

How to create commercial breakthroughs through collaboration



London
Business
School

The logo consists of a blue square with the text 'London Business School' in white, stacked vertically. Below the blue square is a red horizontal bar.

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Commercial breakthroughs through collaboration

Elements :

- Inertia
- Service levels
- Legal framework
- Commercial power
- Commercial innovation

Overcoming collaboration inertia – leadership

1. 7 habits of spectacularly unsuccessful executives
2. Enacting leadership for collaborative advantage
3. Managing collaborative performance:
 - Changing the boundaries of the State?

Overcoming collaboration inertia – leadership

....7 habits of spectacularly unsuccessful executives

Habit 1: They see themselves and their companies as dominating their environment

Habit 2: They identify so completely with the company that there is no clear boundary between their personal interests and their organisation's interests

Habit 3: They think they have all the answers

Habit 4: They ruthlessly eliminate anyone who isn't completely behind them

Habit 5: They are consummate spokespersons, obsessed with the company image

Habit 6: They underestimate obstacles

Habit 7: They stubbornly rely on what worked for them in the past

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Overcoming collaboration inertia – leadership

... Enacting leadership for collaborative advantage



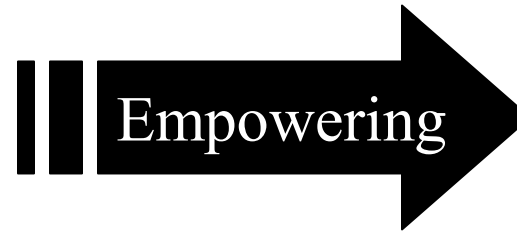
Embracing the right kind of members

Example challenges:

Embracing those who would like to be involved when representation of stakeholders is problematic.

Embracing all those who are needed or required though some may be reluctant.

Fostering collaborative activity in situations where members are not fully on board



Empowering members to enable participation

Example challenges:

Creating infrastructure through which all members can be enabled to participate in spite of inevitable differences in skill levels.

Keeping communication flowing effectively when members are physically, professionally and culturally dispersed.

Providing specific help to individuals when all members need support.

Overcoming collaboration inertia – leadership

... Enacting leadership for collaborative advantage



Involving and supporting all members

Example challenges:

Involving all members although they have unequal role and power positions in the collaboration.

Equalizing the commitment to all members even though personal position may be strongly linked to one member organization.



Mobilizing members to make things happen

Example challenges:

Encouraging members to work on behalf of the collaboration while recognizing that they need something in return.

Moving the collaborative agenda forward when members' incentives may pull in different directions.

Energizing members even though they will have different levels of commitment.

Mobilizing activity even though some members must be expected to be ill informed.

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Example challenges: making things happen through ...

...imposing an understanding of substantive issues on members

...influencing the agenda via stealthy behaviour

...deciding, on behalf of others, how to move the agenda forward

...manoeuvre members towards addressing the agenda

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Example challenges: making things happen through ...

...probing the political undercurrents between and around members

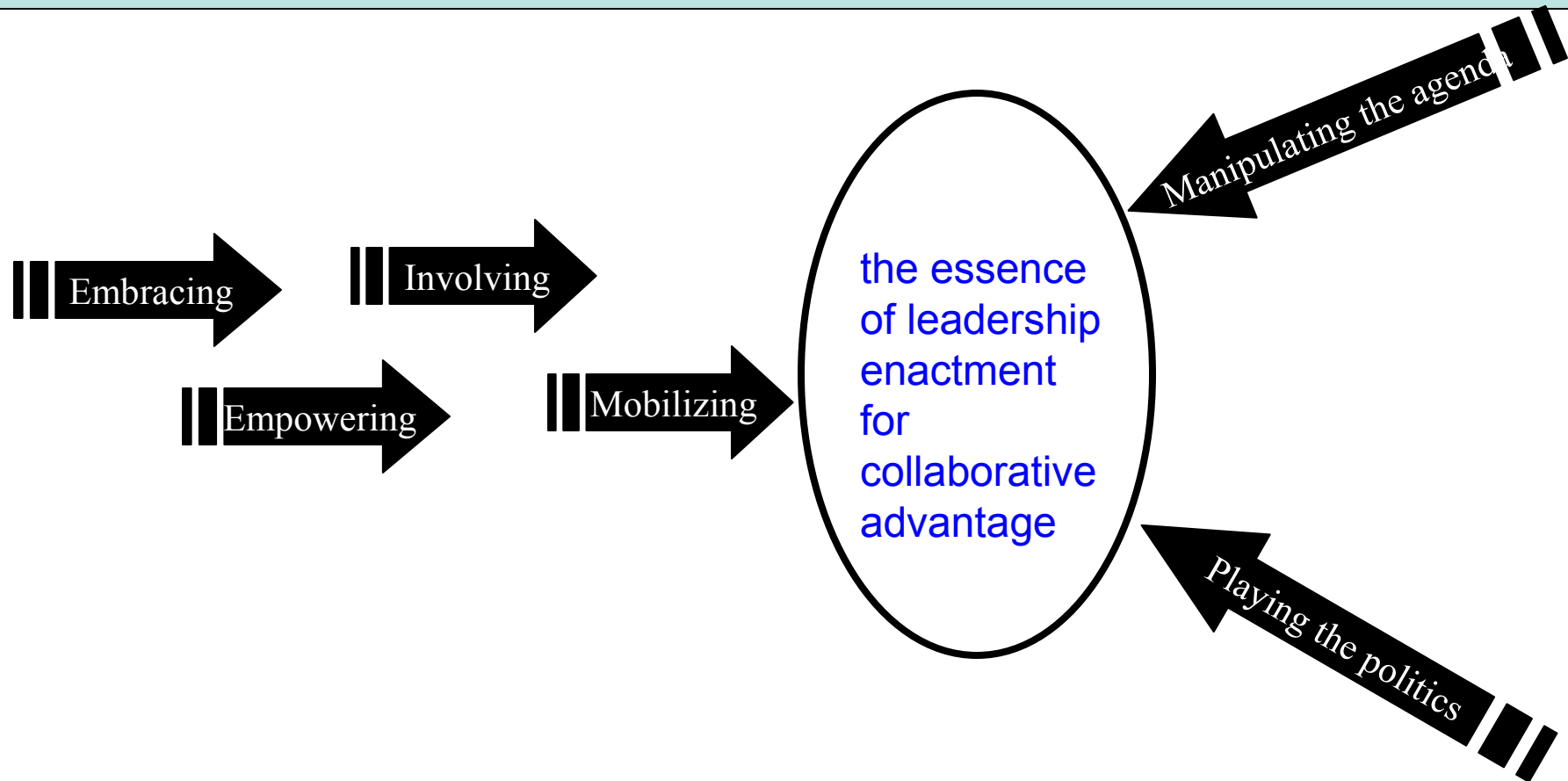
...networking to find out who is worth the bother

...managing relationships between organizations that would rather not work together

...finding ways to exclude those who are not worth the bother

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... Managing collaborative performance:
Changing the boundaries of the State?

.....The public sector manager's most formidable challenges are clearly those related to working outside of the home organization

In this era of **public performance**, agencies are also expected to achieve results.

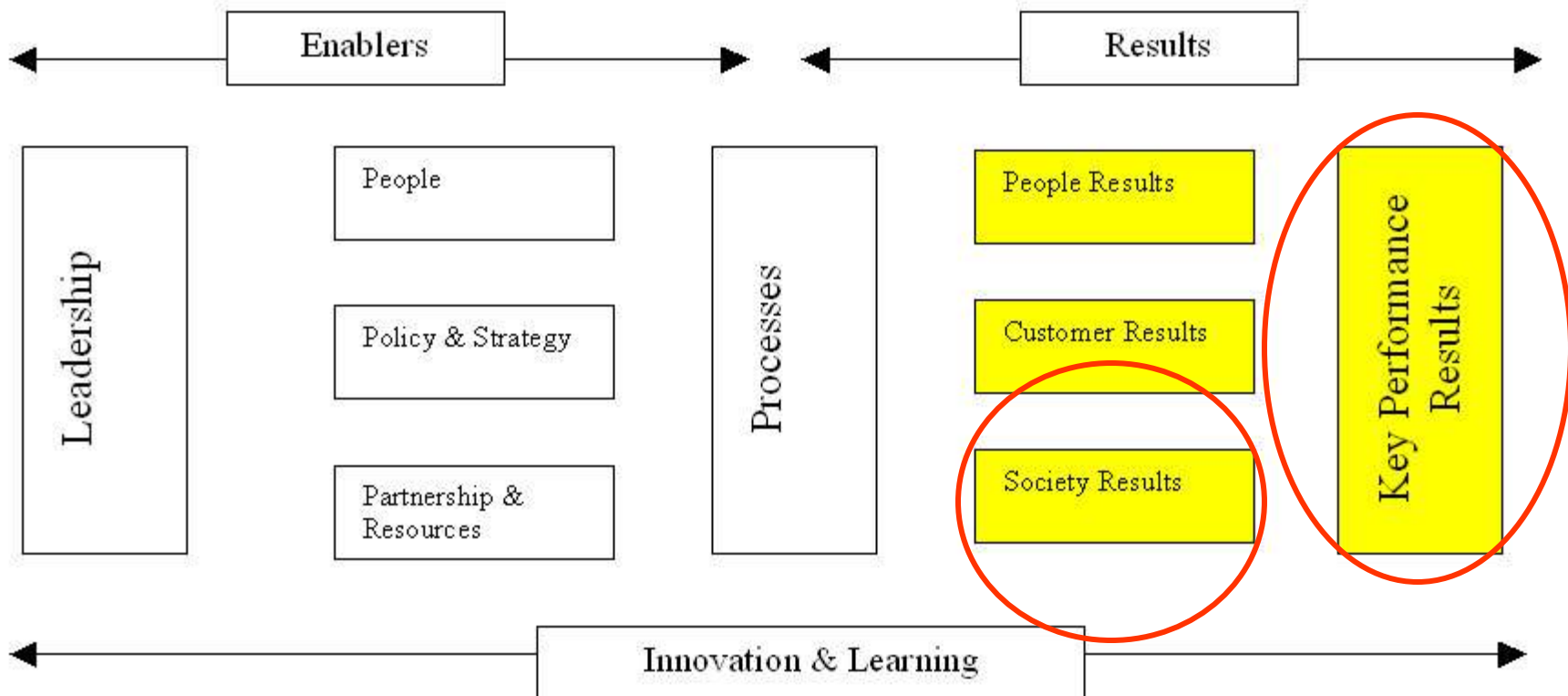
The problem is that agency performance may depend on the engagement and actions of organizations external to the government.

How can **performance** amid government-non government **collaboration** be promoted and enhanced?....

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... Managing collaborative performance:
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Business Excellence Model...



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Improving service levels

Don't just define Service Levels

- Agree a Continuous Improvement Plan

Reality check

- Current contracts have improved service levels for participants
- Backup service - 23 members of LMN
- Mail filter – 11 members of LMN

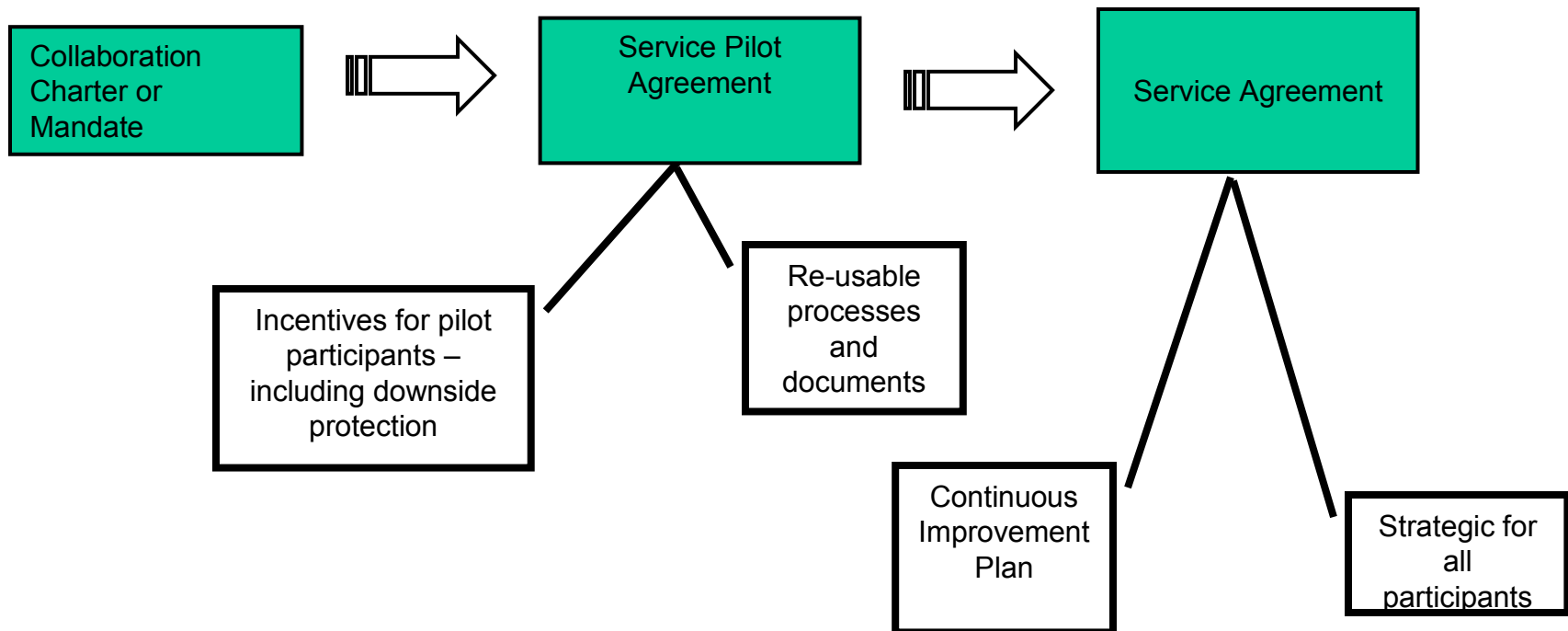
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Creating best practice legal frameworks ...developing or procuring a service

1. Treat your lawyer as part of the collaboration team
2. Buy the best – but try not to pay full price;-)



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Collaboration and commercial power

- LMN is significant - 100 + organisations and growing
- Members are significant - collectively serving 1 million staff & students in Greater London
- Suppliers may find public sector complex and difficult to engage with efficiently
- LMN can act as a gateway for commercial partner and member alike

.....LMN aggregates demand

BUT also reduces cost and adds value for suppliers....

Collaboration and commercial power

Remember the 5 finger rule . . .

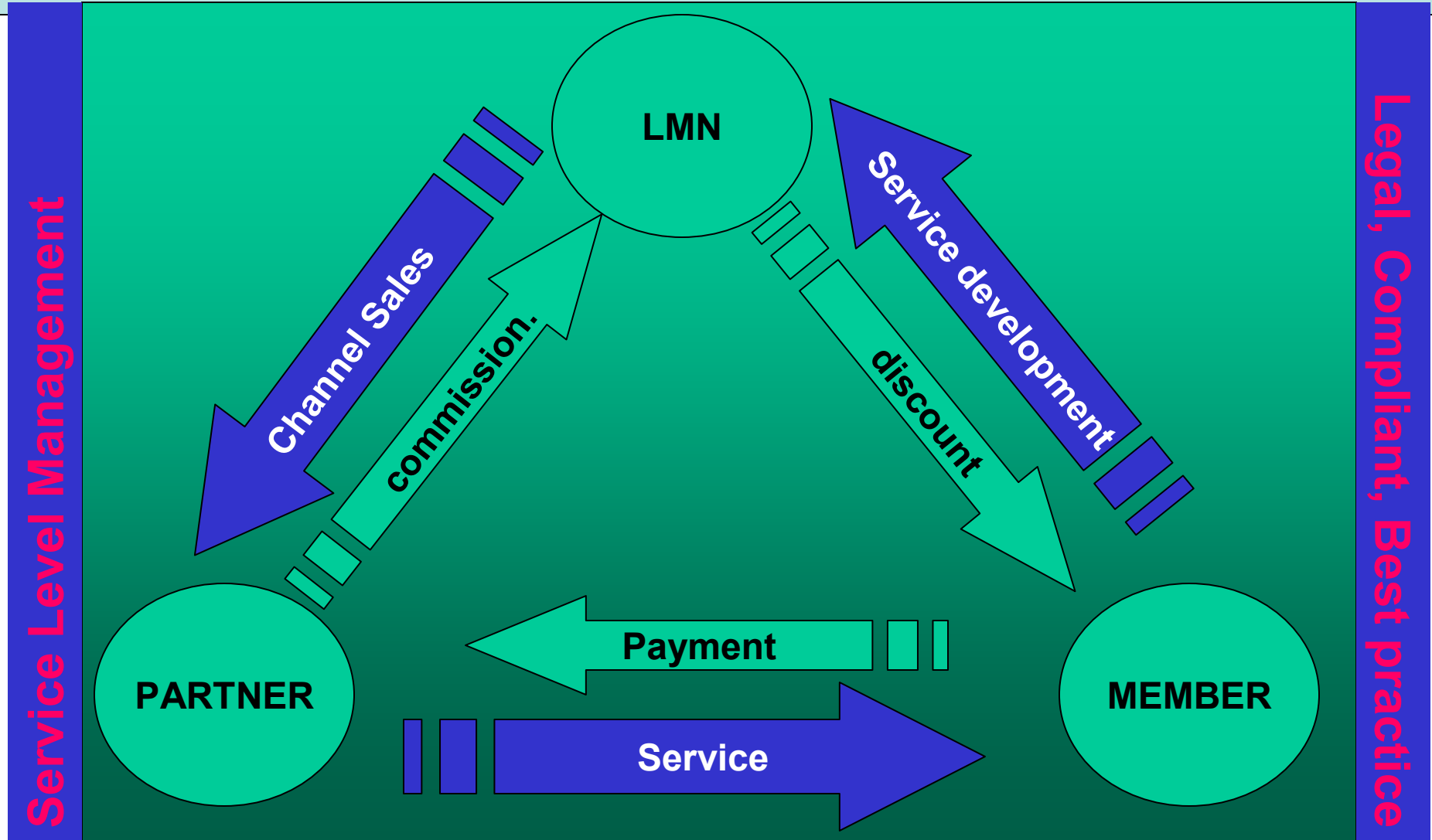
- Reduce cost of sale
- Reduce sales cycle time
- Increase scale
- Business case more compelling
- Contractual efficiencies (lower cost / less time)
- Operational efficiencies
(Continuous Improvement / sophisticated relationship management)

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The LMN Contract model



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Bibliography

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