

# Behaviour Report

## Introduction

This collaboration started in July 2014 at which point four partners Abbey, Beattie, Cordle and Demont agreed commercial arrangements to design and build a bridge over the river Erchel.

The commercial arrangements incentivised the partners to undertake a collaborative form of working as they included a 'gain' percentage to be delivered to all parties upon the successful completion of the works on time to agreed cost and quality. Equally a 'pain' percentage was to be applied to all parties should either of these factors not reach the desired levels.

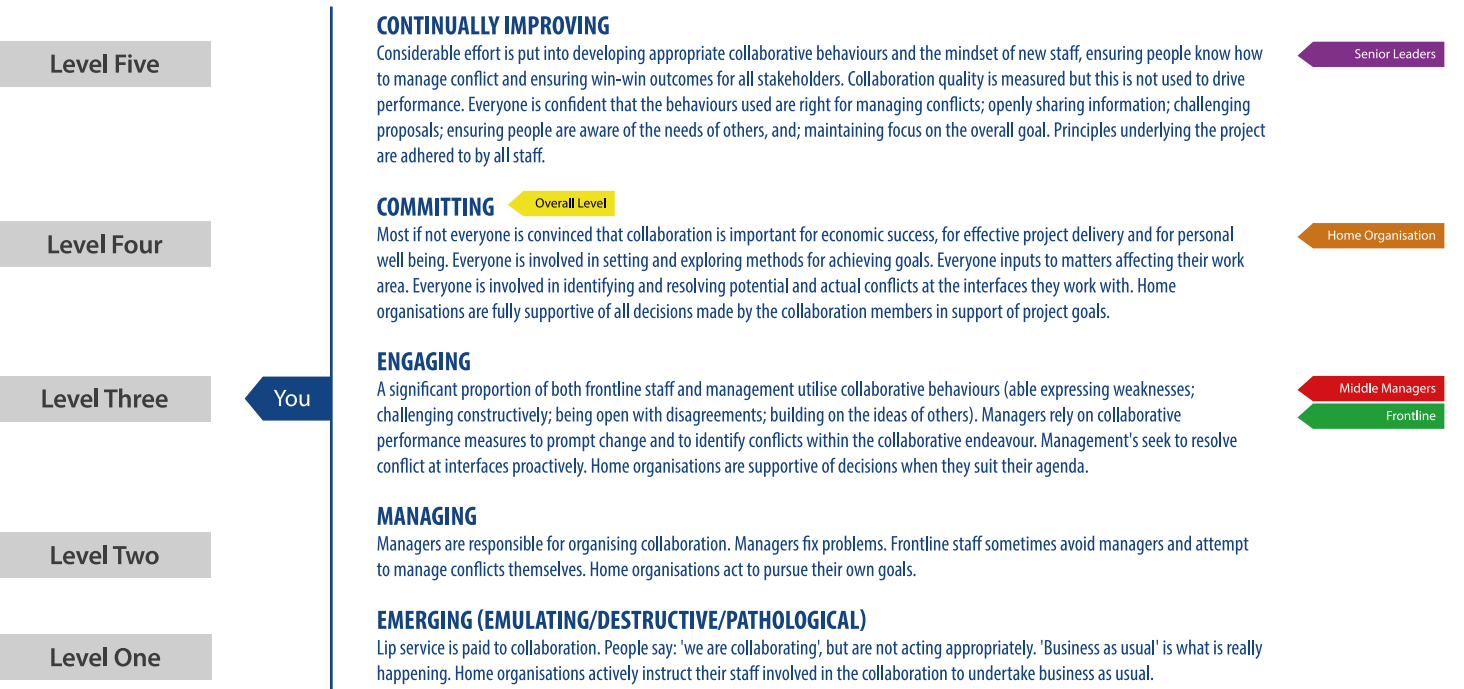
This report shows the maturity of the collaboration specifically in behavioural terms and identifies actions for consideration by all members of the collaboration to move towards effective collaborative working.

## Table - Behaviours

Leaders allow people to get away with poor collab behaviours. Leaders model business as usual, adversarial behaviour. Roles & responsibilities are mainly aligned with collaboration goals but there seem to be some tensions affecting how well these are driving behaviour towards collaborative goals.

Behaviours	Senior Leaders	Middle Managers	Frontline	Home Organisation	Key
Principles for decision taking agreed and communicated					<b>Key</b> Very Poor Poor Moving in the right direction Good Excellent
Values and core behaviours agreed and communicated					
Roles and responsibilities allocated in relation to collaboration					
Roles and responsibilities allocated in relation to collaboration				N / A	
Principles for decision taking agreed and communicated goals				N / A	
Values and core behaviours agreed and communicated goals				N / A	
Roles and responsibilities allocated in relation to collaboration					
Roles and responsibilities allocated in relation to collaboration					
Roles and responsibilities allocated in relation to collaboration	N / A	N / A	N / A		
Roles and responsibilities allocated in relation to collaboration	N / A	N / A	N / A		

## Pictorial Report



## What we look like

### Senior Leaders

Leaders allow people to get away with poor collab behaviours. Leaders model business as usual, adversarial behaviour. Roles & responsibilities are mainly aligned with collaboration goals but there seem to be some tensions affecting how well these are driving behaviour towards collaborative goals.

### Middle Managers

Most of the middle management model collaborative behaviours and challenge others when they do not although will be inconsistent. Others will be able to point to examples when this has not happened. Managers will not be clear about what to expect from colleagues and about what to expect when crises occur. There will be defensiveness when trust is broken or when things go wrong and instances of adversarial responses to such situations.

Roles and responsibilities allocated to most middle managers align with the collaboration goals. Inconsistency of alignment may drive behaviour among senior leaders that threatens the achievement of these goals.

### Frontline

Frontline staff are not modelling collab behaviours or challenging others on this. Frontline staff do not believe their voice will be listened to. They will tend to avoid managers to fix problems and will hide problems with relationships or delivery from managers. They do not believe that collaboration will yield personal benefits or that it will support the goals of their organisation. They are likely to believe that they will be ignored, verbally attacked, blamed or even removed from the work if they challenge managers or show disagreement with approaches. Few new ideas will be shared and nor will potential innovation ideas be forthcoming. People will look out for their own interests and there will be no effective collaboration.

Roles and responsibilities allocated to most frontline staff align with the collaboration goals. Inconsistency of alignment may drive behaviour among senior leaders that threatens the achievement of these goals.

### Home Organisation

Home organisations allow a significant minority of staff to have roles and responsibilities within their home organisation that are not aligned to the collaboration goals. Staff will sometimes be told directly by home organisations to behave in ways counter to the interests of the collaboration.

## Actions we should consider to move forward

### Senior Leaders

It is incredibly important that leaders model good behaviours and insist on good collaborative behaviours in others. Clarification and agreement among senior leaders about the behaviours expected of them is a priority action. Visible felt leadership and zero tolerance of poor collaborative behaviours in others is required from the SMT. Ensure there is clarity among the SMT both the development work and the sanctions that may be deployed when persistent use of non-collaborative behaviour is encountered.

Reviewing the nature of tensions that exist between some people's roles and responsibilities and the collaboration's goals will help to achieve better alignment. This will be drive effective work to achieve collaboration's goals. Common tensions arise from the transition to a collaborative way of working from an adversarial one; and from conflicting drivers that can come from different home organisations objectives.

### Middle Managers

Ensure managers are well rehearsed in collaborative negotiation techniques as these will allow them to approach emerging scenarios where trust has been broken with good models that will enable them to display collaborative approaches to dispute resolution.

Action is needed by all senior leaders to iron out inconsistency among middle manager's roles and responsibilities to ensure they align with the collaboration's goals. Middle managers need to ensure they bring conflicts in roles and responsibilities to the attention of senior managers

### Frontline

Wholesale engagement is required with both supervisory staff, middle management, leadership and frontline staff about their expectations and their understanding what collaboration entails. Check that they feel that they have the appropriate of delegated authority to make decisions at their level and that they know what the boundaries of that authority are. Check that they understand the significance of working for the goals of the collaboration rather than seeking to meet any perceived home organisation goals separately. Re-educate on the key collaborative behaviours, the principles and values of the collaboration and ensure clarity on how meeting the goals of the collaboration will ensure their own goals and their home organisation's goals will be met. Unless they are irreplaceable through specialist knowledge, seek to exit those that persistently do not collaborative display behaviours.

Action is needed by all middle managers to iron out inconsistency among frontline staff roles and responsibilities to ensure they align with the collaboration's goals. Frontline staff need to ensure they bring conflicts in roles and responsibilities to the attention of middle managers

### Home Organisations

Roles and responsibilities: Top level discussion is needed of the ramifications of continuing with this behaviour for the achievement of collaboration goals and for the impact on behaviour throughout the collaboration.