



GIRI online members' forum: Addressing a 'race to the bottom' attitude, post-COVID 19

2nd July 2020

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

GIRI

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

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Today's agenda

- GIRI update and feedback from previous forums
- Introduction to the GIRI leadership workshops
- Lesson:
 - Optimism bias, and its impact on the construction industry
 - 'GET-IT-WRONG' pre-mortem process.
 - '5-whys' questioning technique.
- Workshop addressing the 'race to the bottom'
- Summary of key observations

GIRI update: Tom Barton

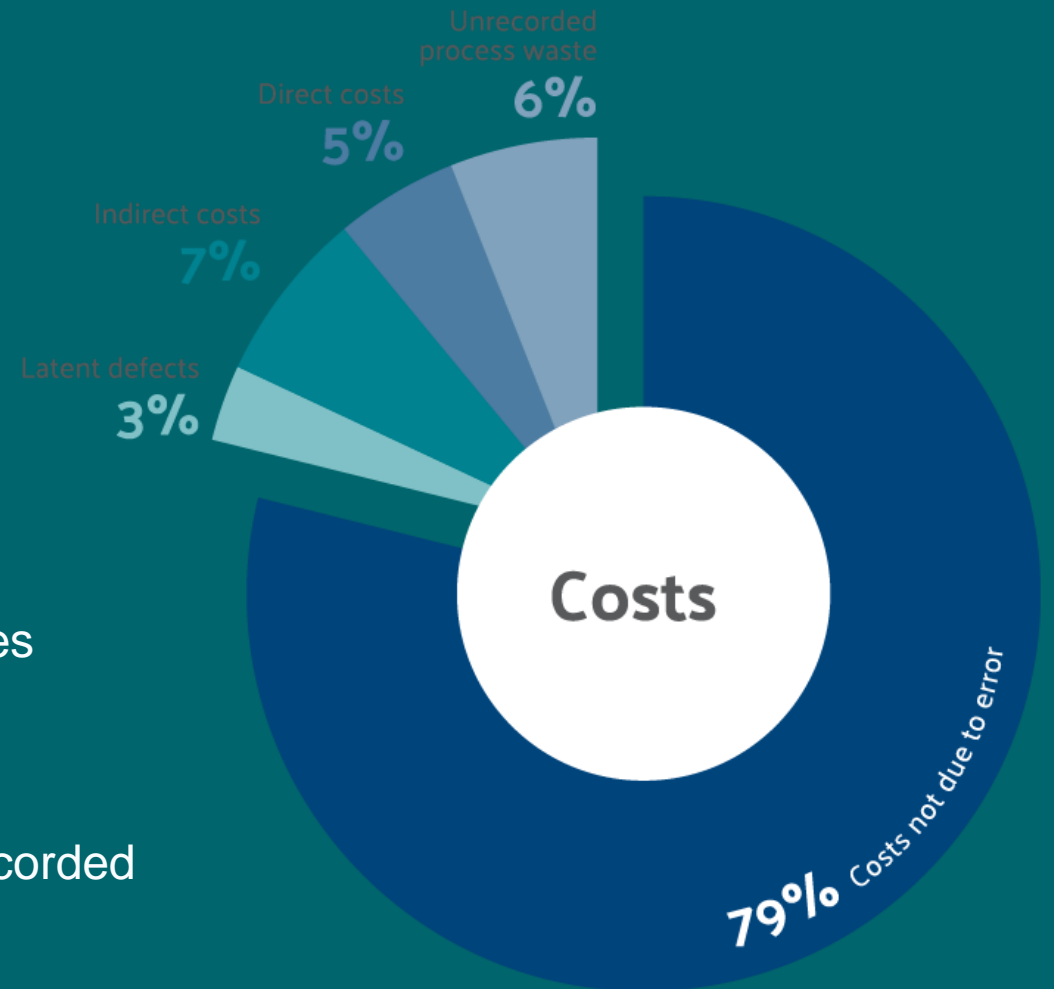
Wasted spend on error

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.

Strategic aim of GIRI

To improve construction productivity and quality by eliminating error.

Recent GIRI forums

- Managing and motivating staff under Covid-19
- Behaviours to prevent error
- Creating and maintaining a positive culture
- Working with a changing supply chain & materials

Is the industry operating in new and innovative ways?

What should our leaders be doing to eliminate error and are they doing it?

Feedback from earlier forums

- Quality at the very least to be given a place at the table in project inductions.
- Slow down and plan how we will record and prove we have done it right. Ownership and responsibilities
- You go to jail for not complying with ISO 45001 or 14001 **but not ISO 9001**

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Building boom!

- Does the government's recently-announced *Project speed initiative* mean that the industry will become more productive? Or will the 'race to the bottom' simply become faster with an even larger legacy of errors?
- How should industry and its leaders react?

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Collaboration or cooperation?

GIRI Training: Nick Francis

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Get It Right Initiative



Strategies to eliminate error for leaders of construction projects – Part One



Project Leadership Training

General - your role within the wider construction industry

- Understanding the problem
- Behaviours
- Processes
- Communication
- Individual actions

Specific - avoiding errors on this project

- Optimism bias
- 'Get it wrong' exercise
- Project action plan

Wrap up



Project Leadership Training

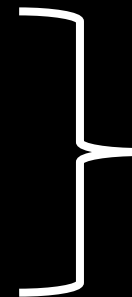
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Specific - avoiding errors on this project

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Wrap up



Today (high speed)

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

Optimism bias

‘There is a demonstrated, systematic, tendency for project appraisers to be overly optimistic.’ HM Treasury’.

Treasury (HM Treasury). (2013). SUPPLEMENTARY GREEN BOOK GUIDANCE – OPTIMISM BIAS. Retrieved from <https://gov.uk/government/publications/green-book-supplementary-guidance-optimism-bias>

Post Covid-19 ‘race to the bottom’

“It’ll be fine!”

Get It Wrong Exercise



Get It Wrong Exercise

Concern

Identify concerns

- Ask what is going to go wrong on this project (address optimism bias)
- Create an exhaustive list of 'failure scenarios' (on separate Post-its)
- Place Post-its on likelihood/impact chart
- Group scenarios to identify key concerns
- Select top few concerns to address

- For deeper analysis use a “pre-mortem” technique:
 - Jump into the future and ask “Why did this project fail?”

Get It Wrong Exercise



Identify root causes

- Address each concern in turn
- Ask “why?” to identify root cause
- For deeper analysis: Use ‘5 Whys’ to get to underlying root causes

Get It Wrong Exercise



Identify countermeasures

- Address each root cause in turn
- Identify project actions to address each root cause
- Identify owner and deadline for each action

Get It Wrong Exercise

Concern

Poll

- What do you think are the potential consequences of a 'race to the bottom' post Covid-19?

Get It Wrong Exercise

Concern

Chat box

- Select single top concern

Get It Wrong Exercise



Identify root causes

- Use '5 Whys' to get to underlying root causes

The 'five whys' technique

- Ask: Why did that happen?
- Ask: Why did that happen?
- Ask: Why did that happen?
- Ask: Why did that happen?
- Ask: Why did that happen?

Get It Wrong Exercise



Group discussion & chat box

- Why will [.....] happen?
- Why will that happen?
- Why will that happen?
- Why will that happen?
- Why will that happen?

Get It Wrong Exercise



Group discussion & chat box

- Identify specific actions to prevent [.....] happening?
- Identify specific actions to prevent [.....] happening?
- Identify specific actions to prevent [.....] happening?

We have considered:

- Optimism bias – and the ‘race to the bottom’ (it’ll be fine!)
- ‘GET-IT-WRONG’ pre-mortem exercise



- Targeted actions

Key actions: Addressing a 'race to the bottom' attitude

Use the chat box:

What is the one key action you think your organisation could take to avoid errors caused by a 'race to the bottom' 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/R9Y63H3>



NEXT WEBINAR:

Getting it right: reducing error & waste in the construction industry.

A joint event with ICE Thames Valley.

Wednesday 22nd July, 16.30

<https://www.ice.org.uk/events/getting-it-right-webinar>

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 top left. A crack runs down the face of the dam, and a stream of coins is falling from it, creating a waterfall effect. The coins are silver and appear to be British pounds.

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 [@GIRI](https://www.linkedin.com/company/giri)