Leadership in the Built Environment - what are the prospects?

- Mike Murray Biographical Context
  - over 30 years experience of integrated delivery
  - design led - taking responsibility for contractual delivery
  - design, management and construction of complex projects
  - profitable business in both design and construction
  - at peak recruited 30 graduates / year across wide range of disciplines
  - strategic study of the role of institutions for ICE & CIBSE
  - a CIBSE "volunteer" - including terms as VP, Executive Board, chair of Regional Liaison Group and chair of Project Management Group.
  - now back working in an integrated multidisciplinary team - wholly owned by a developer !
- 30 years of Industry "improvement" initiatives !
  - Latham 1994
    - Constructing the Team
    - fragmentation
    - collaboration
    - adversarialism
  - Egan 1998
    - Rethinking Construction
    - supply chain beyond first tier
    - low hanging fruit
    - Lean Thinking
  - Egan et al 2002
    - Accelerating Change
    - targets for integration
    - no definitions of "integrated teams"
    - strategic partnering
    - no sign of pre-integrated teams
    - clients left to lead
    - one - off clients left in the Doldrums
  - Fairclough
    - innovation in construction
    - collaborate to compete
  - Serial "progress" reports
    - Achieving Excellence 1999
    - Modernising Construction NAO 2001
    - CE Be Valuable 2005
    - Strategy For Sustainable Construction 2008
    - Construction Matters 2008 - -> Chief Construction Adviser
  - Wolstenholm 2009
    - Never Waste a Good Crisis
    - Review of Latham, Egan et al initiatives
    - Evidence based "progress" report
    - Key Blockers - the downward spirals
      - Business and Economic Model
      - Capability
      - Delivery Model
      - Industry Structure
    - Big Themes and Quick Wins
  - Morrell
    - innovation and growth ?
    - the search for "leadership"
    - BIM Level 2 ?
  - Hansford
    - anticipation of a legacy
- Key Impacts ?
  - little objective change
  - loss of leadership in design (of the product)
  - leadership - in the hands of contractors with deepest pockets
  - ergo the exclusion of SME's
  - focus on cost without understanding value
  - design increasingly seen as a commodity
- What is the core purpose of the Institutions in the Built Environment?
  - much criticised over the years
  - Morrell's frequently expressed frustration -
  - lifelong engagement with CIBSE
    - Vice President
    - Executive Board 7 years
    - Chaired the Project Management Group
    - CIBSE Regional Liaison Group
      - UK Regions
      - Eire
      - Hong Kong
      - ANZ
  - strategic consultant to ICE for most of the naughties
    - strategic consultant to Tom Foulkes over 8 years
    - strategy for Revitalisation of ICE
    - Business Planning
      - change programme management
      - priorities for action
      - re-structure & focus
    - Regionalisation Programme
  - direct experience as a "customer" of a wide range of institutions in multidisciplinary practice
    - graduate recruitment
    - initial professional development
    - architecture to biotechnology to controls engineering
  - only do TWO things
    - gather and publish collective knowledge of practice
    - provide a register of competent members for public benefit
  - consolidation or proliferation?
    - risk of depletion of knowledge sharing activities
    - specialisms get lost in the overwhelming core
    - but much room for collaboration in the business sense
  - motivation for membership ?
    - professional registration
      - Institute of Engineers of Ireland
      - Institution of Engineers Hong Kong
    - knowledge
      - CIBSE
- What next ?
  - RIBA and CIC are wrong in their assumptions about project leadership!
    - selection based on soft skills & management bias not discipline or technology
    - leadership is needed from the earliest definition of need
    - need a continuum from inception to migration & occupation
  - Leadership in the Built Environment ?
    - naturally, the cohesive force fitting and holding the pieces and players together is some form of leadership
    - Imagine having a Leadership College where "students" are chosen on the basis of their team leadership competencies, from all Creeds...
    - to lead the integration of all parties and players in design and delivery of buildings
  - Proposal -
    - a "virtual" institution ?
    - credible distance learning / in the workplace
    - initial discussions with the Open University
    - tools and techniques to transfer the principles into practice
    - accreditation - a vital ingredient
  - a BHAG ?
- Design Management - a value proposition
  - Principles in Practice
    - need a cohesive force to bring individual sources of knowledge together
    - instead of bowls of soup and the nirvana of BIM...
    - ...we need distinct pieces or players, fitted to each other and held together to undertake the design process
    - the things we use to fit and hold the pieces together are design management principles
  - Developed a proposition to share and develop these DTL skills....shared with -
    - leading Architects' Practices
    - leading Engineering Consultants
    - three large Contractors
  - designers' responses
    - very positive response
    - "not our remit to lead"
  - contractors' responses
    - very positive response
    - monopolistic objectives
    - only one "buyer" - but .....
- Design Team Leadership - selection & development
  - no formal training available in design team leadership
    - IDBE useful but product focused
    - short 3day course now run by TTL
  - focused on internal development programme
  - leadership behaviours dominate selection
    - Belbin's team characteristics - put into action
    - Myers Briggs - behavioural profiling
    - Blanchard & Hersey - Situational Leadership
    - High Performance Team model - Core Purpose
      - Ownership RACI
      - Relationships
      - Knowledge & Skills
      - Processes
    - Business competency framework - for assessment & development
  - development of DTL toolbox based on collaborative research
    - Value Management - Reading
    - Design Management - Loughborough
    - Project Process - Salford
    - Big Ideas Research - Loughborough, Reading & Salford
    - competitors as research partners
    - supply chain as research partners
  - good DTLs able to rise above discipline interests
- A cathartic moment in management of design.
  - business unit Board meeting in 1989
  - recognition of "good" vs "bad" projects
  - not dependant on Project Manager's skills
  - causal link between project "success" and good design leaders
  - Board determined to change appointment of leaders