Keynote Presentation



“The Do’s & Don’ts of Effective Business Collaborations”

Professor Mark Gilman, Professor of Economics at the University of Derby

09:00-09:30



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The Do's and don'ts of Effective Business Collaboration

Prof. Mark Gilman

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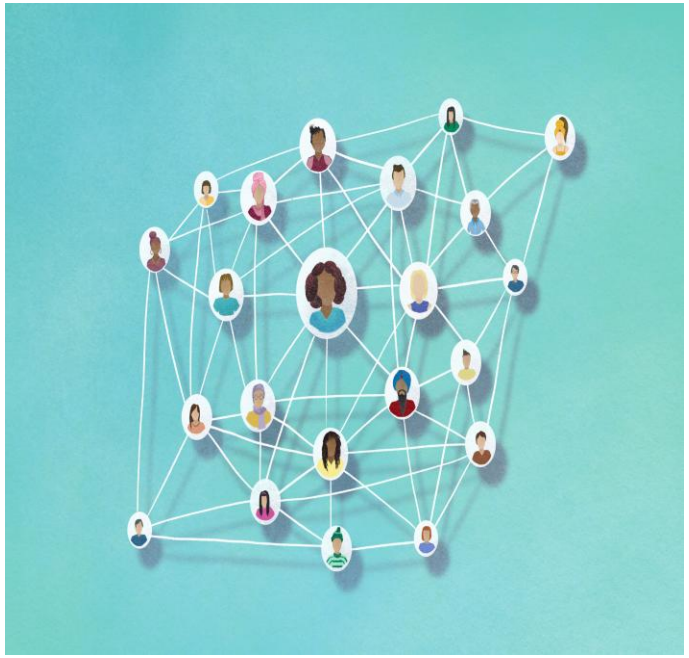
Collaboration, Partnership and Networks are key



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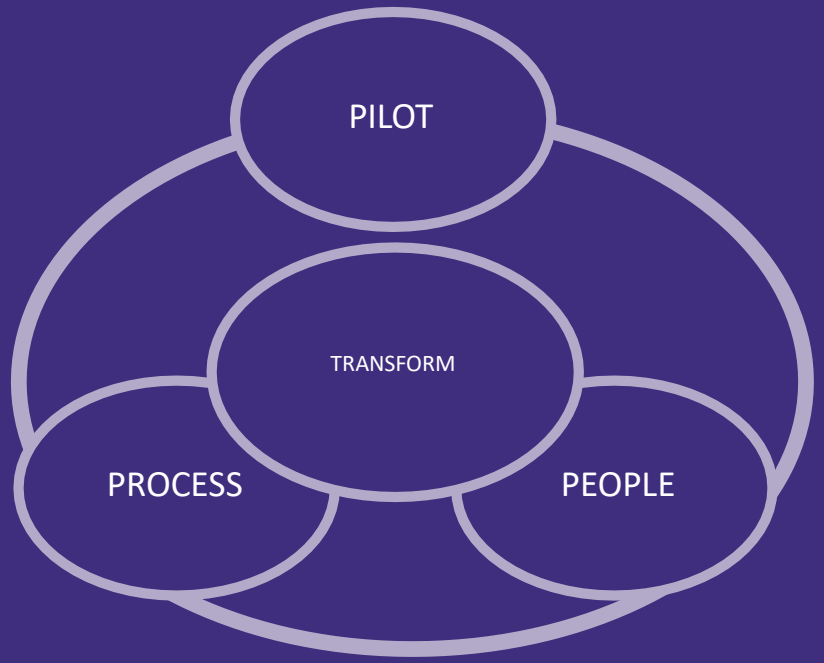
The stark reality of being a SME

- Failure rates!!
- Network support as a key growth factor strongly distinguishes HGFs from other firms.
- Future growth – networks, external support, diversification, Innovation
- HGFs put emphasis on increasing their productivity and efficiency for further growth.
- HGFs develop networking strategies, such as having a holistic approach to collaboration and cooperation along the value chain with customers and suppliers (i.e. not customers or suppliers).



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Growth Capabilities



- Pilots focus on where they are and where they need to go. They are Strategic Stewards.
- Process-focused individuals recognise the strengths in their current processes and where they need to develop further. They are Relentless Renovators.
- People-focused individuals recognise the strengths in others and support them to become the best that they can be. They are People Patrons.

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The Growth capabilities

Each of the three clusters includes three capabilities, *detailed below*

Enthusiast	Passion and energy, with purpose
Strategist	Executable vision and strategy
Integrator	Value, relevance and relationships



PILOT

Delegator	Structures that afford accountability
Engager	Involving, developing and motivating others
Sponge	Learning and exploiting knowledge



PEOPLE

Innovator	Idea generation and activation
Calculator	Measuring, tracking and adjusting course
Systemiser	Refining processes and systems



PROCES

The Transformer is a foundational quality that underpins the above capabilities and relates to the ability to manage change and transition

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The Enthusiast (Pilot)

High performing Enthusiasts:

- create enduring passion for, and engagement with the organisation
- have clarity, and continually strive to achieve their purpose
- nurture and live their core values/identity

"Passion and energy, with purpose"

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The Strategist (Pilot)

High performing Strategists:

- create clarity in vision across the organisation
- appraise strengths and weaknesses
- develop effective and actionable strategies that evolve

"Executable vision and strategy"

The Integrator (Pilot)

High performing Integrators:

- understand how they deliver value
- define a clear and compelling (set of) value proposition(s)
- understand their role in the value chain, and how to leverage it

"Value, relevance and relationships"

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The Delegator (People)

High performing Delegators:

- effectively manage their own transitions and support the transitions of others
- understand the concepts of power and control
- are confident in empowering and delegating responsibility to others

"Structures that build accountability"

The Engager (People)

High performing Engagers:

- appreciate the impact that the organisation and the nature of work has on employees
- understand what it takes, and feels like to be psychologically engaged
- are clear on the approaches that encourage participation in the decision- making process

"Involving, developing and motivating"

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The Sponge (People)

High performing Sponges:

- continually develop awareness of how other see them
- seek new ways of doing and thinking
- continually learn and embrace change

"Learning and exploiting knowledge"

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The Innovator (Process)

High performing Innovators:

- have clarity on how innovation works and links with strategy
- adhere to a clear process for innovation
- understand their role, and that of others, in innovation

"Idea generation and activation"

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The Calculator (Process)

High performing Calculators:

- appreciate the value of evidence-based decision making
- track and review a broad set of performance measures
- understand how measures influence behaviour and performance

"Measuring, tracking and adjusting course"

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The Systemizer (Process)

High performing Systemisers:

- think of an organisation as a people ‘system’
- appreciate the links between the system and strategy
- have clarity on the critical tasks and activities that need to be delivered to meet customer/consumer needs

“Refining processes and systems”

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The Transformer

High performing Transformers:

- create foresights to anticipate change
- continuously appraise threats and opportunities
- effectively manage organisational transitions

"Managing change and transition"

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Its all about relationships
and trust
Thank You
Any Questions