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Appendix A: Scoring collaborative behaviours

April 2017

The table presents example behaviours aligned to scores developed for the Collaborative Behaviour Quantification Tool. It is not intended that these behaviours are exhaustive or that all are present for the attribution of a particular score.

Critical Behaviour	Score = 1	Score = 3, Baseline	Score = 5
1. REASONABLE Negotiations occur without taking advantage		Negotiators often seek to understand the needs of other parties as well as their own	Seeks to ensure understanding of the needs of all parties
	Negotiators make deals that disadvantage other parties	Negotiators often, but not always, make deals to meet their own needs whilst not disadvantaging other parties	Refuse to make deals that do not meet both their own needs and the needs of other parties
	Issues are reactively addressed and not necessarily resolved	Issues are not always resolved in the best interests of all	Issues are resolved in the best interest of all
2. ALIGNED Establish joint needs and outcomes and deliver objectives, acting in the best interests of the joint effort	Time is not spent establishing long and short term needs or outcomes required by other parties for achieving the joint effort	Long and short term needs, outcomes and objectives are identified jointly. There is some discussion of differences in objectives and how these will be managed	Long and short term needs, outcomes and objectives are identified jointly. Differences in objectives and needs are well understood and the level of support for their achievement agreed
	There is not clarity about which objectives are shared	Joint objectives are widely known	Long term joint needs, outcomes and objectives are prioritized by all where they are in the prioritised interests of all. Short term goals are taken account of
	Planning occurs separately	There is infrequent review of how far other parties needs are met and remain aligned	Joint needs and objectives are reviewed regularly to ensure they are met and remain aligned
		People mostly plan in the long term best interests of the joint effort. Sometimes people prioritise short term planning over the long term best interests of the joint effort	

Critical Behaviour	Score = 1	Score = 3, Baseline	Score = 5
3. LEARNING Learn from and share experience and setbacks	Failures are hidden	Failures are mostly shared when asked about them	Quickly and widely shares failures and learnings externally
	Learning is not shared	People sometimes go externally to seek learning from others or to share learning from their own work	People ask externally for ideas, help and learning
	Blame is present	Learning is sometimes shared internally	Blame is not present
	People are quick to reject new ideas		People are quick to try to understand why new ideas have been suggested and how they may be applied
4. STRATEGIC Consider future implications of current issues	Have not identified or worked through 'what if' scenarios to agree how they will behave towards each other if these scenarios arise	The senior team have spent time to identify a range of scenarios that may arise relating to the current work to the environment in which they are working	At all levels people have taken time to identify 'what if' scenarios that may arise relating to the current work
		In most cases people have decided how they will behave towards each other if these scenarios arise	At all levels people have worked through 'what if' scenarios to ensure there is good understanding of how they will behave if these arise
		Considered responses to these scenarios independently of each other	Discussed responses together
	Do not identify and plan jointly in relation to opportunities and risks		At all levels future implications, both risks and opportunities, are considered together and responses explored

Critical Behaviour	Score = 1	Score = 3, Baseline	Score = 5
5. CHANGE Constructive and flexible attitude to change	People are often not willing to be persuaded by evidence of the benefits of changes	Most people acquiesce in the face of changes and adapt their working to meet the new needs	People are quick to build on the ideas and proposals of others
	People are slow to respond	Some people engage quickly with changes, some less so	People are slow to reject new ideas
	Changes do not often stick	Changes do not stick quickly and frequently not at all	People are constructive in their questioning of the reasons behind proposed changes
	People do not support each other through changes	Some people are well supported through changes by their peers and managers and some are not	People are supportive of each other in the face of changes that may not benefit them
6. RESPECT Demonstrate respect for all partners	Commitments are frequently not kept	Commitments are mostly kept	Commitments are consistently kept
	Others are not actively listened to; plans do not take account of the needs of others	Others are sometimes listened to but this is not consistent	Others are actively listened to and plans adapted appropriately
	There is little or no testing of understanding of the meaning of communications to ensure misunderstandings are minimised	There is some testing of understanding of the meaning of communications, but misunderstandings are more frequent than they might be	There is consistent and effective testing of understanding of the meaning of communications to minimise misunderstandings
	There is blame in challenge and accountability conversations	Blame is evident in some challenge and accountability conversations	People remain constructive in challenge and accountability conversations and check to ensure that blame is not being felt by other parties

Critical Behaviour	Score = 1	Score = 3, Baseline	Score = 5
7. ACCOMMODATING Accommodate needs of all stakeholders in order to deliver shared goals	Delivery is measured against each organisation's objectives and not against shared objectives of the joint effort	Delivery is sometimes measured against the objectives of the stakeholders effort	Delivery is measured against the objectives of stakeholder effort
	Actions are taken to further each organisation's own objectives without focus on the other parties interests of joint objectives	It is accepted that some agreements and decisions can be made where the sacrifices made by one party will outweigh the long term gains they make from the joint effort	Agreements and decisions are made jointly to meet the long term interests of the joint effort. Short term sacrifices made by one party are always outweighed by their long term gains arising from the joint effort
	There is no trust that the other parties will act in the best interests of the joint effort		There is trust that other parties will act in the long term best interests of all
	People do not speak up to ensure the interests of other parties are not adversely affected by an action or decision	People do not always speak up to ensure the interests of other parties are not adversely affected by an action or decision	People always speak up to ensure the interests of other parties are not adversely affected by an action or decision

Critical Behaviour	Score = 1	Score = 3, Baseline	Score = 5
8. OPENNESS Information sharing, constructive questioning, open and honest feedback, hold people to account for their unacceptable behaviour	When information requests are made understanding of needs is tested and clarified late in the process	Often, when there is an information request, time is spent testing and clarifying information needs early in the process	When information requests are made, time is always spent early on to test and clarify understanding of what is needed
	Responses to requests for information are slow or untimely	Responses to requests for information are sometimes prompt and timely	Response to requests for information are prompt and timely
	There is an over-use of email	Over-use of email is fairly widespread	Over-use of email is avoided
	Constructive feedback is very rarely given or requested	Feedback is sometimes given and sometimes requested. Constructively given feedback is mostly received positively	Feedback is frequently given and requested. Constructively offered feedback is received positively
	Questioning is not constructive and often includes blame	While questioning is mostly constructive, blame is present in some conversations	Questioning is consistently constructive avoiding blame and checking to ensure blame is not felt
	People not challenge each other when they experience or witness unacceptable behaviour	People sometimes challenge each other constructively when they experience or witness unacceptable behaviour	Unacceptable behaviour is challenged constructively in all positions in the hierarchy



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Appendix C: Example Improvement Plan

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Critical Behaviour	Operator Score	OGA Score	Description of the Issue to be addressed	Who is affected?	Desired outcome	Actions to be taken	Actions completed by	Behaviour change measurement	Review schedule	Budget allocated	Named Lead
1. REASONABLE Negotiations occur without taking advantage	3	3	Not all negotiations seek understanding of the needs of the other parties. Some deals are made that disadvantage other parties. Issues are not always resolved in the best interests of all	All levels of the organisation	<ul style="list-style-type: none"> All members of the JV understand the needs of the others People refuse to make deals that do not meet both their own needs and the needs of the other parties. Issues are resolved in the best interests of all 	<ul style="list-style-type: none"> Collaborative negotiation sessions Coaching 		<ul style="list-style-type: none"> Assessment of the experience of JV members Case studies of impact 	Review 12 months following initial assessment	£x per annum	
2. ALIGNED Establish joint needs and outcomes and deliver objectives, acting in the best interests of the joint effort	3	3	Long and short term joint objectives and outcomes are identified. People mostly plan in the long term best interests of the joint effort. Sometimes people prioritise short term planning over the long term best interests of the joint effort	All levels of the organisation	<ul style="list-style-type: none"> Long term joint needs, outcomes and objectives are prioritised when they are in the best interests of the joint effort Short term goals are taken account of. Long term goals drive plans and performance measures Differences between partners needs are well understood and ways to manage these are agreed 	<ul style="list-style-type: none"> Aligning planning Sessions to align behaviours 		<ul style="list-style-type: none"> Assessment of the experience of JV members. Performance measures align to long term goals 	Review 12 months following initial assessment	£x per annum	
3. LEARNING Learn from and share experience and setbacks	3	2	Learning is not shared outside the organisation. Failures are mostly hidden. Blame is present. People are slow to go beyond their own organisation to seek ideas and solutions	All levels of the organisation	<ul style="list-style-type: none"> Failures are shared quickly and openly with the wider industry People are quick to seek ideas from outside the organisation and to share their own with others 	<ul style="list-style-type: none"> Sessions to hunt out and share failures Leadership action to encourage sharing with others and seeking help from outside the organisation 		<ul style="list-style-type: none"> Learning from failures captured and shared Assessment of the experience of JV members Case studies of impact 	Review 12 months following initial assessment	£x per annum	
4. STRATEGIC Consider future implications of current issues	3	2	Some future 'what if' scenarios have been identified. Joint discussions for managing these have not considered all aspects of how these will be managed	Senior team Project teams	<ul style="list-style-type: none"> The JV have jointly worked through appropriate 'what if' scenarios and how they will work together through these to achieve the joint effort 	<ul style="list-style-type: none"> Senior team meetings 		<ul style="list-style-type: none"> Evidence of principles and behaviours agreed to manage 'what if' scenarios 	Review 12 months following initial assessment	£x per annum	
5. CHANGE Constructive and flexible attitude to change	4	2	Few people are persuaded by the evidence supporting change. Changes tend not to stick. There is little support to help people cope with changes. People are slow to take up new ideas	All levels of the organisation	<ul style="list-style-type: none"> People are quick to build on the ideas of others. They are slow to reject ideas. People support each other in the face of changes Questioning of changes is constructive. Changes stick 	<ul style="list-style-type: none"> Coaching Generic change preparedness sessions Change Champions Change engagement interventions 		<ul style="list-style-type: none"> Assessment of the experience of JV members All levels of the organisation 	Review 12 months following initial assessment	£x per annum	

Critical Behaviour	Operator Score	OGA Score	Description of the Issue to be addressed	Who is affected?	Desired outcome	Actions to be taken	Actions completed by	Behaviour change measurement	Review schedule	Budget allocated	Named Lead
6. RESPECT Demonstrate respect for all partners	3	2	Others are listened to but this is felt to be inconsistent. Commitments have not always been kept. Blame is not consistently avoided.	All levels of the organisation	<ul style="list-style-type: none"> Others are actively listened to and plans adapted appropriately. Challenge conversations are consistently constructive. People check to ensure blame is not felt by others 	<ul style="list-style-type: none"> Coaching Behavioural workshops 		<ul style="list-style-type: none"> Assessment of the experience of JV members. All levels of the organisation. 	Review 12 months following initial assessment	£x per annum	
7. ACCOMMODATING Accommodate needs of all stakeholders in order to deliver shared goals	3	2	JV partners are not working to jointly owned measures of success. Actions are taken without focus on the other partner's needs. People rarely speak up to ensure the needs of others are met.	All levels of the organisation Leadership team in particular	<ul style="list-style-type: none"> Decisions are made jointly to meet the long term best interests of the joint effort. People speak up to ensure the needs of others are met 	<ul style="list-style-type: none"> JV board alignment Behavioural workshops focussed on challenge 		<ul style="list-style-type: none"> Assessment of the experience of JV members. All levels of the organisation. Aligned board goals and joint objectives 	Review 12 months following initial assessment	£x per annum	
8. OPENNESS Information sharing, constructive questioning, open and honest feedback, hold people to account for their unacceptable behaviour	3	3	Inconsistency of behaviours across the JV regarding challenge and questioning; blame is present. Low levels of feedback alongside defensiveness in receiving feedback mean learning is not embedding well. Failures are rarely explored or shared.	All levels of the organisation	<ul style="list-style-type: none"> Consistency in the use of constructive questioning Avoidance of blame More effective feedback behaviour More effective exploration of failures and sharing of learning 	<ul style="list-style-type: none"> Coaching Team development sessions 		<ul style="list-style-type: none"> Assessment of the experience of JV members. All levels of the organisation. Case studies of impact. 	Review 12 months following initial assessment	£x per annum	