



Institute for
Collaborative
Working

Principles for Effective Adoption and Implementation of ISO 44001 Collaborative Business Relationships Management Systems - Requirements Framework





Introduction

This document provides the high level principles for the adoption, implementation and management of Collaborative Business relationships as defined within ISO 44001 - 2016 Collaborative business relationship management systems - Requirements and framework.

The aim of this document is to establish the key aspects of managing collaborative relationships as a foundation for organisations implementing ISO 44001-2016 and those associated with interpreting or assessing the standard.

Every relationship is unique whilst sharing many common factors it is recognised that the Collaborative business relationship management systems - Requirements and framework, details specific requirements the way in which these will be addressed, interpreted and implemented by organisations will vary dependent on a multiplicity of factors including; the size and nature of the organisation, public or private sector, geographic differences, Industry sectorial differences and scope of application. As such the focus of this document is to ensure that the principles behind these requirements are fully recognised.

Whilst ISO 44001 - 2016 has been developed within the ISO High Level Structure, unlike similar standards its application relies not only on input from the organisation but significantly also the organisations collaborative partners. As such clause 8 (Operations) has been adapted to incorporate the lifecycle of a relationship which in each case can add further diversity of application (see annex 1.). Thus understand the core principles involved is crucial to validating its implementation and recognising the implications of common themes which evolve with the development of a relationship.

Themes	Corporate	Strategic	Engagement	Management
Visions and values	Established at executive level	Validated at operational level	Assess partners compatibility	Jointly monitored and maintained
Business objectives	Established aims of the organisation	Supported at the operational level	Aligned with partners objectives	Jointly monitored and maintained
Governance	Overall model for collaboration	Operational model where appropriate	Specific operational adaptations	Joint governance with partners
Leadership	SER appointed at executive level	Appoint operational leader	Joint executive/SER sponsorship	Joint operational management
Value creation	Establish corporate criteria	Identify potential added value	Assess opportunities for add value	Monitor and measure outcomes
Risk Management	Assess threats from collaboration	Evaluate operational risk	Assess joint risk profile	Manage & mitigate joint risk
Competence and behaviour	Establish corporate requirements	Balance with technical capabilities	Assess partner capabilities	Develop joint capabilities as required
Knowledge management	Establish corporate guide lines	Assess in context of operational profile	Evaluate in context of partner	Jointly manage
Exit strategy	Establish critical impact	Assess business continuity impact	Jointly develop with partner	Monitor and implement
Relationship management plan	Establish corporate Process and system	Adapt if appropriate operationally	Develop specific joint relationship management plan	Update as necessary



These evolving themes provide the basis for establishing the principles which underpin the requirements of the standard and how each of these directly impacts behaviours and culture of both the organisation and its collaborative partners. They are not listed in priority order and should be considered holistically since each organisation to organisation relationship may influence their importance. Each theme will as shown evolve through the life cycle of an engagement:

Corporate

At the corporate level the themes define the default position and mandate for adopting a collaborative approach when appropriate

Strategic

Strategic considerations may be part of the corporate business strategy or as defined for specific divisions, programmes or functions within an organisation at the operational stage

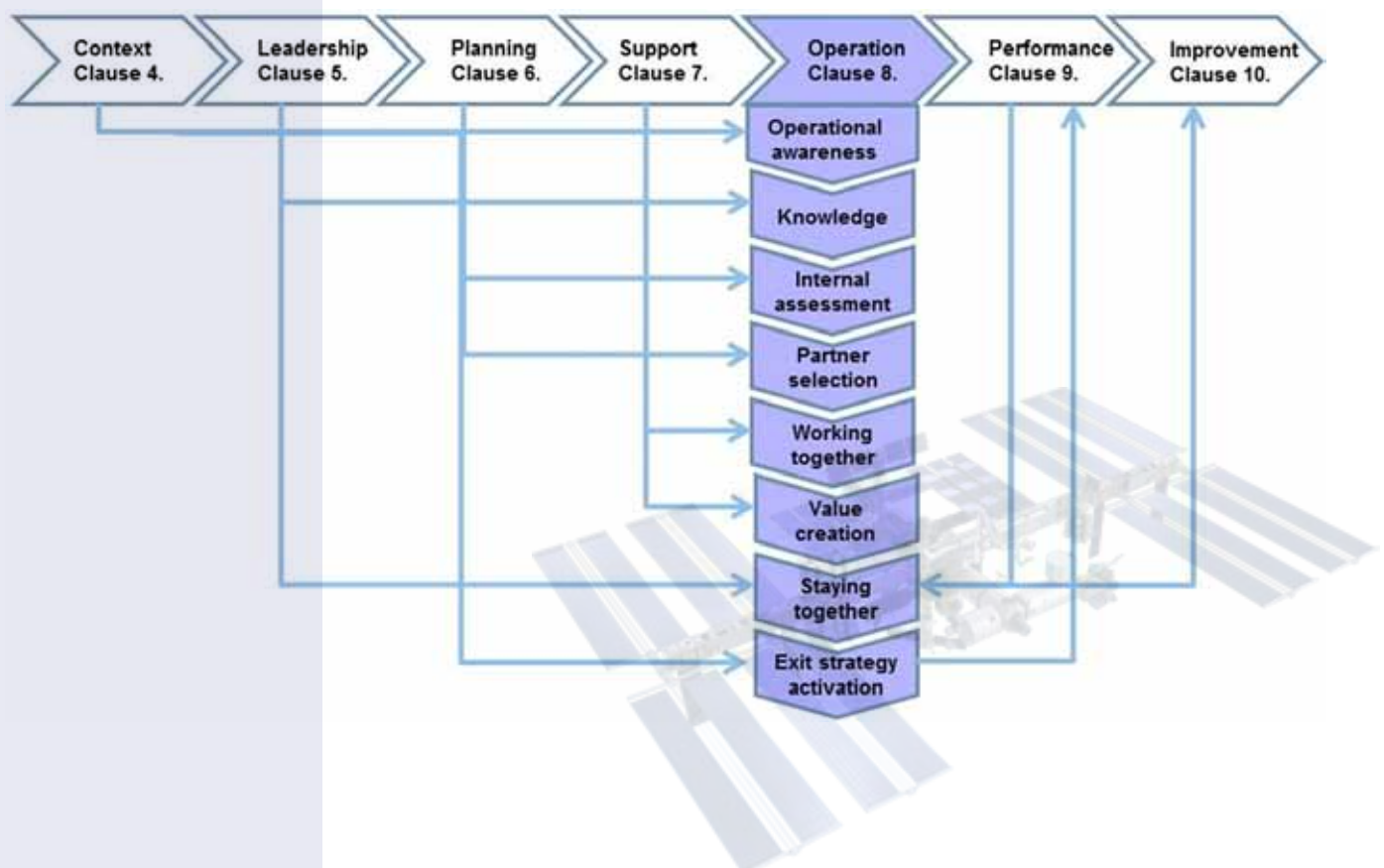
Engagement

For specific relationships, programmes or projects the themes will take into account localised requirements

Management

Where a specific partner relationship has been agreed the themes will reflect the joint approach

At any stage of evolution the themes and considerations of the organisation will be developed between the High Level structure and the operational application ensuring compliance or authority to adapt at an operational level.





Purpose

The standard ISO 44001 - 2016 Collaborative business relationship management systems - Requirements and framework incorporates detailed requirements which address both the issues at a corporate level based on the high level structure and those which would need be satisfied through the lifecycle of a relationship. The following addresses those principles which underpin the implementation and operation of a collaborative arrangement. This document provides for each principle;

- **Statement:** Description of the principle
- **Rationale:** Explanation of why the principles is important for the organisation (s)
- **Key Benefits:** Examples of benefits associated with adequately addressing the principle

1. Visions and values

- **Statement:**

Establish that the visions and values of the organisation are defined and communicated both throughout the organisation and their customers who may be impacted through any collaborative approach.

- **Rationale:**

Operating a collaborative engagement will inevitably involve the reputation, ethos and culture of partner organisations. As each party considers the value of a collaborative relationship the profile of the organisation and potential compatibility will be a key factor in establishing and aligning their capabilities and joint performance.

- **Key Benefits:**

The nature of the relationship between partner organisations will be influenced by each party's perceptions of the other in terms of the level of effective engagement and the perceived risks and opportunities created through a more integrated relationship. This in turn will likely have a direct impact on the behaviours of the individuals involved in the collaborative venture.

2. Business objectives

- **Statement:**

Establish the drivers for collaboration in direct relation to the objectives of the organisation and compatibility with those of partner organisations.

- **Rationale:**

Collaborative relationships can significantly enhance competitive advantage and create expanded value propositions; however such approaches will require effort and resources to achieve the desired goals and objectives. As such there should be clearly defined business drivers where such investment is validated and warranted.

- **Key Benefits:**

Implementing a collaborative relationship may require individuals and functions within organisations to undertake changes to their normal operating practices which need to be



ratified against a robust business case where the success of collaboration is fundamental to success. It is equally important to ensure that the partner's objectives can be equally sustained throughout the relationship which will ensure continued effective engagement at both organisational and individual levels.

3. Governance

- **Statement:**

Establish an internal governance structure to support collaborative decision making and appropriate structures for collaborative ventures.

- **Rationale:**

For collaborative approaches to be effective the internal business process and oversight should be embedded in the organisations management systems. It should be clearly defined in the operating processes as a development option to ensure it is both considered and activated and monitored when appropriate.

- **Key Benefits:**

Collaborative working to be effective should not be adopted outside of or as an adjunct to normal business operations. Whilst it may require additional or complimentary activities where it is acknowledged as an operating option it more readily integrates across functional activities. This will ensure that those required to be involved will be directed and managed through a consistent operating approach which can be easily articulated with partners and individual adaptations rationalised against established operating practice.

4. Leadership

- **Statement:**

Establish senior leadership responsibility and operational leadership accountability through into specific collaborative relationships.

- **Rationale:**

In a collaborative relationship the more traditional command and control models would be inappropriate and require leadership through influence and example. Senior management support and guidance is a crucial success factor since an integrated collaborative approach will raise challenges both internal and external to what many might consider their business as usual modus operandi.

- **Key Benefits:**

The appointment of an appropriate senior executive responsible for collaborative ventures ensures high level support in terms of oversight management and resource allocation. Their visible participation provides both focus and confidence for those directly involved in any collaboration which in turn fosters the appropriate behaviours at all levels. It is equally important to ensure that partners have a similar level of engagement through their senior management.



5. Value Creation

- **Statement:**

Establish a value creation process and focus on continual improvement both internally and through joint collaborative ventures.

- **Rationale:**

Collaborative operations that fail to have a focus on harness their joint capabilities and knowledge to seek out additional value stand the risk of stagnating. A significant benefit from working closely with other organisations is the ability to share ideas and develop new opportunities. At the same time any management system must maintain a focus on continual improvement to ensure it benefits from and adapts to change.

- **Key Benefits:**

Working with partners brings added insight and as trust builds so does the opportunity to enhance working practices. The integration of a robust value creation process has the extra benefit of encouraging cross organisational interaction out with any contractual responsibility and as such supports individuals engagement which enhances their behaviours. Creating new value is also a clear indication that the relationship is robust and maturing.

6. Risk

- **Statement:**

Establish risk management processes that include relationship risk in addition to facilitating joint management of risk whether individual partner or joint by ensuring risk and opportunities are managed by those best placed to do so.

- **Rationale:**

Collaboration can help to mitigate some risk and drive opportunities whilst at the same time it can introduce risk through share responsibility or by association. Effective collaboration is both a factor of the behaviours organisations and the individuals involved where risk is perhaps the most significant influence on how they behave.

- **Key Benefits:**

Joint approach to risk management ensures that as far as is practical all business risk is identified, assigned and managed effectively utilising the resources and capabilities of the partner organisations. Transparency of risk issues has the additional benefit of providing clarity for individuals which in turn enhances their confidence and subsequently their level of participation.

7. Management

- **Statement:**

Establish management processes and accountabilities that recognise the potential and need to ensure collaborative working where adopted is effective both internally and across joint activities.



- **Rationale:**

The majority of successful organisations have robust internal management structures which may be challenged when operating in a collaborative venture. Each Relationship will inevitably have a degree of uniqueness and the management processes of the partners present potential areas of conflict and miss understanding. By incorporating both transparent performance measurement and effective issue management, which in itself is a key factor for ensuring commitment and behaviours, underpins the focus on joint success.

- **Key Benefits:**

In establishing management processes internally and then evaluating these with partners organisations are able to identify areas of miss-match and potential areas for improvement, streamlining and de-bottle necking. The creation of a joint management process provides clarity and joint performance measurement for the individuals involved. In additional where individuals are assigned to work within integrated collaborations they need to assimilate possible changes to their existing working practices and responsibilities which if not addressed will likely influence their performance, confidence and subsequently their level of engagement and behaviours.

8. Competence and Behaviour

- **Statement:**

Establish processes, procedures and accountabilities that support effective collaborative working.

- **Rationale:**

Fundamental to successful collaboration is the skills, capabilities and experience of the individuals involved which in turn will impact on their behaviours. Working in a collaborative venture can significantly challenge many individuals with result that they do not fully engage or fail to understand the importance of their contribution.

- **Key Benefits:**

Senior management commitment to collaboration drives the level of engagement within and across organisational boundaries where this is supported by mentoring; coaching and where possible joint skills development with partners not only enhances the skill base but additionally raises the awareness of the importance of collaboration to the organisations success.

9. Knowledge Management

- **Statement:**

Establish a knowledge management process the provide clarity on what needs to be shared with partners and what should not be shared.

- **Rationale:**

A significant value in collaborative working is the ability of parties to share their knowledge, experience and expertise. The counter of this is that lack of clarity on the level of permissible knowledge transfer can lead to a reluctance of individuals to full engage.



- **Key Benefits:**

Encouraging knowledge transfer is not only crucial for the success of collaborative ventures and a value creating opportunity. By defining the parameters for such exchanges of knowledge organisations remove the concerns that individual may perceive as being constraints to collaboration. This in turn leads to greater openness between individual across organisational boundaries and clarity of access which removes potential areas of conflict which could drive in appropriate behaviours.

10. Exit Strategy

- **Statement:**

Establish a process for evaluating and evolving an exit strategy to a joint agreement with partners.

- **Rationale:**

Most business relationship will eventually reach an end whether through market changes or upon completion of an activity. Evaluating the end game for any collaboration is crucial for organisations to consider before venturing into such an arrangement but also to ensure that that those involved and the partners understand the rules of disengagement.

- **Key Benefits:**

Defining an exit strategy will vary dependent on the business objectives and the nature of the partners involved. Considering the exit strategy early in the process will highlight factors which may need to be addressed through the engagement process and in to operations. The behaviours of individuals within those partner organisations will to some extent be influenced by how they perceive the end of any given engagement. Understanding the rules and parameters for disengagement will provide clarity and confidence to engage appropriately.

11. Relationship Management Plan

- **Statement:**

Establish a relationship management process that documents the way in which any given relationship will be managed and sustained.

- **Rationale:**

Effective collaborations to be sustainable over time need to be based on ensuring that the relationships are based on systems and processes, together with a continued focus on competence and behaviours.

- **Key Benefits:**

Collaborative Relationships which are based on solely personal relationships, though important, are vulnerable where personnel may change over time. By documenting the process as agreed with partners ensures that leadership changes do not weaken the relationship and that those joining the operation over time have a clear perspective on the way the relationship is to be managed and the expectations of the parties involved. When change does happen it also requires the Relationship plan to be updated if necessary.



Annex 1. Matrix of Principle Activities

Corporate Clauses 4-7	Clause 4. Establish the context of the organisation and scope for Collaborative Business relationships	Clause 5. Establish leadership commitment, policy, roles & responsibilities, governance and appoint SER	Clause 6. Evaluate threats and opportunities, objectives, prioritises and opportunities for collaboration	Clause 7.1-4 Establish resources required for collaborative working, competence and behaviours	Clause 7.5 Establish documented processes and Corporate Relationship Management Plan
Operational Clause 8	Establish processes for controlling collaborative working	Implement control of processes	Maintain documented processes	Control changes as appropriate	Adapt /approve CRMP for local operations as appropriate
Operational Awareness Clause 8.2	Define the duties of the SER, validate governance structure, define operational objectives	Undertake value analysis, prioritize relationships, plan for operational collaboration	Develop competencies and behaviours	Undertake initial risk assessment	Establish operational relationship management plan
Knowledge Clause 8.3	Develop strategy and business case for each collaborative opportunity	Identify specific objectives, implement value analysis, identify potential partners and develop initial exit strategy	Identify key individuals competences and behaviours, establish knowledge management guidelines	Evaluate supply chain threats and opportunities, implement risk management process and evaluate business case	Incorporate knowledge into Relationship management plan
Internal Assessment Clause 8.4	Establish environment for collaboration, assess strengths and weaknesses	Assess collaborative profile	Appoint collaborative leadership	Define partner selection criteria	Implement relationship management plan
Partner Selection Clause 8.5	Nominate collaborative partners evaluation and selection process	Develop engagement and negotiation strategy for collaboration	Initiate engagement , assess joint objectives and joint exit strategy	Select preferred partner	Initiate joint relationship management plan
Working Together Clause 8.6	Establish joint governance, joint executive sponsorship, validate joint objectives, Appoint operational leadership	Establish joint management arrangements, communications plan, joint knowledge management	Establish risk management process, review processes and systems, establish measurement for delivery and performance	Evaluate competencies, Issue resolution process, establish joint exit strategy and agreements	Implement joint relationship management plan
Value Creation Clause 8.7	Establish value creation process	Identify improvement	Establish and monitor improvement targets	Utilize learning from experience	Update joint relationship management plan
Staying Together Clause 8.8	Maintain oversight by SER and management of the joint relationship	Implement monitoring of behaviours and trust and continual value creation	Deliver joint objectives and analyse results	Implement issue resolution process and maintain joint exit strategy	Maintain joint relationship management plan
Exit strategy Activation Clause 8.9	Initiate disengagement	Maintain focus on business continuity	Evaluate relationship and lessons learned	Assess future opportunities	Review and update relationship management plan
Corporate Clauses 9-10	Monitor and measure performance	Undertake exit evaluation	Undertake internal audit and management reviews	Maintain focus on continual improvement and non-conformity and corrective actions	Update Collaborative business relationship systems as appropriate

Contact

For further information please contact the Institute:-

Institute for Collaborative Working

Suite 2, 21 Bloomsbury Square, Bloomsbury, London WC1A 2NS

Telephone: +44(0)203 051 1077

Email: enquiries@icw.uk.com



Institute for Collaborative Working

Suite 2, 21 Bloomsbury Square, Bloomsbury, London WC1A 2NS

Telephone: +44(0)203 051 1077

www.instituteforcollaborativeworking.com