



CC46

**Delivering with agility and pace
in a collaborative environment**



Centres of excellence club



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Introduction

In today’s business world, the importance of collaboration in delivering change initiatives in a fast, responsive manner is considered an essential quality of most organisational strategies.

Many businesses are creating collaborative models to encompass the needs and strengths of delivery teams, customers, suppliers and broader stakeholder communities, together with the organisational agenda. This results in continually developing and evolving delivery environments able to adapt and respond to changing demands in a timely and efficient manner.

‘Delivering with agility and pace in a collaborative environment’ was chosen as the topic for CITI’s 46th Centre of Excellence event.

It was hosted by UK Power Networks at their offices in London with a broad representation of large organisations across multiple sectors which made the day lively, engaging and thought provoking.

Nick Dobson, from CITI, took the opportunity to share concepts and techniques for increasing agility and pace of delivery with a particular emphasis on how to best apply them in a collaborative environment.

Polls were used to extend this further and capture audience opinion on identifying the top factors for creating agility and pace in delivery.

The results of the polls were used to focus workshop discussion in the afternoon, allowing participants to share practical experiences. It was no surprise to see collaboration featuring in the top factors



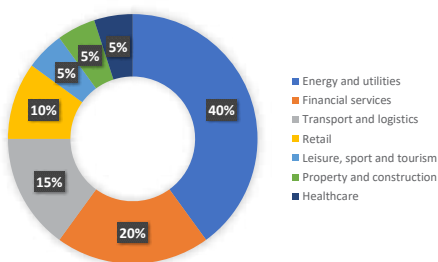
for enabling both agility and pace. The day featured several insightful case study presentations from industry, sharing organisational models and experiences for building partnership collaboration.

Nirmal Kotecha and colleagues from UK Power Networks talked about how alliancing through integrated teams and partnership collaboration is delivering results, and maximizing opportunities during an

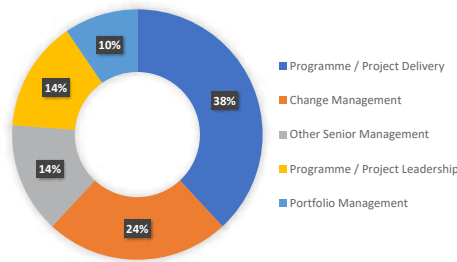
eight-year directive from Ofgem. Nick Aldworth from Highways England presented on their new model of Regional Delivery Partnerships in the design, development and delivery of highways projects.

Richard Stoodley from Heathrow Airport brought a portfolio perspective and discussed the commercial, relational and cultural enablement of their collaboration journey.

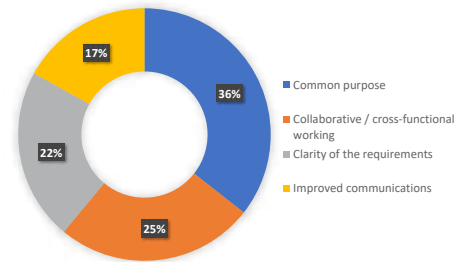
AUDIENCE INDUSTRIES



AUDIENCE ROLES



TOP FACTORS FOR DELIVERY AT PACE





HEALTH, SAFETY & SUSTAINABILITY UPDATES



Delivery of £1bn+ major capital programme

Nirmal Kotecha, UK Power Networks

Core to achieving their strategic vision, UK Power Networks (UKPN) is highly dependent on the performance of its supply chain. Nirmal presented on the alliancing model, the ED1SON Alliance, which has created cross-organisational and cross-industry collaboration, transforming their capital programme delivery.

Nirmal emphasised the importance of establishing strategic alignment in their supply chain, and how UKPN have been able to influence, as the ‘intelligent client’, collective priorities, standards and culture.

Through the alliancing model, Nirmal and his colleagues shared the UKPN approach to building collaboration between suppliers in a competitive market. This started with growing trust, establishing a clear framework for delivery providing a common understanding of roles and responsibilities, managing expectations and building partner confidence.

Cross-functional integrated teams were established to flatten organisational barriers. Partners are engaged early in planning and encouraged to share best

practice to agree common standards for the supply chain. There is a strong emphasis on behavioural alignment in the UKPN alliancing approach with particular focus on values. They used behavioural psychology assessments in their procurement process to ensure partner alignment.

Three years on, the alliancing model is successfully delivering on its key objectives for UK Power Networks including exemplar health & safety standards and increased pace of delivery. The presentation can be viewed here <https://citi.co.uk/cc/46/NK>





Investing in partnerships

Nick Aldworth, Highways England

COLLABORATION AND DELIVERY

Nick presented on how Highways England (HE) has created lasting and profitable collaborative partnerships in the construction industry.

There was a strong need for a clear strategy in a highly competitive market to ensure Highways England could best leverage the capability available in their supply chain.

They have approached this by

OUR NETWORK - THE KEY FACTS

introducing Regional Delivery Partnerships, a ground-breaking model that focuses on creating the environment conducive to collaboration at a local level.

The model includes early engagement with partners, and a commercial model that incentivises and rewards integrated project solutions.

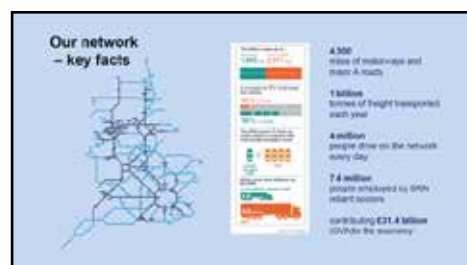
The principles of the model revolve

SUPPLIER RELATIONSHIPS

around continuity, streamlining and efficiency. Nick emphasised the investment, through mutual budget agreements, in regional centres of excellence to share learning, and coaching to establish the enabling behaviours.

You can view the presentation from the day by clicking on the following link:

View here <https://citi.co.uk/cc/46/NA>





The collaboration journey

Richard Stoodley, Heathrow

THE COLLABORATION JOURNEY

With a significant capital portfolio, Heathrow is on a journey to unlock the optimum value from the commercial, relational and cultural aspects of collaboration. Richard’s presentation highlighted the journey Heathrow is on and the ‘why’ and ‘how’ collaboration is driving pace and agility.

Heathrow’s ‘enduring’ portfolio provides the perfect opportunity to build longer term partnerships with a focus on developing and retaining capability and experience. Richard

STAKEHOLDERS

stressed collaboration, and the culture that creates, being a big motivator for Heathrow staff.

Heathrow targeted horizontal alignment of processes to aid collaboration between departments and organisations. They have a big picture focus and open communications to let partners know the value of collaboration and the importance of getting it right. The presentation also highlighted Heathrow’s approach to measuring and monitoring levels of collaboration and the business impact to

HOLISTIC PERFORMANCE ASSURANCE

help track progress.

Collaboration provides a real improvement in pace, agility, wellbeing and performance. It will only succeed if people are truly bought in.

For Heathrow there is a strong focus on creating the right behavioural environment for collaboration as well as the commercial and relational frameworks..

The presentation can be viewed via the following link <https://citi.co.uk/cc/46/RS>





Delivering with agility and pace

Nick Dobson, CITI

AGILE VS AGILITY

The first challenge offered by Nick's presentation was to understand what we mean by agility and why and indeed if, in each instance, it is required.

If agility is needed we can 'borrow' several techniques from the Agile 'playbook'; the three principle aspects that Agile emphasises can be adopted by any change initiative.

These three aspects are: collaboration,

AGILE APPROACHES

developing a sense of urgency and the pragmatic delivery of practical solutions.

Achieving collaboration depends on understanding 'Goals and Roles'. The vast majority (96%) of disruption in collaborations arises from collectively not understanding what is to be achieved and who's responsible for what.

With respect to pace of delivery there are a number of classic areas in which to focus

GOALS AND ROLES

attention, for example gaining an intimate understanding of the critical path.

However, devolving decision making authority to appropriate levels, using positivistic management styles and developing appropriate ad hoc procedures, to circumvent procedural bottle-necks, were suggested as the primary foci of attention.

View here <https://citi.co.uk/cc/46/ND>

Agile v agility

What do we really mean?

Transferability of Agile approaches

Agile is successful, in the correct circumstances, because of some specific techniques.

Which are transferable and how? These are the questions which should interest us.

Goals and roles

Clear direction Shared values Sense of purpose	80 %
Defined responsibilities Clear rules for working together Understanding of what each other does	16 %
Clear communication Decision-making authority (People management)	3.2 %
Trust Mutual respect Genuine friendships	<1 %

Workshop one

Delivering with pace

For each of the top four enabling factors identified for achieving agility in delivery, participants shared their experiences of applying related concepts, techniques and challenges.

1. Development of a sense of common purpose (particularly with reference to participants who had experiences on London 2012 projects)

- 'Big picture' focus
- Regular talks from the athletes (stakeholders)
- Positioning of the office in relation to the build
- Holding briefings and meetings at the venue
- Breakdown of roles to goals through the RACI
- Absolute commitment to the end goal
- 'Change will happen' mind-set focused on the end goal

- Investment of time in making people feel part of a wider team
- Fixed dates (constraints) used as a motivator to think about solutions rather than extensions
- Aligning agendas (interpreting value/incentives)

Collaborative / cross-functional working

- Organisational redesign
- Divisions and functions aligned with value streams (e.g. business development teams being focused on customer engagement)
- Breaking down the old culture in communication approaches (e.g. moving from e-mail to collaboration tools)
- Breaking down organisational barriers
- Being more responsive to customer focus/value

- Accessibility to skills/knowledge when required

Development of clarity of requirements (omitted from consideration due to time constraints)

Communications

- Access to the right information at the right time
- Looking forwards rather than time-focused on previous activities
- Link to governance understanding who needs to know what and when
- Being able to adapt the approach to suit the needs of the initiative
- Constant communication of the need for agility and pace (time lost as a motivator).



Workshop two

Delivering with agility

For each of the top four enabling factors identified for achieving pace in delivery, participants shared their experiences of applying related concepts, techniques and challenges.

Collaborative working

- Being 'in the room' i.e. fully engaged, present and contributing
- 'Living' the right behaviours
- Sharing facilities and, as far as possible, co-location
- 'Public' discussion of roles and responsibilities among the team
- 'Less' people, not all views or inputs are necessary or valid
- 'On boarding' meeting to set behavioural expectations
- Directed and public effort/investment in building the alliance
- Exemplary leadership
- Building trust

Ease of access to key decision makers

- 'Open door' and walk-about management by the leadership
- Trimming of governance structure on a behavioural analysis basis
- 'Earning of the right' to levels of delegated authority
- Introduction of specific formal 'availability' meetings
- Clarification of who the 'decision maker/s' are in the room - with option to abandon if none present
- Formal 'clarification of queries' process
- Clear delegated levels of authority
- Appropriate empowerment

Clarity of objectives

- Use of the alliance 'pool' model
- Clarify the commercial mechanism that supports the organisation's attainment

of overall objectives

- Plain, 'published' and regular reinforcement of objectives
- Public prioritisation of objectives by senior leadership team (SLT)
- Consistent communication of priorities and objectives

Human motivational factors

- Clarity of 'my' purpose
- Fostering of positive/good relationships through recognition of successes (making people feel valued)
- Emphasis of the good over the bad
- Clarify the contribution of 'my purpose' to the bigger picture
- Fun and enjoyment
- Understanding others 'what's in it for me'.
- Line of sight/opportunities to develop
- Encouragement of a no-blame culture



Summary

In its broadest sense, 'agile' has desirable connotations to businesses and their leaders, but can be used indiscriminately and without sufficient consideration of the cost and risk penalties of trying to achieve it. The governance structure and style of leadership and management were highlighted as significant enablers in achieving pace. The true key to achieving either agility or pace is deeply thoughtful management and leadership accessing the most appropriate models and tools.

Organisational collaboration, at scale, is unlikely to evolve naturally; it requires a targeted strategy and may take many years to establish. But why wouldn't you invest the time and resource in creating a collaborative environment? Evidence from our industry presentations and the results of the polls, suggest it is one of the key factors in enabling agility and pace in delivery. That's not withstanding the more humanistic appeal of working in a collaborative culture.

Collaboration strategies, such as the partnership strategies we explored, focused on strategic alignment and a common understanding of 'Goals

and Roles' across integrated teams to help align incentives, outcomes and importantly energy. Underpinning this is the 'infrastructure'; the process, commercial and behavioural structures that, as a consequence, become easier to establish.

Our next CofEe club event will be held in Spring 2020. The date and location will be confirmed following consultation with our Centre of Excellence Advisory Board. We will make decisions on the theme based on feedback and wider consultation with participants and contributors. The events will be free of charge to attend but as always we urge those hoping to

attend to register as soon as possible after receiving an invite as the events are quick to fill. If you're interested in working with us, being part of the advisory board or hosting an event then we'd love to hear from you.

Many thanks to all those who contributed to the day and, once again, we acknowledge UK Power Networks generosity in hosting such a rewarding event.



Kay Sanders
Managing Consultant





Remembering to set goals and roles as the first priority and using some of the ways of relating collaboration to performance as shown at Heathrow

Introducing time to reflect as part of the maturity model

The importance of goals and alignment in removing conflict

I like the idea of 'Thoughtful Management'

Use of behavioural psychologists at Cranfield for Alliance selection

Lots of similar environments with lots of similar issues which I didn't realise. I'm not unique.

Need to improve visibility of our quarterly goal

Team selection of RACI cards - driving ownership and maybe a few surprises!

Accountable is the decision maker

Clarity of accountability and responsibility

Thank you all for attending!



CC47
TBC

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Centres of excellence club

