Behavioural Change in Construction

UK BIM Alliance Webinar – 25 March 2020
What we want

Collaboration

Information sharing

Problem solving

‘Best for project’ thinking
What we typically get

- Blame culture
- Low levels of trust
- Dispute
Why do we default to transactional behaviours?
Humans are wired to be tribal
We organize projects in 2D siloes rather than recognizing networks
Procurement systems drive short term thinking
How many of your last 5 projects developed these features?

- Collaboration
- Information sharing
- Problem solving
- ‘Best for project’ thinking
The Collaboration Fallacy
So what are the lessons I have learned from my research?
1. Start with your eyes wide open.
2. Recognise there are three primary elements in every decision:

- Social
- Technical
- Commercial
3. View large projects as a team of teams, not a single entity
4. Values drive behaviors
What do project leaders say they value?
What do project leaders’ behaviours reveal they value?
Project Performance Model

Project Performance Curve

- **Mobilisation**
  - Build leadership Capacity
  - Establish a ‘High Performance’ Culture

- **Acclimatisation**
  - Create Alignment
  - Accelerated Learning
  - (Learning lift off point)

- **Delivery**
  - Maintain Engagement
  - Build Resilience
  - (High Performance Curve)
  - (Business-As-Usual curve)
Team Set Up Framework

Articulate a compulsive vision

Iterative learning

Agree actionable values

Each sub team involved in the project should spend some time during their mobilization to go through a series of exercises that have been found to shape positive behavioural norms.

Conflict management

Test assumptions

Clarify roles and accountabilities

Build ‘Level Two’ relationships

Establish the ‘rules of engagement’
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Social Intelligence

The missing component
Team Coaching

The team coaching role is intermittent in that he or she can work with the teams at their inception, ensuring the right behavioural norms are embedded.

They can also provide support as the project progresses, helping smooth the interfaces between sub-teams, and managing conflict.
Team Coaching

Whatever the role, it is important to engage some resource with a degree of expertise in group behaviours and team dynamics.

The payback on this investment is often huge.
Conclusion

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Managing behaviour is not yet seen as a core project management skill, but as projects become more complex, such capability is often the difference between success and failure.

Adding specialist expertise in team behaviours into the collective skill set will increase the chances of a set of positive outcomes.
More Information

Thanks for Listening

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