GIRI online members' forum
Managing & motivating staff under Covid-19: behaviours to eliminate error

21st May 2020

Working together to eliminate error,
by industry, for industry.

GIRI
Get It Right Initiative

GIRI

Online forum: housekeeping

- Presentation is being recorded
- MS Teams
- ‘Raise hand’ or use the chat screen to ask a question
- Stay muted unless invited to speak
- Make sure you have your browser available to participate in the survey

Today’s agenda

- GIRI update and feedback from previous forum
- Behaviours (in the current crisis)
- Learning bite (behaviours which lead to error)
- Next steps (influencing behaviour to prevent error)
- Summary

Types of error video – watch online

Https://youtu.be/PY05VEwUAfY

GIRI update: Tom Barton

To improve construction productivity and quality by eliminating error

COVID 19

- Newsletters
- Webinars and online training
- Working group meetings
- Issues arising from COVID 19

Looking ahead

- The world will change
- Construction has to change
- We will need to be more efficient
- We have to **get it right**

Get it right

or

Is it right?

Current GIRI membership

53 members including:

- Government advisory bodies
- Clients
- Architects
- Structural and M&E engineers
- Tier one and tier two contractors
- Lawyers
- Insurers and insurance brokers

Root causes of error

- Inadequate planning (from task through to project level)
- Late design changes
- Poorly communicated design information
- Poor culture in relation to quality
- Poorly coordinated and incorrect design information
- Inadequate attention paid in the design to construction
- Excessive commercial (financial and time) pressures
- Poor interface management and design
- Ineffective communication between team members
- Inadequate supervisory skills

‘New’ root causes of error

- Underpricing of future works – ‘the race to the bottom’;
- Sustainability and financial robustness of supply chains;
- Productivity;
- Where will work come from, will there be enough?
- Poor and confusing regulation;
- Impact on people;

‘New’ root causes of error

- Aligning the supply chain to start again productively, also some subcontractors may not exist going forward;
- Supporting our clients by helping the supply chain remain in place...acting with empathy and being truly collaborative!
- Uncertainty about change of protocols;
- The perfect GIRI storm... we've been so busy keeping things going - have we ‘got things wrong’ in the interim, that we don't yet know about?

GIRI training: Behaviours

Nick Francis

Poll 1:

How you think the different costs of error may be influenced by the COVID 19 crisis?

https://forms.gle/FVS5Uqp9Vr7w9cFd7

How has COVID 19 changed behaviour?

Consider the following groups:

- Staff who are currently working harder than usual
- Staff who are currently working, but with reduced output
- Staff who have been furloughed
- Contractors/supply chain who are out of work

Poll 2:

Which single group of staff do you think are at the highest risk of developing behaviours which will lead to an increase in errors?

https://forms.gle/EePUFM4fBHyh4UJ26

Use the chat box to identify any other groups you think are at particular risk.

What behaviours have you seen?
What behaviours do you anticipate?

Use the chat box to write your answers:

- Staff who are currently working harder than usual
- Staff who are currently working, but with reduced output
- Staff who have been furloughed
- Contractors/supply chain who are out of work

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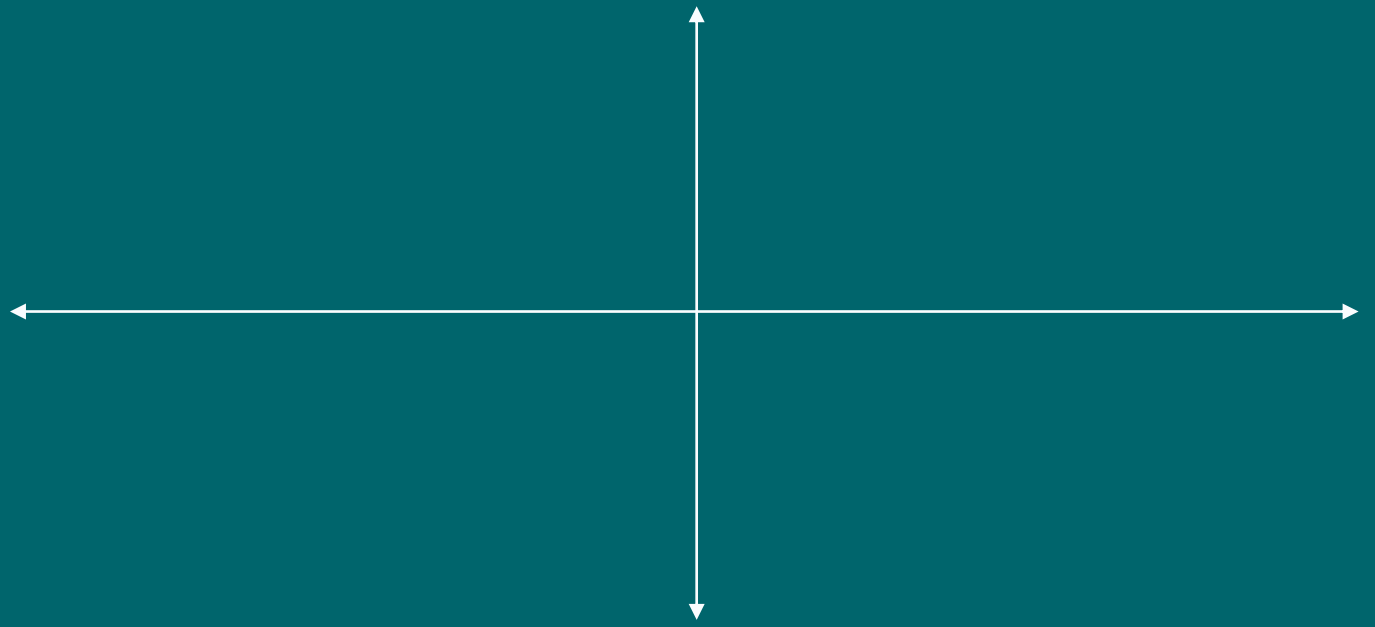
Reducing error on construction sites – Part one: Supervision Skills

Understanding Behaviour

Understanding Behaviour

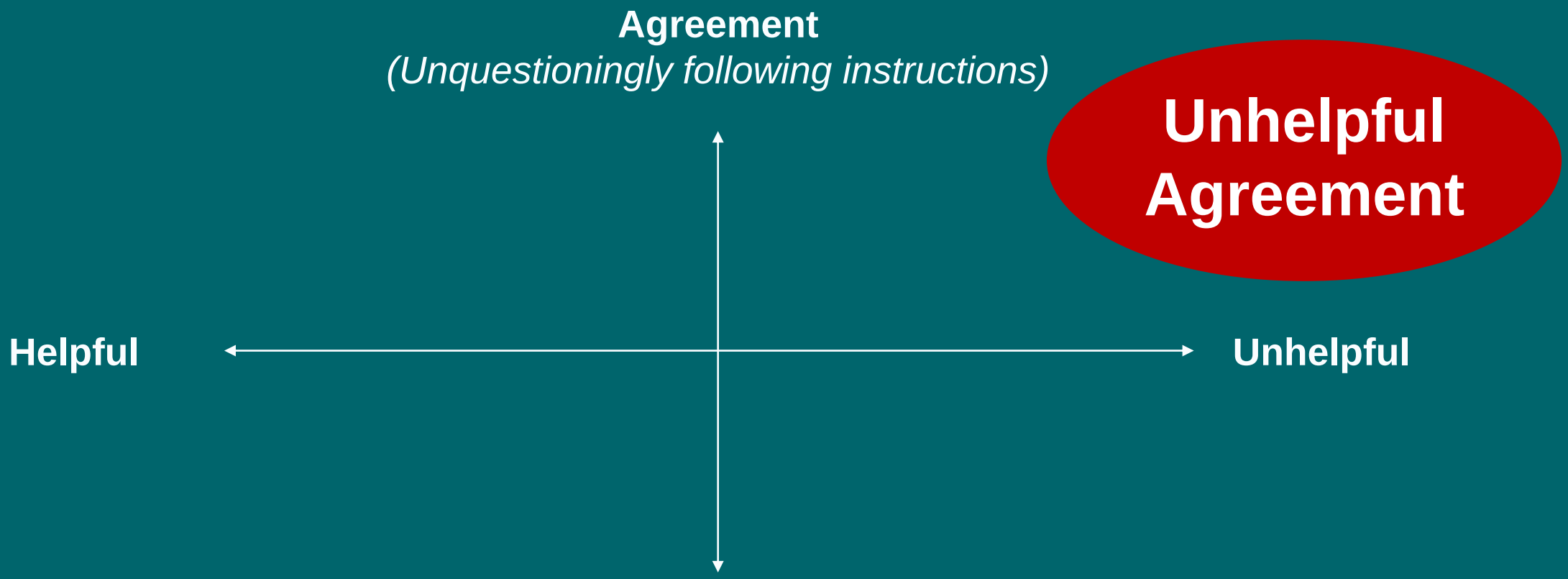
Agreement
(Unquestioningly following instructions)



Helpful **Unhelpful**

Disagreement
(Think for self and willing to ask questions)

Understanding Behaviour



Unhelpful Agreement?

Unhelpful Agreement?

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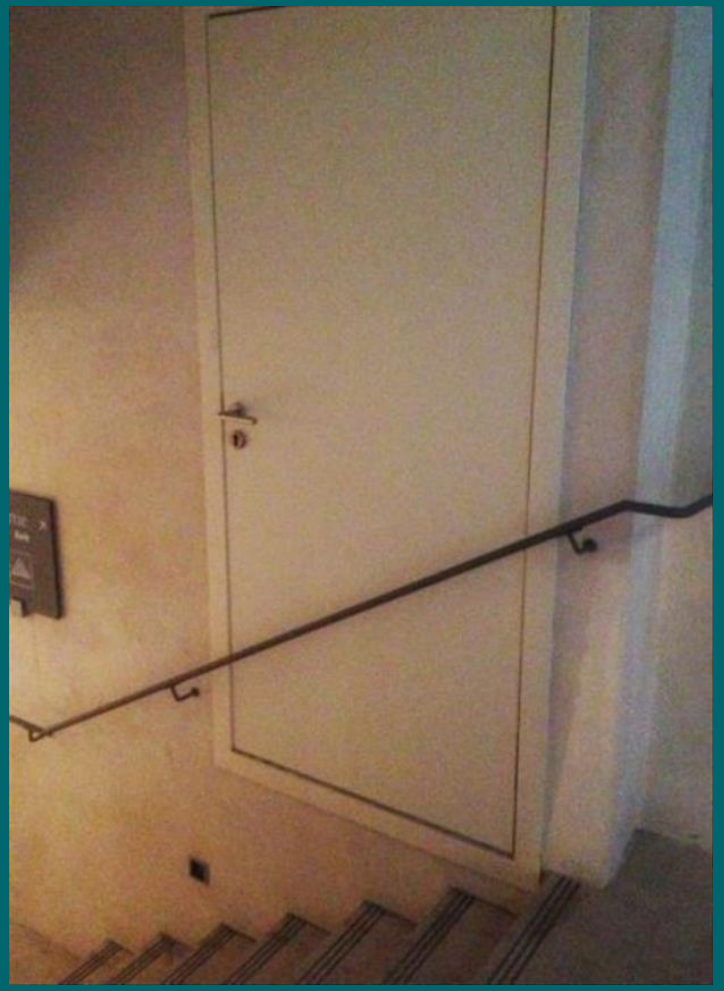
Unhelpful Agreement?



Unhelpful Agreement?

Understanding Behaviour: Examples

Agreement

- Doing what they think their boss wants
- Checking drawings and specifications
- Attention to detail

- Building something they know is wrong because they have been told to
- Working to rule
- Failing to inform someone that their work will impact on future work

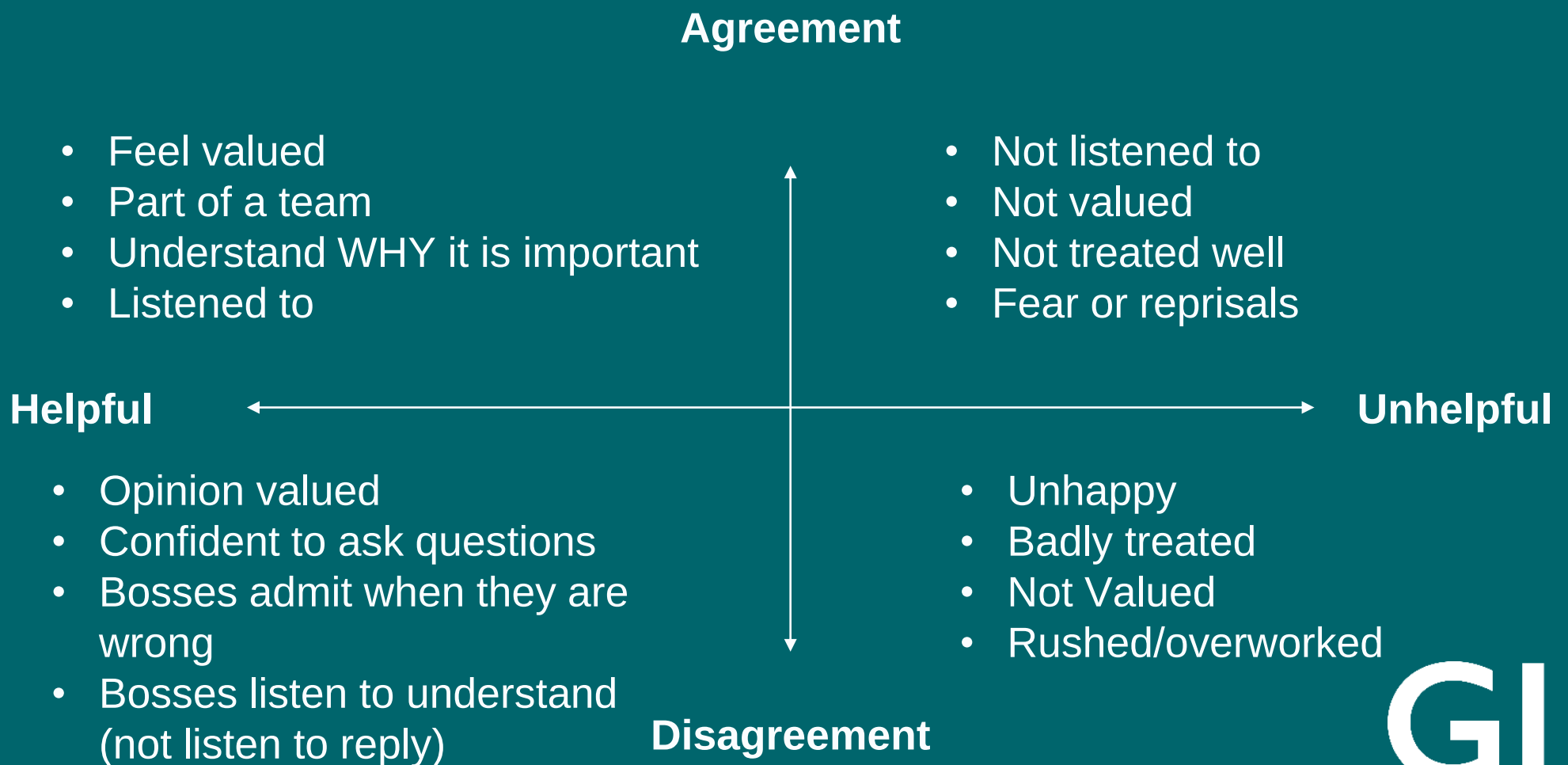
Helpful ← → **Unhelpful**

- Stopping if they know something will go wrong
- Suggesting alternatives
- Pointing out errors
- Raising concerns
- Asking questions

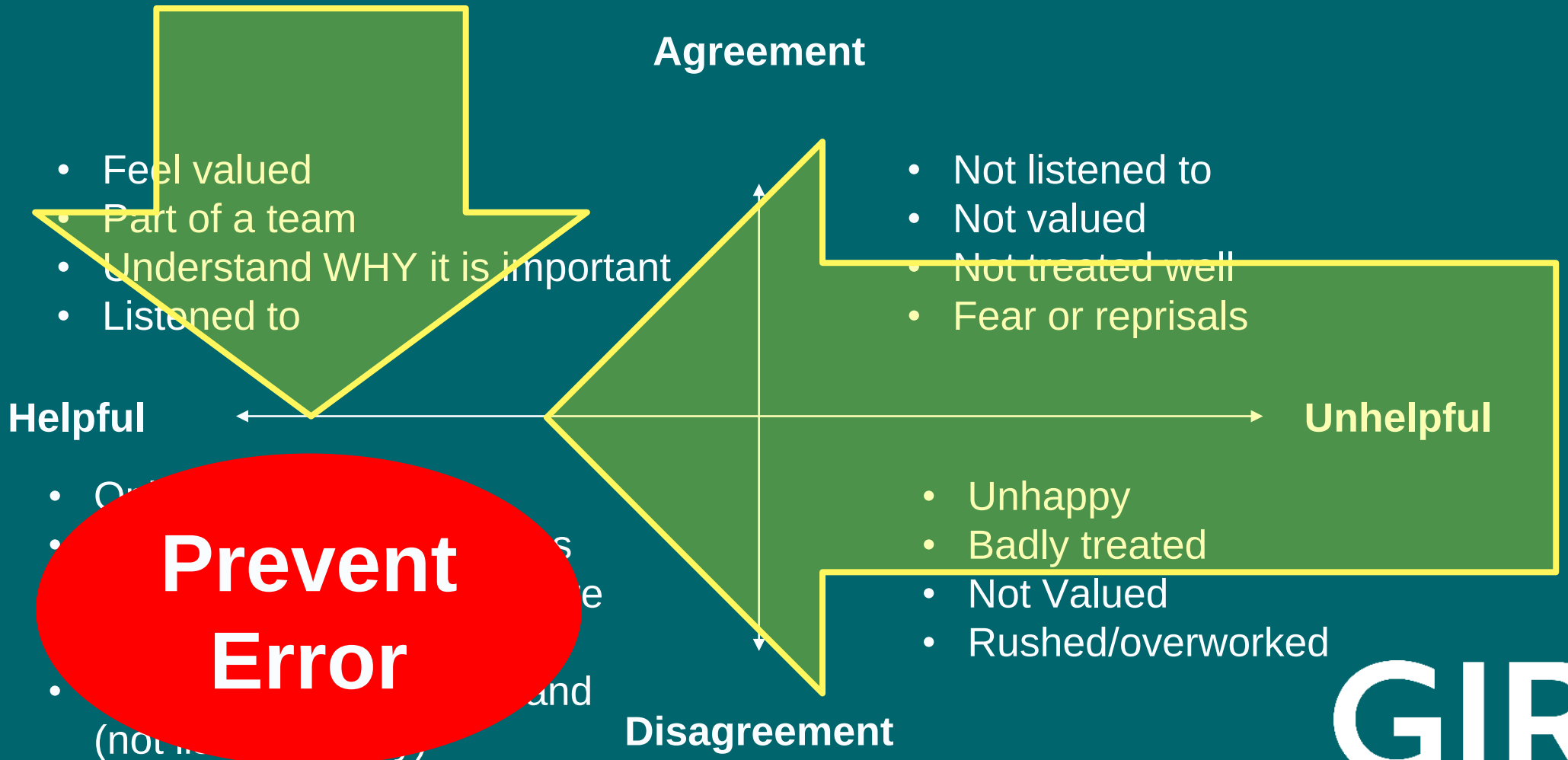
- Only doing what they have done before
- Failing to pass on messages
- Not following instruction
- Not checking drawings
- Bunking off

Disagreement

Understanding Behaviour: Why?



Understanding Behaviour: Preventing Error



Poll 3:

What factors will have the biggest impact on people's behaviour, leading to error?

https://forms.gle/q2JxNna5yyvE7Bvc8

Use the chat box to identify any other factors that you think may have a negative impact on behaviour.

What measures can we take to positively influence behaviours?

Use the chat box to write your answers:

- What one single thing would you recommend, in order to mitigate the damage to improve the long term behaviours within the workforce as we work through the COVID-19 crisis?

For more information about GIRI contact:
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Thank you for joining us

We welcome your feedback via our online survey
https://www.surveymonkey.co.uk/r/FNW9CQP

NEXT EVENTS:

Tuesday 26th May 12.00 ICE Strategy Session on using technology to eliminate error

Thursday 4th June 16.00 GIRI forum: Creating & maintaining a positive culture throughout the industry