



COLLABORATION ACROSS BOUNDARIES – AN ASTRID PERSPECTIVE

Ed Aubrey – ASTRID Technical Manager

- Context
 - My experience
 - What is ASTRID
- Collaboration
 - Theory
 - Ingredients of good collaboration
 - Barriers to collaboration
- Case Studies
- Summary

Context – My experience

- ~ 30 years in Defence OA/OR
- Worked for both MOD and Industry
- Competed, collaborated and delivered analysis in these roles
- Although my current role focuses on ASTRID my comments and views are more general

Context - ASTRID

- Framework agreement giving Defence and Security customers access to OA/OR decision support services
- Delivers a broad scope of analysis to support decision-making in Defence, Security and Resilience across MOD and UK Government
- Awarded in April 2020 – a five-year contract worth £250m plus two-year option (£350m)
- BAE Systems Digital Intelligence CORDA is prime, bringing in expertise from supporting organisations
- Provides access to analysis and decision support expertise:
 - Open supply chain; 180+ core suppliers including primes, SMEs, consultancies and academia
 - Provides access to wider skill and expertise base via academic network and Knowledge Transfer Network



Collaboration – the theory

- Teams comprising people with diverse backgrounds, cultures, strengths and skills work together to deliver outcomes with high productivity, efficiency and speed
- Lots of material in literature
- Soliman, Borne, Simoff proposed 7/8 ingredients



Soliman, R. & Braun, Robin & Simoff, Simeon. (2005). The essential ingredients of collaboration. 366- 373. 10.1109/ISCST.2005.1553336.

Ingredients for Successful Collaboration (1)



People

- Different background, cultures, perspectives, pre-conceptions
- Behaviour
- Lessen the transactional relationship

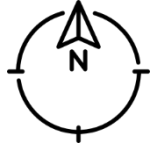


Knowledge

- Each party having different knowledge and skills
- Optimal Utilisation

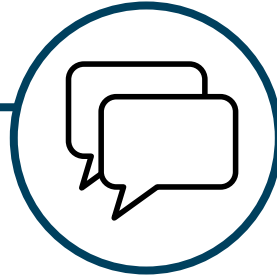


Ingredients for Successful Collaboration (1)



Common Objective

- Know where you are going (but not necessarily the route)
- Roles

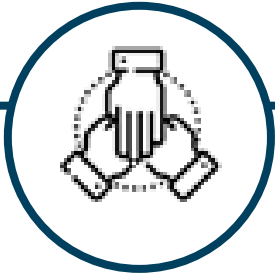


Common Language

- Are we all talking (and understanding?!) the same thing?
- Need to be alive to nuances and 'falling between cracks'

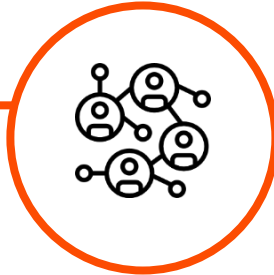


Ingredients for Successful Collaboration (2)



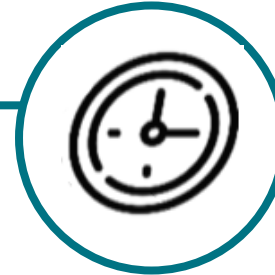
Shared Space

- Environments within which to collaborate – physical/virtual + information environment (e.g. Kahootz)



Interaction

- The touch points that enable collaboration
- F2F, embedded floor plate, workshops, sprints etc.



Time

- Choosing when, and for how long to interact.

Barriers to Successful Collaboration

- Attitude & trust
 - Start with the right attitude
- Mis-alignment of goal or disagreement on the journey
 - Be open to different approaches
- Breakdown in communication particularly when there are 'bumps' in the road
- Don't be too quick to 'press the emergency button' (commercial and contractual)

How ASTRID helps

- Ethos
 - Encourages direct customer – supplier interaction. ASTRID PMO is here to facilitate not ‘control’
- Sourcing channel
 - Collaborative allows individual organisations to submit bids
 - We then use evidence to select the best team
 - Comprehensive
 - On large tasks we offer a ‘matching service’
- Kahootz
 - Collaborative working environment, accredited to OS

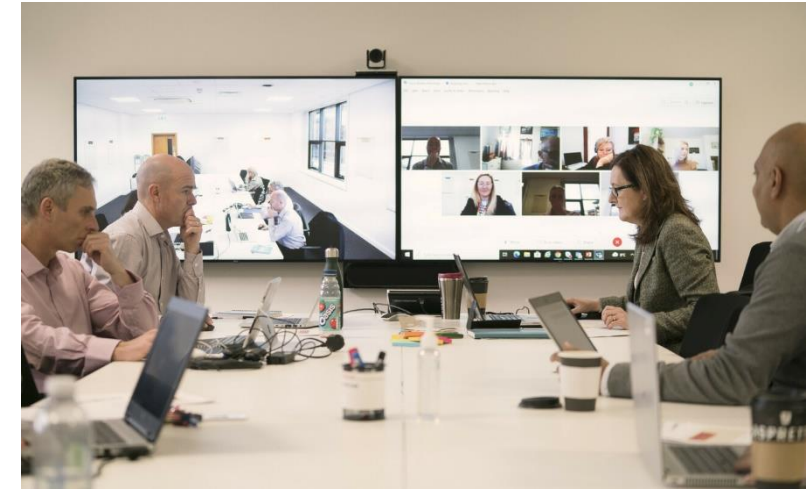
Some examples of good collaboration (1)

- Task 094 – Maritime Surveillance Study
 - Close involvement with supplier and customer. Customer actively suggesting solutions and helping with stakeholder access etc. Team building even involved a trip aboard an FPV and attendance at an exercise
- Task 048 – AFSIM
 - Joint working and fully embedded team on Dstl floorplate
- Task 152 – Concept Development Support
 - Many collaborative sessions between Dstl and Supplier



Some examples of good collaboration (2)

- Task 040 – Force Optimisation and Experimentation
 - One team approach – many exercise deployments
- Task 209 – Reserve Forces Review
 - Over 70 interviews required – real partnership between customer and supplier to organise and administer. Critical component to the work with some risk – collaboration made it a smooth process
- Task 197 – Cost to deliver (mil. Logs)
 - Stakeholder engagement a key challenge including data extraction/input
 - Regular communication and a 'one team' approach ensured success



Summary

- Need to have the right attitude and behaviours
 - Be open, expect openness
- Need to ensure goal is common; all parties on the same page
- Build relationships
- Needs to be give and take from both sides when 'bumps' occur
- Don't stop the communication

What are the ingredients of good collaboration?





For more details on ASTRID, please email ASTRID@baesystems.com