



IMPROVING QUALITY THROUGH COLLABORATION

How collaboration can enhance trust and value in construction

Paul R Greenwood
Managing Director
Greenwood Consultants

CQI Milton Keynes Branch
8th November 2018

@GreenwoodCLtd @CQIconSIG #WQD18

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Eur Ing **Paul Greenwood**
EMBA CEng MIET FCMi FCQI MICW

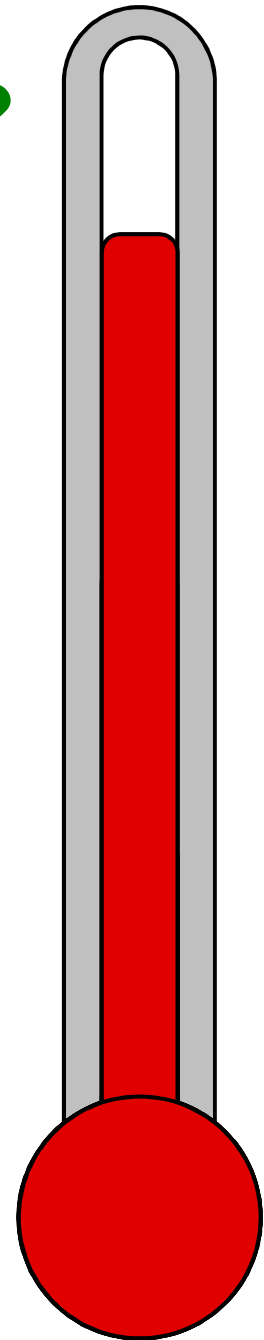
- Collaborative Working Champion
Constructing Excellence
- Associate Director
Institute for Collaborative Working
- Convener
ISO TC 286 Collaborative Business
Relationship Management Systems
- Experience:
 - Construction: airports, expressways and housing
NL, KSA, MY, TH, SG, HK and UK
 - High-tech design, manufacturing and service
UK and USA



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What is Your Partnering Temperature?

- Strategic Partnering
 - Objectives + Incentivisation + Dispute Prevention + ...
 - Strategic alliance agreement or term contract
eg. SAA + NEC + ISO 44001 or TAC-1 + PPC 2000/TPC 2005
- Project Partnering
 - Partnering Charter + Objectives + Incentivisation
 - Non-confrontational form of contract
eg. NEC, Opt C (Target), Opt X12 (Part'), Opt X20 (KPIs)
- Non-Confrontational Contract
 - No special mechanisms
 - Non-confrontational form of contract eg. NEC
- Partnering Charter + Traditional Contract
 - Commitment to working well together
 - Traditional form of contract eg. JCT



Agenda

- What is Collaboration and Why Collaborate?
 - What is Value?
 - Value, Time and Trust
- The Constructing Excellence Principles of Collaborative Working
- Collaborative Frameworks
 - The Government Construction Strategy
- The ISO 44001 Approach to Collaborative Working
 - Stages and Themes
- Measuring Trust
- Conclusions



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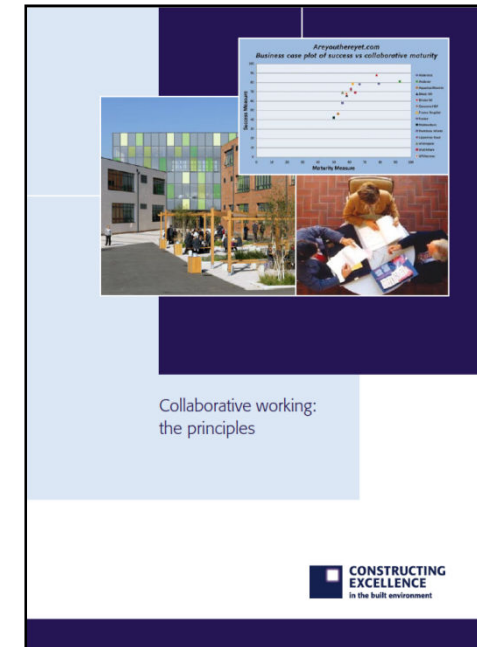


What is Collaboration and Why Collaborate?

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Collaborative Working

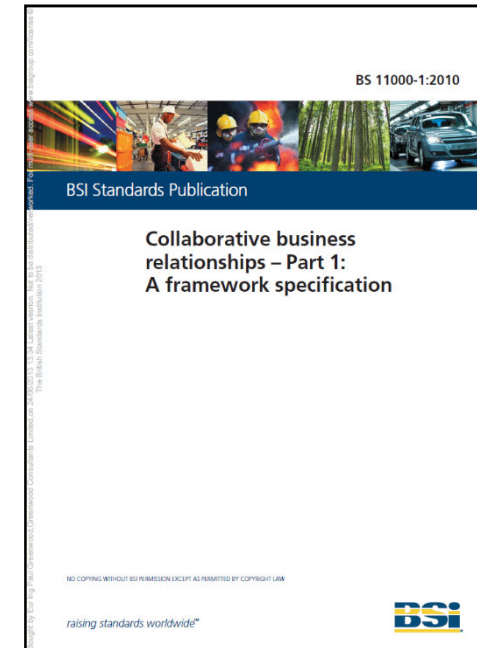
“Working together in a seamless team to common objectives that deliver benefit to all through mutually beneficial (including commercial) alignment.”



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Collaborative Business Relationships

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

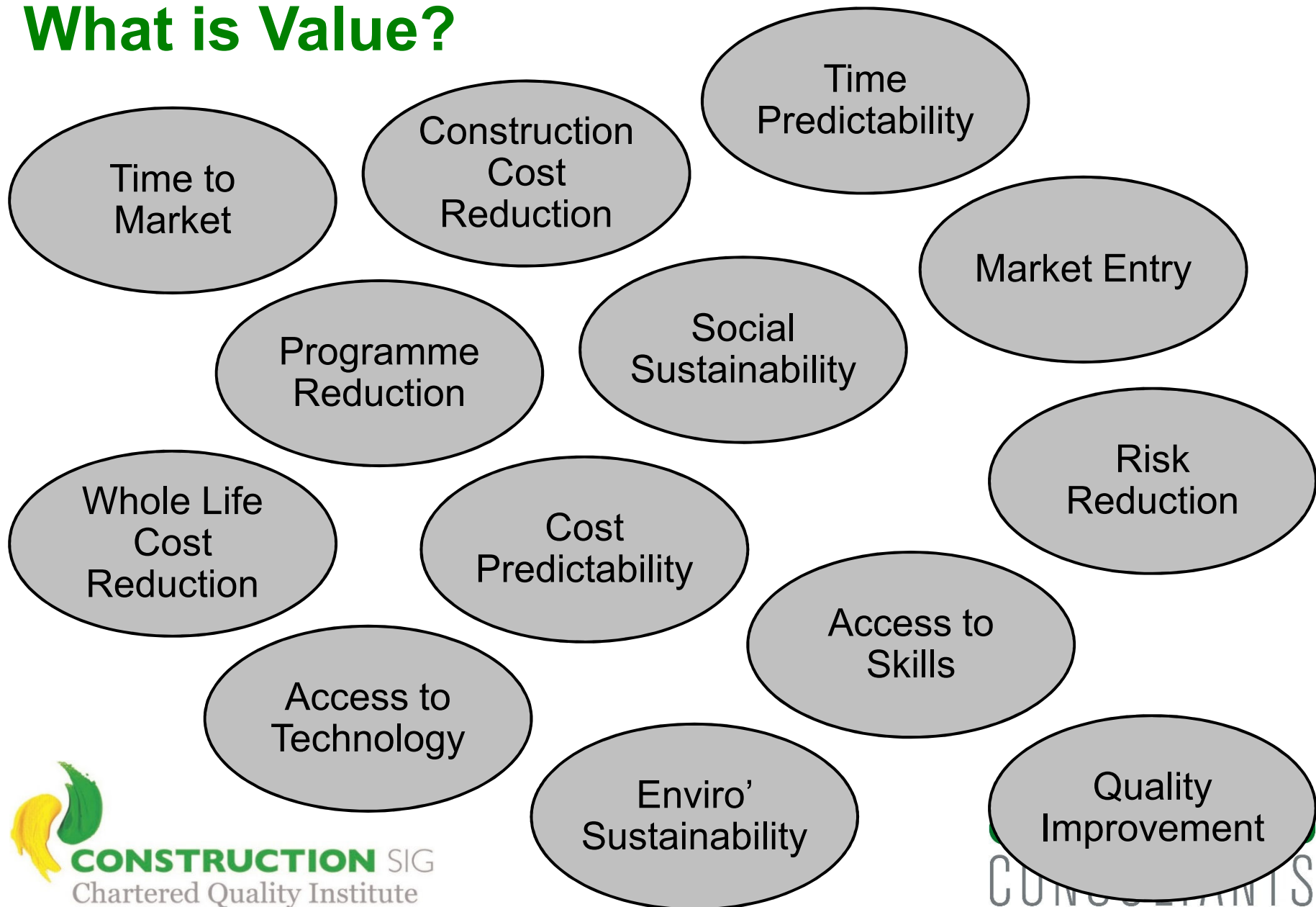


BS 11000-1:2010 Collaborative Business Relationships
- Part 1: A Framework Specification.

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What is Value?



The Long Term Cost/Value of Owning/Using Buildings

City of London office

- Building construction
 - Project management
 - Design
 - Construction
- Building maintenance and operating cost
- Business operating cost
- Business outcomes

*Business
operating
cost
200*

*Business
outcomes
2000*



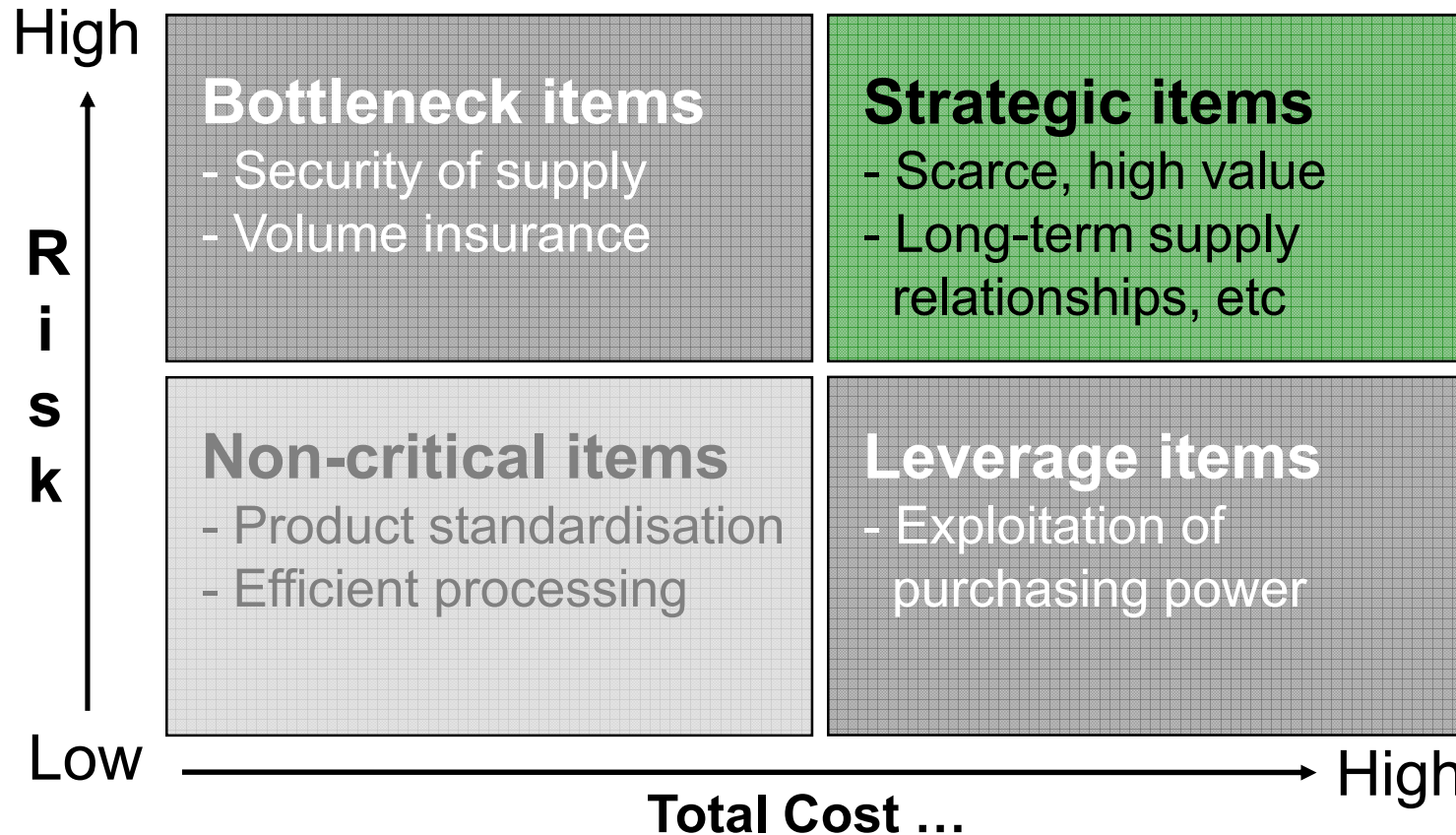
'The Long-Term Costs of Owning and Using Buildings'
R Evans, R Haryott, N Haste and A Jones,
The Royal Academy of Engineering, 1998.

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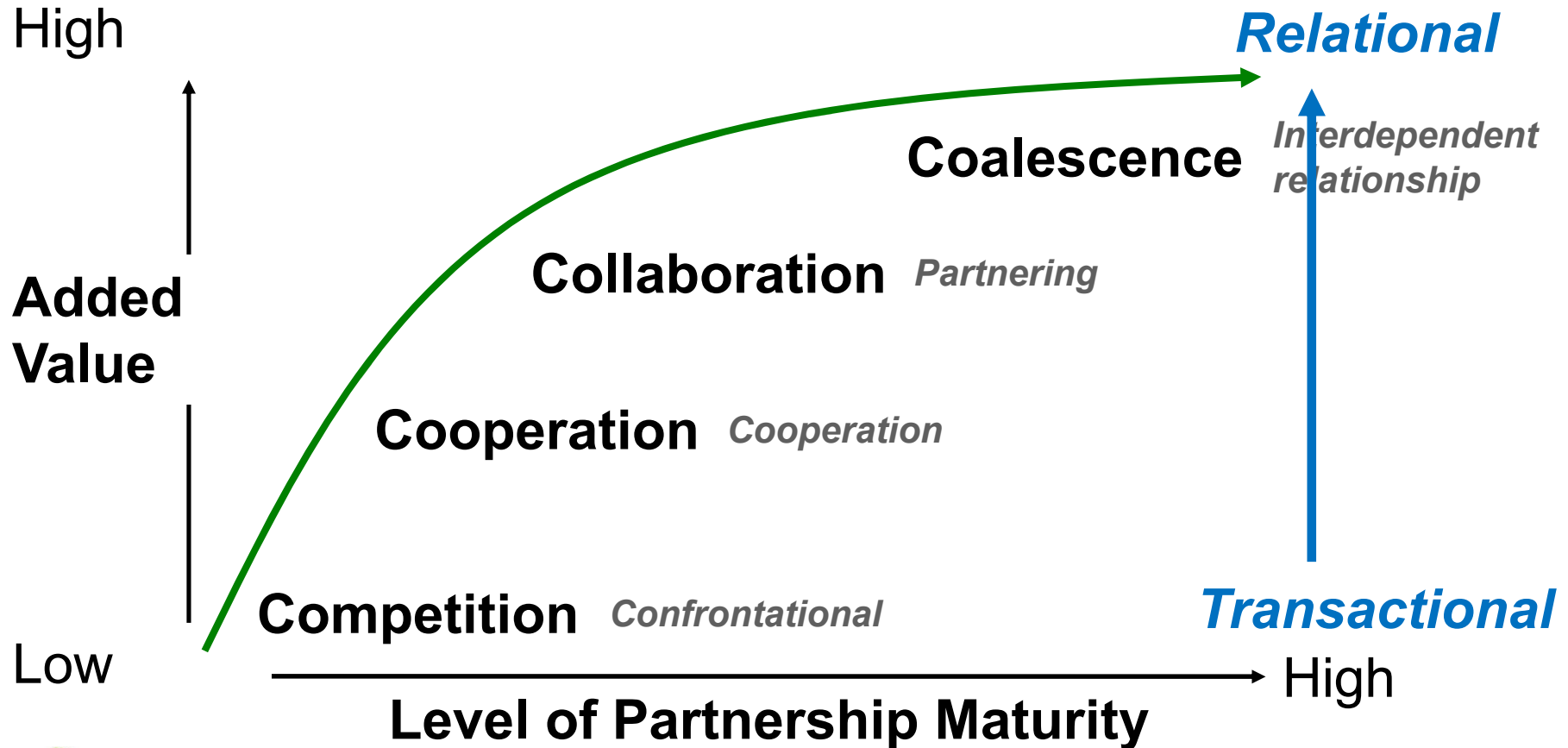
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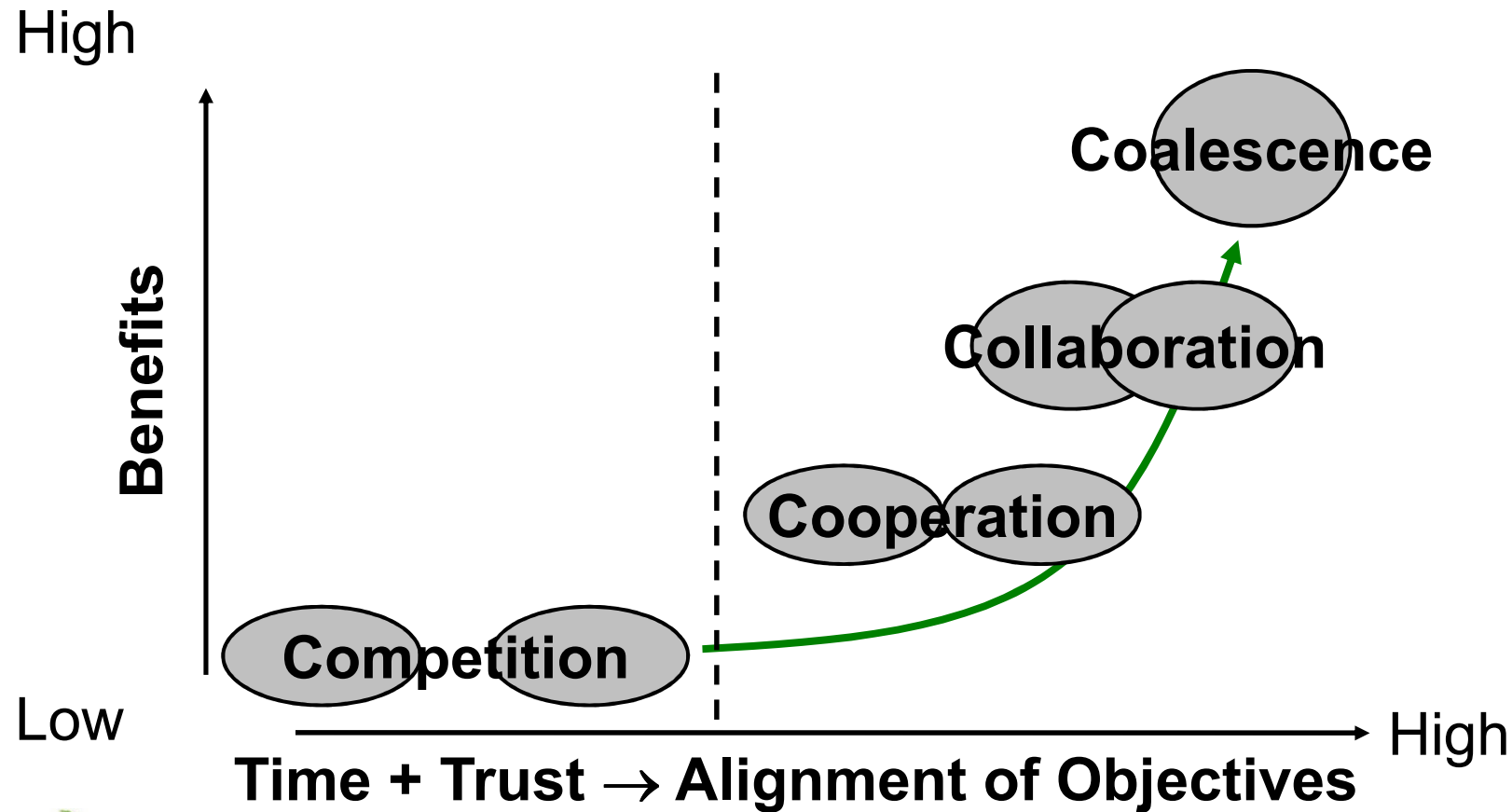
Purchasing Portfolio Positioning



Partnership/Collaborative Maturity



Alignment of Objectives



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

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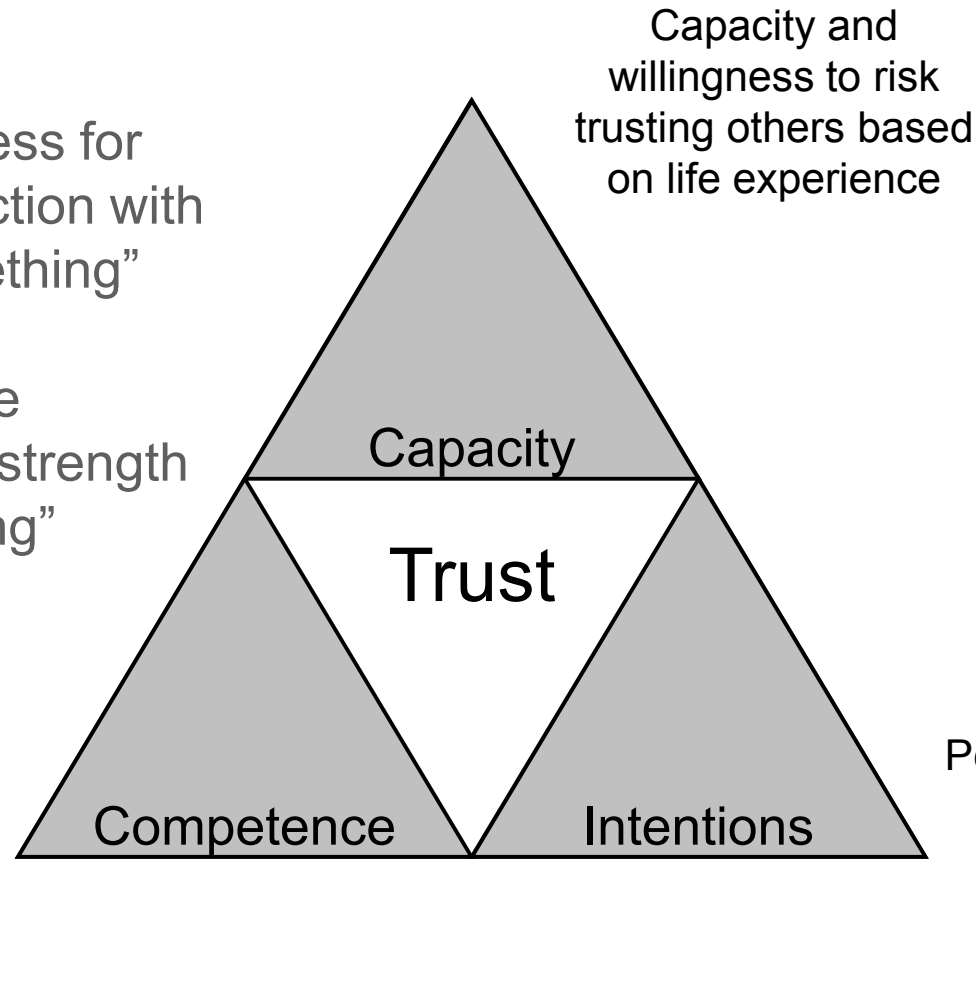
Trust

“A state of readiness for unguarded interaction with someone or something”

Tway and Davis, 1993

“A firm belief in the reliability, truth or strength of a person or thing”

Oxford English Dictionary



'Trust', Dr RCC Singleton, Accord Partners Limited, 2013
Adapted from 'A Construct of Trust', Dr DC Tway, 1993

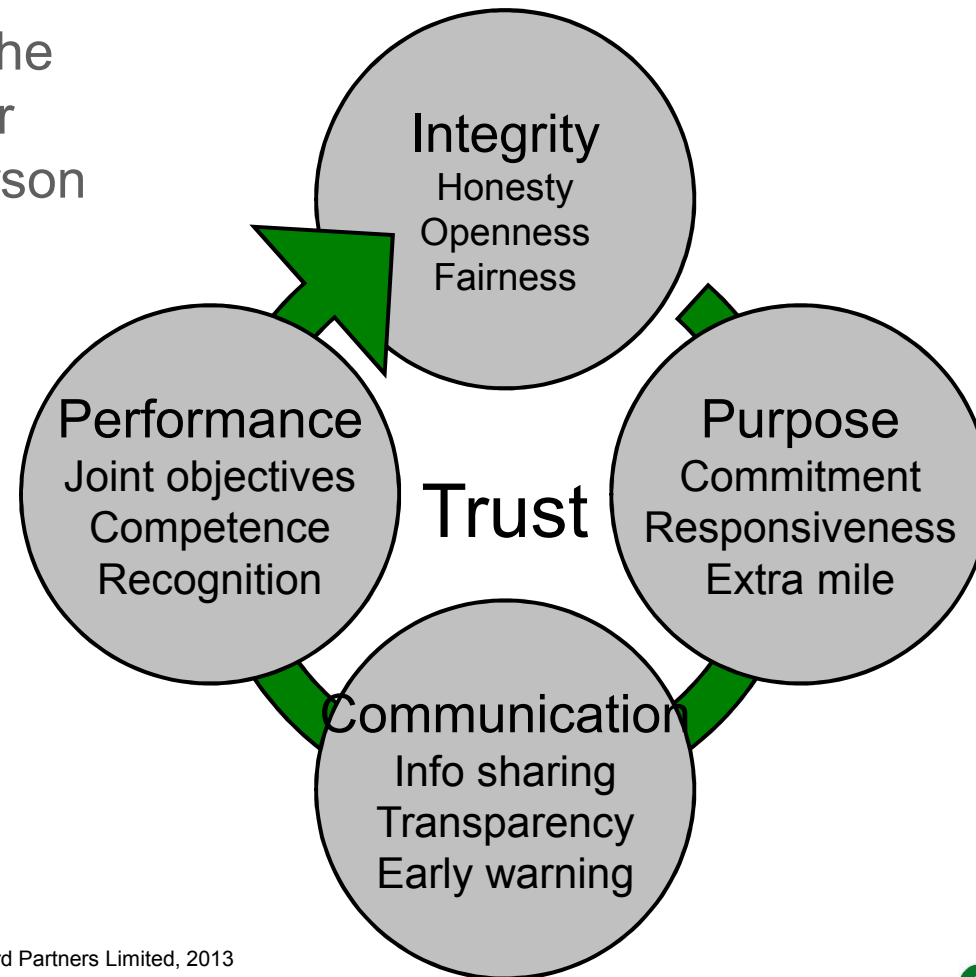
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Building Trust

“A firm belief in the reliability, truth or strength of a person or thing”

Oxford English Dictionary

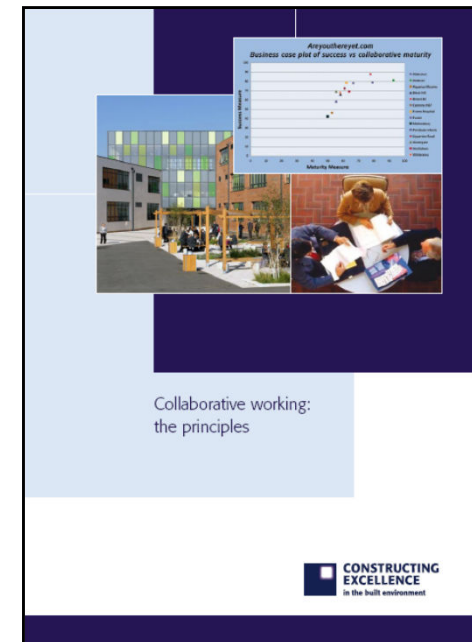


‘Building Trust’,
Dr RCC Singleton, Accord Partners Limited, 2013

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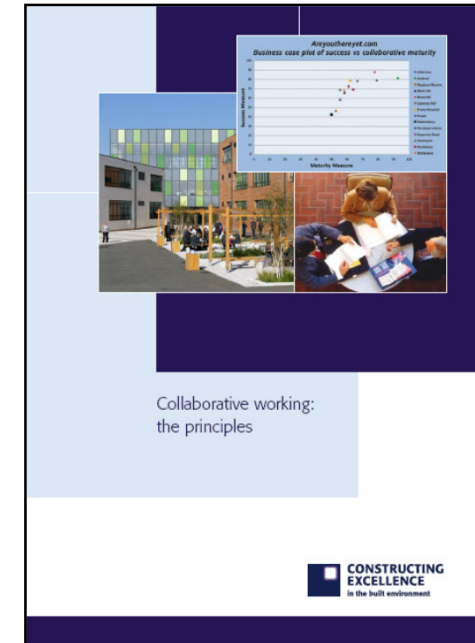
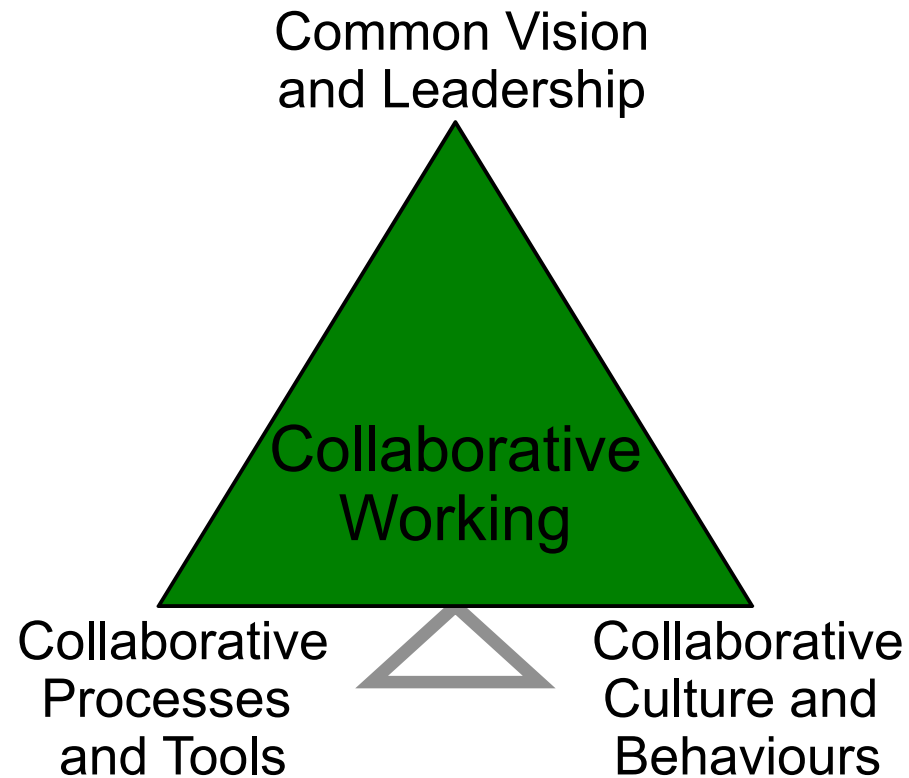
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The Constructing Excellence Principles of Collaborative Working

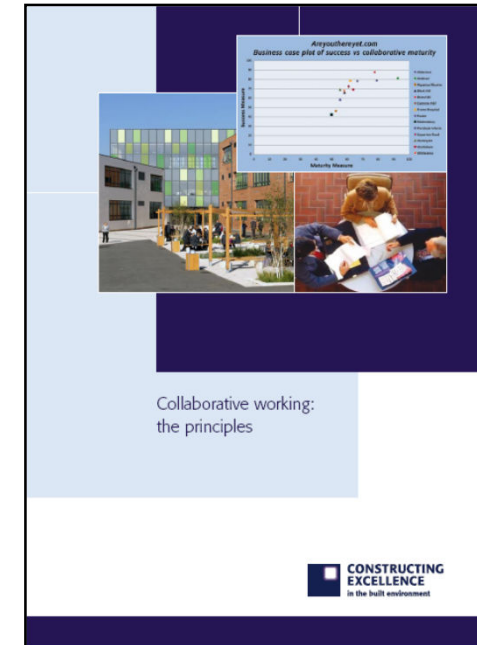
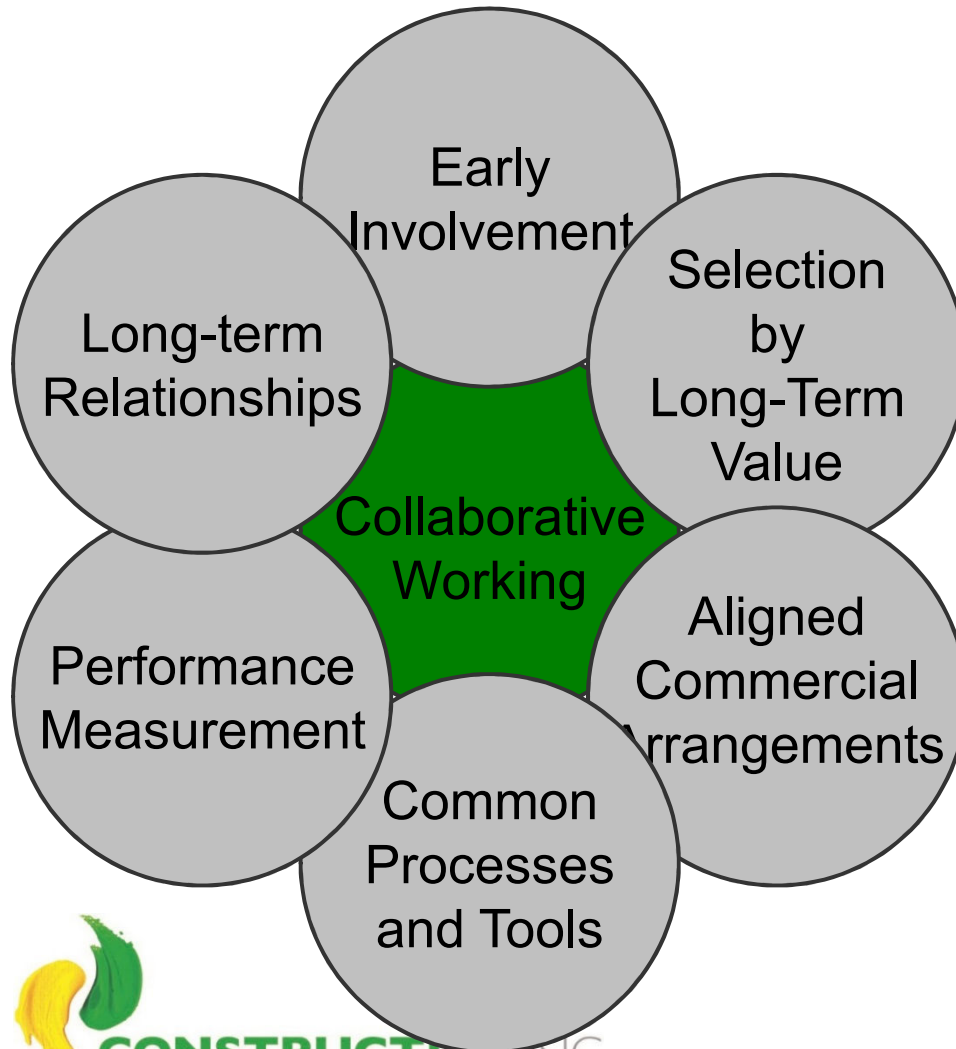


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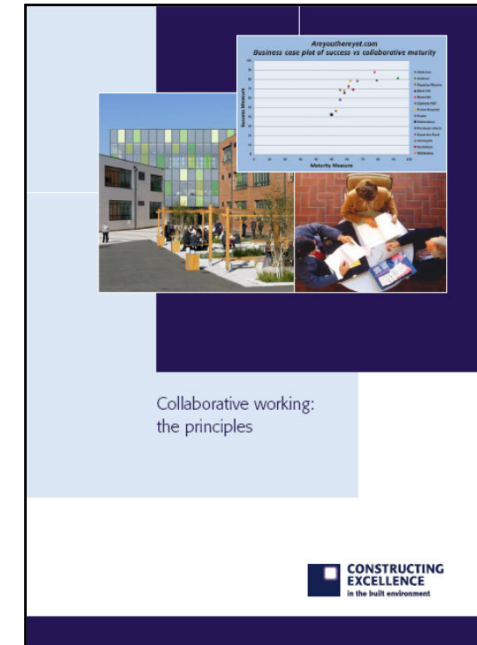
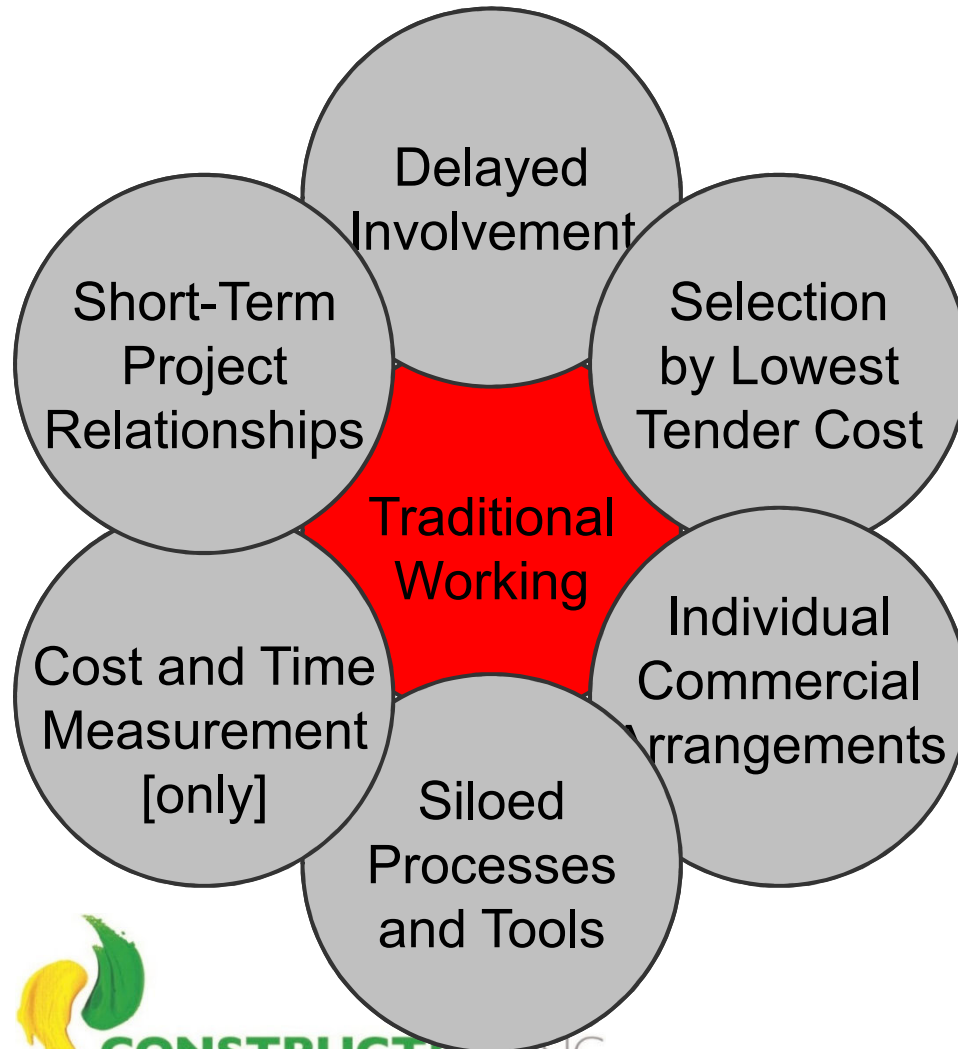
Three Overriding Principles



Six Critical Success Factors



Six Critical Failures



Collaborative Frameworks

An overview of some popular frameworks, contracts, standards, etc

Collaborative Flavours in Construction

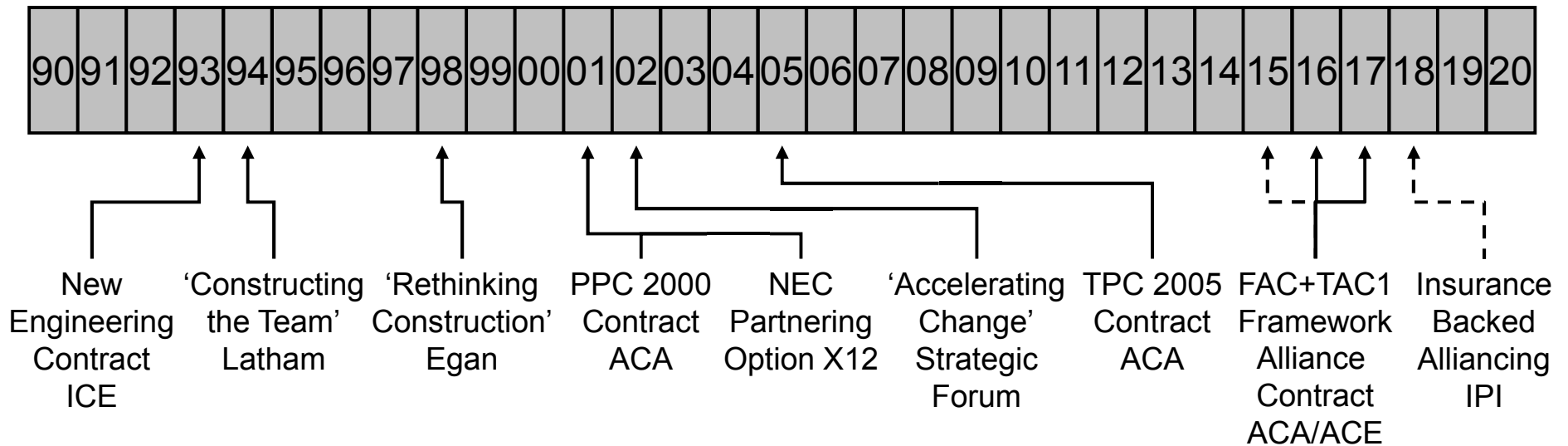


Other collaborative contracts/frameworks are available:

- UK Public Sector Partnering Contract
- JCT Constructing Excellence Contract
- ...

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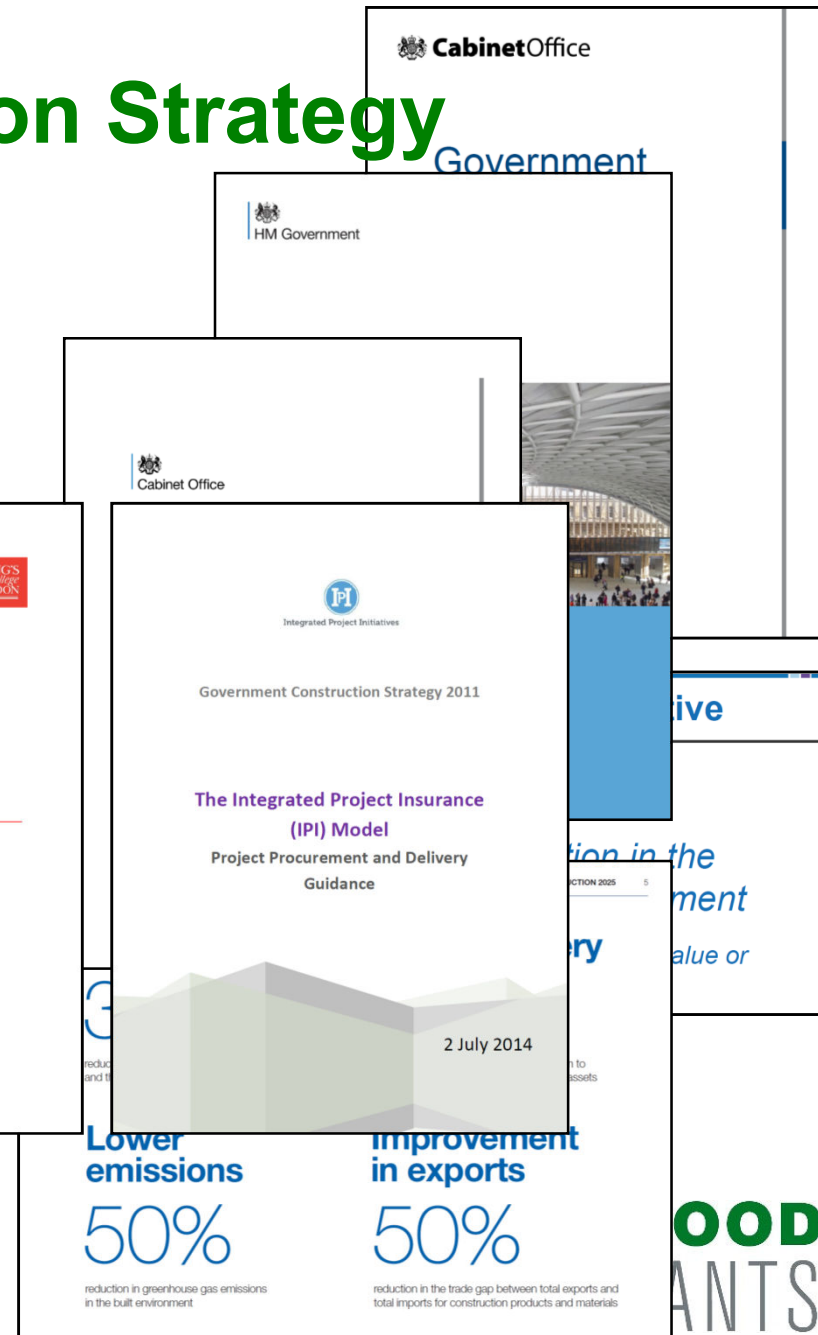
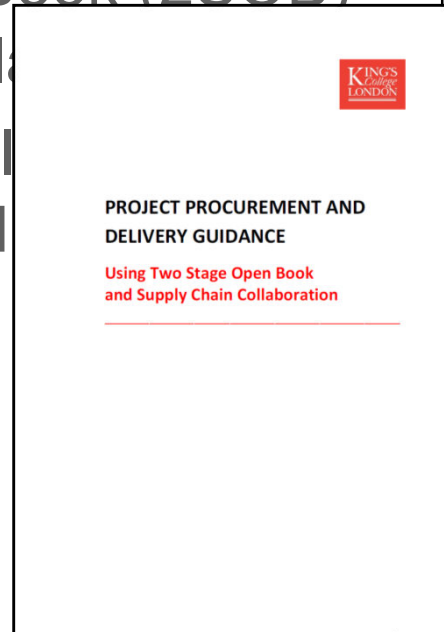
Collaboration Timeline



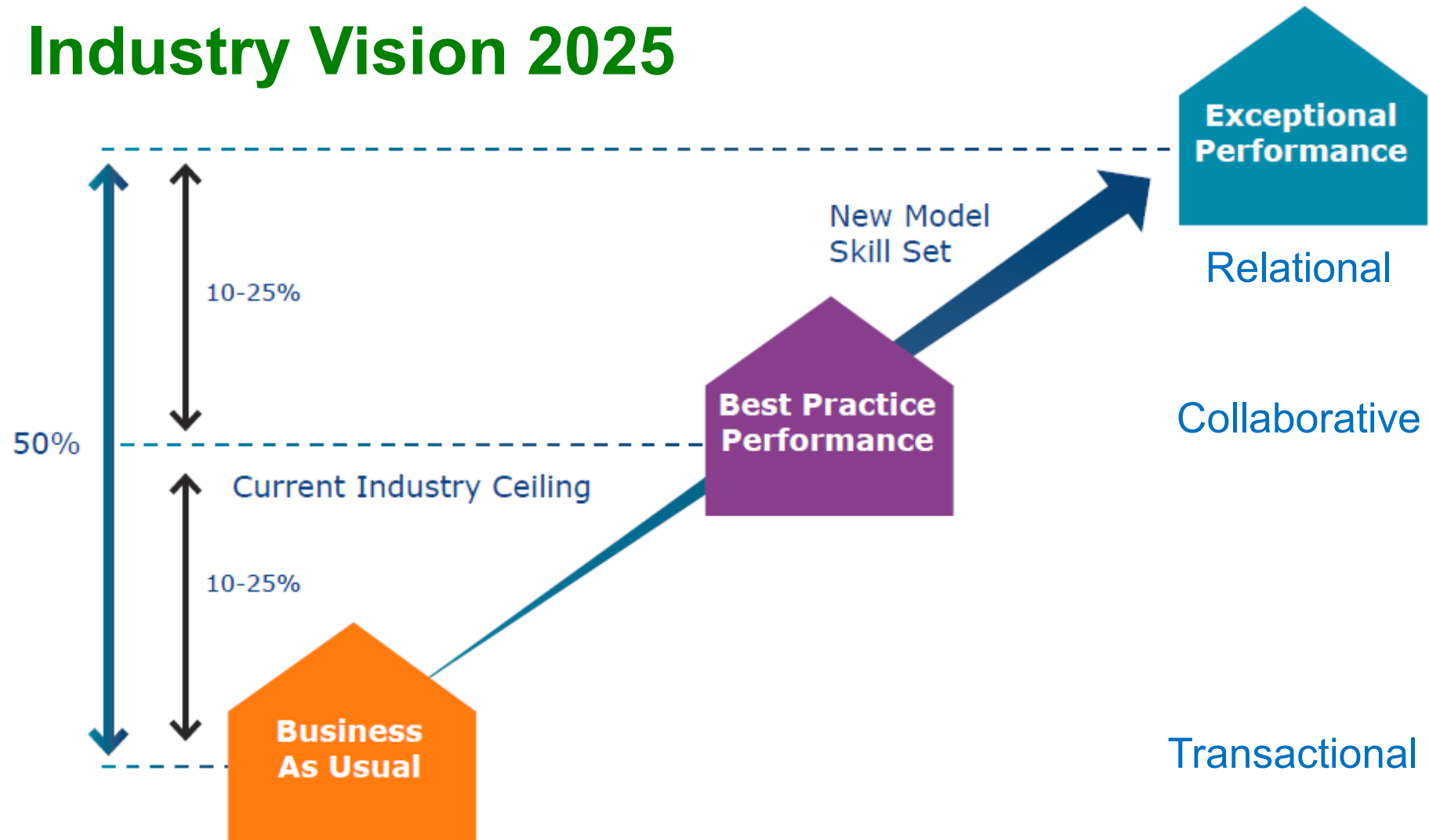
Government Construction Strategy

New Models of Procurement

- ⇒ Cost-Led Procurement (CLP)
- ⇒ Two Stage Open-Book (2SOB)
- [S
- ⇒ In



Industry Vision 2025

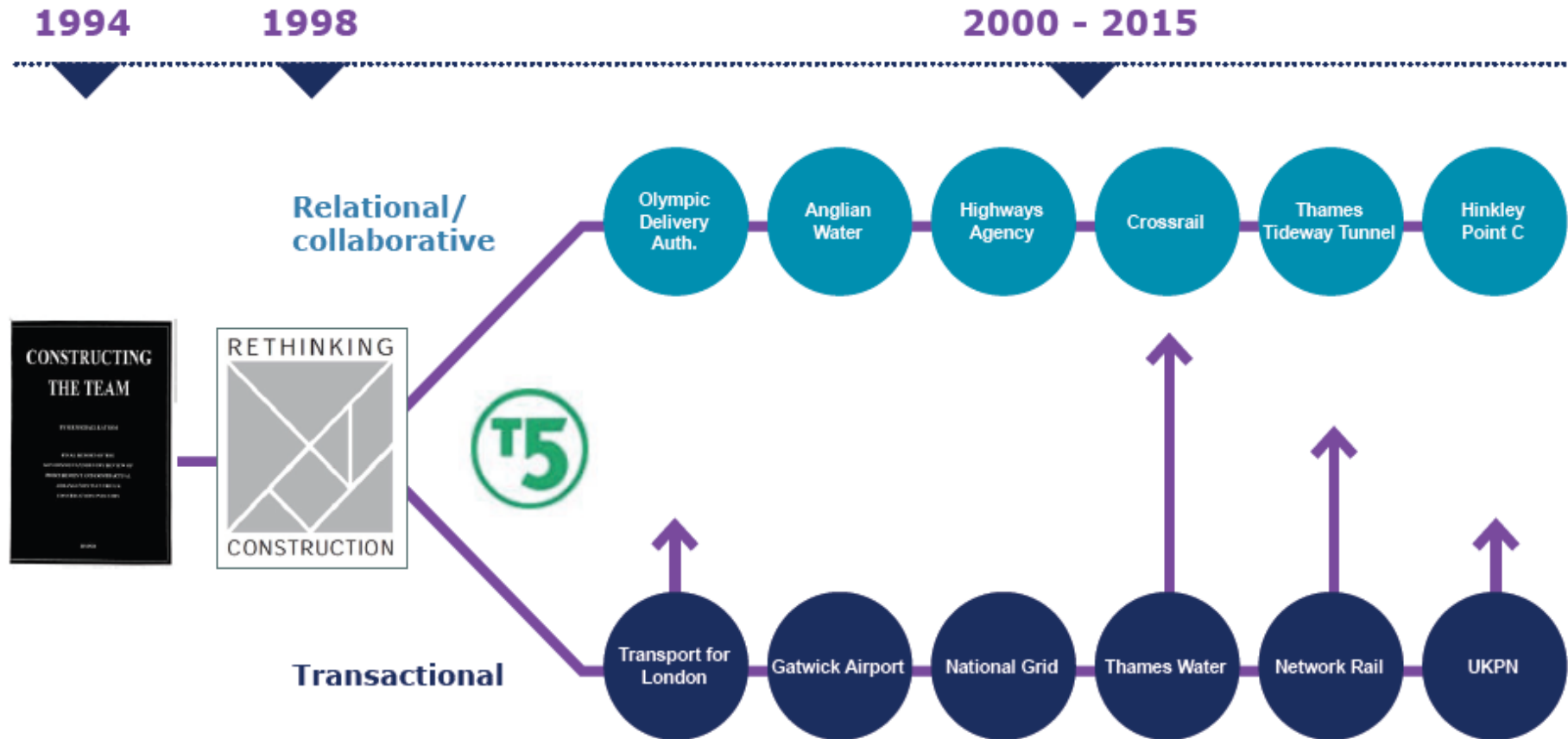


'An Industry Undergoing a Transformational Journey'
Murray Rowden, Chair of Constructing Excellence, CENE, May 2015.

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Move to Collaborative/Relational Models

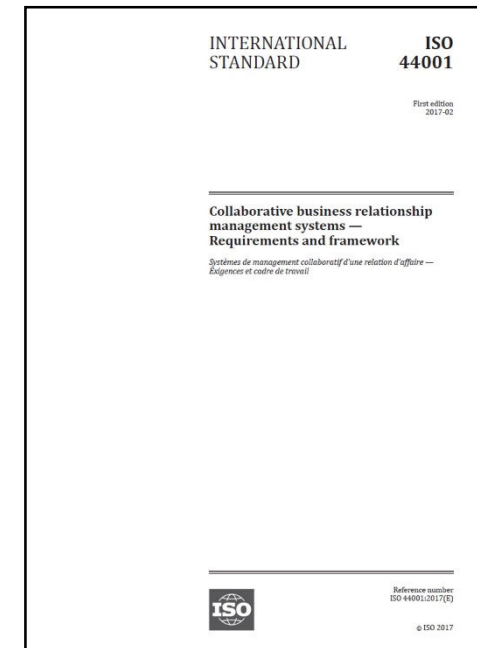


'An Industry Undergoing a Transformational Journey'
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The ISO 44001 Approach to Collaborative Working



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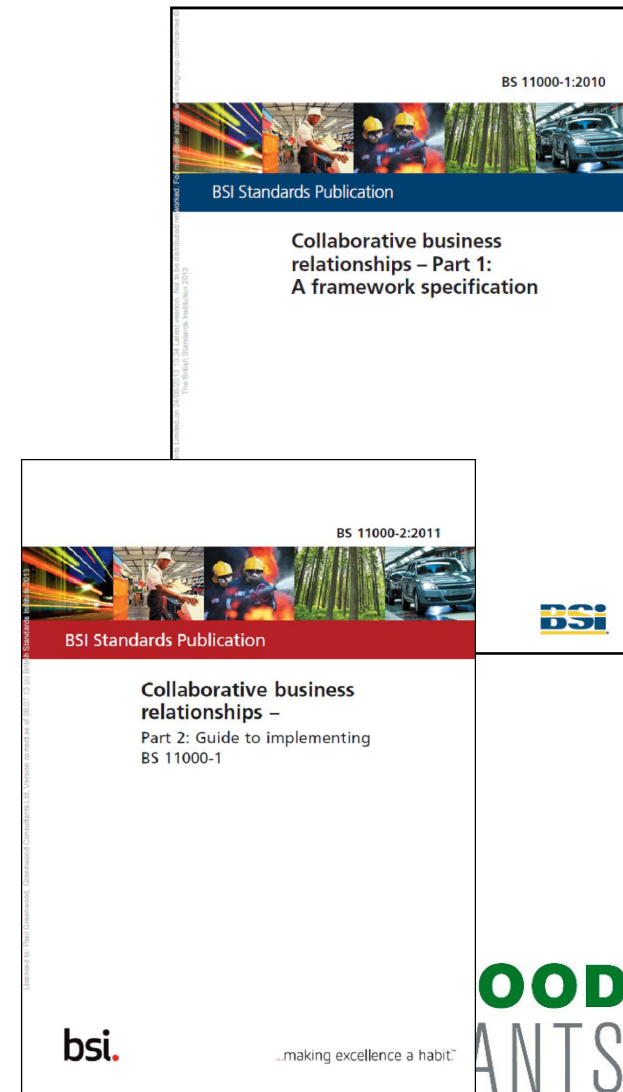
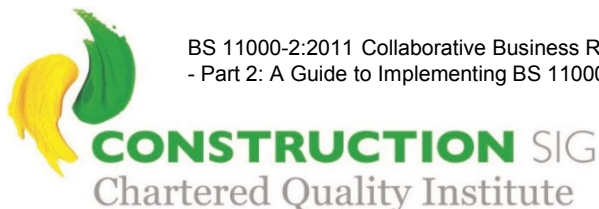
The Source - BS 11000



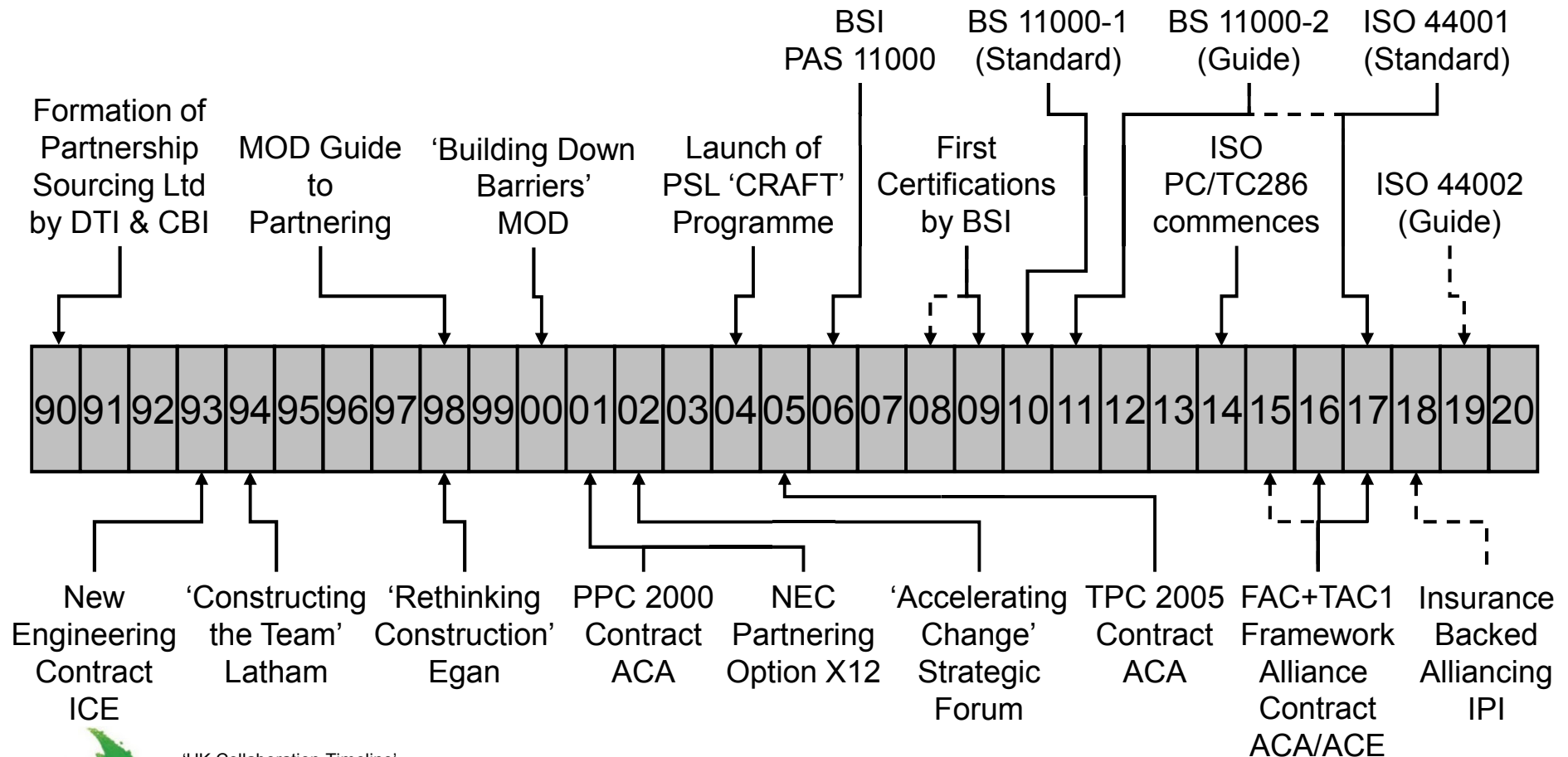
- “... a strategic framework to establish and improve collaborative relationships in organisations of all sizes.”
- From concept to disengagement
- Based upon the CRAFT Model - Institute for Collaborative Working
- First national standard of its type

BS 11000-1:2010 Collaborative Business Relationships
- Part 1: A Framework Specification.

BS 11000-2:2011 Collaborative Business Relationships
- Part 2: A Guide to Implementing BS 11000-1.



Collaboration Timeline



'UK Collaboration Timeline',
© Greenwood Consultants, February 2018.

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Applicable Relationships

- Single programme or project
- Individual relationship
- Multiple relationships
- Particular types of relationships
- ...

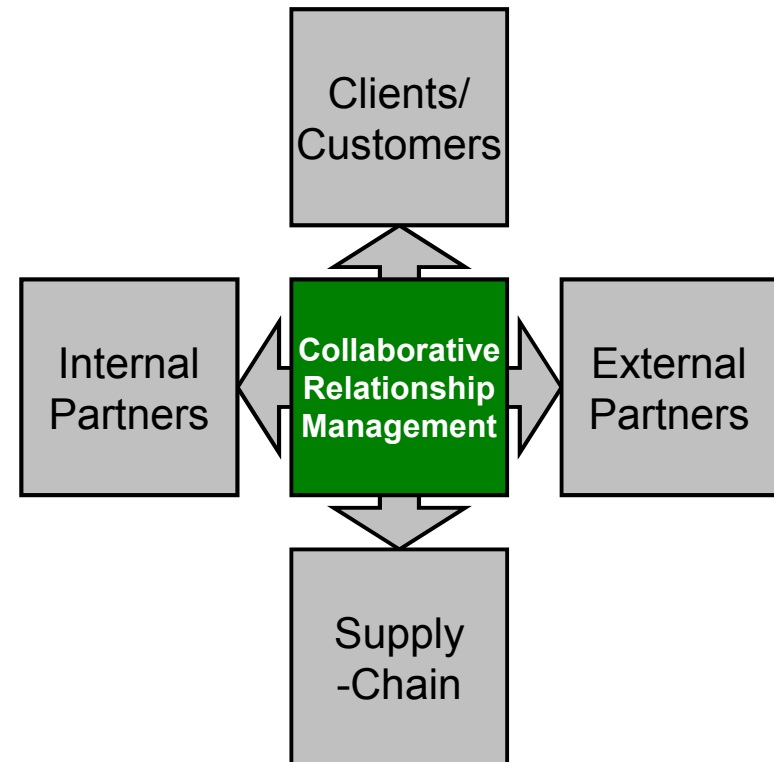
“... where collaboration can open new strategic opportunities”

“... potential for improvement through the adoption of a collaborative relationship”



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Based on 'Multi-Dimensional Relationships' (aka North-South Diagram),
BS 11000-1:2010 Collaborative Business Relationships - Part 1.



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The BS 11000 Framework

Phase 1
Strategic

Stage 1 Awareness

Stage 2 Knowledge

Stage 3 Internal Assessment

Phase 2
Engagement

Stage 4 Partner Selection

Stage 5 Working Together

Stage 6 Value Creation

Phase 3
Management

Stage 7 Staying Together

Stage 8 Exit Strategy

BS 11000 - 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



'The BS 11000 Model',
© Greenwood Consultants Limited,
June 2013.

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Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 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

BS 11000 - Phase 2 Engagement

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

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 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



CONSTRUCTION Standard
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BS 11000 - Phase 3 Management

*Management of
the joint value-
creating
relationship and
systematic
disengagement*

Phase 1
Strategic

Phase 2
Engagement

Phase 3
Management

Stage 1 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



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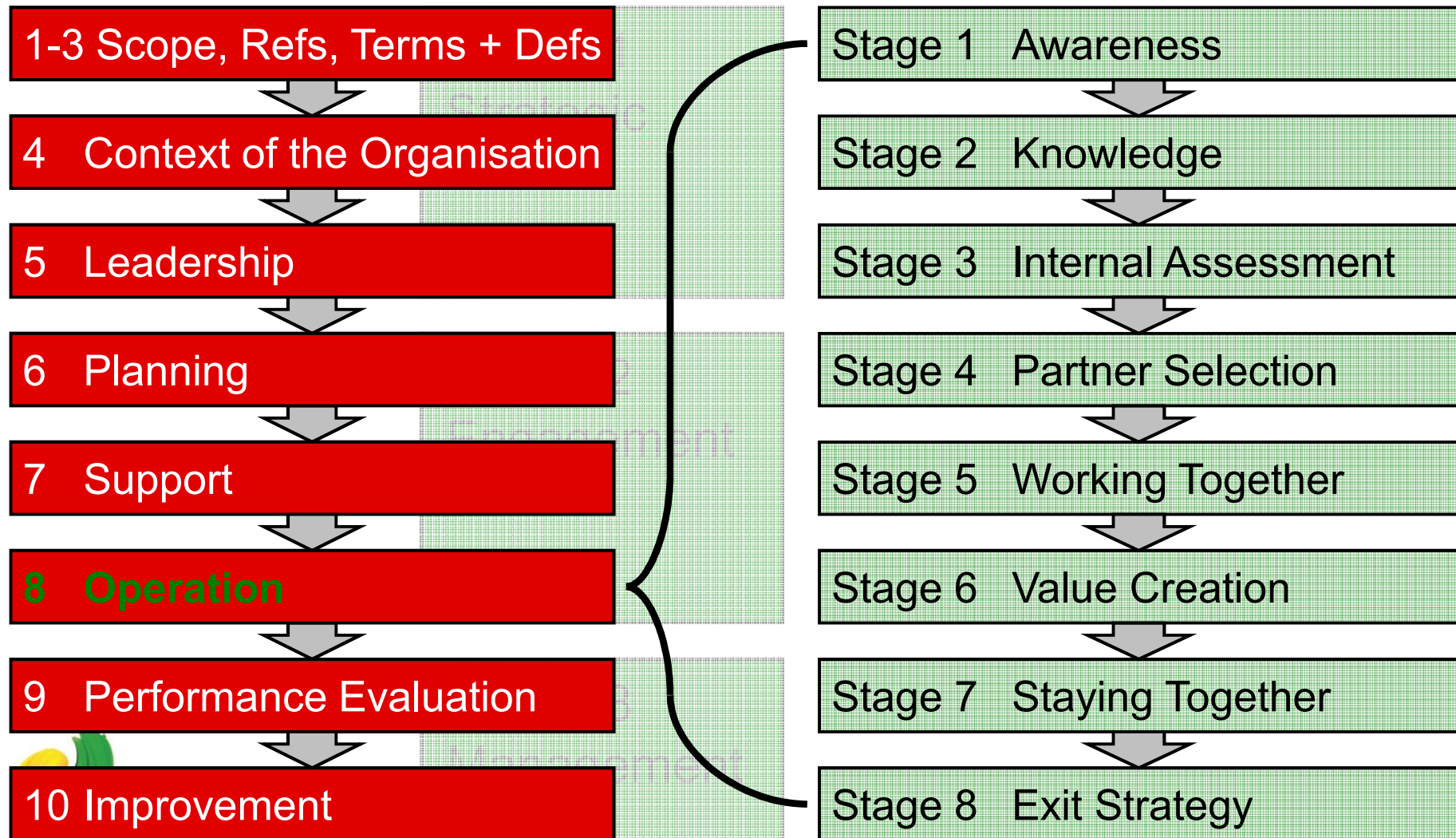
The ISO Annexe SL Model



- New high level structure for all management system standards
- Identical core text, common terms and core definitions
- Aids integration between management systems

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ISO 11000 and Annexe SL



ISO 44001

Development of the organisation's corporate strategic approach to collaborative working

'ISO 44001 Model',
© Greenwood Consultants Limited,
February 2017.



Corporate

Framework

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



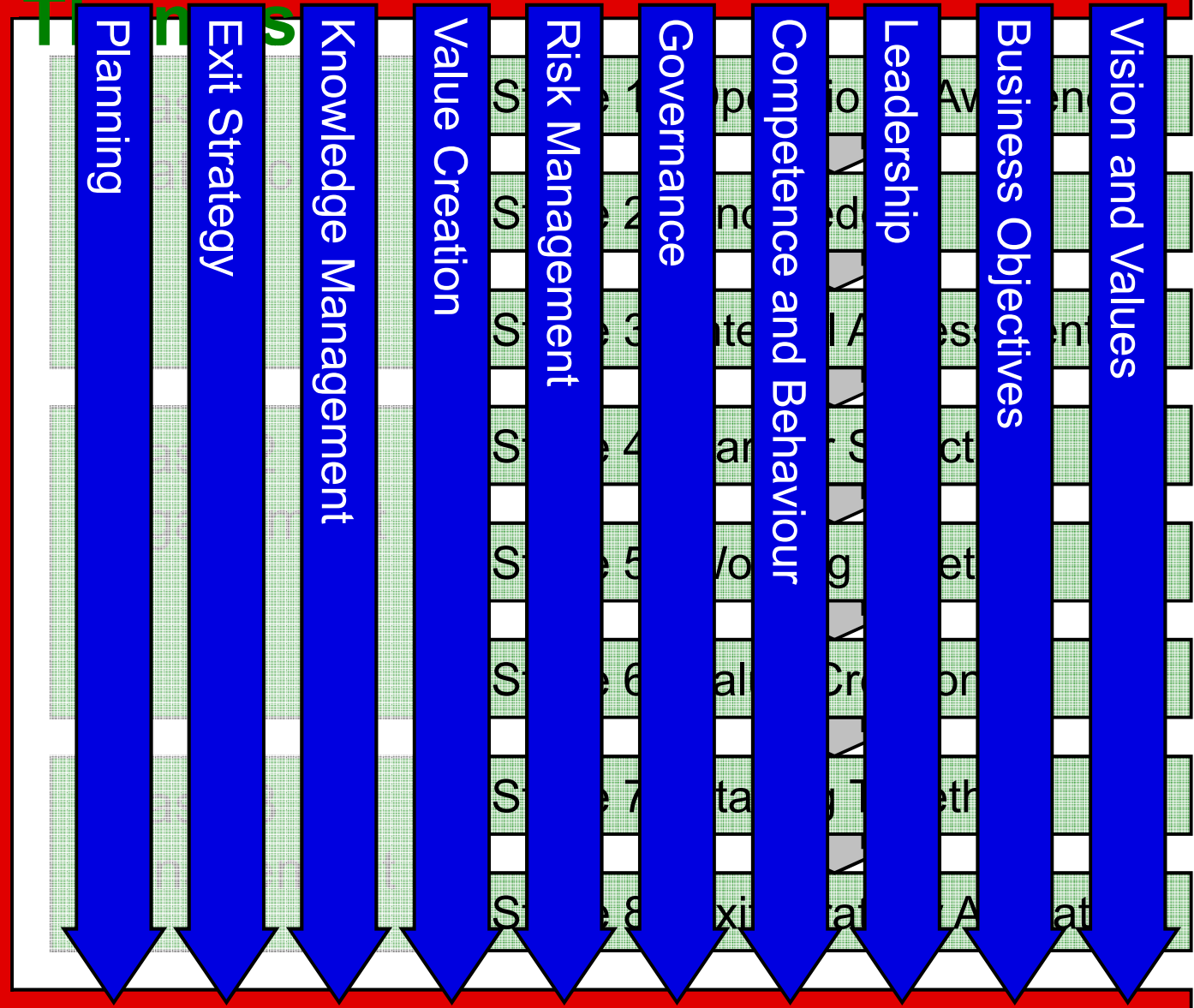
Stage 7 Staying Together



Stage 8 Exit Strategy Activation

ISO 44001 Themes

Corporate



'ISO 44001 Themes',
© Greenwood Consultants Limited,
February 2017.



ISO 44001 Themes

Vision and Values

Business Objectives

Leadership

Competence and Behaviour

Governance

Risk Management

Value Creation

Knowledge Management

Exit Strategy

Planning

Corporate

'ISO 44001 Themes',
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February 2017.



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Measuring Trust

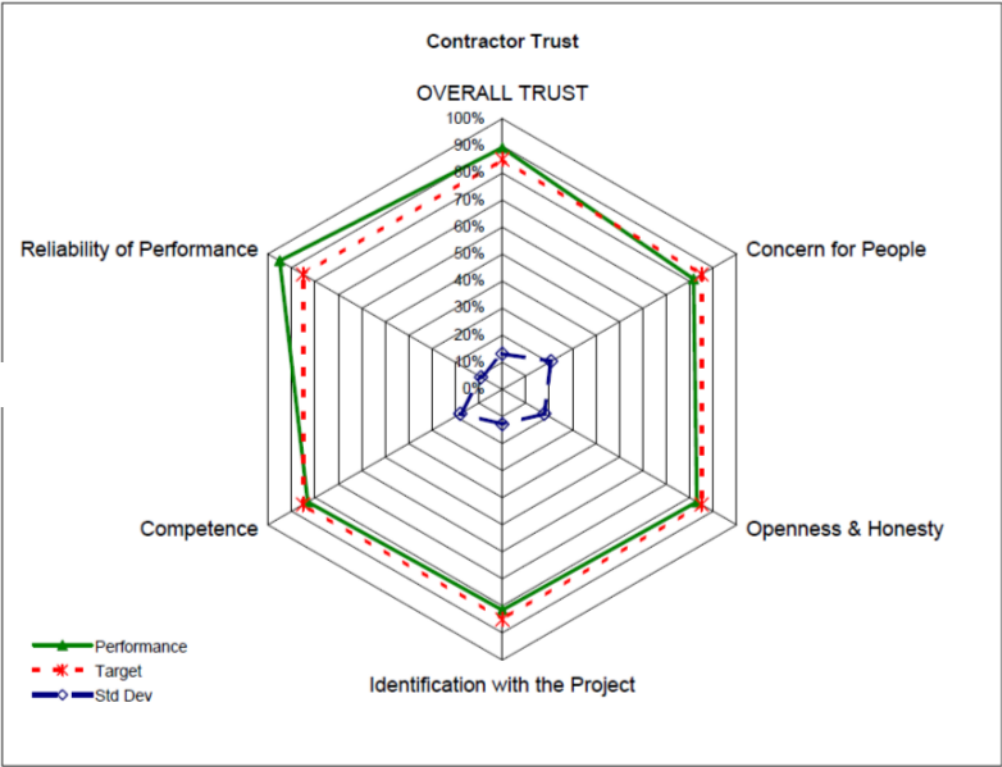
Sub-Contractor Trust Analysis		Performance Summary	UNITED HOUSE
Project:			
Occasion:			
Report Date: 2nd April 2002			
Overall Survey Response			
No of Requests	18		
No of Replies	13		
Response Rate	72%		

Sub-Contractor Trust Analysis

Performance Summary Chart

UNITED HOUSE

Project:
Occasion:
Report Date: 2nd April 2002



Based upon the 'Organizational Trust Index',
from 'Measuring Organizational Trust - Cross Cultural Survey and Index',
Shockley-Zalabak, Morley, Cesaria, and Ellis, IABC Research Foundation, 2000.

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Measuring Trust

Project Trust Analysis

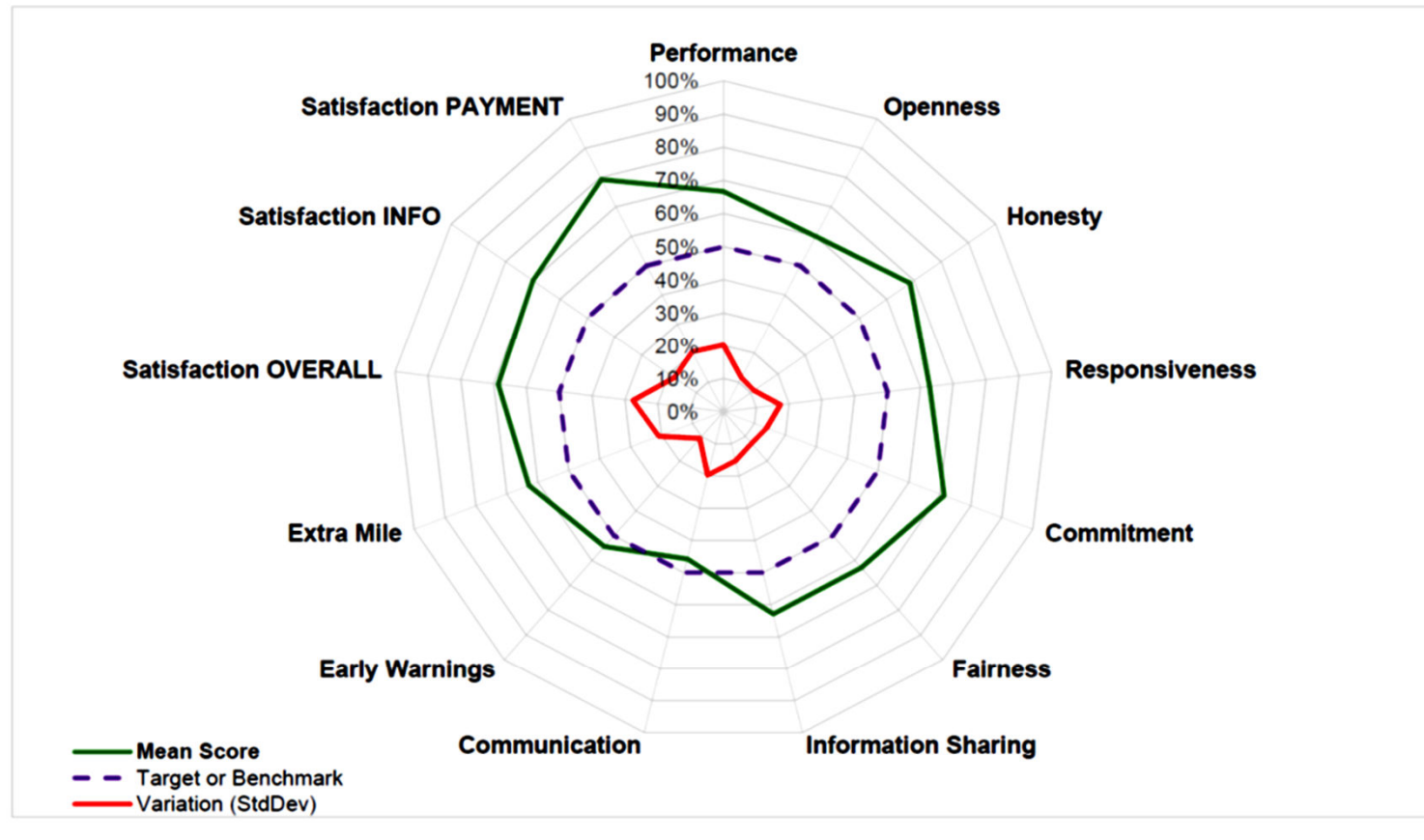
Performance Summary

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Project

Scope/Milestone **Constructor Response**

Date **06 February 2018**



Measuring Trust

Project Trust Analysis

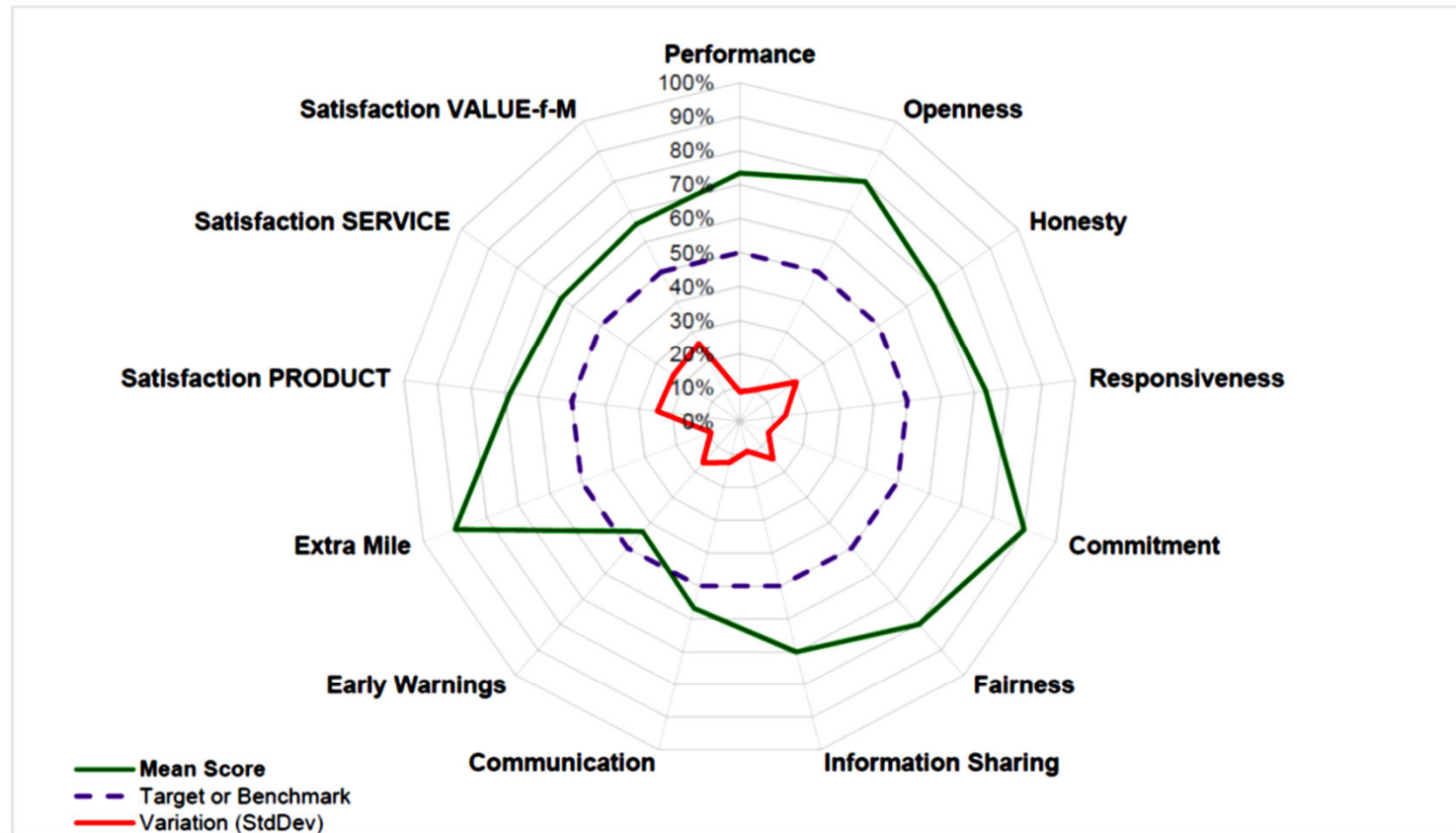
Performance Summary

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Project

Scope/Milestone **Client Response**

Date 01 February 2018

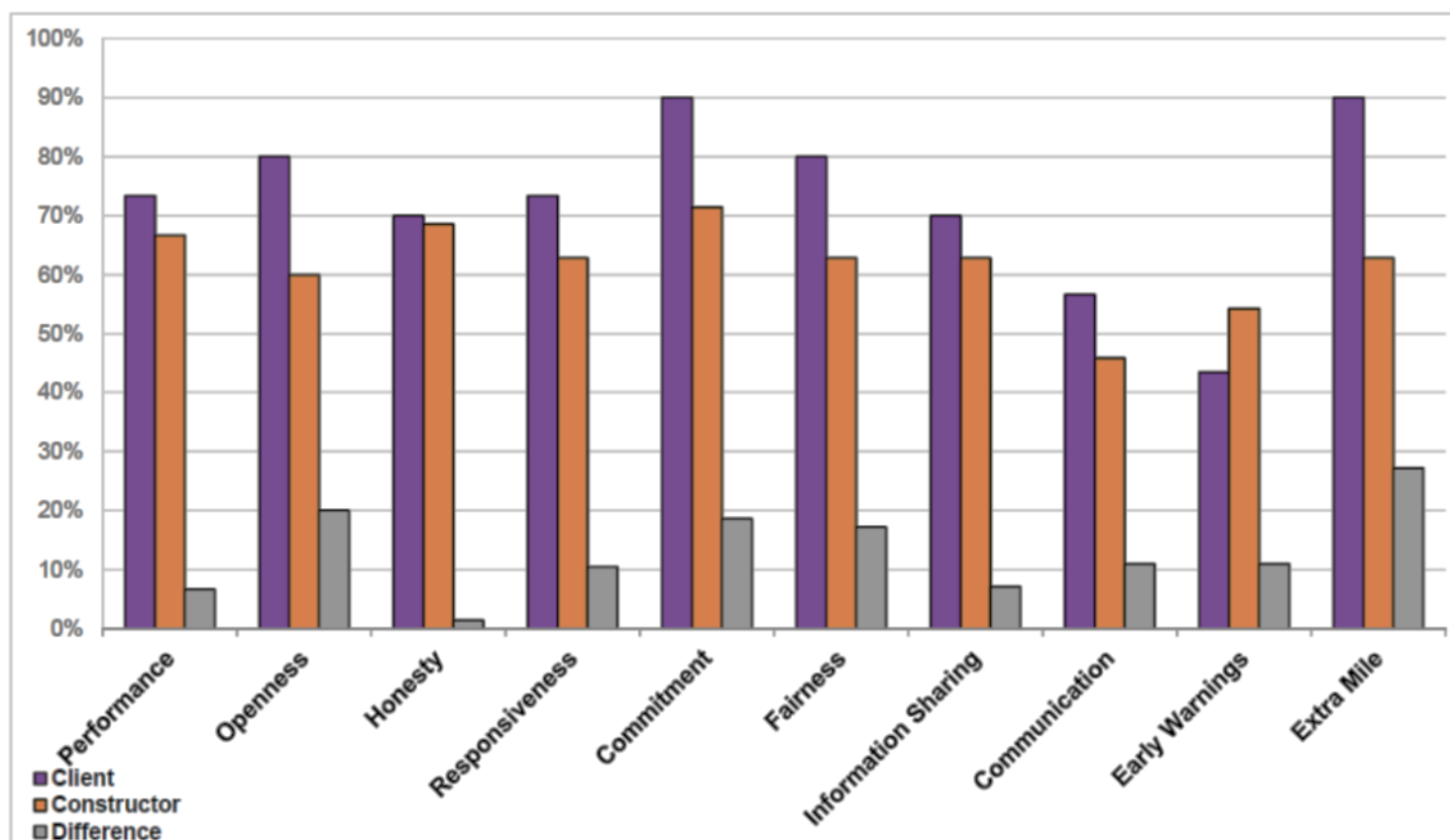


Measuring Trust

Phase 1 Trust Analysis

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Project
Scope/Milestone **Client and Constructor Responses**
Date 01 February 2018



Conclusions

- Define 'value'
 - What it means to you quality
- CE Principles
 - Vision and Leadership
 - Culture and Behaviour
 - Processes and Systems
- Construction-specific models
 - Support the Government's Construction Strategy
- ISO 44001
 - The most comprehensive framework for collaborative working





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Thank You

PGreenwood@GreenwoodConsultants.com

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[#collaboration](#) [#ISO44001](#) [#TC286](#)

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