



Introduction to CRAFT

CRAFT is a unique strategic approach developed by PSL to support successful relationship building and the application of Partnering to business. The CRAFT methodology is the foundation of the British Standards Institution (BSI) PAS 11000 Collaborative Business Relationship Specification, the world's first relationship framework, developed in association with PSL and published in 2006.

CRAFT stands for Collaborative Relationship, Assessment, Fulfilment, and Transformation. It includes practical guides, tools and workshop applications created by PSL to help organisations develop effective collaborative teams. These practical guides and tools provide an effective approach to take a joint relationship from strategic intent to front line execution and enhanced performance that delivers mutual benefits to the partners.

The PSL Vision for CRAFT

The PSL vision is based on the premise that all business relies on developing key relationships. So CRAFT is focused on supporting the aims and objectives of its clients in this regard. The focus for PSL and its team is to support the client throughout the Partnering journey and help them equip themselves for further development.

Experience has shown that no two relationships are the same and the CRAFT modular programme uses an approach that can be customised to meet the evolving requirements of diverse client needs from initial Strategic planning through skills development and implementation to dispute resolution and exit strategy. In short, CRAFT supports the effective optimisation of collaborative relationships.

CRAFT applies Maturity Assessment and Alliance Modelling to ensure it is specifically tailored to each individual organisation and the projects where collaboration will be used. The Maturity Assessment identifies the key elements of an organisation that demonstrate its ability to Partner successfully. Organisations that already have concepts of Partnering embedded in their culture will clearly adapt to a Partnered arrangement more readily than those without. The Maturity Assessment identifies what needs to be done to embed Partnering concepts and focuses resources on areas that are key to success.

Alliance modelling builds on Maturity Assessment by identifying the best fit approach to bringing organisations together and provides clear guidelines on practical Partnering strategies.

CRAFT's Structured Approach

The **CRAFT** framework provides a structured approach to challenge existing structures and identify issues that must be addressed and embedded in an organisation's operational plan.

Stage 1 - Awareness: The process starts with developing Awareness of the abilities, expectations and objectives of your organisation and those with the potential to Partner.

Stage 2 - Knowledge: This stage develops Knowledge about the organisation, a process that validates the embedded knowledge, risks and goals across the business structure.

Stage 3 - Internal Assessment: The organisation uses Internal Assessment to identify a personal profile and determine strengths and weaknesses in its business. Then it can identify complementary characteristics of partners and develop potential partner profiles.

Stage 4 - Partner Selection: This crucial stage determines who your partner will be and gives a benchmark for development and measurement as the relationship develops.

Stage 5 - Working Together: The 'Working Together' stage establishes the best approach for the collaborative structure and creates a successful delivery formula.

Stage 6 - Value Creation: With the relationship in place Value Creation builds on the programme by providing for future options, innovation and staff development.

Stage 7 - Staying Together: The penultimate step, Staying Together, maintains the relationship's performance over time by monitoring, measurement and development. It includes effective dispute resolution and preparation tactics for disengagement.

Stage 8 - Exit Strategy: The Exit Strategy sets boundaries and monitors changes. It also assesses the liabilities for both organisations and manages the knowledge that has been shared.

PSL's Independent Partnering Advisors

A PSL Independent Partnering Advisor (IPA) provides a neutral focus within the operating teams that can help to deliver effective relationship management programmes. The IPAs identify opportunities for improvement or organisational stress that could create constraints to the overall objectives and efficiency.

IPA selections are based on industry background and are then balanced against the specific challenges of the programme. Each IPA has an in-depth knowledge of the CRAFT relationship management methodology and has access to the PSL knowledge network. This provides an effective knowledge transfer and training capability to ensure an organisation can evolve towards the efficient and effective self management of relationship programmes.

Online Tools

PSL has created a series of on-line tools that use the CRAFT methodology to support collaborative programme teams. These tools enhance the CRAFT approach and broaden the reach of assessments, evaluation and focused development. They are used as part of PSL's facilitated support programmes and can also be used by client teams as an on-going series of monitors in relationship programmes on a subscription to maintain basis.

Organisational Assessment

Collaborative relationships can be multi-dimensional and, in many cases, may not be practical for every aspect of business operations. It is therefore important that organisations clearly define which areas of their activities should be under assessment, which operate as discrete relationships, departments or business units and which operate across the full spectrum of the organisation's operations. This analysis will ensure that all supporting work is focused on those areas that will benefit most from it.

For more information on how CRAFT can help you, please contact:

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