

'The fog will lift'

*Addressing issues and seizing opportunities
beyond the boundaries of single organisations*

Dr Scott Champion

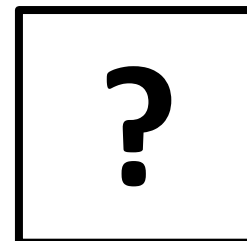
Auckland, 7th February 2018

A bit about me...

- My sector context and experience (the primary sector) is different to yours
- 4 phases to my career:
 - Teaching and research
 - Private sector R&D and technical marketing
 - Industry body
 - Now: small consulting practice
- Common theme: reaching across boundaries to solve problems with others

Issues/Opportunities  Response (activity)

Collaborate



Compete



What requires collaboration?

- Boundaries of the problem don't meet the boundaries of the organisation
- Opportunity, interest or issues shared with others
- Risks from others actions, with potential spillover

...it doesn't mean you collaborate
on everything

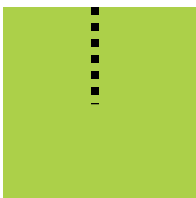
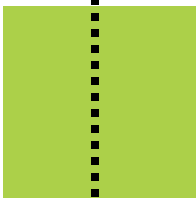
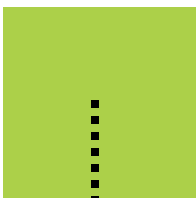
...and don't wait for 'everyone'
before you get started

Primary sector examples

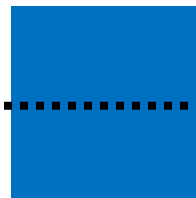
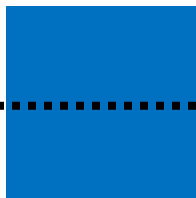
- Calf welfare
- Water quality
- Sector capability (new entrants, education and training)

Supply chain

Vertical collaboration = hard



Horizontal collaboration = hardest



Observation: we spent our
time (energy, creativity)
focused on the 10-20% of
things we disagreed on

Question: What happens if we spent our time (energy, creativity) focused on the 80-90% of things we agreed on?

Case study: Learnings from developing a 7 year, 9-party, ~\$64M programme

Who's involved?

6 red meat processors/exporters +
2 banks + industry body + government

Shared interest

- Sheep and beef farm(er) profitability
- Export revenue
- Supplier engagement (commitment + product)
- Plant utilisation
- No-one can achieve behaviour change alone

The conversation...

1 = building trust

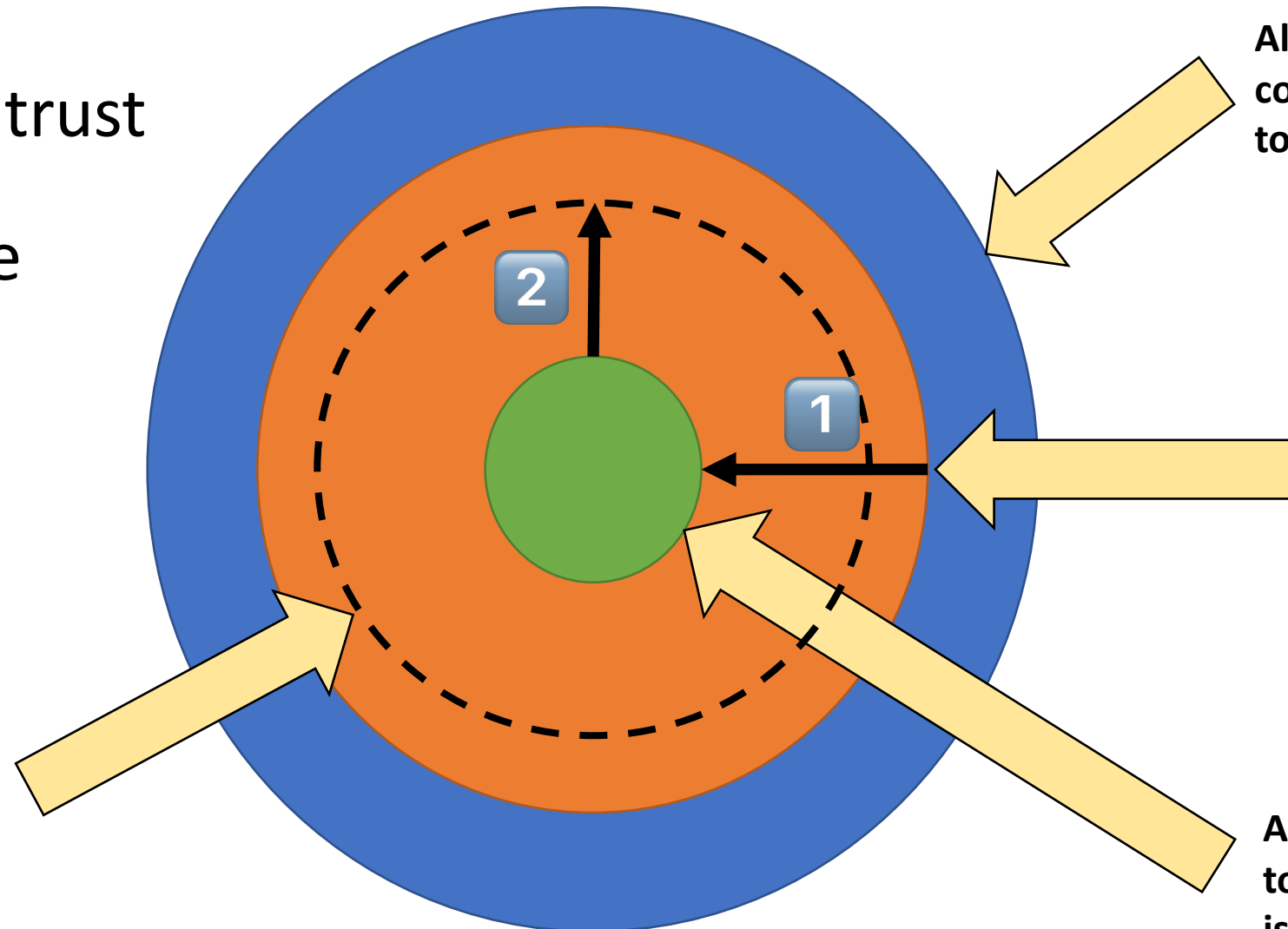
2 = using the trust built to explore opportunity

All the issues we could work on together

Agreement to start the conversation

Agreement to work together on a set of issues

Final project scope



Building co-operative programmes?

- Co-design (real engagement in creating, not consultation)
- ‘Servant’ leadership
- Don’t start the discussion with ‘who pays what’
- Be clear on purpose
- Be clear on the rules (a project charter)
- A response to one idea shouldn’t prejudice a conversation about the next
- Approach should build momentum and create a platform (relationships, tools, systems) for future initiatives
- We learn by doing together



Assume goodwill



The hardest thing about starting...is starting

Beginning is underrated

Merely beginning.

With inadequate preparation, because you will never be fully prepared.

With imperfect odds of success, because the odds are never perfect.

Begin. With the humility of someone who's not sure, and the excitement of someone who knows that it's possible.

Seth Godin (sethgodin.typepad.com), Jan 25, 2018

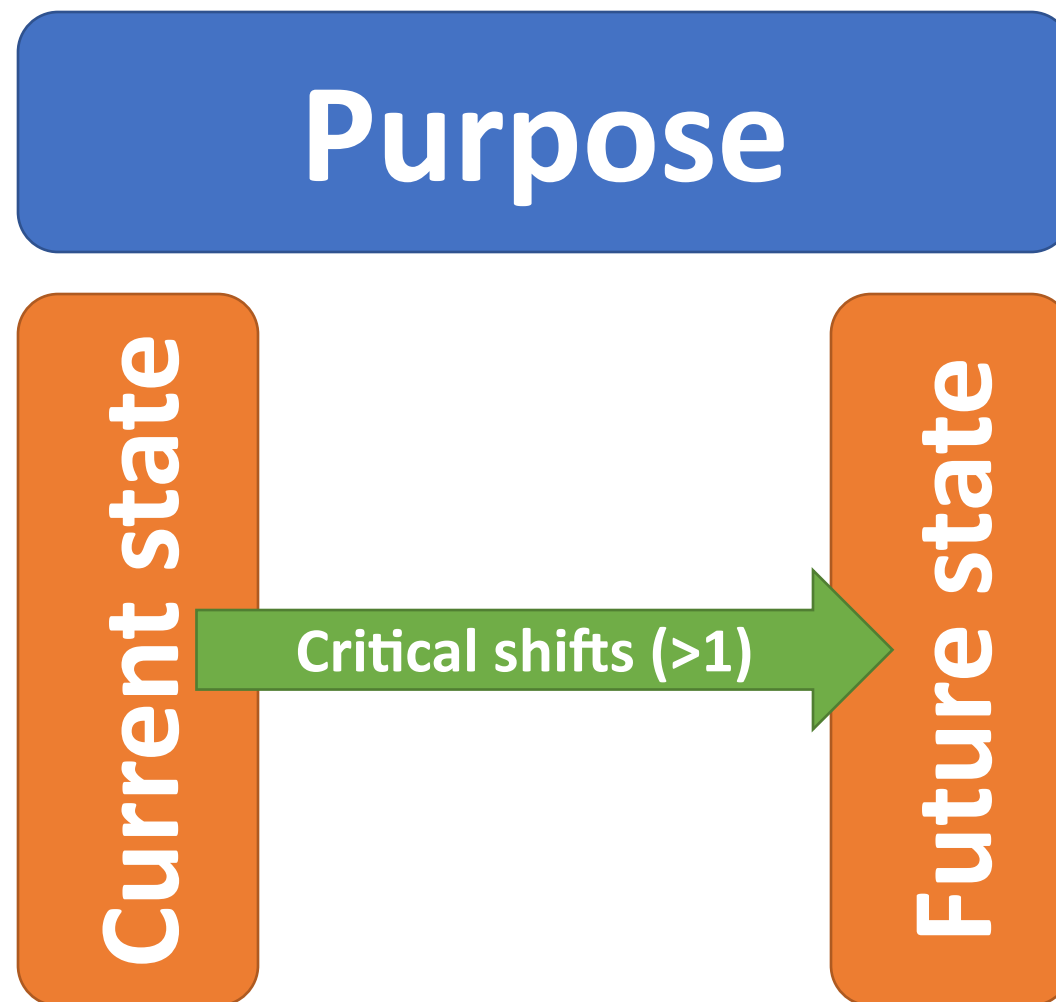
Don't let questions get in the way....answer them by doing

Build momentum and the 'fog will lift'

Leadership, strategy and governance

- Have a 'vision holder'(s)
- Get senior leadership involvement and broker the right internal discussions
- Ensure strategic clarity
- Don't lose momentum from design to implementation
- 'Fit for purpose' governance: passion for the work + 'best practice'

Strategic clarity



...some other thoughts from collaborative work

- Measurement can be difficult
 - Not always focused on \$'s, units sold, market share etc.
 - Could be avoidance of an undesirable outcome
- Be clear what success looks like

Discussion: What could this mean for you, your business and the construction sector?

Discussion starters:

- 1. When do leaders need to leave their competitive business drivers at the door and around what issues or focus does this work well?**
- 2. Are new skills required for leading collaboration in a fiercely competitive business sector?**
- 3. How can you maximize the likelihood of success for collaborative activity? What do you do when competitive tensions impact your collaborative work?**
- 4. Holding on to the big picture - is there an art to balancing strategy with tactics?**
- 5. Given the previous discussion, what are the personal leadership challenges of seeking to transform the business you are in and how do you prepare for these?**
- 6. Passion and courage - how much do leaders need these qualities and how can they be sustained throughout demanding change cycles?**



Thanks