

Operational Excellence Leadership Group Meeting
Tuesday 10th September 2024 10:00-12:00

Attendees: Mark Worrall (*BBI*), Lee Marlow (*BBI*), Sammy King (*BBI*), David Emery (Supply Chain Sustainability School), Michael St Louis (*Supply Chain Sustainability School*), Derek Tuite (*Garic*), Kimberley Coxon (*Octavius*), Aaron Walsh (*Speedy*), Steffan Speer (*Morgan Sindall*), Sam Endor (*Homes England*)

Apologies: Ian Heptonstall (Supply Chain Sustainability School)

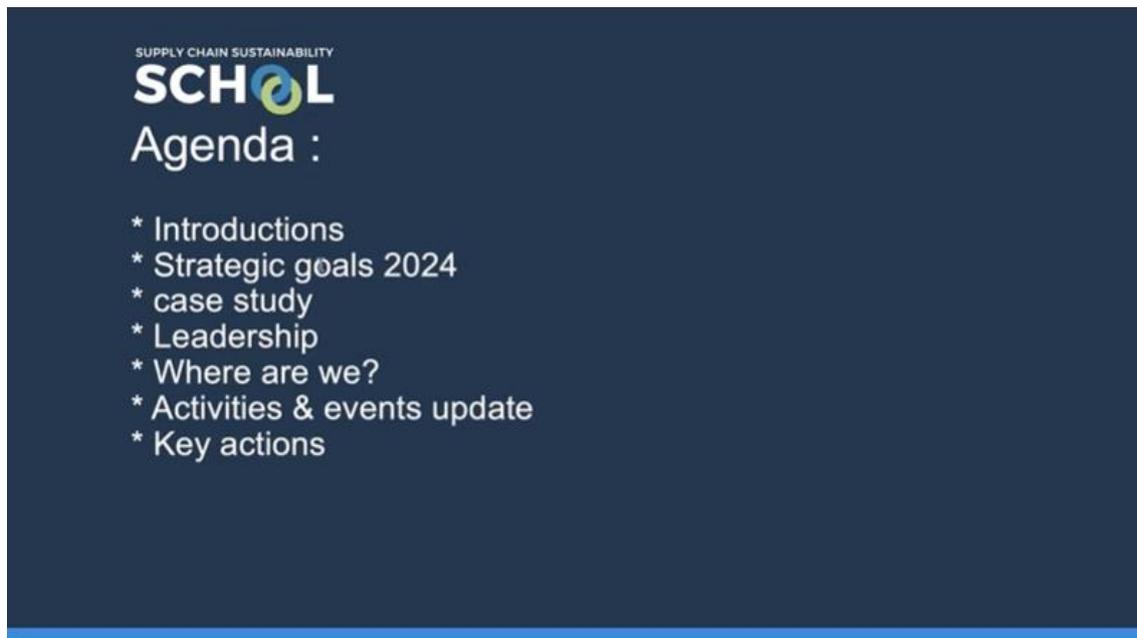
Please note these meeting notes are to be read in conjunction with the agenda and final slide deck as circulated to all.

1. Welcome and Introductions (*Mark Worrall & All*)

Mark welcomed the group to the Leadership group meeting. All attendees introduced themselves and gave context of their work. Alongside special guest David Emery of the Supply Chain Sustainability School Introduced himself covering the Offsite and Digital sectors of The School.

2. Agenda & Strategic Goals (*Mark Worrall*)

Mark **opened** up with the Agenda covering the below:



Furthermore Mark went into the themes that we have for all our quarter leadership group meetings (provided in summary), with this meetings theme being Leadership and Culture.

- The group was reminded of its aims to cover every meeting, which are:
 - Events Schedule & stats
 - Engagement stats / other groups
 - Industry Influence

Operational Excellence Leadership Group Meeting
Tuesday 10th September 2024 10:00-12:00

Mark then handed over to David to cover the Case study surrounding Modular in the Digital sector.

3. Detailed Introduction (David Emery)

David outlines the agenda for what he'll speak about:

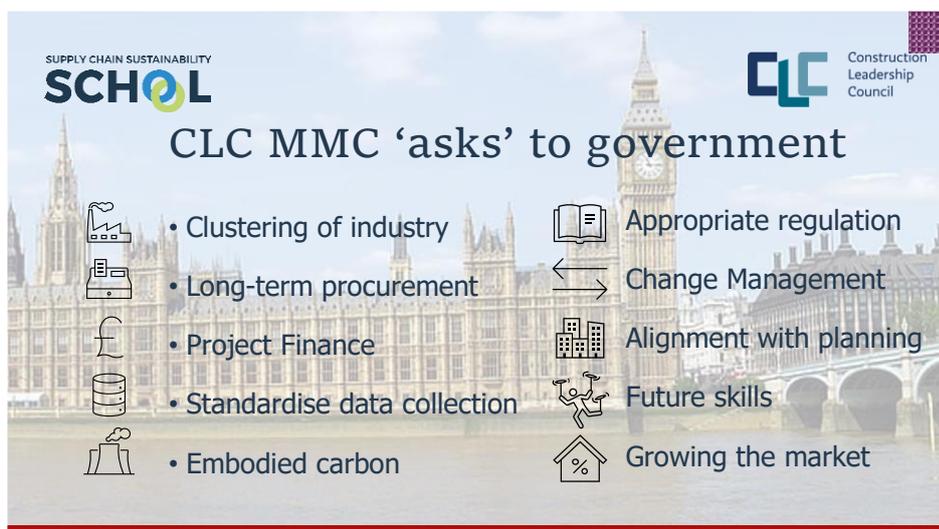
- Work done with the Construction Leadership Council about changing the industry
- Leadership Training and looking at appropriate skills, characteristics and the culture of organisations

He starts with some background on his involvement with developing the Offsite and Digital construction learning materials within The School. With a total of 48 years experience; 6 years in architectural practices, 24 years in house-building, 15 years in own BIM consultancy and 3 years with the Supply Chain Sustainability School, covering homes and apartments, 50+ Category 1 MMC projects, early BIM Practitioner and a public speaker for 20 years.

4. CLC MMC 'asks' to government (David emery)

David mentions the opportunity Ian Heptonstall and himself had to contribute suggestions to the new government on how they can help radically change the construction industry, by encouraging the uptake of modern methods of construction (MMC), with the objective to take work away from the physical construction sites while trying to improve quality, health & safety or reduce cost.

So through their membership of the Construction Leadership Council MMC group have worked on developing a document that they hope to present to government next month, with guidance suggestions for what needs to happen in the industry to increase uptake of MMC. These include the below:



Change management also being the final thing included in the list. Change Management being one of the most vital as there's an appetite for change, especially within Digital innovations and also in ways we measure value, so we're not fixated on price.

Derek, Steffan and Kim chime in on the difficulty to have people buy into change, with notable problems being it's something that most leaders don't understand or have never done before.

Operational Excellence Leadership Group Meeting
Tuesday 10th September 2024 10:00-12:00

Following with the Government releasing the playbook telling us how we should be managing and running our projects, procuring people and suppliers, yes we were provided what the output should be, not how we should do it. And Guidance notes isn't enough to level up the whole industry, so it leaves a gap to be filled with industry support to change the mindset to how we should fill that gap with regulated systems of working. Dave supports this with experience with a company founded in Victorian times and 110 years later we're still adopting many of it's old attitudes and process that he believes leads to why it cease to exist today.

Steffan provides insight to how he agrees with Dave on how labour shortage is an issue for the industry and we need to work together to change the mantra of what construction is about on both a factory and site level. Showing pride in the work we produce will lead to influencing the younger generation to be interested and create a cycle of closing the labour shortage while being trained by experienced individuals to do efficient work in a standardized way, which will in turn create high performance teams.

Mark summarises with the keypoints:

- Competency raising the profile of the sector
- Attracting people
- Government driving regulations
- Building on the current desire for change
- Construction playbook to follow

5. Leadership Challenge (Mark Worrall)

Mark covers a session done with the school called 'Leading Teams to Drive Change' and how we are to raise the bar by managing today to improve tomorrow, changing reactive processes into leading, tackling:

- Active engagement (how engaged are they)
- It's not the plane it's the pilot (mindset to drive change)
- Actions to take (difference between dreams and reality)
- People hearing what we say

Further to this Mark shows an example of how Leadership engagement, sharing the vision, and perspectives and assessing the performance can enforce change with slides 3-20 covering the following:

- Leadership Engagement
- Sharing the vision/ Win hearts & minds
- Perspectives – The Beachball
- Assessing performance
- Top tips
- Building high performing team streams

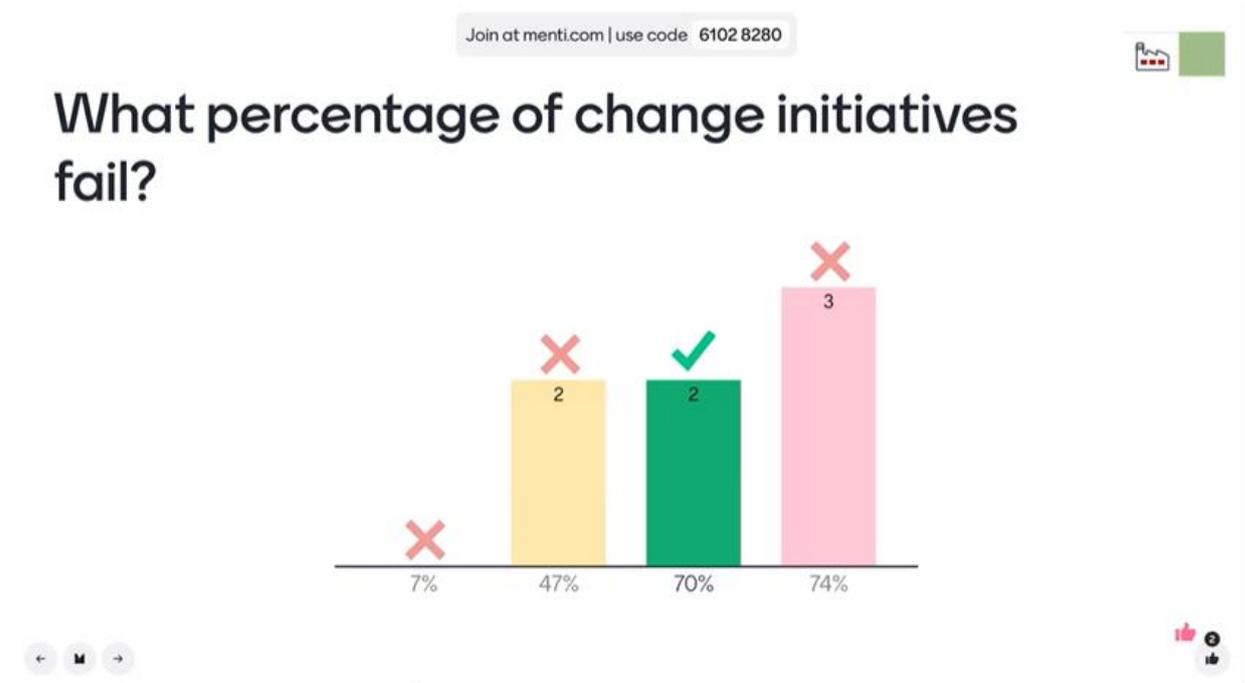
6. High Performing Teams (Kim)

After Mark covered slide 20 on high performing teams Kim gave an example of how an existing high performing team historically praised on their collective standard, moved to a new scheme and was heavily affected by their individual behaviours within a different environment that lead to an abundance of risk coming into fruition. So focusing on high performing individuals is the metric that will mitigate the likelihood of risks coming into fruition and strengthen team dynamics. Mark & Steffan add that construction people are good at being busy but time for improvements are where it falls short and is the gap for leading to high performing individuals & teams.

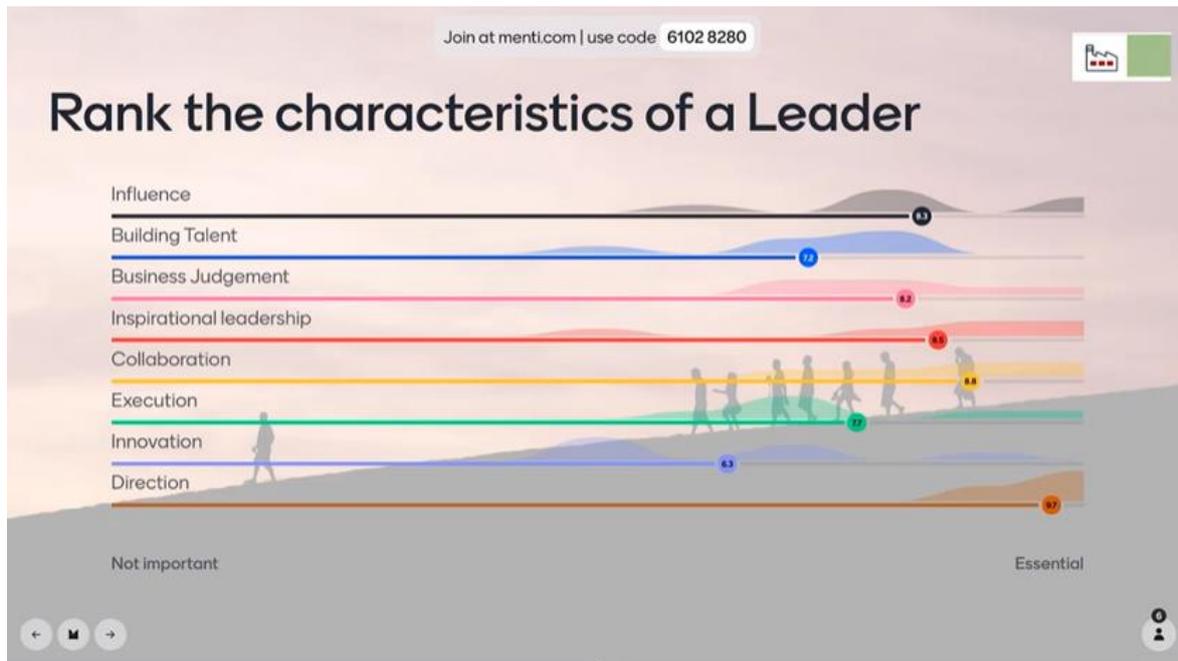
7. Menti (David Emery)

Dave went through a series of Menti questions covering Leadership & Change Management2. Below were the questions and results:

Question 1:



Question 2:



Notably it was widely agreed that direction is the most critical characteristics of a Leader, with collaboration and inspirational leadership have varied opinions (is this a leaders role? Does it mitigate an us & them culture, does it build bridges with stakeholders/executives to work alongside).

With innovation being the lowest it was thought the industry is facing challenges and can we have a change mindset to think of it higher, whereas other thoughts said that maybe it might not be the duty of the leader and if it is it's setting the innovation culture for managements to allow it to happen.

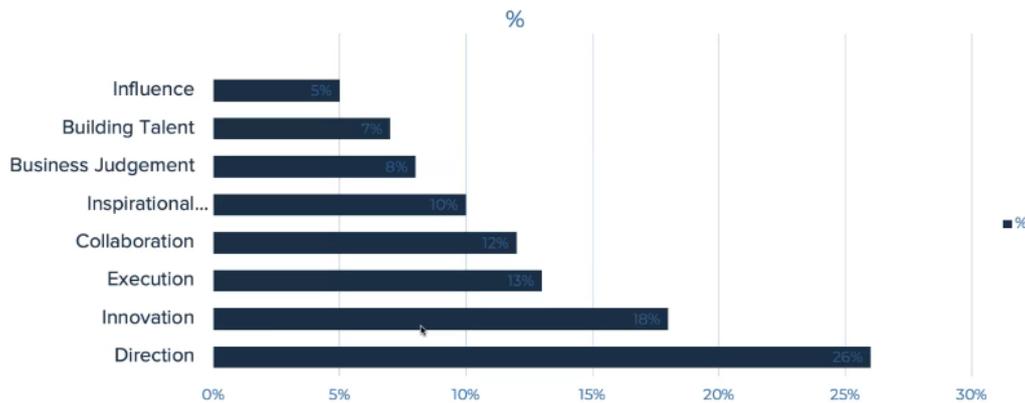
Question 3:



Operational Excellence Leadership Group Meeting
Tuesday 10th September 2024 10:00-12:00

Interestingly the majority of the rankings looks the same with execution having a push to be the second most important factor of a Leader.

Survey of 4,300 CEOs



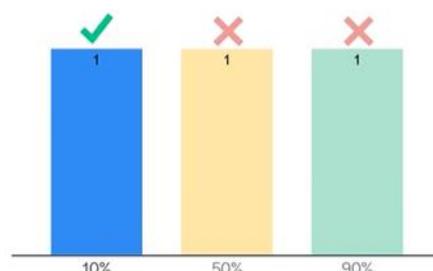
Above showcases an MIT Survey of 4300 business leaders of what they thought for these questions that looks like it's flipped in a larger portion of areas minus direction. This also suggest that these leaders might be within a Digital/tech construction industry where innovation has more presence.

Question 4:

Join at menti.com | use code 6102 8280



When DIGITAL innovations fail, what %aage of CEOs believe this is NOT due to tech failures?



Question 5:

What factors inhibit change?



7 message.responses

knowledge
fear
people
reward
communication

Key Performance Indicators 24/25

Deliverables Target	Q1 Target April-June	Q1 Actual April - June	Q2 Target July-Sept	Q2 Actual April - June	Q3 Target Oct-Dec	Q3 Actual	Q4 Target Jan-March	Q4 Actual	Target 2024/5	Achieved 2023/24
Active individuals (Individuals accessing Lean learning this FY)	975	1096	1,950	1,595	2,925		3,900		3,900	2,766
Active companies (Companies accessing Lean learning this FY)	425	460	850	809	1,275		1,690		1,690	1,104
E-learning downloads	275	281	550	345	825		1,100		1100	808
Leaners @ training (Number of individuals attending training and webinars)	324	132	582 (450)	387	1032 (450)		1582 (450)		1,366	933
Virtual Conferences (Target 1000 attendees, up from 100)	0	0	0	0	0		1		1	1
Training workshops (Average of 15 learners)	5	5	5	6	5		5		13	10
Webinars (Average of 75 learners)	3	3	5	4	5		5		12	8
Assessments and re-assessments (Individual)	165	136	330	216	495		650		650	467
Assessments and re-assessments (Company)	35	13	70	25	105		130		130	42

Achieved or exceeding target ■ Expected to meet target ■ Behind target ■

8. Operational Excellence KPIs 2024-25 (Michael St Louis)

- Michael went through the KPI's up to Q2 end of August, showing that we aren't far off from reaching the targets for the end of Q2 for most of our metrics and falling shorter in assessments and reassessments
- With the work being done on refreshing the resource library, this should work to push the KPI's up for assessments and surpass those metrics by Q3/Q4

Operational Excellence Leadership Group Meeting
Tuesday 10th September 2024 10:00-12:00

- Michael also mentioned the discussion of creating a Virtual Conference to ensure we reach the numbers for learner and training to at least surpass last years figures if we don't manage to reach our target.

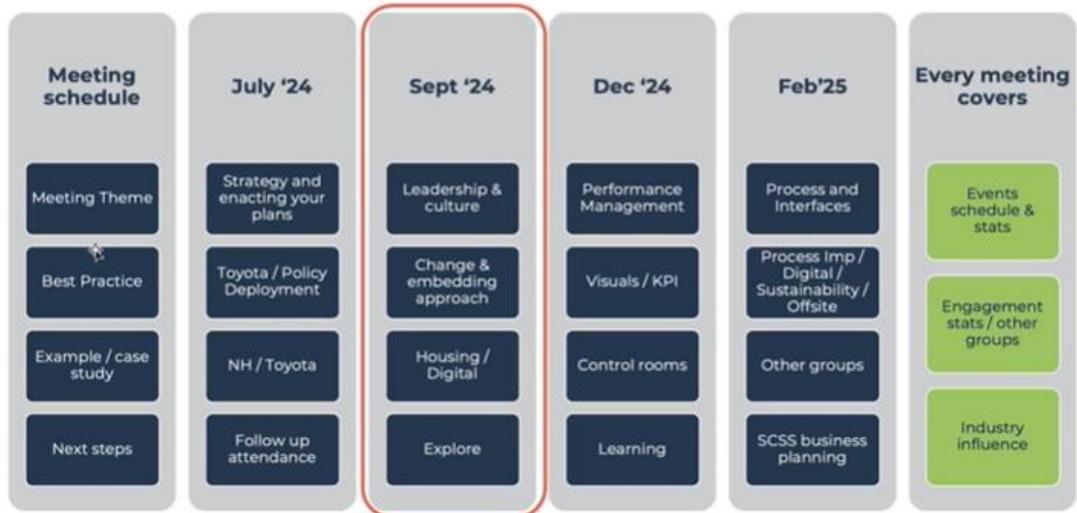
Actions:

Michael to work on theme with Ian and Mark for Virtual conference

Lee to work on refreshing the assessment material for upskilling

9. Next Leadership Group Q3 Theme (Mark Worrall)

OP EX LEADERSHIP GROUP QUARTERLY FOCUS THEMES



Mark goes over the next them for our Q3 Leadership Group meeting is 'Performance Management' & providing any case studies to share with the group, reach out to Mark to have it added for the next meeting.

10. Upcoming Operational Excellence public sessions with the school (Michael St Louis)

Operational Excellence Leadership Group Meeting
Tuesday 10th September 2024 10:00-12:00

The slide features the SCHOL logo at the top left. The title 'Upcoming Public Webinars/Workshops' is centered and underlined. Below the title is a list of seven events, each preceded by a right-pointing arrowhead. The events are: Construction Productivity: The need and opportunity – 3rd October (Webinar); Making your strategies work – 9th October (Webinar); Quality Management and Leadership – 14th November (Webinar); Reducing Carbon Emissions through Op Ex – 19th November (Workshop); Leading Teams to Drive Change – 21st January (Webinar); Reducing Carbon Emissions through Op Ex – 6th (Webinar); and Effective Collaboration – 13th March (Workshop).

Action log:

Partners to:

- If any case studies on performance management to reach out to Mark
- Volunteer to bring in someone as a guest to speak on Performance management
- Suggested themes of interest for the Virtual Conference
- Share upcoming events with networks and supply chains
- Contact Michael/Ian if they have further ideas for agenda items and contributions to future meetings

School to:

- Provide links for recorded session and upcoming sessions
- Take away key information and use it to form better events/leadership group meetings
- Campaign for creating more engagement with updated operational excellence resources to improve KPIs
- Ask the wider Leadership Group the Leadership ranking questions to display in Q3's Leadership Group Meeting