GRAHAM

Civil's Developing Leadership Excellence

Module 3 - Processes and Systems

1st February 2022

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Welcome & Introductions

Why are we here?

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Developing Leadership Excellence

GRAHAM

Complete so far

Scoping & Design Process

Programme Launch & Establishing the Fundamentals Day

Tues 14 Jan

Belfast

Module 1 Leading & Managing Strategically

Mar 2020

Congleton

Enhanced Learning Day 1 May 2020

10mins Mentoring intro

Module 2 Leading & Managing Externally

Dec 2020

online

Next steps

Final Presentation Day

2022

Final pres prep

Module 5 Being on Top of the Numbers

Mentoring

Module 4 Leading & Managing Internally

Mentoring

Module 3 Leading & Managing Processes & Systems

Mentoring

Leadership in Processes & Systems Agenda

Time	Item	Location	Presenter	Comments
9.00	Introductions & Objectives	MTC room	Paul / Helen / Mark	
9.30	Challenges of the industry / Focus areas?	MTC Room	Paul / Mark	Consider the present & future challenges within a Processes & systems, eg Farmer report
11:00	Processes & Systems – why, what, how	MTC room	Paul / Mark	
12:30	Lunch	MTC room		
1.15	MTC / Innovation hub tour and demonstrations	MTC shopfloor	MTC	
2.45	The role of Leadership v Management	MTC room	Paul / Mark	
4.00	Wrap up / key take aways and close	MTC room	Paul / Mark	
4.30	Finish		Helen	

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Graham Strategic Vision

What……

vision, values (innovation) and pillars

Industry Challenges / opportunities around how we deliver projects in the future

For example :

People

Manufacturing & Supply chains

Digital methods & approaches

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Industry Challenges / opportunities around Processes & Systems – 3 groups

Part A

- What challenges do you think we face as Graham Civil's?
- What groupings do these fall into?

20 mins breakout
10 mins feedback

Part B

- What are the obstacles / barriers that would hinder success and how do we overcome them?

20 mins breakout
10 mins feedback

Break
10:45 - 11:00

Value of Processes & Systems

What do they help the organisation achieve?

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The Path to Excellence

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The need for processes and systems?

What do we see as the benefits of processes and systems ?

- **Consistency**
- **Clarity**
- **Scaleability**

- **Continuous Improvement & streamline**

- **Induction & Training**
- **More effective people**
- **Focus**
- **Control**

The Improvement Roadmap

Value	Value Streams	Flow	Pull	Perfection
Voice of the Customer	**Map the Value Stream**	**Improve Flow & Reduce Variation**	**Link Support Processes**	**Standardise & Continuously Improve**
Quality Requirements	Current State Map	Process Flow	Support Value Streams	Process Confirmation
Cost Requirements	Identify Waste	People Flow	Supply Signals	Process Standard Work
Schedule Requirements	Future State Map	Information Flow	Demand Signals	Daily / Active Management
Clearly defined KPI's aligned to expectations	Improvement Plans	Lean Process Design	Support System Design	Continuous Improvement Culture

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Lunch
12.30 to 1:15

Innovation Hub tour

What’s heading in our direction?

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Stepping up to the future challenge

- Key Learning, Practical Next Steps

Break
15:15 to 15:30

Role of leadership

Processes & Systems

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Familiar?

"Insanity: Doing the same thing over and over again and expecting different results."
ALBERT EINSTEIN, 1879-1955

"We will never get anywhere if you keep asking so many questions, Harry"

High Performance requires a Concentrated Transition of Focus and Behaviour

Transitioning to :-

- Reduce the fire fighting
- More strategic focus

High Performance requires a Concentrated Transition of Focus and Behaviour

Creating the conditions for processes and systems- align teams, build capability, embedding behaviours

Integrated Delivery
Common purpose

Challenging mindset and capability

Qualities of High Performing and Dysfunctional Teams[1]

High Performing Teams

Dysfunctional Teams

Results

- High performance, team based results
- Highly motivated team

- Poor performance and results
- Team turnover

Accountability

- Poor performers are managed and held accountable
- Same standards for everyone

- Missed deadlines and key deliverables
- Poor performance is tolerated and creates environment of resentment, hopelessness

Commitment

- Aligned on common objectives
- Clarity on direction and priorities
- Highly engaged team members

- Ambiguous direction and priorities
- Revisits discussion again and again
- Absenteeism

Constructive Conflict

- Confront problems & issues quickly
- Develop practical solutions
- Get input from team, minimal politics

- Go around problems
- Do not confront tough issues
- Lack of transparency drives confusion

Trust

- Safe environment to speak-up
- Team members help each other
- Leverage strengths for the team

- Hesitate to ask for help
- Conceal weaknesses from others
- Dread meetings and avoid team

http://www.strategyppt.com

1: Based on book by Patrick Lencioni's The Five Dysfunctions of a Team

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LENCIONI'S 5 DYSFUNCTIONS OF A TEAM

WHAT YOU CAN DO AS A PEOPLE LEADER		IMPACTS	PEOPLE LEADER TOOLS
Talk about team goals and give them a focus	INATTENTION TO RESULTS	The drive for **individual goals** over the team's goals diminishes the team's ability to succeed. Ego and politics	Team Purpose Statement
Start having the uncomfortable conversations early and consistently	AVOIDANCE OF ACCOUNTABILITY	The need to avoid **personal discomfort** prevents team members from holding each other to account – Have the difficult conversations	Difficult Conversations Template
Communicate clearly what you expect	LACK OF COMMITMENT	The **lack of clarity or buy in** prevents team members from making decisions that they will stick to.	GROW Model Cheat Sheet
Ensure all team members have a say – encourage it	FEAR OF CONFLICT	The desire to preserve **artificial harmony** stifles productive conflict – embracing diversity	High Performing Team Assessment Tool
Team work begins with trust And with the People Leader being vulnerable enough to share challenges and limitations.	ABSENCE OF TRUST	The **fear of being vulnerable** with team members prevents the building of trust within the team – it starts with the leader.	Share your People Leaders Personal Playbook with your Team

PEOPLE LEADERS

PeopleLeaders.com.au

Stepping up to the challenge of processes and systems leadership

- What may be the barriers to effective leadership?
  - Business
  - Individual

Wrap-up & Close

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Stepping up to the Challenge

Think back to what we've covered today

- What has been the key learning from today?
- What practical next steps can you take to move forwards?
- Coaching plan and working as teams

Reflect on objectives

Close

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