

# The Profession Map

## Guidance notes

In reading the document please be aware that this is a draft intended to be used for consultation purposes. Please give your comments to the group in order that we can take into account your thoughts on this Profession Map. We collect our thoughts on LinkedIn within the group Behaviours4Collaboration and your input is appreciated.

When looking at the higher levels of maturity please assume that the lower levels are also necessary (although may not be present) therefore the behaviours are cumulative as the levels of maturity increase. The same is also true for the behaviours within roles, those behaviours specified within the project contributor are required to be present in the Industry leader (this needs examining within each individual).

Level Zero represents the Contra Indicators, the presence of which undermines the efficacy of all other behaviours. Displaying behaviours which are contra-indicators undermines the other positive behaviours - rather like the snake in snakes and ladders.

Please flag these behaviours as and when you see them so that the individual concerned has choices to change these.

Project contributor refers to any party who takes a role within a project which may be for part of the project including sub contractors.

Group leader leads a part of an organisation, e.g. a sector, service, department or area but has impacts wider than the project although is not leading the organisation.

“Coach” refers to a style of interaction characterised as “asking not telling”.

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## Leadership / interpersonal impact factor

Maturity	Role	Project Contributor	Project Leader	Group leader	Organisation leader	Industry/ Subject leader
4		Focused on overall project goals and drivers of others	Seen as an “honest Broker” steering others towards wider goals	Enables and uses creative conflict Helps to overcome unconstructive conflict	Embrace independence Integrity: I do what I say I will Seeks to understand others perspectives	Embrace independence Leveraging opportunities and skills for value Creates joint ownership across the team for all team results
3		Integrity: I do what I say I will in line with the project goals and drivers of others	Integrity: I do what I say I will. Serving needs of others. Courage- sees conflict as opportunity. Decisions informed by relationships Resilience	Creates interdependent relationships Flags and uses conflict + uncover assumptions	Long term view of rewards Ownership of our actions Resilience- not giving up on agreed goals	Take decisions based on commitment to relationship
2		Serving needs of others Decisions informed by relationships Seek to understand others perspectives	Aims as our own Values perspectives Engaging others in mutual decisions Identify ways to collaborate for mutual benefit manages relationships seek to understand others perspectives	Creates and sustains opportunity to collaborate	Identify ways to collaborate for mutual benefit Engaging others in mutual decisions.	Collective pain and gain mindset, <i>(maximises the gain for all and/or minimising the pain for all members of a team)</i>
1		Aims as our own Ownership of our actions Resilience – not giving up on agreed goals. Can dip in or out of the team	Can revert when the pressure is on to company silos.	Finds opportunities to use individuals skills regardless of role Enables work across silos	Talks of interdependence and initiates dialogue about interdependence	Makes collaboration possible Remove barriers encourage collaboration
0		Protection of own interests- failure to listen Own aims over those of the team	Protection of own interests- failure to listen	Protection of own/company interests- failure to listen	Protection of company interests	Undermines potential of collaboration by taking a short term view. Closes down possibility for doing things differently.

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## Openness / Communications

Maturity	Role	Project Contributor	Project Leader	Group leader	Organisation leader	Industry/ Subject leader
4		Transparency with the full team Natural common language	Expects and further develops Openness mechanisms challenges actions and behaviours which undermine this.	Openness to sharing resource and knowledge Instigates and expects openness Openness mechanisms	Openness to sharing resource and knowledge Instigates and expects openness Openness mechanisms Further develops openness e.g via admission of own failings	Able to take multiple perspectives Acknowledge greater good Easily talks about values, behaviours and wider outcomes Challenges using coaching style
3		Open to shared values and beliefs ( not just task) Develop common language Technical talk – awareness of when this excludes others	Welcomes and initiates communications. Breaking down separate commercial interests. Approachable – no barriers	Represents cross- section of views Embraces openness mechanisms	Deploying openness mechanisms: project bank account, IPI, etc.  Volunteers ideas is enthusiastic and supportive of others contributions.	Representing cross section of views Integrates and respects the views of others
2		Shared goals rather than individual Open to shared project object (task related) Support others to embrace new ways of working		Encourages focus on relationship and ensure communication is two way and meet the needs of all	Adopt open formats, common platforms and transparent processes, communications	Gives own time and ideas readily to those who wish to have it. Takes long term view: strategic not project based.
1		Working for “we” rather than working for “me”	Able to identify constraints to thinking outside the box	Encouraging thinking/working outside the box.	Can identify and reduce barriers to silo working and ensure team can operate	Shares information readily and considers and uses appropriate communication style and methods
0		Determined to stick with known software/ data Does not acknowledge or meet needs of others Working for “me” rather than working for “we”		Transactional approach to relationships and contracts- what can I get out of this	Transactional or short term focus on problem solving	Inconsistent sharing of information Uses one communication style with all irrespective of their needs

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## Interdependent goals / new ways of working

Maturity	Role	Project Contributor	Project Leader	Group leader	Organisation leader	Subject/ Industry leader
4		Suggest new and better ways of working	Creates agreement on team goals and motivate completion of the goals Creates shared understanding of contractual / commercial drivers- one team	Further develops improvements to openness mechanisms Focusses team on long term goals and relationships across organisations	Creates agreement on organisation goals and motivate completion of the goals Is seen working with competitors	Shared identity- one team. The ethos comes first Talk about the value of the long game Works for the interests of other parties interdependently
3		Supporting others to embrace new ways of working	Inclusive, honest and open language Integrated working Able to appreciate the position and perspective of others and appreciate their challenges, adapting the team to accommodate multiple perspectives	Play and support long term game Including negotiating on short term goals to meet the longer term aims Seeks and creates opportunities to share knowledge and ideas and derive benefit from them	Letting go, embracing and trying something new Initiates innovative ways of working Questions what is not known promotes openness and enhances opportunity for collaboration	Seeks and shares opportunities to develop with other inside and outside own industry Agrees to lose-win strategies for long term gain
2		Letting go of the “need to be right” embracing and trying something new  Don’t walk on by (when spotting inappropriate behaviour) Shares data when appropriate Brings Clarity to goals	Openness to consider change. Enacting changes agreed upon by the collective Supports Integrated working Seeks interactions with others with different knowledge Able to appreciate the position and perspective of others and appreciate their challenges, adapting the team to accommodate multiple perspectives	Instigates focus on shared pain and gain approach Creates interdependent goals Enables team to identify knowledge required and shares networks to address needs. Seeks interactions with others Including clients, suppliers and users.	Identifies new ways of working for the organisation and support team to develop these methods Values the contribution of all parties (raise unacceptable behaviour)	Challenges unsustainable ways of working and inappropriate behaviours Shows knowledge across boundaries Seeks opportunities to create collaboration
1		One team Buys in to the wider objectives and can talk about them Identifying information required for self/others. Provide info in timely fashion Flags inappropriate behaviour	One team live the wider objectives walk the talk even under pressure Implements agreed changes Shares knowledge with others Modifies what is known by the team as a result.	One team Nurture the shared goals Accepting and cascading the wider objectives Integrates the contribution of others to create practical results Analyses knowledge requirements of the group Sources knowledge	Motivating behaviour for all – setting expectations and incentives gain and pain sharing used consistently	One team – Champion the value of larger (systemic) long term goals
0		Deliver profits and budget “sod the outcome” I will deliver the Pain but not the Gain My discipline is key Defensive approach to learning lessons relating to our areas of knowledge	My project is king Resists change Failure to engage with opportunities to learn	Using the best resource for own team Prioritise own Profit & Loss as the most important Choosing not to share knowledge in timely fashion	when push comes to shove, my organisation comes first My organisation is the best, most important Excludes contributors	“Project is king” Competition is king Competitive tendering one size fits all

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## Trust / Respect

Maturity	Role	Project Contributor	Project Leader	Group leader	Organisation leader	Subject/ Industry leader
4		Getting the job done as described Trusts other to do their best until proved otherwise	Giving and receiving feedback openly Starts with trusting the team and resolves trust gaps as they occur	Models interdependence and visible alliances with others	Exploits failures and mistakes as an opportunity for improvement	Can be relied upon to maintain a constant adherence to collaboration principles A respected viewpoint
3		Avoids engaging in gossip Does not allow conversations outside of the group	Problem finding and transparency in discussion Leads to Win-Win outcomes	Presents feedback in a positive manner Raises and resolves conflict	Willing to "Lose" or step aside in order to secure long term wins for the future	Able to raise restrictive practices and inhibiting beliefs within the industry
2		Does not allow themselves to be distracted from the agenda of Trust	Display appropriate body language Invites contentious discussion preventing it from occurring behind closed doors	Respectful of different values and needs of others	Tackles issues but willing to step back from sensitive issues finding appropriate opportunity to raise issues	Is known to be supportive figure and advocate representing others viewpoints
1		Communicates necessary information	Discusses colleagues in a respectful manner	Encourage a no gossip climate Allows needs of others to be met	Acknowledges and respects conflicting views	Promotes the agenda that "Trust underpins it all" Maintains integrity of viewpoint in face of dissent of others
0		Blames others for failing Trust	Undermines Trust and faith in others Allows blame culture	Wants to win at all costs	New ideas mean the trust is lost if you don't agree Dissent is subdued and resented	Does not invalidate input of others Let's go of the right to be right Says one thing and does another Mixed messages to industry audience