Leading Change Adding Value

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INTRODUCTION

Keepmoat Homes is committed to delivering its Operational Excellence Strategy. With the funding received from the CITB, our business has been able to develop a new programme engineered specifically for leaders within the business. The key areas of focus for the programme are:

- Change Management
- Process Improvement
- Collaboration
- Continuous Improvement
- Solutions Focused Actions

This presentation has been designed to provide the following details:

- Launch Events & Communication
- Records of Attendance
- Workshop Content
- Learner Feedback and Evaluation Process
- External Provider Information

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WORKSHOP CONTENT

The first module has been delivered utilising MS Teams due to the current Covid-19 restrictions. Action has been taken to ensure that the module remained learner centric and contained enough interactivity to maintain engagement and interest in the overall module. Key contents for this first element include:

- Defining and identifying the need for change
- Preparing teams for change
- Enabling individuals to recognise the impact of change and the emotional journey associated with it
- Solutions focused activity allowing individuals to utilise a positive mindset approach to enable them to succeed
- Utilising root cause analysis to create long lasting change that will develop increased performance levels on an ongoing basis
- Adaptive communication skills focused on the need to vary style and approach to get the most from different individuals within a team

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LEARNER FEEDBACK & EVALUATION PROCESS

The evaluation process will operate throughout the entire programme across the different stages shown below.

Stage 1	Stage 2	Stage 3	Stage 4
Learners are completing the “reaction” stage of evaluation post training events to enable the L&D team to adapt the programme where required and ensure maximum impact in the training room.	This stage will be completed during the initial part of Module 2 as learners will be questioned as to the level of impact that they have achieved following the successful completion of module 1.	Learners will complete specific action learning objectives that will be designed to deliver tangible ROI to the organisation. These objectives will be in place following learner completion of module 2.	As part of the activity to completed during module 3, learners will return to training and present the impact they have achieved in the business to senior stakeholders enabling us to capture full ROI information

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Leading Change – Adding Value

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We don’t want managers to manage our change. We want leaders to lead our PROGRESS

Dean Lindsay

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CONTENT

- Illustrating the purpose of the programme
- Target learner groups
- High performing teams and high performance culture
- Programme elements
- Module overview
- eLearning modules & online resources
- Coaching & mentoring
- Delivery timeline
- Benefits & ROI

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LEADING CHANGE & ADDING VALUE

Purpose

Keepmoat is committed to delivering its Operational Excellence Strategy. Achieving Operational Excellence is the main aim for this programme and will work to deliver tangible results via action learning activity across the following areas:

- Cost to Complete Process
- CAPEX Process
- Sales Price Review Process
- Homebuilder One Implementation
- HR System Implementation

The aim of the programme is to upskill our leaders in the following areas:

- Change Management
- Process Improvement
- Collaboration
- Continuous Improvement
- Solutions Focused Actions

Delivering Benefits Across 3 Core Areas

PEOPLE
- Increasing capability
- Supporting career development
- Increasing engagement

→

COMMERCIAL
- Reducing waste
- Generating consistency
- Reducing & avoiding costs

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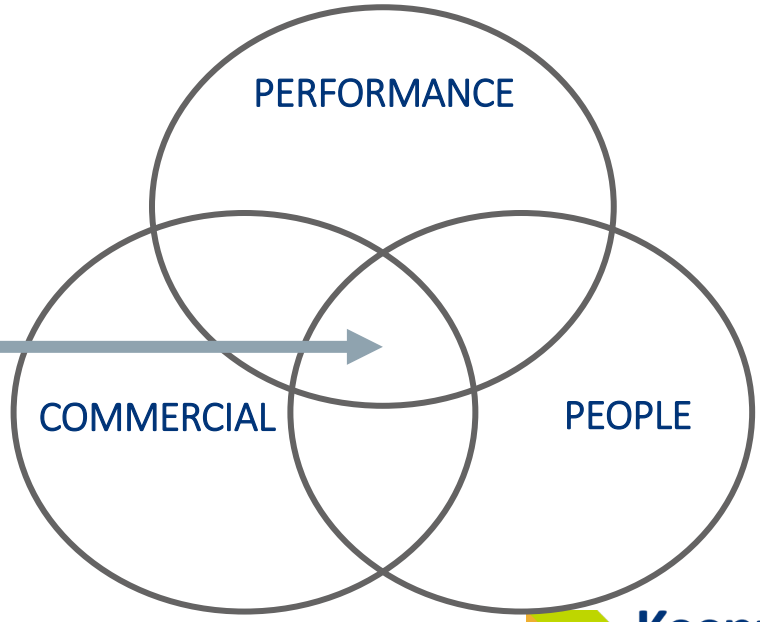
HIGH PERFORMANCE
- Productivity & Results
- Quality Improvements
- Business Priorities

Operational Excellence / High Performance →



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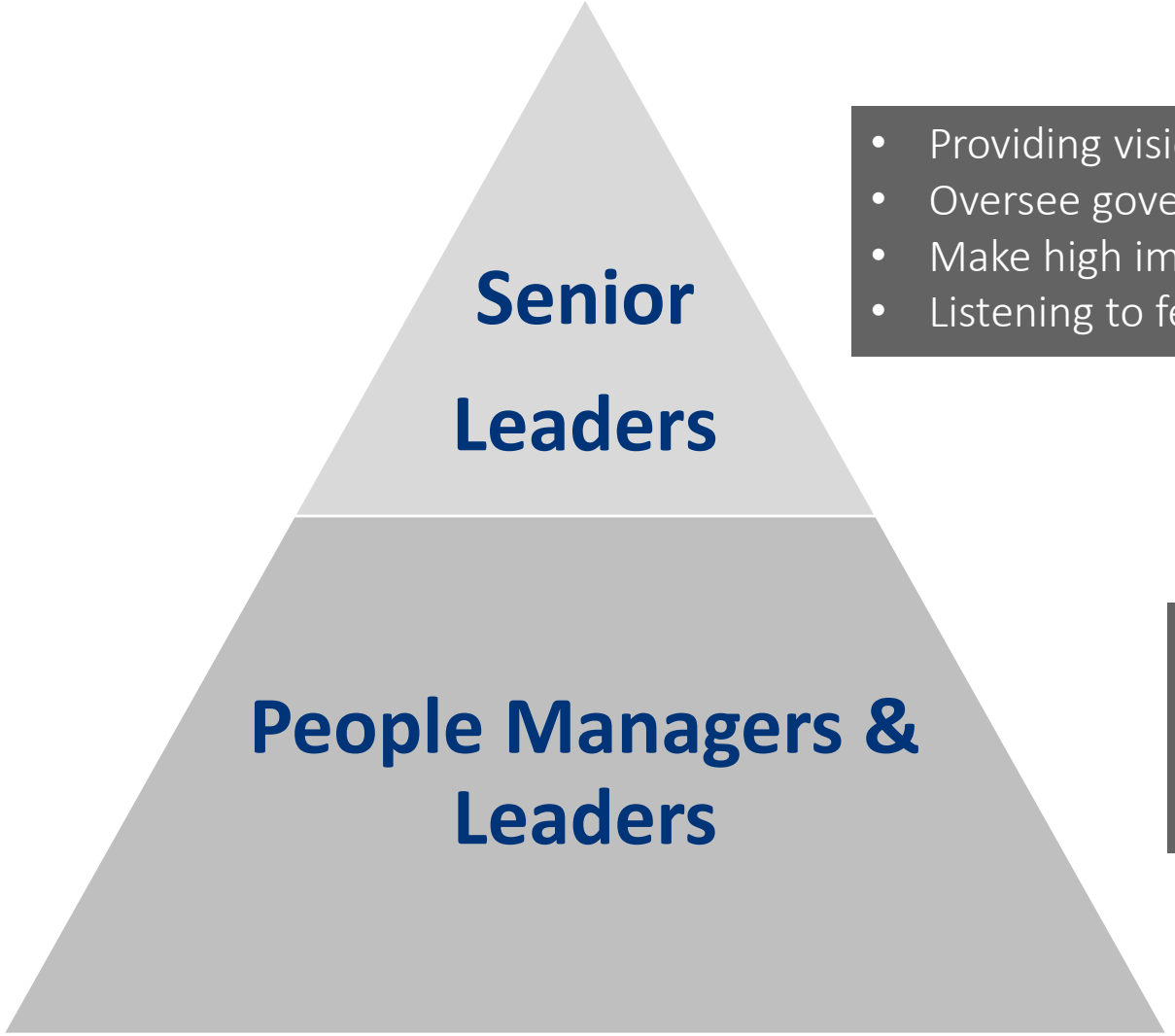
TARGET LEARNER GROUPS



- Providing vision and direction for change
- Oversee governance, model & progress/results
- Make high impact decisions
- Listening to feedback

- Embrace & transform into practice
- Make and implement decisions to enable achievement of results
- Giving feedback

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HIGH PERFORMING TEAMS & HIGH PERFORMING CULTURE

Driving high performance through engagement and strategic business priorities alignment

- Developing the skills leaders / influencers (e.g. Project Managers) need to engage teams effectively with change
- Holding self and others to account, delivering consistently high competence & standards in everything we do
- Highly committed to delivering results and driving motivation by engaging with people and between teams
- Individuals to bring drive, energy and agility to work to make a real difference and focus on what's really important
- Generating a culture of continuous improvement and development
- Enhancing collaboration of activity across the business with the achievement of strategic business priorities

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LEADING CHANGE – ADDING VALUE: THE PROGRAMME

The programme will operate via a blended approach incorporating the following elements:

AGILE DELIVERY	Delivery to take place via MS Teams providing an interactive platform for learning to take place despite current restrictions on face to face meetings
FACE TO FACE WORKSHOPS	Workshops in place to aid transfer of learning from training room to live environment ensuring successful change in working practices
eLEARNING	Support made available via “formal” eLearning programmes and online resources delivered through the Keepmoat Hub
ACTION LEARNING (Making a difference)	Holding learners to account as they deliver demonstrable operational performance improvement and reduced costs / increased profit and linking to PDR objectives
COACHING / MENTORING	Personal 121 support to be made available via internal and external coaching channels to embed learning and ensure high performance achieved

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MODULE 1: YOU

The initial programme focuses on the individual skills required to effectively identify, lead, engage and embed change.

Change Management

- Identifying the need for change
- Application of the change model to engage with people and deliver results

Solution Focused Thinking & Actions

- Focusing on solutions rather than problems
- Using root cause analysis to drive future improvement and actions

Adaptive Communication

- Tailoring communication to target audience(s)
- Listening and responding to feedback to drive performance

Session will be delivered via MS Teams in order to keep up the pace of delivery of the programme.

Learners will receive supporting materials before, during and after the session to ensure learning is fully applied.

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MODULE 2: THE TEAM

During this session learners will focus on the skills necessary to effectively lead teams through change and drive engagement to ensure high levels of performance are achieved.

Continuous Improvement Principles

- Building understanding of continuous improvement principles
- To identify opportunities to utilise the principles and drive improvement working with and across teams

Delivering High Performance

- Driving high performance through effective operating rhythms and performance management techniques
- Embedding and sustaining habits, structures and working practices

Action Learning Projects / Objectives

- Introducing the concept of action learning
- Development of specific projects / objectives to allow learners to utilise skills in day to day roles
- Creating the ROI achievement parameters for each project / objective

This is a Face to Face workshop. The main element of the programme will be to allocate action learning projects / objectives. These will drive the achievement of ROI and positive performance enhancement for the business.

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MODULE 3: RESULTS

Through the delivery of the third module in the programme, learners will be expected to demonstrate the financial and operational improvements they have achieved as a result of completing their action learning projects.

Business Impact

- Assessment of any financial performance achievements
- Presenting impact of operational development to drive performance improvement e.g. Customer and Commercial benefits

Cost Reductions

- Presenting evidence of identification of waste reduction leading to cost savings

Productivity / Efficiency

- Demonstrating the performance changes achieved across teams
- Illustrating increased efficiencies that will deliver long-term performance increases across the business

This Face to Face session will allow learners to demonstrate the impact they have achieved through the programme.

Senior Leaders will be invited to attend in order for them to assess overall levels of performance attained.

Delegates will be expected to present to peers and senior leaders.

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ELEARNING

Keepmoat specific eLearning modules are to be created across the areas shown below. Programmes will be mandatory for all delegates and will be made available for all KMH employees.

EMOTIONAL INTELLIGENCE

Session overview:

- Introducing the 5 components of EI
- Utilising EI to lead effectively
- Supporting self and others

PERSONAL RESILIENCE & MOTIVATION

Session overview

- Helping learners to reduce stress levels
- Identifying how to support others through change
- Increasing wellbeing within teams

ACCOUNTABILITY

Session overview:

- Addressing poor performance
- Holding self & others to account
- SMART approach
- Having challenging conversations
- Action Learning/Taking ownership & applying learning/knowledge to your role

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ONLINE RESOURCES

In addition to specific eLearning modules, various online resources will be made available on the Hub via a dedicated Leading Change – Adding Value page.

TOOLS

- Data driven quality methods used to improve processes and deliver results
- 5S's method (sort, set, order, shine, standardise, sustain
- Cause and effect analysis
- Process streamlining

GUIDES

- Case studies to detail how to apply skills/tools
- Video support guides based on module delivery
- Regular updates and communication detailing cohort progress and success

Additional:

The online resources will be generated to support learners through the programme and with their continuous professional development. Increasing personal responsibility and accountability for development will deliver higher levels of performance and the achievement of the strategic business priorities.

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COACHING AND MENTORING

- Provision has been made for up to 100 hours of personal coaching
- Learners to be fully supported in achieving their action learning objectives with coaching helping to drive personal accountability
- Full utilisation of internal mentoring programme (currently available and live via the Hub)
- Internal and external resource available for all learners

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EVALUATION

LEARNER SURVEY

PRE: Prior to training delivery beginning, delegates will complete a survey to ascertain current skill levels

POST: Following delivery of the modules, learners will complete another survey with the results analysed to show the advancement knowledge, skill and confidence

ACTION LEARNING

Learners will be provided with the opportunity to demonstrate the application of learning in the their day to day roles

Financial and operational impact will be assessed throughout the action learning projects / objectives to ensure demonstratable ROI achieved

BUSINESS KPI / ROI MEASURES

Demonstration of the achievement of specific ROI measures as demonstrated within this briefing

Overall programme success judged not only on learner satisfaction and achievement but on tangible business results

BENEFITS

Key benefits include:

- Reduce waste in process, resources & people
- Reduce process variation & rework
- Optimise materials management
- Improve collaboration between operational departments
- Improve business process efficiency
- Reduce & avoiding costs
- Reduce risks
- Compliments existing 5 ★ quality ethos & business priorities

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