



**Technical
Specification**

ISO/TS 44005

**Collaborative business relationship
management system — Guidance
on leadership for collaborative
working**

*Système de management collaboratif des relations d'affaires —
Recommandations en matière de leadership pour le travail
collaboratif*

**First edition
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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents. ISO shall not be held responsible for identifying any or all such patent rights.

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 286, *Collaborative business relationship management*.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

Dynamic leadership is a key facet of every successful business venture. In the context of managing any partnering, alliance or collaborative programme, where the delivery process bridges organizational boundaries, the role of the leadership is even more crucial. Developing an effective operational focus is a challenge in most business environments, but where the traditional command and control structure needs to embrace cross-functional operations between organizations, the coordination and direction of the venture is even more complex, and motivation and influence become vital to success.

With respect to this document, it is important to distinguish the term “leadership” as an activity and as a characteristic of leaders. The term “leaders” is more commonly associated with senior management who, while having an important role in any collaborative arrangement, leadership activities cascade through in every level in an organization or in diverse operational teams.

In the context of collaborative relationship, the role of leaders is crucial to developing and maintaining the ethos of collaboration and establishing the environment where it can prosper. When multiple organizations are merged together, operating processes and systems can overlap or interact and tensions can be created.

A collaborative culture is both a consequence of the wider business environment within which an organization operates and a construct of the way it is organized and operated. The external aspect is partially beyond the control of business leaders; other than in understanding the organization’s visions and values, its strategic objectives and direction can be selective. In understanding the desired direction and drivers, the leadership can take steps to refocus their traditional culture and improve their ability to function more effectively in areas where opportunities do or can exist. Understanding the cultural picture (whether national, regional, corporate or organizational) helps build confidence to expand the degree of interaction, with the aim of creating longer-term relationships that are mutually beneficial.

The management system standard ISO 44001 provides a framework to support and develop collaborative business relationships, including the key requirements for maintaining relationships over time. This document highlights and reinforces the importance of leadership and the role of leaders within each stage of the relationship life cycle. The structure of this document therefore follows the structure of the framework.

This document uses a common approach, as follows:

- Requirements of ISO 44001: The requirements of ISO 44001 that this document addresses.
- Leadership challenge: An explanation of how this differs from traditional leadership.
- Recommendations for consideration by leaders.

Collaborative business relationship management system — Guidance on leadership for collaborative working

1 Scope

This document gives guidance for leaders operating in collaborative arrangements in alignment with the structure of ISO 44001.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 44001, *Collaborative business relationship management systems — Requirements and framework*

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 44001 and the following apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at <https://www.iso.org/obp>

— IEC Electropedia: available at <https://www.electropedia.org/>

3.1 the leadership

executive/senior management responsible for establishing a collaborative culture and operation of collaborative working activities

3.2 leader

people at any level who are charged with implementing collaborative activities

3.3 leadership

style of working including actions and activities required to ensure effective collaborative working

4 Context of the organization

4.1 Requirements of ISO 44001

The requirements include elements addressing the overall context of the organization, including interested party engagement, the scope of collaborative activities, systems and organizational values.

4.2 Leadership challenge

Relationships are key to business success, so it is unrealistic to assume that such a critical aspect can be left to chance. It is important to understand that while organizations can try to project a persona, they are made up of people and are dependent on their people. Relationships cannot be left to rely on osmosis, attrition or