



Keystone

**Collaborative Working
Behavioural Development**

Welcome!

From the beginning, Keystone have gained a strong reputation as an organisational and people development consultancy that specialises in behavioural change. We provide a wide range of sustainable development interventions for clients who are looking for innovative ways to engage their employees.

We work across nine key areas:



We specialise in bringing a fresh and hard-hitting approach through the use of actors and psychology to achieve personal engagement with safety and drive organisation wide cultural change programmes. We provide learning and development frameworks aligned to your organisation's objectives and strategic needs. We deliver measurable business improvements and add real value for your organisation

Collaborative Working
Behavioural Development

Collaborative Working – behavioural development

A key aspect of many tender assessment processes is Collaborative Working and tenderers are encouraged to develop their capability around this in order to increase their chance of being successfully awarded contracts. Evaluation criteria against which clients are assessing tenderers – and these can account for a substantial amount of the tender evaluations, up to 40% in some cases that we have seen – tend to be based around:



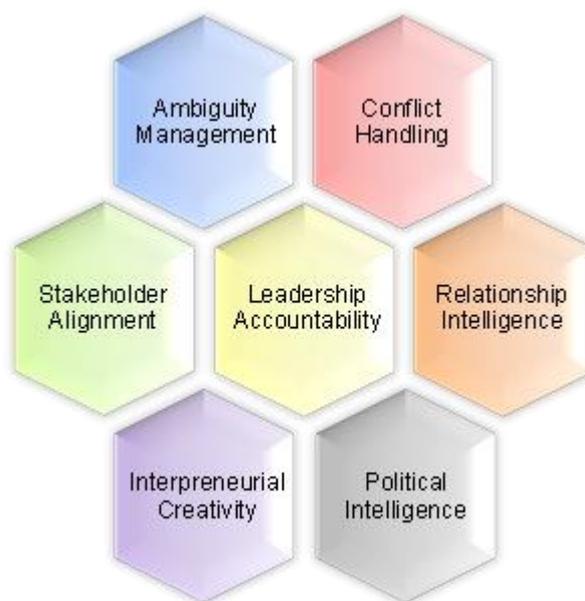
- Demonstrating inspirational and strong leadership.
- Developing and maintaining environment to optimise collaborative opportunities.
- Demonstrating transparency, openness and honesty.
- Forming an integrated team based on trust.
- Building collaborative relationships across a range of stakeholders.
- Demonstrating a high performance collaborative culture.

Furthermore, collaborative working is now seen as strategically important by many businesses, and they wish to work with others who share similar values and ways of working. It is clear that your clients are looking for something different in their supplier relationships moving forward and therefore tenderers need to do something different to so that they can visibly see that you live by the behaviours that enable collaborative working to flourish.

The key to achieving the above is the self-awareness and capability of your people as they are the ones who will embed a collaborative culture into your business. In a tender situation, particular attention needs to be paid to those who are key to the successful winning and

delivery of a bid. Keystone are currently working with a number of organisations who are developing their people to adopt a collaborative way of working, either as part of the bid winning process or as part of a wider strategy for getting the most out of their people in a time of limited resources, restricted time and a challenging external environment.

Keystone uses the 7 capability areas below to work with individuals and teams to become more self aware and give them simple tools and techniques to develop their confidence and capability to perform more effectively in a collaborative environment.



All of the behavioural elements required for collaborative working are covered in the above capability areas and we tailor these within each intervention to ensure that everyone understands how they contribute to successful winning of bids and the long-term embedding of collaborative behaviours.

Development options



Diagnostic meeting

An initial diagnostic meeting allows us to work with you to:

- Define collaborative behaviours
- Take into account existing collaborative and leadership behaviours on your competency frameworks
- Review any existing tender feedback/documentation to identify areas of development
- Review your BS 11000 status
- Agree the required interventions

BS 11000 is the British Standard for collaborative business relationships. Gaining BS 11000 accreditation allows you to work more effectively with business partners, clients and suppliers by focusing on **clear roles and responsibilities, sharing costs, risks and resources** and **building mutually beneficial relationships**. Keystone can support you as you implement the standards, gain accreditation and maintain your BS 11000 system.

Bid preparation

A facilitated workshop with a client focus, this stage is about developing capability, selecting and orientating the team and aligning responses to an appropriate, bespoke collaborative behaviours framework.



Bid/delivery team development

Having selected the bid and delivery teams, the next stage is to build their capability through:

- Bespoke 360 feedback completed to widen their perspective on how they are perceived by others using a tool based on your personalised collaborative behaviours framework.
- One-to-one debrief, feedback and coaching around the resulting reports (three x 2 hour sessions per day) will provide the opportunity for exploration and challenge in the feedback provided.
- A two or three day workshop with a focus on collaborative behaviours through activities, preference tools and diagnostics, behavioural observations and individual/team feedback.

Collaborative behaviours workshop

The collaborative behaviours workshop has a focus on self-awareness, developing relationships and adapting one's preferred style. It covers content from the 7 capability areas to develop the awareness, understanding and capability of the senior/bid teams of the key principles and behaviours underpinning collaborative working:

- Building trust – 3 key elements – common values/transparency/self disclosure.
- Relationship Intelligence– understanding self and others. Influencing without authority and creating productive stakeholder relationships.
- Stakeholder Alignment – to achieve common goals and objectives.

- Conflict Handling – proactively managing personal and stakeholder conflict.
- Leadership Accountability – making descisions and keeping agreements/transparency.

Optional tender simulation workshops

Tender meetings are too important to leave to chance but all too often we have seen bid teams come together at the last minute, without clarity of approach or objectives and little understanding of each other as colleagues or people. The bid team need to have a strong bond, understand each other's strengths, weaker areas and personal preferences and feel prepared for these critical events where they and their behaviours will be exposed to the client. They also need to understand as much about the client team as possible.



We can offer the following:

- We provide 3 actors who will work with you to set up a 'mock' tender workshop. This will involve some scripting for the types of questions that are likely to be asked but our actors will also be able to take on certain character types to allow for behaviours your team will potentially experience and give them chance to be aware of personal styles and how to build rapport with that 'type' and adapt their own style.
- The bid team will also have the opportunity to ask the 'characters' how they felt about their own style and approach and how aligned is it to collaborative working. We will also provide four observers in the room to observe feedback against the behavioural framework for feedback and development.
- Immediately after the workshop, the team will receive feedback from the actors, the observers and facilitator on key learning points and in the afternoon, each person will have 45 mins feedback from an observer and actor.

Cultural development

Wider management team workshops

It is essential that collaborative leadership is demonstrated throughout your business, and the behaviour required can be very different to that which is sometimes demonstrated.

We offer collaborative behaviour workshops plus follow-up coaching to the wider management team so they can cascade and embed these behaviours with their reports.



Follow up days for senior and bid teams

These days identify progress from the earlier stages and also spend more time looking at:

- Ambiguity Management – being comfortable with times when there may be a lack of clarity whilst being able to provide direction and support for other stakeholders by reducing ambiguity. We look at the different types of problems that exist and different approaches they require to find a solution.
- Political Intelligence – navigating the political landscape of an alliance (which we know is a reality) for the benefit of the alliance and stakeholders.

Additional cultural development options

We can also offer consultancy around the development of:

- Half-day briefing sessions.
- Collaborative champions.
- Building collaborative behaviours into all stakeholder processes (e.g. supply chain, PDR, recruitment, commercial).