISO 44001

**From its creation in 1990 the Institute for Collaborative Working (ICW) has been focused on promoting the adoption of Collaborative working applications to enhance organisations' - of all sizes - performance and competitiveness. Since those early days the Institute and its members have built up an extensive knowledge base of practical experience.**

In 2003 in order to consolidate this knowledge and to provide a structured approach and robust strategic route map for implementing collaboration the CRAFT methodology was established. The eight stage life cycle model became the foundation for a systemic approach to collaboration. Its step by step guide from strategic concept to Exit of relationship was recognised as a methodology that would enable organisations to blend both processes and systems to underpin the cultures and behaviours required for successful collaboration.

Around this same period ICW was engaged in a research project looking at the shape and constraints for future business models. The publication of 'Future Connections' highlighted the growing trend towards a wide variety of integrated operational approaches including outsourcing, alliances, partnerships and networks designed to either divest non-core activities or build capability through external relationships. The challenge in each of these models was the need to harness

and manage the underpinning relationships which historically were personal rather than being sustainably embedded in the organisations.

This interaction provided the catalyst for development between the Institute and the British Standards Institution (BSI). Subsequent research by BSI identified that whilst there were many engagement models there was no common approach or structure that was readily available. In 2006 PAS 11000 was published the world's first standard for collaborative business relationships incorporating the CRAFT methodology. As organisations began to appreciate the value of the systemic approach and a common language they also started to consider if working to these principles could be independently validated. Once again ICW and its members working with BSI piloted a certification process.

The success of the initial trials and interest from major organisations prompted the decision to take the knowledge and produce



**Chair, International Committee**

a full British standard with the ICW leading the development. BS 11000, a National standard for collaborative working, was subsequently published in 2010.

Led by ICW, work started in 2013 to develop an international standard backed by twelve countries spanning America, Europe and Asia. The approved International Standard ISO 44001 was published on 1st March 2017 just 3 years from starting the work. ICW is proud of its contribution to this journey and continues to support further developments whilst helping organisations and individuals harness the power of collaborative working.

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"Indra UK has adopted the collaborative framework of ISO 44001 will help drive effective collaborative working relationships at a global level and we are proud that Spain is one of the countries that contributed to the development of the International standard."

*Indra UK*

**indra**

"The journey to ISO 44001 has been relatively smooth for Amey and our public sector partner, we recognise that the challenge around positively exploiting the relationship through the universal development of truly collaborative behaviours will take longer. The challenge for us is to ensure that our cultural realignment programmes remain relatively symbiotic and that mutual awareness and respect feature regularly as topics for review. It is the governance provided by the standard that can be our handrail to success."

*Amey Defence Services*

**amey**

# 1. Why an International Standard?

The world is changing perhaps even faster than any of us could have imagined. Research by ICW identified that by 2020 most business models would embrace collaboration - partnering - alliances. Yet the focus was on traditional contracts not behaviours, skills or governance. We have come a long way from the industrial revolution, however much of the organisational thinking is still based on the Henry Ford model of total end to end ownership.

The need for organisations to work together has perhaps never been more critical in today's economic environment, to meet the demands of the market and growing global competition and the impact of technology and in particular communications and transparency of markets. We see today a market place where success is more about what we bring to the market rather than simply what we produce as individual organisations.

Collaboration between individuals is relatively common but transitioning this to collaboration between organisations is more complex given the more traditional contracting background and building market propositions is more and more about linking diverse businesses across national boundaries.

For most organisations the hardest parts of starting any relationship management programme is to find a suitable framework within which to develop ideas. The CRAFT methodology was developed to create a road map to collaboration based on the simple eight-step programme consolidated from the experiences of practitioners. It has subsequently been adopted by the British Standards Institution as the foundation for the world's first collaborative business relationship standard (BS 11000) published in October 2010 and now this has been migrated to an International standard (**ISO 44001**).

The International standard now integrates with the High Level Structure for management systems standards allowing greater internal harmonisation and drawing on existing business systems whilst retaining the eight stage life cycle model originally developed within the CRAFT methodology as the operational interface. ISO 44001 is not a one size fits all approach and organisations will certainly require tailoring to suit specific and varied situations. It

should also be appreciated that whilst the overriding profile assumes an end to end application this is seldom the case and many client's requirements will be positioned at different entry points. This may at times result in starting the immediate process midway but it is worth understanding and working with clients to take a step back at some point to address earlier stages as this will eventually provide a more solid foundation for moving forward.

Collaboration is not a solution in itself but does offer an alternative perspective to the value chain. Integration in the supply and delivery network both locally and globally can be optimised by focusing on the boundaries between organisations to focus on what each does best in a complimentary business process. Developing a collaborative approach has been shown to release potential value and innovation. The original CRAFT model and ISO 44001 are not simply a process but provide a life-cycle framework for relationships, which addresses the operational influences which will drive both organisational and individual behaviours creating a cultural environment where collaboration can be fully exploited to mutual benefit.

Changing the rules of the game requires alternative thinking that may be currently suppressed within the confines of current contracting practice. This transition can seldom be achieved purely based on internal actions and ISO 44001 offers a platform for building new and exciting competitive propositions. Taking advantage of this hidden potential necessitates evaluating the strengths and weaknesses of the current capability then developing a strategy to enhance operations.

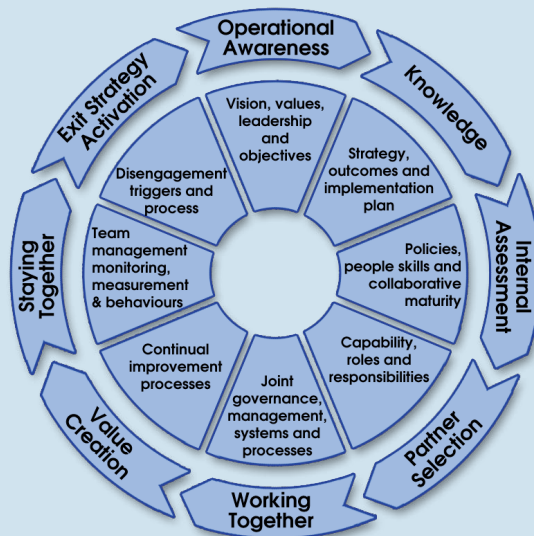
## David E Hawkins

ICW Chief Operations Officer & Knowledge Architect

## 2. The ISO high level structure of management systems

The original life cycle model as defined by CRAFT was an innovation to change the way organisations looked to develop more integrated relationships. Its core principle was that collaboration frequently failed because it was not fully considered until organisations had largely progressed to contract. Rather than appreciating that successful collaboration required a more fundamental understanding of the benefits and potential risk long before looking to engage partners by building a systemic approach to collaboration to ensure sustainable relationships with the right cultures and behaviours.

The introduction of the High Level Structure introduced by ISO was long overdue in terms of enabling organisations to better integrate their management systems and address the overlaps between multiple work streams a key factor for successful collaborations. In the development



1. Scope
2. Normative references
3. Terms and definitions
4. Context of the organisations
5. Leadership
6. Planning
7. Support
8. Operational Awareness
9. Performance Evaluation
10. Improvement

of ISO 44001 the benefits of this approach were immediately recognised allowing progressive integration of processes and systems by harnessing existing practices rather than creating independent applications.

At the same time the value of the life-cycle was seen as equally important in terms of creating a more robust foundation on which to build sustainable relationships.

"Network Rail committed to lead the sector and its supply chain in making collaborative working the foundation of how we deliver capital rail investment in the UK. The international standard was a key part of meeting that commitment and underscored a consistency and maturing capability that brought tangible improvements to our industry. Our experience tells us that the standard is a key component to any organisation seeking to collaborate effectively with its stakeholders."

*Network Rail Infrastructure Projects*





### 3. Principles for successful collaborative business relationship management

ISO have published ISO 44000 to provide high level guidance to the implementation of ISO 44001 identifying the key principles which thread through the management standard and link clauses across the life cycle of relationships:

1	Relationship management	Identifying and maintain a focus on those relationships which will enhance performance through collaboration
2	Visions and values	Understanding the importance of aligning internal values and culture with those of external partners
3	Business objectives	Building, developing and implementing collaborative strategies which have clear goals and business case
4	Collaborative leadership	Developing appropriate leadership approaches that will support collaborative ventures
5	Governance and process	Implement internal processes to support collaborative working and appropriate management structures with partners
6	Collaborative competence and behaviours	Developing collaborative skills, identifying and managing behaviours across the collaborative partnerships
7	Trust and commitment to mutual benefit	Maintaining an environment which builds trust and encourages a joint focus on mutual benefit
8	Value creation	Implement approaches which encourage continual improvement and the creation of added value
9	Information and knowledge sharing	Implement and maintain processes to identify effective knowledge management which supports desired outcomes
10	Risk management	Establish and share effective joint risk management approaches which include the impacts of relationships
11	Relationship measurement and optimisation	Implement and agree appropriate measurement processes that allow joint monitoring of behaviours and performance
12	Exit strategy	Evaluate long term implications of collaborative relationship and incorporate those of the partners

## 4. Corporate Management Systems (Clauses 1-7)

The evolution to an International standard required the blending of the Life cycle with the harmonised High level structure for ISO management standards. The HLS was structured for individual organisations based on standard clauses 4 – 10. In developing a standard for collaborative business relationships the detailed specific requirements for establishing, developing and managing third party relationships utilising the 8 stage life cycle model have been addressed within Clause 8 (Operations) since in a collaborative relationship effective operation relies on specific mutually agreed joint interfaces, processes, roles and responsibilities and may require specific variations to in house processes. In creating the High Level Structure the International Standards Organisation aims to harmonise management systems through a series of key management requirements;

**The context of the organisation (Clause 4)** seeks to set the overarching rationale for the adoption of a collaborative business relationship approach. This includes understanding the expectations of stakeholders, where value can be created through adoption, where in generic terms the scope of collaboration and the system requirements which will be followed.

**Leadership (Clause 5)** outlines the key requirements for the executive level and leadership to identify the objectives for collaboration, develop and implement policies and processes, allocation of resources, ensure effective communication, assign a Senior Executive Responsible (SER) for overseeing the collaborative working and establishing a robust internal governance structure to ensure effective operations.

“Since first published NATS has applied ISO 44001 requirements to its most important supplier relationships, enabling a collaborative approach to working together, as true strategic partners. The International Standard is an important development for NATS, as its supply base is global, promoting best practice across all of its primary supply relationships.”

NATS **NATS**

**Planning (Clause 6)** focus on ensuring that effective risk and opportunity management is in place aligned to its operational objectives and identify where these may be supported or enhanced through the adoption of collaborative working approaches, or where additional external partners may be required in order to achieve targeted outcomes.

**Support (Clause 7)** establishes the platform to ensure the appropriate allocation of resources with the right competence and behaviours together with reinforcing the awareness of personnel of the policies and processes to be adopted and that these are fully documented and maintained.

“We utilised the ISO 44001 framework to integrate collaboration into our everyday business management systems. It has helped to drive behavioural change with increased innovation through the sharing of knowledge. The International Standard provides a great opportunity for enhanced consistency of application together with increased integration with the other ISO management standards.”

BAM Nuttall Ltd.

 **bam**  
nuttall



# 5. Operations - Life cycle (Clause 8)

## Stage 1 - Operational Awareness

For many larger organisations the cascading of management systems will be influenced by the impact of divisional and industry sectors where customer, regulatory, geography or operational requirements may introduce specific adaptations.

- **Duties of Senior Executive Responsible**

Whilst the role of the SER is established at a corporate level for practical reasons some responsibilities may have to be delegated.

- **Application and Validation of Operational Governance Structure**

The senior executive responsible for collaborative working shall ensure that any necessary variations to policies and processes are agreed and that appropriate operational governance structure is established within the overall corporate systems.

- **Identification of Operational Objectives**

Aligning collaborative approaches with the business objectives ensures there are clear linkages between adoption of a collaborative approach and the organisational change that may be required.

- **Establishment of Value Analysis Process**

Adopting a collaborative approach must clearly offer greater tangible benefits than a more traditional ownership model. It should be focused on a robust analysis of a cost-effective solution.

- **Identification and Prioritisation of Collaborative Business Relationships**

Perhaps the most crucial decision is how organisations differentiate their relationships and focus their resources effectively. The spectrum of relationships and specific needs and strategic requirements will be many and varied.

- **Verification of Collaborative Approach**

Understanding what drives an organisation and that of the customer or supplier are important features of the development process. The whole spectrum of the marketplace will influence events; if these are not understood, then

opportunities may be missed and the risk profile increased.

- **Planning for Operational Collaboration**

Before venturing into specific collaborative developments it is crucial to plan how such approaches will be integrated into operations.

- **Development of Competencies and Behaviours**

Working in a collaborative environment may not suit everyone; while they may be excellent in one domain, the capability and skills for operating in a mutually beneficial relationship may challenge some individuals it is essential to understand what skills are available and what development may be necessary.

- **Initial Risk Assessment**

Collaborative approaches can introduce alternative ways of managing risk, including a joint approach with partner(s), but can also introduce new risk elements that need to be identified and carried forward.

- **Establish Relationship Management Plan**

Whilst there may be a corporate relationship process in place this needs to be reviewed to ensure that it can effectively implemented say in different sectors or division of the organisation.

"We see the potential in ISO 44001 to bring a robust structure to the market that will heighten the collective collaborative maturity and help us fully realize the benefits of collaborative working."

NCC Sweden



## Stage 2 - Knowledge

The success of any business venture depends on the strategy that is behind the approach and the depth of risk evaluation that precedes action. Developing collaborative strategies should start by establishing the influences that will stimulate success. To exploit the potential it is essential to fully appreciate the drivers, risks and pressures of the marketplace being addressed; adopting collaborative approaches requires investment from all parties and thus should be focused where it offers most benefit.

- **Strategy and Business Case Development**

The challenge is to develop an effective strategy that integrates the ideas into a practical approach to meet the business objectives and expectations of the potential partners. The four key areas for strategy development are environment, organisation, people and processes; these define the key parameters and focus the process of collecting and validating the approach.

- **Identification of Specific Relationship Objectives**

Understanding the objectives and drivers for collaboration is essential, since if these are not well defined it becomes difficult to communicate the rationale for seeking external partners – particularly where these relationships may affect internal functions.

- **Implementation of the Value Analysis for a Specific Opportunity**

Undertaken an initial value analysis to ensure there is sufficient potential value to be obtained through a collaborative approach in relationship to the investment and risks associated.

- **Identification of Potential Collaborative Partner Organisations**

Adopting the collaboration concept is the first step, but then organisations need to consider who is out there in the marketplace to fill the gaps as potential partners. In some cases these partners may come from existing relationships, or partnership potential may evolve from a mutual agreement to work together.

- **Development of Initial Exit Strategy**

A key aspect of developing a strategic approach is to consider the exit strategy as an essential component upfront. Understanding the issues that will arise from disengagement will highlight aspects to be addressed in development.

- **Identification of Key Individual's Competences and Behaviours**

It is important to consider that key individuals and the available resources to support a collaborative approach and, where appropriate, ensure development programmes and support are in place. It is important to put the emphasis on selecting and developing those individuals with appropriate behaviours.

- **Knowledge Management**

One of the significant benefits of collaboration is the ability to share knowledge with partners. This frequently creates a challenge for many organisations to identify what can and cannot be shared in order to avoid clashes later. The effective exploitation of knowledge is the key to success; creating the environment necessary to ensure the sharing of knowledge should have a clear focus.

- **Supply Chain and Extended Enterprise Threats and Opportunities**

As a key aspect of developing the strategy the impacts and opportunities of harnessing existing or potential partner supply chain relationships should be considered. These extended relationships may open up further benefits and opportunities whilst at the same time they may introduce further risk to be assessed and managed.

- **Risk Assessment**

Development of a strategy must be linked to the creation of a risk management strategy that addresses the concerns of all parties, together with identifying a profile of the levels of acceptable risk.

- **Evaluation of the Business Case**

Having drawn together the knowledge surrounding a specific opportunity and the potential application of a collaborative

approach it is important to evaluate the business case before proceeding. This will ensure that the objectives, potential benefits and opportunities are balanced against risk, key resources, exit parameters and the estimated lifecycle/length of relationship.

- **Incorporation of Knowledge into the Relationship Management Plan**  
When a strategy has been established, the creation of a specific RMP will help to capture the key principles. This will provide the communications and information platform that will help to raise awareness across the organisation.

## Stage 3 - Internal Assessment

A collaborative relationship is a two-way process and to achieve the desired goals it requires commitment on all sides. This is not just about processes, procedures, systems and contracts it is a question of the leadership, skills and motivation, which will govern the behaviours and approaches at the working level. It is important to understand the internal enablers that build trust between the parties based on mutual benefit and equitable reward.

- **Capability and Environment for Collaboration**  
It is unlikely that every organisation will have an abundance of skilled professionals ready to take on a collaborative role. Even those highly skilled people in a traditional environment may struggle when operating outside the command-and-control structure. In selecting a team it is important to focus on those individuals who will best respond to the challenges of collaboration.
- **Appointment of Collaborative Leadership**  
The key to successful collaboration comes from having the right leadership, which is a difficult role since they need to be able to engender and maintain the ethos of collaboration by supporting and mentoring those involved. Traditional management tends to focus on control through position, in a collaborative structure it is the ability to influence that count.
- **Assessment of Strengths and Weaknesses**  
Organisation should consider the extent to which current operating practice may constrain effective collaboration, then address these issues. These can vary widely but may relate to programme ownership, cross-functional barriers, incentive and performance measurement policies, together with systems and procedures.
- **Definition of Partner Selection Criteria**  
As part of the internal assessment organisations need to establish in each case what a partner should look like. This enables the organisation to set its agenda and provides criteria for evaluation later in the process.
- **Assessment of Collaborative Profile**  
For collaboration to work effectively, potential partners must see the organisation as an intelligent partner they can work openly with. ISO 44001 is a benchmark for collaborative capability and a useful model on which to test the current position.
- **Implementation of the Relationship Management Plan**  
Once collaboration has been validated as the strategic way forward, the organisation should develop a specific Relationship Management Plan with the output of the internal assessment including responsibilities to be assigned with target dates, establishing who does what, by when.

“ISO 44001 provides the significance and influence the standard is having across wider industry and academia, where the adoption of the international standard can only help to further professionalise B2B collaborative working and the benefits it delivers.”

*Defence Infrastructure Organisation*



Defence  
Infrastructure  
Organisation

## Stage 4 - Partner Selection

It is important to understand the differing dynamics of a collaborative approach and assess the strengths and weaknesses, whatever the route to selection. Where an existing provider is perhaps a single-source option their collaborative capability is frequently ignored, as there is no other choice. It is clearly important to ensure that selection maintains the competitive edge that many see only coming from competition and to build confidence in the selection process clearly defining the endgame upfront to avoid confusion later.

- **Nomination of Potential Collaborative Partners**

Whatever the drivers for collaboration, it is important to have a clear perspective on which the potential partner(s) might be. It is unlikely that every potential partner would meet the aspirations and it is sensible to prioritising the business objectives.

- **Partner Evaluation and Selection**

In assessing a collaborative partner goes beyond compliance to a contract. Organisations may have the attributes to deliver a sound proposition and an established performance record that supports their ability to meet the required performance. However, they may have not progressed in developing an appropriate performance culture that would enable them to fit into the business process of other organisations.

- **Development of Engagement and Negotiation Strategy for Collaboration**

The process of negotiation is frequently a significant weakness in the development of collaborative arrangements. The traditional engagement and negotiating models often referred to as win/lose. Negotiations will set a baseline for the relationship and need to be managed in a more structured way around the concepts of win/win. It is important to recognise that trying to force a commercial advantage at this early stage will almost certainly damage the future relationship.

- **Initial Engagement with Potential Partners**

The end game of a sustainable relationship requires consideration as to the steps taken in

engaging the market whilst this may require a staged approach each step needs to clearly support the focus for collaboration.

- **Assessment of Joint Objectives**

Throughout the selection process it is advisable to work with the potential partners to understand their objectives, as well as building a dialogue around common objectives and outcomes. These may not always be the same as yours but should be evaluated for alignment and compatibility.

- **Assessment of Joint Exit Strategy**

In considering the implications of a collaborative engagement the potential partners should jointly evaluate the key aspects of disengagement. Establishing potential triggers and rules of disengagement, possible transition and future development during the partner selection and contracting stage builds confidence between the parties.

- **Selection of Preferred Partners**

How organisations expect they will be working together will help to define the nature of the contracting relationship and the style of integration and level of interfaces. This will have a significant impact on the development of risk management approaches.

- **Initiation of Joint Relationship Management Plan**

Once a collaborative partner has been selected the organisations should incorporate all the principles that have been agreed in to a joint Relationship Management Plan and formal arrangements shall be based.

## Stage 5 - Working Together

Effective and sustainable collaboration requires a robust approach to both organisational development and personal behaviours; these factors are inextricably linked. This starts with a focus on individual and joint partner objectives, together with agreement on roles and responsibilities. To establish a working platform on which collaboration can deliver the benefits of combining skills, resources and driving innovation, there must be clear governance that is supported by integrated business processes, measurement and people development.

- **Establishment of the Joint Governance Structure**

Creating organisational culture or change requires a robust approach to both organisational development and personal behaviours; these factors are inextricably linked through a sound governance structure, which must be supported by integrated business processes, measurement and people development.

- **Joint Executive Sponsorship**

It is important that there is joint executive sponsorship to provide overall support. Clear and transparent Executive agreement on the desired outcomes and objectives of the relationship, which reflect joint ownership of the principles that will govern the collaborative behaviours of those involved.

- **Validation of Joint Objectives**

The joint recognition and blending of both common and individual organisational objectives removes many of the hidden agendas that may affect successful collaboration.

- **Operational Leadership**

The appointment of the right leadership is crucial as the collaborative team has to meet the everyday demands of the business landscape and contend with the internal stresses and strains of being separated from (or out of step with) its home organisation.

- **Joint Management Arrangements**

Establishing a management team, together with a clearly defined profile of roles and responsibilities, ensures that all participants fully understand their contribution. The leadership has to support the team whilst driving towards agreed objectives.

- **Joint Communications Strategy**

A key aspect of maintaining a sound relationship between organisations and their stakeholders is to ensure that there is a solid process of communications. Keeping people informed helps to strengthen awareness and thus maintain the support for collaboration.

- **Joint Knowledge Management Process**

Effective management of knowledge and information is essential to ensure that the partners are clear on what information they need and how to share it. Information flow is a major benefit from collaboration, but frequently it is an area of conflict when working together.

- **Establish Joint Risk Management Process**

A robust joint risk management programme as part of the operating process is a critical factor in being able to build sustainable and flexible operations. Evidence of a strong relationship is that the partners support each other's risks where practical.

- **Operational Process and Systems Review**

A joint review of the delivery processes will establish the platform for effective performance and provide a basis to ensure that all key issues have been jointly addressed before formally contracting. Optimisation of business processes is a key benefit of working in collaboration arrangements, but this can often create the next level of potential conflict.

- **Measurement of Delivery and Performance**

There needs to be a clearly defined basis of how the integrated team will deliver their objectives and how these will be measured; this is an essential aspect of establishing a sound basis for working together.

- **Improvement of Organisational Collaborative Competence**

A joint assessment of the competencies and skills of the partner organisations to be engaged in delivery and, where appropriate, agree a joint development plan. Individual competencies can strongly influence behaviours and thus the success of relationships.

- **Establishment of a Joint Issue Resolution Process**

Managing conflict towards a constructive and mutually beneficial outcome is an essential element of effective collaboration. It is important to ensure that there is an issue resolution process that provides a mechanism and escalation procedure where appropriate.

- **Establishment of a Joint Exit Strategy**

It is important to define the boundaries of the relationship clearly, including business risks; in any business environment there are many factors and pressures that can have an impact on the operational drivers. It also helps to avoid potential areas of conflict that reach beyond their brief.

- **Stakeholder Impacts**

It is important when establishing an exit strategy to ensure that impact on stakeholders is taken into account.

- **Assets and Commercial Implications**

Organisations need to clearly define their individual and joint distribution of assets contributed to collaboration in the event of controlled disengagement.

- **Management of Staff**

A significant facet of behaviours stems from the future perspectives of staff working within the relationship this should be part of any disengagement consideration.

- **Agreement or Contracting Arrangements**

Most business relationships need to anchor its contracting arrangements from the point of establishing what it hopes to achieve through the relationship. In developing a contracting approach it is essential to define the individual responsibilities and to place these obligations with the correct party.

- **Establish and Implementation of Joint Relationship Management Plan**

When the decision is made for one or more organisations to work together the RMP becomes a joint plan, which will outline the way they intend to manage the relationship in future. There are a variety of ways this can be addressed, the principle, however, should always be that this is a mutually agreed approach between the parties.

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"ISO 44001 has given VolkerWessels UK a framework to help us manage valuable relationships in a structured manner. An International Standard will facilitate consistency of structured business relationships across continents, in an increasingly global marketplace, allowing more organisations to formalise relationships that go well beyond traditional contractual boundaries, embedding responsible business practices through collaborative relationships that are rooted in the principles and objectives of all parties involved in the relationship."

*VolkerWessels UK*

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## Stage 6 - Value Creation

To harness added value means challenging the traditional thinking, creating new value or alternative value propositions beyond those contracted. Innovation is a critical factor in the value creation process. A parallel benefit that comes from introducing a structured approach to value creation is that it supports organisations and teams working together. How organisations choose to encourage innovation depends on a wide variety of factors, but is often managed well by establishing joint cross-functional teams that can be brought together to address specific challenges or ideas.

- **Establishment of the Value Creation Process**

While there is great value in a spontaneous approach to innovation, establishing a joint process that ensures both targeted support and encourages new ideas is very powerful. A structured approach will underpin sustainable engagement; it will provide a measure of integration and continual focus on driving greater value from the relationship.

- **Identification of Improvement and Setting of Targets**

The key to optimising co-creation is to ensure that identified issues are regularly reviewed and, where necessary, removed if not delivering. This ensures resources are not wasted or diverted from the primary objectives. In a collaborative

environment, value creation is about delivering innovative solutions or releasing value that could not be generated by one organisation alone.

- **Utilisation of Learning From Experience**

As organisations begin to work together more closely it is equally important to capture the lessons learned. This is a key aspect of creating value and setting the agenda for innovation.

- **Updating the Joint Relationship Management Plan**

The JRMP should be updated to incorporate value creation initiatives which after evaluation and development, as required, are to be incorporated into the operations.

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"ISO 44001 provides a formal yet flexible approach that demystified and facilitated a collaborative approach that engendered trust and enabled enhanced benefits to those who embraced it. The International Standard provides the opportunity to deploy a structured, well understood and practiced approach into a much wider international arena."

*Leonardo Security & Information Systems*



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"CAPITA has had a number of years to realize the benefits of a structured approach to relationship management and collaboration. As our customer base becomes ever more global, and we deliver more services internationally, an international standard has become ever more necessary and relevant. Hence, ISO 44001 is something that Capita welcomes and actively embraces."

*Capita Resourcing*

**CAPITA**

## Stage 7 Staying Together

In a changing world the internal and external pressures on any collaborative relationship will inevitably lead to impacts on effectiveness. It is also important to recognise that as relationships evolve they will undergo change, so to ensure the maximum benefit it is important to undertake regular validation to maintain focus and efficiency. No two relationships are the same and the dynamics of organisational and people changes can influence performance, so it is equally important to recognise that as relationships progress they need to be monitored to ensure that appropriate focus is maintained on areas where convergence might not be happening to maximum benefit.

- **Oversight by the Senior Executives Responsible**  
Senior executives responsible should provide oversight and support to the joint management team. To ensure sustainable engagement over time this oversight should be both via reporting processes but also maintaining a visible presence.
- **Management of the Joint Relationship**  
The key to sustaining relationships is to ensure there is effective joint management focused on the operational level, managing the day-to-day activities of the relationship and ensuring continued focus and support. Maintaining both delivery and development focus is crucial to ensure the relationship remains proactive.
- **Implementation of Monitoring of Behaviours and Trust Indicators**  
Developing trust in the relationships and ensuring the appropriate behaviours is a key aspect of joint management. As trust increases the performance of the relationship should increase the value it delivers. The wrong behaviours will quickly undermine the situation, with obvious impacts on output.
- **Continual Value Creation**  
There should be continuous support and monitoring of innovation and continual improvement, to ensure that the partnering teams are exploiting their joint knowledge and, where appropriate, enhancing their skills.
- **Delivery of Joint Objectives**  
A critical aspect of any relationship is that it delivers the performance that was initially envisaged and agreed; any failure by a partner in a collaborative environment will inevitably lead to a breakdown in the relationship. The longer the relationship is in place, the greater the possibility for complacency to build between the various parties.

- **Analysis of Results**

It is important to understand and agree how the performance of the contract and the relationship will be jointly measured and ensure appropriate reviews are undertaken. If the relationship is delivering and remains a strategic approach then it should be periodically tested and adapted to reflect changes in the business environment.

- **Issue Resolution**

Within any high performing group it is inevitable that friction will arise and in fact constructive conflict can be a stimulus for innovation. The joint management team and their SERs to ensure that issues are addressed and the lowest level of interface and if appropriate defused quickly. Experience would suggest that escalation processes in many cases can be counterproductive as they will often crystallise issues rather than focus on resolution.

- **Maintenance of Joint Exit Strategy**

Developing a structured joint approach to formulating an exit strategy is an important facet of collaboration. Maintaining a focus on disengagement ensures that the partners have a clear focus on the value of the collaboration. The development of collaborative relationships will often have a defined lifespan and during its formation the relationship take into account the process that will lead to the eventual disengagement of the partners which needs periodic validation.

- **Maintenance of the Joint Relationship Management Plan**

The Joint Relationship Management Plan should be regularly reviewed to ensure it remains applicable and where updates or amendments are deemed necessary the SERs should be involved to validate and approve changes.

## Stage 8 Exit Strategy Activation

The lifespan of any business relationship will vary between organisations and market influences; adapting to these changes is a crucial part of developing effective collaborative partnering arrangements. The development of effective integrated activities requires the building of trust between the parties, which over time will enhance the opportunities – those who expect to maximise their investment over a limited time will generally find that collaboration does not provide solutions. Many people may consider that to address an exit strategy at the outset of a relationship infers an acceptance that the relationship will fail, but this is not the case. Experience suggests that being open about all possibilities allows the partners to focus on every aspect of integration.

- **Initiation of Disengagement**

Where the partners mutually agree that the current activity has reached its natural conclusion the joint management team should implement the joint exit strategy. This should take into account all commercial considerations, accountabilities, agreed objectives and implications for those personnel involved.

- **Business Continuity**

The foundation of a sound relationship is that while it continues to add value it must also recognise the implications of maintaining continuity for both the partners and their customers. The responsibilities that operating organisations accumulate may remain after the partners have agreed not to continue the relationship. In developing an exit strategy the partners must consider the way in which current liabilities will be fulfilled; the reputations of all parties are important and support to the customer is crucial for future activities.

- **Evaluation of the Relationship**

Collaborative integration offers the opportunity for organisations to extend their individual

capabilities and market reach through combined operations. These may be time-limited or open-ended, but in every case there is a need for the parties to openly address what they need to do in the event that the relationship is no longer viable. Each party must consider what they will contribute for short-term gain and what may be at risk in the longer term. How we exit from a relationship says a great deal about the integrity of the parties, the strength of their relationship and their potential to collaborate in the future.

- **Future Opportunities**

If the relationship has been well managed and has delivered its objectives, then the way should be open to consider future possibilities for collaboration. The future offers the perspective that more and more organisations will look towards this approach as a viable alternative.

- **Review and Updating of the Relationship Management Plan**

As a final stage the parties should review their joint relationship management plan as part of lessons learned to be feedback to their relative management systems.

“We welcome ISO 44001 international standard for collaboration. A powerful and practical framework that helps collaborative organisations to set the vision, identify the right criteria, the implementation plan and the method of evaluation on an international level is much to be welcomed.”

**EMCOR (UK)**



## 6. Performance and Auditing (clauses 9-10)

As with any management systems approach it must be effectively maintained and reviewed to ensure its continued appropriateness. Whilst collaborative application may involve multiple parties the corporate processes and systems need to be maintained as well as harnessing experiences.

- **Performance Evaluation**

There needs to be a robust review process in place to assess performance of each collaborative relationship in order to draw parallels and the need for possible future changes.

- **Monitoring, Measurement, Analysis and Evaluation**

Assessing outcomes in terms of deliverables will be part of any business but attention should also focus on the development needs of individuals.

- **Exit Evaluation**

The exit strategy has been identified as a key success factor for collaborative engagements. How effective it was and equally how the partners performed build the internal knowledge base for future application.

- **Internal Audit & Audit Programmes**

For any management systems there needs to be risk based regular audits of activity to

ensure that processes are being followed and where necessary identify recommendations for improvement.

- **Non-conformity and Corrective Action & Continual Improvement**

Where issues are identified these need to be actively addressed particularly where these may be as a result of cross border activities within partner organisations.

- **Management Review**

In the case of collaborative programmes the parameters can be highly variable as opposed to more static wholly own operational processes. Periodic management reviews are crucial to ensure the systems remain valid.

- **Improvement**

No system is absolute nor will it remain constant continual improvement is a key aspect of any management systems and where collaboration is involved it can significantly benefit from the knowledge and experiences of the partners.

“As an international organisation we welcome the opportunity to export the benefits of ISO 44001 to our overseas colleagues. As a business which is committed to the development of our peoples’ collaborative behaviours we are pleased to see the International standard incorporating a more detailed behavioural focus.”

*Skanska UK*

**SKANSKA**

## 7. Requirements Checklist

This table provides a checklist to assist organisations to implement, track and meet the requirements of this Standard.

Clause	Requirement	Complete?
<b>4</b>	<b>Context of the organisation</b>	
4.1	Understand the organisation and its context	
4.2	Understanding the needs and expectation of stakeholders	
4.3	Determining the scope of the collaborative Business Relationship management systems	
4.4	Collaborative Business relationship management system	
4.5	Creation of Value	
<b>5</b>	<b>Leadership</b>	
5.1	Top Management leadership and commitment	
5.2	Define policy for collaborative working	
5.3	Organisation roles, responsibilities and authorities	
5.3.1	Appoint a Senior Executive Responsible	
5.3.2	Establishment of operational governance structure	
5.3.3	Senior executive responsible	
<b>6</b>	<b>Planning</b>	
6.1	Actions to address threats and opportunities	
6.2	Objectives and planning to achieve them	
6.3	Identification and prioritisation of Collaborative Business Relationships	
6.3.1	Identify strategic business aims, drivers, objectives and benefits	
6.3.2	Identification of opportunities for collaboration	
<b>7</b>	<b>Support</b>	
7.1	Determine and provide resources	
7.2	Determine competence and behaviours for collaborative working	
7.3	Personnel awareness	
7.4	Determine need for internal and external communications	
7.5	Documented information	
7.5.1	Required documentation	
7.5.2	Creating and updating information	
7.5.3	Control of documented information	
7.5.4	Record of collaborative competencies	
7.5.5	Corporate relationship management Plan	
<b>8</b>	<b>Operation</b>	
8.1	Operational planning and control	
	<b>8.2 Operational awareness stage 1</b>	
8.2.1	General	
8.2.2	Duties of Senior Executive Responsible	
8.2.3	Application and validation of Operational Governance structure	
8.2.4	Identification of operational objectives	
8.2.5	Establishment of value analysis process	
8.2.6	Identification and prioritisation of collaborative business relationships	
8.2.6.1	General - Verification of collaborative approach	

8.2.6.2	Planning for operational collaboration	
8.2.7	Development of competencies and behaviours	
8.2.8	Initial risk assessment	
8.2.9	Establish relationship management plan	
	8.3 KNOWLEDGE stage 2	
8.3.1	General	
8.3.2	Strategy and business case	
8.3.2.1	Define process for developing strategy and business case	
8.3.2.2	Identification of specific relationship objectives	
8.3.2.3	Implementation of the value analysis for a specific opportunity	
8.3.2.4	Identification of potential collaborative partner organisations	
8.3.2.5	Development of initial exit strategy	
8.3.3	Identification of key individuals competences and behaviours	
8.3.4	Knowledge management	
8.3.5	Supply chain and extended enterprise threats and opportunities	
8.3.6	Implementation of risk management process	
8.3.6.1	Risk assessment	
8.3.6.2	Internal review	
8.3.6.3	Risk ownership and mitigation	
8.3.7	Evaluation of the business case	
8.3.8	Incorporation of knowledge into the Relationship Management Plan	
	8.4 Internal assessment stage 3	
8.4.1	General	
8.4.2	Capability and environment for collaboration	
8.4.3	Assessment of strengths and weaknesses	
8.4.4	Assessment of collaborative profile	
8.4.5	Appointment of collaborative leadership	
8.4.6	Definition of partner selection criteria	
8.4.7	Implementation of the relationship management Plan	
	8.5 Partner selection stage 4	
8.5.1	General	
8.5.2	Nomination of potential collaborative partners	
8.5.3	Partner evaluation and selection	
8.5.4	Development of engagement and negotiation strategy for collaboration	
8.5.5	Initial engagement with potential partners	
8.5.6	Assessment of joint objectives	
8.5.7	Assessment of joint exit strategy	
8.5.8	Selection of preferred partners	
8.5.9	Initiation of joint Relationship Management Plan	
	8.6 Working together stage 5	
8.6.1	General	
8.6.2	Establishment of the joint governance structure	
8.6.2.1	General	
8.6.2.2	Joint executive sponsorship	
8.6.2.3	Validation of joint objectives	
8.6.2.4	Operational leadership	
8.6.2.5	Joint management arrangements	



8.6.2.6	Joint communications strategy	
8.6.3	Joint knowledge management process	
8.6.4	Establish joint risk management process	
8.6.5	Operational process and systems review	
8.6.6	Measurement of delivery and performance	
8.6.7	Improvement of organisational collaborative competence	
8.6.8	Establishment of a joint issue resolution process	
8.6.9	Establishment of a joint exit strategy	
8.6.9.1	Establish joint exit strategy boundaries and key issues	
8.6.9.2	Stakeholder impacts	
8.6.9.3	Assets and commercial implications	
8.6.9.4	Management of staff	
8.6.10	Agreement or contracting arrangements	
8.6.11	Establish and implementation of joint Relationship Management Plan	
	8.7 Value creation stage 6	
8.7.1	General	
8.7.2	Establishment of the value creation process	
8.7.3	Identification of improvement and setting of targets	
8.7.4	Utilisation of learning from experience	
8.7.5	Updating of the Joint Relationship Management Plan	
	8.8 Staying together stage 7	
8.8.1	General	
8.8.2	Oversight by the Senior Executives responsible	
8.8.3	Management of the joint relationship	
8.8.4	Implementation of monitoring of behaviours and trust indicators	
8.8.5	Continual value creation	
8.8.6	Delivery of joint objectives	
8.8.7	Analysis of results	
8.8.8	Issue resolution	
8.8.9	Maintenance of joint exit strategy	
8.8.10	Maintenance of the joint Relationship Management Plan	
	8.9 Exit strategy Implementation	
8.9.1	General	
8.9.2	Initiation of disengagement	
8.9.3	Business continuity	
8.9.4	Evaluation of the relationship	
8.9.5	Future opportunities	
8.9.6	Review and updating of the Relationship Management Plan	
9	Performance evaluation	
9.1/1	Monitoring, measurement, analysis and evaluation	
9.1.2	Exit evaluation	
9.2/1	Internal audit	
9.2.2	Audit programmes	
9.3	Management review	
10	Improvement	
10.1	Nonconformity and corrective action	
10.2	Continual improvement	

## 8. Benefits of Working with ISO 44001

Collaborative business relationships have been shown to deliver a wide range of benefits, which enhance competitiveness and performance whilst adding value to organisations of all sizes. The publication of the ISO 44001 is a landmark for business. It is the first international standard to address collaborative business relationships providing a consistent framework, which can be scaled and adapted to meet particular business needs.

Collaboration between organisations may take many forms from loose tactical approaches through to longer term alliances or joint ventures. The structure of the framework is drawn from the CRAFT framework and methodologies supported by a wide range of tools and guides, which have been established over some 26 years of involvement in relationship management.

ISO 44001 does not enforce a single rigid approach but has been focused on providing a framework that can complement existing approaches where these are already in place. It also recognises that every relationship has its own unique considerations. For those organisations with well-established processes the framework provides a common language that can aid implementation and engagement. For those starting out on the journey the framework creates a road map for development.

The adoption of any standard has to be balanced against the value that it can deliver to the organisations that chose to utilise it, whether this is for improving internal performance or to enhance confidence in the market. In this respect ISO 44001 is no different to other internationally recognised standards such as ISO 9001. The standard creates a robust framework for both the public and private sector to provide a neutral platform for establishing effective sustainable collaborative programmes for mutual benefit. Its core value is commonality of language and application between delivery partners leading to improved/better integration.

Acting as a bridge between cultures to form a more robust partnership or alliance it reduces confusion, provides confidence to participants and lays a foundation for innovation.

As it was developed through Pan-industry input and thus is not sector specific providing a basis for broader adoption and engagement, providing a



common foundation and language for relationships between the private and public sector, international cultures to provide uniformity of understanding. It provides a platform for developing repeatable models to enhance communication and engagement and thus build confidence.

The standard provides a basis for benchmarking the collaborative capability of organisations both internally and externally through BSI independent assessment which will enhance partner evaluation and selection together with establishing market differentiation. It establishes a consistent yet flexible approach that provides a foundation for

efficiency and repeatability across programmes and increased opportunity to focus on developing value. It will aid the development of capability at the working level.

It creates a measure to promote customer confidence and a focus for more effective joint risk management both related to the challenges of specific programmes and those linked to relationship aspects of collaborative working. It reduces the likelihood of misunderstandings, a mismatch of objectives, constrains hidden agendas and reduces the probability of conflict.

It establishes a consistent and structured approach to facilitate a focus on integration of collaborative

working within operational procedures, processes and systems. Thus creating a platform for more effective governance, speed the development. Establishes a baseline to support resource development and training to increase collaborative capability to enhance skills and interchange ability of personnel.

In short a standard framework that will promote better engagement and effectiveness through strengthened business processes, whilst improving risk management, enhancing dispute resolution and providing a basis for skills development. Most importantly of all improve the potential for sustainable relationships that deliver value.

“Siemens plc have many large projects both with the private and public sector. Leveraging the principles and processes identified in ISO 44001 and using them in a systematic manner has definitely guided Siemens plc into smoother and more streamlined projects. The International Standard increases the opportunity for further collaboration in the total supply chain as many of our projects are international in nature.”

*Siemens plc*

**SIEMENS**

“ISO 44001 certification has given a framework to formally recognise how we were already working and how we could deliver further benefits. We have now embedded formal collaborative processes into what we do, providing opportunities of true collaborative working.”

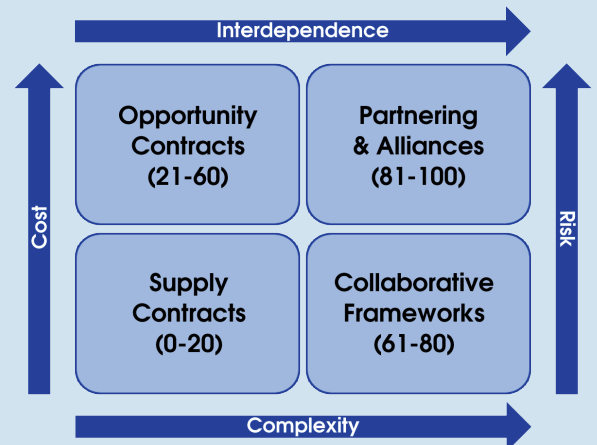
*Kier*



# 9. Positioning Relationships

The following simple model is provided to help identify those relationships which will likely benefit from a more structured approach, whether driven by sourcing requirements or validating external requests for collaborative responses:

The model is built on four key factors. Cost is an obvious consideration but this sometimes clouds the underlying issues. Risk is equally important but is frequently addressed through value not impact. Complexity drives the need to work more closely to achieve results. Interdependency highlights where outcomes need an integrated approach. These factors have been blended in the structure overleaf in order to take an initial look at current needs and relationships.



Low = 1 - High = 5			
1	Scope	Standard product - new development	
2	Overall risk assessment	Low risk - high risk	
3	Engineering design	Fully developed - solution required	
4	Market profile	Highly competitive - specialist field	
5	Number of suppliers	High - low	
6	Supplier capability	High - limited exposure	
7	Quality requirements	Market standard - mission critical	
8	Cost baseline	Fully validated - estimate only available	
9	Complexity	Plug & play - high integration	
10	Frequency of requirement	One-off requirement - multiple need	
11	Delivery performance	Low impact - strategic needs	
12	Knowledge Transfer need	Low - high level of exchange needed	
13	Performance improvement	Low potential - high opportunity	
14	Scope for risk and reward	Low - high potential for improvement	
15	CSR implications	Limited - high risk	
16	Internal reference data	High - limited data available	
17	Management requirement	Light touch - high supervision needed	
18	Past experience in this area	Good - poor level of performance	
19	Procurement driver	General requirement - strategic focus	
20	Business criticality	Low impact - business critical	
Total			

# 10. Getting Started

The 22-step guide overleaf has been successfully utilised by the ICW in supporting organisations wanted to integrate ISO 44001 within their own management systems. The development of a pilot programme enables the creation of a blue print upon which to progressively deploy the standard.

	Internal Activity	External Input
1	Obtain overview / background to the Standard	Publications / conferences
2	Undertake initial Gap analysis against standard	Obtain copy of Standard
3	Obtain initial executive approval to investigate	
4	Brief Executive Management team	Engage spacialists if required
5	Identify target pilot programme	
6	Nominate pilot leader	
7	Identify key personnel engaged in pilot area	
8	Undertake awareness & Gap analysis workshop	Engage with ICW team
9	Evaluate impacts / cost of pilot implementation	
10	Develop benefits analysis	
11	Define scope and cost of assessment	with assessment organisation
12	Obtain Executive approval /budget for pilot	
13	Prepare outline process review / evidence	
14	Formalise scope and programme	with assessment organisation
15	Implement detailed process review	
16	Identify action plan	Engage spacialists if required
17	Internal audit review	
18	Stage One process assessment	with assessment organisation
19	Implement necessary updates to processes	
20	Prepare detailed evidence	
21	Stage Two assessment of operating processes	with assessment organisation
22	Receive certificate	

# 11. Frequently Asked Questions

## **Why should my organisation consider ISO 44001?**

The business world is changing to meet these challenges organisations are more frequently looking to develop collaborations both with customers and suppliers. As customers seek to evaluate potential collaborative partners and alliances the national standard provides a high level of confidence. ISO 44001 is a neutral platform on which to create more effective engagement.

## **Can we benefit from ISO 44001 without certification?**

The benefits of collaboration will be organisation specific based on the business objectives and much of this can be realised without going down the certification route. The value of certification is that introduces a level of rigor to ensure internal processes are maintain and followed proving greater sustainability in relationships.

## **How do I get started?**

The best approach is to identify a pilot programme which reflects relationships that are currently working collaborative. By working through the standard against the current policies, procedures and approach you will be able to create a blue print that can be replicated across the organisation if appropriate.

## **What is it likely to cost to implement ISO 44001?**

The cost of implementation is reflective of the level of maturity in terms of collaborative working. An initial self-assessment will enable organisations to gauge the current level of compliance and a facilitated GAP analysis will provide a definitive implementation programme.

## **How long will it take to reach certification?**

Current experience working with reasonably mature client suggests that between 3-6 months allows for the necessary processes to be embedded in an organisation.

## **Who will undertake the assessment?**

Whilst the ISO 44001 has not yet been accredited by UKAS ICW have introduced its assessment validation scheme to ensure the integrity of certification ICW has a validation scheme for certification bodies.

## **What do we mean by the term collaboration?**

Collaboration is a commitment between two or more parties to create value by striving to achieve shared competitive goals and operational benefit through a spirit of mutual trust and openness. It is important to recognise that not every relationship is a partnership but it can encompass the partnering ethos.

## **How do you start to develop a collaborative approach?**

Every relationship is unique so there is no one-size-fits-all solution but based on experience the standard provides a route map that will enable organisations to consider the implications and benefits of collaborative working.

## **What are the most important considerations?**

There are perhaps three key issues in any relationship. The first is to appreciate that in every relationship there are three sets of objectives Yours, Mine and Ours. A robust relationship must recognise all three and work towards satisfying them all. This must be supported by an effective dispute management process and finally the development of an exit strategy since once people understand the issues for disengagement it relieves the constraints for engagement.

## **Why are relationships important in business?**

Organisations are made up of people and whilst systems, procedures and processes can direct performance it is the interactions between people that are the catalyst for success. Simply put 'companies make contracts but people make business'.



### **What benefits can one get from collaborative working?**

There are many different outcomes for collaborative relationships which depend on the objectives of the partners. The easy way to think about potential benefits is to consider improvements in delivery processes, which could be achieved by working with external organisations with complementary skills and resources. It very much depends on the strategic objectives of the organisations involved.

### **How do you measure effective relationships?**

There has been a lot of emphasis on measuring performance through Key Performance Indicators (KPIs) and Service Level Agreements (SLAs), which are outcome based but very little done to consider how well organisations work with each other. The CRAFT range of tools was developed to monitor and test the strength of the relationships, which drive these outcomes.

### **If collaboration is about working well together why do I need an Issue resolution process?**

The more integrated the relationship and the greater the focus on innovative approaches the more likelihood of differing views. Strong relationships are built on the ability of the partners to resolve disputes effectively.

### **How important is the behaviours of individuals?**

Organisations are about people who in turn are a kaleidoscope of traits and styles and whilst companies may have strong cultures success rides on the ability of people to work together and share knowledge. Critical behaviours of individuals can undermine even the strongest of relationships. The ISO 44001 approach is structured to constantly reinforce collaborative behavioural patterns.

### **Is collaboration always a good idea?**

The simple answer is no. A collaborative relationship takes time and effort and therefore in business there should always be a comparable return on investment. Considering collaborative approaches should be linked to business strategic issues and developed where they bring maximum benefit. This is not to say that the attributes of collaboration cannot be applied in all relationships.

### **Do I need executive support for Collaboration?**

Collaborative relationships will likely cut across many internal boundaries and departments. It is important therefore to ensure that strategic partnering arrangements have support right from the top an organisation.

### **Everyone talks about trust but how do you get that in a contract?**

The answer is you can't. Only by meeting promises and delivering consistent performance can trust be created and a management focus on sustaining the relationship.

### **How do I protect intellectual property?**

Collaboration is no different in these terms to any other contracting approach. The difference is that often the real benefits of working closely with a partner are to create new knowledge. Every agreement should clearly define who owns what and who will own any jointly created IP.

### **Can collaboration help with outsourcing contracts?**

Absolutely since in many cases these arrangements involve organisations sharing delivery processes and even placing outsourcing companies in direct line with your customers it is crucial to have a partner that shares your ethos and culture.

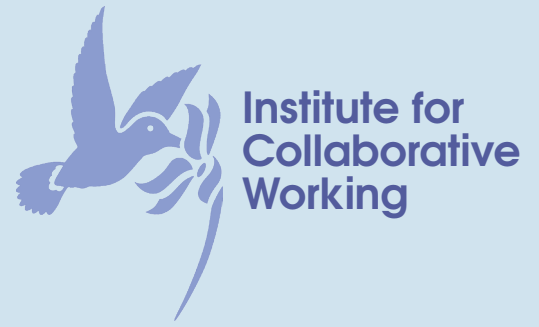
### **Is collaboration just about working without conflict?**

In short we would suggest not. Collaborative relationships take effort and thus they should be focused on delivering value. In fact once an agreement has been put in place there should be regular programmes to stretch the value proposition as this will help to strengthen the relationship.

### **What is the down side to collaborative working?**

In any relationship there has to be give and take so relationships cannot be one sided. Often they involve commitments that restrict one side or the other. This has to be considered up front and addressed before putting the arrangement in place.

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