

 



# Appendix A:

Scoring collaborative behaviours

## June 2019

The table presents example behaviours aligned to scores developed for the Collaborative Behaviour Quantification Tool. It is not intended that these behaviours are exhaustive or that all are present for the attribution of a particular score.

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| Critical Behaviour | Score = 1 | Score = 3, Baseline | Score = 5 |
| **1. REASONABLE**  **Negotiations occur without taking advantage** |  | Negotiators often seek to understand the needs of other parties as well as their own | Seeks to ensure understanding of the needs of all parties |
| Negotiators make deals that disadvantage other parties | Negotiators often, but not always, make deals to meet their own needs whilst not disadvantaging other parties | Refuse to make deals that do not meet both their own needs and the needs of other parties |
| Issues are reactively addressed and not necessarily resolved | Issues are not always resolved in the best interests of all | Issues are resolved in the best interest of all |

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| **2. ALIGNED** | Time is not spent establishing long and short term needs or outcomes required by other parties for achieving the joint effort | Long and short term needs, outcomes and objectives are identified jointly. There is some discussion of differences in objectives and how these will be managed | Long and short term needs, outcomes and objectives are identified jointly. Differences in objectives and needs are well understood and the level of support for their achievement agreed |
| **Establish joint** | There is not clarity about which objectives are shared | Joint objectives are widely known | Long term joint needs, outcomes and objectives are prioritized by all where they are in the prioritized interests of all. Short term goals are taken account of |
| **needs and**  **outcomes**  **and deliver**  **objectives,**  **acting in the best**  **interests of the**  **joint effort** |
| Planning occurs separately | There is infrequent review of how far other parties needs are met and remain aligned | Joint needs and objectives are reviewed regularly to ensure they are met and remain aligned |
|  | People mostly plan in the long term best interests of the joint effort. Sometimes people prioritise short term planning over the long term best interests of the joint effort |  |

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| Critical Behaviour | Score = 1 | Score = 3, Baseline | Score = 5 |
|  | Failures are hidden | Failures are mostly shared when asked about them | Quickly and widely shares failures and learnings externally |
| **3.** | Learning is not shared | People sometimes go externally to seek learning from others or to share learning from their own work | People ask externally for ideas, help and learning |
| **LEARNING** |
| **Learn from and**  **share experience**  **and setbacks** |
| Blame is present | Learning is sometimes shared internally | Blame is not present |
| People are quick to reject new ideas |  | People are quick to try to understand why new ideas have been suggested and how they may be applied |

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| **4. STRATEGIC**  **Consider future implications of current issues** | Have not identified or worked through 'what if' scenarios to agree how they will behave towards each other if these scenarios arise | The senior team have spent time to identify a range of scenarios that may arise relating to the current work to the environment in which they are working | At all levels people have taken time to identify 'what if' scenarios that may arise relating to the current work |
|  | In most cases people have decided how they will behave towards each other if these scenarios arise | At all levels people have worked through 'what if' scenarios to ensure there is good understanding of how they will behave if these arise |
|  | Considered responses to these scenarios independently of each other | Discussed responses together |
| Do not identify and plan jointly in relation to opportunities and risks |  | At all levels future implications, both risks and opportunities, are considered together and responses explored |

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| Critical Behaviour | Score = 1 | Score = 3, Baseline | Score = 5 |
| **5. TRUST**  **Puts effort into building and maintaining trusting relationships with all stakeholder groups** | Withholds trust because there is risk involved | Builds trust with a few selected stakeholders | Intentionally cultivates relationships with the aim of building trust with all stakeholders |
| Operates with a hidden agenda, withholds information | Shares a minimum amount of information | Is genuinely open and honest in sharing information |
| Avoids the real issues and buries head in the sand | Only address issues of own interest | Is willing to face issues head on. Addresses the undiscussables in the interest of all |

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| **6. RESPECT**  **Demonstrate respect for all partners** | Commitments are frequently not kept | Commitments are mostly kept | Commitments are consistently kept |
| Others are not actively listened to; plans do not take account of the needs of others | Others are sometimes listened to but this is not consistent | Others are actively listened to and plans adapted appropriately |
| There is little or no testing of understanding of the meaning of communications to ensure  misunderstandings are minimised | There is some testing of understanding of the meaning of communications, but  misunderstandings are more frequent than they might be | There is consistent and effective testing of understanding of the meaning of communications to minimise misunderstandings |
| There is blame in challenge and accountability conversations | Blame is evident in some challenge and accountability conversations | People remain constructive in challenge and accountability conversations and check to ensure that blame is not being felt by other parties |

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| Critical Behaviour | Score = 1 | Score = 3, Baseline | Score = 5 |
|  | Delivery is measured against each organisation's objectives and not against shared objectives of the joint effort | Delivery is sometimes measured against the objectives of the stakeholders effort | Delivery is measured against the objectives of stakeholder effort |
| **7.** | Actions are taken to further each organisation's own objectives without focus on the other parties interests of joint objectives | It is accepted that some agreements and decisions can be made where the sacrifices made by one party will outweigh the long term gains they make from the joint effort | Agreements and decisions are made jointly to meet the long term interests of the joint effort. Short term sacrifices made by one party are always outweighed by their long term gains arising from the joint effort |
| **ACCOMMODATING** |
| **Accommodate** |
| **needs of all** |
| **stakeholders in** |
| **order to deliver** |
| **shared goals** | There is no trust that the other parties will act in the best interests of the joint effort |  | There is trust that other parties will act in the long term best interests of all |
|  | People do not speak up to ensure the interests of other parties are not adversely affected by an action or decision | People do not always speak up to ensure the interests of other parties are not adversely affected by an action or decision | People always speak up to ensure the interests of other parties are not adversely affected by an action or decision |

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| Critical Behaviour | Score = 1 | Score = 3, Baseline | Score = 5 |
|  | When information requests are made understanding of needs is tested and clarified late in the process | Often, when there is an information request, time is spent testing and clarifying information needs early in the process | When information requests are made, time is always spent early on to test and clarify understanding of what is needed |
| **8.** | Responses to requests for information are slow or untimely | Responses to requests for information are sometimes prompt and timely | Response to requests for information are prompt and timely |
| **OPENNESS** |
| **Information sharing,** |
| There is an over-use of email | Over-use of email is fairly widespread | Over-use of email is avoided |
| **constructive** |
| **questioning,** |
| **open and honest** |
| Constructive feedback is very rarely given or requested | Feedback is sometimes given and sometimes requested. Constructively given feedback is mostly received positively | Feedback is frequently given and requested. Constructively offered feedback is received positively |
| **feedback,** |
| **hold people to** |
| **account for their** |
| **unacceptable** |
| Questioning is not constructive and often includes blame | While questioning is mostly constructive, blame is present in some conversations | Questioning is consistently constructive avoiding blame and checking to ensure blame is not felt |
| **behaviour** |
|  | People not challenge each other when they experience or witness unacceptable behaviour | People sometimes challenge each other constructively when they experience or witness unacceptable behaviour | Unacceptable behaviour is challenged constructively in all positions in the hierarchy |



 



# Appendix C: Example Improvement Plan

## June 2019

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| Critical Behaviour | Operator Score | OGA  Score | Description of  the Issue to be addressed | Who is affected? | Desired outcome | Actions to be taken | Actions completed by | Behaviour change measurement | Review schedule | Budget allocated | Named Lead |
| 1.  **REASONABLE**  Negotiations occur without taking advantage | 3 | 3 | Not all negotiations seek understanding of the needs of the other parties. Some deals are made that disadvantage other parties.  Issues are not always resolved in the best interests of all | All levels of the  organisation | * All members of the JV understand the needs of the others * People refuse to make deals that do not meet both their own needs and the needs of the other parties. * Issues are resolved in the best interests of all | * Collaborative negotiation sessions * Coaching |  | * Assessment of the experience of JV members * Case studies of impact | Review 12 months following initial assessment | £x per annum |  |
| 2. |  |  |  |  | * Long term joint needs, outcomes and objectives are prioritised when they are in the best interests of the joint effort * Short term goals are taken account of. Long term goals drive plans and performance measures * Differences between partners needs are well understood and ways to manage these are agreed | * Aligning planning * Sessions to align behaviours |  | * Assessment of the experience of JV members.   Performance measures align to long term goals |  |  |  |
| **ALIGNED**  Establish joint needs and outcomes and deliver objectives, acting in the  best interests of the joint effort | 3 | 3 | Long and short term joint objectives and outcomes are identified. People mostly plan in the long term best interests of the joint effort. Sometimes people prioritise short term planning over the long term best interests of the joint effort | All levels of the  organisation | Review 12 months following initial assessment | £x per annum |
| 3.  **LEARNING**  Learn from and share  experience and setbacks | 3 | 2 | Learning is not shared outside the organisation. Failures are mostly hidden. Blame is present. People are slow to go beyond their own organisation to seek ideas and solutions | All levels of the  organisation | * Failures are shared quickly and openly with the wider industry * People are quick to seek ideas from outside the organisation and to share their own with others | * Sessions to hunt out and share failures * Leadership action to encourage sharing with others and seeking help   from outside the organisation |  | * Learning from failures   captured and shared   * Assessment of the experience of JV members * Case studies of impact | Review 12 months following initial assessment | £x per annum |  |
| 4.  **STRATEGIC**  Consider future implications of current issues | 3 | 2 | Some future ‘what if’ scenarios have been identified. Joint discussions for managing these have not considered all aspects of how these will be managed | Senior team Project teams | * The JV have jointly worked through appropriate ‘what if’ scenarios and how they will work together through these to achieve the joint effort | * Senior team meetings |  | * Evidence of principles and behaviours agreed to manage ‘what if’ scenarios | Review 12 months following initial assessment | £x per annum |  |
| **5. TRUST**  Puts effort into building and maintaining trusting relationships with all stakeholder groups | 4 | 2 | Operator ‘drags feet’ in tabling topics of specific interest to JV partners in OCM’s, particularly poor asset performance. Operator shares only limited (partial) data with JV partners at OCM’s. | Senior Leadership team. Asset Leadership team | * Willingness to face the issues head on and address good and poor performance * Genuinely open and honest in sharing information | * MD to attend OCM and set the desired example and tone * MD to engage with JV Partner MD’s to seek feedback at 6 mths |  | * Assessment of the experience of JV members | Review 12 months following initial assessment | £x per annum |  |

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| Critical Behaviour | Operator Score | OGA  Score | Description of  the Issue to be addressed | Who is affected? | Desired outcome | Actions to be taken | Actions completed by | Behaviour change measurement | Review schedule | Budget allocated | Named Lead |
| 6.  **RESPECT**  Demonstrate respect for all partners | 3 | 2 | Others are listened to but this is felt to be inconsistent. Commitments have not always been kept. Blame is not consistently avoided. | All levels of the  organisation | * Others are actively listened to and plans adapted appropriately. Challenge conversations are consistently constructive. * People check to ensure blame is not felt by others | * Coaching * Behavioural workshops |  | * Assessment of the experience of JV members. * All levels of the organisation. | Review 12 months following initial assessment | £x per annum |  |
| 7.  **ACCOMMODATING**  Accommodate needs of all stakeholders in order to deliver shared goals | 3 | 2 | JV partners are not working to jointly owned measures of success. Actions are taken without focus on the other partner’s needs. People rarely speak up to ensure the needs of others are met. | All levels of the  organisation  Leadership team in particular | * Decisions are made jointly to meet the long term best interests of the joint effort. * People speak up to ensure the needs of others are met | * JV board alignment * Behavioural workshops focussed on challenge |  | * Assessment of the experience of JV members. * All levels of the organisation. * Aligned board goals and joint objectives | Review 12 months following initial asessment | £x per annum |  |
| 8.  **OPENNESS**  Information sharing, constructive questioning, open and honest feedback, hold people to account for their unacceptable behaviour | 3 | 3 | Inconsistency of behaviours across the JV regarding challenge and questioning; blame is present. Low levels of feedback alongside defensiveness in receiving feedback mean learning  is not embedding well. Failures are rarely explored or shared. | All levels of the  organisation | * Consistency in the use of constructive questioning * Avoidance of blame * More effective feedback behaviour * More effective exploration of failures and sharing of learning | * Coaching * Team development sessions |  | * Assessment of the experience of JV members. * All levels of the organisation. * Case studies of impact. | Review 12 months following initial assessment | £x per annum |  |