

## EXECUTIVE SUMMARY

### Introduction

The IFLP Programme equips leaders with the knowledge and skills to drive innovations in construction. It involves learning to implement change management, inspire the workforce to fulfil their potential, and lead the team to success and continuous improvement. The participants of Series 4 represented different roles and companies in the sector, from principal contractors to suppliers and a mental health charity. The structure of the Programme allows one to broaden the vision of innovation and leadership by being a part of brainstorming sessions, listening to outstanding speakers, and participating in discussions in learning groups. Also, it allows participants to benefit from 1-1 coaching with the facilitator Sarah Winckless, network with professionals in a wider IFLP network and absorb the 360\* vision of the sector.



### Objectives and Business Challenge

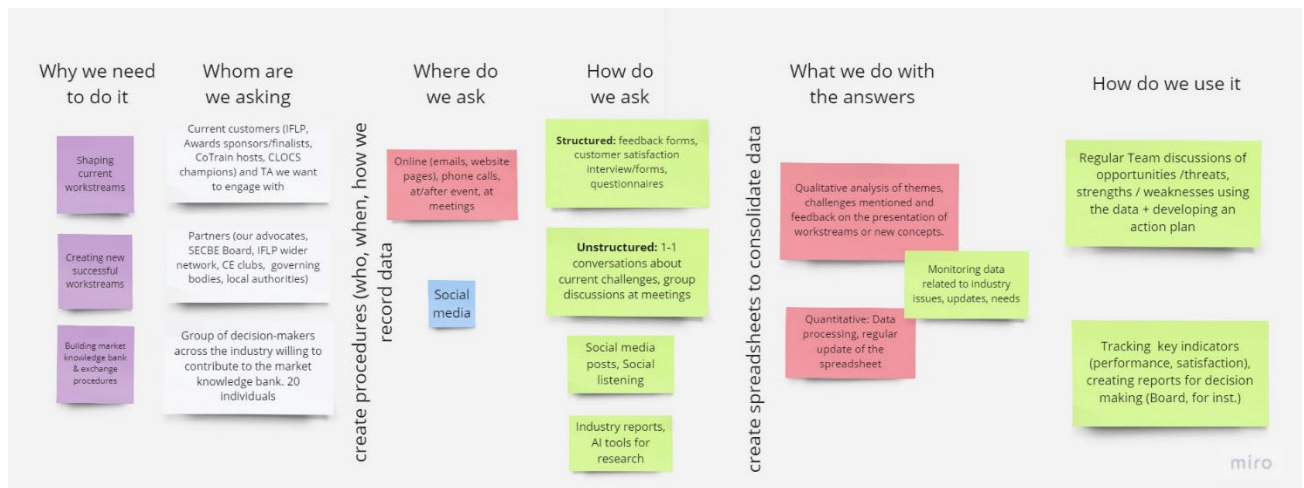
My business challenge was to create a process to better capture SECBE’s customers’ needs. Finding a solution to the challenge allows SECBE to implement its vision to drive positive change in the sector, as it can better shape its workstreams to support companies and help the sector prosper. The constraints are critical to the search for the solution. It includes consideration of SECBE’s resources and differences in the workstreams’ business models and audiences.

### Search for the Solution

IFLP insights and learning drove my search for the solution:

The expansive thinking stage opened opportunities to hear and consider many possible approaches and solutions to the challenge. My IFLP cohort, IFLP wider network, IFLP sponsors and their enormous thinking power pointed me in many directions, including AI, creating a panel of decision-makers, exploring research methods and social media research options. The most important purpose of expansive thinking is to find “One More Option” that always keeps the mind open to unexpected and less-known solutions.

The working version of the solution requires a positive collaboration between the teams and team members, change management on deep organisational levels and personal leadership.



## Key Insights that drive further development of the solution:

The following concepts explored during the IFLP programme guided me in the search for the solution to my business challenge as well as helped me improve my leadership skills and push my personal development:

- **SYSTEM THINKING.** It became evident during several workshops that any change requires system thinking. It means that many levels of organisational functioning should be involved in the change management process. For instance, policies, organisational culture and vision should be considered as a power (or an obstacle) to the implementation of change.
- **COLLABORATION.** Collaboration is one of the key coordinates in the field of construction. Also, it means much more than clear communication between all stakeholders. True collaboration is an invaluable resource for driving change across different teams, organisations and supply chain.
- **CHANGE COMMUNICATION.** I learned the basics of the change management and communication framework that enables me to build my communication messages based on the consideration of the stage of change implementation and barriers that may occur.
- **THE CHIMP PARADOX.** A deep understanding of individual psychological motivations creates a new vision of the interaction within and between colleagues and teams. It is an essential concept to take into account in change management.
- The “I DON’T KNOW” exercise from Chris Grant revealed the power of delegating and engaging with colleagues to empower them to create a solution that works for everyone.



I look forward to continuing my learning journey with the IFLP wider network and implementing my insights into practice to improve my job as a Marketing Manager at SECBE and fulfil the mission of driving positive change in the sector.