

CASE STUDY

INVESTING IN LEADERSHIP EXCELLENCE

Lynden Haworth from Galliford Try explains why the business is investing in an ongoing programme of GIRI's error-reduction training courses.



AT A GLANCE

Company: Galliford Try

Training delivered: GIRI's Leadership Training

- Strategies to eliminate error for leaders of construction organisations
- Strategies to eliminate error for leaders of construction projects, parts 1 and 2
- Train the trainer

Contact: Lynden Haworth, Construction Support Manager

Courses delivered so far: 15 courses delivered to 134 delegates.

THE CASE FOR TRAINING

“Every achievement starts with the decision to try,” says Lynden Haworth of Galliford Try’s decision to take the plunge on GIRI training. “The training was commissioned because we recognise we can do better, we want to do better, and we need to do better – both as a company and an industry.

“Our company strategy is for sustainable growth. A key aspect of this is delivering excellence for our clients while protecting the environment and creating greater social value for the communities

in which we work. Eliminating or reducing error will play a key role in helping us deliver our strategy.”

Galliford Try has taken a staged approach to the implementation of the training. The company was involved in the testing phase of GIRI’s training, initially delivering 12 leadership courses to 104 delegates. Since then, in what Lynden calls the ‘consolidation phase’, three more leadership courses have been delivered by GIRI to a further 30 members of staff, two of which had to take place remotely because of the pandemic.

In 2022, Galliford Try entered the scale-up phase and plans to deliver additional leadership training as well as GIRI’s Training Across Interfaces and Supervisory & Management Skills courses on three of its key highways projects: the Grantham Southern Relief Road (Phase 3) for Lincolnshire County Council, and two Regional Delivery Partnership schemes (A303 and A47) for National Highways.

“We believe the real benefits of the training will be best realised if we deploy the training across a wide cross-section of our project

“It’s a pleasure to deal with Nick and Rachel at GIRI T&C. Nick is always open to discussing ideas and requirements and shows relentless enthusiasm in delivering the training. Rachel and her team make the logistics and pre and post course arrangements as straightforward as possible and are always approachable.”

Training commissioner

delivery teams,” explains Lynden. “We hope this scale-up in 2022 will drive improvements on the schemes involved and demonstrate the effectiveness of the training programme to the wider business.”

OUTCOMES

Galliford Try hopes the training will help staff have open and honest conversations about error, understand the causes of errors, and realise that error is not an unavoidable consequence of its work.

“We want our people, and those who work with us, to understand that behaviour has a huge impact on the errors that occur on our projects,” says Lynden. “We want to nurture a behavioural approach to improving our performance in relation to error in the same way we improved our performance in health, safety, and welfare.”

For Galliford Try, this means reduced waste, reduced health and safety risk, improved cost and time certainty, happier clients and staff and sustainable growth.

“Concise, well run, and good engagement with plenty of different break-out groups. Well received all round.”

“It’s a good way of learning how to think about problems. The facilitator’s delivery is first class.”

“Thanks to the facilitators for running such a well-paced and informative session with great energy and enthusiasm.”

“Very interesting and thought-provoking course.”

Trainees



A TRAINING SUCCESS STORY

The training has already paid dividends on Galliford Try’s Grantham Southern Relief Road (Phase 2) project, which involved piling works for a new bridge using a top-down construction method.

“We used a similar construction method on another scheme some years earlier, with some serious errors and expensive implications,” says Lynden. “We were determined not to make the same mistake again.”

Galliford Try used GIRI’s Leadership training to bring together leaders from within the company, the client, designer, and supply chain to focus on this element of the project. “This gave us a forum for open, frank discussions. Actions taken eliminated significant potential costs and resulted in more than 200 contiguous piles being completely defect free, with 100% vertical tolerance compliance.”

The impact went beyond that one project, as the tools and ideas learned were applied by one of Galliford Try’s regional managers to a different project that was experiencing difficulties with surfacing works.

“GIRI’s Get it Wrong exercise and the ‘cause, concern, countermeasure’ approach were used to drill down into the difficulties affecting the project and mitigation actions were successfully applied by the team,” says Lynden. “This shows the skills and tools learned in the training can, with the right behavioural approach, be implemented again and again.”

ABOUT GIRI

The Get It Right Initiative is a group of industry experts, organisations and businesses dedicated to eliminating error and improving the UK construction industry.

Our research has shown that the construction industry could save between £10–25 billion per annum simply by eliminating error. But to improve quality, productivity, safety and sustainability we need to engage leadership and change attitudes.

We want to create a working culture that gets it right from the start, and engages all stakeholders in eliminating error from inception to completion.

www.getitright.uk.com

ABOUT GIRI TRAINING & CONSULTANCY

GIRI Training & Consultancy Ltd was established in 2019 as the training arm of GIRI. GTC is approved to deliver the full suite of GIRI training courses and also offers a range of associated consultancy services to empower and support companies, project teams, and individuals to get it right first time.

GTC is led by directors Nick Francis, Rachel Hogarth and Dawn Wilkinson, who have a huge wealth of experience both in the construction sector and in servicing its specialist training needs.



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[getitright.uk.com/
training](http://getitright.uk.com/training)

GIRI COURSES

GIRI has worked with the construction industry to develop an accredited training scheme that directly targets the underlying root causes of error, which currently cost the UK industry an estimated £25 billion every year.

This training empowers companies, project teams, and individuals to get it right first time. During development, these courses were stringently tested to ensure they deliver maximum impact on error reduction and productivity for the construction industry.

The courses were developed by industry, for industry, and can play a significant part in helping to reduce the frequency and cost of error in construction by ensuring all industry workers develop the right skills to collaboratively understand, pre-empt and avoid error in their daily work.

OUR COURSES

The three streams of training are:

- Leadership training (Strategies to eliminate error for leaders of construction projects and organisations)
- Training across interfaces (Avoiding construction errors at interfaces)
- Supervisory & management skills (Reducing errors on construction sites)

DELIVER TRAINING

To deliver GIRI-accredited training you need to do the following:

- Become a GIRI-approved training provider
- Nominate GIRI-approved trainers, or become approved, to deliver the training
- Use GIRI's standardised training material which is provided through the Learning Management System

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