

## Case Study.

How TCM helped One Team Wessex to improve collaborative working.



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### **A brief overview of the challenge**

In December 2013, Osborne was selected by Network Rail to deliver a collaborative framework agreement across its Wessex Route (which included all services to and from London Waterloo Station), with a contract value of approximately £250million over the course of five years. The contract was set to strengthen both Osborne's Infrastructure business and the long-standing relationship between Osborne and Network Rail. There is a collaborative structure to the team, with individuals from each organisation fulfilling roles in support of each other, avoiding duplication of roles with common goals, including safe delivery of projects, satisfaction of sponsors or stakeholders and achieving an efficiency and gainshare.

The team had come under stress through a couple of projects struggling with change control and reporting, which has led to some strained relations and potential for the collaborative effort to be put under pressure. The challenge we had was us to take some time out to look at our relationship; rather like a form of marriage guidance counselling; in order to make it better. The relationship was not at breaking point but needed some attention to it to make it stronger, and Osborne approached TCM to help us to understand the interventions we needed to make to our relationship to make it more successful.

### **The benefits of the collaboration audit and collaboration day**

The benefits of the collaboration audit and collaboration day was that it gave the team a chance to talk, to air concerns and celebrate successes, and for us to come together to solve them together - through leadership and a common understanding of what success looks like. By taking us away from our working environment and providing an environment both through the audits, questionnaires and collaboration day that was neutral, enabled us to better reflect and be open and honest to agree as a collective how we will take things forward together to continued success.

### **Any learning or reflections?**

Taking time out to reflect as a group to focus on what we can do better, how together we can improve as a collaborative unit is essential to ensure a cohesive entity is created, and success is maintained.