

SUMMARY OF BUSINESS CHALLENGE

The business challenge I set is how Baxall can have a significant impact on delivering a carbon neutral future:

- ♦ Through design, delivery and in use across the built environment.
- ♦ Understanding the benefits of health and wellbeing of those that occupy the completed projects.
- ♦ Cultural change to the business in addressing this with Baxall employees, designers/ clients and supply chain
- ♦ How Baxall make a positive environmental impact within the Construction Industry and other sectors.

To fulfil this I am currently preparing an application to the Government Innovation Funding Service for a Knowledge Transfer Partnership (KTP) with the University of Kent. Objectives are to deliver buildings that improve occupancy performance, health and wellbeing, whilst creating a positive impact on the environment through:

- ♦ **MODERN BUSINESS STRATEGY** — Adopting a more wholistic, collaborative approach across all disciplines (design, construction and FM services).
- ♦ **DATA COLLECTION/ ANALYSIS/ DIGITAL AI** — Understanding the correlation between building / inhabitant performance and design/ construction decisions with respect to methodologies, technologies and materials.
- ♦ **ENVIRONMENT** — Improving our current environmental and sustainability approaches to better understand and use building-in-use/ inhabitant performance data to enable informed decision making.
- ♦ **HEALTH AND WELLBEING/ INHABITANT PERFORMANCE** — Understanding the correlation between indoor environments/ comfort levels/ health with inhabitant performance (exams) and/ or business performance (productivity).
- ♦ **OPERATION AND INTEGRATION** — Organic continuation of Baxall development journey to create a new revenue stream for post construction maintenance and data collection.

KEY INSIGHTS / ADDRESSING THE BUSINESS CHALLENGE

I have learnt and been equipped with many strategies and ideas throughout the IFLP course. This has taken place during presentations and discussions with the IFLP leaders, presenters and fellow course attendees. All have brought different perspectives and expertise that have enriched the content. This has progressed my personal development as a leader and it will continue to influence my thinking and actions in the future, especially as the KTP develops. The main areas are as follows:

1. **PRODUCTIVE CREATIVITY & THINKING** — This created a new mindset in the way I approach problem solving, encouraging me to suspend preconceived judgements and the dismissal of an idea immediately, because it doesn't fit the 'normal'. I now create time and an environment for guilt free expansive and reductive thinking. This mechanism has helped in preparing a detailed application form, outside of my comfort zone, for government funding associated with my business challenge. It has also helped in other work tasks where creative thinking is required.
2. **LISTEN** — "Most people do not listen with the intent to understand—they listen with the intent to reply" I have consciously made an effort during meetings and whilst having conversations with others to reduce distractions and be more receptive, rather than imposing an opinion to a situation. This has helped when seeking solutions and gaining knowledge as part of the KTP. It has generated broader knowledge to equip me in answering the application for the business challenge.
3. **STRESS, RECOVERY & ULTRADIAN RHYTHMS** — Pacing myself and planning my day rather than adopting an 'always on' approach has helped with focus and work production. Regular breaks and task management according to my Chronotype has increased productivity, focus, mood and efficiency.
4. **CONSTRUCTION PLATFORMS** — Baxall adopt Modern Methods of Construction and design in a 3d environment wherever possible. Brydon Wood's approach to construction platforms truly demonstrated the benefit of expansive/ reductive thinking and this will help to inspire Baxall's approach to off site manufacturing and the built environment. This platform based approach will significantly contribute to carbon neutrality and the circular economy which form part of the KTP. Following discussions with a work colleague, we will be discussing our approach, including looking at options and future opportunities during our upcoming Innovation and Carbon Neutral Working Group.
5. **INNOVATION STRATEGIES** — HS2's innovation strategy provided great insight into their tried and tested methods of developing new, and innovative ways of working. This will provide an excellent framework in how I address the KTP project, when introducing new procedures and protocols, working alongside academia and the graduate we plan to employ to assist in research and development.
6. **CHANGE & GETTING THE EQUATION RIGHT** — Introducing change and new ways of working can create many different reactions amongst those involved. Based on previous project experience that did not run as smoothly as anticipated, several stages of acceptance or rejection can take place as change is introduced and processed. For successful transition, it is important that all parts of the equation are present including, pressure for change; clear vision; capacity and actionable first steps. The presentation provided a useful lessons learnt guide and greater insight on themes that caused transitioning issues. My approach to introducing and managing change will be heavily influenced by this module and will assist greatly when introducing new procedures and protocols and getting the equation right.
7. **INSIGHTS & DATA** — The session provided by Westfield provided perceptive information on the importance of addressing customer needs, managing and collecting data along with it's use to make intelligent informed decisions. Establishing core principals of innovation and best practice along with the list of 'watch outs', provides a fantastic framework for delivering the KTP project. The KTP will be heavily reliant on the harvesting and use of data, as this will facilitate informed future decisions to strengthen and improve the KTP programme.