

ICW's regular newsletter encompassing all things collaborative, from within ICW to the great wide world beyond.

NEW CHAIRMAN FOR ICW

The Institute is pleased to announce the appointment of Lord John Hannett as its new Chairman, a role he officially took up on the 1st January 2025. Lord Hannett was first introduced to members when he spoke at the ICW Awards in 2024, expressing both his excitement and deep honour in accepting the position.

Lord Hannett's appointment brings a wealth of experience from his distinguished career as a trade unionist. As General Secretary of the Union of Shop, Distributive and Allied Workers (USDAW), he demonstrated a tireless commitment to improving working conditions and advancing workers' rights, contributing to improving the retail sector. His expertise was further recognised when he served as the Low Pay Commissioner from 2007 to 2018, where he played a key role in advising the Government on matters concerning the National Minimum Wage. In recognition of his exceptional contributions to the economy, Lord Hannett was appointed an OBE in the 2020 New Year's Honours List.



In 2024, Lord Hannett was appointed to the House of Lords by Keir Starmer, becoming Baron Hannett of Everton, of Bramley-Moore Dock in the City of Liverpool. His ongoing dedication to public service has also led to his recent appointment by the Prime Minister as the British Trade Envoy to Sri Lanka, a position through which he aims to strengthen international trade relations, foster investment, and support mutual economic growth between the UK and Sri Lanka. Reflecting on this new role, Lord Hannett shared, ***"I am honoured to be appointed by the Prime Minister as the Official UK Government Trade Envoy to Sri Lanka. I look forward to strengthening ties, fostering investment opportunities, and supporting businesses that will drive growth and prosperity for the people of the UK and Sri Lanka."***

As Chairman of the ICW, Lord Hannett brings a wealth of experience, leadership and insight in collaborative working, having spent decades working across sectors to drive positive change. His extensive experience in negotiating and facilitating cooperation between diverse groups positions him perfectly to lead the ICW as it continues to champion effective teamwork, innovation, and organisational success.

We look forward to the exciting developments and opportunities that will unfold under Lord Hannett's leadership as he helps steer the Institute into its next chapter. His vision and commitment to fostering collaboration across sectors will undoubtedly have a profound and lasting impact on the ICW and its mission.

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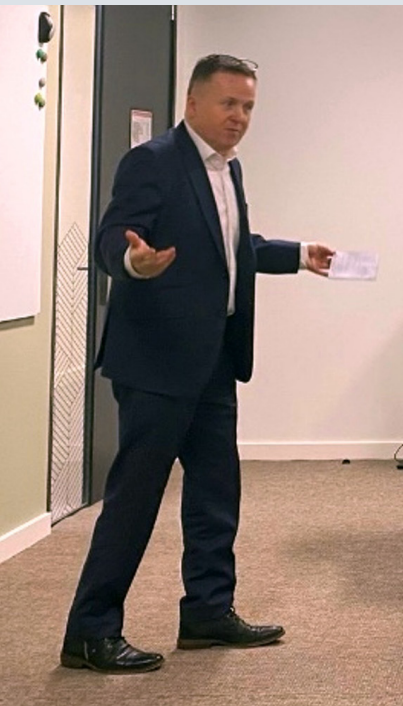
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ICW HIGHWAYS FORUM - PAVING THE WAY FOR INCREASED COLLABORATION

The inaugural meeting of the new Highways Forum took place in Manchester on 13 February 2025.

ICW are really pleased to announce its commencement because although we know there has been real advancement in collaboration within the sector, there remains opportunity for further improvement. Also, for forum participants, the initiative underscores their unwavering commitment to improving customer safety and enhancing their overall travel experience.

We were welcomed by **Ghaith Al-Werikat** (National Highways) and **Matt Morphet** (Chevron), who are the co-chairs of the forum.



David O'Neil, Supply Chain Director at National Highways, along with **Frank Lee**, ICW CEO are the joint sponsors of the forum.

David gave an introduction on why the forum is so important. With pressure to improve efficiency during investment periods we need to find ways to improve performance for the benefit of all. He emphasised that collaboration isn't just about building infrastructure with suppliers but improving outcomes for customers and those impacted by the strategic road network. He underscored that transparency, understanding perspectives, and working together are key to successful collaboration. Although David highlighted the importance of reshaping behaviours and improving performance he also stressed that the forum is not just about the road network managed by National Highways, as we also want to involve local authorities that are responsible for their own roads infrastructure.

Matt Morphet clarified the objectives of the Group, going forward, which are:

- Develop a better understanding of collaborative behaviours and drive collaboration/productivity improvements.
- Identify obstacles hindering collaboration and propose mitigations.
- Share leading practices to improve collaboration and behavioural maturity.



There are representatives from many of our member organisations in the sector - **Amey, Associated Asphalt, Balfour Balfour, Breedon, Chevron, Graham, Hotchief, Jacobs, Mott Macdonald, Murphy, National Highways, Sisk and Skanska**. All our other members with an interest in the sector are welcome to join the forum.

Interested in joining the forum? Contact **Adrian Miller**, ICW, Membership Service Director – adrian.miller@icw.uk.com.

FOSTERING INTERNAL COLLABORATION AS A CORE CAPABILITY FOR CHANGE AND INNOVATION?



Did you know that senior leaders are increasingly recognising the importance of Internal Collaboration as a core capability for organisational success?

Recent research by Frost & Sullivan identified that companies that actively foster internal collaboration are 30% more innovative and 36% more productive than companies that do not! It goes to say that companies that foster their internal collaboration capabilities are also far more effective and successful at External Collaboration.

Internal Collaboration should – in theory – be easy as everyone is working for the same company. If only it was! Research shows that there are all sorts of barriers to effective and efficient internal collaboration including professional and departmental siloes; differing

cultures within various departments; information hoarding; leadership and accountability; and transactional relationships to name but a few.

So where does a company start when looking to enhance and strengthen its internal collaboration culture and approaches?

For NATS, the UK air navigation provider, this question was considered at a recent Commercial Management team awayday with external facilitation provided by **Henry Pavey**, Associate Director at The Institute for Collaborative Working (ICW). Noting that Internal Collaboration - if done well - does bring



demonstrable and measurable benefits to the bottom-line; Henry guided NATS Managers in 'Imagining how NATS could elevate their customer reputation and operations through a strong internal collaboration ethos. An organisation where different departments collaborate well together to deliver shared value win / win outcomes. What would that organisation look and feel like'?

Henry also introduced the ICW's new Internal Collaboration Evaluation & Action Route Map Service designed to help companies identify their internal collaboration strengths and development needs in a safe, fully confidential and non-judgemental way.

Darren Rowlands, Head of Commercial at NATS commented after the workshop; *"Thank you for highlighting both the value and barriers of developing good internal collaborations. The session definitely triggered some excellent conversations and I have received positive feedback from the team. It has given us plenty to think about as we look to build upon the key learning take-aways you kindly shared with us".*

If you wish to find out more about the ICW's Internal Collaboration Evaluation & Action Route Map Service; email **Henry Pavey**, Associate Director ICW at henry.pavey@icw.uk.com to arrange a no-obligation strategy call.



NICKY PAINTER, 1943-2025

by Alan Maund

I was very privileged to represent all members of ICW at the recent service of thanksgiving for the life of Nicky Painter..

It was a celebration by close friends and family of Nicky, who gathered in Winchester to bid her farewell.

It was typical of Nicky, that she had planned what she wanted in advance. This was to be a small gathering at Chesil House, a non-denominational centre, and in the summer a further get together, probably at her sailing club, where a much larger group, who knew and loved her, could celebrate her life with a party.

Nicky was an intrepid adventurer and ranked many hands-on activities among her hobbies, including sailing, motorbiking, horse riding and fast cars! Not to mention that she was also an accomplished pianist, trumpeter, and saxophonist and she adored dancing. She loved speed - and her nephew Justin recounted stories of when he took his life in his hands, when 'mad' aunt Nicky took him out in her car! ...although Nicky loved driving and speed, she was actually never happier than when she was messing about on the water.

It was on the water where she met her husband, Tim Painter. They were married for over 20 years. But as we found out, the fact that they hadn't quite got to 25 years was a minor issue, when Nicky decided to throw a party to celebrate her silver wedding anniversary!

Nicky served with honour in the Ministry of Defence. Her role was characterised by a profound sense of responsibility and dedication in the way she approached her duties. With the same fervour and integrity that defined her zest for life, she understood the delicate balance between freedom and security, and she worked tirelessly to uphold the values that protect them both. Nicky was commended for her work during the Falklands War.

Nicky's spirit for exploration touched all who knew her. Demonstrated none-more, than the opportunity to do a tour of duty serving her country in a post in Zimbabwe, on a secondment to the British Military Advisory Team. She thoroughly enjoyed it was, as she said, a great adventure.



For the last 25 years Nicky has been part of the ICW, where she most recently edited our Insight magazine, and prior to that The Partner Magazine. She was an enormous supporter of the Institute's work and was recognised as a Fellow for her achievements. She has been a true champion of collaborative working though out her time with us.

And for those who had the privilege of knowing Nicky well, we will remember her not just for her achievements, but for the warmth of her character. She possessed an innate ability to make others feel seen and valued. Her laughter was contagious, her stories captivating, and her friendship a treasured gift. Nicky's life was a testament to the belief that one can pursue their passions wholeheartedly while contributing meaningfully to the greater good.

We knew that Nicky had a curious mind, but who knew she

was a member of so many groups and societies. Two that I found particularly intriguing were the 'Oxford Comma Appreciation Society', and 'the Pylon Appreciation Society,' she was truly an inspiration!

Nicky was that rare individual who had a profound impact on life, and her legacy will not be measured solely by what she achieved but by the lives she touched, and the inspiration she ignited. Nicky taught us the importance of following our passions, serving with integrity, and embracing the world with an open heart.

At the end of the service we left to the strains of the music of the BBC Shipping forecast and her coffin painted with here sailing boat sailed into the sunset.

Nicky, we wish you 'fair winds and following seas,'

You will be deeply missed but never forgotten.



THE COLLABORATIVE NATURE OF COACHING

by Denis Leonard

At the end of 2024 a new edition of the classic coaching book *Coaching for Performance* by Sir John Whitmore was released. This was the book that originated the widely used GROW (Goal, Reality, Options, Will) coaching model. This new edition has a number of interesting aspects of evolution. For example, it aligns strongly with Emotional Intelligence, performance improvement, PDCA, Lean and safety.



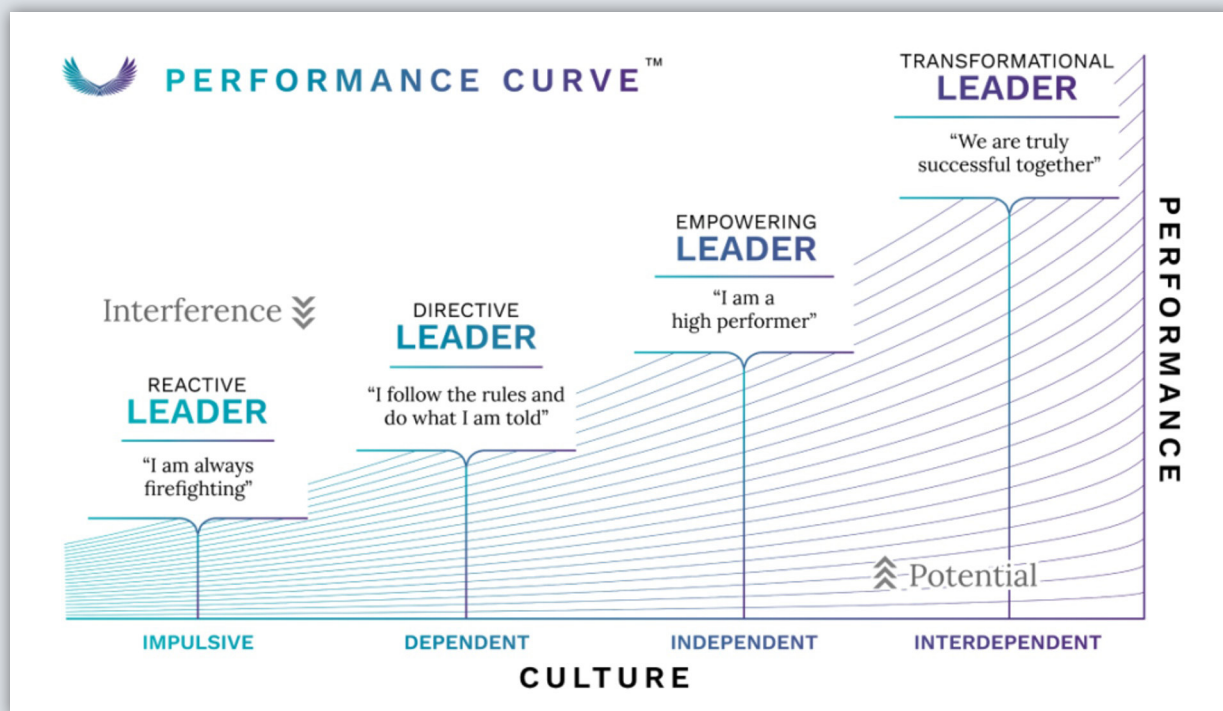
One specific focus of interest is how they are now integrating collaboration into the coaching approach and referring to Coaching as a Leadership Style. The approach is that coaching is entirely collaborative and that many misconstrue 'coaching' to be intensive, isolated one-to-one sessions that influence no further than the c-suite. But Whitmore sees coaching not just as an individual issue but also an approach for coaching teams. Whitmore highlights how coaching can have 'transformative effects on performance that ripple across your organization and incite cross-department collaboration.'

Of course, the value and impact of coaching is well established. The study by Leonard-Cross showed that participants that had received developmental coaching had increased levels of self-efficacy resulting business results including, improvements with communications, job-satisfaction, quality, flexibility, performance, ownership, succession planning and career planning.

Vidal-Salazar et al found that coaching substantially increases the level to which processes of improvement are established within organizations, consequently increasing the competitive capability. Coaching in the business context entails boosted management capabilities so as to improve business results through a combination of experience, knowledge, support and the motivation provided by advisers who specialize in business management.

Whitmore's definition of coaching is 'unlocking peoples potential to maximise their own performance'. He also points out that his work over the decades has shown that organisations have begun to demand a change in leadership style from the predominantly command and control style of management that still exists. That organisations recognise that if they are to achieve real performance improvement, their leaders must adopt a coaching style. These companies have already identified that coaching is the leadership style of a transformed culture, and that as the style changes from directing to coaching, the culture of the organisation will begin to change.

This coaching leadership style or transformational leadership, focuses on partnering and collaboration. Leaders develop a servant leader role, creating a coaching culture and inspiring high performing, self-governing teams. The focus is on the common good, team potential, collective transformation and performance improvement.



While there is a strong focus on leadership in collaboration and indeed the term Collaborative Leadership has been used before, for example Archer and Cameron talked about a move away from the 'style of a charismatic or heroic individual leading their team or their organisation to glory, and towards a more co-operative style where leaders have to work together to build the relationships they need to ensure mutual success, toward being more of a collaborative leader'. Hansen referred to the importance of leadership in collaboration, referring to Disciplined Collaboration, the practice of properly assessing when to collaborate (and when not to) and instilling in people both the willingness and the ability to collaborate when required. And while coaching is an approach that inherently supports collaboration, for example ICW refer to collaboration as maximising joint performance and the intent of ISO44001 is to positively 'impact the behaviour and organizational culture'. Having this important coaching book and fundamental coaching model embrace collaboration as a coaching leadership style is significant.

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- Coaching for Performance: The principles of coaching and leadership, Whitmore and Gaskell, John Murry Business Press, 6th Edition, 2024
- Collaborative Leadership: Building relationships, handling conflict and sharing control, David Archer and Alex Cameron, 2nd edition, Routledge, 2013
- Collaboration: How leaders avoid the traps, create unity and reap big results, Morten T Hansen, Harvard Business Press, 2009

JAMIE GOES TO SPACE (COMM LONDON)

I was delighted to attend Space Comm London at the Excel on the 11th March, on behalf of the ICW. I began by seeing a short talk given by Professor Brian Cox, which was greatly enlightening. Following this I had a wander round the stands, including a visit to ICW Executive Network member **Amentum**. I spoke with them about the wonderful work they are doing in robotics and how this connects to the space industry.

I attended a talk by Dr. Paul Bate CEO of the UK Space Agency. He was very positive about the growth of the UK space sector and how collaboration was key to this. This was followed by a talk by Dr Josef Aschbacher, Director General of ESA he was very upbeat about investment and suggested that the sector was likely to grow from around £500 billion to £1.4 trillion in the next ten years.

Then the address k I had been waiting for, a panel discussion mediated by Faye Melley of PwC, entitled – Forging New Pathways for International Space Collaboration. On the panel were Ricardo Conde, President of the Portuguese Space Agency; Michal Brichta, Slovak Space Office; Dr Renato Krpoun, head of the Swiss Space Office; Daniel Leeb, Iceland Space Agency; and Dr Paul Bate, UK Space Agency. The key takeaways were the European perception of the withdrawal of the USA from the international stage, and that ESA had an opportunity for greater growth without the presence of the USA. The panel also were confident that collaboration with geopolitical advisories over space would still be able to take place. This was referenced by the collaboration between the USA and USSR in the 1980s on the Internal Space Station. The discussion was very positive and reinforce the centrality of collaboration to space.

I concluded the day by finishing visiting more stands, such as that of Telespazio - a joint venture between **Leonardo** and **Thales**. It was wonderful to see both companies collaborating with people from both companies being seconded into the venture and making a success of it.

I look forward to seeing what happens in the space sector next.



INNOVATION AND COLLABORATION

The ICW **Thought Leadership Group** would like to explore the links between Collaboration and Innovation and the best practise approaches which deliver successful innovation projects. The results will be shared with members via papers, case studies, talks, webinars and drop-in sessions.

If you would like to get involved and contribute to this important work, then please contact Andrew Hopper who is leading on this initiative, to find out more: **Andrew.Hopper@skanska.co.uk**.



A STRONG START TO 2025 FOR ICW

As we move into spring, I'm delighted to write my first piece of 2025 for Insight - and what a great start to the year it has been!

One of the biggest highlights so far has been welcoming our new Chairman, Lord John Hannett, to ICW. It has been a privilege to be working with him. John brings a wealth of wisdom and experience to the Institute, and his eagerness to understand what we do has already made an impact on me. His thoughtful questioning is testing my knowledge and encouraging us to reflect on why we do things in a particular way. Through this calm, considered and constructive challenge, he is helping us identify opportunities for improvement. I have every confidence that John will prove to be an excellent Chairman and will play a key role in guiding ICW through the next stages of our modernisation and development.



As we approach the end of the first quarter, I'm also proud of the progress we are making in supporting SMEs. The government has made it clear that SMEs are a critical driver of economic growth, and the new Procurement Act aims to simplify their access to government contracts. ICW is actively supporting this initiative in several ways:

- Last year, we launched free-to-access guidance and a self-assessment tool for SMEs.
- We have introduced an evaluation service to provide client organisations with confidence that SMEs have the necessary structures in place for effective collaboration.
- Now, in partnership with Temple Quality Management, we have developed a specific short training course - Introduction to Collaboration for SMEs.

This course - co-written by Adrian Miller and myself with help from Temple to ensure it is a professional offering - equips SMEs with the foundational knowledge for successful collaboration. It is available as a generic online course but can also be delivered in-person or tailored for leading members who want to demonstrate their commitment to the SME community. Additionally, it provides a valuable opportunity for larger organisations to support SMEs in their supply chain, helping them enhance their collaborative skills.

Another significant milestone has been the launch of our Highways Forum, jointly sponsored by David O'Neil from National Highways and me and co-chaired by Ghaith Al Werikat (National Highways) and Matt Morphet (Chevron). I believe this forum will be instrumental in driving sector-wide improvements and providing our members with a platform for thought leadership and collaborative development.

Looking ahead, we have a packed schedule of events this spring, including:

- The Collaborative Leaders in Aviation networking lunch at the House of Lords.
- Our Executive Network Reception in May.
- Our Members' Day in June.

Finally, I'm pleased to announce that we are moving offices! Our new location on Victoria Street (No 83) in Westminster places us closer to Parliament and key government departments. The slightly larger space will also give us greater flexibility to host meetings with members and our affiliate organisations.

I look forward to seeing many of you over the coming months as we continue to drive the Institute forward to even greater heights!

Frank Lee, ICW CEO

ICW EVENTS FOR 2025

We have been busy building our events timetable for the year. It is still subject to additions but so far we are planning the following:

2025

Dates and further events will be announced on the ICW website as they are confirmed.

Mar	17th	4-day	Collaborative Leaders Course	Warwick University
	20th	16:00-17:00	Members Drop-in Q&A Session	GoTo - Drop-in
Apr	17th	16:00-17:00	Members Drop-in Q&A Session	GoTo - Drop-in
May	14th	12:30-14:30	ICW Annual Collaborative Working Reception	House of Lords - Invite
	19th	4-day	Collaborative Leaders Course	Warwick University
	22nd	16:00-17:00	Members Drop-in Q&A Session	GoTo - Drop-in
Jun	19th	16:00-17:00	Members Drop-in Q&A Session	GoTo - Drop-in
	25th	09:30-16:00	ICW Members Day 2025	Senate House - Invite
Jul	17th	16:00-17:00	Members Drop-in Q&A Session	GoTo - Drop-in
Sept	15th	4-day	Collaborative Leaders Course	Warwick University
	18th	16:00-17:00	Members Drop-in Q&A Session	GoTo - Drop-in
Nov	24th	4-day	Collaborative Leaders Course	Warwick University

PLEASE NOTE

We have moved! Our new address:

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Our phone numbers haven't changed.



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