# CITB Leadership Development Programme

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Modules 1 and 2

# Well being at work and improving productivity

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## CITB leadership development project objectives

1. The improvement of mental health, personal development, relationships
2. Productivity improvement
3. Improving client value
4. Improving the profitability of Graham Constructions and all the supply chain

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## Key outcomes

- An agreed practical, pragmatic and collaborative way of coping with change management
- Incremental and continuous improvements throughout the project cycle (Gold Dust, no treasure trove)
- An improved relationship between mental wellbeing and productivity
- A work ethos based on tapping into collective wisdom, including the supply chain
- Improved relations as a result of helping all parties to identify and work to their strengths
- Greater client value and appreciation by timely, high quality delivery to end user needs (therefore a greater likelihood of recommendations/ repeat business)
- Improved mental and physical wellbeing and job satisfaction (reduced absenteeism)

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## Introduction

- Who are we
- Why are we here
- What we hope to achieve
- How we hope to achieve it:
  - ✓A process of co-creation
  - ✓An interactive dialogue
  - ✓Your involvement is crucial
  - ✓All input valid and welcome

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## Working together

- Committing to how we want to be with each other
  - Assumption of positive intent?
  - Treating others with respect?
  - Providing mutual support?
  - Having fun?

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## Working together (2)

- What can your team count on you for?
- What do you expect from the team?
- What do you believe your strength is in groups?
- Where do you think you may need support from your team? (what do you need to work on?)

- Permission to facilitate

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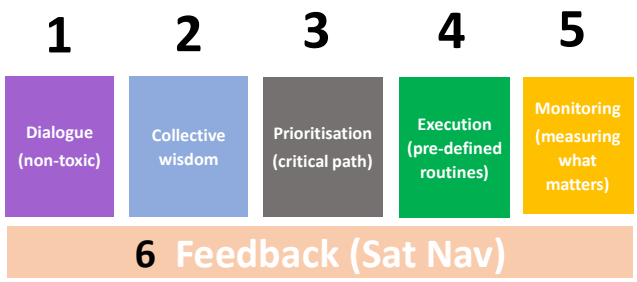
## The Model

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## Time, Quality, Costs triangle

- Time accounts for over 70% of project costs
- Quality: TQM was used successfully by Toyota in manufacturing. Not ideal for projects
- Costs:
  - Value engineering (cheaper windows?) gives limited scope for savings
  - Bulk purchase?

We focus on time as the best lever for reducing cost and improving margins

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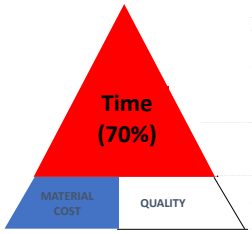
## Our philosophy

Is therefore built around the simple premise of time optimisation




| | | |
|---|---|---|
| Time is the biggest factor influencing project success and accounts for 70% of overall project cost | ➡ | Our approach optimises the use of time savings via a cultural move from siloed processes to a collaborative, time optimal style of project management and accountability |
| Material costs are important | ➡ | But our focus on time will inherently ensure costs are kept to a minimum |
| Quality is important | ➡ | But our time optimal approach ensures the quality of work is in fact improved due to a significant reduction in rework and errors |

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## Time and well being

- What is your personal relationship with time?
- What is your organisation's relationship with time?
- Is time treated like a resource?
- How frugal is your team with this precious "commodity"?
- Does your organisation encourage "busy-ness"?
- Occasional rushing is exciting
- Too much rushing is harmful for the mind and body

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## Time: Firefighting

- Fire fighting can be exciting and energising (occasionally!)
- When fire fighting is the norm:
  - Physical and mental well-being is at risk
  - Performance suffers
  - Work (and life) is designed by assuming constant fires are inevitable

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## A holistic approach to project delivery

- What do we mean by a system? (not to be confused with systematic)
  - Interdependencies
  - Common goals
- What are the competencies of a well-functioning system….

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## Competencies needed for a holistic approach

- Awareness of the Whole
- "Deep Democracy" Voices Of the System
- Understanding Diversity (beyond gender, race etc)
- Being with Creative Tension (good tension)
- Avoiding Destructive Tension (bad tension)

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## Competencies needed for a holistic approach (2)

- Fairness
- Ability to readily shift focus between details and the whole
- Highly "Intelligent"
- Good Listening skills
- Can you live with uncertainty

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## Mental wellbeing VERSUS productivity?

**OR**

Mental wellbeing AND productivity?

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## Mental Health

- What is mental well-being?
- How do we know we have it?
- How do we know we don't have it?
- Mental health is a spectrum (not all or nothing)

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## Stress and anxiety

- Causes:
  - Fear (of blame ….)
  - No matter what I do I may still fail (Not being in charge of our destiny)
  - Empowerment
  - Assumptions
  - Uncertainty

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## Depression

- Depression and anxiety
- Am I depressed or just sad?
- Do I suffer from anxiety or am I just anxious about something?
- Why does it matter anyway?

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## Asking for help

- Is not giving up
- It's refusing to give up
- Would you ask for help if you felt you couldn't cope?
- Who would you go to?
- How would you ask?

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## Simple tools to improve your well-being

- Hygiene factors
- Recognising the signs
- Breaking the circuit
- Preventing escalation
- Coping mechanisms
- Self care

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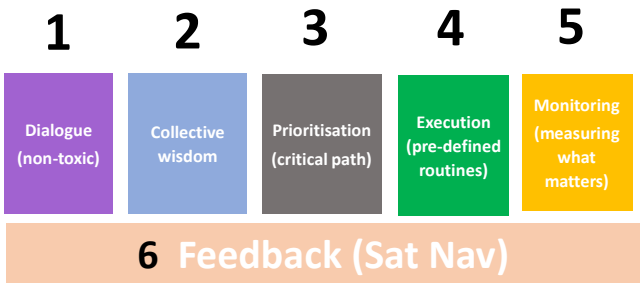
## The Model

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## 1. Dialogue

- What do we mean by dialogue?
  - Dialogue vs discussion
  - Solution focused meetings
  - Facilitated conversations
  - Rules of engagement for conversation

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## Dialogue: Communication

- Listening
- Intelligence
- Transparency
- Visibility

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## Dialogue: Communication: **Listening**

- Activity (listening exercise)

3 levels of listening:
1. Listening for me
2. Listening for you
3. Listening globally- to everything

- A bit of all types of listening is going on all the time
- The Prime Purpose and Intention is key

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## Dialogue: Communication: **Intelligence**

- Not IQ
- Not about being "clever"
- Gottmann research on emotional and social intelligence

3 levels of intelligence:
1. Emotional Intelligence (EQ)
2. Social Intelligence (SI)
3. Relationship/ System Intelligence (RI)

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## Dialogue: Relationships: **Behavioural Issues**

- Impact of toxicity on mental wellbeing and on project delivery

- Toxic behaviours:
  - Blaming
  - Defensiveness
  - Contempt
  - Stonewalling.

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## Dialogue: Relationships: Antidotes to toxins

- 2% truth
- Emotional intelligence
- Social intelligence
- Listening skills
- Non-defensive behaviour
- Assumption of positive intent
- Unconditional positive regard
- Other?

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## Dialogue: Relationships: Roles in teams

- Roles vs positions
- What roles are there in teams?
  - Leader
  - Peace keeper
  - Time keeper
  - Challenger
- What other roles are essential for the team?
- Can different people play different roles at different times?
- What is role nausea?

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## Dialogue: Relationship: Roles: Leadership

- What does good leadership look like?
- What is "distributed leadership"?
- Do we need one "strong" leader telling us all what, when, how to do things?
- Is leadership an organisational position or a role?
- What is "servant-leadership"?

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## 2. Collective wisdom

- All members are 'information carriers'
- How can we harness the collective wisdom?
- Will this lead to a 'free for all' and endless meetings?
- What will change if we listen better?
- What is being lost when we don't listen?

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## 3. Prioritisation

- The heart of the model
- Only if the priorities are correct do we get optimum results
- How do we do this effectively?
- It requires a frequently updated programme
- Critically, this programme is fed by collective wisdom co-created in weekly group meetings
- Prioritised daily tasks are generated by the programme and shared with all

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## Prioritisation – isolated or holistic?

- Isolated prioritisation is no prioritisation at all
- Am I just completing my own tasks (isolated view)
- Or really contributing directly to the early completion of the project (holistic view)?
- How does knowledge of the up to date priorities help reduce stress?

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## Priorities: Uncertainty

- What is your relationship with uncertainty?
- A cause of weakness and indecision?
- A source of innovation
- Can we act with confidence and decisiveness while uncertain?

- We build in flexibility in the system to cope with uncertainty
- What are the costs and benefits of flexibility?
- Where is the optimum point?

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## 4. Execution (following priorities)

- The physical and day to day work that goes on on-site in accordance with prioritised list of activities
- Who does what, when and in what order
- Procedures, check sheets etc

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## Execution: Co-responsibility/ Horizontal accountability

- Which works best:
  - Each person getting his head down and delivering his bit?
  - Going out of your way to support the team?
  - 'Interfering' in each other's work?

- Where is the optimal balance?

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## Execution: Routines and Uniform Processes

- Autonomic nervous system: how nature does it
- Will routines kill creativity and innovation?
- Or, will they release creativity?

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## 5. Monitoring

- Measuring performance against agreed KPIs prioritised at the weekly meetings
- Gathering timely data about performance

BUT

- We should only measure what matters
- Because measuring uses precious resources

- So how do we know what to measure?
- We work it out together!

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## 6. Feedback mechanisms (Sat Nav model)

- Speed of feedback
  - must be within 24 hours (or shorter)?
- Channels of feedback
  - eg Are there predesigned channels for new findings to be relayed to the team?
- Prioritisation of feedback
  - Only what matters/ adds value should be fed back
  - Sometimes less is more
- Feedback data and mechanisms are made visible for all

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Some further thoughts……

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## Motivation

- What motivates us?
- Extrinsic - money etc. How does it work?
- Intrinsic - “fulfillment” How does this work?

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## Motivation: Extrinsic

- Salaries
- Benefits
- Bonuses
- Any other material rewards

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## Motivation: Intrinsic

- Being stretched
- Being engaged
- Doing good
- Helping
- Belonging
- To be ‘in flow’

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## Motivation: Flow

- Being in a state of flow
- The Flow Matrix
- Task difficulty vs personal ability
- Being stretched
- Too difficult causes stress
- Too easy causes boredom
- Optimal level produces a ‘state of flow’

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## Questions for delegates

- Which places in your past work experience:
  - enhanced your well-being?
  - How?
  - reduced your well-being?
  - How?

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