GRAHAM

Civils' Developing Leadership Excellence

Module 4– Leading & Managing Internally

26th April 2022

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Welcome and introductions

Why are we here?

Developing Leadership Excellence

GRAHAM

Scoping & Design Process

Programme Launch & Establishing the Fundamentals Day
Tues 14 Jan

Belfast

Module 1 Leading & Managing Strategically
Mar 2020

Congleton

10mins Mentoring intro

Module 2 Leading & Managing Externally
Dec 2020

online

Mentoring

Module 3 Leading & Managing Processes & Systems

Mentoring

Module 4 Leading & Managing Internally

Mentoring

Next steps

Module 5 Being on Top of the Numbers

Final prep

Final Presentation Day
2022

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Leading & managing internally

Time	Item	Location	Comments
10.00	**Introductions & Objectives**		
10.15	**Actions last module**		Feedback on 2 activities
10:30	**Project processes & Systems - BD, bids, estimating, commercial** – End to End project delivery / involve in all stages, complete circle, different contracts,		The Graham machine
12:30	Lunch		
1.15	**Graham processes & Project Delivery at this site – Middlesbrough, South Bank Quay – site walk & lessons learnt**	PPE & Site walk	Site and project tour
2.45	**Skillset for delivery and managing internally** – **brainstorm aspects, top 5 skills, help required?** **What skills are the most challenging?**		
3.30	**Coaching update and any new areas identified?**		Coaching updates
4.00	**Wrap up and review**		
4.30	**Finish**		

Actions from last module

Process Improvement activities to improve productivity

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The Strategic Vision

This should be in the consideration for everything we do.

How do you think it impacts on Leading and Managing Internally?

End to End Business processes

The Graham machine

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End to End Business Processes

Activity:

In your teams review each of the steps in the end to end process and identify

- **the role of the Contracts Director**
- **how the Contracts Director leads and manages each of the steps internally**

Discuss and feedback as a group

The GRAHAM Machine – Team 1

Business Development

PQQ

Bid Management

Estimating

The GRAHAM Machine – Team 2

Business Development

Quality

Temporary Works

Stakeholder Management & Communications

The GRAHAM Machine – Team 3

Planning

Procurement and Supply Chain

Design & Technical Management

Commercial Management

Post Construction

GRAHAM Support Services

SUPPORT SERVICES

- SHE
- YARD SERVICES
- HR
- FINANCE
- PAYROLL
- IT
- IMS
- RESPONSIBLE SUSTAINABLE BUISNESS
- MARKETING & COMMUNICATIONS
- TRAVEL & OFFICE ADMINISTRATION
- INSURANCE
- LEGAL SERVICES
- GROUP RISK & ASSURANCE
- BIM
- DIGITAL CONSTRUCTION

Support Services

Activity:

In your teams, discuss how a Contracts Director can lead and manage within each of the Support Service departments.

Discuss and feedback as a group

Key points and challenges ?

- What has been the key learning from this session?
- What practical next steps can you take to move forwards?

Lunch
12.30 to 1:15

Site Tour

Project in progress.

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Key points and challenges ?

- What have been the key learning's from this site tour?
- What practical next steps can you take to move forwards?

Break

2.45pm – 3.00pm

Skillset for leading & managing internally

Processes & Systems

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Key points and challenges ?

- What do you feel are the key points and challenges when leading and managing internally?
- What practical next steps can you take to move forwards?

Coaching & Key Learning

Coaching next steps

Leadership Coaching Overview

- Initial needs discussed with MD and individual Coachees
- **Focus on understanding how participant perceive themselves** via 16 Personalities testing – 4 Executives, 3 Logisticians, 1 Consul, 1 Entrepreneur, 1 Mediator,1 Campaigner
- **Leaders vs Managers Scorecard undertaken** – 16 aspects of being a leader vs a manager and also scored against who they see as a great leader within the business – Gap to Success
- **360 Degree Review process undertaken for all coachees** – feedback received from a minimum of 6 people for each person

Leadership Coaching Overview

- The following topics have also been discussed in depth :-
  - Emotional Intelligence in Leadership – Self Awareness, Self regulation, Empathy, Motivation and Social Interaction
  - How to develop Strategy
  - How to Challenge Effectively
  - Dealing with Conflict and why it occurs
  - Resistance to Change
  - How to Motivate and Inspire your team
  - Self Regulation – Extended version

  - Please note these topics were not covered by all coachees as was done on a needs requirement for the individual

Leadership Coaching Overview – Next Steps

- Check in that initial needs covered
- Final Review of 360 Feedback and potential gap analysis – understanding what support will be needed from the business to help support closing these gaps – if needed
- Linking 360 Feedback to 16 Personalities profile and Emotional Intelligence in Leadership
- Personal Development – why do it
- Agree with each Coachee what additional development steps they will undertake post coaching and will check in with them

Wrap-up & Close

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