Resource type: Project 13

Behaviours guidance

Behaviours Required:

The behaviours required to deliver the required outcomes should be identified for that particular case and then used in establishing the enterprise. These could be very different for different enterprises

The key elements of defining and developing supporting behaviours in an enterprise are covered in this guidance note:

- Alignment
- Defining the required Behaviours
- Behavioural Levers

1. Introduction

This guidance note sets out a general framework for identifying and creating the required behaviours in an enterprise. In particular it highlights the need to establish a direct relationship between outcomes and behaviours and sets out some of the key levers driving and influencing behaviours within an enterprise. The key points in this guidance note are drawn from observed best practice and learning across infrastructure programmes.

2. Alignment

Project 13 highlights aligned relationships as a key feature of an enterprise. In a traditional model relationships are given little emphasis and are just the inevitable result of the contract and associated transactional interfaces. In an enterprise there is a strong emphasis on relationships, they are developed and sustained through a committed approach to aligning outcomes, commercial goals and behaviours.

Effective use of behaviour is not just about using behavioural assessment as part of a selection process. While this can be a contributory step, in isolation it would do little to embed the required behavioural change at all levels throughout an enterprise or hybrid organisation.

Effective use of behaviour in establishing an enterprise means committing to a process that maps outcomes and behaviours, thereby developing a shared understanding of the behaviours that will be required to deliver those outcomes successfully. It also means using a suite of levers to enable and encourage those behaviours throughout the enterprise. This note will look to provide tools and methods that drive behavioural change at individual, team and organisational level as well as provide established theories that support this approach.

3. Defining Behaviours

In forming a collaborative organisation, behaviours must be aligned throughout the organisation and constituent teams. The required shift in behaviours must be recognised by all parts of the integrated organisation as being a clear change from a traditional transactional approach.

Defining these behaviours requires an understanding of the outcomes to be delivered for that enterprise. As the behaviours required to deliver these outcomes are developed and agreed the direct alignment between outcomes, goals and behaviours must be maintained and has to be visible to everyone involved in the enterprise.

Behaviours are therefore specific to that enterprise and the outcomes to be delivered. There is no set of behaviours that define an enterprise, although aspects such as collaboration are likely to feature given the emphasis on delivering through integrated teams. The behaviours used should be those that relate to the enterprise being established. For example, in some enterprises where there is a direct relationship with customers and a commitment to improved service, a behaviour around customer service would likely feature. In an enterprise which needs to find radically different solutions and new ways of working innovation could be a desirable behaviour. The behaviours used in developing an effective enterprise are specific to the outcomes being delivered.

Organisations that have effectively utilised a strong emphasis on behaviour appear to follow a compellingly simple logic;

… if we are clear about the outcomes we want to deliver, then we know the goals and behaviours we will need to develop in our delivery teams, and we can then therefore set out and develop the incentives and processes that enable these behaviours.'

Including Owner teams;

The adoption of behaviours should also include the Owner teams, both those integrated into delivery and those that interface with the enterprise. This is not an approach that should be applied just to the delivery teams. This was recognised in the Alliance Best Practice guide (2014);

'An alliance will inevitably require cultural change in all participating organisations; however, this is most important for the client organisation as a reversion to traditional behaviours by the client inevitably has the most significant impact on the development of the alliance.

4. Levers of Change

There are a number of Organisational, commercial and procurement activities that will use the identified behaviours and that become levers in creating the required behaviours.

The key areas that provide the opportunity to enable and establish the required behaviours are covered in the following section. This covers a range of behavioural levers, not all of which will be used in every enterprise. However, it does also highlight that enabling the right behaviours is not covered off through one activity and a number of different elements need to be considered and joined up to create behavioural change;

a. Commercial Model

The commercial model for the enterprise will be designed to create the right behaviours. This is one of the most influential and important aspects in creating the required behavioural change. Equally, considering and understanding potential behaviours is one of the most important design considerations when developing the commercial model.

The commercial model will be designed and then tested with teams working through scenarios to understand how participating organisations and delivery teams will respond to the commercial model and to predict the behaviours that will be created.

Commercial models in transactional arrangements have often created behaviours that are counter to the overall aims of the programme or project – and in many examples have created behaviours that are destructive. This often occurs when owners seek to transfer risk that can not realistically be managed or when there are clear penalties within a contract.

b. Procurement

The identified behaviours will feature as an important part of the procurement process, both for the integrator and for wider enterprise partners. They will be used in behavioural assessments, where the output is an indicator of how organisations and teams exhibit the required behaviours.

This recognises two important points:

Firstly that different Organisations will exhibit different behaviours (organisational culture being the combination of organisational values and behaviours) and that this in part indicates how effectively those organisations will align with and contribute to the behaviours, and hence outcomes, required.

Secondly, that understanding how organisations and teams respond to the behavioural assessments is in itself part of the change process and starting to create alignment within the enterprise to be formed.

c. Role Descriptions

Role descriptions will define key behavioural expectations for individual roles along with technical aptitude and role requirements. They will demonstrate a clear pathway to progress and will look to develop behavioural skills in line with career progression. This is particularly important for Leaders within the enterprise, who will be expected to demonstrate a high level of behavioural proficiency.

In setting up a strong behavioural element within role descriptions, behaviour effectively becomes an important part of the 'best for task' selection process.

d. Reward and recognition

A reward and recognition system for individuals across the enterprise will be established to encourage and incentivise good practice. The reward system should be both task and behaviour driven and enable recognition and reward for those demonstrating exceptional behaviour.

While this will mainly be achieved through the performance management process for the enterprise, with managers reviewing performance against tasks and behaviours set out for the integrated team, where possible more open recognition systems should also be includes allowing individuals and teams to be recognised by their colleagues and managers throughout the enterprise.

e. Selecting Leaders

A initial organisational structure for the enterprise will have been developed prior to procurement. A 'best for task' process is then adopted for all key roles within the enterprise, with a focus on selecting Leaders with the appropriate skills and behaviours.

A 'best for task' process will be set up in a way that ensures decisions on leaders for the enterprise are collectively owned and supported.

Leadership selection will be considered a priority within the enterprise and will be supported by a comprehensive selection process. Sourcing and developing capable leaders who demonstrate desirable behaviours is paramount in driving, influencing and delivering behavioural change across the wider enterprise.

The selection of leaders should also consider the need to sustain the enterprise and maintain behavioural change over an extended period.

f. Development

enterprises will take an active role in developing teams with an emphasis on the behaviours that support high performing integrated teams. enterprise wide development programmes targeting key teams and roles, will encourage and monitor the advancement of behavioural change throughout teams.

When bringing together a number of organisations or suppliers, there is also the opportunity to learn and develop within the group. enterprises provide greater opportunity for encouraging and inspiring collaborative learning, enabling individuals and teams to share best practice.

g. Communications

A common and aligned communication approach is paramount, supporting and reiterating the required behaviours through a number of different channels. Breadth of communication utilising enterprise newsletters, team briefings and events to echo and embed the chosen behaviours encourages development. of the enterprise.

While an enterprise will have a brand and an active communication strategy, this will not replace or override home organisation identify and brand. The enterprise and all of the activities that support integration, sit alongside and align with equivalent home organisation processes.

h. Environment

An environment that enables alignment, integration and supports the required behaviours is essential. Identifying the resources that support integrated teams in developing the required behaviours is essential. Ensuring, aligned systems, access to critical information, collaborative platforms and integrated working space can all be important in achieving a positive change and consistency of the chosen behaviours.

Best practice processes should be drawn from the integrated organisations. In so doing it encourages an involvement from all organisations and a shared responsibility for the delivery of its outcomes.

A common view on performance enabled by shared and accessible platforms representing targets agreed in the commercial model enables a response by the enterprise for common benefit to all.

i. Champions

Whilst leaders within the business are selected based on their ability to demonstrate the chosen behaviours, individuals within teams who exemplify behavioural change and embrace the opportunity to work differently can be used as 'champions' or advocates.

P13 research highlighted a number of examples where designated 'champions' were used to support teams in making change, examples included collaborative, sustainability and customer champions. The ability to encourage and develop these individuals provides a broader leadership, with individuals designated as champions demonstrating best practice across teams and disciplines.

4.1 Consistency and Culture

The levers described above are opportunities for instigating and embedding behavioural change. However, this can only be effective when it is aligned and consistent throughout the enterprise. Consistency of approach with a comprehensive range of levers ensures there is no opportunity to undermine or destabilise the desired behavioural change.

Change is most effectively achieved when the preferred behaviours are demonstrated consistently at all levels of an enterprise.
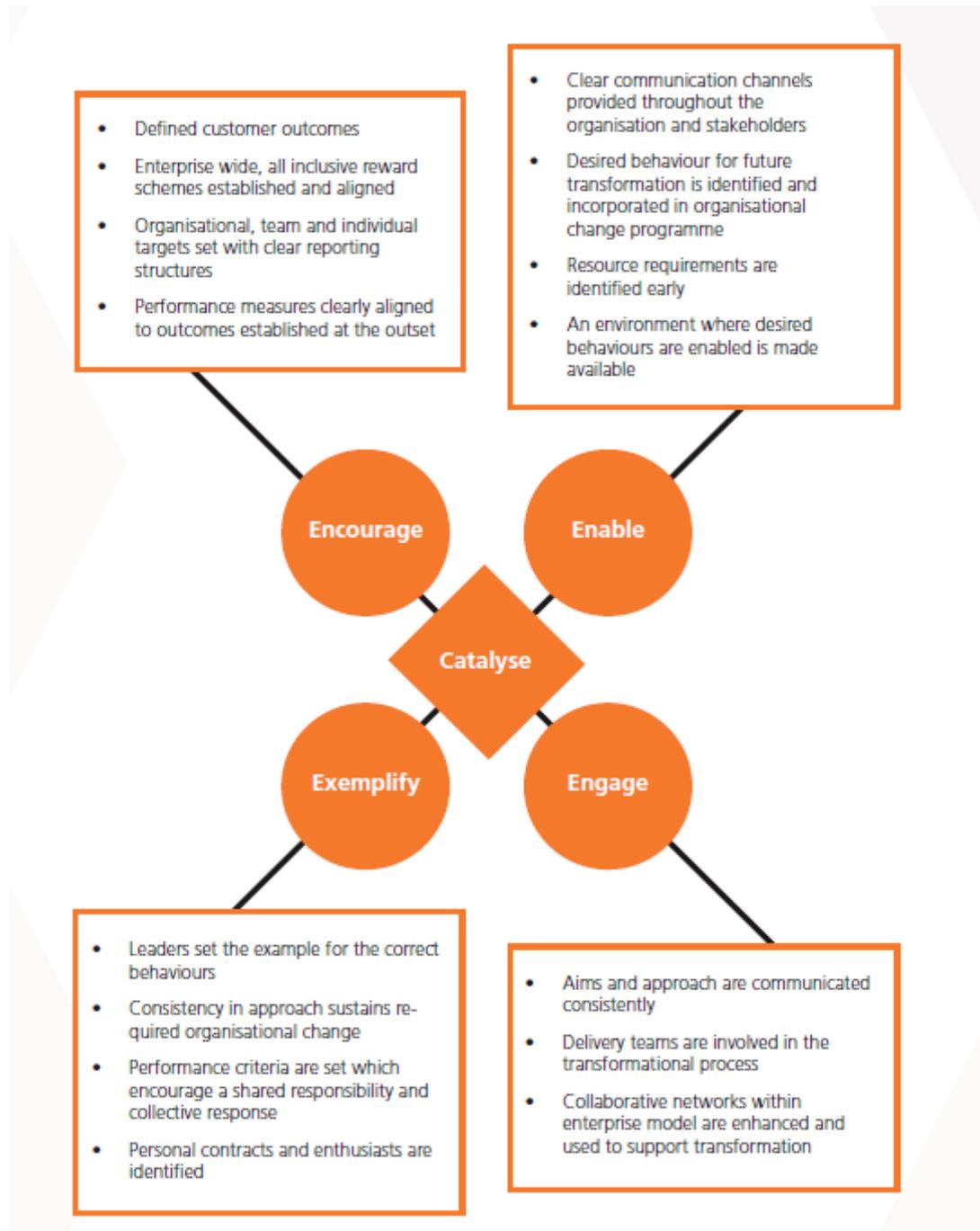
It is only in proactively utilising the activities that establish behavioural change, do we affect and alter the culture of our organisation.

'*Culture is not something you manipulate easily. Attempts to grab it and twist it into a new shape never work because you can't grab it. Culture changes only after you have successfully altered people's actions, after the new behaviour produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.' (Kotter, n.d.)*

5. A model for behavioural levers

There is a simple model that enables enterprises to consider and plan their approach to behavioural change. The figure below provides a framework for considering and designing behavioural interventions. It is an adaptation of DEFRA's 4 E's model and considers 4 general areas where interventions or levers will be effective Engage, Exemplify, Encourage and Enable.

These can be considered at organisational, team and Individual Level. The model advocates a board based and balanced approach to behavioural change, with the general categorisation helping to identify both the opportunities for creating enablers of change as well as considering the barriers to change which may exist in any particular organisation.

- Defined customer outcomes
- Enterprise wide, all inclusive reward schemes established and aligned
- Organisational, team and individual targets set with clear reporting structures
- Performance measures clearly aligned to outcomes established at the outset

- Clear communication channels provided throughout the organisation and stakeholders
- Desired behaviour for future transformation is identified and incorporated in organisational change programme
- Resource requirements are identified early
- An environment where desired behaviours are enabled is made available

Encourage

Enable

Catalyse

Exemplify

Engage

- Leaders set the example for the correct behaviours
- Consistency in approach sustains required organisational change
- Performance criteria are set which encourage a shared responsibility and collective response
- Personal contracts and enthusiasts are identified

- Aims and approach are communicated consistently
- Delivery teams are involved in the transformational process
- Collaborative networks within enterprise model are enhanced and used to support transformation

The table overleafdemonstrates how the levers of change described in Section 4 can be categorised in terms of the opportunity to enable, engage, encourage or exemplify behaviours in organisations, teams, or individuals.

	Enable	Engage	Encourage	Exemplify
Organisation	• **Environment** Aligned systems, access to critical information, collaborative platforms and integrated working space aid behavioural change	• **Communications** A common communication platform reinforces and ensures alignment of the required behaviours • **Environment** Aligned systems, access to critical information, collaborative platforms and integrated working space aid best practice	• **Commercial Model** Behaviours required are used in developing the commercial model	• **Procurement** The procurement process uses behaviours as part of the selection process.
Team	• **Development** Established programmes for integrated teams to advance and develop behavioural practices.	• **Communications** A common communication platform reinforces and ensures alignment or the required behaviours • **Development** Established programmes for integrated teams to advance and develop behavioural practices.	• **Reward & Recognition** Open recognition methods are established to encourage & incentivise good practice.	• **Selecting Leaders** Best for task selection process for leaders
Individual	• **Role Descriptions** Identify and define key behavioural expectations	• **Communications** A common communication platform reinforces and ensures alignment or the required behaviours • **Development** Training and development in place to enable individuals to demonstrate and develop good behavioural practices.	• **Reward and recognition** Colleagues able to identify team members for reward against tasks and behaviours.	• **Champions** Individuals within teams who embrace the change can be used as champions.

6. Presentation

As part of the next steps further research work is being undertaken to understand the levers of change and how effectively they contribute to the performance of an enterprise.

Our final report will share our findings and demonstrate the levers that are well established in a number of organisations. It will determine the key levers for organisations to employ in their efforts to embed desired behaviours when moving from transactions to enterprises. In presenting our findings, we will ensure levers are accurately defined and categorised.

The final report should also express the importance in ensuring a number of these levers work in conjunction, not isolation. In creating an aligned, consistent approach at all levels of an organisation with a number of levers, only then should this allow effective embedded behavioural change.

References

Institution of Civil Engineers (ICE). (2018). Deciding behaviour - Alliancing Code of Practice grid for Infrastructure Alliancing. [Online] Available at: https://www.ice.org.uk/knowledge-and-resources/best-practice/alliancing-code-of-practice-grid-infrastructure/deciding-behaviour [Accessed 18 Jan. 2018].

https://www.ice.org.uk/knowledge-and-resources/case-studies/high-performing-teams-anglian-water-one-alliance.

Kotter, J. (n.d.). Leading change. 1996: Harvard Business School Press, p.156.

Securing the future delivering UK sustainable development strategy. (2018). [eBook] p.26. Available at:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/69412/pb10589-securing-the-future-050307.pdf [Accessed 28 Feb. 2018].

MINDSPACE THE PRACTICAL GUIDE Influencing behaviour through public policy. (2018). [eBook] p.4. Available at:
https://www.instituteforgovernment.org.uk/sites/default/files/publications/MINDSPACE-Practical-guide-final-Web_1.pdf [Accessed 28 Feb. 2018].