



GIRI online members' forum: Creating & maintaining a positive culture throughout the industry

4th June 2020

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

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

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Today's agenda

- GIRI update and feedback from previous forums
- Comparing cultures
 - Safety; hitting deadlines; avoiding error
- Lesson – what is ‘culture’?
 - Johnson and Scholes cultural web
- Workshop – applying the cultural web
 - Our culture now
 - What our culture needs to be
 - Priorities for improvement
- Identifying the ‘say-do’ gap
- Summary

GIRI update: Tom Barton

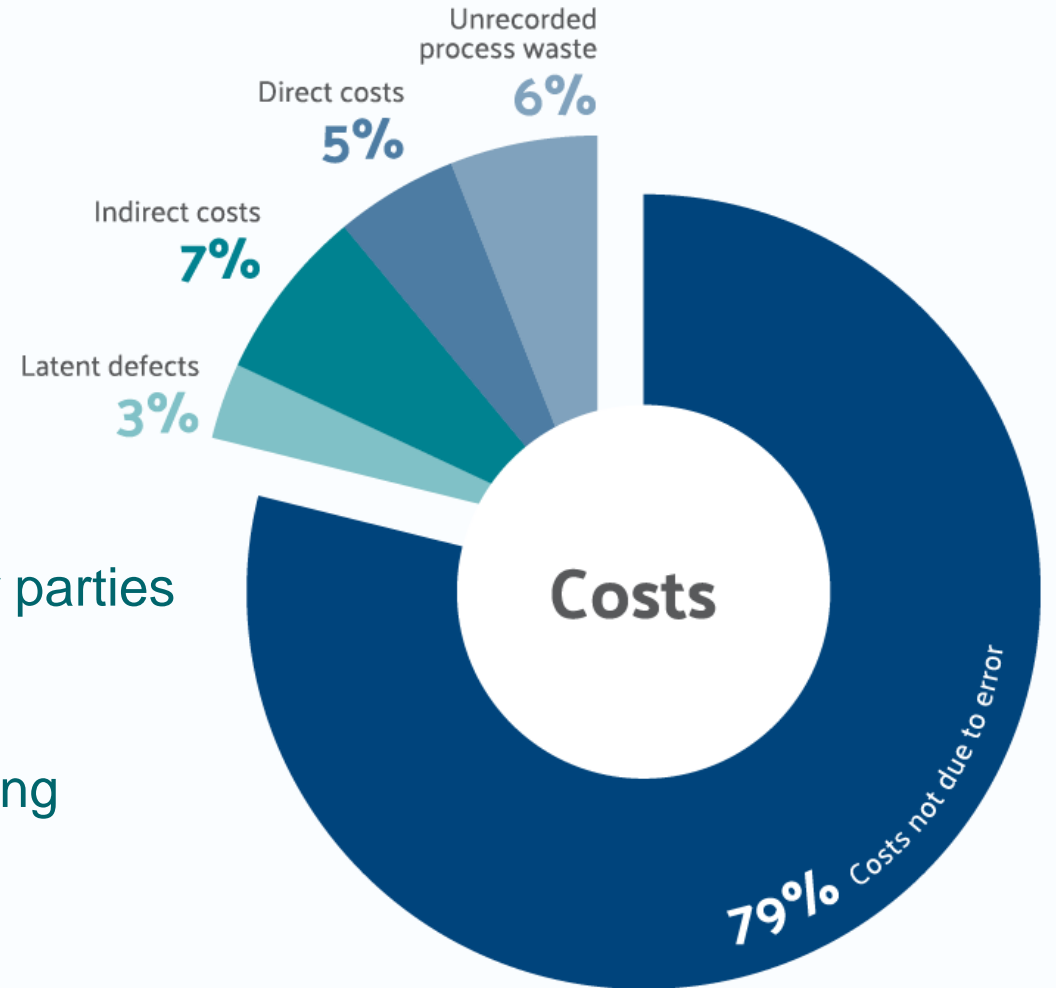
Wasted spend on error

Direct costs of error (5%)
resources used in correcting an error

Indirect costs of error (7%)
Resources used in follow on work and costs to other parties

Unrecorded process waste (6%)
Errors occur, are identified and corrected without being recorded

Latent defects (3%)
remain in place after client acceptance and any 'defects liability period' has passed



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Get It Right Initiative

An iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, submerged part is visible below. The text '£22bn a year.' is overlaid in yellow on the submerged part of the iceberg.

£22bn a year.

**To improve construction productivity
and quality by eliminating error**

GIRI strategic priority themes

- Skills development programme
- Campaign
- Improve management processes and systems
- Improve construction technology and techniques

COVID 19

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

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Looking ahead

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

What is happening now?

- Quality management staff furloughed
- Incorrect materials being supplied
- Remaining staff higher calibre
- Output per person increased
- Greater emphasis on offsite construction
- Great ingenuity

Current GIRI membership

55 members including:

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

Summary root causes of error:

- Culture
- Planning
- Design
- Supervision

'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:

Nick Francis

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Poll 1 – Comparing our culture toward different issues:

Grade our culture towards: safety; hitting deadlines; avoiding error.

Score 1-5.

1 = very good, 5 = very bad.

What is 'culture'?

“How we do things around here”

What is 'culture'?



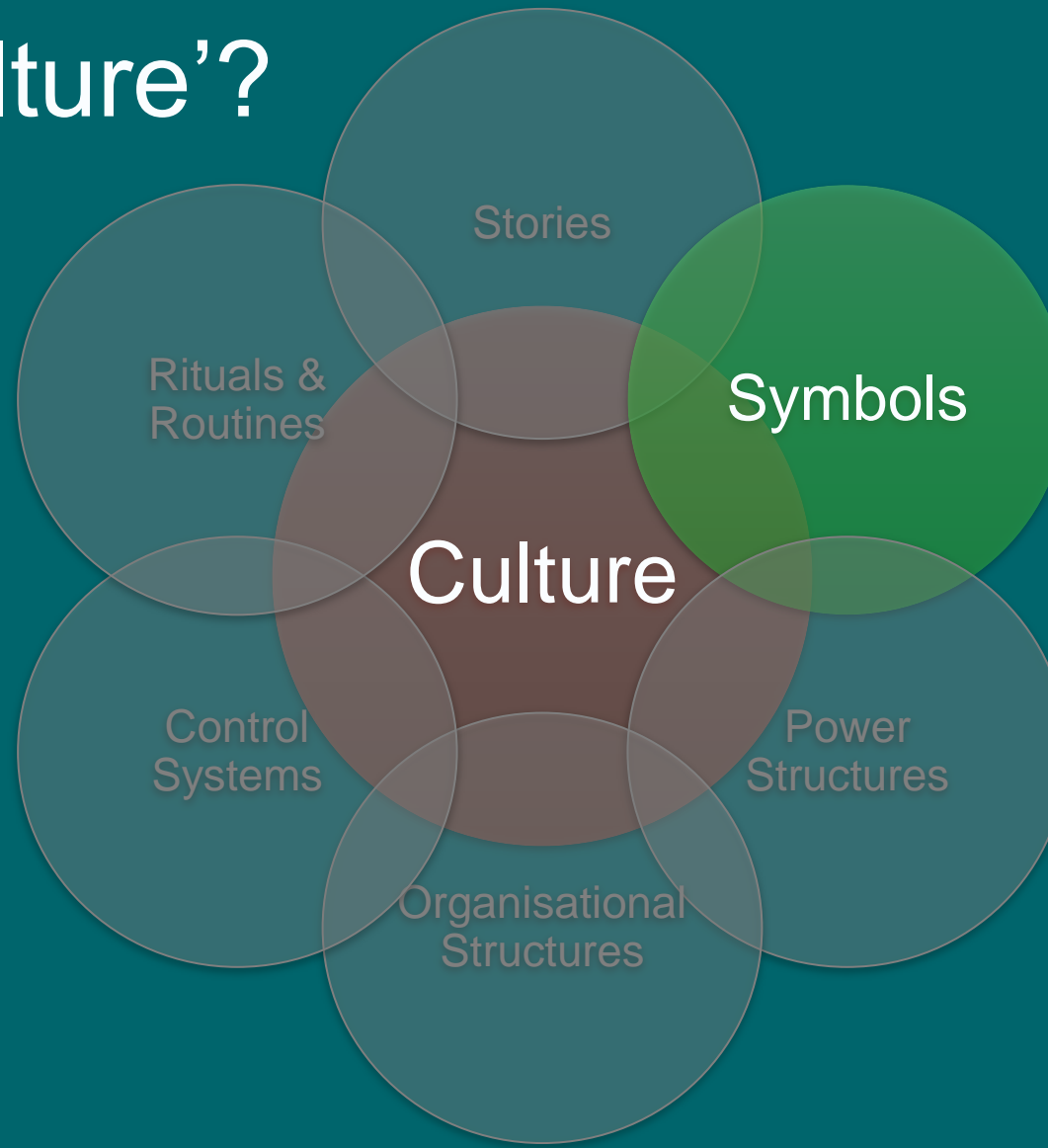
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What is 'culture'?



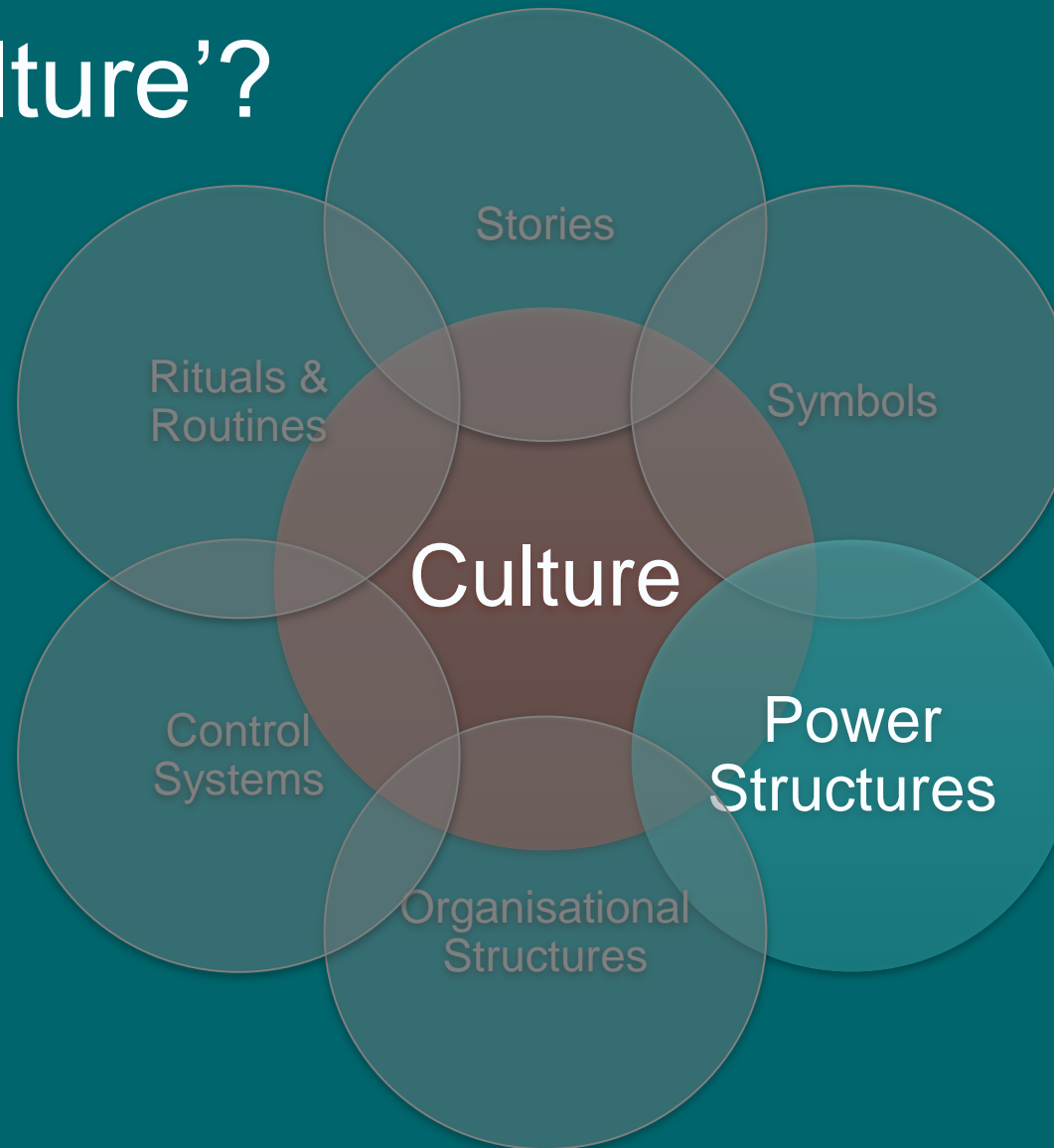
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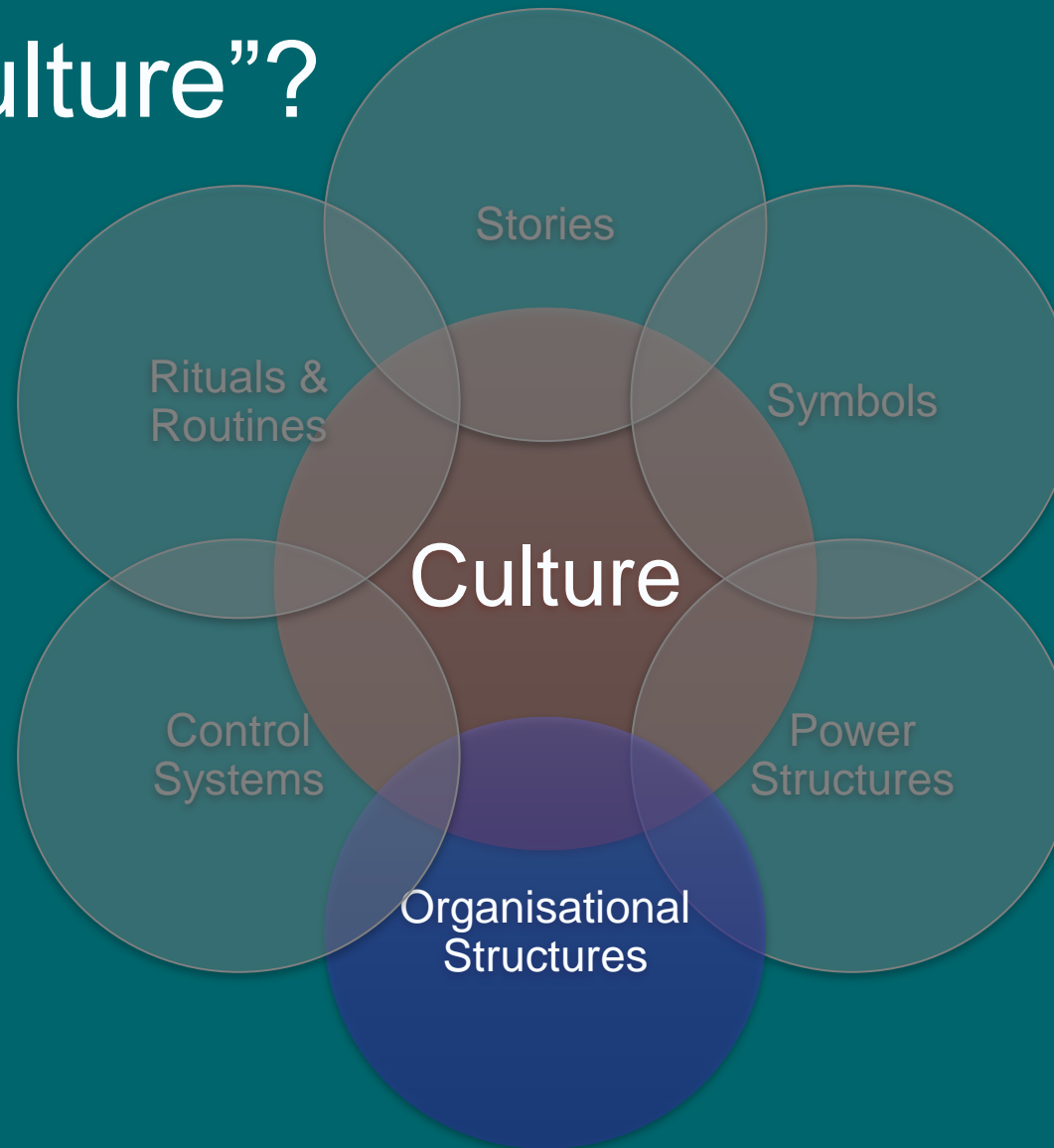
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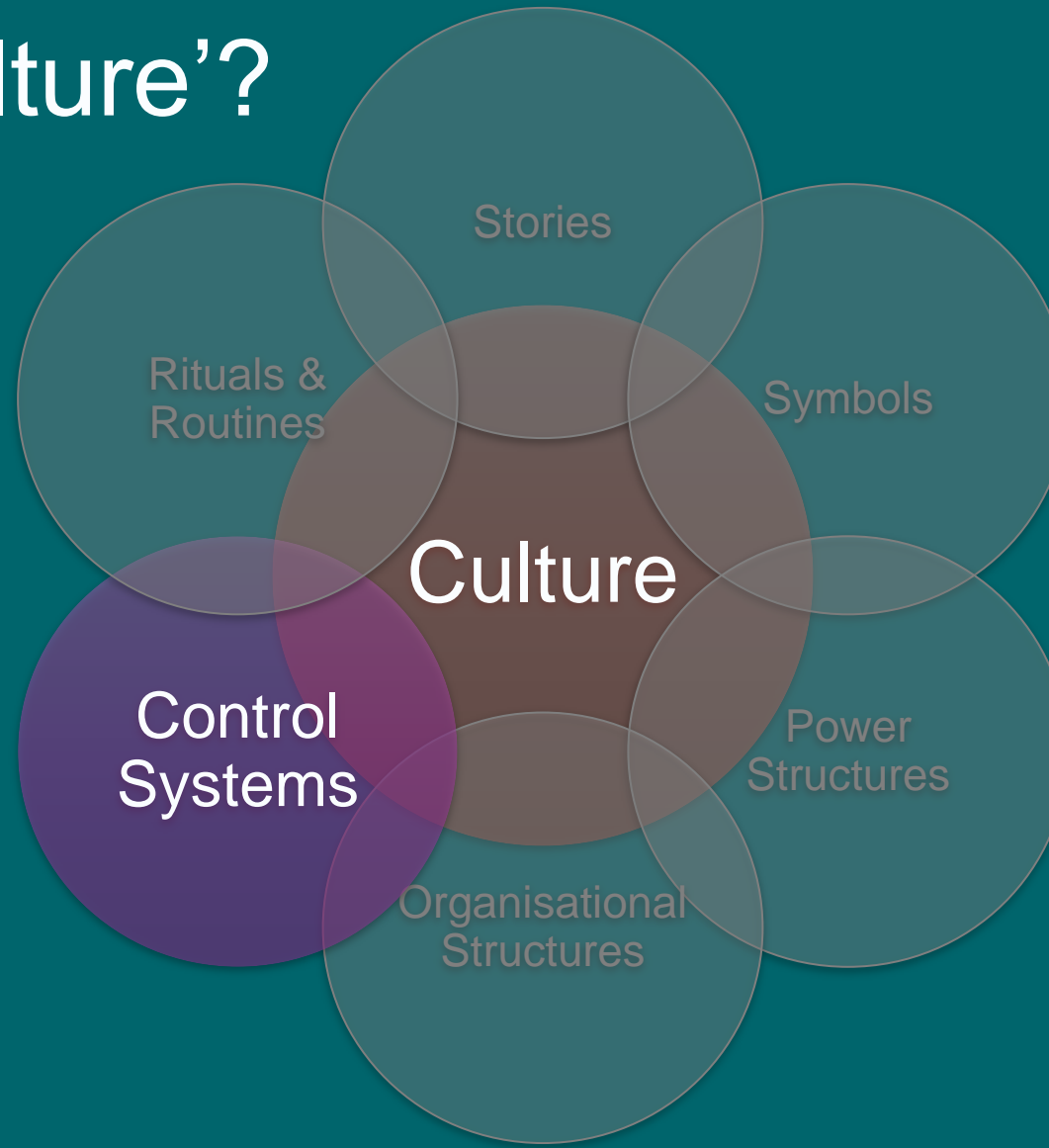
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What is “Culture”?



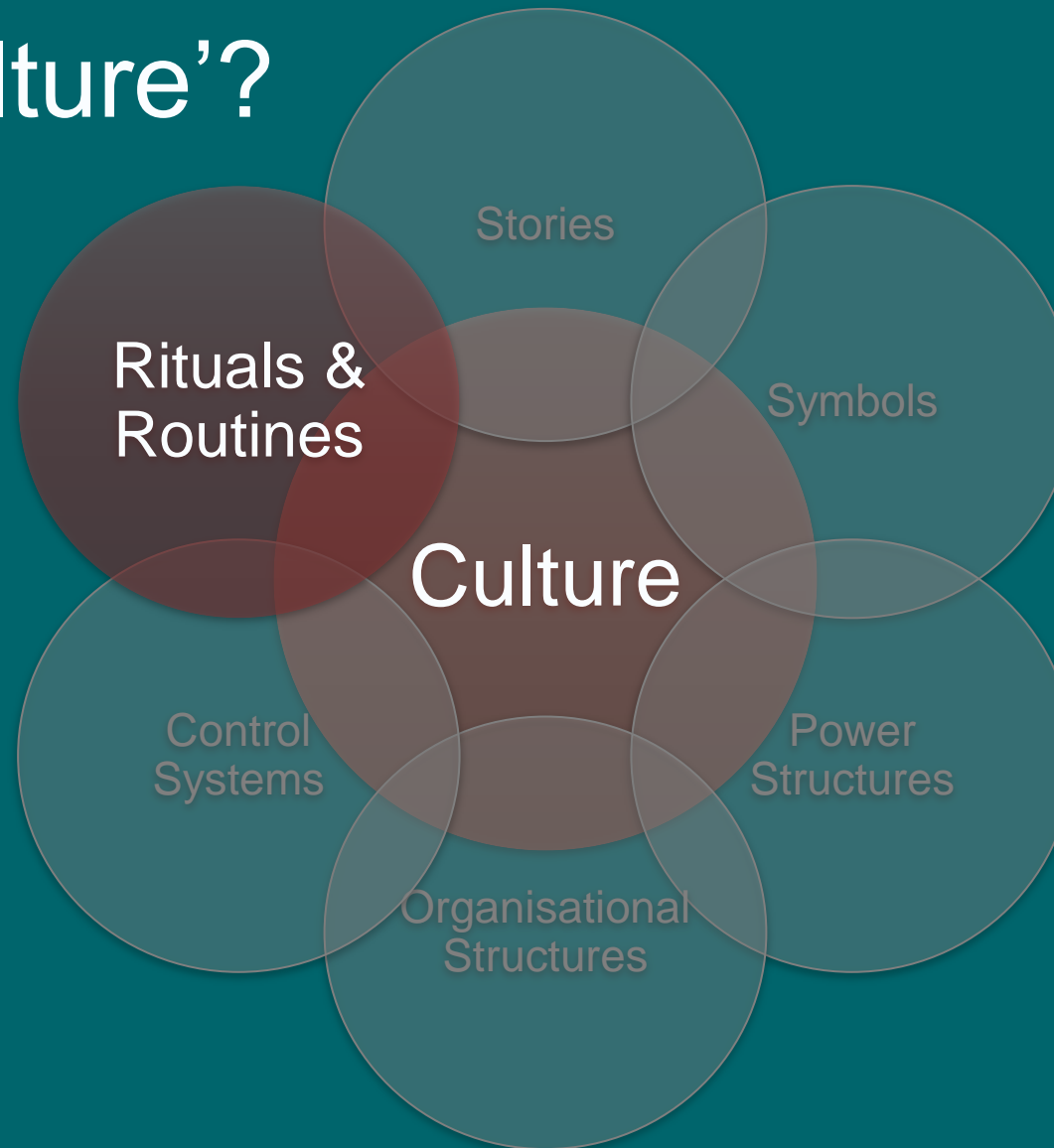
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What is 'culture'?



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What is 'culture'?



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Changing our culture

Our culture now:



How our culture should be:



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Poll 2 – Review our culture web:

How closely does our current culture align with what it “should be”?

Score 1-5.

1 = very good, 5 = very bad.

Poll 2 – Review results

Improving culture – priority area 1

Use the chat box:

Identify any measure you can recommend which may address this target area of culture.

Improving culture – priority area 2

Use the chat box:

Identify any measure you can recommend which may address this target area of culture.

The 'say-do' gap



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Get It Right Initiative

The 'say-do' gap: Avoiding error in an age of COVID-19

Use the chat box:

Identify any increase in a 'say-do' gap in relation to avoiding error, since the start of the COVID-19 crisis.

Key actions: Creating a culture of error avoidance through the COVID-19 crisis

Use the chat box:

What is the one key action you think your organisation could take to promote a culture of error avoidance as we navigate the COVID-19 crisis?

Thank you for joining us

We welcome your feedback via our online survey

<https://www.surveymonkey.co.uk/r/SN3VMZ2>



NEXT EVENT:

Working with changing supply chains and materials

Thursday 18th June 16.00

<https://getitright.uk.com/events/giri-forum-working-with-changing-supply-chains-materials>

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