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Congres 2011


What are we talking about?

Collaboration?

- Working together to achieve a common goal(s)
- Deep collective determination
- Sharing knowledge & building consensus.


Culture?

- Shared attitudes, values, goals & practices



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GBPA Collaboration Framework



Capacity & Environment

Capability


Values & Beliefs

Purpose
A compelling Requirement

Attitudes, Motivation & Rewards

Skills & Behaviours


Resources, Systems & Processes



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Focus Shift - Purpose

From this



TO

To this



WE'VE MANAGED TO OUTSOURCE TRAINING TO A COMPANY THAT WILL SAY 'YES SIR, NO SIR' FOR 20% LESS!

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Focus Shift – Values & Beliefs

From this



TO



Teamwork and Empathy

Competition and Challenge



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Focus Shift - Trust

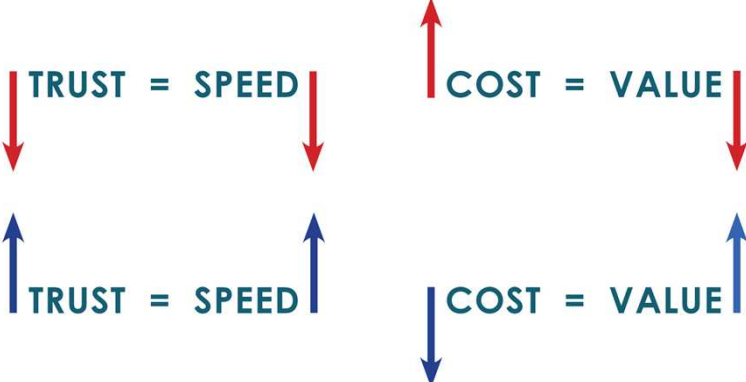
GBPA Research

- Collaboration cannot exist without trust
- Mutual Commitment
- Building Confidence & Respect
- Integrity & Honesty
- Clarity and Transparency of Communications




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Trust – The Commercial Proposition




Source: The Speed of Trust by Stephen M.R. Covey



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Trust & Terminology

From.....	To.....
<ul style="list-style-type: none">• Vendor management• Relationship management• Vendor/supplier• Contract• Working for• Penalties	<ul style="list-style-type: none">• Vendor engagement• Relationship development• Delivery partner• Agreement• Working with• 'Own goals'




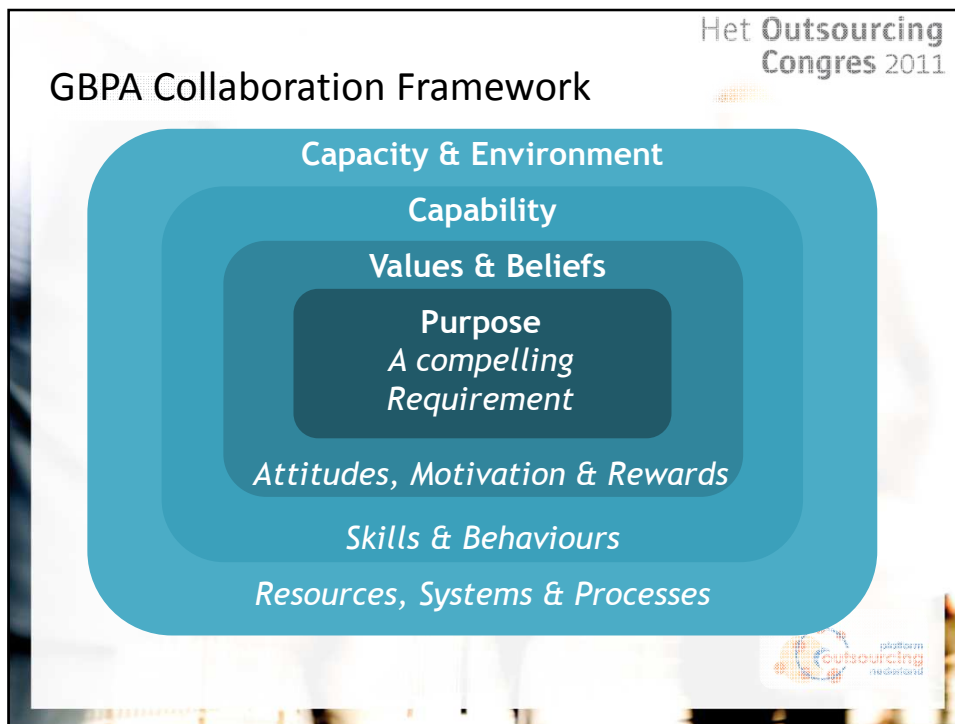
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Trust & Behaviours

GBPA Research: Critical Collaborative Behaviours

- Openness
- Honesty
- Transparency
- Respect
- Equal Commitment
- Willingness to go the 'extra mile'
- Following through on promises





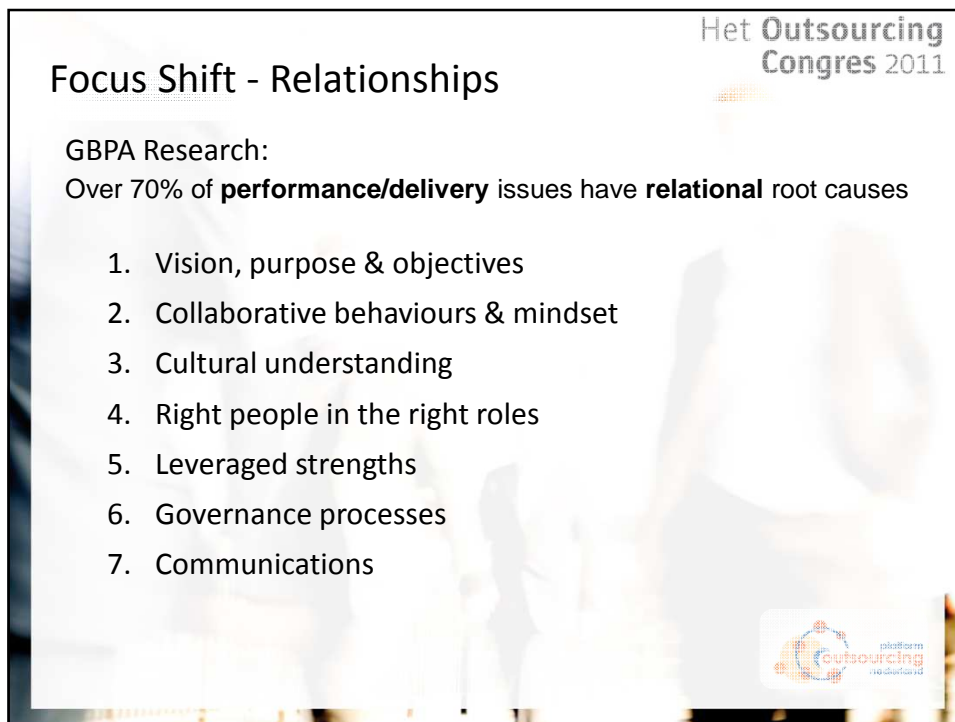

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- ### Focus Shift – Capability
- GBPA Research:
Leadership Collaborative Skills:
- Holding the vision and direction
 - Empowering your team
 - Creating freedom
 - Acting as a role model
 - Building relationships
 - Focus on outcome rather than output
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Focus Shift - Relationships

GBPA Research:
Over 70% of **performance/delivery** issues have **relational** root causes

1. Vision, purpose & objectives
2. Collaborative behaviours & mindset
3. Cultural understanding
4. Right people in the right roles
5. Leveraged strengths
6. Governance processes
7. Communications



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Focus Shift – Capacity and Environment

People



Processes




Technology




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The Brave New World - 2016



Source: Orange Future Enterprise Forum 2008
"The Way to Work" Space, Place & Technology 2016




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Why go to all this trouble?

- 40% business value is from collaborations
- 50% of partnerships and alliances fail
- 80% failure rate for an ad hoc collaborative approach
- 80% success by investing in collaborative capability

Source: United Nations Study 2010



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Collaboration


The Commercial Proposition



The image illustrates the commercial proposition of collaboration. On the left, a stack of papers contains the words 'IDEAS', 'COLLABORATION', 'INSPIRATION', and 'INNOVATION'. An equals sign follows, leading to a stack of money bags with dollar signs, symbolizing financial gain.



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The illustration shows four orange figures working together to assemble a path of colorful puzzle pieces. The path starts from a circular base on the left and leads to a raised platform on the right labeled 'SUCCESS' in large red letters.

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