CALA CONSTRUCTION ACADEMY OF EXCELLENCE

CONSTRUCTING LEADERS PROGRAMME

Leadership, Excellence, Accreditation & Development

Leading to the ILM Level 3 Award in Leadership and Management Practice for the Construction and Built Environment Sector

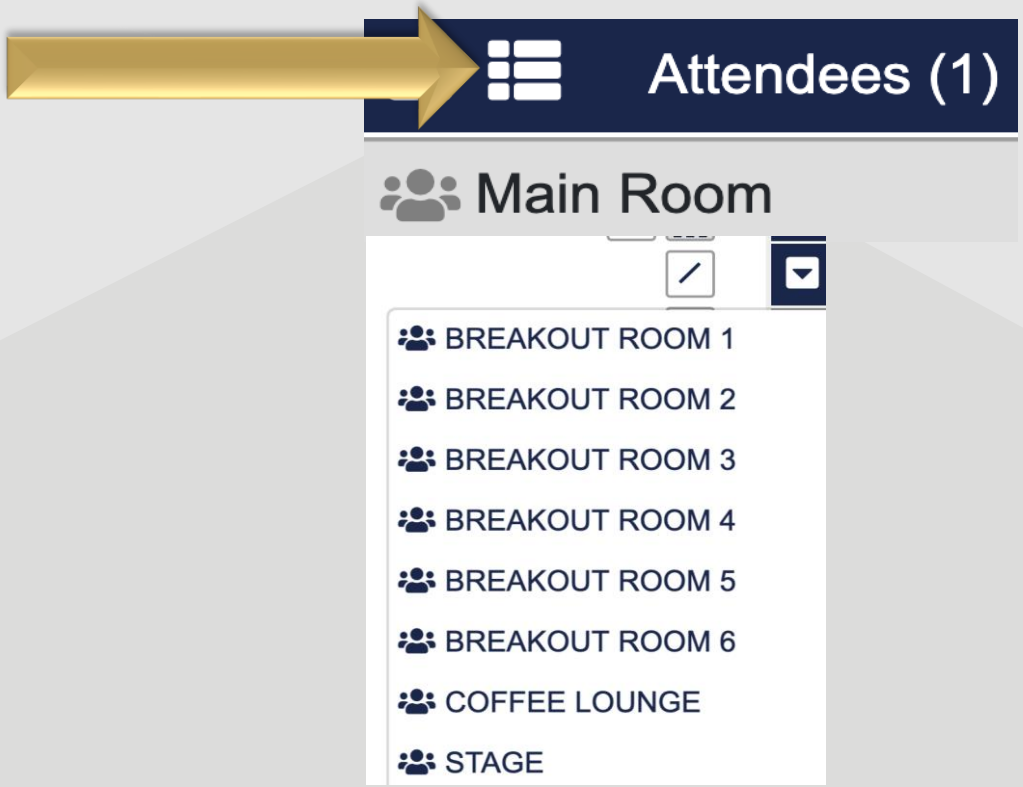
Module 1 / Day 1: Leadership & People Management

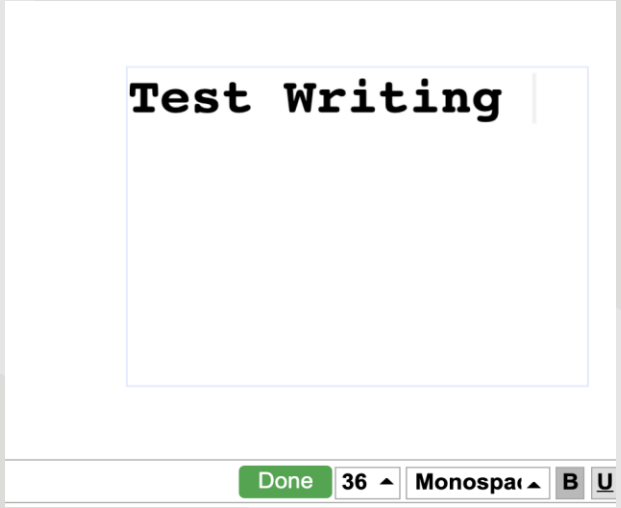
CALA HOMES

keystone

VIRTUAL CLASSROOM

JIGSAW





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CONSTRUCTING LEADERS
PROGRAMME OVERVIEW

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1. LEADERSHIP & PEOPLE MANAGEMENT

2. HANDLING DIFFICULT CONVERSATIONS

3. PROGRAMMING & SITE OPERATIONS

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BREAKOUT

CHALLENGES OF LEADERS AND MANAGERS

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- Safety On Site
- Meeting Quality Requirements
- Achieving Productivity Targets
- Reaching High Standards of Behaviour

BREAKOUT

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Enabler	**Disruptor**
Learning Agility	Thoughtfully Decisive
Clarity of Direction	Digitally Literate
Empathy and Trust	Question the Status Quo
Empowering	Create New Ways of Thinking
Working Together	Close to Customer Trends

Sir Alex Ferguson, Football Manager and former Player

Baroness Michelle Mone, Entrepreneur, Innovator & Parliamentarian

Elon Musk, Business Magnate & Engineer

Tony Pidgley, Founder and Chairman of Berkeley Group

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GOLEMAN'S SIX STYLES OF LEADERSHIP

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BREAKOUT

1. What were the top 2 approaches you recognised in yourself and why?
2. Why and when are these styles usually successful and when are they not?

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WORKBOOKS

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Factor	What it means	Leadership's role
Devolved Decision Making	Decisions are made at the appropriate level closest to the customer	Sharing power and supporting others to make the right decisions
Collaborative Achievement	Working together as teams to achieve shared outcomes	Enabling teams to operate effectively and to work well along the whole process
Agility	Always improving and adapting to changing circumstances in line with purpose and direction	Encouraging learning, improvement and adapting within strategy
Purpose & Direction	Everyone buys into what they are doing together and why it is worthwhile	Telling the story and helping people to make sense of it
Authenticity	Building trust and establishing a corporate reputation	Acting with integrity and balance to build trusting relationships

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BREAKOUT

MY LEADERSHIP STYLE

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The Six Leadership Styles

COMMANDING
"Do what I tell you"

VISIONARY
"Come with me"

AFFILIATIVE
"People come first"

DEMOCRATIC
"What do you think"

PACESETTING
"Do as I do now"

COACHING
"Try this"

Based on Six Leadership Styles by Daniel Goleman (2002)

5 PILLARS OF EMOTIONAL INTELLIGENCE

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Self-Awareness

Self-Regulation

Motivation

Empathy

Social Skills

BREAKOUT

THE GOLDEN RULES?

1) Create a climate of trust and use EI to communicate
2) Make sure the decisions hierarchy is clear
3) Offer training and development support
4) Make sure management information is to hand
5) Let go of tasks and delegate to empower
6) Let people take control of their decisions
7) Set strong feedback loops

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Module 1 / Day 3: Leadership & People Management

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THE COST OF QUALITY

Prevention Costs

- Planning
- Process
- Control
- Quality Audits
- Supplier Evaluation
- Training
- Design Review
- Risk Assessment

Appraisal Costs

- Inspection
- Document Review
- Quality Audits
- Calibration
- Test Materials
- Test Product

Internal Failure Costs

- Scrap
- Re-work
- Missing Documents
- Problem Solving
- Sorting
- Retest
- Redesign
- Downgrading
- Variation
- Unplanned downtime

External Failure Costs

- Warranty charges
- Complaints
- Returned Material
- Late delivery penalties
- Re-work after installation
- Lost Opportunities

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BREAKOUT

CALA'S DEFINITION

1. **Failure:** costs of defects whether we see them internally (e.g. cost of any reject products we make that we find ourselves) or externally (e.g. rejects that we have missed but has ended up with the customer)

2. **Appraisal:** cost of measuring or monitoring (e.g. inspection of the product, auditing the process to make sure the system performs correctly)

3. **Prevention:** cost of preventing defects (e.g. designing or planning to make it difficult to create defects). Note; this is a positive cost which if implemented correctly will reduce the failure-cost reducing the total COQ.

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Forming

Team acquaint and establishes ground rules. Formalities are preserved and member are treated as strangers.

Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and shop hostility.

Norming

People feel part of the team and realise that they can achieve work if they accept other viewpoints.

Performing

The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

Adjourning

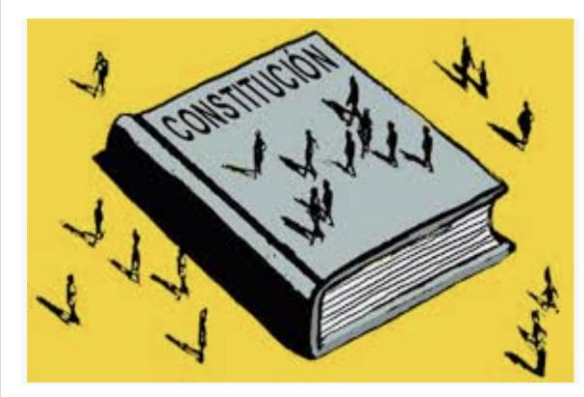
The team conducts an assessment of the year and implements a plan for transitioning roles and recognising members' contributions.

BREAKOUT

GROUP TASK

WHAT LEADERSHIP SKILLS WERE NEEDED AND SHOWN?

KEY FINDINGS



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BREAKOUT

KEY LEADERSHIP AND TEAM SKILLS

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1. **Involvement**: ensure all stakeholders have a voice and a role to play

2. **Dialogue**: use of subject matter experts and advisors close to the experience rather than just decision makers

3. **Prioritisation**: balance urgency and pragmatism to create solutions which address both immediate and long-term needs

4. **Collaboration**: working together trumps individual effort

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WORKBOOKS

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Module 1 / Day 4: Leadership & People Management

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WHAT MOTIVATES PEOPLE?

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Relationship Motivators

The Defender
Seeks security, predictability, stability

The Friend
Seeks belonging, friendship, fulfilling relationships

The Star
Seeks recognition, respect, social esteem

Achievement Motivators

The Director
Seeks power, influence, control of people/resources

The Builder
Seeks money, material satisfaction, above average living

The Expert
Seeks knowledge, mastery, specialisation

Growth Motivators

The Creator
Seeks innovation, identification, expressing creative potential

The Spirit
Seeks freedom, independence, making own decisions

The Searcher
Seeks meaning, making a difference, providing worthwhile things

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BREAKOUT

Maslow's Hierarchy of Needs

LANGUAGE AND BEHAVIOUR IN COMMUNICATION

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Response to Change (Sameness or Evolution)

Source of motivation (Internal or External)

Time to Action (Proactive or Reactive)

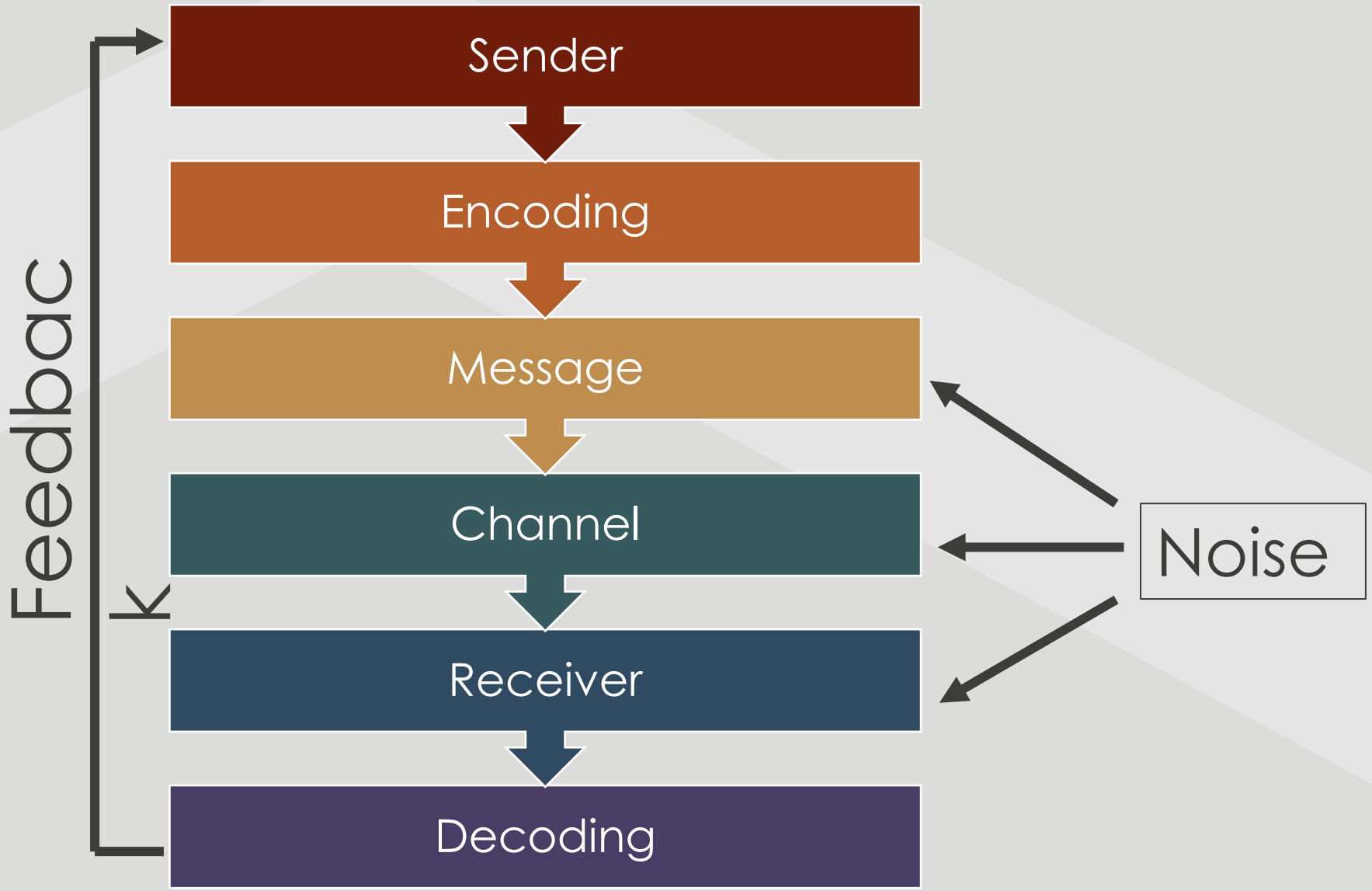
Approach to Work (Options or Procedures)

Direction of Motivation (Towards or Away From)

Focus of Attention (Person or Thing)

BREAKOUT

THE COMMUNICATIONS CYCLE



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AID

ACTION:
What are the facts?
What did the person really do?

IMPACT:
What is the impact on themselves / colleagues / customers / the work / project?
Focus on feelings

DESIRED OUTCOME:
What kind of change in the behaviour is expected?
Future focus

BOOST

B – Is there **Balance**, a blend of positive and negative?

O – Is the feedback **Objective**, fair and reasonable? (not personal)

O – Is the behaviour **Observed** or is there strong evidence?

S – Is the feedback **Specific** and detailed?

T – Is the feedback **Timely** and close to the event?

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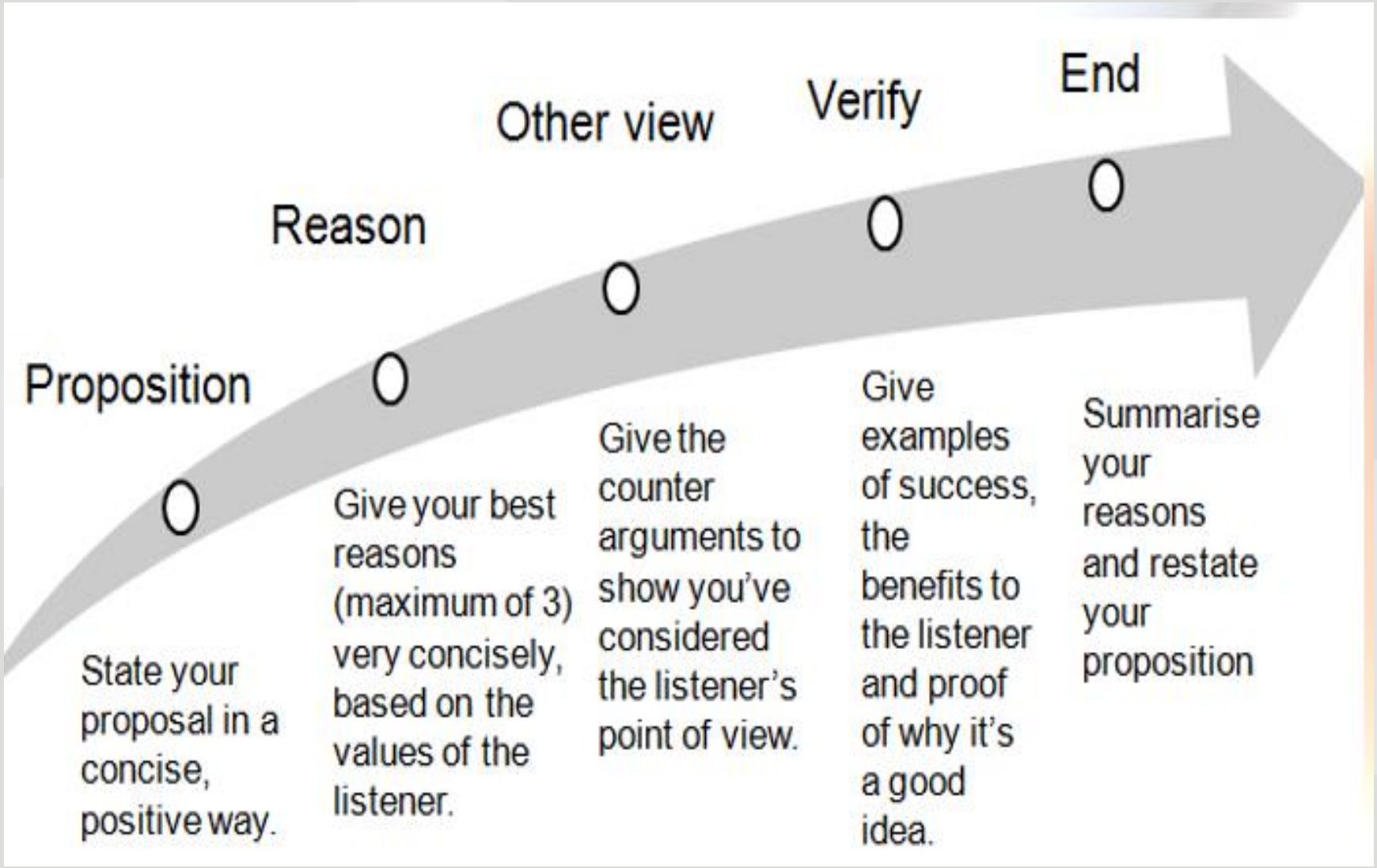
BREAKOUT



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BREAKOUT

TUTORIAL

WORKBOOKS

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BREAKOUT

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THE SKILLS WE NEED TO COACH

Listening, questioning, goal setting

Following through; paperwork and organisation

Curiosity, diagnosis and using intuition to help

Use of best practice models and plans

Giving constructive feedback

Support and counsel

Educating: sharing knowledge & experience

Opening doors, networking

Sponsoring the individual's projects

Holding the individual to account: warning, challenging

Story telling / sharing stories

Being a role model

Inspiring

Subject matter expertise

Behaving as a values guide

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BREAKOUT

Types of Questions

INQUIRING

Tentative Language
- "Might"
- Multiple responses

Plurals
- Connections
- Implications
- Challenges
- Ideas
- Ideas
- Hunches
- Assumptions

Higher order thinking
- Make new connections
- Future oriented
- Making comparisons
- Envisioning

CLARIFYING (said by coachee)

Listener has heard what coachee said – need clarification
Vague, abstract concepts

- "Help me understand..."
- "Tell me more..."
- "Can you explain to me..."
- "Elaborate more..."
- "Expand to me"

PROBING FOR SPECIFICITY

Narrows thinking, specific details, concrete ideas

- Who?
- What?
- Where?
- When?
- How?
- Why?

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TOPIC
What would you like to talk about?

G

GOAL
What do you want to achieve?

R

REALITY
Where are you now?

O

OPTIONS
What are your options?

W

WILL
What action will you take?

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THE ISSUES AUDIT

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KEEP CALM AND PRACTICE!

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BREAKOUT

TUTORIAL

WORKBOOKS

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