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?

Systemic Barriers to Collaborative behaviour

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

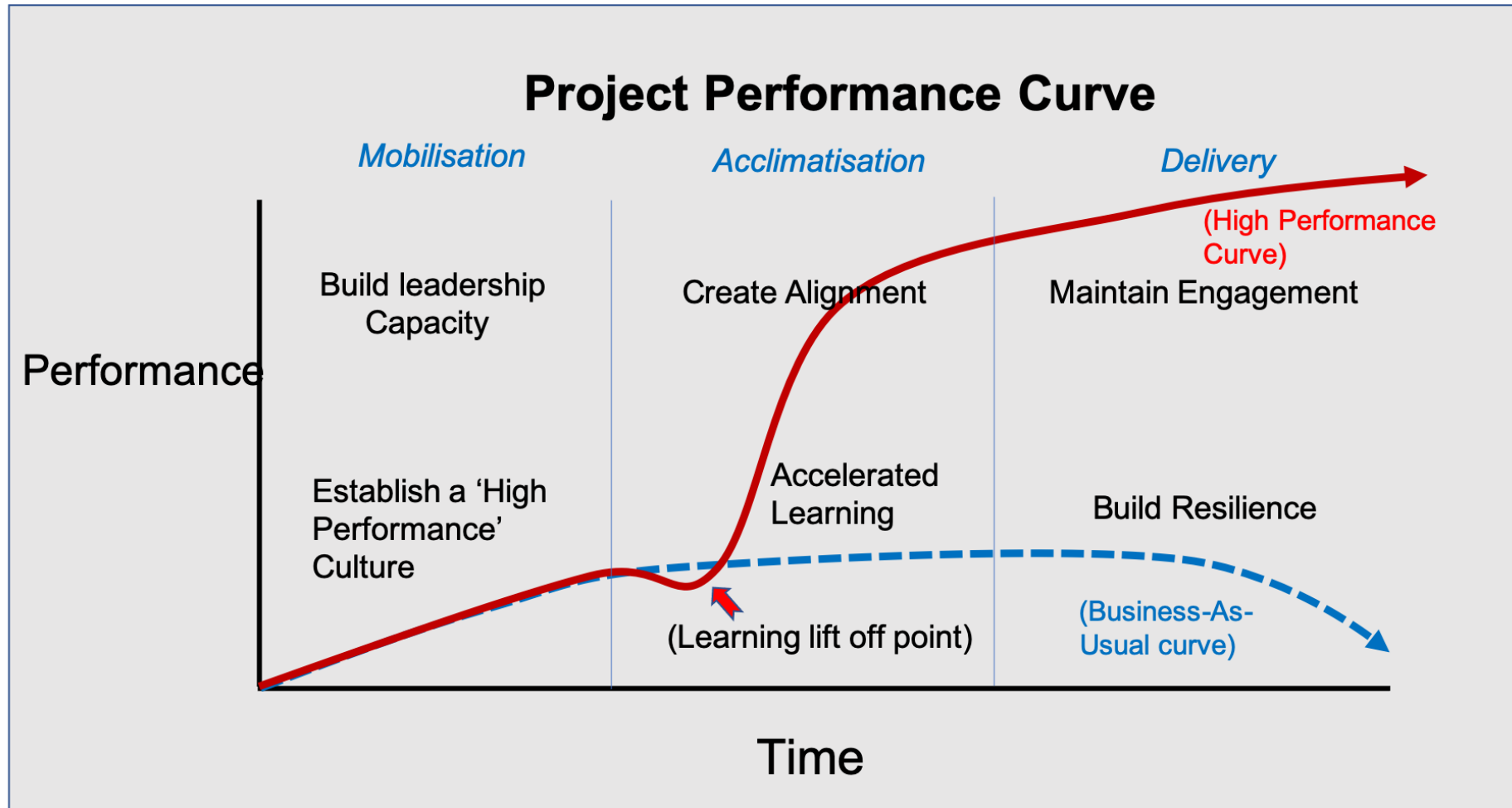# 3. View large projects as a team of teams, not a single entity

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   *Acclimatisation*   *Delivery*

Performance

Build leadership Capacity

Create Alignment

Maintain Engagement

(High Performance Curve)

Establish a 'High Performance' Culture

Accelerated Learning

Build Resilience

(Learning lift off point)

(Business-As-Usual curve)

Time

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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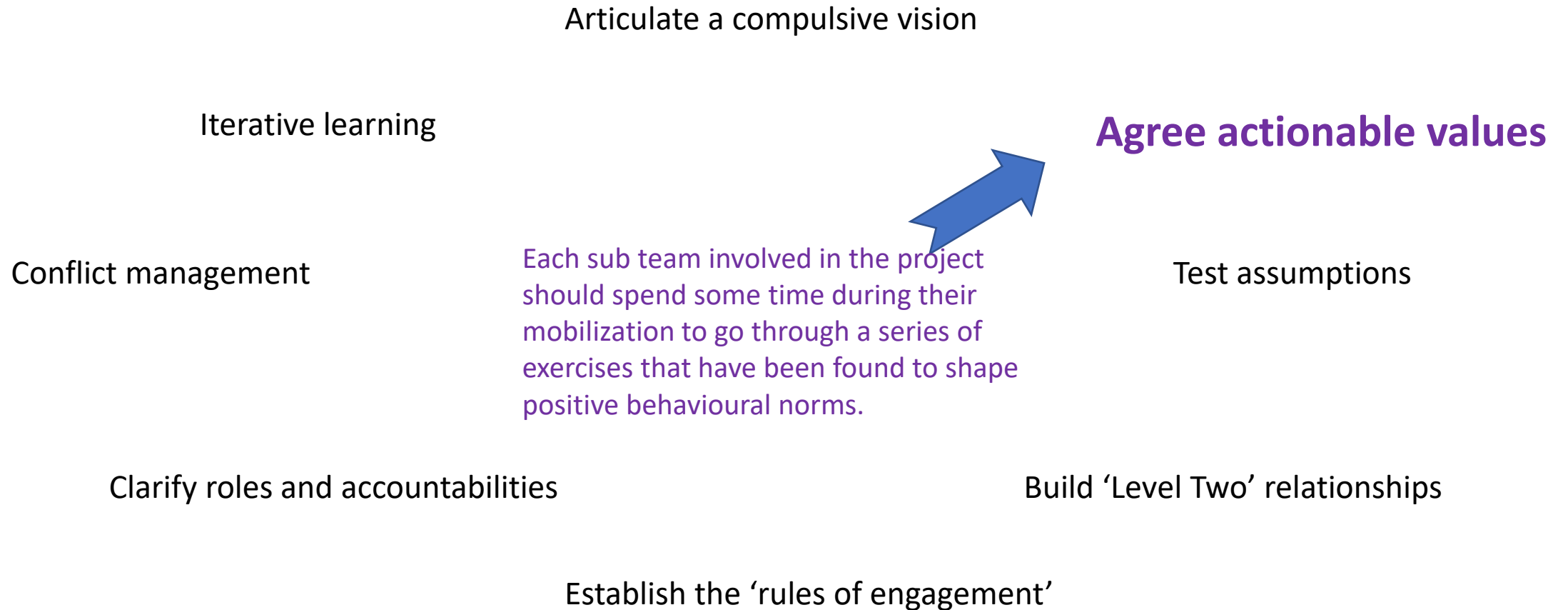
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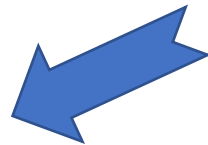# Team Set Up Framework

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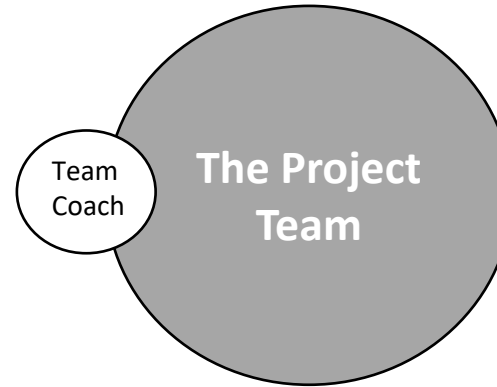
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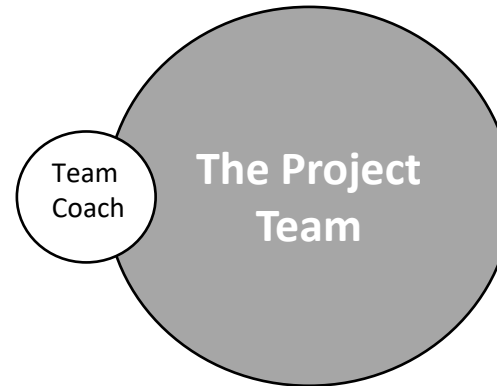Social Intelligence

The missing component
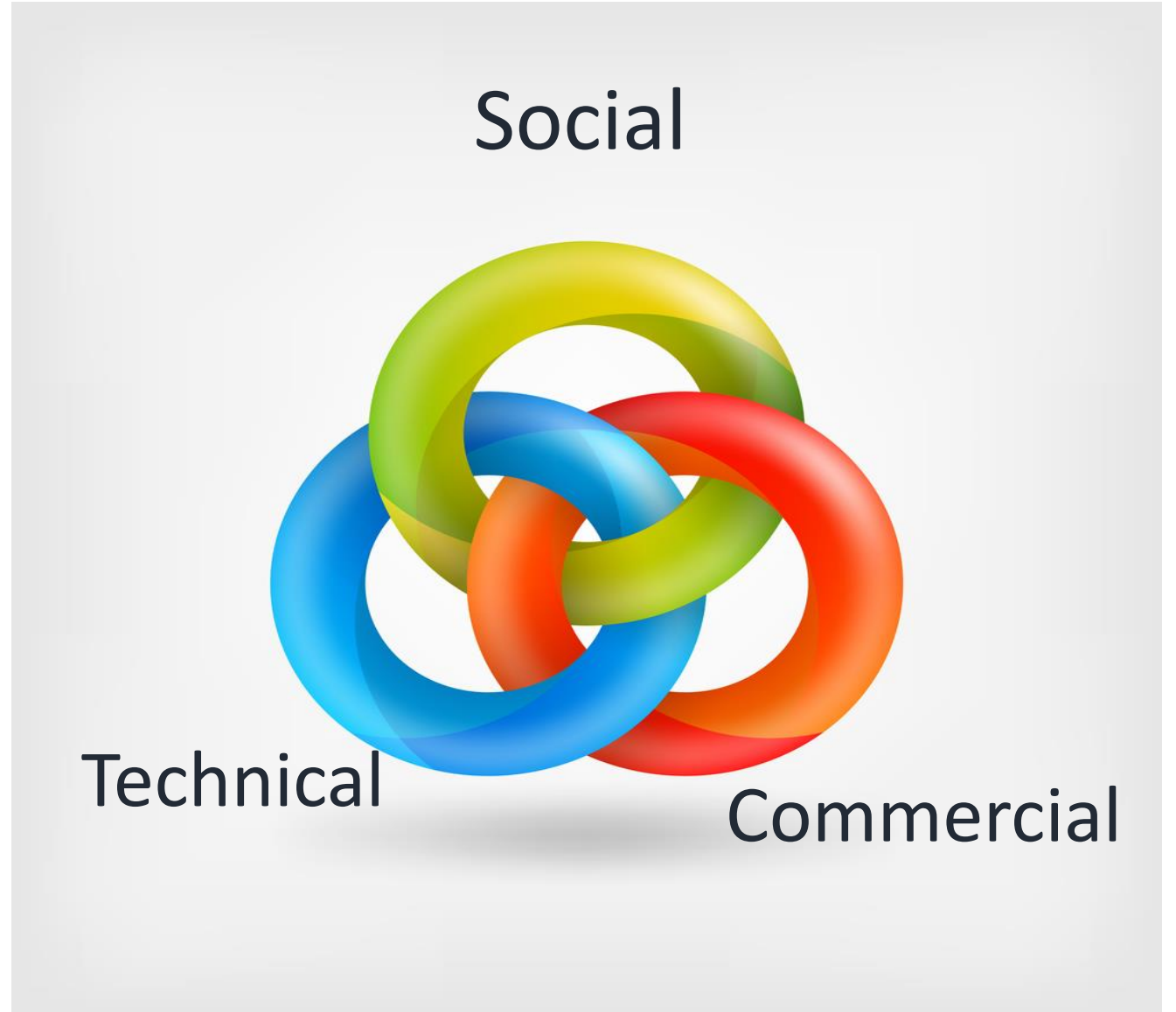
Team Coaching

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.

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With good leadership, focused on building a collaborative project culture, teams are more likely to adopt positive behavioural norms.

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

(Available 26 March 2020)

Thanks for Listening