Resource type: external

Alliancing Best Practice in Infrastructure Delivery - Section 2.3 Leadership Characteristics. Alliancing Code of Practice - Sections 2.3 and 3.3 on leadership. Alliancing Best Practice in Infrastructure Delivery Appendix A - Leadership Action Check List.

In the complex environment of an alliance, committed, visible and consistent leadership is important across all the participating organisations. The key characteristics that lead to successful alliances are:

- Recognition of the need for change and investment in leadership
- Clear and simple purpose and common goals across the alliance
- Collective leadership teams genuinely committed to change
- A visible drive for change and improvement from both the client and partner organisation
- A shared and open governance process to manage decision making and change control

Alliancing Best Practice in Infrastructure Delivery report Appendix A provides a detailed Behavioural Actions Check List to help projects set up in the correct way and monitor their behaviours going forward. A summary version can be found below.

Leadership Actions

The following list of suggested actions will help in establishing strong leadership and ensuring the ultimate success of the alliance.

☐ Jointly establish the leadership behaviours required within a development programme to create the required leadership.

☐ Ensure a high degree of visibility for performance information based on outcome and output delivery and whole team performance, not the performance of individual partners.

☐ Ensure that existing client teams are covered by the change programme to emphasise the new way of working and the new behaviours required.

☐ Ensure that job specifications include details of the behaviours expected of the people in those positions.

☐ Establish a leadership selection process on a best for task basis, recognising the range of skills required for success with a special focus on change management.

☐ Engage key supplier leadership teams in delivering change through their demonstrable commitment and behaviours.

☐ Develop a change plan to create an enabling culture in which failure is not penalised, but seen as an opportunity for learning and an essential part of a strong continuous improvement culture.

☐ Set up governance processes for the alliance covering decision making and change control. Processes that are directly aligned with overall goals, and that provide equitable change control.

☐ Agree criteria for taking decisions on a best-for-project approach; to focus delivery teams on achieving outcomes not team or partner requirements.