# A NEW WAY FORWARD TO BUILD OUR FUTURES

## Using Collaborative Facilitation
## to Enhance Project Outcomes in Construction
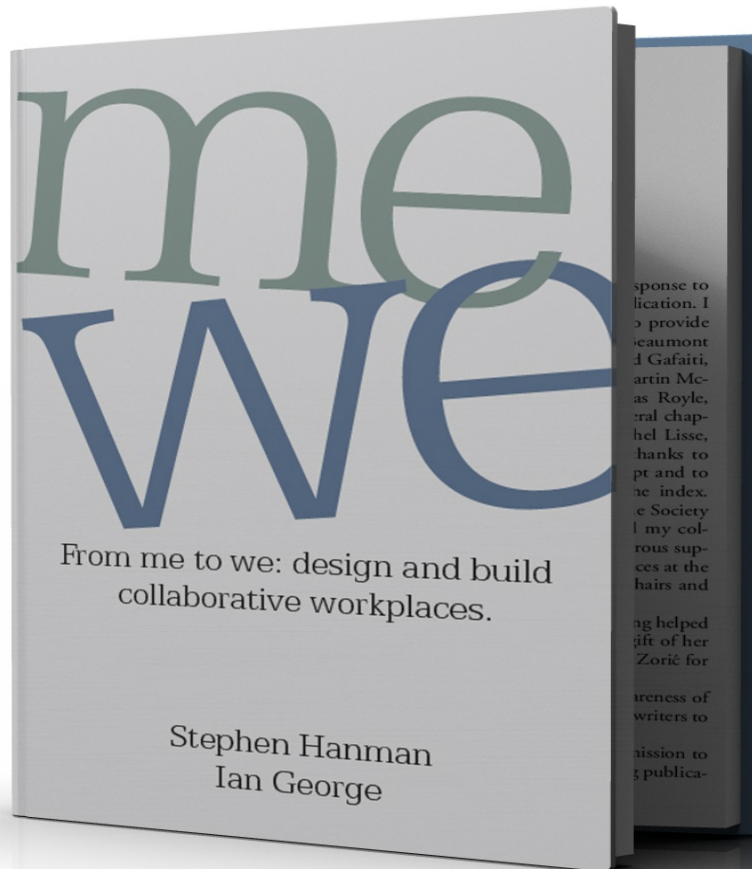


## John Morrison & Stephen Hanman

- ➤ Poll Question
- ➤ Stephen's Journey
- ➤ John's Journey
- ➤ Break Out Rooms
- ➤ Plenum Conversation
- ➤ Close

# me
# we

From me to we: design and build collaborative workplaces.

Stephen Hanman

Ian George

# The decay of the hierarchy.

98% of the time it is a bad system; only 2% is it bad people.   Source: Deming.
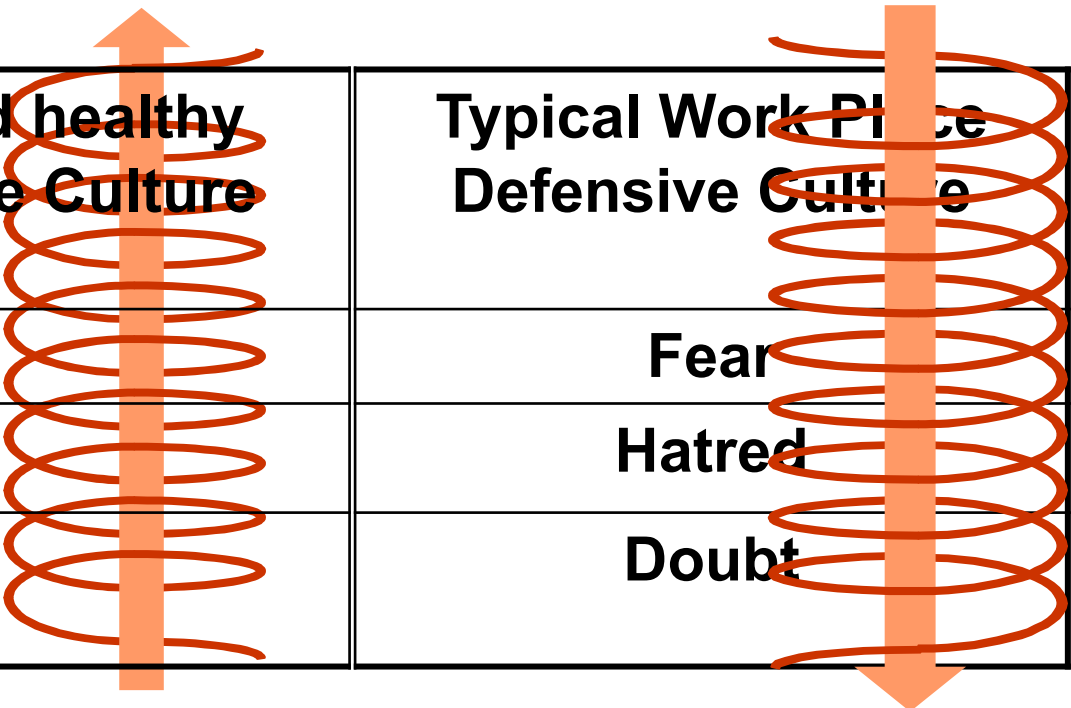
# From this

To this

# Collaboration - Relationship Building

- **Collaborating and competing when we need to. Wisdom to know the difference.**

- **Building an upward spiral in our own area / organisation first. Culture of "We are our Word" or "We do what we Say".**

- **Extending the spiral to other stakeholders – interfaces, suppliers & customers**

| | What will enable us to build healthy relationships? Constructive Culture | Typical Work Place Defensive Culture |
|---|---|---|
| **Act** | **Courage** | **Fear** |
| **Feel** | **Care - Love** | **Hatred** |
| **Think** | **Trust - Certainty** | **Doubt** |

© MIRA – Humanising Organisations

**On a technical level there were no tenders for 80% of the construction spend.**

**On a human level driven by The Grail Question: "What ails Thee?"**

# Construction Collaboration–Action Research



Interface conversations between Client & contractors.

D&C project starts here.

Steering group feedbacks to each contractor in D&C project.

Client

Design Team

All other Contractors, only 9 listed in illustration

Completed Project
Steering Group monitors & evaluates.

Learnings to next project.

Each circular line is a contractor in overall D&C project.

Interface meetings between contractors.

# Program: Delivered High Trust Relationships & an overall 7% reduction in Construction Cost.



Trade Vs BPI % Change
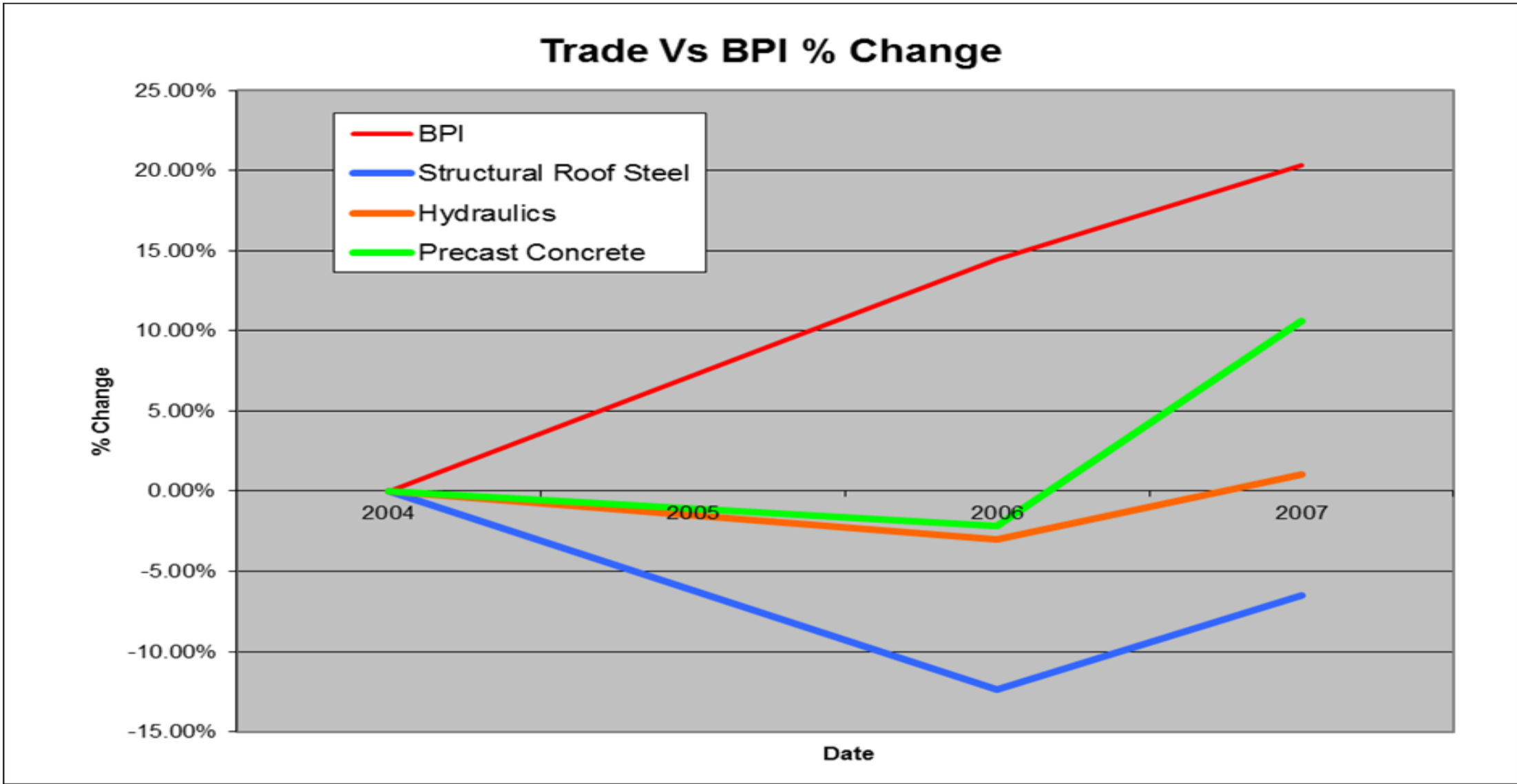
More about how this happened……..

Source: Napier & Blakely

# Conclude & 6 Step Plan.

- **YOU DON'T NEED AN APP**, you are the app.

- **YOU DON'T NEED SOFTWARE**, its loaded up each morning.

6 Step Plan to Build Collaborative Workplace.

1. **Conduct a Health Check.**

2. **Make sure everyone understands what it is you want to do & why**

3. **Act differently tomorrow.**

4. **Check in regularly – are we on track?**

5. **Identify constraints in the organisational system.**

6. **Celebrate development of High Trust & Performance Team.**

**Poll Question**

To what degree does construction collaborative facilitation exist in the country of your work?
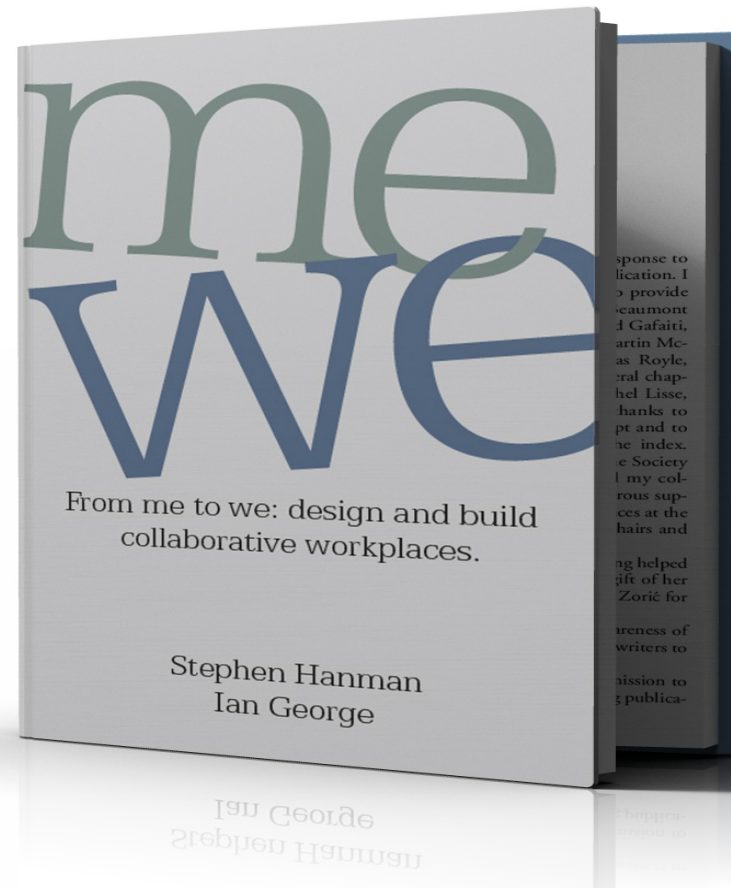
Options;    1 - Very Low

2 - Low

3 - Medium

4 - High

5 - Very High

www.stephenhanman.com

For a free download of the book. Contact details shanman@stephenhanman.com
or +61 419 597744

$100m of construction projects over 5 years.

# TEAM FACILITATION and COACHING

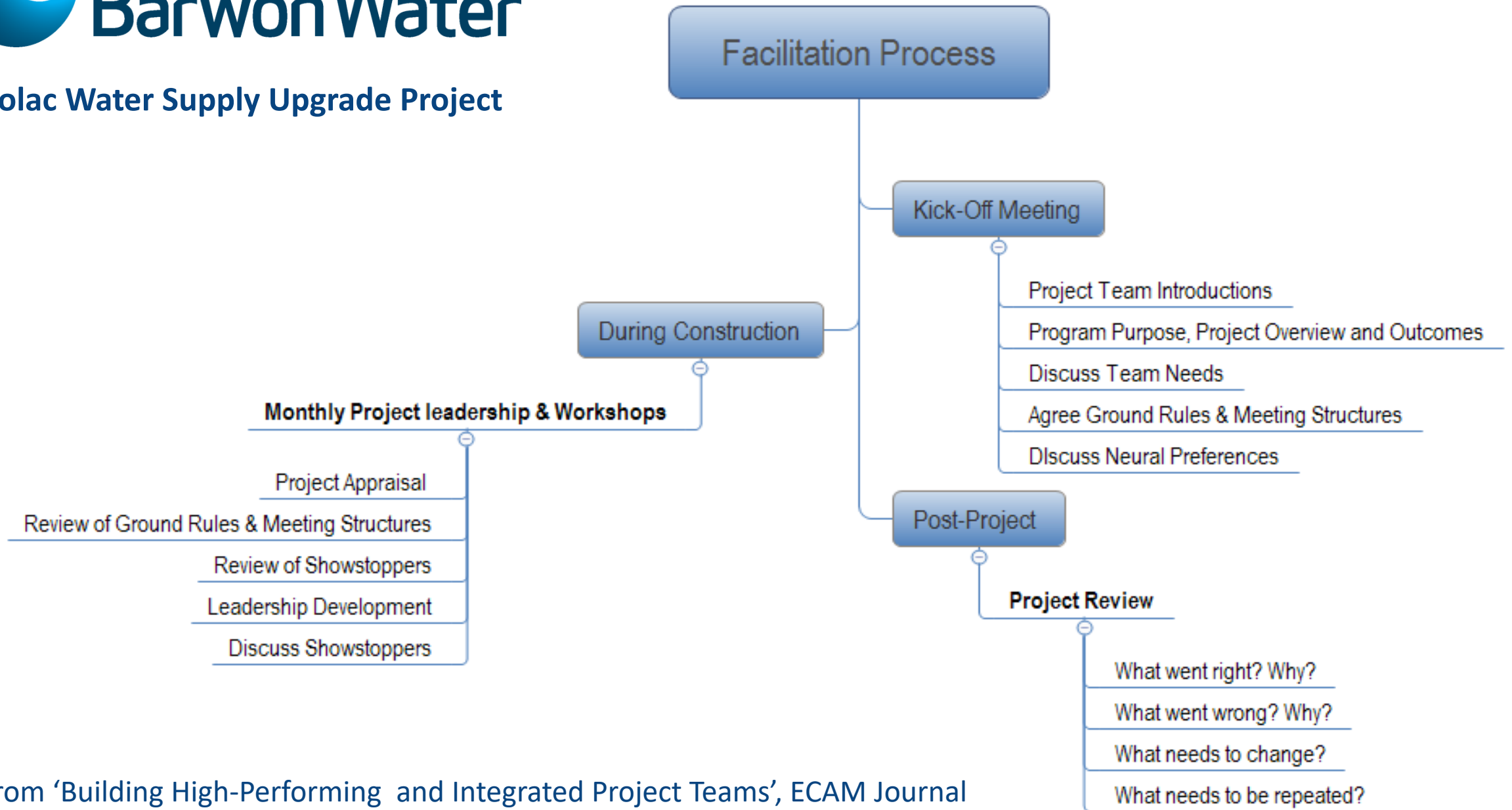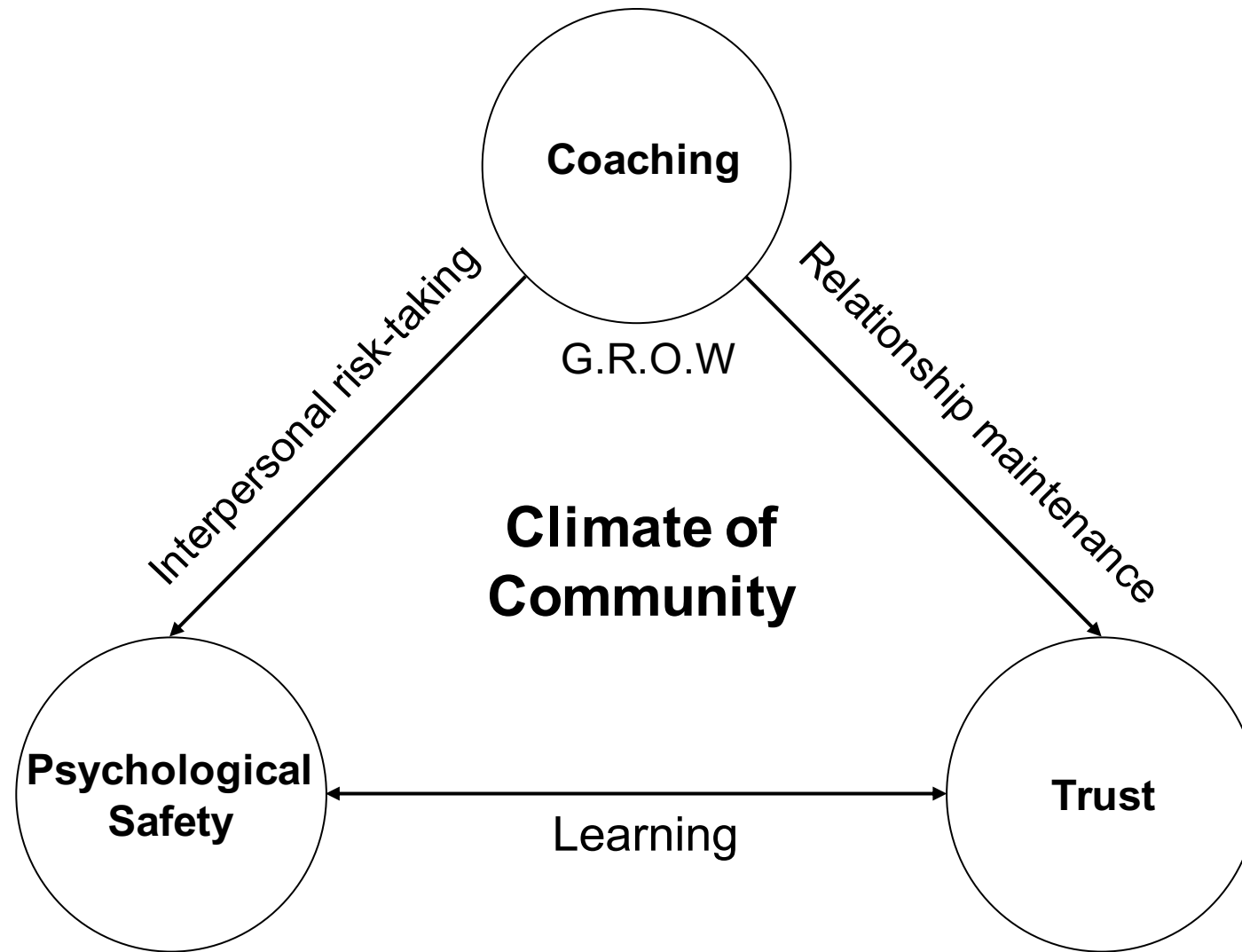## Building High-Performing
## and Integrated Construction Project Teams

Colac Water Supply Upgrade Project

**Colac Water Supply Upgrade Project**

Facilitation Process

Kick-Off Meeting
- Project Team Introductions
- Program Purpose, Project Overview and Outcomes
- Discuss Team Needs
- Agree Ground Rules & Meeting Structures
- Discuss Neural Preferences

During Construction

**Monthly Project leadership & Workshops**
- Project Appraisal
- Review of Ground Rules & Meeting Structures
- Review of Showstoppers
- Leadership Development
- Discuss Showstoppers

Post-Project

**Project Review**
- What went right? Why?
- What went wrong? Why?
- What needs to change?
- What needs to be repeated?

From 'Building High-Performing and Integrated Project Teams', ECAM Journal 2020, Ahiaga-Dagbui, Tokede, Morrison, Chirnside

**Relationship between coaching, trust and psychological safety**
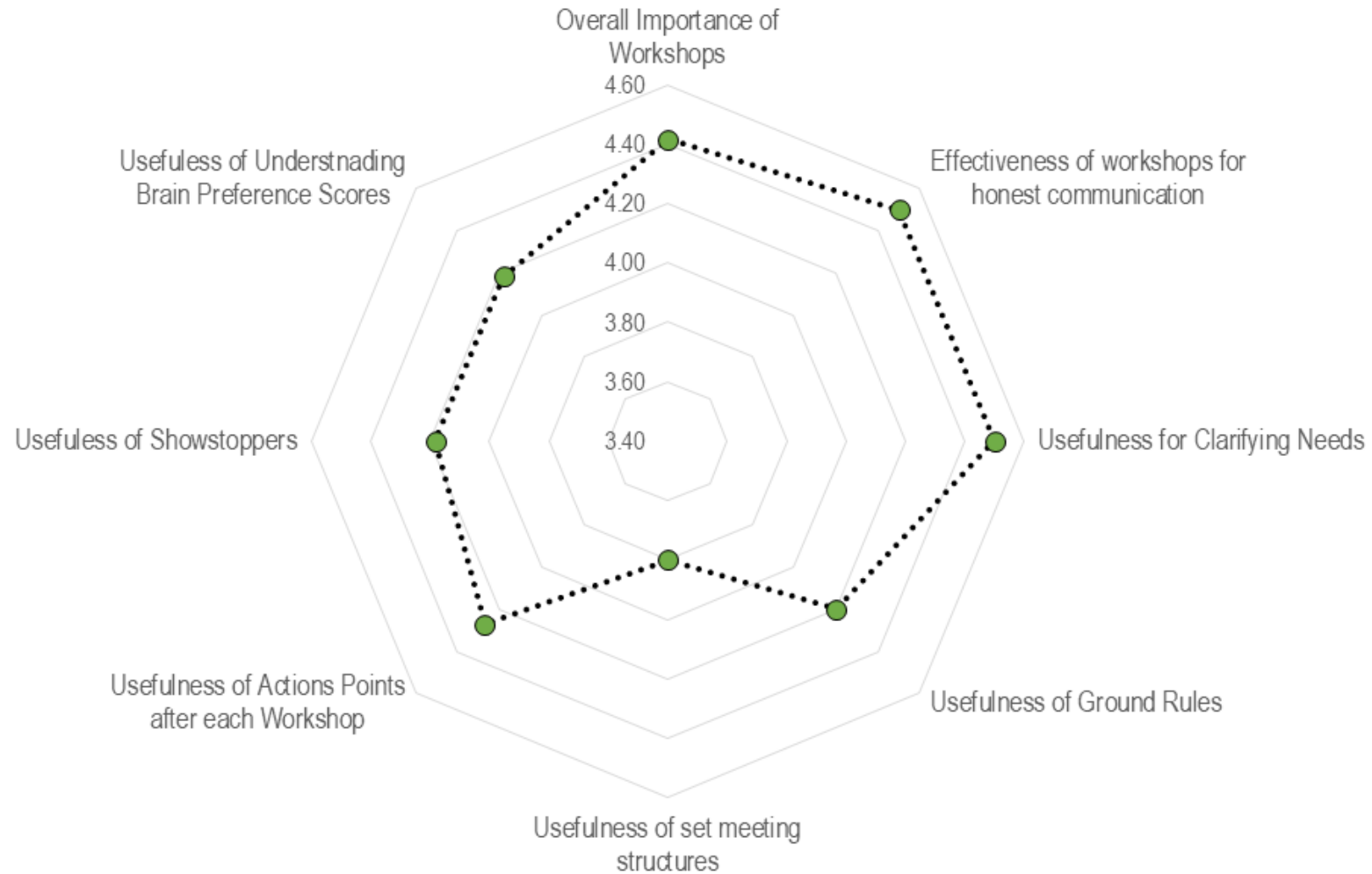
Ahiaga-Dagbui, Tokede, Morrison, Chirnside, ECAM July 2020

The Building Economist (AIQS) March, 2019 p43-46

## 'Building High-Performing and Integrated Project Teams'

D. Ahiaga-Dagbui,  O.Tokede,  J.Morrison,  A. Chirnside

**Abstract**
Effective inter-organisational relationships are key to engendering innovation and ensuring the successful delivery of infrastructure projects……………

**Key Findings**
Team facilitation and coaching;
1. Enabled an environment for psychological safety to be developed……….
2. Provided the mechanism to develop team behaviours that support enhanced performance…..

# BREAK OUT ROOM DISCUSSIONS

1. Nominate a chairperson from your group to facilitate discussion

2. Chairperson supports members to discuss the question;

   **How can collaborative facilitation be further applied in construction and other industries?**

3. Chairperson types key insights into chat room during discussions

CROSSING the THRESHOLD:
STEPPING into the FIELD of the FUTURE

Artist take of Theory U by Otto Scharmer 2016

PERFORMING
by OPERATING from the WHOLE

DOWNLOADING
PAST PATTERNS

EMBODYING

SUSPENDING

PROTOTYPING
by LINKING HEAD, HEART, HAND

SEEING
with FRESH EYES

ENACTING

REDIRECTING

CRYSTALLIZING
VISION and INTENTION

SENSING
from the FIELD

LETTING COME

LETTING GO

PRESENCING
CONNECTING to SOURCE

BIRD
2014