



# GIRI online members' forum: Working with changing supply chains and materials

18<sup>th</sup> June 2020

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

# Online forum: housekeeping

- Presentation is being recorded
- 'Raise hand' to speak
- Use chat box to share ideas
- Microphones – muted unless speaking
- Cameras – off, but switched on when speaking
- Click links and open browser to participate in the surveys

# Today's agenda

- GIRI update and feedback from previous forums
- Likely impacts of changing supply chains & materials
  - Poll – understand the situation we are in
- Proactively identify potential errors
  - Interface Triangle
- Getting teams to work
  - Accelerating the maturity of new project teams
- Effective communication
  - Closed loop communication, open questions
- Identify key actions
- Summary

# GIRI update: Tom Barton

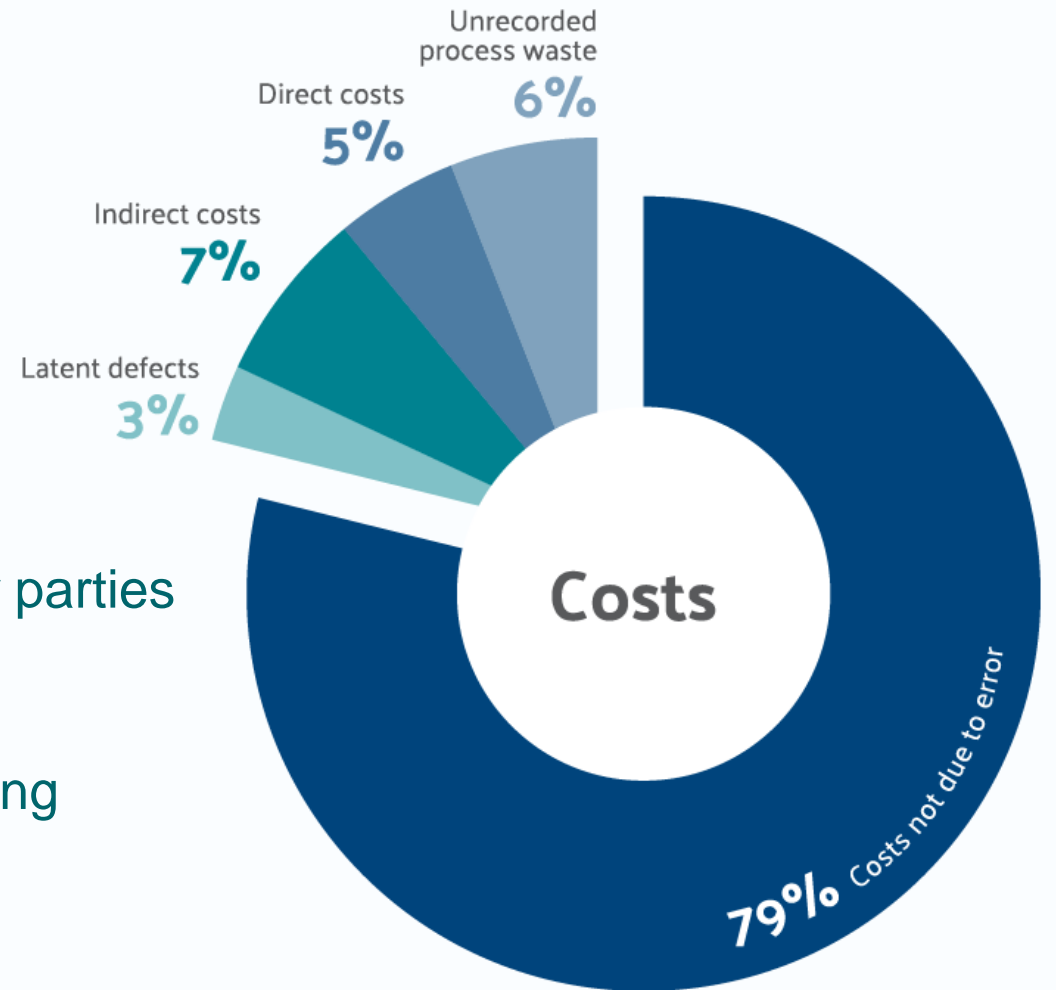
# Wasted spend on error

**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



# GIRI

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.**

# 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

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



# 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? Negatives

- Quality management staff furloughed
- Incorrect materials being supplied
- Underpricing of future works – ‘the race to the bottom’
- 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?
- Impact on people

# GIRI

# What is happening now? Positives

- Supporting our clients by helping the supply chain remain in place...acting with empathy and being truly collaborative!
- Output per person increased
- Currently 75% productivity
- Greater emphasis on offsite construction
- Great ingenuity

# GIRI

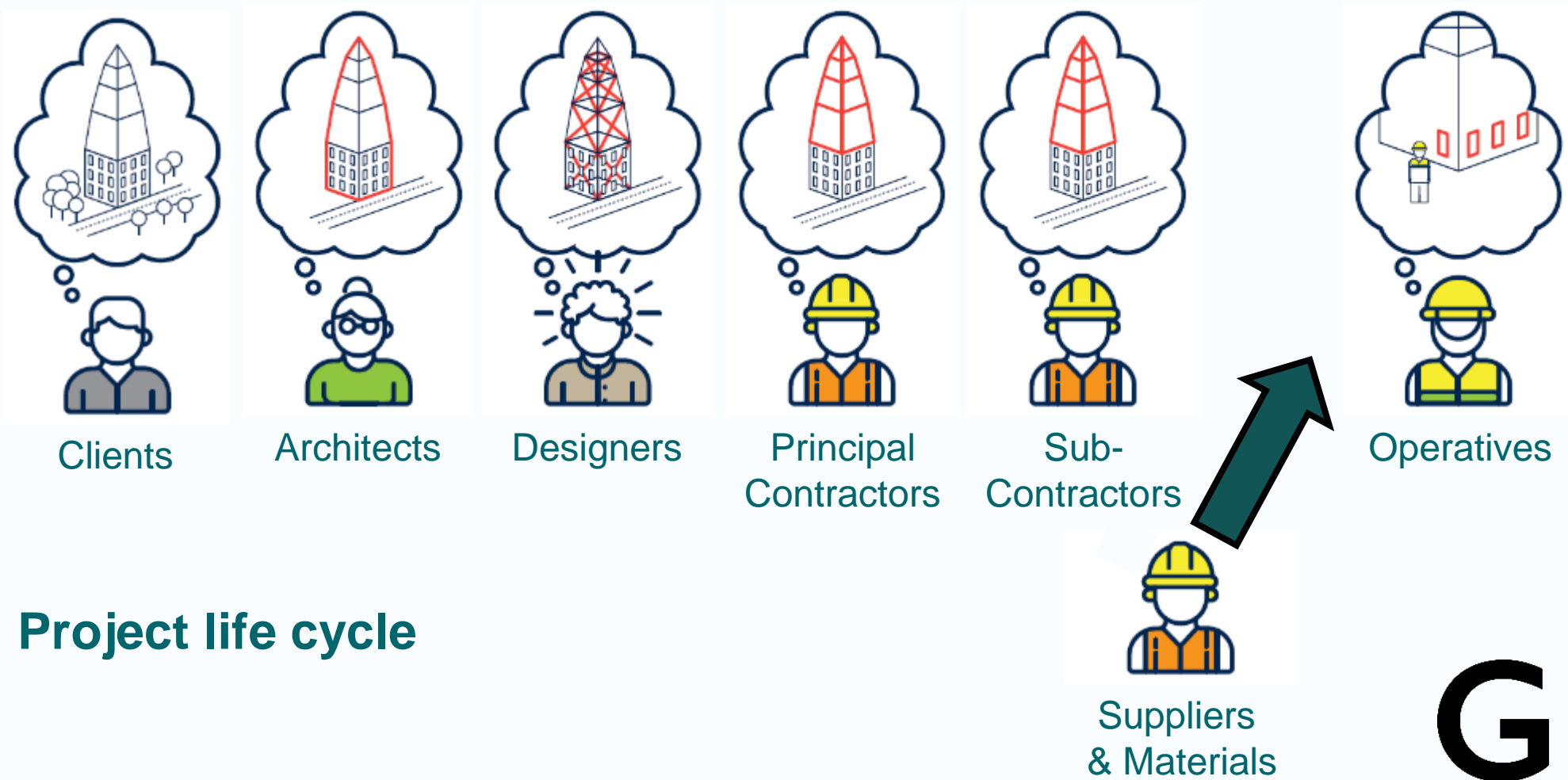
# Culture

- Internal communication
- Are senior management open to feedback and suggestions?
- Roll out quality culture in a similar way to safety culture
- Impact of procurement decisions on quality
- How is that impact measured and acted upon?

# GIRI training:

Nick Francis

# Changing supply chains & materials



## Project life cycle

# GIRI

# Poll 1 – Changing supply chains & materials:

What are the likely impacts of changes?

# Poll 1 – Changing supply chains & materials:

Review poll results



# Proactively identify potential errors

**GIRI**  
Get It Right Initiative



# Avoiding construction errors at interfaces – Part One: Collaboration

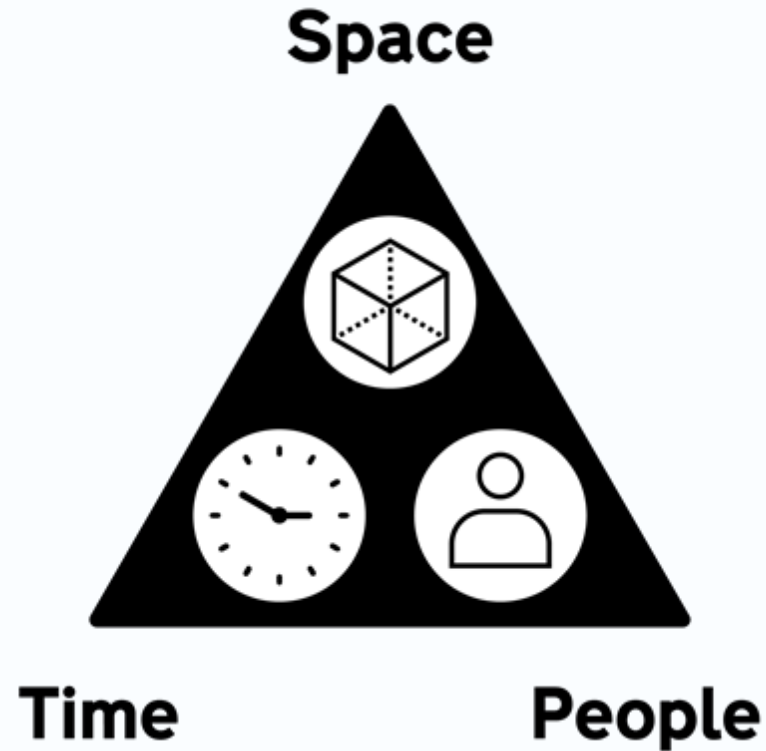


# Interfaces

## Chat box

As we manage changing materials and supply chains, what interfaces are you most concerned about?

# Identifying Interfaces



# GIRI

# Getting teams to work

**GIRI**

# How do you communicate the following information?

- You are due to pick up your young kids from school, but your train is delayed. You need to let your partner know you are going to be late so they can pick them up instead.
- Wishing an elderly relative happy birthday.
- Wishing your best mate a happy birthday.
- You want to tell your bank to stop paying direct debits to an old phone company that are still taking money.
- Tell all your mates about an amazing deal you've just seen for some last minute concert tickets.

# GIRI



# Personality Card

Personality Card	
	Name:
	(Known as):
	Company:
	Job Title:
	Responsible for:
	Expertise in:
	e-mail:
	Office:
	Mobile:
Things that annoy me:	
Things I like:	
<b>How to Communicate with me</b>	
General Communication:	
Urgent Project Issues:	
Formal/Contractual Issues:	
Informal Discussion:	

# GIRI



## Personality Card



**Name:** William Benson

**(Known as):** "Billy"

**Company:** A N Contracting

**Job Title:** Works Manager

**Responsible for:** Day to Day Supervision of construction work on site, managing deliveries and supervising sub-contractors.

**Expertise in:** Steel fixing, concreting, and logistics.

**e-mail:** w.benson@ancontracting.com

**Office:** 01234567890

**Mobile:** 07723456789

**Things that annoy me:** I get really wound up by overly complex notes on drawings which have important detail buried in amongst waffle. I receive hundreds of e-mails every day, so I hate it when several important issues are dealt with in the same e-mail. I start work early, so get annoyed when people want "urgent" information after 4:30pm.

**Things I like:** Talking to people face to face, or at least on the phone. Being asked for my opinion, as often I know more about the realities of what is happening on the site than anyone else.

### How to Communicate with me

**General Communication:** On my mobile, I am usually on site, so usually only check my e-mails when I pop back to the office. I have a good memory! **Urgent Project Issues:**

**Urgent Project Issues:** On my mobile. If you can't get through to me send a text, and call the office number so they can send a runner.

**Formal/Contractual Issues:** Always by e-mail so I can file the information. Make it clear in the "Subject" that this is an important issue. Always cc contractual issues to project1@ancontracting.com.

**Informal Discussion:** I'm always very happy to help out or give advice on an informal basis to mates. I'm usually on the train home between 5:00pm-6:00pm so can chat on the phone. If you send me a text in the day I'll give you a call when I'm travelling.

# GIRI

## Personality Card



Name: Alice Chumney

(Known as): "Alice"

Company: A N Consultant

Job Title: Design Manager

Responsible for: Structural engineering design, interface with MEP, compliance with Architectural concept, statutory approval and sign off of design.

Expertise in: Steel connection design, reinforcement detailing, cladding design.

e-mail: a.chumney@anconsulting.com

Office: 01234567890

Mobile: 07723456789

**Things that annoy me:** Every query from site being "urgent", even when they have had the design for several months. Being expected to make design amendments in a few hours when they often require significant re-working. Being asked questions face-to-face, not on a formal RFI.

**Things I like:** Receiving photographs from site, showing progress of works and how details look when they are actually built. Constructive feedback that I can pass on to my team, particularly of anything that has gone well.

### How to Communicate with me

**General Communication:** e-mail. I am usually either in meetings, or at my desk working on technical design. Clearly worded e-mails allow me to deal with things in a logical order and be sure I haven't missed anything. I will usually reply within a few hours.

**Urgent Project Issues:** On the office number above, and with an e-mail, so that I can be sure I have all the important information.

**Formal/Contractual Issues:** Raise any contract issues in the formal weekly consultant meeting, this way they will be logged and addresses correctly. Don't e-mail me contractual information directly as it is not the best way of ensuring it goes to the right person.

**Informal Discussion:** I'm usually free to chat during my lunch break on my mobile phone. Drop me an e-mail asking me to ring you.

# GIRI

# Personality Card

## Chat box

How could you employ the principles of the Personality Card, to accelerate the maturity of your project team as you restart after COVID lockdown?

# Effective communication

**GIRI**

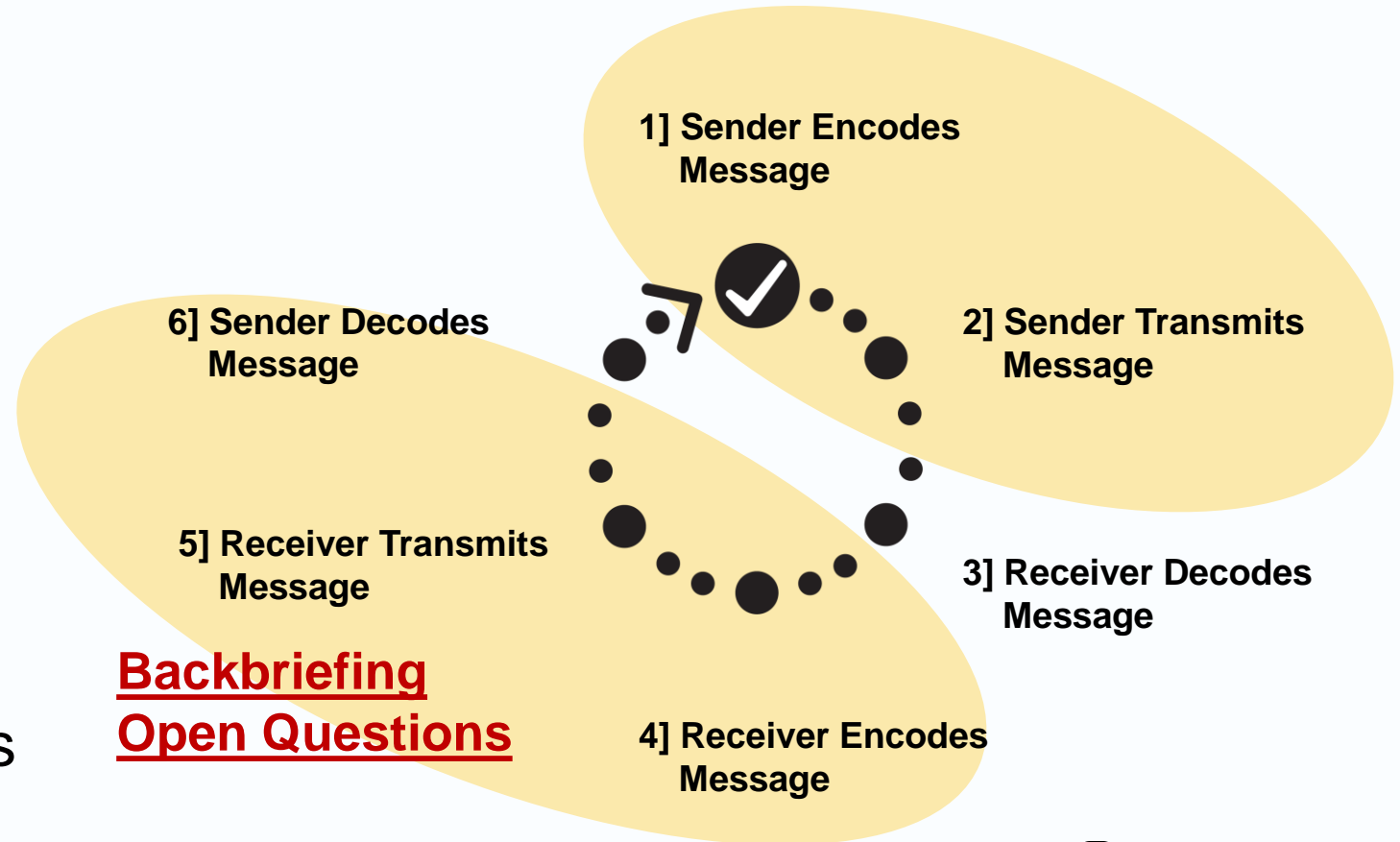
# Communication

## Backbriefing

Getting someone to explain, in their own words, what they think they are supposed to do

## Open Questions

A question which requires a full answer. Can't be answered with Yes or No.

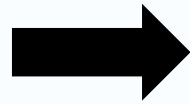


# GIRI



# Use the chat box – reword these questions:

Are we going to have problems with this detail?



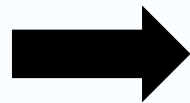
How do you see this detail working?

Have you got all the information you need now?



What information do you still need?

Are you going to get this completed by the deadline?



How long will it take to do this correctly?

**When? - Where? - Who? - What? - Why? - How?**

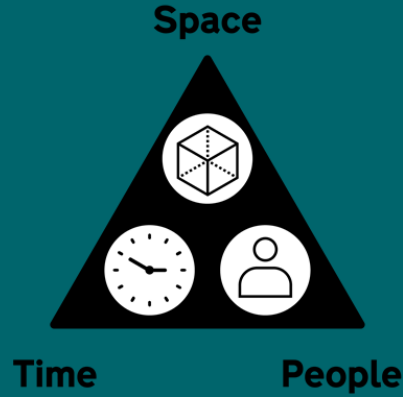
# GIRI

# Identify key actions



# We have considered:

- Identify interfaces



- Personalised communication

- Open questions



# Key actions: Working with changing supply chains & materials

Use the chat box:

What is the one key action you think your organisation could take to avoid errors caused by working with changing supply chains & materials as we navigate the COVID-19 crisis?

# GIRI

# Thank you for joining us

We welcome your feedback via our online survey

<https://www.surveymonkey.co.uk/r/8NGS77B>



## NEXT EVENT:

Addressing a 'race to the bottom' attitude, post-Covid 19.

Thursday 2<sup>nd</sup> July 16.00

<https://getitright.uk.com/events/giri-forum-addressing-a-race-to-the-bottom-attitude-post-covid-19>

A large concrete dam with a crack and a stream of coins falling from it. The dam is made of grey concrete blocks. A small white control room is visible on the left side. A crack runs diagonally across the dam, and a stream of coins is falling from it, creating a waterfall effect. The coins are silver and appear to be falling into a pool of water below.

# GIRI

Get It Right Initiative

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