



# Improving Behaviours Improving Performance

Introduction to IBIP

- Background in work psychology
- Worked in several regulators, including ORR and HSE
- Designed and delivered HSE's Management Standards for Work-related Stress
- National staff health and wellbeing lead for the NHS during the COVID-19 pandemic
- Joined National Highways to work with partners to improve collaboration
- Here today to talk about what we do and our approach

## Vision - Creating a behavioural culture that will unlock better performance across programme and project teams

### What we do:



We help **create High Performing Integrated teams** by collaborating to enable the right environment, behaviours and attitudes to deliver project outcomes and KPIs

### How we do it:



We enable **behavioural change** by offering specialist **advice, consultancy, training, tools and approaches** and ways to support teams' progress. We use a behavioural maturity framework to help teams **focus on and develop their behaviours** and measure their progress

### Why we do it:



Mature collaborative behaviours **allow individuals to be their best self** and contribute to a high performing team that **delivers successful project outcomes**

### Who we benefit:



Everyone involved in Integrated Project Teams - NH, Partners and **ultimately our Customers**

# We help organisations meet behavioural goals

High-Performing  
Teams Workshops

Individual/Team  
Coaching

Conflict Resolution

IBIP Implementation  
Route Map

Behavioural  
Observations

Collaborative  
Behaviour Training

Best Practice &  
Lessons  
Shared/Learned

Collaborative  
Behaviours  
Framework

Measures &  
Reporting

Specialist  
Behavioural  
Consultancy





# Behaviours – why bother?

Companies with higher innovation rates show growth in profitability compared to those with low levels (Minor, Brook, & Bernoff, 2017)

Approximately half of all business decisions lead to failure to meet the intended results (Nutt, 1999)

Organisations where challenge is treated as conflict can experience a loss of two hours per week per employee; or 5% loss of productivity (Tjosvold, Wong, & Chen, 2019)

Organisations that report higher than average trust experience gross margins 2 to 7% greater than the industry norm (FMI Consulting & AutoDESK, 2020)

Organisations with effective communication have been shown to achieve 47% higher returns over 5 years (Schneider, 2018)

Organisations that report higher levels of leadership accountability are more likely to be high performing (Molinaro, 2017)

FMI Consulting & AutoDESK. (2020). Trust Matters: The High Cost of Low Trust  
Minor, D., Brook, P., & Bernoff, J. (2017). Are Innovative Companies More Profitable? MIT Sloan Management Review  
Molinaro, V. (2017). The Leadership Accountability Gap. Lee Hecht Harrison  
Nutt, P. (1999). Surprising but True: Half the Decisions in Organizations Fail. The Academy of Management Executive, 13(4), 75-90  
Schneider, M. (2018). Costs of Poor Communication Reach \$37 Billion. Avoid Disconnects By Implementing These 2 Things.  
Tjosvold, Wong, & Chen. (2019). Managing Conflict for Effective Leadership and Organisations

## **Innovation and Creativity - Diversity of**

**Ideas:** Collaboration brings together individuals with different perspectives, experiences, and expertise. Research in the field of innovation has consistently shown that diversity in teams leads to more creative solutions and innovative thinking. Teams that work together can combine their strengths to approach problems in novel ways.

**Study Example:** A study published in *Proceedings of the National Academy of Sciences* (2015) found that diverse teams generated more creative ideas compared to homogeneous teams.

## **Improved Problem Solving**

Collaborative groups often outperform individuals when solving complex problems. The synergy created by pooling knowledge and skills allows teams to solve problems more efficiently and with more effective solutions.

**Study Example:** A report by the *Harvard Business Review* (2016) found that collaborative groups leverage collective intelligence, where the combined knowledge of a group exceeds the capabilities of individual members, leading to better decision-making and problem-solving.

## **Enhanced Learning and Knowledge**

**Sharing - Peer Learning:** Working in a collaborative environment enables employees or students to learn from each other. This is particularly beneficial in environments that require specialized knowledge, as team members can share expertise and best practices.

**Study Example:** Research from *The Journal of Applied Behavioral Science* (2013) highlighted how collaborative work environments promote knowledge sharing, which in turn leads to better performance and learning.

## **Increased Efficiency and Productivity -**

**Resource Sharing:** By working together, teams can share resources and reduce redundancy, leading to greater efficiency. This is particularly relevant in work settings where tasks can be divided to leverage individual strengths and specialized skills.

**Study Example:** In a study published in the *Journal of Organizational Behavior* (2010), it was shown that collaborative teams tend to have higher productivity compared to individual workers, particularly when tasks require multiple skills.







## Build Trust

We foster genuine relationships with honesty, openness, and support.



## Communicate Openly, Engage Others

We are transparent, listen actively and ask questions to create understanding.



## Align Goals, Achieve Together

We unite around a shared vision to drive effective decisions and joint outcomes.



## Own It

We are accountable, honour commitments and contribute to collective success.



## Challenge Considerately

We seek understanding, we are curious, open to challenge and share feedback to drive win-win solutions.



## Adapt With Intention

We adopt a flexible mindset to reflect, adjust, decide and act swiftly.

## We foster genuine relationships with honesty, openness and support

### Examples of when I'm living this could include:

#### Everyone...

- I treat others with respect for who they are, not just for their role or title.
- I handle what others share with me with care, confidentiality, and respect.
- I openly share my challenges and acknowledge my limitations.
- I actively build and nurture genuine relationships and connections.
- I do what I say I'm going to do.

#### Additional manager/leader focus...

- I create space for the team to build and strengthen relationships with each other.
- I set clear expectations for how my team treats one another and address inappropriate behaviour.
- I role model prioritising relationships, especially during challenges, by staying honest, supportive, and respectful.

### Examples of when I'm not living this could include:

#### Everyone...

- I show preferential treatment to people based on their role or seniority.
- I take credit for others' work to enhance my own reputation.
- I withhold my true thoughts and feelings when communicating with others.

#### Additional manager/leader focus...

- I lead with authority alone without building authentic team connections.
- I make decisions without considering the team impact, weakening trust and respect.
- I allow behaviour within my team and the broader organisation that is not respectful and/or erodes trust.

## We are transparent, listen actively and ask questions to create understanding

### Examples of when I'm living this could include...

#### Everyone...

- I share information, updates and decisions promptly to keep everyone informed.
- I actively listen to others' perspectives and seek to understand before responding.
- I engage stakeholders beyond my team to ensure they feel informed, valued, and included.
- I use plain language to promote clarity and alignment.
- I raise issues as soon as I notice them without delay.

#### Additional manager/leader focus...

- I share key insights that drive clarity, alignment, and informed decision-making across teams.
- I address when team members are not being open and honest in their communications.
- I encourage my team to actively listen, ask questions and share insights with each other.
- I deliver clear and consistent communication and engage actively across the project to promote alignment.

### Examples of when I'm not living this could include...

#### Everyone...

- I treat information as power, being overly selective in what I share.
- I only listen to opinions that accord with my own, or from people like me.
- I hold back on asking clarifying questions for fear of appearing uninformed.
- I prioritise speed over clarity, leaving room for misinterpretation.
- I overlook how my communication style impacts different audiences.

#### Additional manager/leader focus...

- I allow silos to form, limiting open communication and engagement.
- I limit discussions by asking closed questions and lacking curiosity about my team's input.
- I encourage my team to withhold information.

# Mapping Collaborative Behaviours to Global Benchmark Behaviours



The NH collaborative behaviours are composites with a rich read across to the benchmark behaviours

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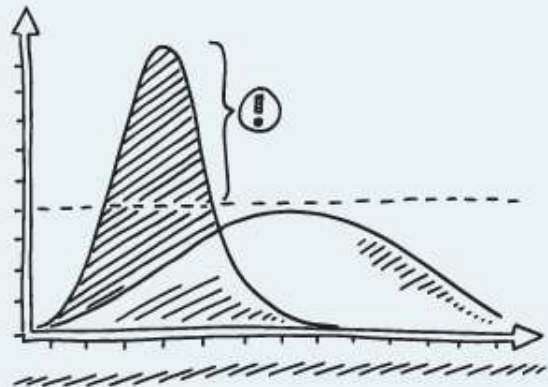


Behaviours not features in the Collaborative Behaviours

## Addendum: My research into workplace conflict.

I work for an organisation whose work is informed by rigorous research. So, when I thought about how I wanted to share my mediation experience, it felt natural to look at the available research that helps to validate my feelings of anger, confusion and the impact of workplace conflict on my mental health.

In January 2020, the CIPD published a report, 'Managing conflict in the modern workplace', which suggests that conflict is very much a part of organisational life, and a common occurrence according to a significant proportion of both employees (26%) and employers (20%).<sup>1</sup>



Consensio's 2019 research highlights the significant link between workplace conflict and the worrying growth in mental health issues. An overwhelming 84% of those who took part in the research reported that workplace conflict had affected their overall health. Specifically, 75% said it had impacted their mental health, 65% their physical well-being, and 25% had to take time off work due to the negative impact of workplace conflict.<sup>2</sup>

The research I read highlights that more needs to be done by individuals and organisations to take conflict, people management skills and managing difficult conversations more seriously, and that we need to be braver in our approach.

## Significant link between **workplace conflict** and **mental health issues** :

In a survey

- 75% felt conflict impacted their mental health
- 65% felt conflict had impacted their physical wellbeing
- 25% of people had to take time off due to conflict

<sup>1</sup><https://www.cipd.co.uk/knowledge/fundamentals/relations/disputes/managing-workplace-conflict-report> <sup>2</sup><https://www.consensiopartners.co.uk/news/workplace-conflict-is-a-growing-mental-health-issue>



- There is evidence to support the link between behavioural-led interventions and the bottom line
- We have seen that research indicates that collaborative work environments help create a supportive workplace
- Supportive workplaces in turn can help protect and promote mental health – you might have personal experience of the positive or negative impact a working environment can have on your mental health
- Leading academics and researchers from the University of East Anglia and RAND wanted to understand the cost savings that could be achieved through making interventions designed to improve workplaces
- They created the Business Cost Improvement Calculator based on evidence and impact analyses which can be found here - <https://evolveworkplacewellbeing.org/business-calculator/>

**evolve**  
**workplace**  
**wellbeing**



- The calculator enables organisations to tailor to their circumstances
- The following makes an assumption for a company - Collaborative Behaviours Limited - who conveniently employ 100 people at an average salary of £30000
- Interventions designed to create supportive workplaces, which includes the running of workshops, have the potential to yield the following:
  - Annual cost of intervention per employee - £80
  - Estimated annual productivity gains (reduced absence and presenteeism) - £935.71
  - Total savings per employee - £855.71
- Using this example, Collaborative Behaviours Limited, would need to invest £8000 to see a potential return of £85, 571
- Additional gains included 4.6% improvement in employee satisfaction and marginal gains in mental and physical health\*

\*using Britain's Healthiest Workplace Survey data as a means to generate estimates

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