

# Building Successful Partnerships to deliver Multi-Stakeholder Defence Projects

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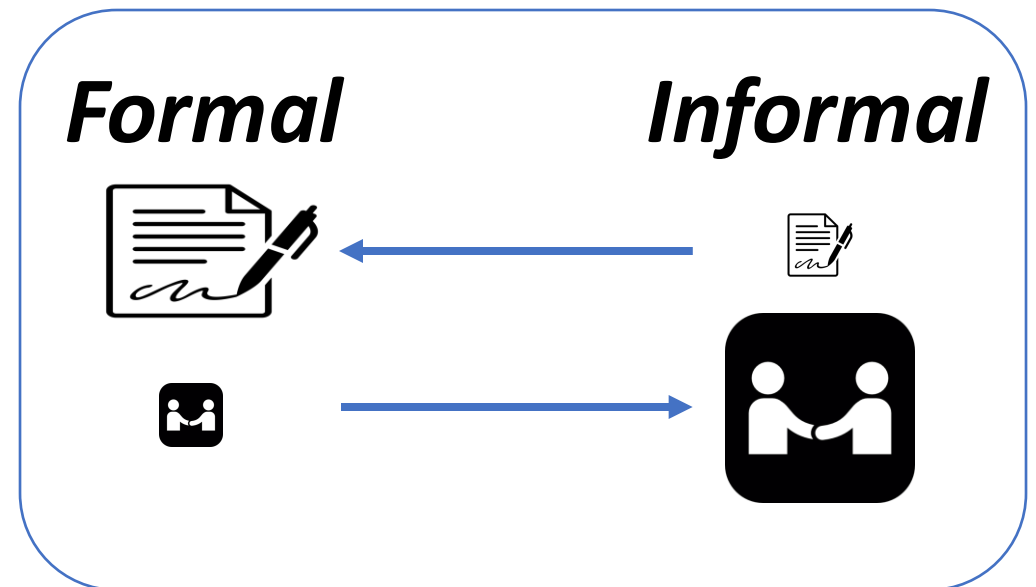
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# Collaborative Relationships

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- Internal within a business
  - Collaborative subcontract/supply chain
  - 'Ecosystem'
  - Collaborative with customer
  - Special interest groups
  - Regulators
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- Common goal
  - Mutual agreement
  - Defined responsibilities
  - Financial arrangements
  - Risks



# Why Collaborate?

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- Necessity – expertise and/or capability to deliver full solution
- Advantage – buy rather than build
- Capacity
- Market/customer access or insight
- Potential benefits:
  - Demonstrate commitment to HMG business growth and social value agendas
  - Enhance productivity
  - Customer satisfaction
  - Reduce downside risks
  - Improve agility
  - Enhance road to rectification

# What constitutes “Success”?

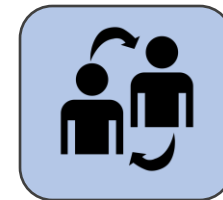
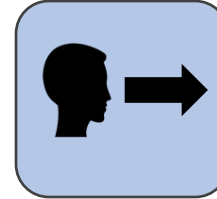
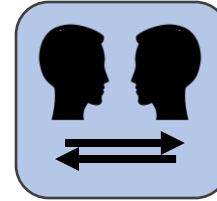
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- Define expectations - criteria
- Measures of effectiveness – objective and subjective
- Standards: for example ISO 44001; Codes of Conduct

# Psychology of Business Partnerships

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- Social Exchange
- Trust
- Goal Setting
- Attribution
- Emotional Intelligence



# Resistors to Collaboration

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- Culture
- Perceptions and bias
- Organisational self interest: profit/VFM; IP; competition; reputation; incentive/penalty arrangements; corporate protection behaviors
- Personal self interest
- Contract conditions
- Legal
- Policy
- Disputes and blame

# Managing Expectations

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- Absolutism – transparency always bounded
- Expectations of ‘altruism’ – always limited
- Attribution and tendency to blame
- Organisational protectionism
- Business relationships inevitably evolve

# Examples - focus of effort

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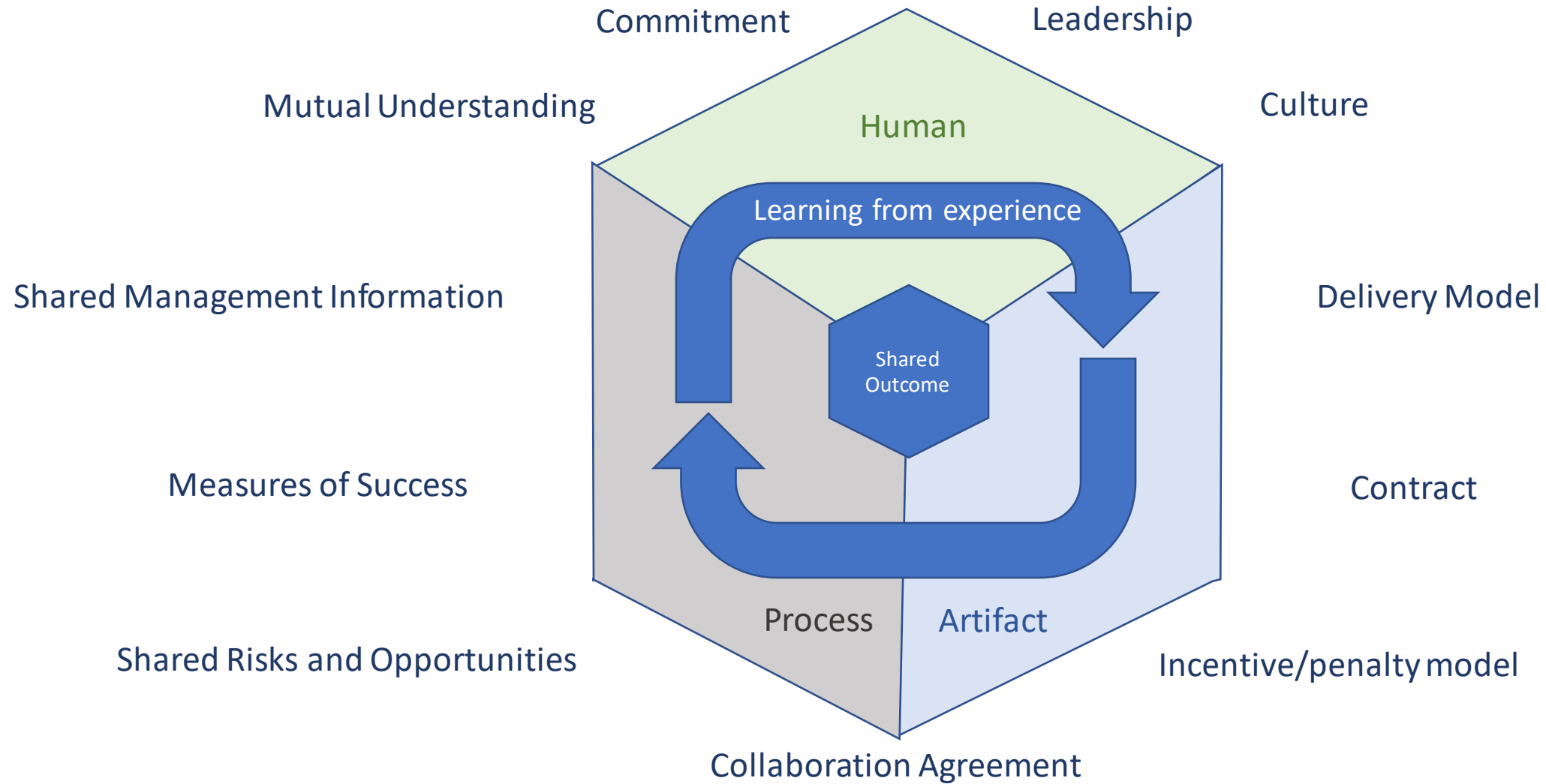
# Optimising the Approach

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- Choosing appropriate ventures and partners
- Develop understanding of how collaborative relationships work
- Understand the perspectives and drivers for the other partners
- Propose appropriate partnership and delivery models
- Agree
- Implement
- Monitor and adjust
- Be ambitious – but realistic

# Successful Collaboration – Key Elements

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# Partnership Tools

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- ISO 44001
- Codes of Conduct
- Charter or Teaming Agreement
- Contract
- Balanced Scorecard
- Shared Risks and Opportunities platform
- Shared MI platform
- Induction programme
- Expertise – training, education and external advice
- Agreed conflict resolution/mediation approach

# Conclusions

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- Collaboration and successful partnerships are human activities
- Enabled by getting key elements in place
- Through choosing the optimal team and relationship models
- And smart use of appropriate tools
- Collaborative working can deliver significant benefits
- By optimizing delivery of agreed outcomes
- Particularly if delivery goes off track
- Arrangements need to be bespoke for the venture
- Be ambitious – but realistic: prepare for things occasionally to go awry...

# Questions

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