Keystone

Balfour Beatty Rail

Site Management of the Future

Incorporating the Institute of Leadership and Management

Level 2 Certificate in Team Leading

Programme aims

Balfour Beatty Rail recognised an opportunity to develop the skills and behaviours in the Site Management population so that they could lead their teams to excellent results in this challenging climate.

The programme also needed to establish Site Managers as essential change agents for all business improvements around implementing the 'BBR Way' and achieving Zero Harm by 2012.

Finally, it needed to help all Site Managers implement the BBR Way so that all work sites were consistent.

The target audience was Supervisory Managers (SM1s and SM2s) identified as having potential for the highest impact. Delegates had to apply for the programme and were assessed using competency interview to ensure their commitment and ability.

An accredited qualification

The programme was designed to lead to an ILM Level 2 Certificate in Team Leading. It was delivered over ten days, using a mixture of workshops, coaching and work-based activities. Each module was assessed either by a written piece, a presentation or by short answer questions.

Modules

| Introduction	Establishing the programme vision.
Module 1 **Developing Yourself as a Site Manager of the Future**	The future of a Site Management at BBR. 360 degree feedback.
Module 2 **Providing Quality to Network Rail**	Meeting Network Rail. Understanding the importance of quality.
Module 3 **Briefing the Work Team**	Getting a job right first time through effective briefings.
Module 4 **Communicating with People Outside the Work Team**	Looking at communication from others' points of view. Working with an actor to 'role-play' challenging situations.
Module 5 **Planning, Monitoring and Using Resources Efficiently**	Planning an effective job – the different methodologies, costs, H&S, resources, mitigation plans. Planning and allocating work – individual team roles. Techniques for monitoring the team's work – achieving the task on time, safety and to plan.
Module 6 **Managing a Zero Harm Environment**	Achieving Zero Harm by 2012. The role of the Site Manager in planning and delivering a job safely.
Module 7 **Using Information to Solve Problems**	Overcoming obstacles whilst delivering a job. Techniques for problem recognition and resolution. The importance of team involvement.
Module 8 **Motivating the Team to Perform**	Techniques to motivate and monitor performance. Ways to identify areas of concern or underperformance. Working with an actor to 'role-'play' challenging situations.
Module 9 (optional unit) **Managing Self**	Managing time. Identifying causes and impacts of stress at work.
Module 9 (optional unit) **Business Improvement Techniques**	Using business improvement tools and techniques to arrive at realistic solutions to problems identified. Implementing change.
Module 10 **Leading the Work Team**	Adapting management styles to fit different situations. Building an effective team.

Feedback

Evaluation form feedback

The course content
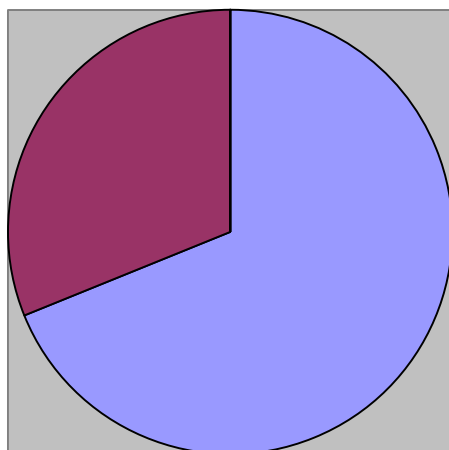
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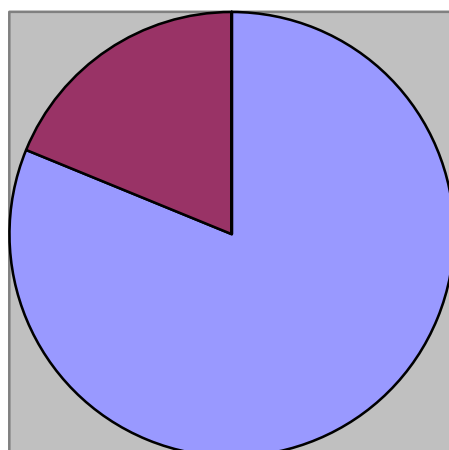
Delegate feedback

- "Role play has helped me think about how and what I should say in future." Paul Maxted

- "Extremely satisfied as the actors made a difference to the day." Sean Doherty

- "Actors were superb, gave good examples and advice." Paul Reed

- "Content of role play were real life situations." Tony McGinnis

- "Hit the point with realistic situations we have." Anthony Stephens

Senior project managers' feedback

- "SMs are at a different level. They used to do their own thing, whereas there is much more cohesion with PMs."

- "They are far more cost conscious, which has made a difference."

- "The sites of *[those]* on the course are far more professional."

- "You can tell *[those]* on the course compared with those who are not, from the level of control, their interaction and their overall understanding."

- "It has empowered them and given them more confidence – there's a massive difference in confidence levels."

- "There are far higher levels of ownership – people are taking the responsibility to get it right."

Impact on key results areas

The impact on key results areas was measured in September 2009 at the start of the programme and again in October 2010 at the end of the programme, from questionnaire feedback collected from Project Managers.
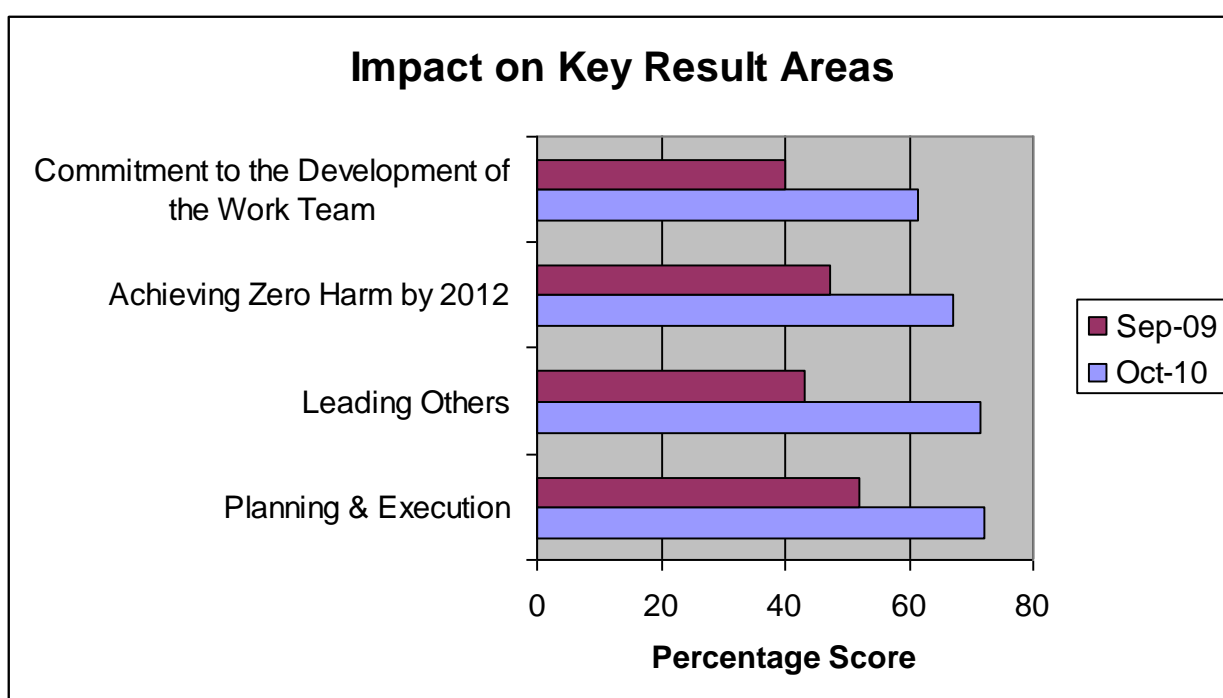
As you can see, the safety KPIs had risen from 44% to 63%.

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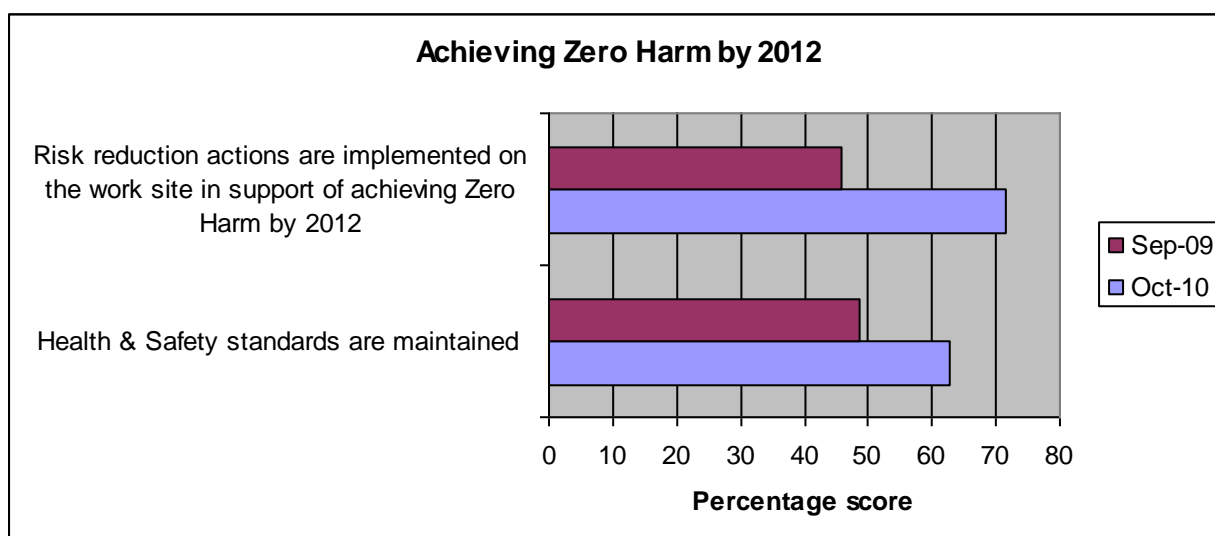
"The programme…is a key contributor to the reduction in cost base by **21%** while delivering high quality performance"

"SMs are now equipped with a broader range of skills to **communicate** within the business and across the many client interfaces they encounter."

Why has the programme been so transformational?

- A bespoke design, carefully aligned to Balfour Beatty's culture, values and language

- A whole culture change programme, incorporating key messages and change themes.

- A focus on engagement – of delegates, line management and senior programme champions.

- Key outcomes clearly identified and addressed.

- Modules championed by sponsors; workplace champions helped embed the learning.

- Delegates assessed before coming on programme through interviews, which gave an aspirational feel and created a desire to get onto the programme.

- Our facilitators took a strong, challenging and coaching approach which perfectly matched the development needs of the delegates.

- The use of actors made the programme real, immersive and stretching.

- ILM assignments helped to embed the learning back at work and deliver business results.

- Our approach was not imposing, but instead adapting to Balfour Beatty's culture while affirming where they want to be.