

Delivering World Class Infrastructure Projects in Wales

Cardiff

24th October 2013



Richard Wilson

**Deputy Director, Commercial &
PPM Division**

Welsh Government



Jane Hutt AM

Minister for Finance



Major Project Delivery

Peter Chamley

24/10/2013

Agenda

- Introduction
- We can deliver great major projects
- While others are struggling.....
- There is good advice and expertise out there
- Key factors for success

Successful Major Projects

UK plc has learned how to deliver great projects

- HS1 - Channel Tunnel Rail Link
- Olympics
- New Forth Bridge Crossing
- Regulated Water Business

HS1 - Channel Tunnel Rail Link

- First High Speed Railway in the UK
- Delivered to Budget and Time
- No major disputes
- Contented Stakeholders
- Successful Operational Performance



UK Water Company Investment

- Investment spend 2005 – 2015 of £45billion
- Significant improvements in water and wastewater quality
- Set the standards for new procurement methods
- Early adopters of NEC

London Olympics

- On time and under budget
- Alignment of objectives
- Clarity of scope
- Decisive leadership



London Olympics

- On time and under budget
- Alignment of objectives
- Clarity of scope
- Decisive leadership



New Forth Bridge Crossing



- Reduced estimated cost from £4bn to £1.5bn
- Overcome strong opposition
- Strong Contractor/Client Relationship
- Public and Political Support

Who would expect this in Germany?

The screenshot shows a web browser window displaying an article on Spiegel Online International. The browser's address bar shows the URL: www.spiegel.de/international/business/disastrous-public-works-projects-in-germany-a-876856.html. The page features the Spiegel Online International logo and navigation menus. The article title is "Disastrous Public Works Projects: A History of Political Deception in Germany" by Florian Diekmann, Michael Kröger, and Anna Reimann. The article text begins with "Berlin's airport debacle is turning into what seems like a never-ending scandal, with critics worrying the capital city has seriously damaged its image. But it's not the only place in Germany that has seen projects plagued by delays and exploding costs." Below the text is a photograph of a building under construction with a blue facade. On the right side of the page, there is a vertical advertisement for "transparo" car insurance comparison, featuring a cartoon car and the text "Kfz-Versicherungsvergleich" and "SCHNELL & EINFACH TARIFE VERGLEICHEN". At the bottom of the ad, it says "Tarifportale Kfz-Versicherung Testsieger Ausgabe 11/2011" and "Euro".

Disastrous Public Works P x

www.spiegel.de/international/business/disastrous-public-works-projects-in-germany-a-876856.html

BBC Weather City of... Free Hotmail Web Slice Gallery

RSS | Mobile | Newsletter

SPIEGEL ONLINE INTERNATIONAL

NACHRICHTEN VIDEO THEMEN FORUM ENGLISH DER SPIEGEL SPIEGEL TV ABO SHOP

Front Page World Europe Germany Business Zeitgeist International Forum Newsletter

English Site > Business > German Politics > Disastrous Public Works Projects in Germany

Disastrous Public Works Projects: A History of Political Deception in Germany

By Florian Diekmann, Michael Kröger and Anna Reimann

Berlin's airport debacle is turning into what seems like a never-ending scandal, with critics worrying the capital city has seriously damaged its image. But it's not the only place in Germany that has seen projects plagued by delays and exploding costs.

January 10, 2013 - 06:15 PM

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Tweet 115 Recommend 299 +1

REPRINTS

SPIEGEL ONLINE Find out how you can reprint this SPIEGEL ONLINE article.

transparo

Kfz-Versicherungsvergleich

SCHNELL & EINFACH TARIFE VERGLEICHEN

Tarifportale Kfz-Versicherung Testsieger Ausgabe 11/2011

€uro

Strategic Infrastructure Delivery

Industry Agenda

Strategic Infrastructure

Steps to Prioritize and Deliver
Infrastructure Effectively and Efficiently

With Appendices

Prepared in collaboration with PwC

September 2012



- Setting goals for economic infrastructure
- Prioritizing infrastructure investment
- Value for money procurement
- Maximising finance efficiency
- Project management

Influences on Successful Project Delivery

- People and Attitudes
- Client Structure
- Clarity of Scope
- Delivery Strategy
- Interfaces

People and Attitudes

- Project Champion
- Political will
- Leadership with experience
- Key Factors
 - Skill and Competence
 - Enthusiasm
 - Trust
- Stronger than Process

Client Structure

- Recognise limitations
- Controlling mind
- Be prepared to change as project moves through phases
- “Thin” structure
- Devolved decision making powers

Clarity of Scope

- Alignment of all parties
- Inclusive of all stakeholders
- If well defined and no change:
 - Planned Workflow
 - Controlled Outcome
 - Success
- If unclear and post award change:
 - Hard work
 - Changing Workflow
 - Uncertain Outcome

Clarity of Scope

“Start 6 months too early and you finish 18 months late”

Cheaper and quicker to get Scope right than start too early

Delivery Strategy

- Prepare the Plan at outset
- Look for value for money and quality rather than lowest cost
- Plan to do things early, eg contract documentation to allow thinking time and proper review periods
- Be honest and very clear about identifying and allocating risk
- Keep it constantly under review

Interfaces

- If not understood these will kill the job
- Define them
- Package the Works accordingly
- Manage them relentlessly

Applying this to projects in Wales:

- Valley Lines electrification
- M4 Corridor
- Circuit of Wales
- A465 Heads of the Valleys

Major Projects delivered from Wales



Project delivery in a complex environment

- Miranda Reeves



Plan Design Enable



Atkins at Heathrow Airport

Broad ranging airport capability and experience

- Design & Engineering
- Information Technology
- Environmental Analysis
- Process Design & Modelling
- Asset Strategies



IT Projects Background

- Heathrow Airports Limited (formerly BAA)
 - IT Outsource May 2011
- Atkins portfolio of 30 to 40 IT Projects
 - ICS in Construction – Cabling, Fibre, CCTV, Access Control, Wayfinding, Wireless Connectivity
 - Ground Radio
 - Specialist IT - Passenger Management, Biometrics, Security Queue Measurement, Baggage
 - Building and Asset Control Systems Strategy

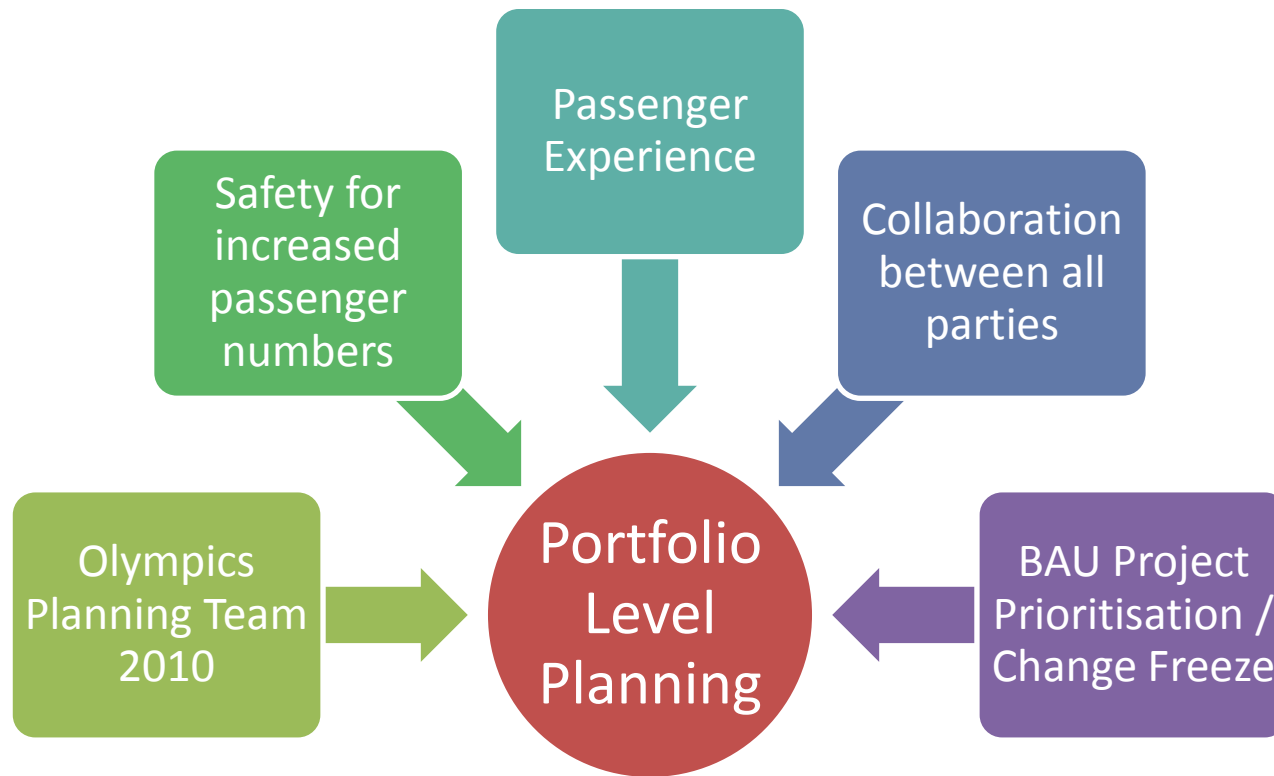


Complex Project Environment

- Multiple stakeholders
- 4 Individual Terminals
- Security Controlled
- Safety Critical
- Passenger Experience
- At Capacity
- 4 to 6 hour on-site working window
- Media & Public Attention



London 2012 - A Good First Impression



Olympics Specific Projects

LOCOG Desks

Provided the required IT for LOCOG, which included the welcome and accreditation desks for processing the athletes, enabling them to pass through the terminals as quickly as possible.



Olympics Specific Projects



Temporary Terminal
 structured cabling, CCTV,
 flight information displays,
 security access control,
 wireless connectivity,
 check-in desks, common-
 use terminals, security
 search lanes and
 telephony



Plan Design Enable

Olympics Specific Projects



Atkins PASS2 system
 Upgrade across airport to allow both domestic and international passengers flying from all terminals to pass through the temporary terminal

Plan Design Enable



Project Delivery Challenges

- **Complex Stakeholder Environment**
- **Resources** – right level at the right time
- **Controlled Change**
- **Immovable End Date** – no second chance



Lessons

- Expert Project Management
- Built in Contingency
- Rigorous Risk & Change Control
- Tried & Tested Governance Procedures
- Take Action – as soon as you suspect it is needed!



Any Questions?



Delivering the greatest show on earth

Mike McNicholas
Managing Director, Design & Engineering - Atkins

The ATKINS logo is displayed in white, bold, sans-serif capital letters on a green rectangular background in the top right corner of the slide.

ATKINS

The background of the slide features a photograph of the London 2012 Olympic Stadium and the ArcelorMittal Orbit sculpture. The stadium's distinctive, ribbed, blue facade is prominent on the right, while the tall, red, lattice-structured sculpture stands on the left. A concrete bridge spans across the scene in the middle ground. The sky is filled with white and grey clouds. A semi-transparent blue horizontal band is overlaid across the middle of the image, serving as a background for the central text.

**Proud to be the
engineering design experts
behind London 2012...**

A smaller version of the ATKINS logo, consisting of the word 'ATKINS' in white capital letters on a dark teal square background, located in the bottom right corner.

ATKINS

A large, stylized '75' logo in white, where the numbers are interconnected, set against a dark teal square background. This logo is positioned below the ATKINS logo in the bottom right corner.

75

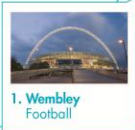
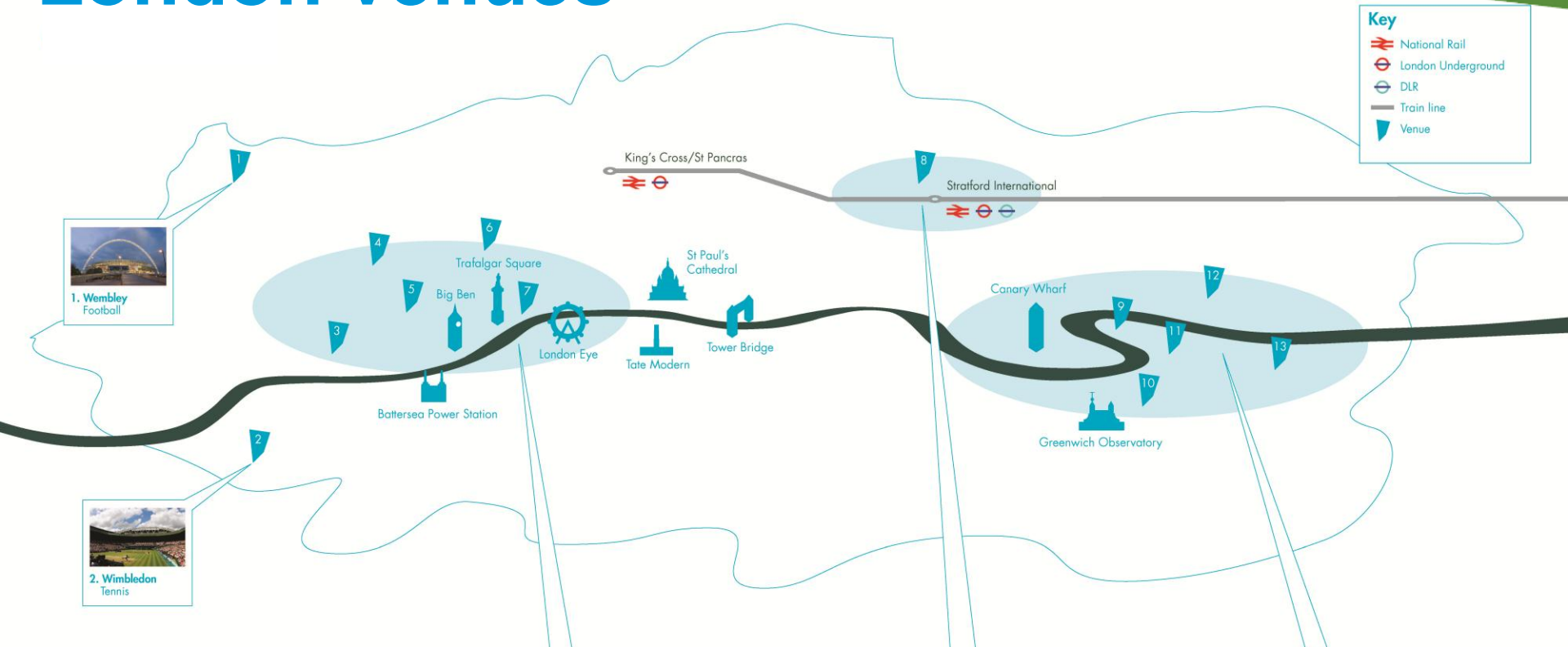
DESIGN AND ENGINEERING
EXCELLENCE SINCE 1938

The London 2012 Games



When London won the bid to stage the Games on 6 July 2005, it provided an **exceptional opportunity for the UK engineering and construction industry...**

London venues



1. Wembley Football



2. Wimbledon Tennis

Index of venues outside London

- A Broxbourne – Canoe Slalom
- B Eton Dorney – Rowing, Canoe Sprint, Rowing
- C Hampden Park – Football
- D Millennium Stadium – Football
- E Hadleigh Farm – Cycling (Mountain Bike)
- F Old Trafford – Football
- G St James' Park – Football
- H Weymouth & Portland – Sailing, Sailing

Central Zone

Lord's Cricket Ground	Horse Guards Parade
3 Earls Court Volleyball	6 Regent's Park Cycling (Road) Cycling (Road)
4 Lord's Cricket Ground Archery	7 Horse Guards Parade Volleyball (Beach)
5 Hyde Park Triathlon Aquatics (Open Water Swimming)	

Key

- Olympic Sport
- Paralympic Sport

Olympic Park

Olympic Stadium	Aquatics Centre
8 Olympic Park Aquatics (Diving, Swimming, Synchronised Swimming, Water Polo) Modern Pentathlon (Swimming, Fencing) Basketball Handball Cycling (BMX) Hockey Cycling (Track) Athletics	Swimming Wheelchair Rugby Goalball Wheelchair Basketball Seven-a-side football Cycling (Track) Athletics Wheelchair Tennis Archery

River Zone

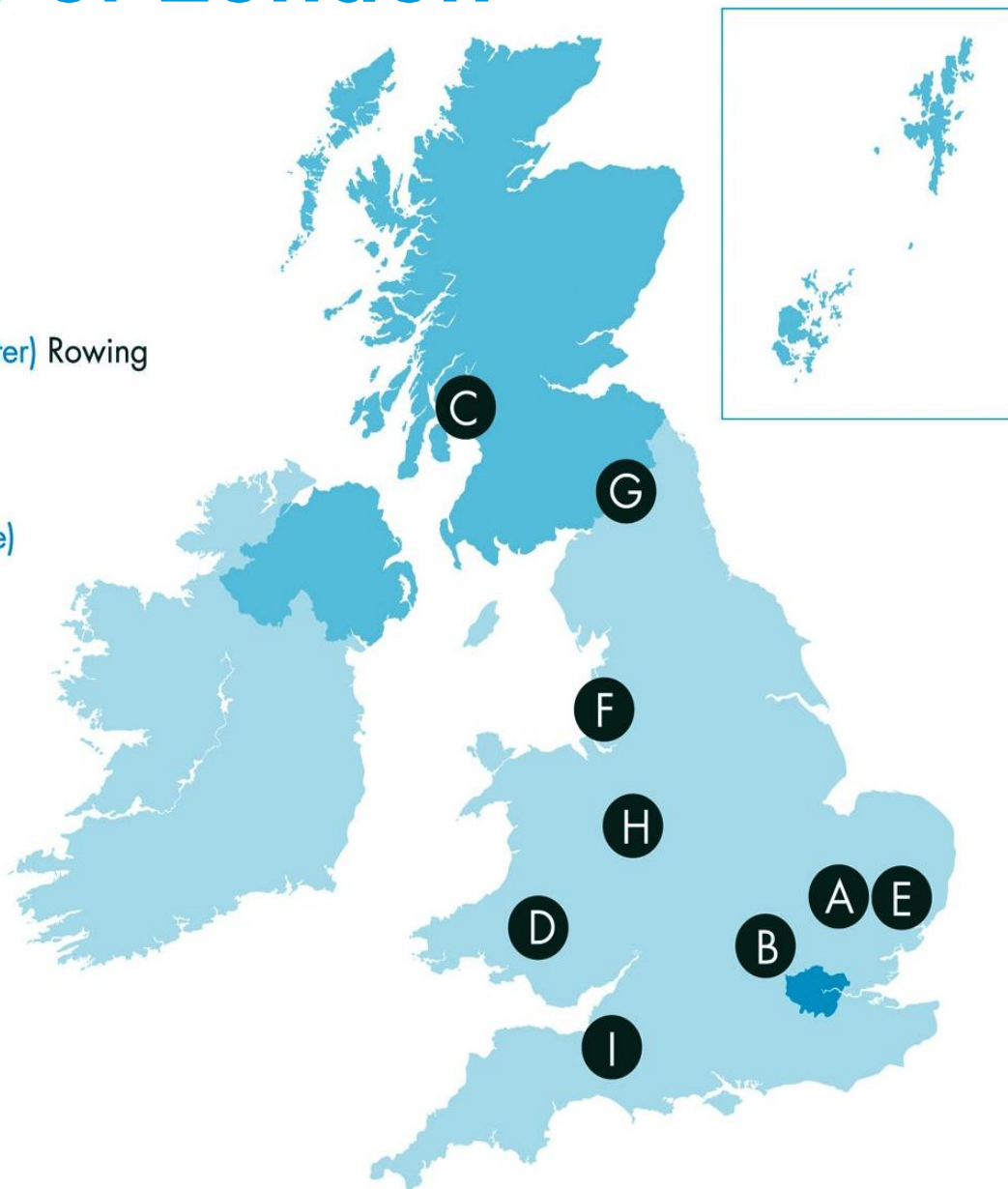
The Royal Artillery Barracks	North Greenwich Arena 1
9 North Greenwich Arena 1 Basketball (Finals) Gymnastics (Artistic/Trampoline) Wheelchair Basketball	12 ExCeL Boxing Judo Fencing Taekwondo Table Tennis Wrestling Weightlifting Boccia Powerlifting Table Tennis Judo Wheelchair Fencing
10 Greenwich Park Equestrian Modern Pentathlon (Riding/Running/Shooting) Equestrian	13 The Royal Artillery Barracks Shooting Shooting
11 North Greenwich Arena 2 [venue subject to review] Badminton Gymnastics (Rhythmic) Volleyball (Sitting)	

Venues outside of London

- A Broxbourne – Canoe/Kayak (Slalom)
- B Eton Dorney – Rowing, Canoe/Kayak (Flatwater) Rowing
- C Hampden Park – Football
- D Millennium Stadium – Football
- E Mountain Bike venue – Cycling (Mountain Bike)
- F Old Trafford – Football
- G St James' Park – Football
- H Villa Park – Football
- I Weymouth & Portland – Sailing, Sailing

Key

-  Olympic Sport
-  Paralympic Sport



Olympic Park



The Key Players

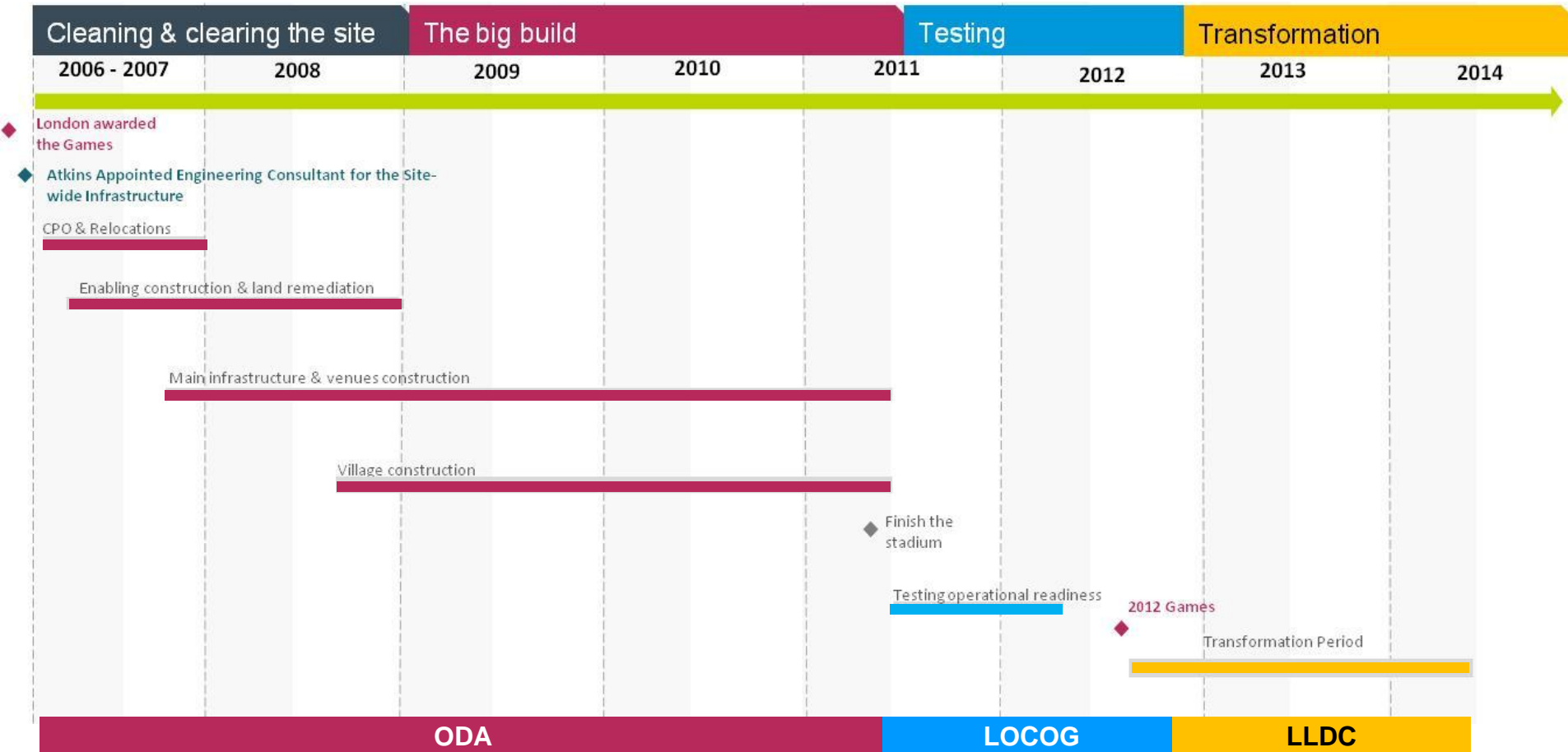
The London Organising Committee of the Olympic and Paralympic Games (LOCOG)

- Preparation and Staging of Games
- Design and delivery of temporary venues and overlay for the Games
- Direct link with International Olympic Committee
- Relate with and other sporting bodies such as International Swimming Federation (FINA)
- Upholding the commitments made in the 'Bid Book'

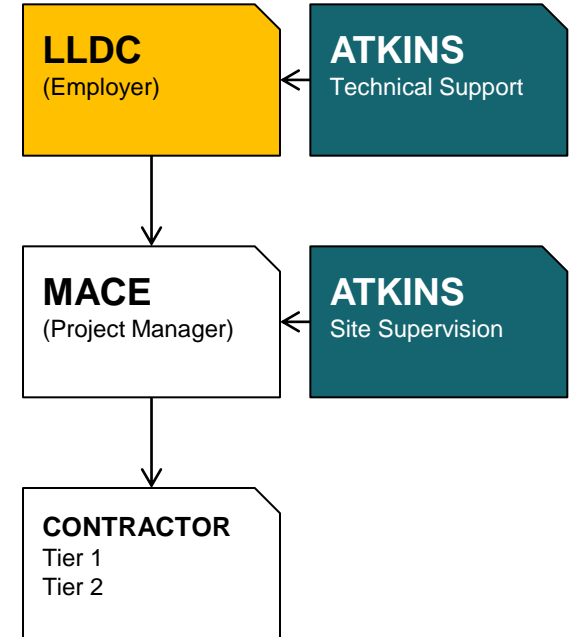
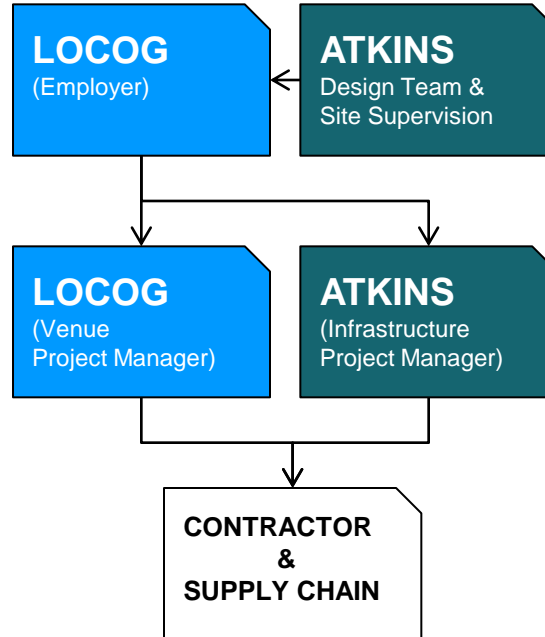
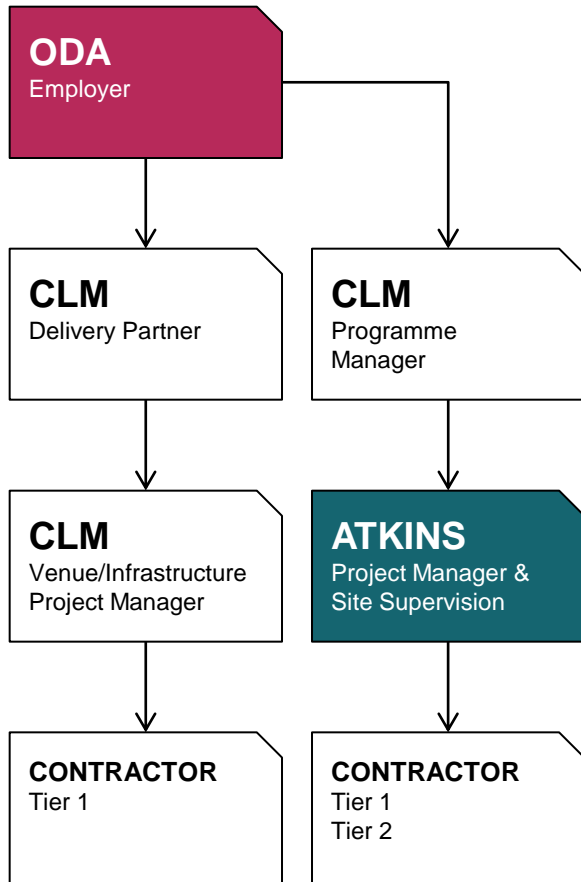
Olympic Delivery Authority (ODA)

- Create infrastructure and facilities associated with the Olympic Park to time and agreed budget
- To deliver Games legacy venues
- Deliver necessary transport infrastructure
- Deliver agreed sustainable legacy plans

The programme



The teams



The background of the slide is a photograph of a large-scale construction site. In the foreground, there is a wide, sandy area with some sparse green vegetation. In the middle ground, a large, dark-colored structure, possibly a ship's hull or a large industrial component, is being assembled. Several tall, white tower cranes are positioned around the structure. A red and white safety fence runs across the site. In the background, a blue sky with scattered white clouds is visible. On the left side, there is a partially completed building with a curved facade.

The Show begins LDA, ODA and LOCOG

Cleaning & clearing the site

The big build

Testing

2006 - 2007

2008

2009

2010

2011

2012

◆ London awarded the Games

◆ Atkins Appointed Engineering Consultant for the Site-wide Infrastructure

CPO & Relocations

Enabling construction & land remediation

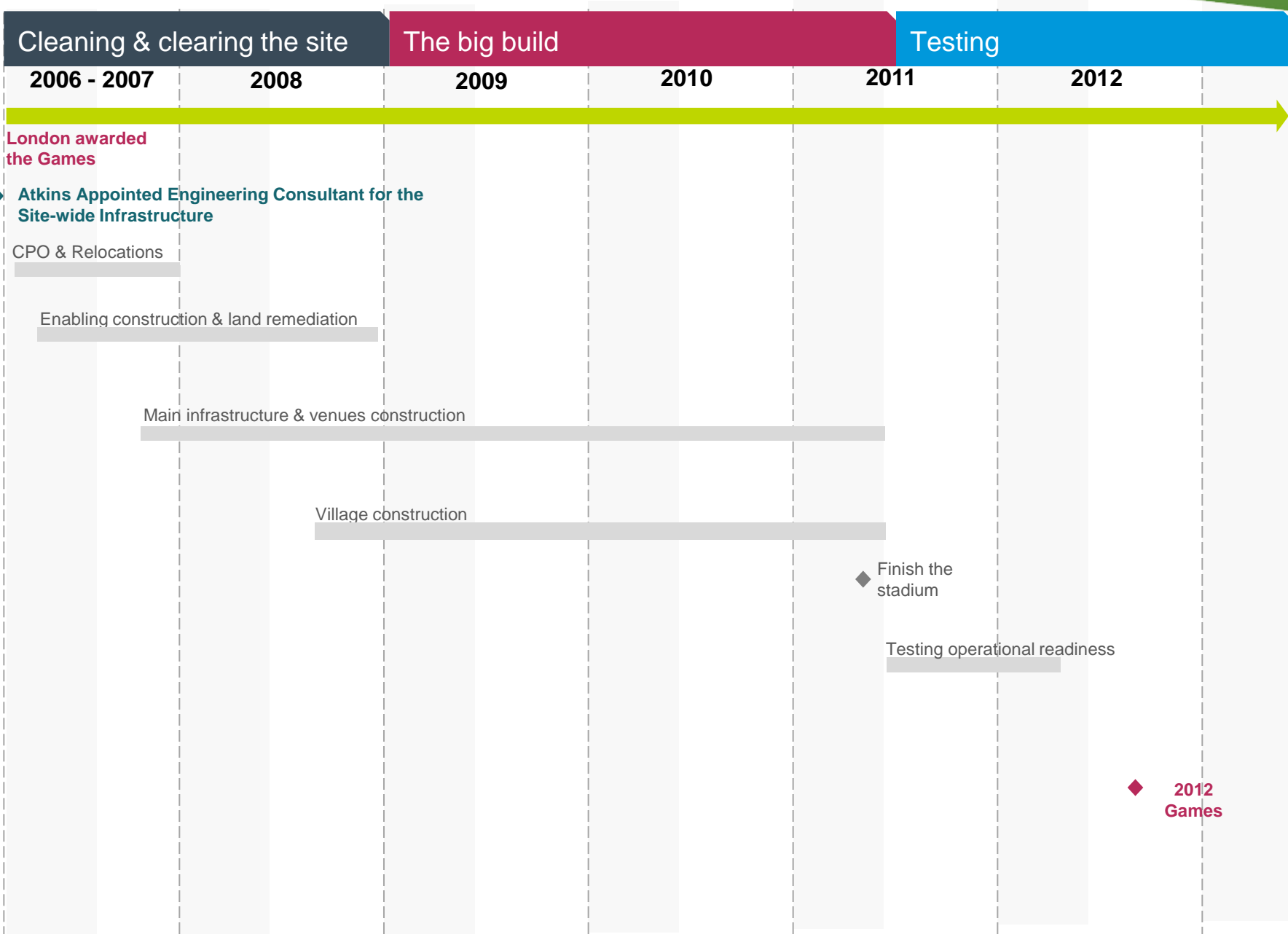
Main infrastructure & venues construction

Village construction

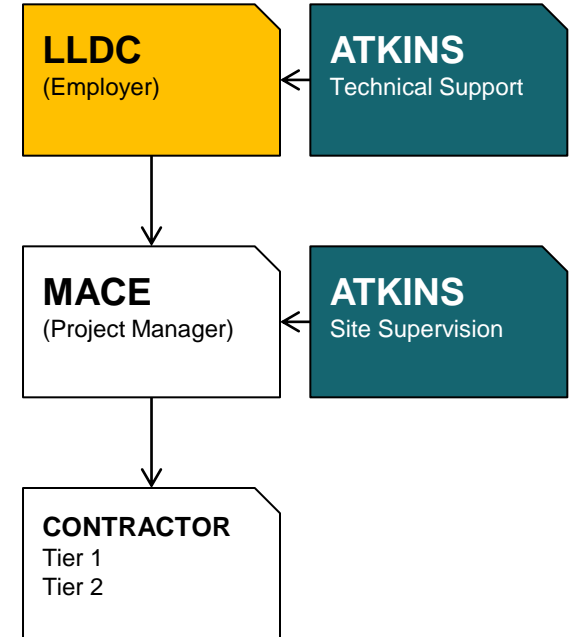
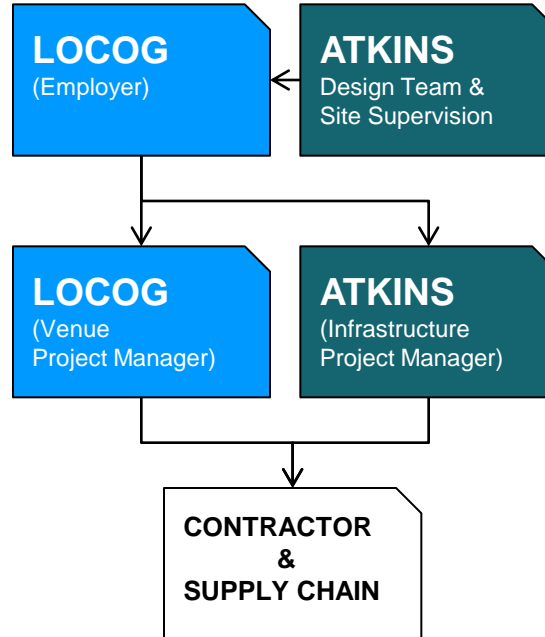
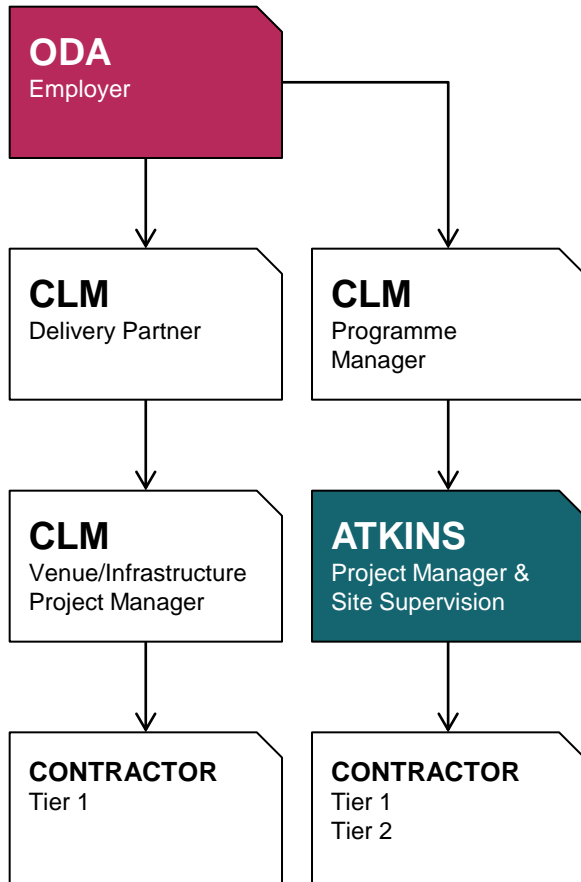
◆ Finish the stadium

Testing operational readiness

◆ 2012 Games



The Teams



LEADERSHIP

**London has promised the world
the greenest, most sustainable
Games ever and we've helped to
keep that promise**

Mission

To deliver venues, facilities, infrastructure and transport on time for the London 2012 Olympic and Paralympic Games that are fit-for-purpose and in a way that maximises the delivery of a sustainable legacy within the available budget.

Overarching themes

Time, cost and fit for purpose

Objectives

Priority themes

Venues

Site platform

Village vertical build

Transport

Operations

Stratford projects

Other projects

Health, safety and security

Sustainability

Equality and inclusion

Employment and skills

Legacy

Design and accessibility

Figure 2: Details of the London 2012 policy values and priority themes

Venues



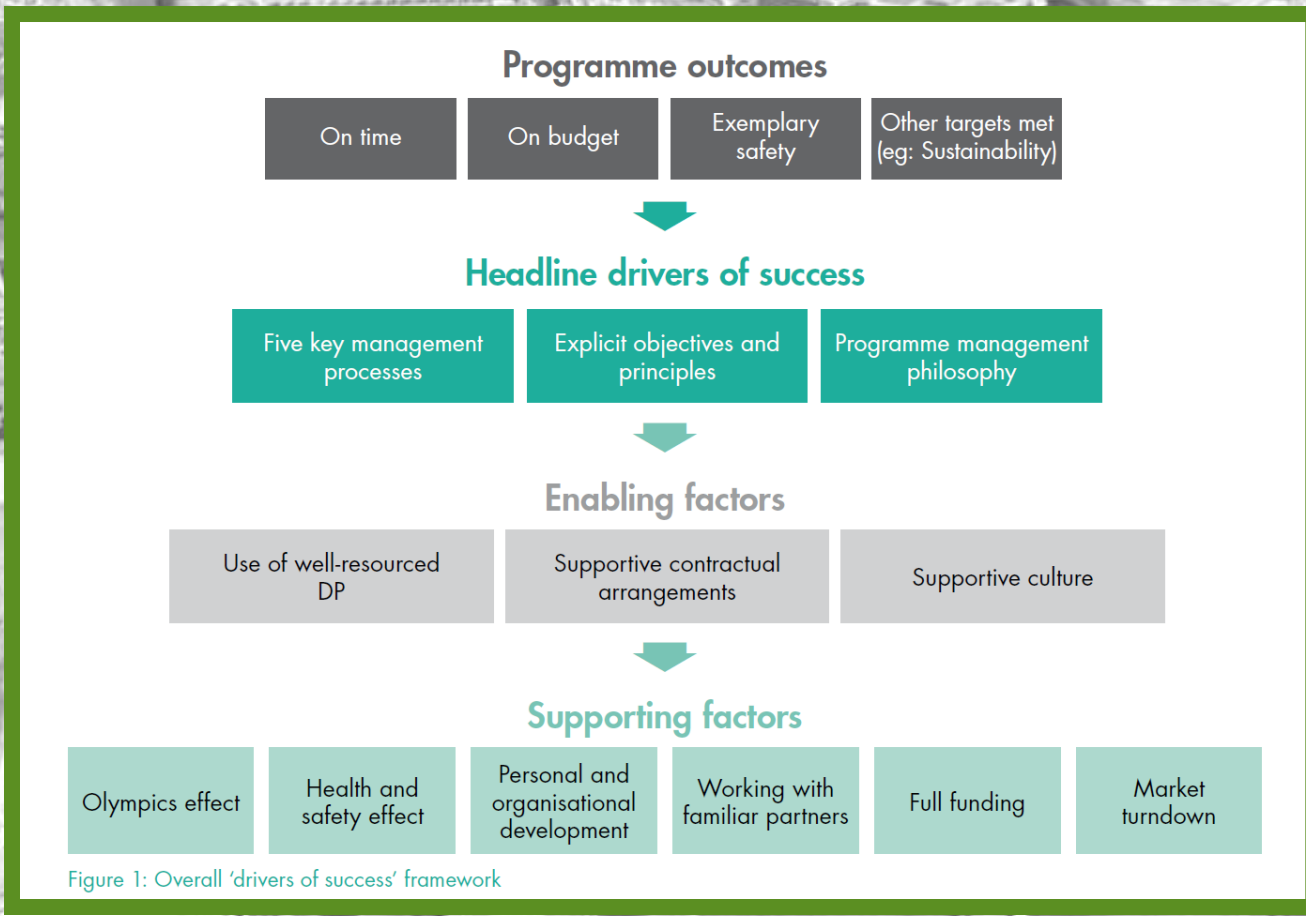
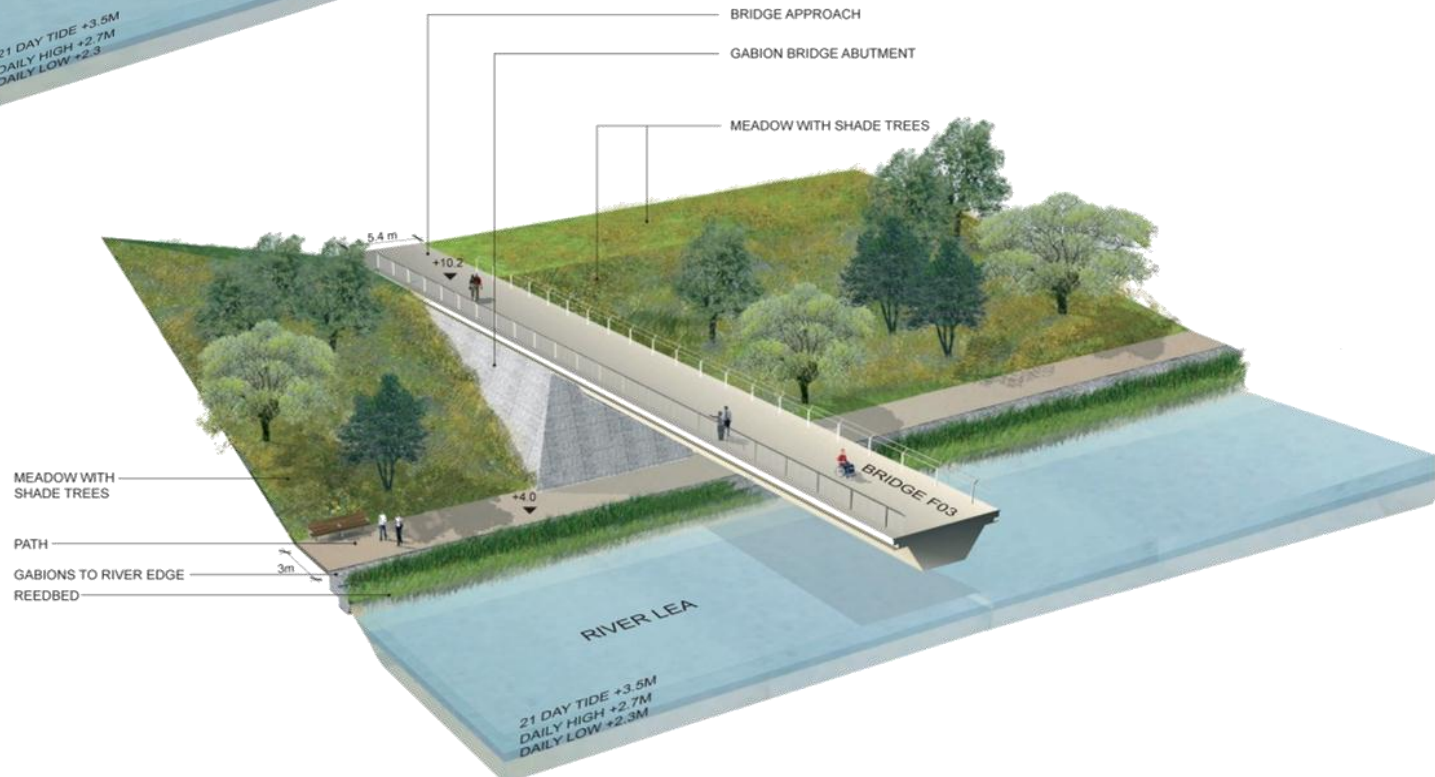
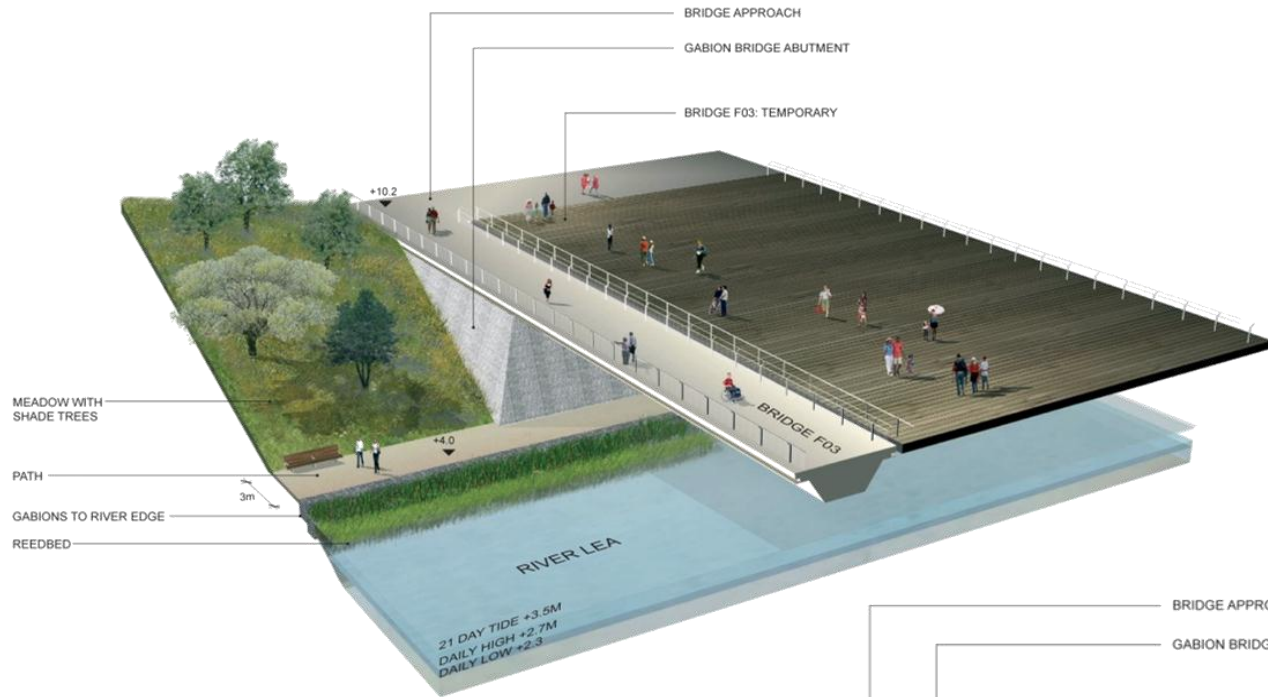


Figure 1: Overall 'drivers of success' framework

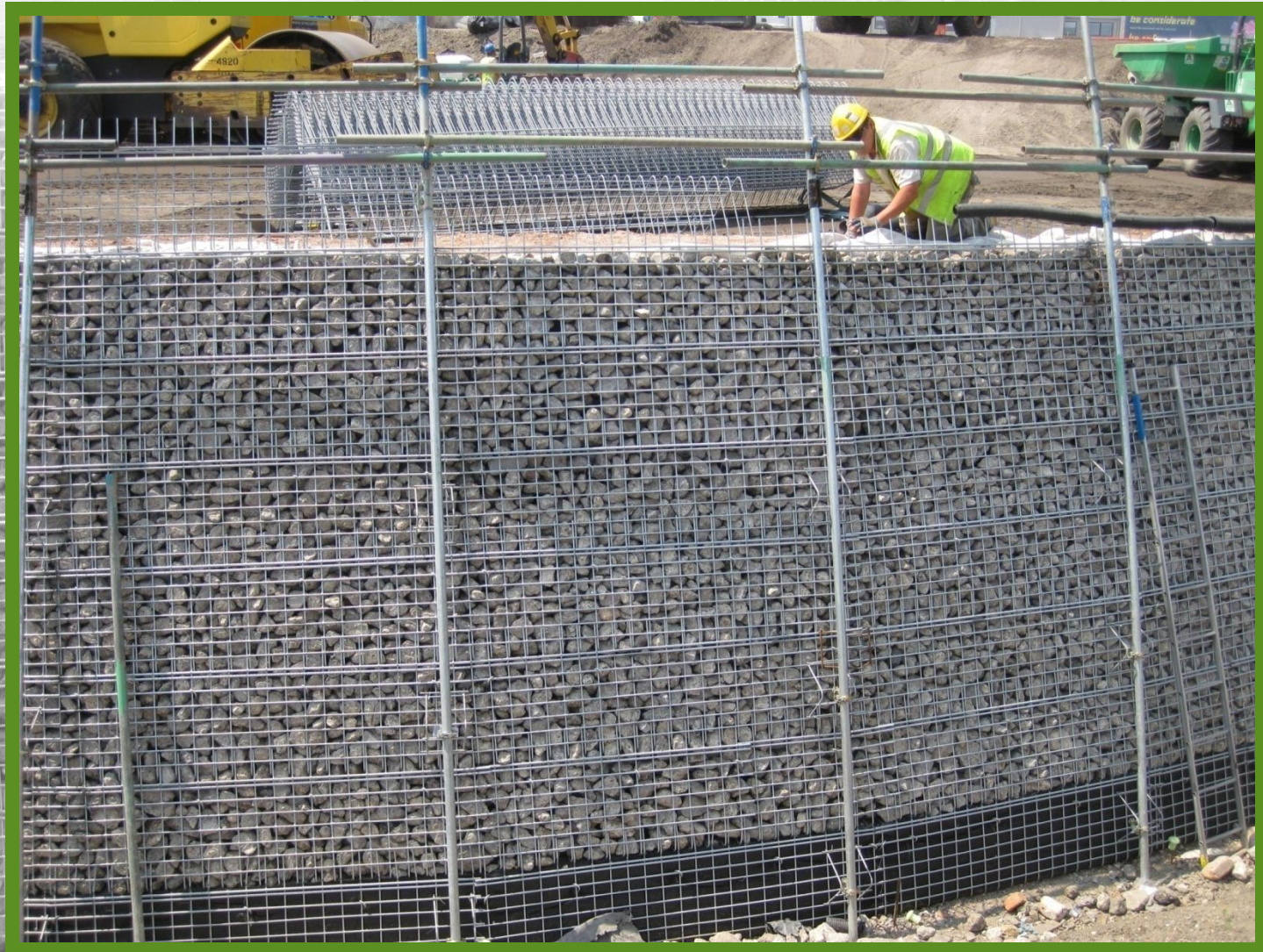
Appropriate Standards





Demolition & Site Clearance – 97% Reuse

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Landscape and Public Realm



Change Mangement



Infrastructure





Building the Stage in detail:

Site clean up and creating the platform for the Games

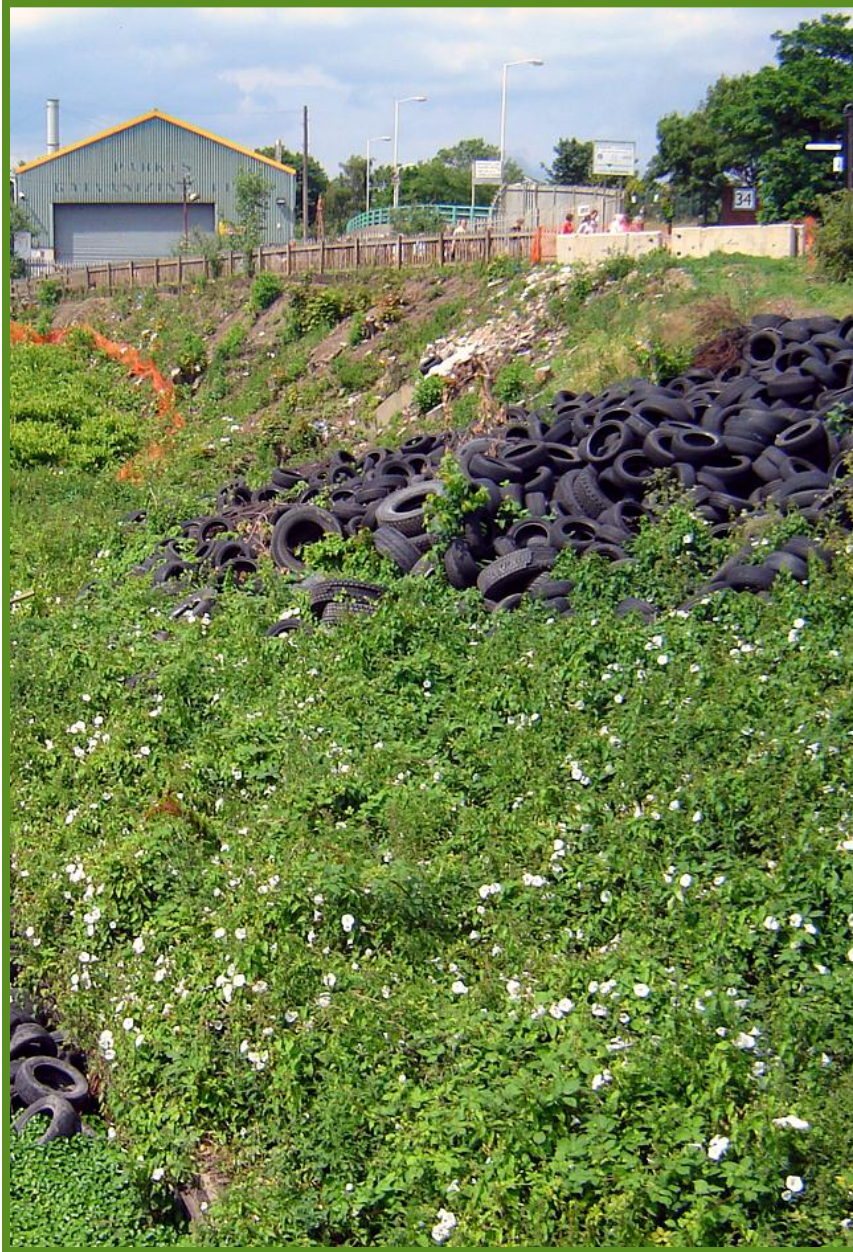
Setting new standards

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**Planning, Integration,
Behaviours, Standards**







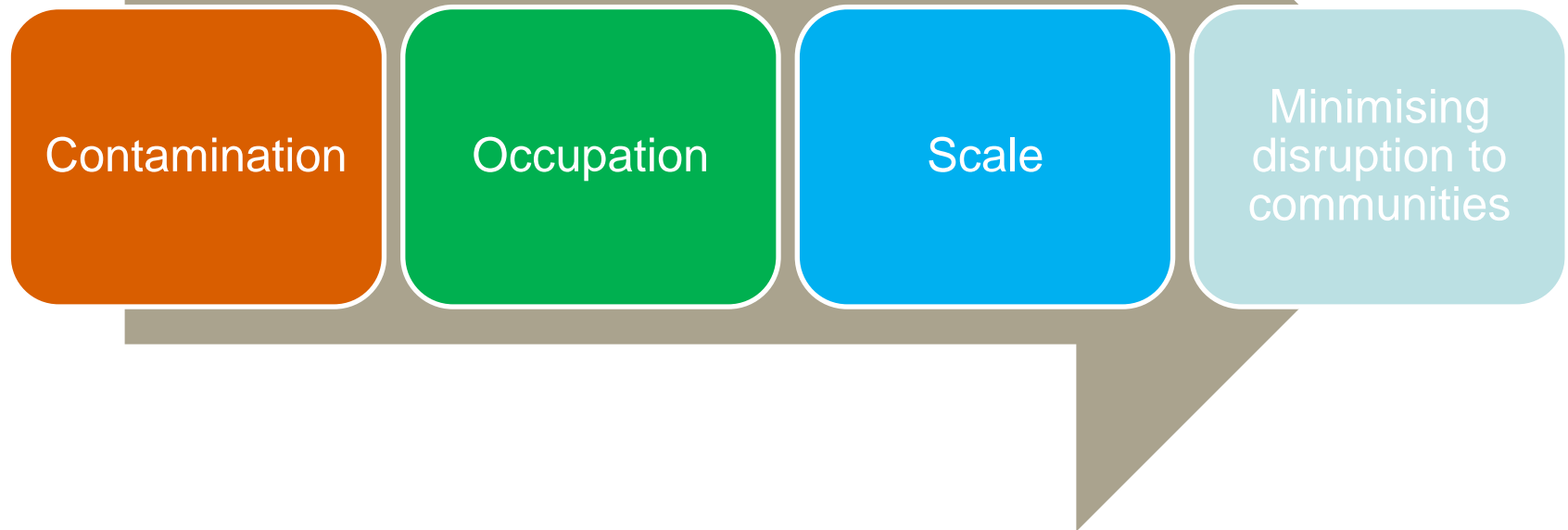
Archaeology – 140 Investigations



Demolition & Site Clearance – 221 Buildings



The challenges



... all on Time, on Budget and to Quality required by follow on contractors...



CLEANING THE OLYMPIC PARK

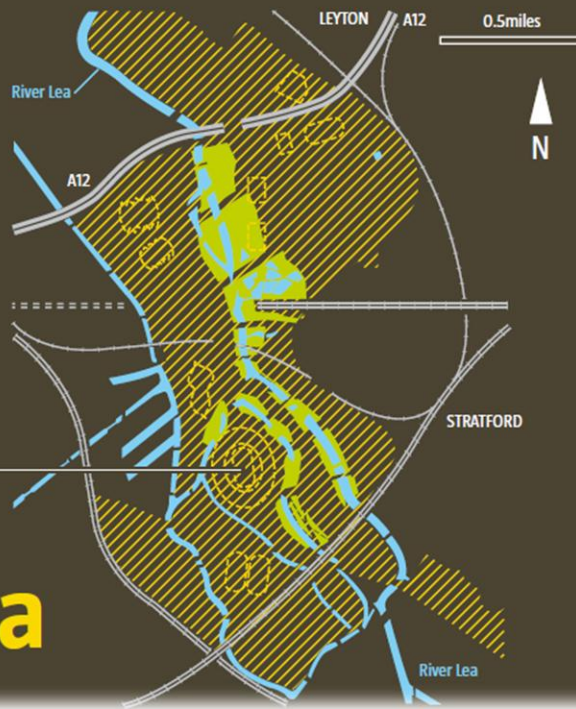


1. THE SITE

246ha brownfield site criss-crossed with neglected waterways and bound by railway lines. Occupied by industrial activity prior to acquisition

 Contaminated brownfield site
 Planned green areas

Position of stadium



246ha
extent of site

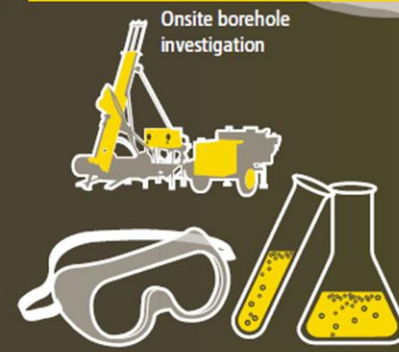
2. CONTAMINATION



Contamination from over 200 years of industrial activity. Previous business uses include waste tip, chemical works, glue factory, landfill site and bus depot. All giving rise to an accumulation of diverse contaminants that had penetrated both soil and groundwater

200yrs
industrial activity

3. ANALYSIS



As each business vacated the site, teams went in to carry out full ground investigation. Data from the studies was added to historic information about how the site had been used. In all 3,000 borehole-based investigations were conducted

3,000
borehole-based investigations



4. REMEDIATION

In situ remediation



Archae bugs for groundwater remediation



Soil hospital for worst contamination

The remediation strategy was to keep as much soil on site as possible. Techniques include soil washing, bio-remediation, chemical and geotechnical stabilisation. 98% of demolition material was reclaimed and reused. Archae bugs were used to clean the groundwater

80%

of soil retained and reused

5. ECOLOGY

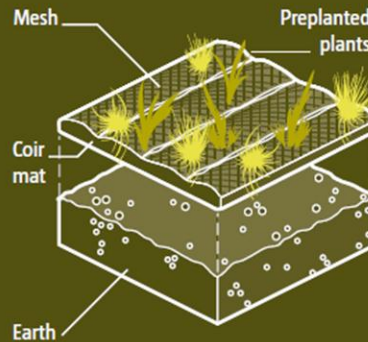


Despite the presence of 200 buildings, this brownfield site also contained habitats for a wide range of flora and fauna including invertebrates, birds and moths. Where possible species were collected and translocated or their habitats maintained

45ha

of created habitat

6. COIR MATTING

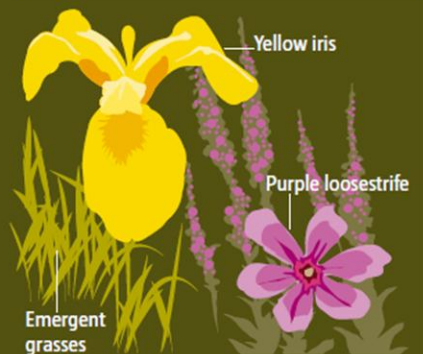


After exhaustive testing coir pallet planting was found to be the most successful way of delivering native wetland plants back to this challenging section of the River Lea. Seedlings are delivered to site ready planted in coir mats

380,000

Individual wetland plants

7. PLANT TYPES

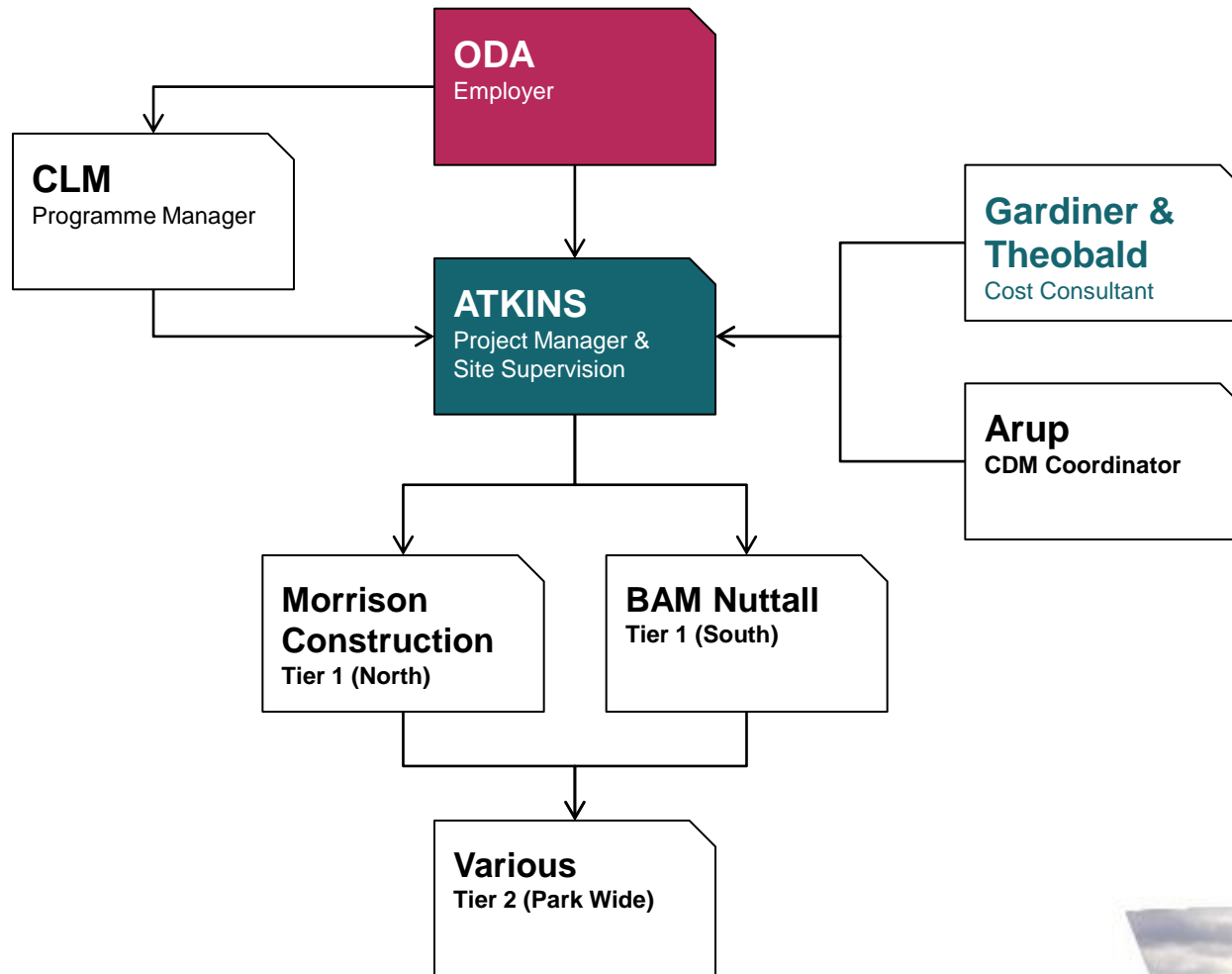


A year-long planting trial identified which wetland species coped best with the site's tough conditions. These include emergent grasses, yellow irises and purple loosestrife, which should be in flower during the games

15,000m²

of wetland planting

Enabling The Olympic Park – Delivery Team



Bulk Earthworks – 2.2 Million m³



Soil Hospital – 920,000m³





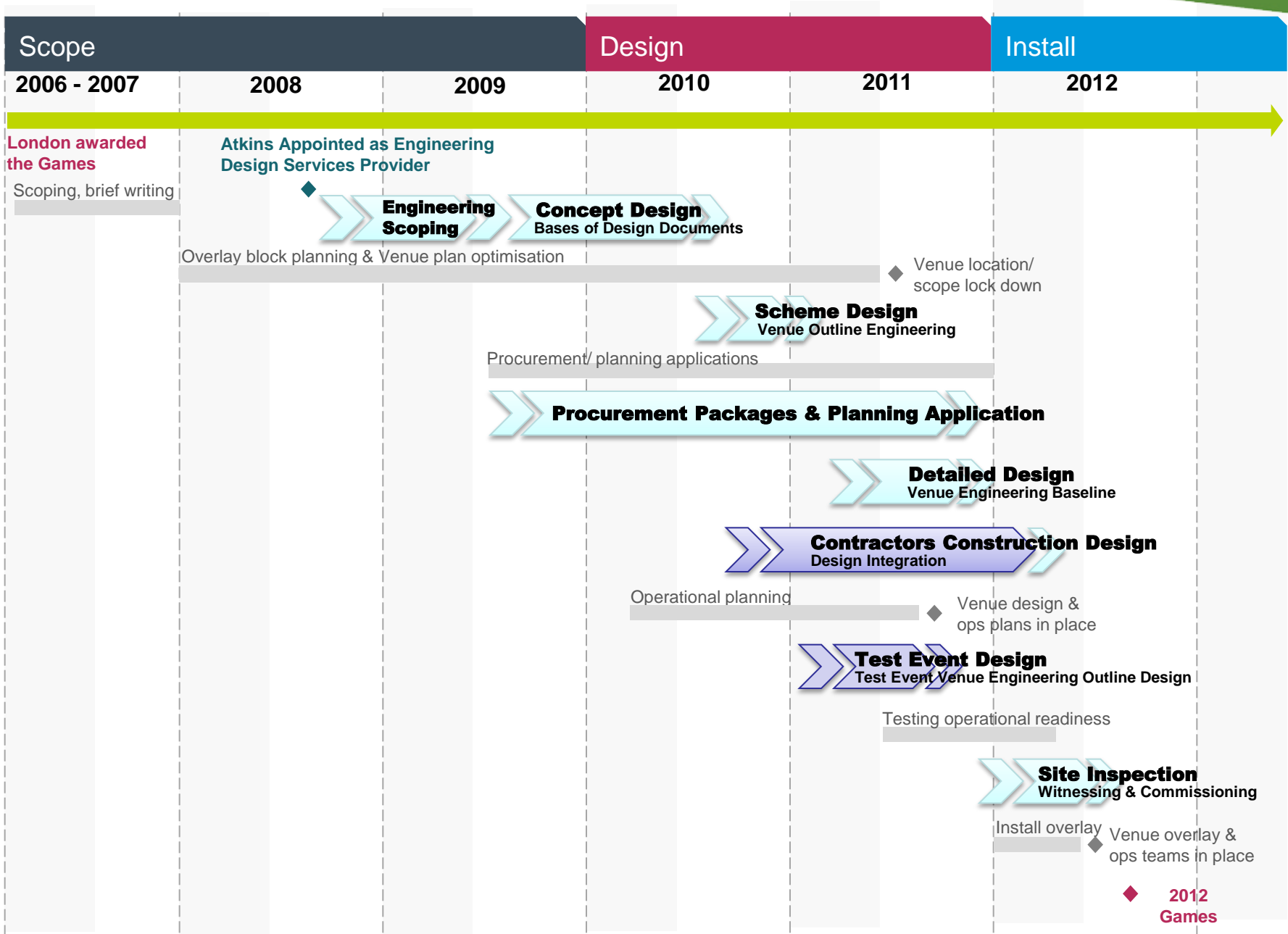


Olympic Park Completed – January 2012



The background of the slide is a photograph of a modern, angular building with a white, grid-like facade. The building is situated on a waterfront, with a dark canal or river in the foreground. A blue semi-transparent banner is overlaid across the middle of the image, containing white text.

**Putting on the show:
Some of London's most iconic
buildings were transformed into
Olympic and Paralympic venues**











Value for money and innovation

Through the whole piece – standards,
integration, and asset re-use

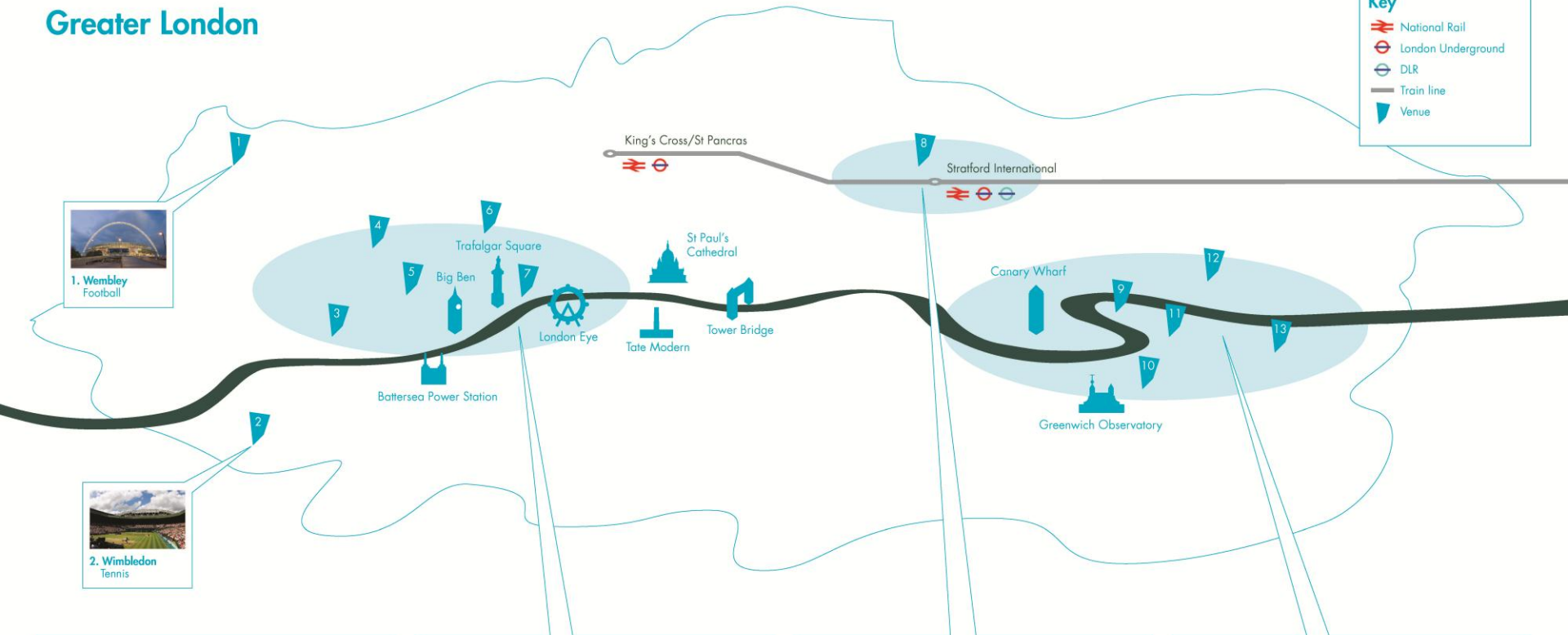


London venues

Greater London

Key

- National Rail
- London Underground
- DLR
- Train line
- Venue



1. Wembley Football



2. Wimbledon Tennis

Index of venues outside London



- A Broxbourne – Canoe Slalom
- B Eton Dorney – Rowing, Canoe Sprint, Rowing
- C Hampden Park – Football
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- F Old Trafford – Football
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- H Weymouth & Portland – Sailing, Sailing

Central Zone



Lord's Cricket Ground



Horse Guards Parade

- 3 Earls Court Volleyball
- 4 Lord's Cricket Ground Archery
- 5 Hyde Park Triathlon Aquatics (Open Water Swimming)

- 6 Regent's Park Cycling (Road) Cycling (Road)
- 7 Horse Guards Parade Volleyball (Beach)

Key

- Olympic Sport
- Paralympic Sport

Olympic Park



Olympic Stadium



Aquatics Centre

- 8 Olympic Park Aquatics (Diving, Swimming, Synchronised Swimming, Water Polo) Modern Pentathlon (Swimming, Fencing) Basketball Handball Cycling (BMX) Hockey Cycling (Track) Athletics
- Swimming Wheelchair Rugby Goalball Wheelchair Basketball Seven-a-side football Cycling (Track) Athletics Wheelchair Tennis Archery

River Zone



The Royal Artillery Barracks



North Greenwich Arena 1

- 9 North Greenwich Arena 1 Basketball (Finals) Gymnastics (Artistic/Trampoline) Wheelchair Basketball
- 10 Greenwich Park Equestrian Modern Pentathlon (Riding/Running/Shooting) Equestrian
- 11 North Greenwich Arena 2 [venue subject to review] Badminton Gymnastics (Rhythmic) Volleyball (Sitting)
- 12 ExCeL Boxing Judo Fencing Taekwondo Table Tennis Weightlifting Wrestling Boccia Powerlifting Table Tennis Judo Wheelchair Fencing
- 13 The Royal Artillery Barracks Shooting Shooting



Temporary Overlay (LOCOG) – Greenwich Park

ATKINS



The background of the slide is a photograph of a large, modern architectural structure. The most prominent feature is a massive, curved wooden canopy or roof structure that extends over a walkway. The wood is arranged in a grid pattern with horizontal slats, creating a textured, rhythmic appearance. Below the canopy, there is a glass-walled building and a metal railing with a green wall behind it. The sky is a pale, overcast blue.

More players onto the pitch

Tfl and Transport

The London 2012 Games offered a unique transport challenge delivering **10 million** spectators to **29** different venues over **27** days of competition.

Types of traffic

- Games family
- Media
- Spectators,
- Officials
- Normal London traffic

Modes of transport

- Roads
- Rail
- Buses
- Tube
- Air travel
- Coaches
- Taxis
- Bicycles
- Pedestrians
- Park & Ride

Destinations

- Olympic Park
- Other London venues
- Venues outside of London
- Live events sites

Torch Relay

Olympic Games

Paralympic Games

JUL

AUG

AUG

SEP

21 22 23 24 25 26 27 28 29 30 31 1 2 3 4 5 6 7 8 9 10 11 12 29 30 31 1 2 3 4 5 6 7 8

Predicted impact on: Fri 3rd Aug | Olympic Games

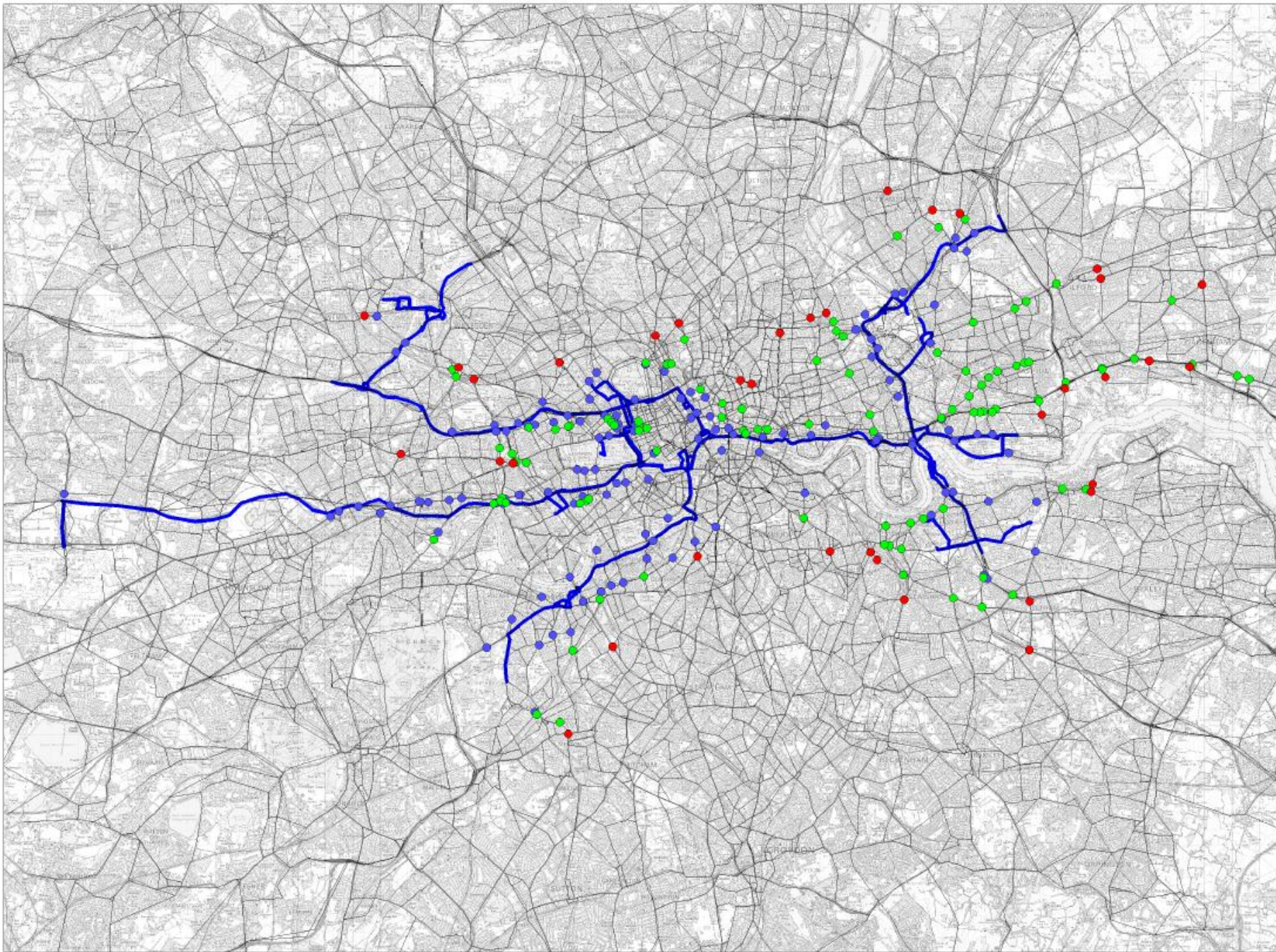


Map Key

-  Predicted impact on operations
-  Busier than normal
-  Restrictions on operations
-  Stratford
-  London 2012 venue stations

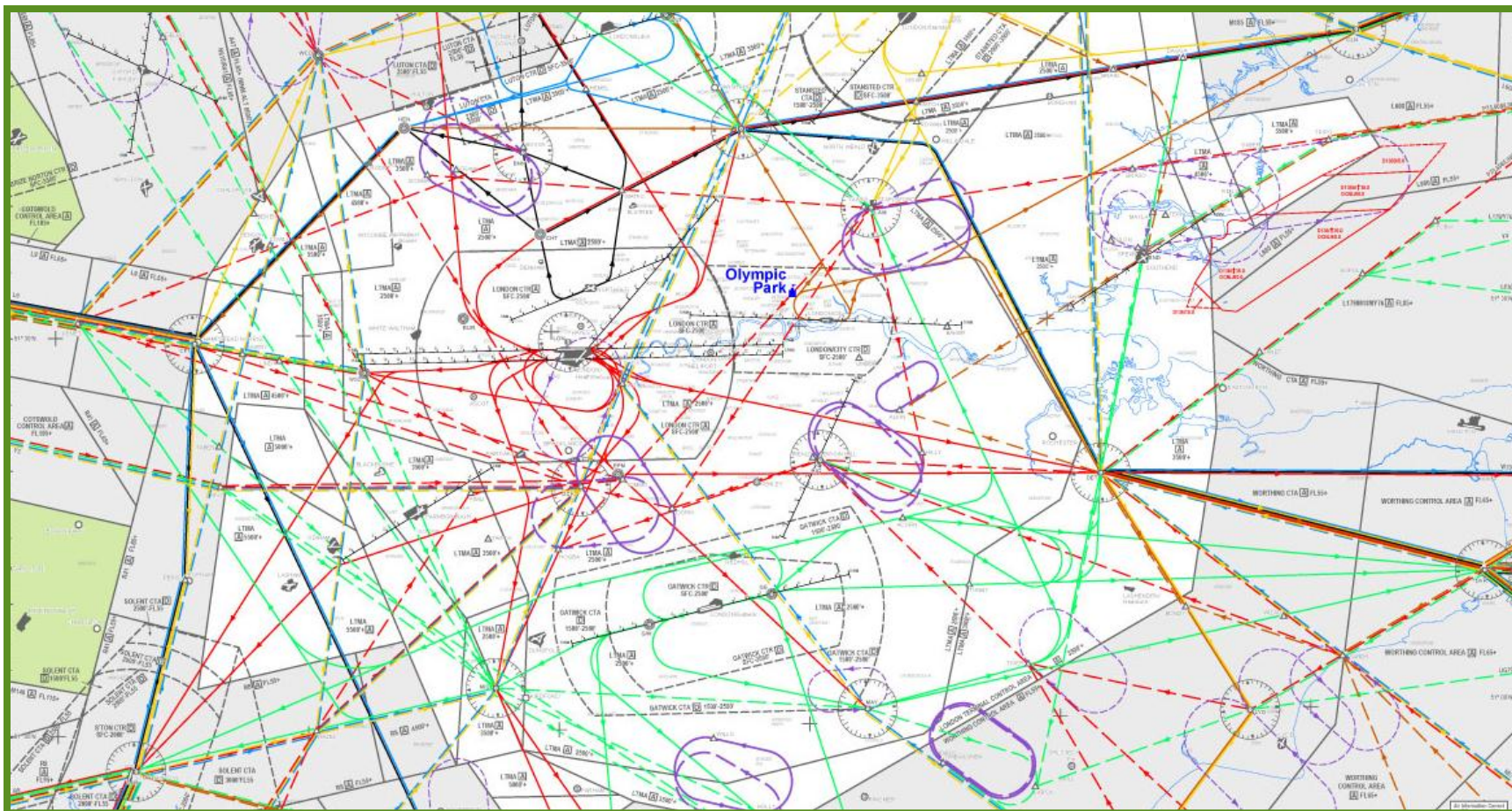
How we know

Text version



Where does it stop.....
...How do we get there?

Aviation Strategy



150 international heads of state will be invited to celebrate the Queen's Diamond Jubilee six weeks before the Games. Thanks to our aviation strategy they will fly into 70 airports and

helpads with all the necessary management and security arrangements in place.

Legacy



Learning and Culture





'Learning from outside'
events and experiences
(such as other projects,
consultants and industries)

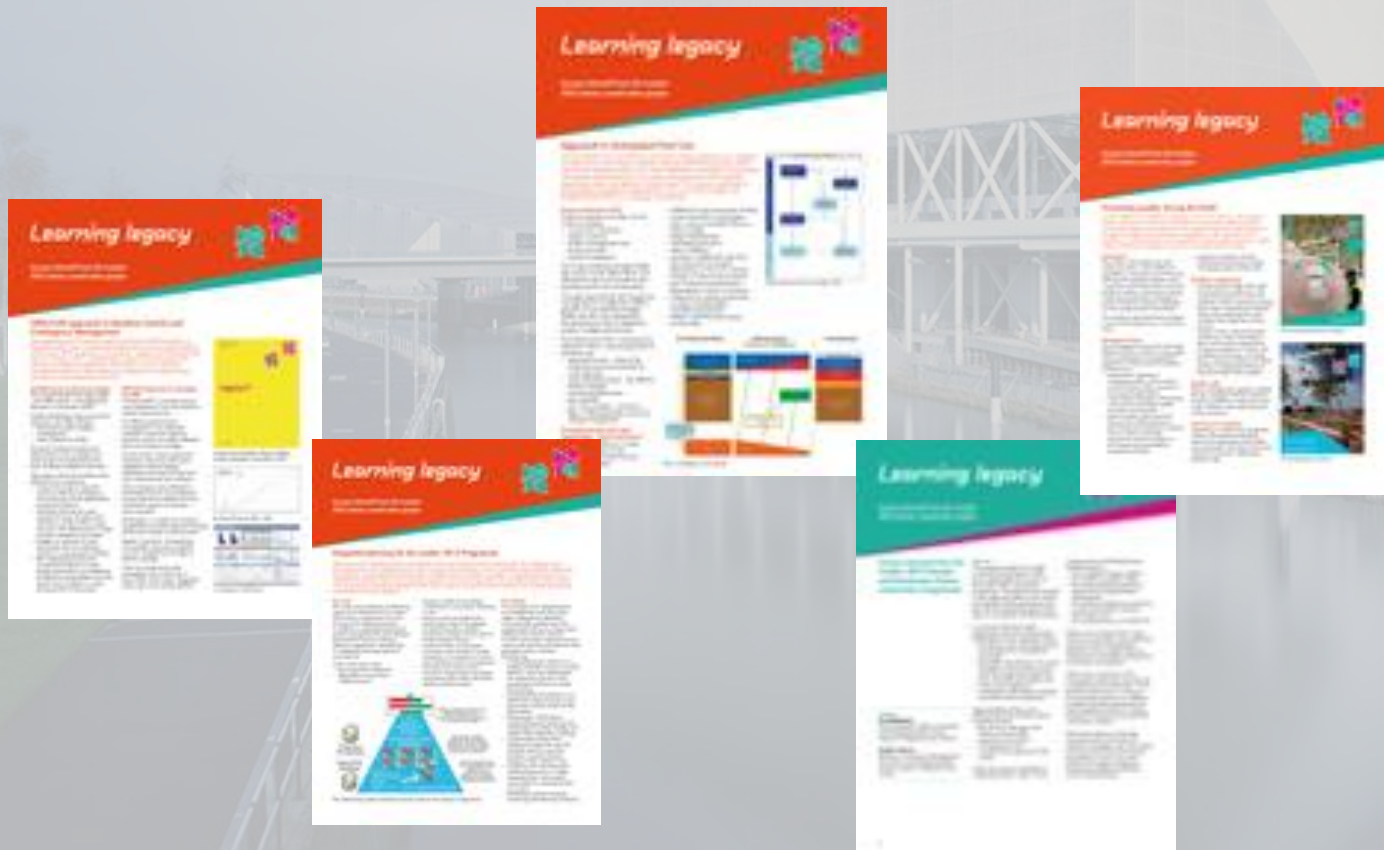


'Learning within'
experiences and innovation
generated within a
mega-project



**'Capturing and transferring
learning'**
learning, capturing and
transferring knowledge gained
to subsequent mega-projects

Figure 3: Learning and transferring knowledge



<http://learninglegacy.independent.gov.uk/themes/programme-organisation-and-project-management/micro-reports.php>

<http://learninglegacy.independent.gov.uk/publications/lessons-learned-from-the-london-2012-olympic-and-paralym.php>



The main title of the slide is "The Olympic Alumni Come to Wales", displayed in a white, bold, sans-serif font. The text is centered within a horizontal blue banner that has a subtle, repeating geometric pattern. The banner is overlaid on a photograph of a modern building with a curved, wooden-clad roof.



Llywodraeth Cymru
Welsh Government

ATKINS



ATKINS

Delivering a lasting Legacy from 2012...



Any Questions?





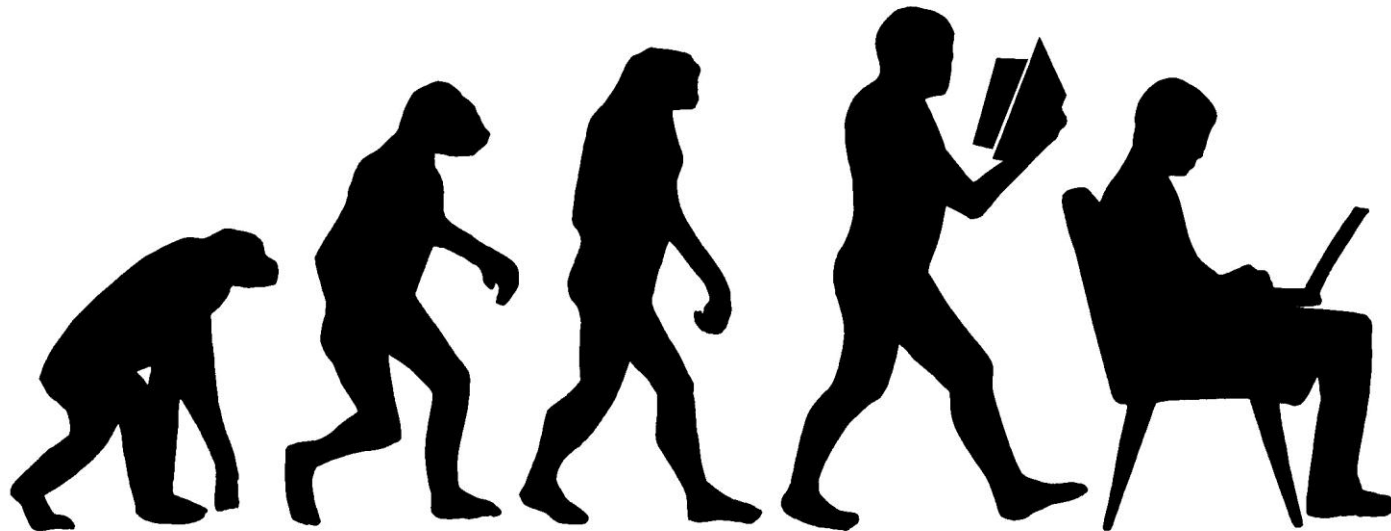
CHANDLERKBS

Project Management
Learning from Experience

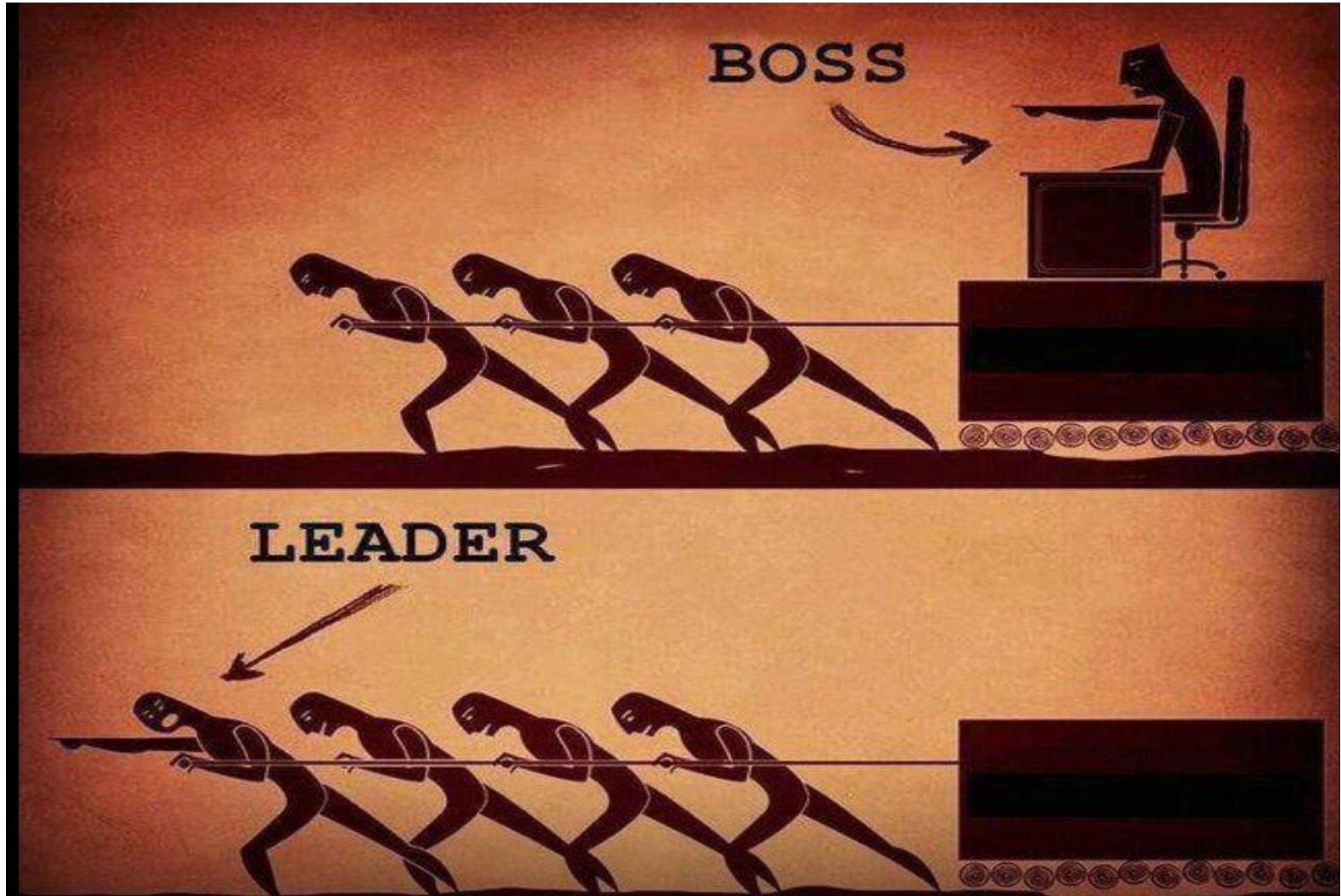
24th October 2013
Simon Lander

Inspired Innovative Individual

The evolution of project management



Management v leadership





Simon Lander

- BSc(Hons) Civil Engineering
- Post Graduate Diploma in Business Management
- Chartered Civil Engineer
- Member of the Institution of Civil Engineers

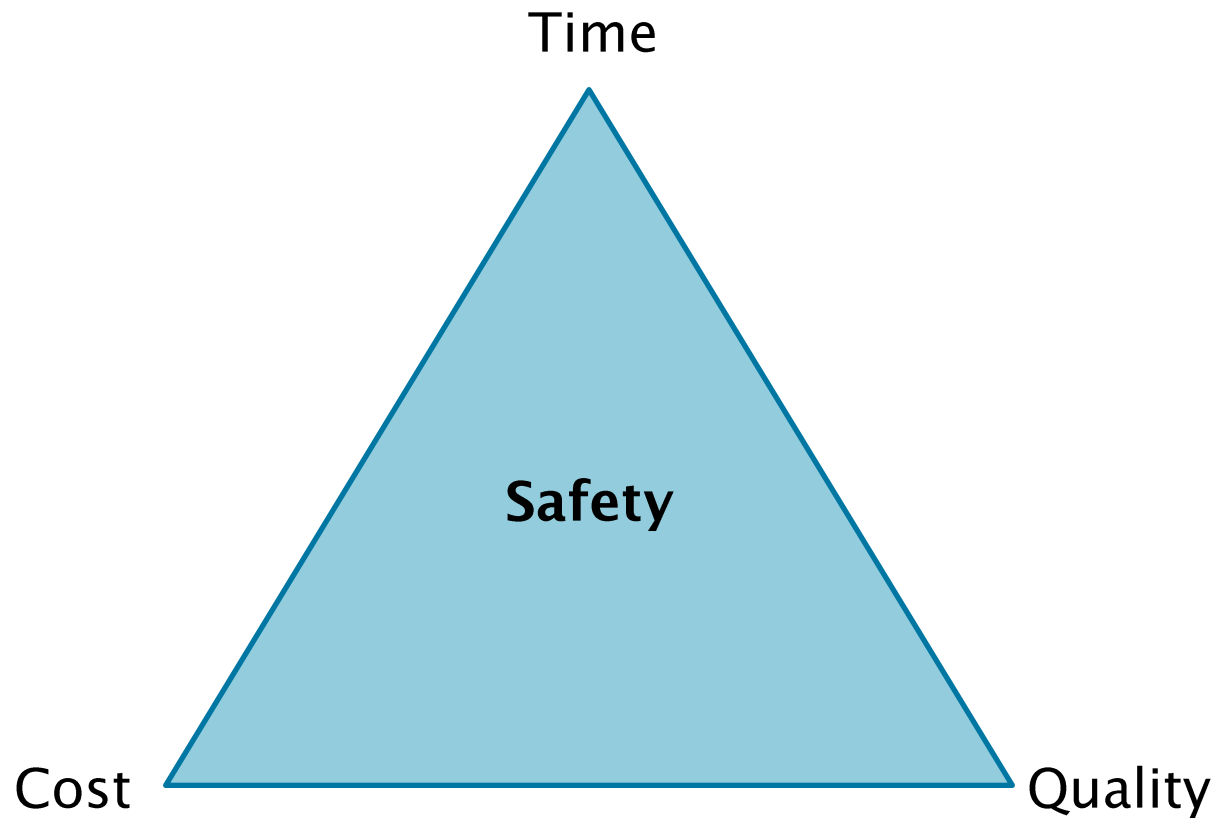
- 18 years in contracting – Alfred McAlpine & John Laing Construction

- 15 years in consultancy – ChandlerKBS
 - Welsh Water – AMP3 Capital Alliance Project Manager
 - Magnox – Interim Commercial Manager
 - Welsh Gov. Aberystwyth Office – Project Management
 - Rhondda Cynon Taf Schools – Project Management
 - The Works: Ebbw Vale – Programme Director
 - Welsh Gov. Rail Investment Programme – Delivery Director

Millennium Stadium



Historic approach



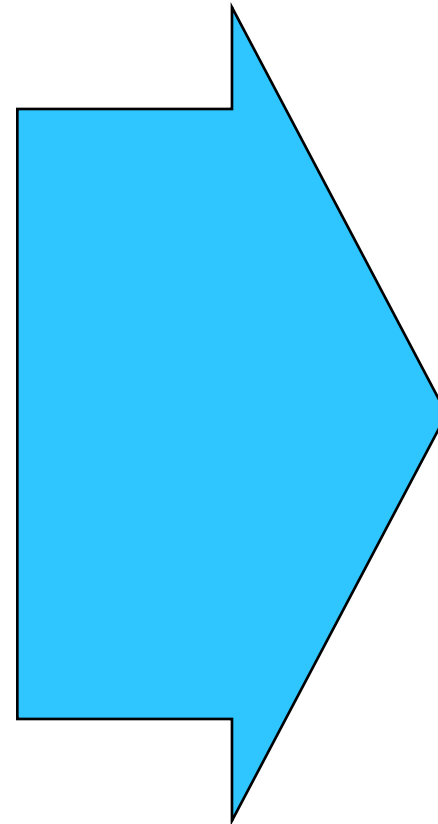
“If you don’t know where you are going, any road will get you there..... if you don’t know where you are starting from, a map won’t help you.”

Alice In Wonderland



A map and directions!

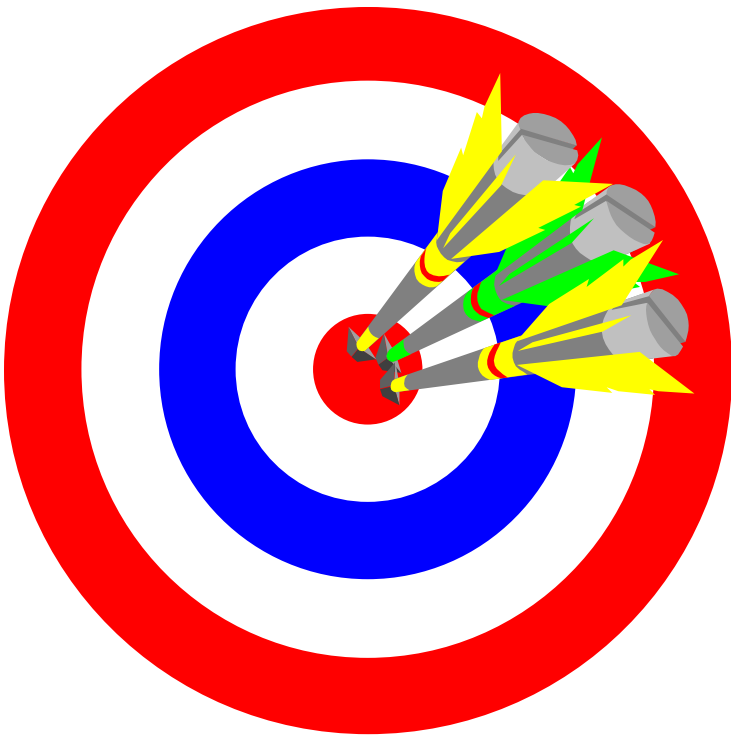
- client and project drivers
- clear brief
- communication
- team
 - establish
 - develop
 - sustain
- value management
- design management
- risk management
- cost management
- contract management

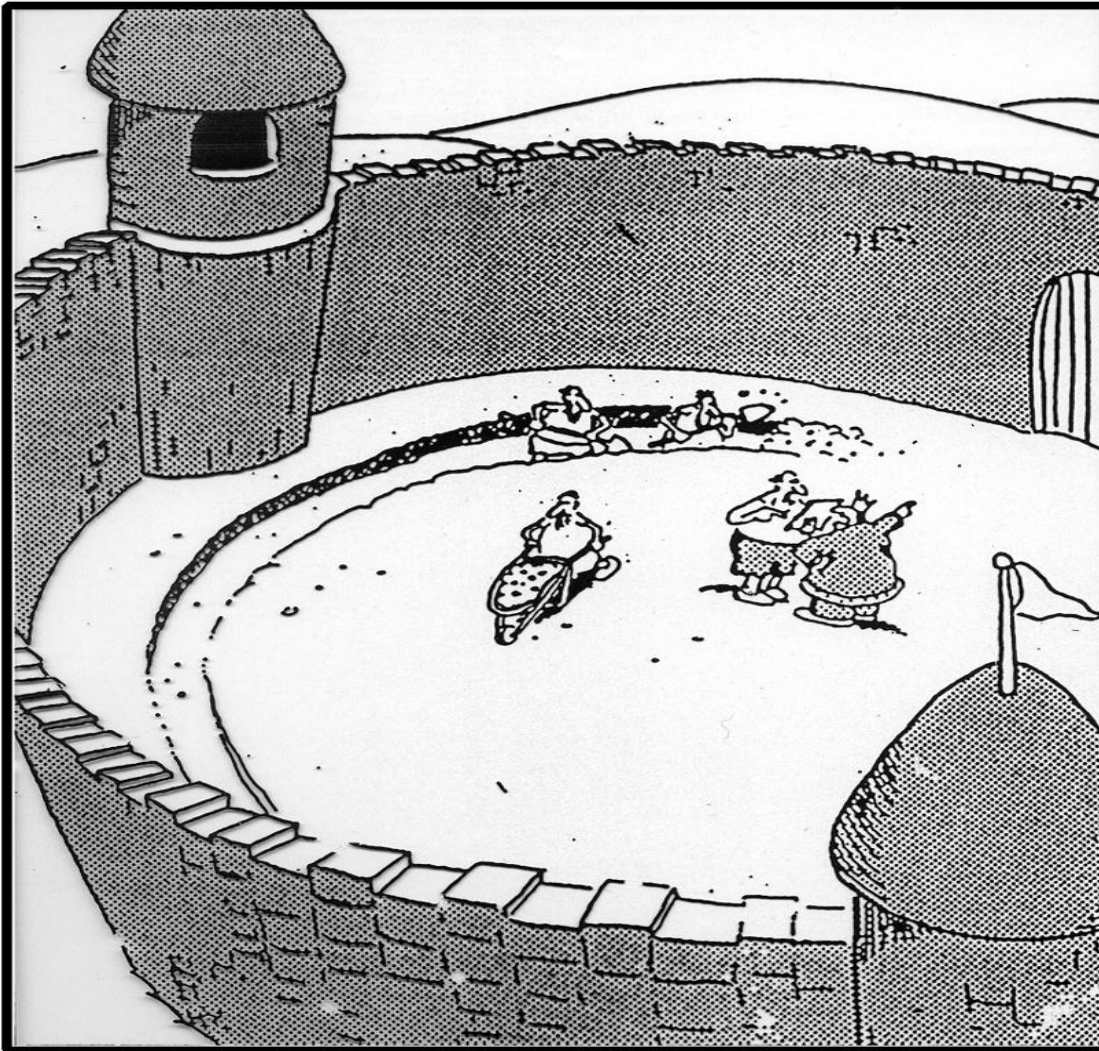


project
control

Project control objective

set and hit targets





Suddenly, a heated exchange took place between the king and the moat contractor



Project management principles

- clearly defined management structure and responsibilities
- team spirit
- involvement and ownership by all
- realistic target setting
- monitoring and review
- communication
- decisive action



Ingredients for success

A good vision Rules Engaged stakeholders Pride
 What are the ingredients for a successful team? Recognition & reward Motivated people
 Clear accountability Empowerment Customer focus Clear goals & targets
 Effective supply chain A great place to be Learning culture
 Having fun Teamwork Recognise & celebrate success
 What are the ingredients for a successful project? A mix of skills Respectful Socially responsible
 Well trained people Good followers Trust & honesty
 What are the ingredients for a successful business? Compassion Safe & secure Appropriate behaviours
 Suitable and sufficient resources Clear roles & responsibilities
 The right processes Innovation Excellent communications
 The right work/life balance Passionate leaders
 A plan or strategy Performance measures

A simple model

balance achieved through strong
leadership working to an agreed **strategy**

people &
relationships

processes
& systems

SOFT

intangible

HARD

tangible

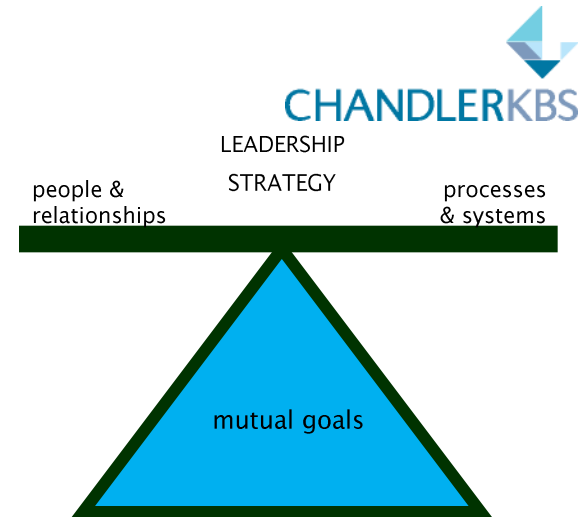


mutual goals

The fulcrum

Mutual goals = an agreed vision!

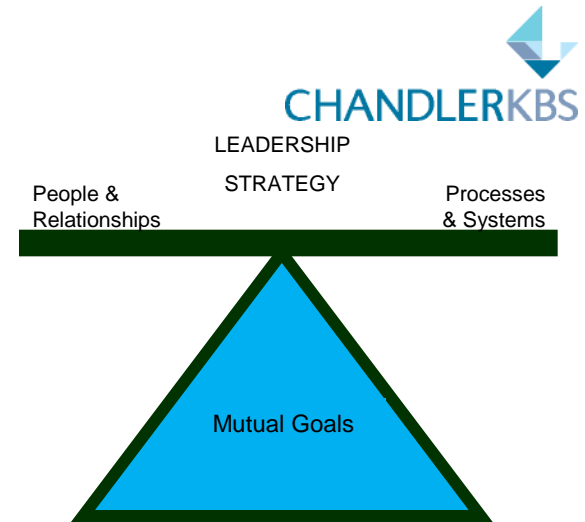
- clear critical success factors
- shared risk management
- common rules (terms and conditions)
- dispute resolution escalation
- incentivisation – an equitable balance



The intangible

People and relationships

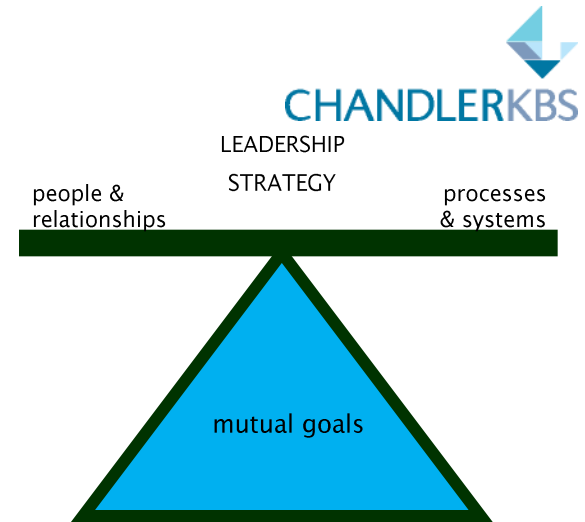
- safe environment
- innovation and challenge
- openness, honesty and trust
- respect for people
- team working
- celebration of success
- learning (not blame) culture
- effective communications
- empowerment
- ownership and accountability



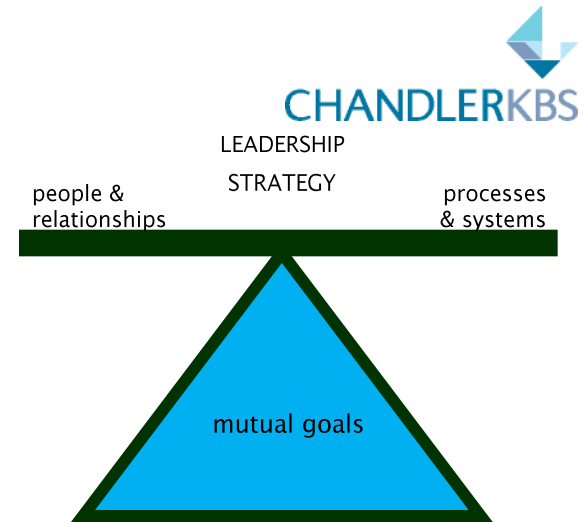
The tangible

Processes and systems

- measurement – KPIs
- realistic targets
- continuous improvement
- common processes & systems
- less man marking
- business improvement teams
- supply chain management
- shared best practice
- investment in people development



Maintaining balance



Leadership

- visible buy-in from the top, for all parties
- leadership and management teams established at appropriate levels
 - steering group: leadership / strategy
 - core team: management / tactics
- relationships built during good times have strength to deal with difficulties
- agreed strategy
- delivery measurement
- behavioural development investment

Magnox





Modern day project management tools

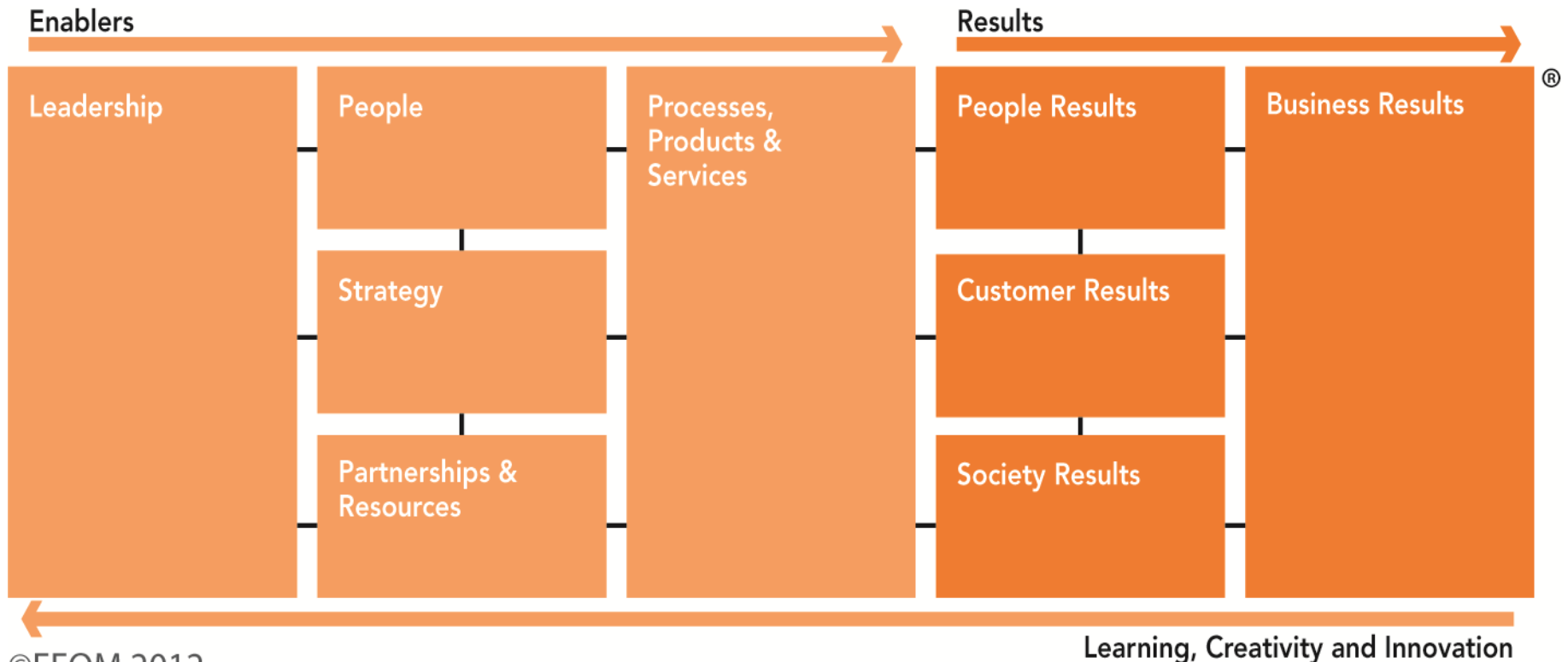
The Business Excellence Model (EFQM)

- Used to:
 - identify key strengths and weaknesses
 - plan and prioritise improvements
 - measure progress towards the objective
 - capture and utilise best practice
- Identifies linkages between the things we do (enablers) and what we get (results)
- Results section focuses on what to achieve to be successful
- Enablers section deals with the key approaches to achieve desired results

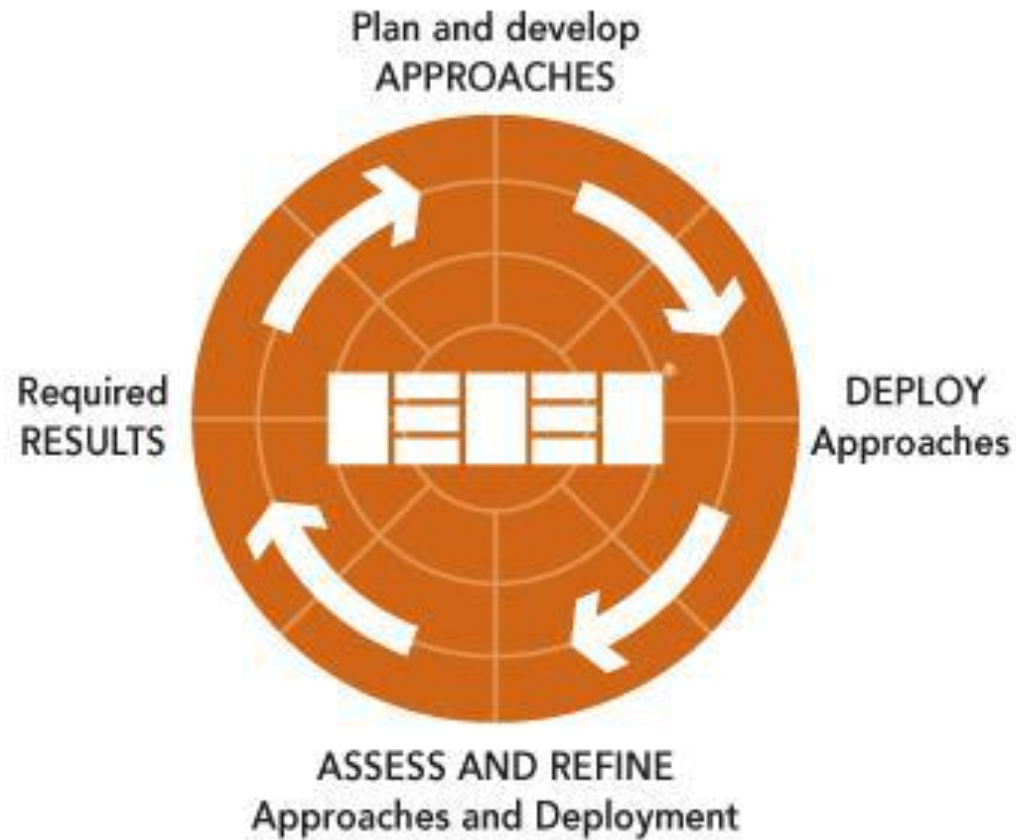


EFQM enablers and results

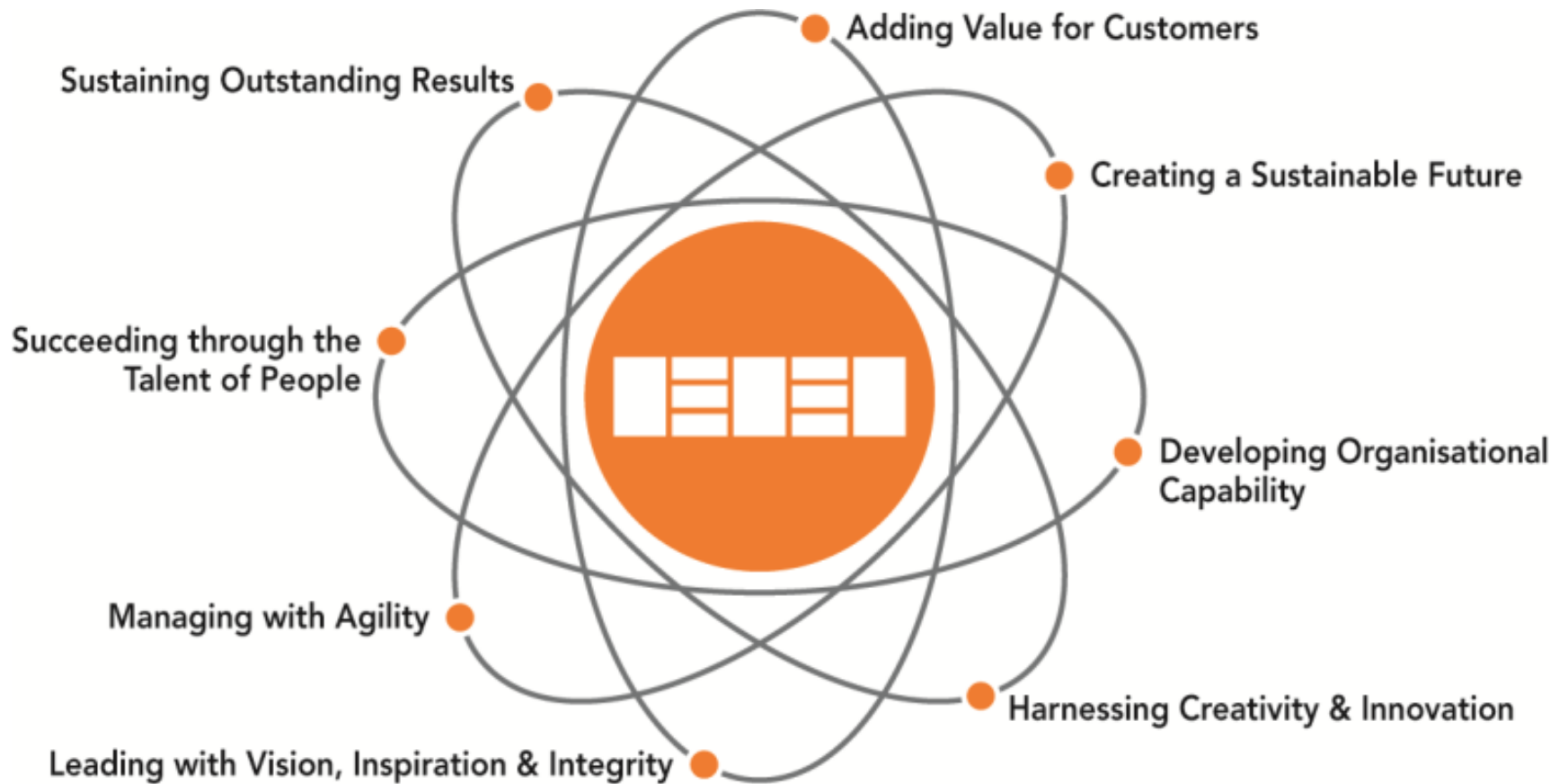
The EFQM Excellence Model allows people to understand the cause and effect relationships between what their organisation does, the Enablers, and the Results it achieves.



EFQM continuous development



EFQM benefits



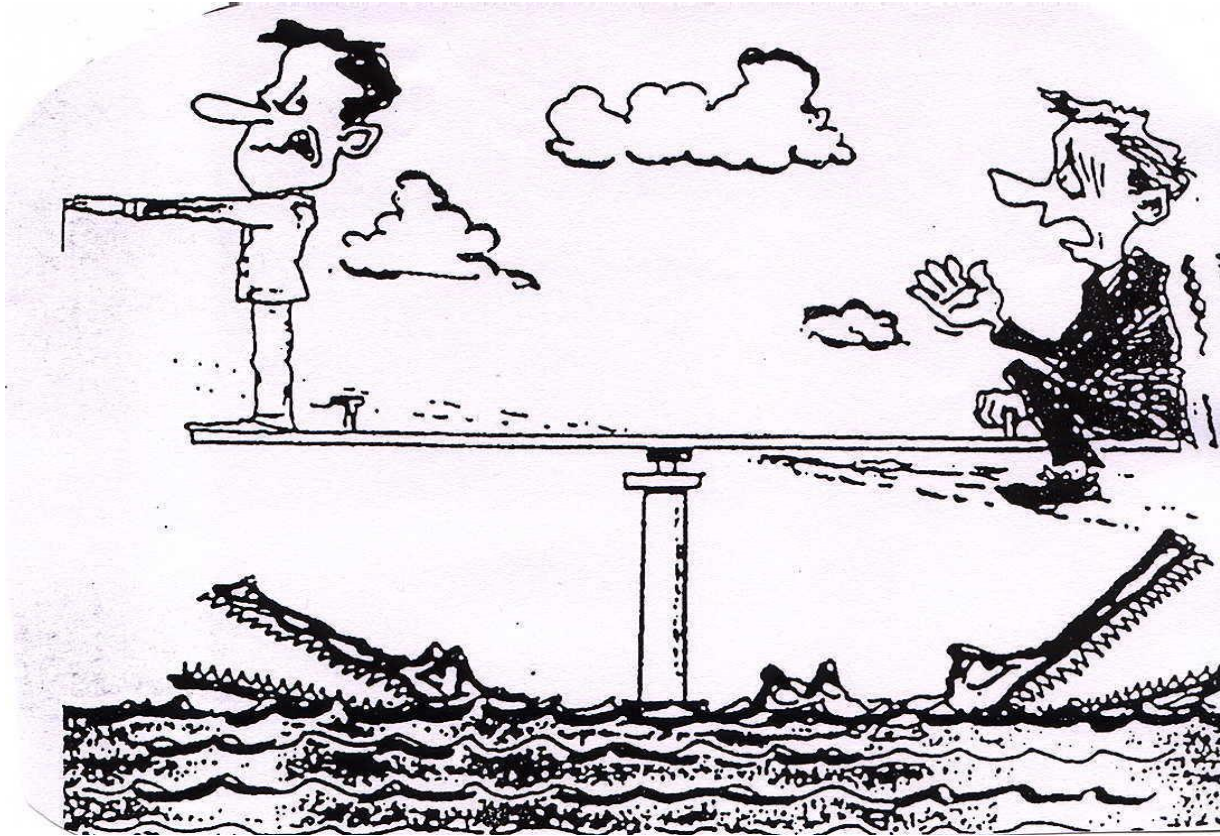


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Creating the right behaviours

Inspired Innovative Individual

No winners

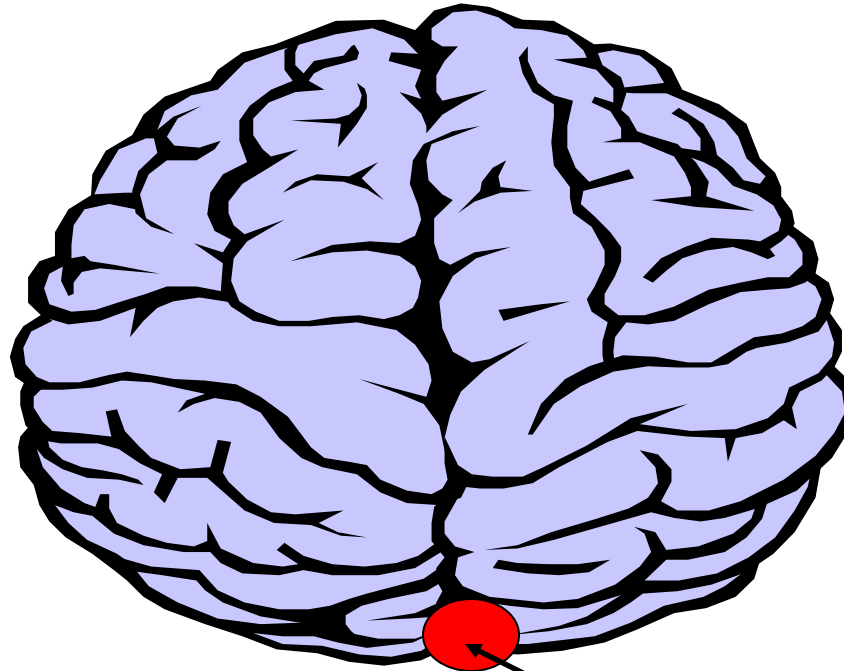




Decision making

Analytical

- speech
- processing
- analysis
- right side of body
- facts



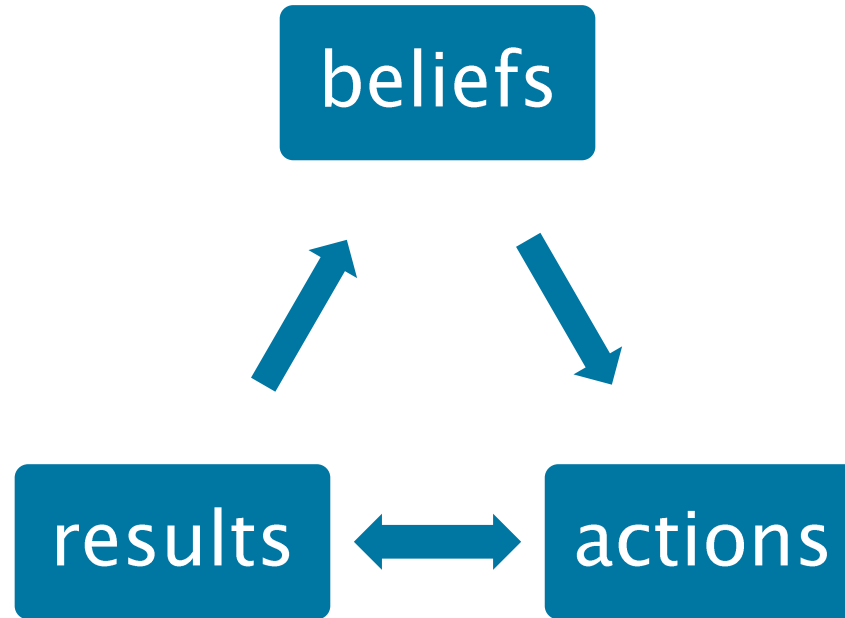
Creative

- patterns
- spatial awareness
- left side of body
- beliefs

RAS - reticular activating system

facts + beliefs = decisions

Relationship between beliefs, actions and results



Beliefs influence what we do and how we behave (our actions)

Actions produce results

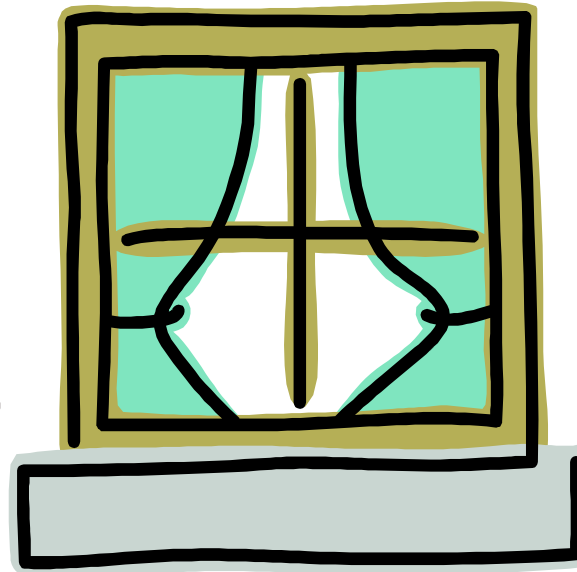
Results reinforce beliefs

When results don't accord with beliefs.....

..... we change our actions until we get the results we want/expect!

To change behaviours we need to change beliefs.

Belief window



experiences
knowledge
emotion

try to see things from the other person's perspective!



Simple collaboration rules

1. **Start nice:** co-operate, never be the first to defect.
2. **Challenge and expect to be challenged:** focus on the issues and avoid getting personal.
3. **Be forgiving:** be fair with your *partners*
4. **Be consistent:** Don't be too clever and don't try to be tricky.

Based on theory by Robert Axelrod

The Works: Ebbw Vale





CHANDLERKBS

Questions

slander@chandlerkbs.com

Inspired Innovative Individual

Facilitated Discussion

Ed Evans

Constructing Excellence in Wales

