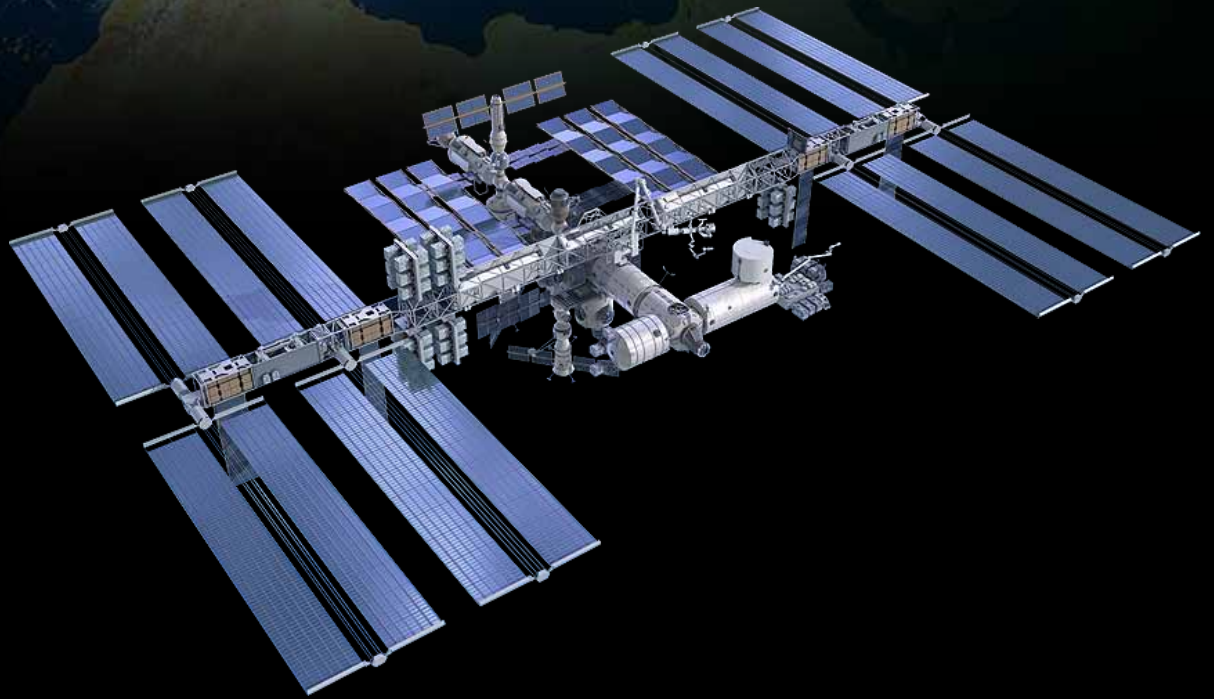




Institute for  
Collaborative  
Working



**COLLABORATIVE  
COMPETENCIES**



## About ICW

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) to promote and encourage collaborative working as Partnership Sourcing the Institute was formally renamed 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 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. The Institute provides 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 BS1 1000 Collaborative Business Relationship Framework – as the world's first Standard in relationship management - which was the foundation 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. All of which it drives towards our:

## Vision

**Collaborative Working recognised as a professional business discipline**

## Objectives

- To evolve a structured methodology to underpin effective business relationships
- To be acknowledged as the thought leader on business collaborative working.
- To carry out research to develop collaborative working principles, practices and process.
- To develop collaborative working skills through training and development
- To progressively build a global collaborative working.



## Overview

The adoption and integration of systemic approaches for collaborative operations highlights the need to consider a range of competences beyond specific technical capabilities. The attached profiles have been developed to provide organisations with a guide to identifying and developing these competences.

The basic elements have been defined within the structure of the Maturity Assessment Programme (MAP) in order to align individual competences with those aspects of organisational maturity e.g.:

- **Attributes:** Those professional and learned capabilities (knowledge) which are based on academic, institutional or corporate training programmes.
- **Abilities:** Those skills that may be acquired through operational experience and or developed overtime through coaching and mentoring programmes
- **Attitude:** Those characteristics which influence the behaviours of self, others, team and organisation as they interface with others in a collaborative venture

It is recognised that roles and responsibilities will vary by organisation and function, and that in some circumstances these may be specifically delegated or assigned in the case of specific relationships. As such the generic profile of competences only includes high level considerations of function and is defined within the following categories (Note: Functional skills are included for guidance such as : CIPS Training or similar (Procurement), CIPD (HR), Prince 2, APM, MSP or similar (PMs), IRM or Similar training (Risk Managers), CQI or Auditor training (Assessors) , IACCM or similar Commercial/Contract Management (Commercial):

**Operatives:** Members within a collaborative venture where they will not necessarily need detailed knowledge of the systems and processes that underpin such arrangements but where their individual behaviours may impact outcomes.

**Team leaders:** Those individuals responsible for directing and managing teams, internal or jointly within a collaborative venture

**Programme Management & Champions:** Responsible for implementation and day to day operation of the Collaborative Business Relationship Management System (CBRMS) within organisations and collaborative ventures

**Executives & SER:** Senior Executives Responsible for identifying strategic relationship, the scope and boundary of the CBRMS, developing policy, internal management systems, support, leadership, and oversight of operational activities.

**Assessors:** Internal compliance teams and third party auditors with responsibility to validate operational implementation of CBRMS

**Facilitators & Coordinators:** Those supporting implementation of CBRMS programmes, assigned relationship managers, facilitators supporting ongoing collaborative activities and third party consultants engaged to support collaborative programmes.





## Operatives

### Attributes

- Appropriate technical/functional qualifications, competence levels and experience

## Team Leaders

### Attributes

As Operatives Plus:

- Working knowledge of the principles of collaborative business relationship management frameworks (i.e. ISO 44001)
- Recognised Team Leadership

### Abilities

- Understands organisations Visions & Values
- Understand the principles for collaborative working
- Proactive and effective Team participation
- Risk awareness & impact on relationships
- Cultural awareness
- Stakeholder awareness
- Communication & listening skills
- Promote ideas for improvement

### Abilities

As Operatives Plus:

- Team Coach
- Operational management
- Understands benefits of collaboration
- Foster team working & management
- Knowledge of organisations CBRMS
- Basic Risk management, Project Management, Commercial/ contract / procurement & financial management
- Influencing skills
- Issue and Conflict management

### Attitude

- Strategically / Context minded
- Focused on team goals & objectives
- Recognise the needs of others
- Creative approach to challenges
- Innovative
- Problem solving & focused on solutions
- Empathetic
- Ethical
- Open to sharing
- Non adversarial
- Non opportunist

### Attitude

As Operatives Plus:

- Focused on outcomes
- Good listener
- Transparent
- Motivator
- Focused on value creation



## Programme Managers

### Attributes

As Team Leaders Plus:

- Understands Collaborative Leadership
- Detailed knowledge of organisations CBRMS
- Knowledge of TQM & Lean
- Collaborative Negotiation skills
- Knowledge of Alternative Dispute Resolution processes

## Executives/SER

### Attributes

As Programme Managers plus:

- Knowledge of the Roles and Responsibilities of an SER

### Abilities

- As Team Leader Plus:
- Strategic planning
- Principles of SRM/CRM
- Practical experience of Risk management, Project Management, Commercial/contract/procurement & financial management
- Change & Transformation management
- Business case development and review
- Process engineering
- Relationship Management experience
- Delegation

### Abilities

As Programme Managers Plus:

- Demonstrable collaborative leadership
- Long term strategic vision
- Business strategy development
- Stakeholder management
- Investment planning
- Organisational development
- Value based focus
- Proactive oversight
- Benefit Realisation & Management

### Attitude

As Team Leader Plus:

- Coaching & mentoring approach
- Focused on joint goals & outcomes
- Promotes innovation
- Active communicator
- Imaginative

### Attitude

As Programme Managers Plus:

- Promotes benefits of collaboration
- Proactive communicator
- Motives and supports innovation
- 'Walks the Talk'



## Assessors

### Attributes

- Qualified Lead auditor / senior auditor with Annex SL management standards particularly ISO 9001
- Knowledge of ISO 17021 series standards
- Detailed knowledge of ISO 44001
- Knowledge of ICW validation scheme
- Continuous improvement approaches

## Facilitators

### Attributes

- Detailed knowledge of ISO 44001 including Annex SL aims & requirements
- Detailed knowledges of CBRMS'
- ICW ISO 44001 Leaders programme
- Collaborative champion focused on value
- Recognised Team Coaching Course or Facilitation Course

### Abilities

- Deep knowledge of CBRMS
- Process management
- Experience of Executive level meetings
- Experience of Management standards
- Organisational development
- Business planning
- Risk management processes
- Procurement & contract management
- Supply chain management & operations
- Multi-party contracts experience / Alliances/JVs

### Abilities

- Policy & process development
- Leading change programmes
- Cross industry best practice research
- Understanding measurement tools
- Presenter & workshop facilitation
- Process re-engineering
- Innovation programmes
- Dispute & Conflict resolution - Mediation tools
- Risk & Contract management
- Business case evaluation
- Stakeholder schemes & RM tools

### Attitude

- Open minded
- Outcome based focus

### Attitude

- People orientated
- Team builder
- Knowledge sharing
- Listening to others /Empathetic
- Problem solver
- Innovator
- Outcomes based focus



Foundation Members

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# Institute for Collaborative Working

Suite 2, 21 Bloomsbury Square, London WC1A 2NS

Telephone: +44(0)203 051 1077

Email: [training@icw.uk.com](mailto:training@icw.uk.com)

www: [instituteforcollaborativeworking.com](http://instituteforcollaborativeworking.com)