



IFLP Executive Summary

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Introduction

The Innovative Future Leaders Programme (IFLP) delivered a programme over a 12-month period, attended by a group of likeminded people that were willing to learn, share, collaborate, and innovate. Training was over a series of two-day workshops, with numerous guest speakers all of which have proven backgrounds as leaders in their specific fields. Also, action learning groups sessions online with the group, and personal 1-2-1 coaching calls with Sarah Winckless, concluding with the showcase presentations to the sponsors.

The IFLP programme was a journey of personal development and discovery, and succeeded in expanding my knowledge, opened my mind to a different way of thinking and problem solving, increased personal confidence and enhanced my leadership skills.

The programme has also given me a new and expansive network of likeminded professionals and businesses to call upon, for help, advice, and support, now and in the future.

Objectives

My main objectives were to open and expand my mind further, to accept and learn different ways of thinking and creative out of the box problem solving and sharing best practices and knowledge to the group.

Stepping outside my comfort zone in many areas and to be continually challenged (in a positive way) while recognising the strengths and weaknesses in others for me to give support and advice as a motivated leader.

Likewise, to recognise and understand my own strengths and weaknesses to enable me to create a plan for positive personal changes in my professional approach, to be an innovative leader for the benefit of myself, the team, and the business.

Business Challenge

The construction industry is renowned for Value Engineering, with a singular focus on capital cost and not the wider impact the decisions have on society, the environment, people, and whole life costs as examples.

My business challenge is to define the meaning of value when making decisions and to create a Baxall Value Toolkit similar in the Value Toolkit that has been introduced into the industry by the innovation hub.

To enable me to commence the business challenge, I created and sent out a survey with bespoke questions for me to understand how the staff defined value, carried out value engineering on projects and see if the business needs a more defined direction and understanding on decision making procedures. The outcome was very positive, now the work begins to create a bespoke Baxall Value Toolkit.

Key Insights

1. **Value based decision making** – great presentation and talk that resonated with me, due to my own ongoing challenges with this process and my business challenge. Understanding that the decision-making process is not just a business change, but an industry and culture change, to understand the defined meaning and importance of value, through a decision-making procedure that measure the potential risk or impact on, social, human environmental and whole life cost. This also falls in line with our own core company values that are at the forefront of what we do and how we operate as a business.
2. **Healthy body and mind** – refocusing on the physical and mental health of ourselves and our staff to create a work life balance. Group members and I have made conscious decisions to change what we do during the working day (focus time) and private life (exercise) to manage our own wellbeing and stress management and will pass this knowledge onto our teams.
3. **Productive and creative thinking** – A new way to approach challenges and thinking outside the box. Accepting that all ideas are valid and should be considered without preconceived judgment. Take time out of my day for expansive and reductive thinking, and not to feel guilty. This is helping me prepare for my business challenge with an open mind to find the conclusion.
4. **Listening** – There is a saying that I learned this from a colleague who had already been on the IFLP course “most people do not listen with the intent to understand, they listen with the intent to reply”. I use this in my own training and coaching of my team daily, within my meeting and their own personal development, with positive and measurable results.