



CREATING VALUE THROUGH INTERNATIONAL COLLABORATION

A Framework for Working Together in New Markets

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Managing Director
Greenwood Consultants

Ecobuild South-East Asia
Kuala Lumpur City Centre
12th April 2017

@GreenwoodC_MY #ICW2017 #EcobuildSEA

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[FB.com/GreenwoodConsultants.com](https://www.facebook.com/GreenwoodConsultants.com)



Speaking at the same event, Works Minister Datuk Seri Fadillah Yusof said local companies are also going to and Malaysian shores to for projects, citing as an example of four local firms which had placed their bids for a RM7 billion km road construction project with six work packages in Rajasthan, India.

A history of strong growth and trade surplus

Tuesday 11th April 2017.

Market Entry Relationship Choices

Interdependence, Control and Trust

Informal Cooperation	Cooperative Venture	Joint Venture	Joint Ownership	Merger or Acquisition
Low Interdependence			High Interdependence	
Low Control			High Control	
Low Trust		High Trust	?	
Risk?				

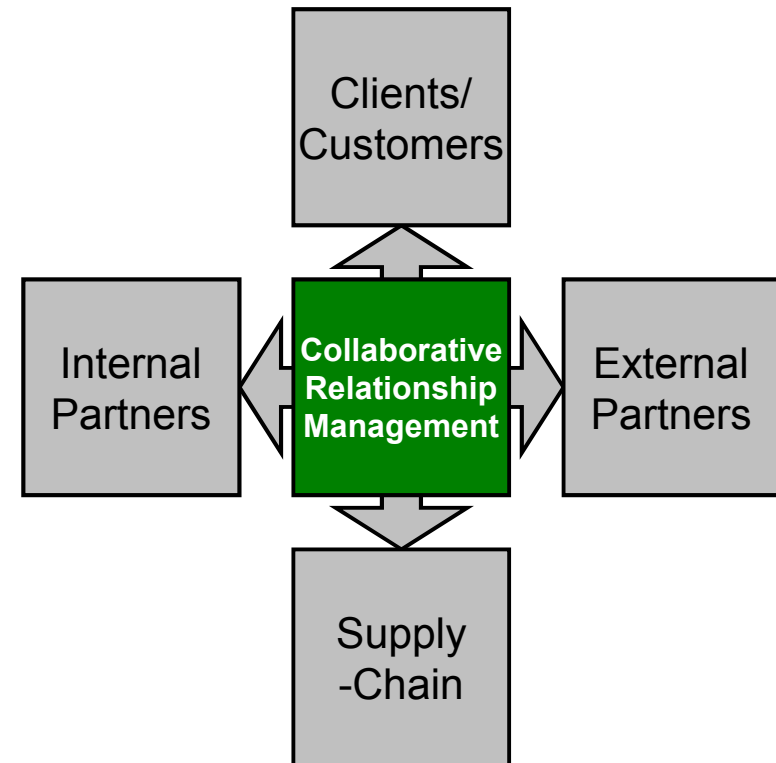
... who with and how to build a working relationship **GREENWOOD**

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Based upon: 'Strategic Alliance Options in Terms of Degree of Interdependency',
Farok J Contractor and Peter Lorange, Cooperative Strategies in International Business', 1988.

International Relationships

- Client partnerships
- Alliances
- Joint ventures
- Supply-chain partnerships
- ...

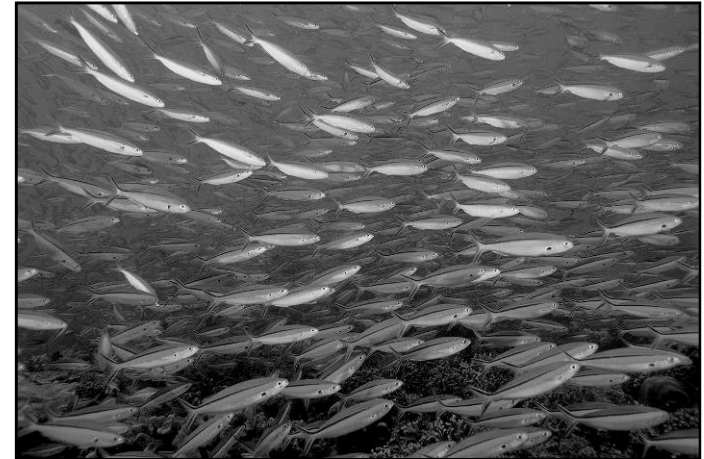


'Multi-Dimensional Relationships' (aka North-South Diagram),
ISO 44001:2017 Collaborative Business Relationship Management Systems
- Requirements and Framework.

Business Characteristics and Compatibility

- *Small*

- Strategy *Informal*
- Structures *Loose*
- Systems *Simple*
- Style *Agile*
- Staff *Tight resources*
- Skills *Often broad*
- Shared values *Often personal*



***Collaboration is practicable
between compatible businesses***

'McKinsey 7S Strategy Model',
'In Search of Excellence', Tom Peters and Robert Waterman, 1982.



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Business Characteristics and Compatibility

- *Large*

- Strategy *Formal*
- Structures *Complex*
- Systems *Complex*
- Style *Formal*
- Staff *Plentiful resources*
- Skills *Deep and broad*
- Shared values *Defined*



***Collaboration is practicable
between compatible businesses***

'McKinsey 7S Strategy Model',
'In Search of Excellence', Tom Peters and Robert Waterman, 1982.



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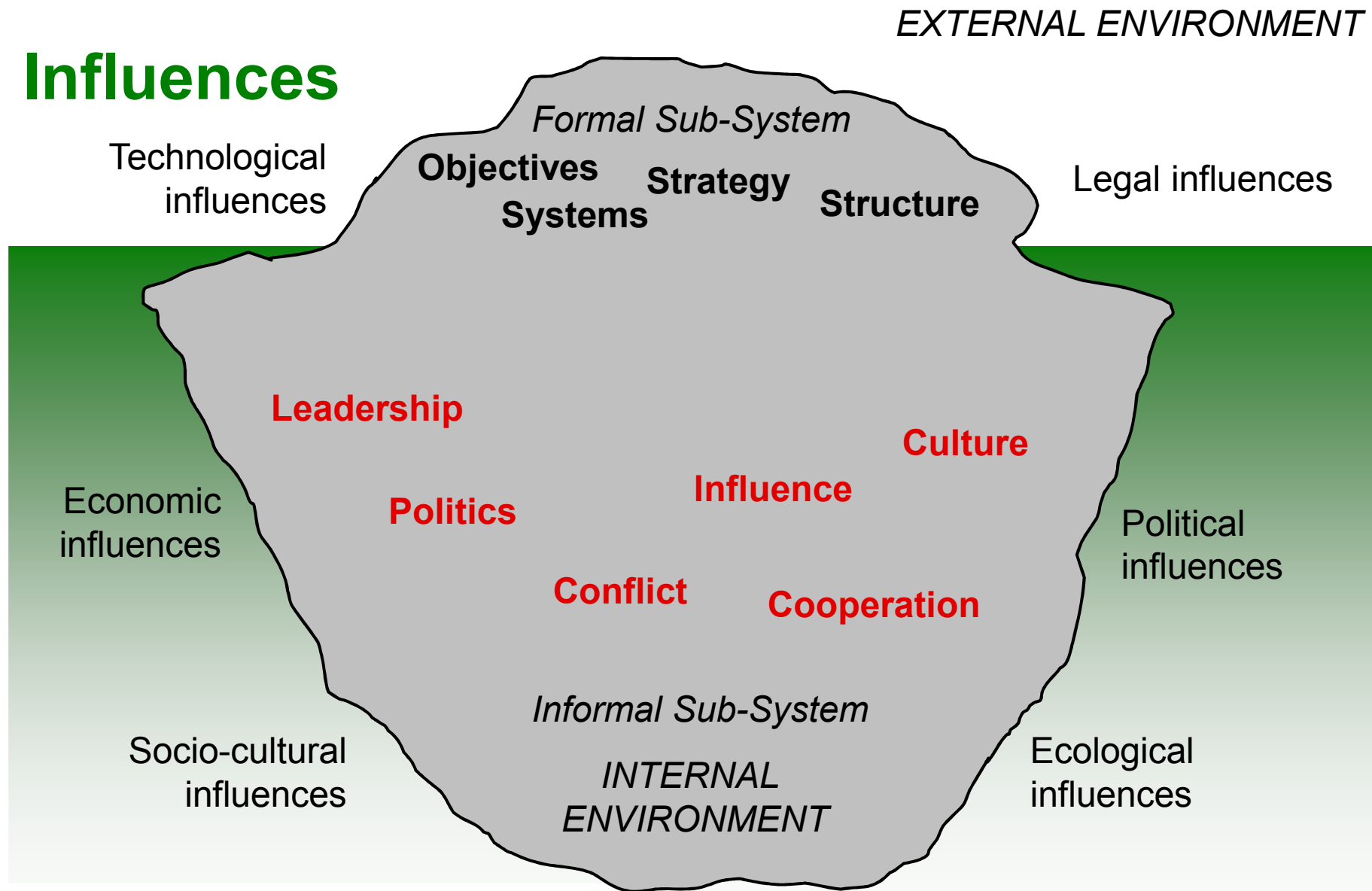
Businesses Working Together

- Hard issues
- Soft issues
 - *Style*
 - *Staff*
 - *Shared values*



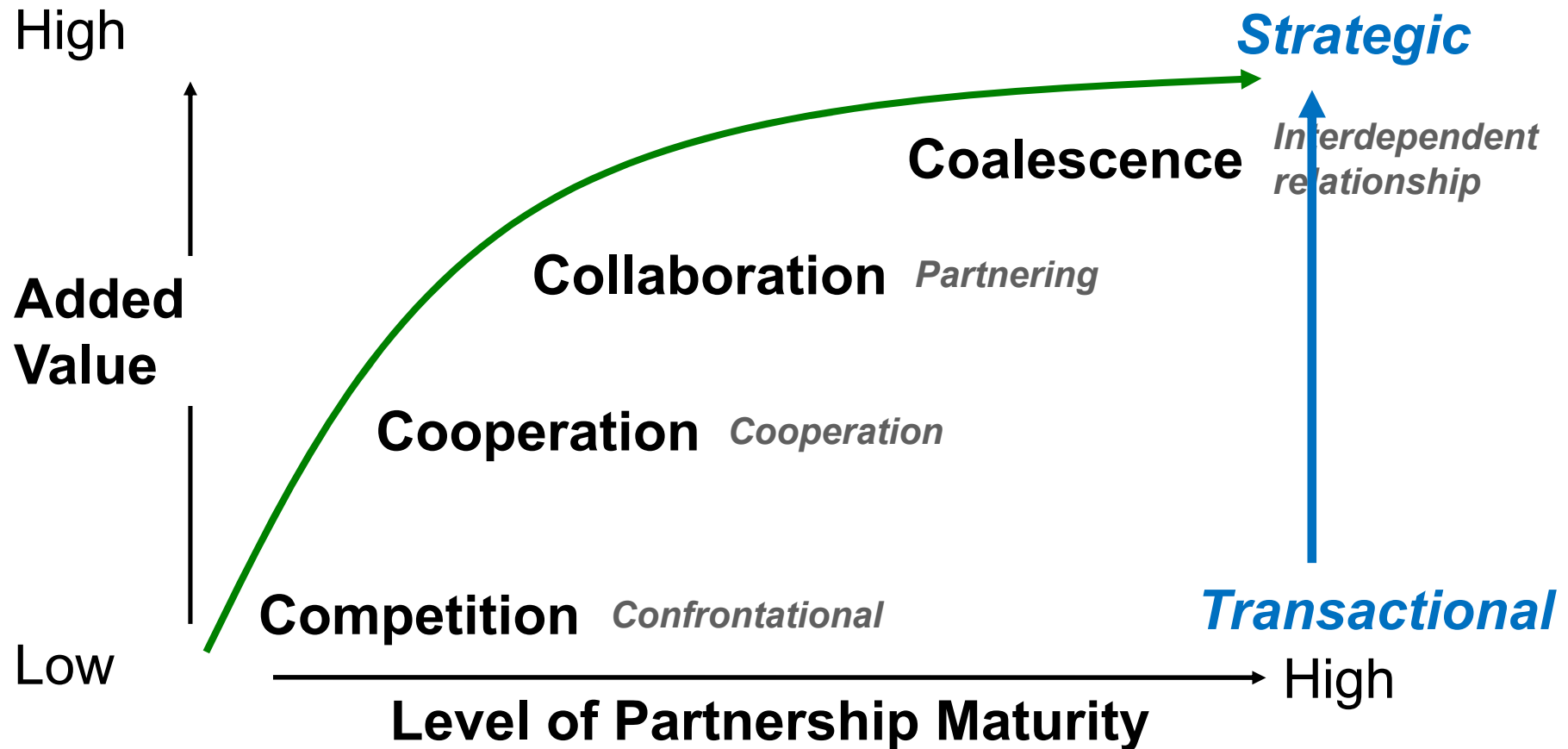
***Collaboration is difficult
between 'incompatible' businesses***

Influences



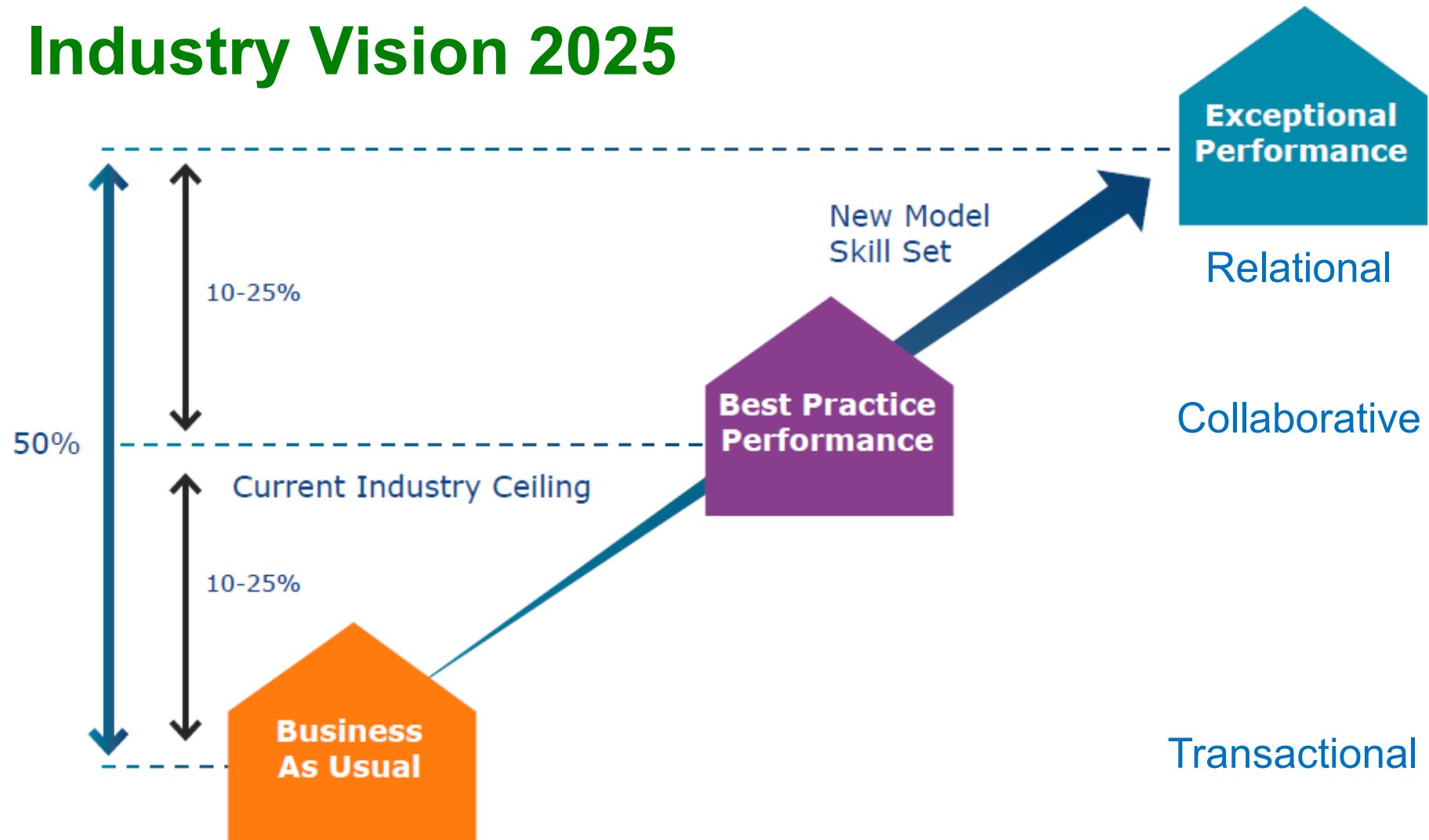
'The Organisation as an Open System', Dr B Senior,
Organisational Change, Sasin GIBA Chulalongkorn University, 1997.

Partnership/Collaborative Maturity



Based upon 'Partnering Continuum', PJ Thompson and SR Sanders, ASCE Journal of Management in Engineering, 1998.

Industry Vision 2025



'An Industry Undergoing a Transformational Journey'
Murray Rowden, Chair of Constructing Excellence, CENE, May 2015.

Failure of International JVs and Alliances

Building.co.uk

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Breaking news Finance Sectors QS Contractors Global

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One in five joint ventures end in dispute

20 May 2013 | By Iain Withers

PRINT EMAIL SHARE COMMENT SAVE

EC Harris construction disputes report also finds value and duration of disputes also on the rise



One in five joint ventures ended in a formal dispute between the partners last year, according to a report on construction disputes by EC Harris.

EC Harris also found the value and duration of construction disputes rose dramatically in 2012.

The average value of a dispute in the UK rose from £17.5m to £17.5m from 2011 to 2012, while the average duration jumped 33% to 12.9 months from 8.7 months.

EC Harris' head of contract solutions Gary Kitt said there was an increasing number of cases of JV partners falling into dispute.

Kitt said: "Joint venture agreements are becoming more prevalent, particularly where a project is of such a large size and scale or there is a need because of licensing requirements for a local JV partner."

Related Articles

- JV agreements: Common provisions
18 Jun 13
- Party wall disputes: The end of the party
10 May 13
- Legal brief: Multiple disputes?
16 Apr 13
- Disputes about dispute resolution
15 March 2015

A proven framework is required ...

'Building', 20th May 2013.
Global Construction Disputes Report 2013,
EC Harris [now Arcadis].

ecobuild **Int'l**
southeast asia 2017 **Con**

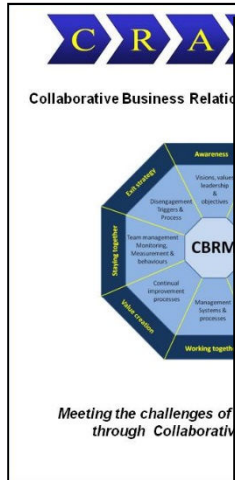
A Framework for Collaborative Business Relationships

The ISO 44001 Model

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Evolution

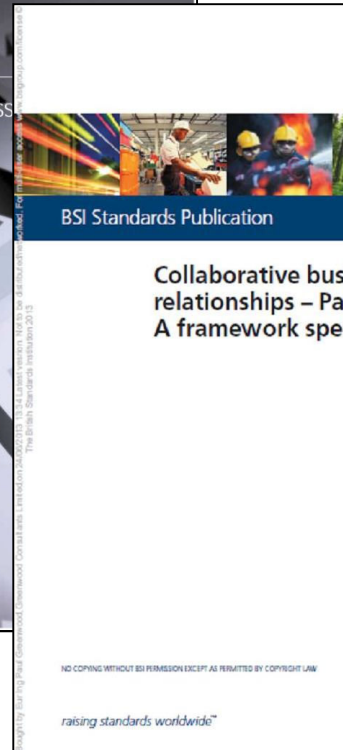
2004



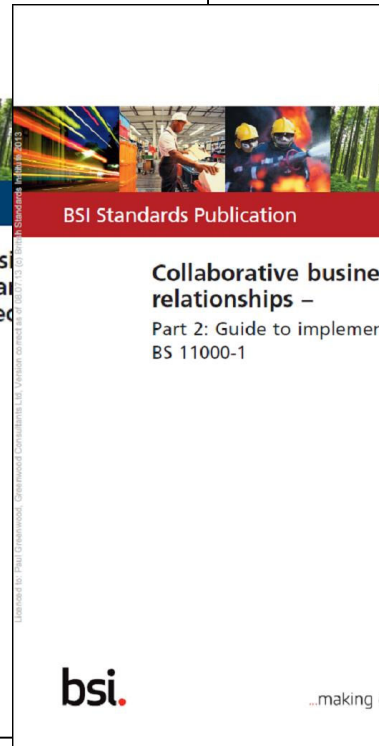
2006



2010



2011

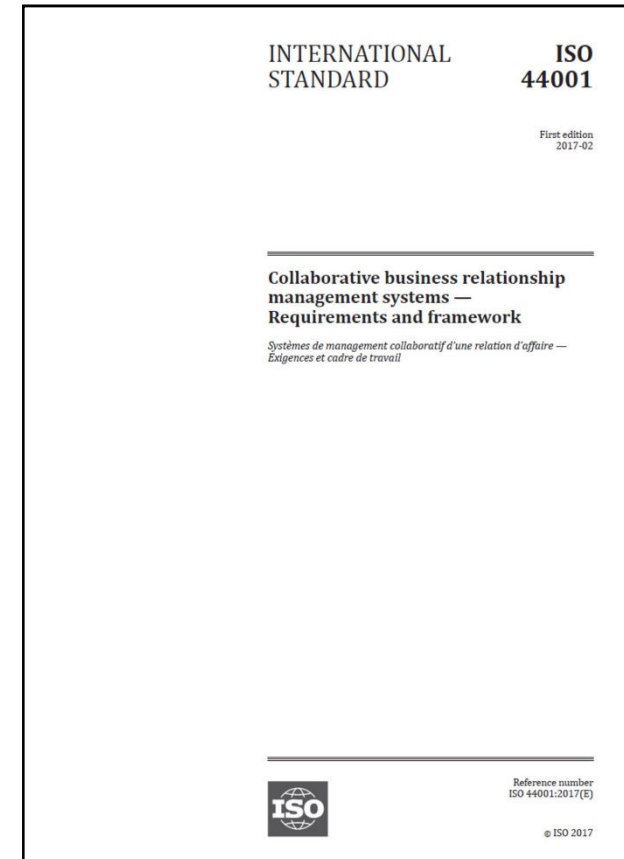


2017



What is ISO 44001?

- “... a strategic lifecycle framework to improve collaborative business relationships in and between organisations of all sizes.”
- From concept to disengagement
- First international standard of its type



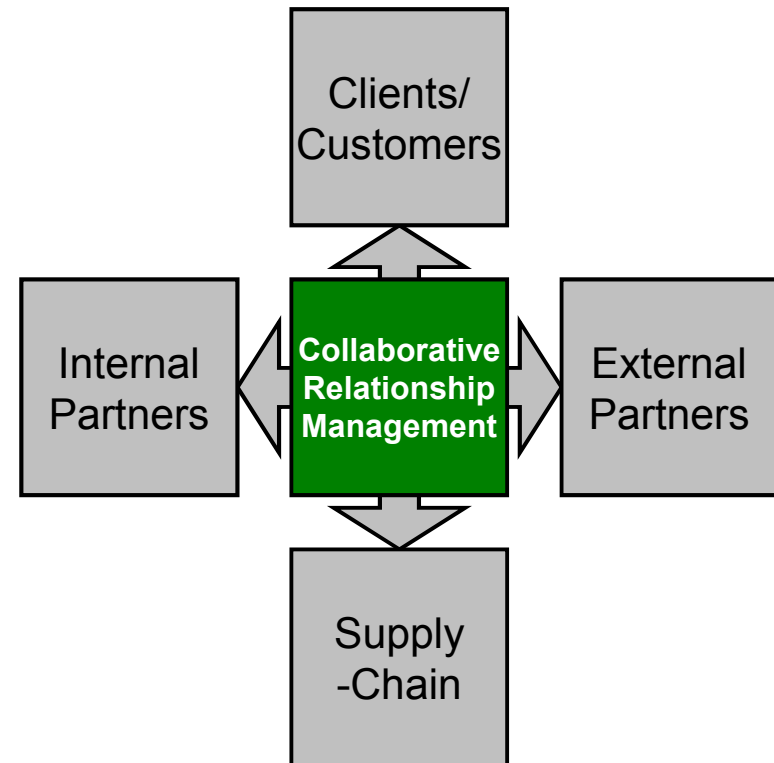
ISO 44001:2017 Collaborative Business Relationship Management Systems
- Requirements and Framework.



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Collaborative Business Relationships

“Formal and/or informal business arrangements where two or more discrete organisations collaborate to create mutual value”



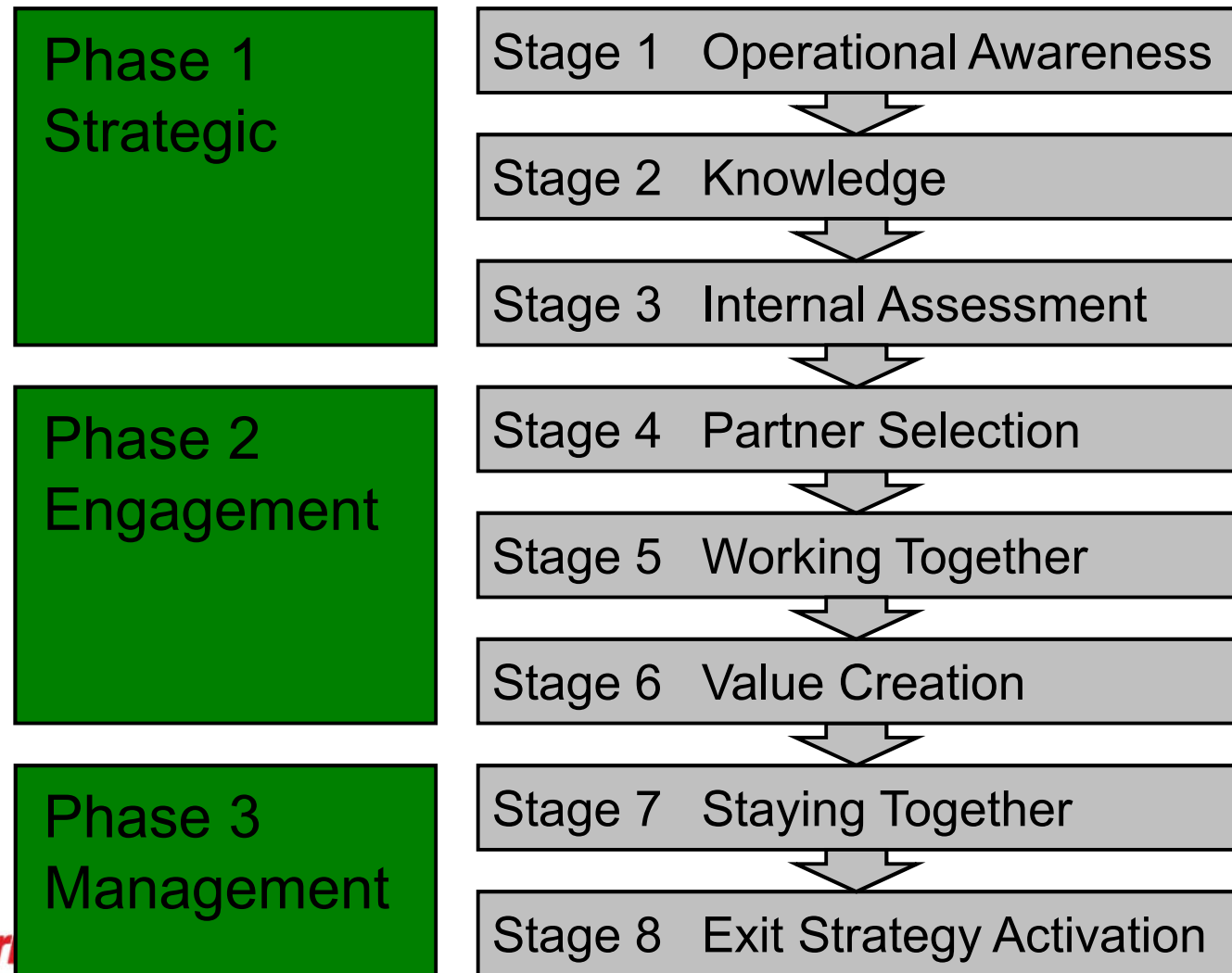
Definition: 'Collaborative Business Relationships',
BS 11000-1:2010 Collaborative Business Relationships
- Part 1: A Framework Specification.
Figure: 'Multi-Dimensional Relationships' (aka North-South Diagram),
ISO 44001:2017 Collaborative Business Relationship Management Systems
- Requirements and Framework.

Markets/Sectors

- Innovators
 - Aerospace and Defence
 - High security IT
 - Facilities management
- Early adopters
 - Rail
 - Highways
 - Water
- Early majority?
 - Nuclear construction
 - Airports
 - ...



The ISO 44001 Model



'The ISO 44001 Model',
© Greenwood Consultants Limited,
February 2016.

Phase 1 Strategic

Development of strategic commitment to collaborative working, based upon a thorough understanding of the opportunities, benefits, risks and constraints of this approach

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation

'The ISO 44001 Model',
© Greenwood Consultants Limited, February 2016.

Stage 1 Awareness

Development of awareness and the overall strategic approach to collaborative working

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

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Stage 2 Knowledge

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Stage 6 Value Creation

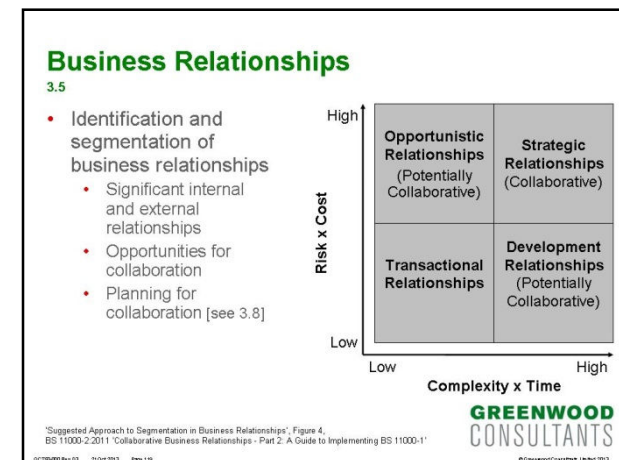
Stage 7 Staying Together

Stage 8 Exit Strategy Activation

'The ISO 44001 Model',
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February 2016.

Stage 1 Awareness

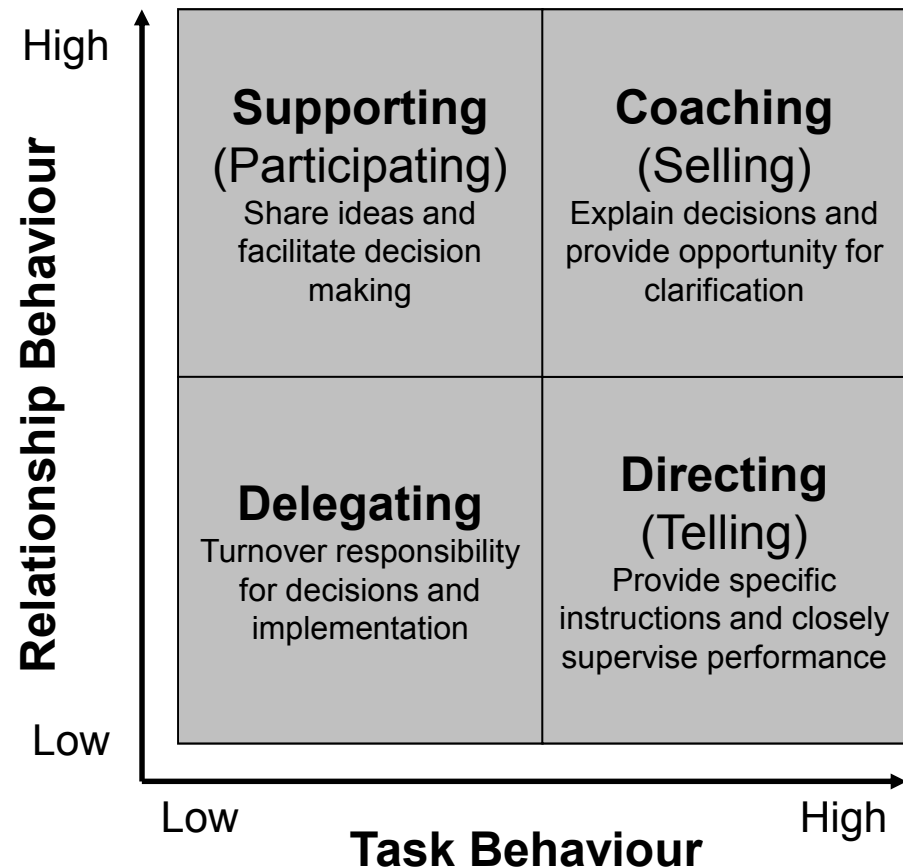
- Duties of the senior executive responsible
- Operational governance structure
- Identification of operational objectives and value
- Establishment of value analysis process
- Identification and prioritisation of business relationships
- Development of competencies and behaviours
- Initial risk assessment
- Establishment of the relationship management plan (RMP)



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Collaborative Leadership

- Senior Executive Responsible
 - Leadership
 - Responsibility
 - Authority



'Situational Leadership Model',
'Management of Human Behaviour', P Hersey and KH Blanchard, 1988.

New Research ...

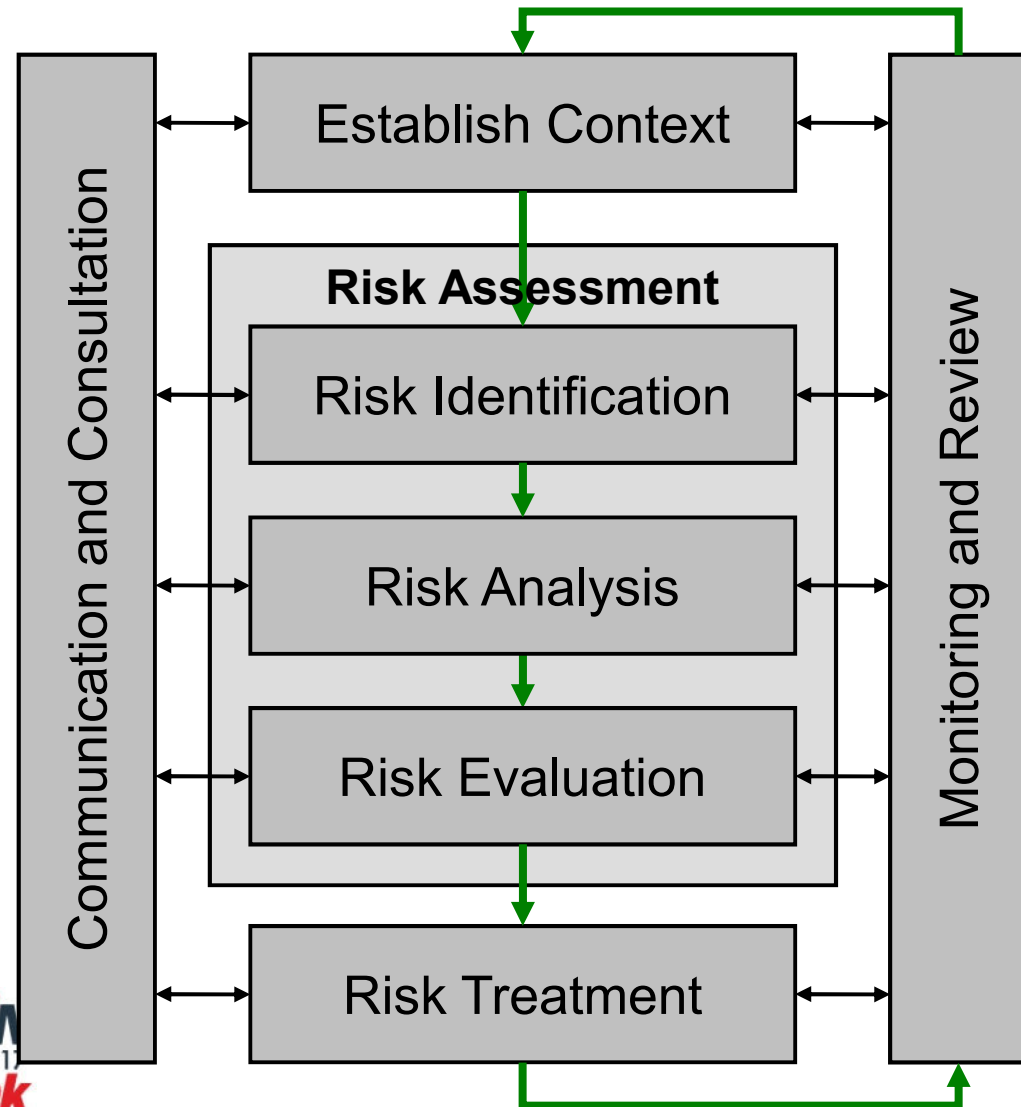
Attributes for Collaborative Leadership

Construct Category	...	Relevance for Effectiveness	Combined Relevance
Strategically Minded		Very high	Clearly highest
Team Orientation		High	Very high
Good Communicator		High	Very high
Open to Sharing		Very high	Very high
Creative Innovative		High	High
Empathetic		Intermediate	High
Believe in Collaboration		High	High
Good Listener		High	High
Behaving Ethically		Intermediate	High
Leadership		Intermediate	High
Open-Minded		High	High

'Top 11 Skills: A Closer Look', 'What Makes an Effective Collaborator? – Identifying Key Skills'
Dr Mehmet Chakkol and Dr Max Finne, Warwick Business School, 28th September 2016.

Risk Management

- Corporate approach
- + Risks associated with collaborative relationships



'Risk Management Process',
ISO 31000:2009 'Risk Management - Principles and Guidelines'.

Benefits/Opportunities/Risks/Uncertainties

Potential up-side

- Global reach
- Increased scale
- Market critical mass
- Technology transfer
- Shared risk [ours]
- Access to collaborator's supply-chain

... objectives for collaboration

Potential down-side

- Political and social uncertainty
- Exchange rate uncertainty, etc
- Increased overheads
- Loss of agility
- Loss of intellectual property
- Shared risk [theirs]
- Reduced volume through our supply-chain
- *Competency risks*
- *Skills risks*
- *Culture risks*

Stage 2 Knowledge

Establishment of a body of knowledge and the development a specific strategy business case and implementation plan for an/each identified opportunity

'The ISO 44001 Model',
© Greenwood Consultants Limited,
February 2016.



Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

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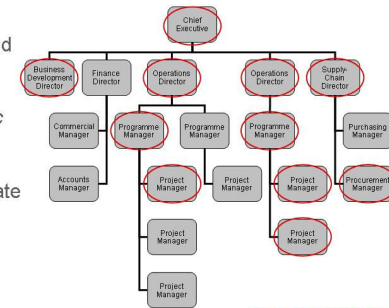
Stage 2 Knowledge

- Strategy and business case
- Identification of key individuals' competence and behaviour
- Knowledge management
- Supply-chain and extended enterprise risks/opportunities
- Implementation of the risk management process
- Evaluation of the business case
- Incorporation of knowledge into the RMP

People and Roles

4.2 [3.2]

- Identify key staff and roles involved in collaborative initiatives [as 3.2]
- ✓ For each specific collaborative approach
- ✓ Ensure appropriate skills

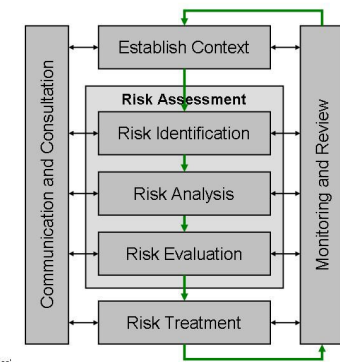


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Risk Management

4.6.1 - 4.6.2 [7.5]

- Corporate procedure
 - Policy
 - Method
 - Review
 - Ownership
 - Mitigation
- + New risks from collaborative relationships

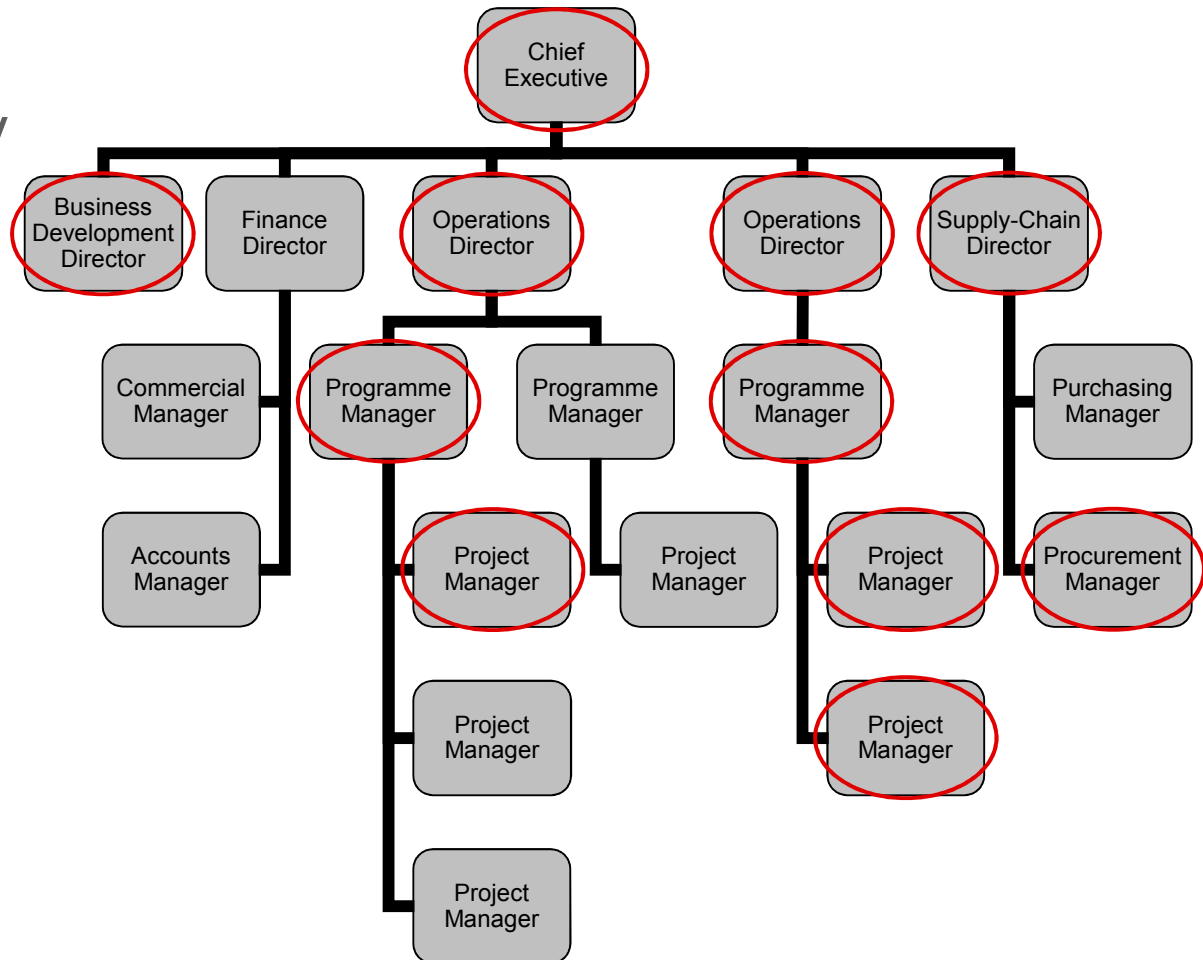


ISO 31000:2009 'Risk Management - Principles and Guidelines'

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People and Roles, Competencies and Behaviours

- Key staff and roles who may be involved in collaboration
- ✓ Ensure they have appropriate competencies and behaviours



Knowledge Management

- Share
- Capture
- Creation
- Manage



'Information Disclosure Spectrum'
© Paul R Greenwood, United House Ltd, 2000.



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Exit Strategy

- Planned exit
- Un-planned exit/termination
- Why
 - Preserve value
 - Ensure business continuity
 - Enable future opportunities



Stage 3 Internal Assessment

Undertaking a structured assessment of the capability and maturity to successfully engage in a collaborative initiative

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

Stage 2 Knowledge

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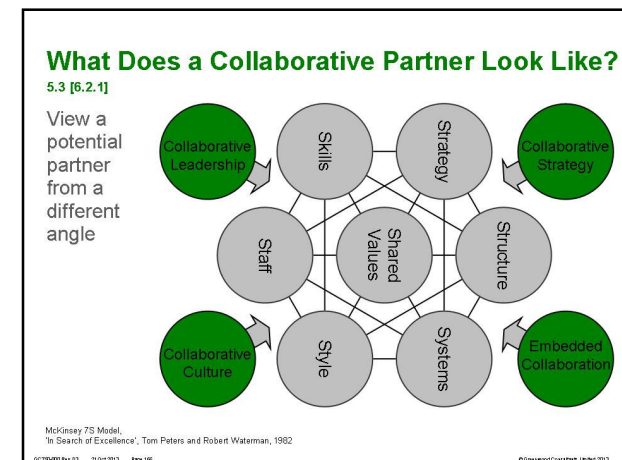
Stage 3 Internal Assessment

- Capability and environment for collaboration
- Assessment of strengths and weaknesses
- Assessment of collaborative profile
- Appointment of collaborative leadership
- Definition of partner selection criteria
- Implementation of the RMP

Collaborative Maturity
5.1.3

Attributes	Ability	Attitude
A Operational processes are well defined and incorporate collaborative approaches	High level of experience of effective collaboration at all levels	Clear corporate commitment and leadership that cascades throughout operations
B Limited application of shared processes and performance indicators	Individuals at various levels have demonstrable skills in collaboration	Successful individual collaborative programmes in effect
C Robust internal process and performance indicators	An appreciation of collaborative approaches, but a lack of skills	Appreciation, at an operational level, of the value of effective relationships
D Operates with a traditional contract and procedural based approach	No appreciation of the value of collaborative relationships	Operates a robust and effective arms length contracting approach, only

Table 5. Maturity Assessment Profile, BS 11000-2:2011 'Collaborative Business Relationships - Part 2: Guide to Implementing BS 11000-1'.
© 11000-2011 Rev 03 31 Oct 2013 Page 16



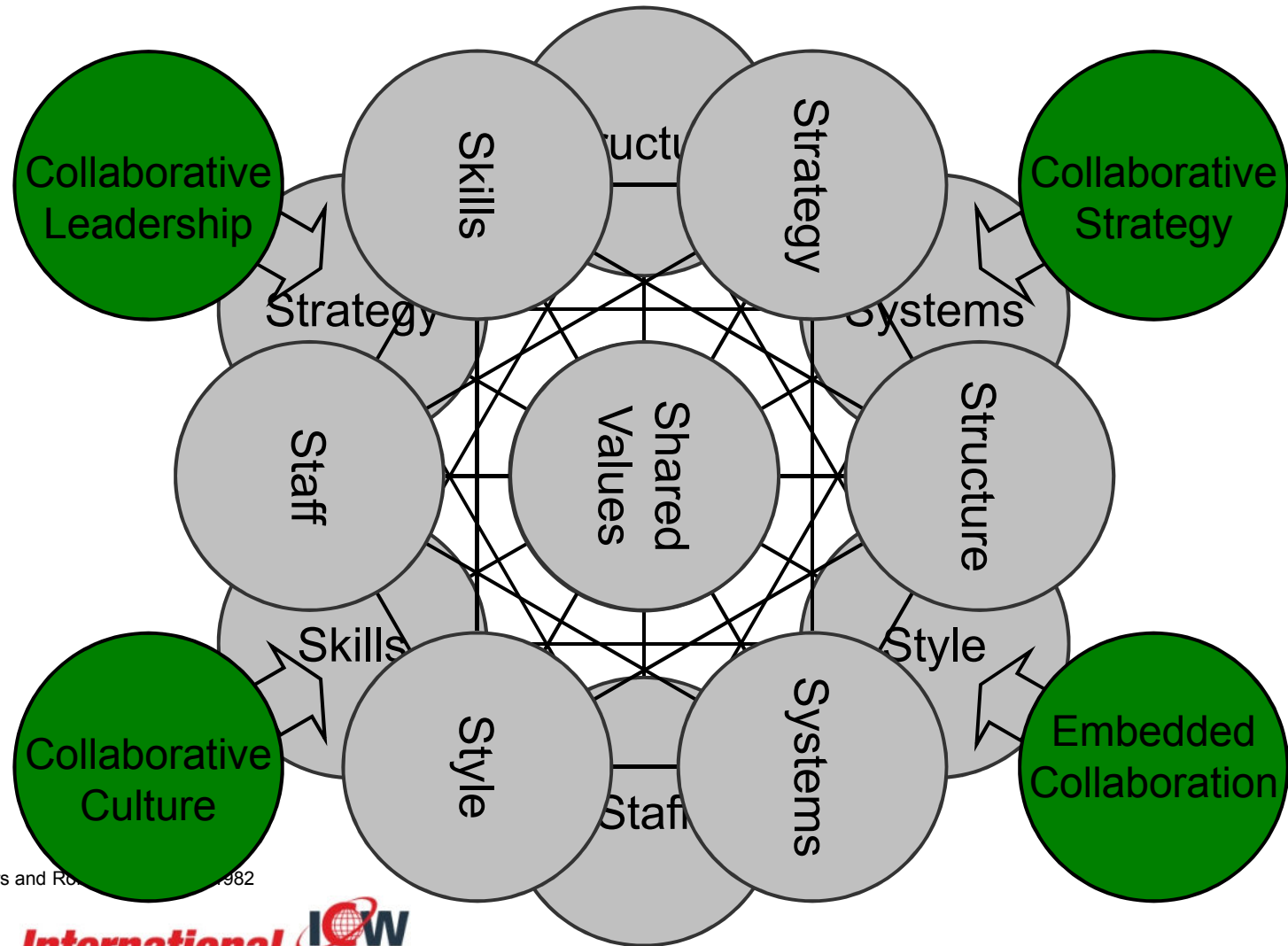
Collaborative Maturity

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'Table 8, Maturity Assessment Profile', BS 11000-2:2011 'Collaborative Business Relationships - Part 2: Guide to Implementing BS 11000-1'.

What Does a Collaborative Partner Look Like?

View a potential partner from a different angle



McKinsey 7S Strategy Model,
'In Search of Excellence', Tom Peters and Robert Waterman Jr. 1982

Phase 2 Engagement

Selection of committed partners and establishment of joint objectives, structures, processes and systems for creating new value

'The ISO 44001 Model',
© Greenwood Consultants Limited,
February 2016.

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation

Stage 4 Partner Selection

Undertaking a structured approach to the identification, evaluation and selection of appropriate partners

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

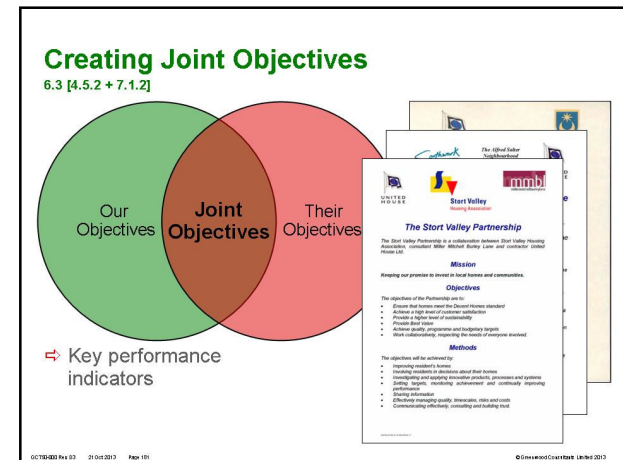
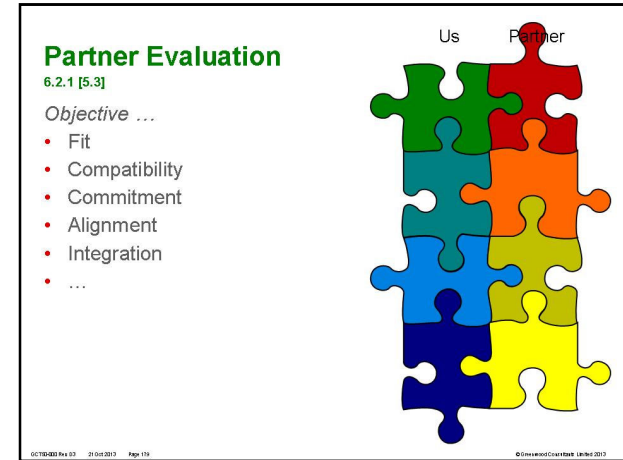
Stage 7 Staying Together

Stage 8 Exit Strategy Activation

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February 2016.

Stage 4 Partner Selection

- Nominate potential collaborative partners
- Partner evaluation and selection action plans
- Creating joint objectives
- Development of engagement and negotiation strategy
- Initial engagement
- Assessment of joint objectives
- Assessment of joint exit strategy
- Selection of preferred partners
- Initiation of joint RMP



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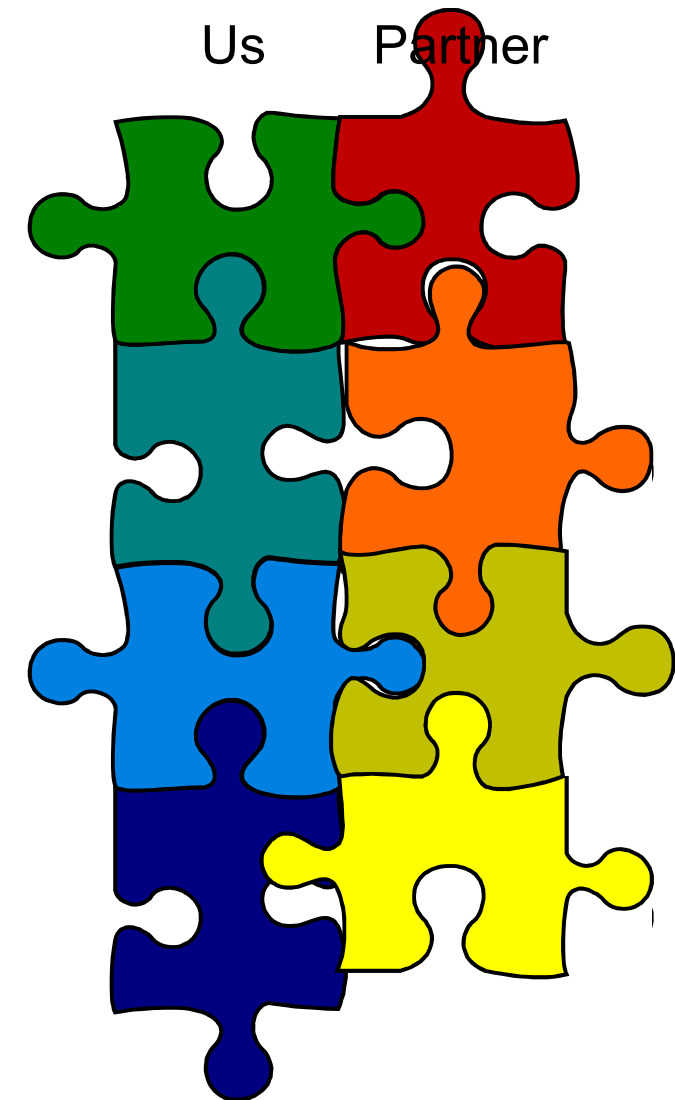
Partner Evaluation

*Potential collaborative
selection criteria ...*

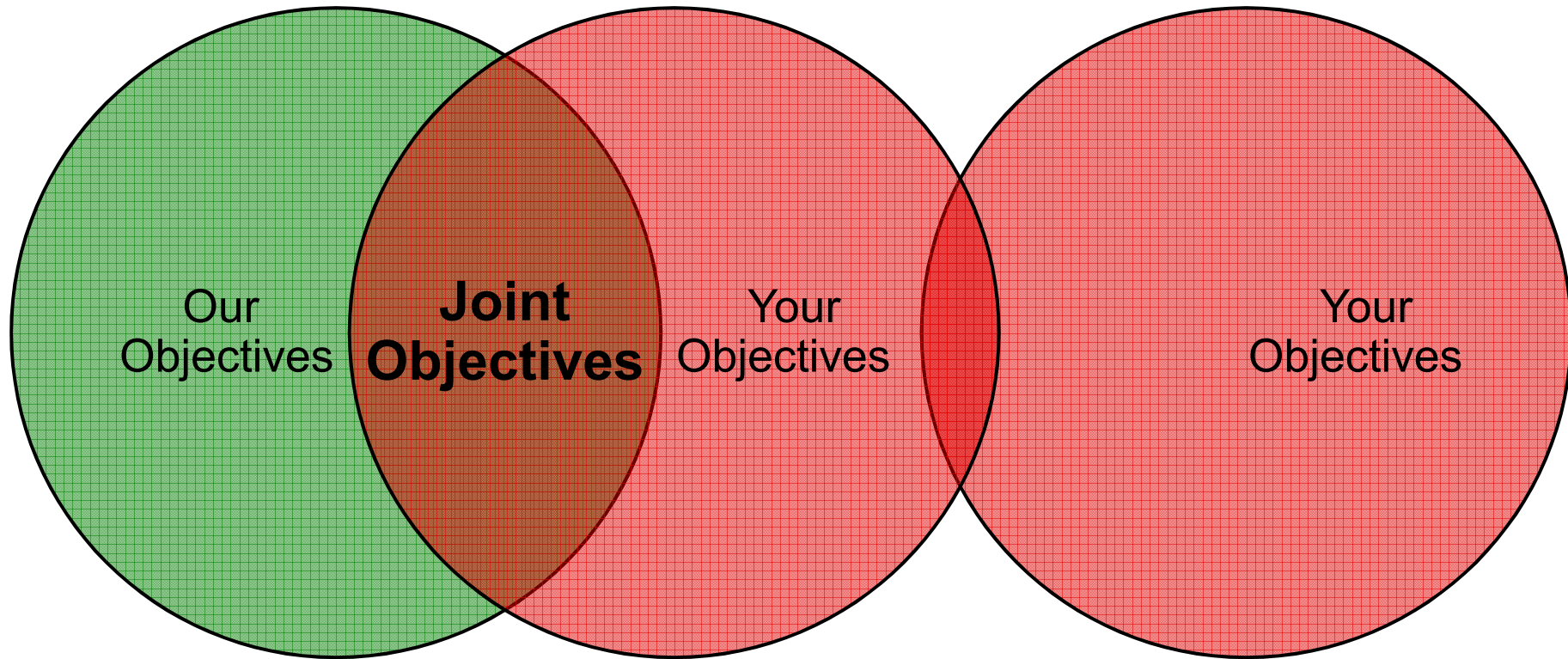
- Vision and mission
- Core competencies
- Culture
 - Values and ethics
 - Diversity
 - Agility and innovation
 - ...
- Strategy and execution
- Alliances and JVs
 - Collaborative process
- Supply-chain approach
- Business continuity
- Value management
- Knowledge management
- Sustainability
- Social responsibility
- ...

Partner Fit

- Compatibility
- Commitment
- Alignment
- Integration
- ...



Creating Joint Objectives



⇒ Key performance indicators

'Mutual Objectives' from 'Partnering in Practice', a Workshop for LB Newham,
© Paul R Greenwood, United House Ltd, May 2003.

Stage 5 Working Together

Establishing the right platform for collaborative working

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

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Stage 7 Staying Together

Stage 8 Exit Strategy Activation

Stage 5 Working Together

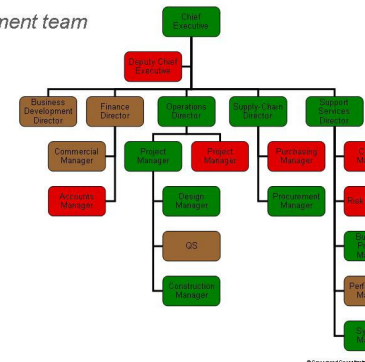
- Establishment of joint governance structure
- Joint knowledge management process
- Establish joint risk mgt process
- Operational process/systems review
- Measurement of delivery/performance
- Improvement of organisational collaborative competence
- Establishment of joint issue resolution process
- Establishment of joint exit strategy
- Agreement/contracting arrangements
- Establishment and implementation of the joint RMP

Organizational Structure

7.2

The joint management team

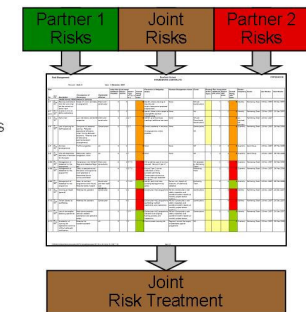
- Roles
- Responsibilities
- Authorities
- Reporting
- Contract compatible



Joint Risk Management

7.5 [4.6]

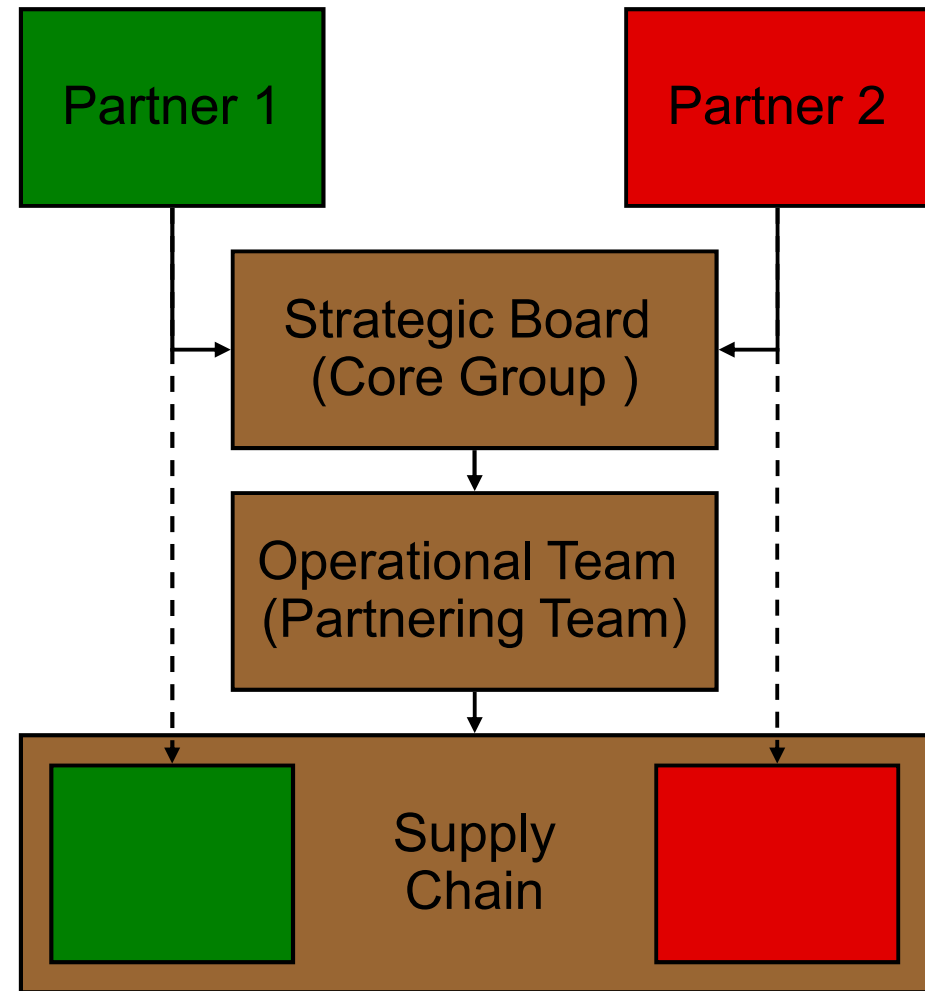
- Joint process
- Risk Manager
 - Individual partner risks
 - New interdependency risks
- Risk Ownership
 - Partner best able to manage the risk
- Opportunity management



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Joint Governance

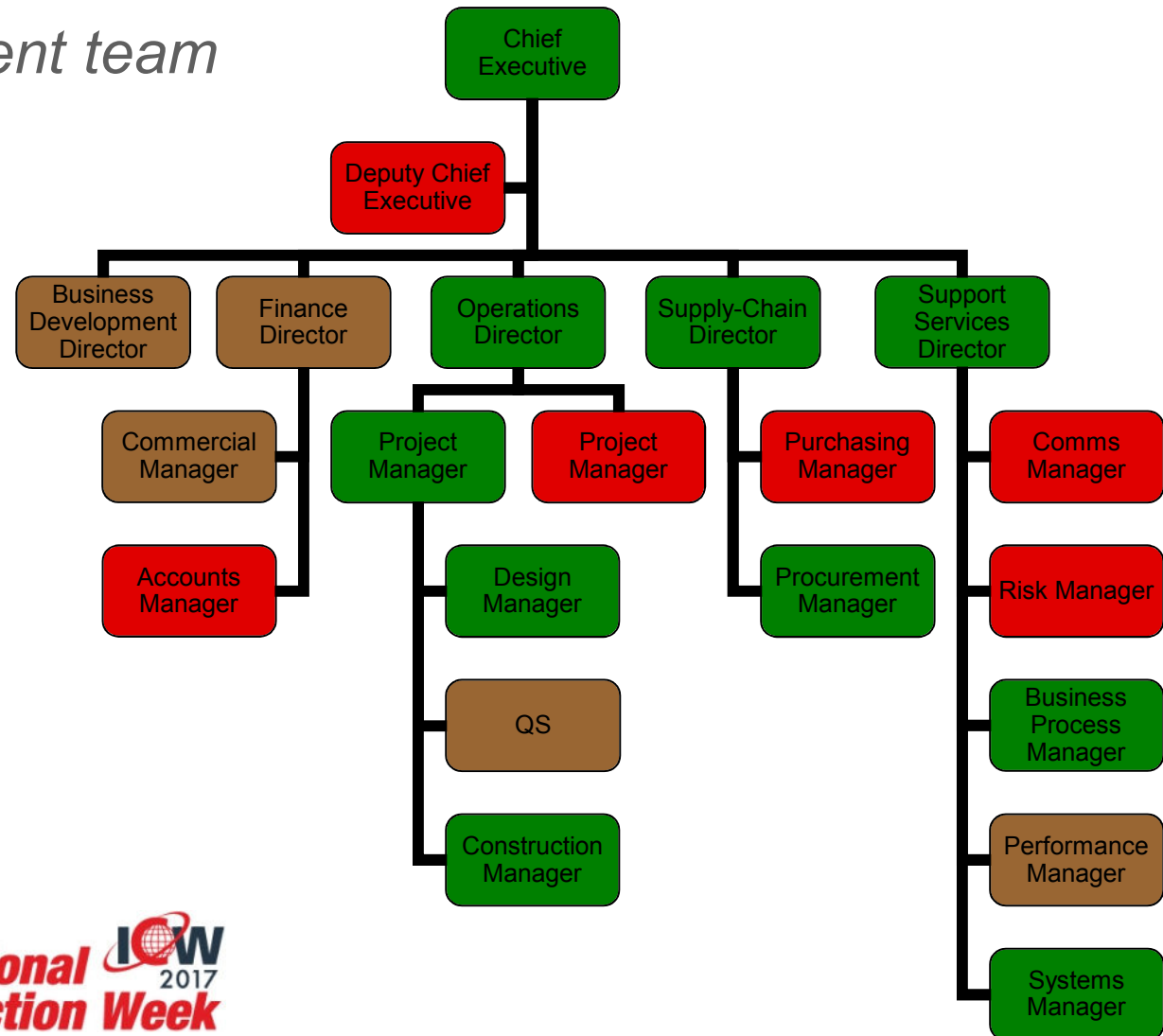
- Strategic management
- Operational management



Joint Organization

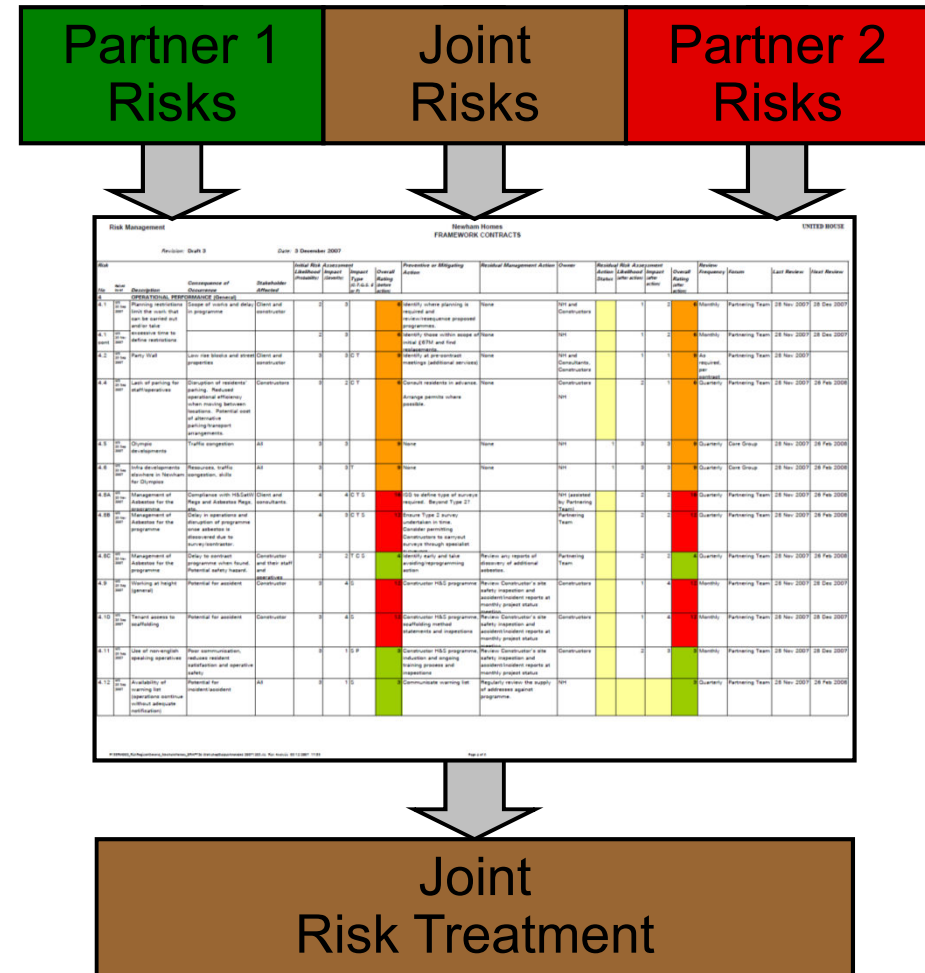
The joint management team

- Roles
- Responsibilities
- Authorities
- Reporting



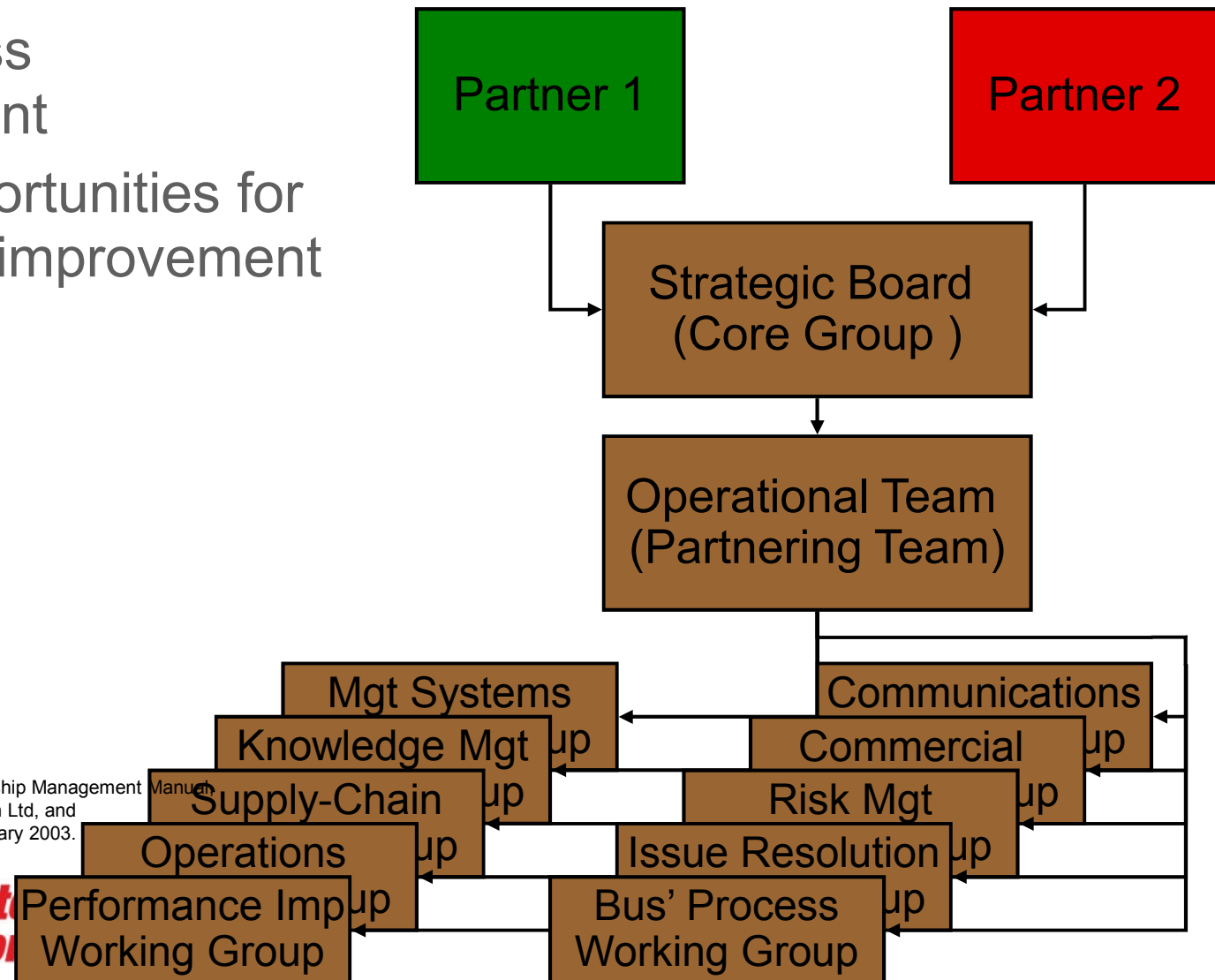
Joint Risk Management

- Risk Manager
- Joint process
- Risk register
- Risk ownership
- Opportunity management



Joint Business Process Management

- Joint process establishment
- Identify opportunities for operational improvement



'Project Task Groups', Alfred Salter Partnership Management Manual, Robert K Lorraine, Applied Project Research Ltd, and Paul R Greenwood, United House Ltd, January 2003.

Performance Measurement

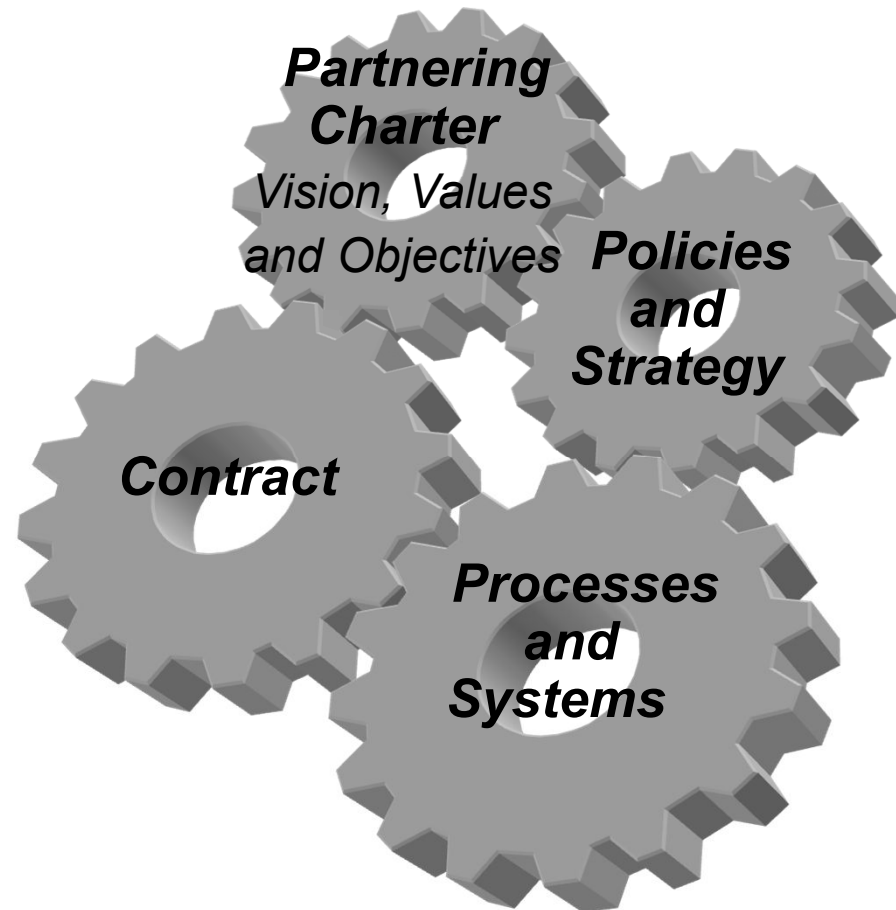
- Specify
 - What, when, how ...
- Core performance ➡
- Collaborative performance
- Client satisfaction
- Customer satisfaction
- Community satisfaction
- Unit time
- Time predictability
- Unit cost
- Cost predictability
- Profitability
- Productivity
- Defects (offer for handover)
- Defects (warranty period)
- Safety
- Waste
- Water use
- Carbon footprint
- ...

'Project Performance Indicators', Delivery of Promises Project, SVHA,
© Paul R Greenwood, United House, March 2003.



Contracting Arrangements

- Alignment
- Integration
- Incentivisation
- Clarity



Stage 6 Value Creation

Establishing approaches that seek to build additional value out of the joint relationship

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Awareness

Stage 2 Knowledge

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Stage 6 Value Creation

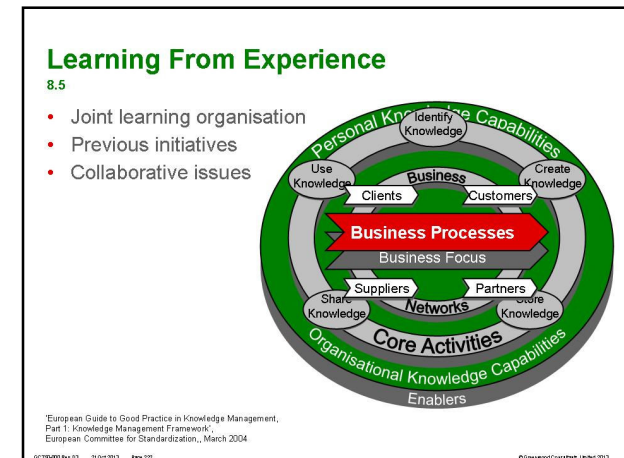
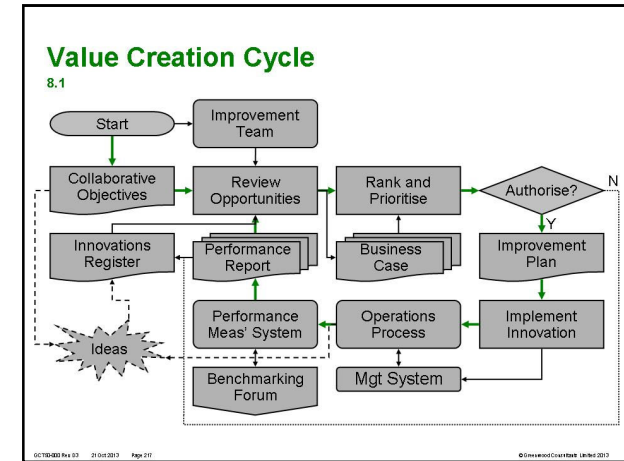
Stage 7 Staying Together

Stage 8 Exit Strategy

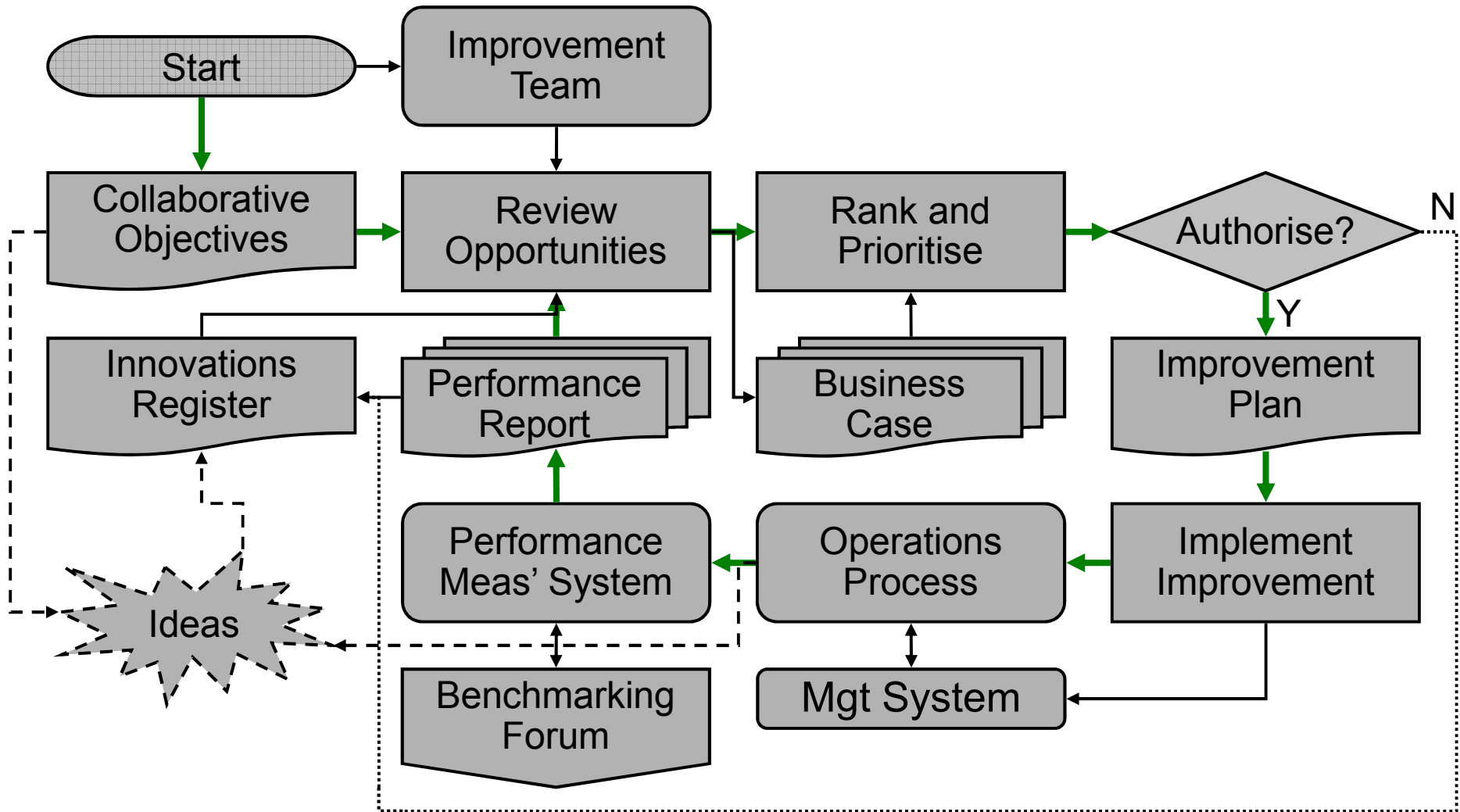
'The ISO 44001 Model',
© Greenwood Consultants Limited,
February 2016.

Stage 6 [Additional] Value Creation

- Establishment of the value creation process
- Identification of improvement and setting of targets
- Use of learning from experience
- Updating of the joint RMP



Value Creation Cycle



Based upon 'Performance Improvement Cycle', Portsmouth CC GCH Project,
© Paul R Greenwood, United House Ltd, February 2002.

3Cs of Innovation



- ▶ **Capability**
Building internally, accessing external talent and complementary assets
- ▶ **Collaboration**
You can't tender innovation, it requires partnership
- ▶ **Culture**
Nurtured from the top-down, grown from the bottom



Phase 3 Management

Management of the joint value-creating relationship and systematic disengagement

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

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Stage 8 Exit Strategy Activation

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Stage 7 Staying Together

Ongoing joint management of collaborative initiatives

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

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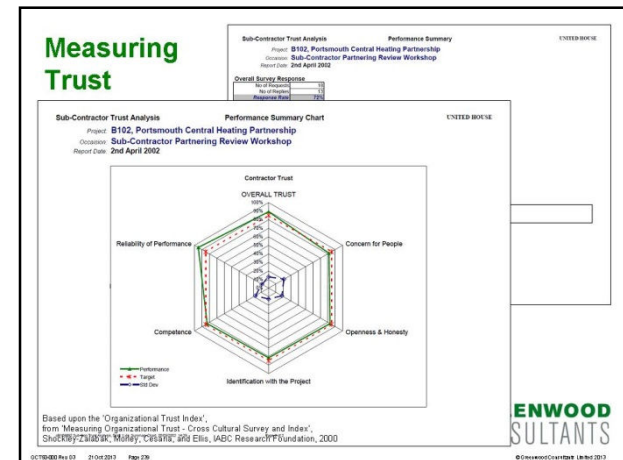
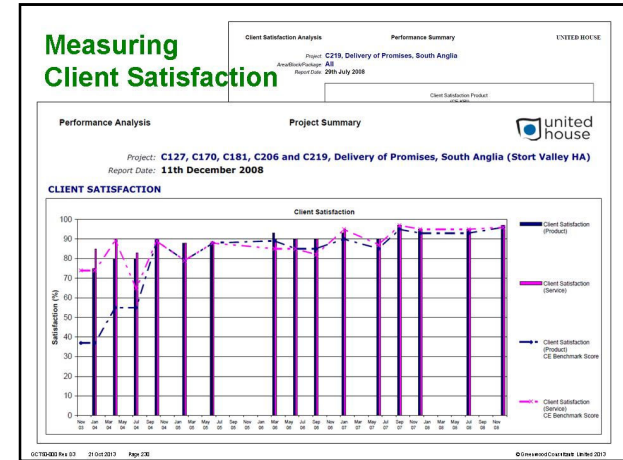
Stage 7 Staying Together

Stage 8 Exit Strategy Activation

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Stage 7 Staying Together

- Oversight of the SERs
- Management of the joint relationship
- Implementation of monitoring of behaviour and trust indicators
- Continual value creation
- Delivery of joint objectives
- Analysis of results
- Issue resolution
- Maintenance of the joint exit strategy
- Maintenance of the joint RMP



Maintaining Behaviours and Trust



'The Virtuous Circle of Collaborative Relationships',
Dr RCC Singleton, Accord Partners Limited, 2013

Measuring Trust

Sub-Contractor Trust Analysis

Performance Summary

UNITED HOUSE

Project:
Occasion:
Report Date:

Overall Survey Response

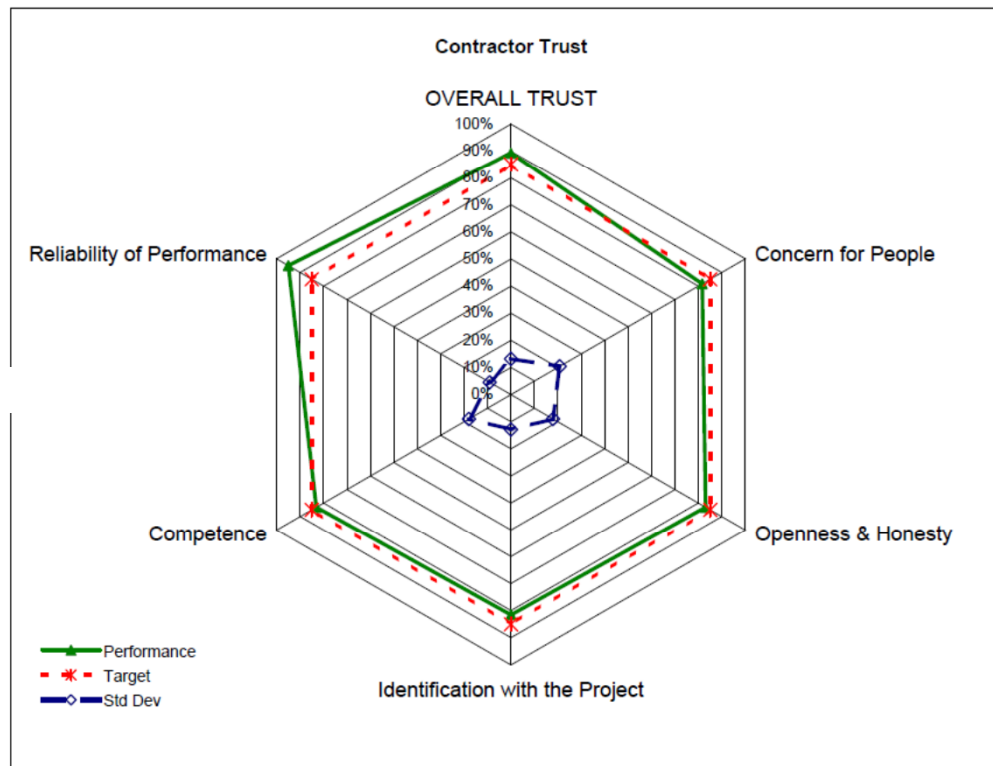
No of Requests	18
No of Replies	13
Response Rate	72%

Sub-Contractor Trust Analysis

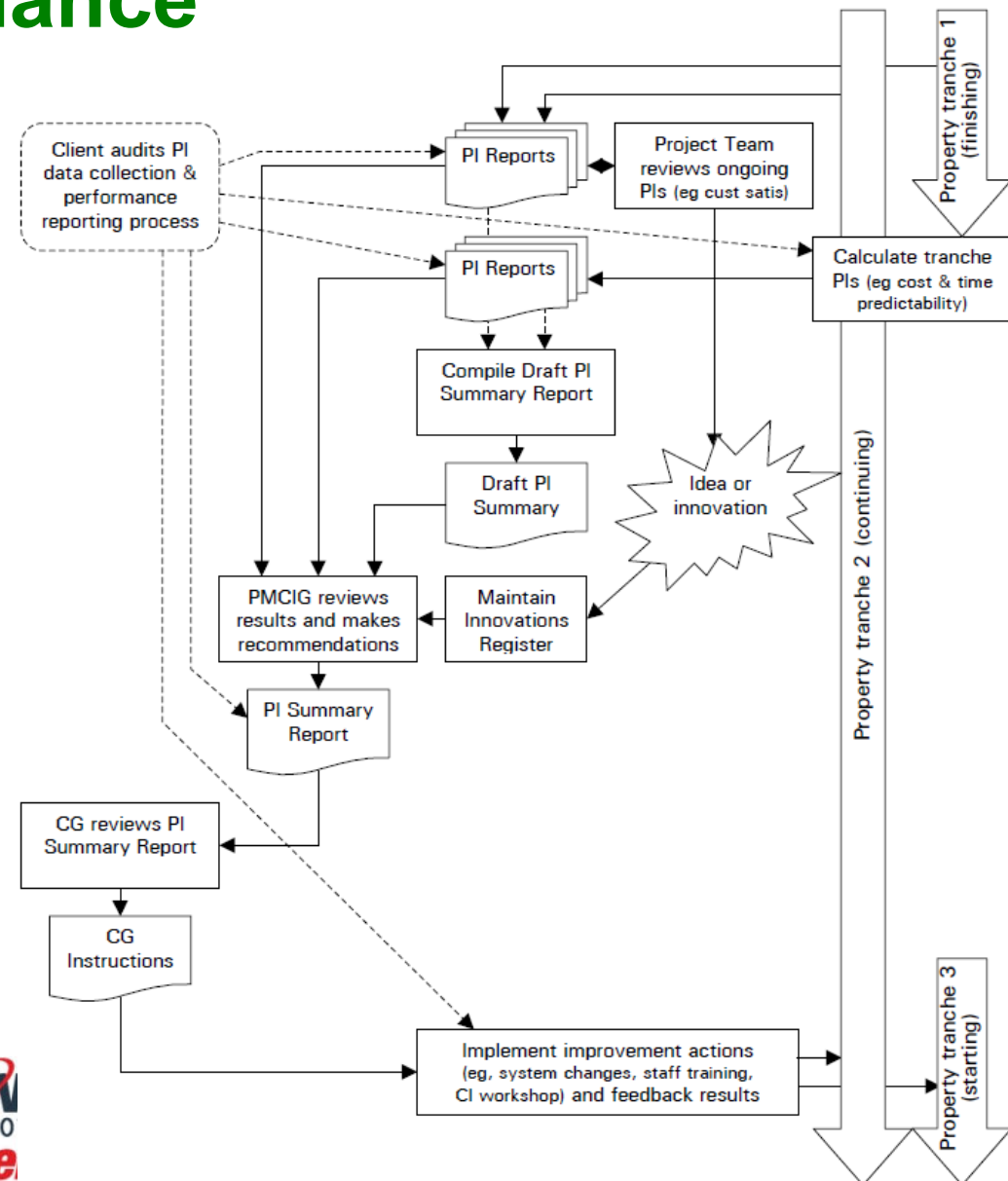
Performance Summary Chart

UNITED HOUSE

Project:
Occasion:
Report Date:



Core Group Meeting (quarterly)	PMCI Group Meeting (quarterly)	Project Team Member PI Reporting	Project Status Meeting (monthly)	Project Process
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Stage 8 Exit Strategy Activation

Maintaining and activating an effective strategy for disengagement

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 Operational Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Stage 7 Staying Together

Stage 8 Exit Strategy Activation

'The ISO 44001 Model',
© Greenwood Consultants Limited,
February 2016.

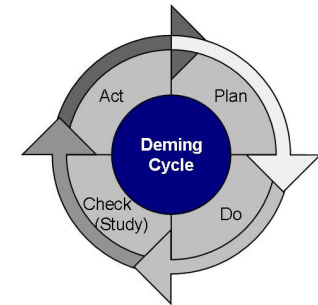
Stage 8 Exit Strategy Activation

- Initiation of disengagement
- Business continuity
- Evaluation of the relationship
- Future opportunities
- Review and update of RMPs

Analysis, Change and Initiation of Exit Strategy

10.2, 10.3, 10.4

- Analyse potential trigger issues and impacts
 - ⇒ Risk analysis
- Monitor other potential drivers for change
 - ⇒ Risk management
- Define the initiation process

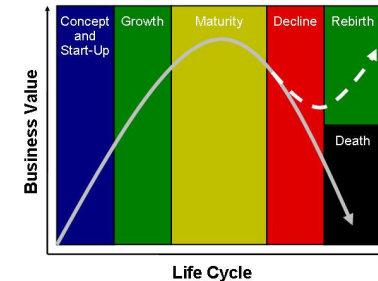


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Future Opportunities

10.6

- Multiple business cycles
- New ventures



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Exit Triggers

Internal

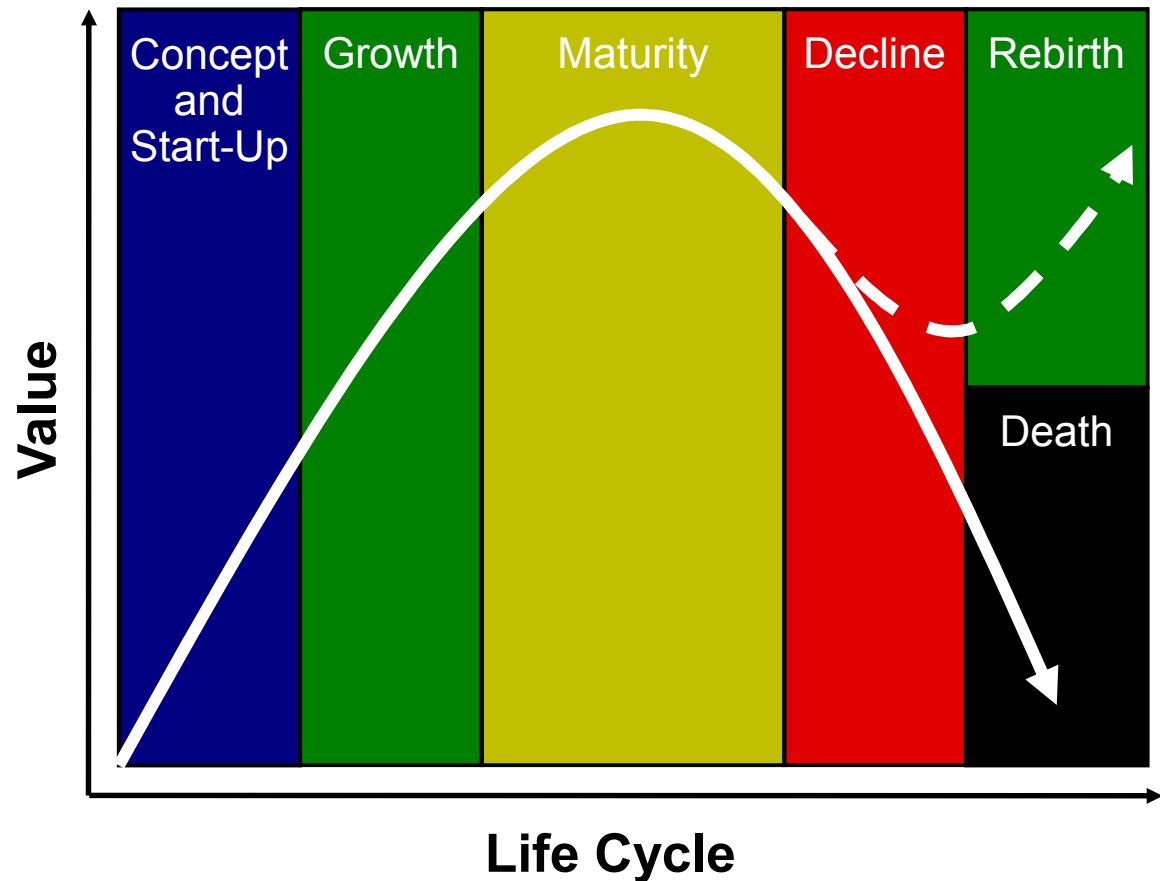
- Fixed term contract
- Change in business objectives/strategy
- Buy in/out
- Reduced risk appetite
- Partner's ...
 - Performance/breach
 - Reputation
- Right to terminate
 - Without cause ...

External

- Changing political landscape
- General economic situation
- Changing market dynamics
- Changing partner profile/needs
- Alternative technologies
- ...

Future Opportunities

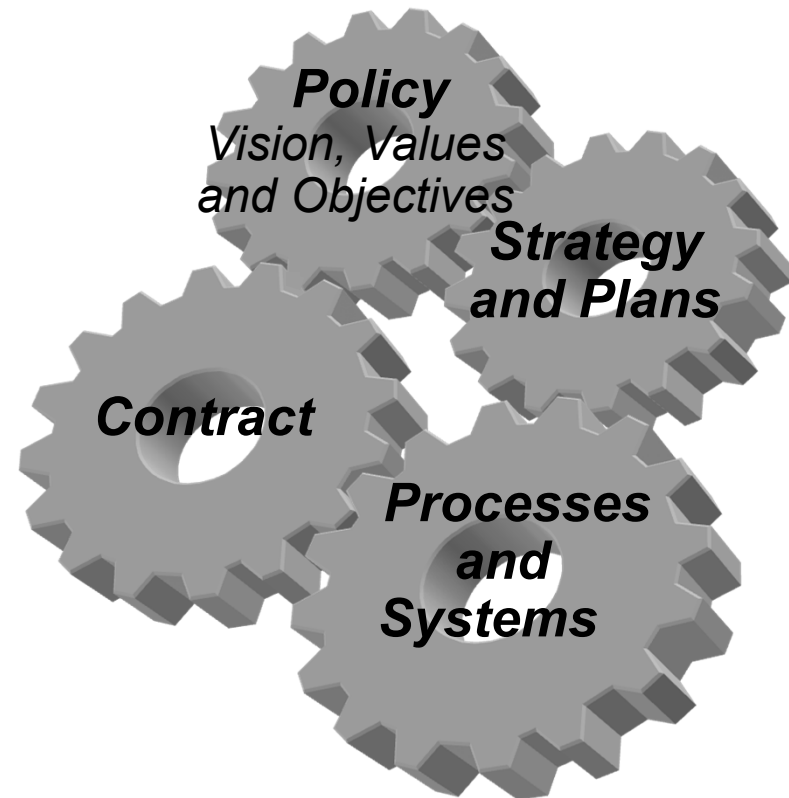
- Multiple product/business cycles
- New ventures



Based upon 'Product Life-Cycle',
'Competitive Strategy - Techniques for Analysing Industries and Competitors',
Michael E Porter, Free Press, 1980.

Why Use ISO 44001 as Your Model?

- Compatible with modern international contract forms
- Provides a credible basis for recognition in the market



ISO 44001 Benefits

- Neutral consistent framework
 - Collaborative language
 - Change programme
 - Management system
 - ⇒ Basis for gap analysis
- Meshes different business cultures, structures and systems
 - Public - private - third sectors
 - Large - medium - small businesses
 - National - regional - international



ISO 44001 Benefits

- Identifies key value creation issues
 - Leadership, competence and behaviour
 - Value, risk and knowledge management
- Provides the 'strategic' phase that is missing from procurement and contract models

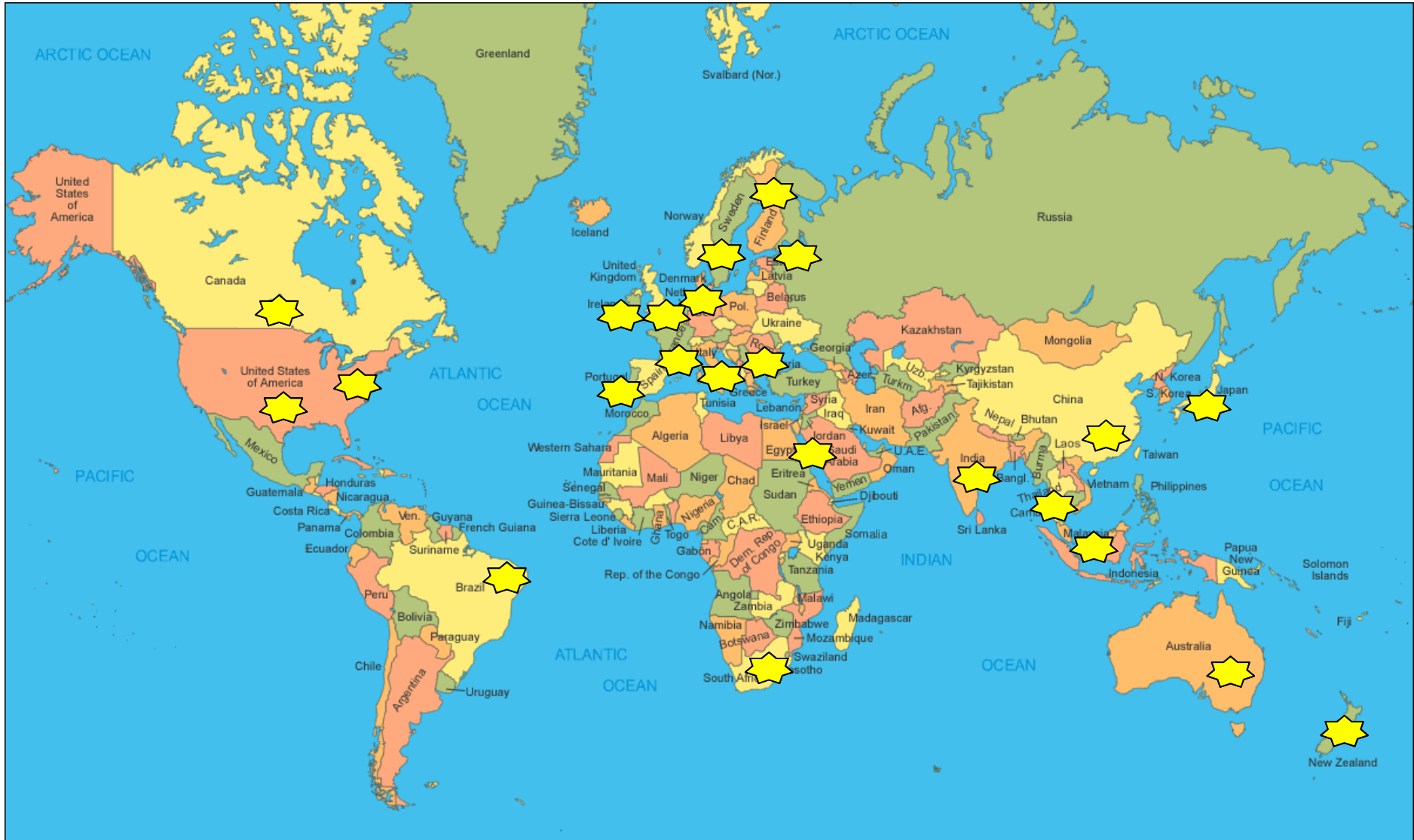


- ➔ Reduces risk
- ➔ Reduces time to implement
- ➔ Improves probability of success
- ➔ Improves overall value

International Development of ISO 44001

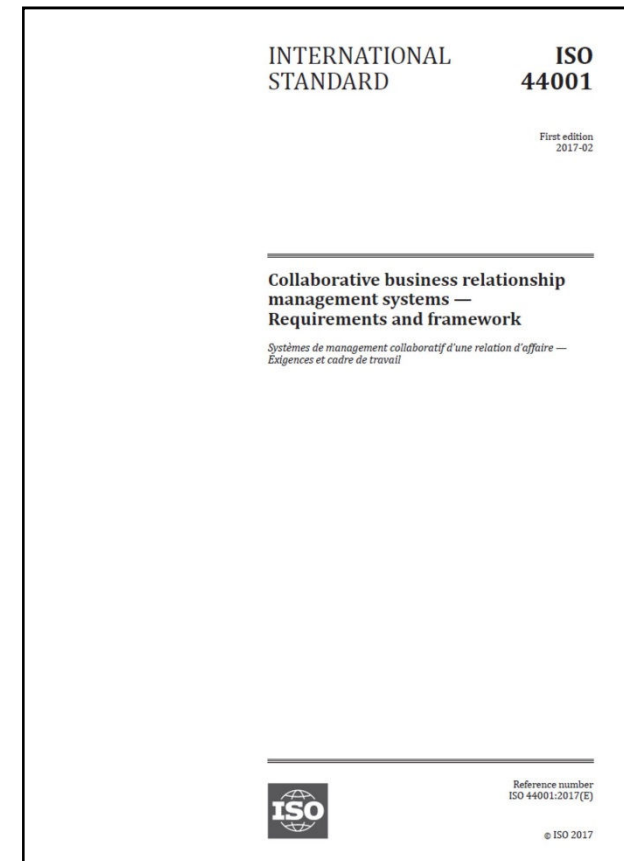
- Development undertaken by ISO Project Committee 286 (ISO/PC 286)
- Participating countries:
Austria, China, Finland, France, Italy, Malaysia, Spain, Sweden, United States, United Kingdom (10)
- *Including representatives of:*
 - Malaysian Employers Federation / Standards Malaysia
 - Ministry of International Trade and Industry
- Work started: February 2014
- Standard issued: March 2017

ISO 44001 Worldwide



ISO 44001 Themes

- Leadership
- Objectives, Value and Strategy
- Governance
- *Competence and Behaviour*
- Risk Management
- Knowledge Management
- Value Creation
- Alignment of Operations + Objectives
- Exit Strategy
- Planning





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The Foundation Members of the Institute form the Management Board to drive the evolution of collaborative working as a professional business discipline.



Terima kasih

... and good luck with your international relationships

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Strategic Partnering Major Projects
PPC2000 TPC2005 NEC FAC1 TAC1 Risk Management ISO 9001 ISO 31000
Management Systems
Relationship Management Knowledge Management ISO 44001
Collaborative Business Relationships
Project Partnering Facilitation Performance Measurement
Organisation Design and Reengineering Incentivisation
Process Design and Reengineering Process Improvement Benchmarking
Collaborative Project Relationships
SPIs KPIs BS11000