Improving behaviours improving performance

Your behaviour counts

Behavioural maturity framework

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Executive summary

In order to deliver the government's largest investment in roads in a generation, the highways industry must start working collaboratively. The construction industry needs to see a wholesale change in the ingrained behaviour of its project teams to deliver gold star standard schemes. The industry cannot afford negative work place behaviour to continue. Without change we will see government trust and investments fail.

The Behavioural Maturity Framework (BMF) is the first step in to evolving our industry. We can identify, improve and evaluate success with this programme that empowers staff to deliver positive results. BMF is a client and supply chain change programme and this is our strategy for the next 3 years.

Introduction

Relationships are a fundamental part of any operation. Behaviours will strongly influence the way in which others react; thus to stimulate success in organisations and teams we must start by understanding individual behaviours, group dynamics, organisational culture, and building trust.

The right behaviours improve performance, the wrong behaviours damage it. By embracing key good behaviours, acknowledging poor behaviours and understanding behavioural impacts, we can continuously focus on building excellence to improve performance and customer service.

Across the highways construction industry, it is acknowledged that collaboration is a key mechanism which will enable high performance delivery and improved customer service. Behavioural change across the industry is needed to embed collaboration in the industry as 'business as usual'.

BMF is an approach that defines high performing collaborative behaviours. Provides an assessment tool for teams to understand their behavioural maturity and supports them to understand what they might do to improve. BMF has been designed around these leading behaviours to support all teams to develop collaborative relationships that result in improved delivery performance.

Our aims and ambitions

- To embed collaborative behaviour across the industry.
- To create a behaviour vocabulary which is embraced and understood across the highways industry.
- To provide a tool kit to support collaborative behaviour improvement.
- To be recognised as industry leading in collaborative behaviour.
- To create a platform where collaborative continuous improvement is the norm and failure is optimised as a learning process.
- BMF supports diversity and supports collaborative behaviours that enables all people to contribute.
- We aspire to create a recognised industry wide accreditation for BMF facilitators and companies using the BMF Tool.
- We will evolve to meet the demand of our industry in supporting collaborative behaviour maturity.

The 8 behaviours

Our behavioural maturity framework focusses on 8 key behaviours that are critical to successful delivery:

Support each other 1.
Being there for each other to enable personal, professional and project goals to be achieved.

Trust and respect 2.
Doing what you say you are going to do at all times.

Challenge 3.
Having the confidence to ask questions of everyone regarding decisions and actions, and expressing views to gain understanding.

Issue resolution and decision making 4.
Ensuring access to all the necessary facts and information to make fully informed decisions and address issues.

Innovation and continual improvement 5.
Creating the right environment that allows new ideas to surface and put into practice without fear of failure.

Engagement 6.
Communicating with each other in the best possible way to ensure understanding and avoid assumptions.

Accountability 7.
Ensuring commitments are kept and resulting consequences accepted.

Best person and organisation 8.
Individuals or organisations are selected for the right roles based on knowledge, experience and skills.

Why do we need BMF?

Highways England and its supply chain recognise that collaboration is fundamental to achieving the biggest investment in roads in a generation.

Behaviours are the foundation of collaborative relationships. To develop mature collaborative relationships, our people need to embrace key behaviours and acknowledge poor behaviours. How we behave towards each other affects how well we perform together. Collaboration cannot work without the foundation of good collaborative behaviours.

While collaboration is acknowledged as a key mechanism, an important reason for why we need the BMF is that many people do not yet understand how behaviour impacts on performance and how to ensure that the value from collaboration is realised. They lack a process to help them develop their collaborative behaviours. BMF provides this process.

Industry leaders within its supply chain and in partnership with Highways England has developed, and is now introducing, the Behavioural Maturity Framework.

A BMF approach offers great opportunities to embed the desired collaborative behaviours across the sector and to understand the correlation with improved behaviours that enables the right interventions to be made to increase collaborative performance over time. BMF is a behavioural process that supports individuals to change.

What are the benefits of BMF in our industry and organisations?

- BMF is being led by the industry and steered by the industry.
- It improves the ability of teams to deliver collaboratively; keeping to schedule, saving in time and cost.
- Multi-organisational teams build shared understanding and find collective resolutions, which can only be achieved through positive collaborative behaviours.
- By working together using BMF, teams can identify positive and negative behaviours, address them, and make targeted behavioural interventions to deliver gold star standard schemes.
- BMF supports and promotes diversity, valuing individuality.
- BMF supports a Health, Safety & Wellbeing culture by encouraging an open dialogue and a concern for others.

What are the benefits of BMF for our people?

- BMF encourages the right behaviours by creating the right environment for individuals and teams to excel and work effectively.
- BMF realises 'personal' savings/gains on time, cost, quality providing the foundation for collaborative relationships.
- Voluntary BMF facilitators work in the industry for the industry. We are investing by upskilling our people giving them support and training in using our process tool designed by behavioural specialists.
- BMF gives people a platform to contribute.
- BMF helps us develop and maintain working relationships by giving us good foundations.
- BMF provides clarity about how we expect our people to behave in collaborative teams and provides a consistent approach to support this.

IBIP believes that collaborative relationships are dependent on improving the behaviours of our people.

Who are involved?

Improving behaviours, improving performance (IBIP) is a supply chain and Highways England leadership group which has been developing initiatives to achieve behavioural change across the industry. IBIP believes that collaborative relationships are dependent on improving the behaviours of our people. IBIP have set about defining these positive behaviours, creating a programme to support teams improve behaviours and acting as advocates to take collaborative relationships back into the supply chain.

BMF aligns and supports the 'Collaborative Relationships' strategic enabler as specified in the Highways England Delivery Plan 2015-2020.

Our facilitators

Our facilitators are volunteers that come from all areas of the highways industry and have different roles within the industry. They include people from Highways England, designers, contractors, specialists suppliers and many more. Our volunteers receive specialist training in order to be able to independently facilitate and lead BMF within projects and teams across the industry. BMF is a sustainable approach that supports behavioural change that people can act on without needing formalised training.

How does the BMF improve performance?

A focus on accountability for own personal behaviours creates an environment which encourages collaboration and improves performance. By changing behaviours for the better, individuals, teams and projects benefit.

The impacts of change attributed to the BMF process to date are:

- Reduced assumption based actions
- Better prioritisation of tasks
- Informed and timely purchasing
- Reduced staff attrition
- Minimised project delays
- Fostered innovation
- Improved efficiency and productivity.

Our plans

Year ending **2016**

Our team will build on the current momentum created taking a proactive approach in order to implement BMF in all new contracts and projects, measuring maturity and implementing improvement plans. Our first cohorts of trained facilitators will soon be fully trained enabling the team to meet the current demand.

The expertise of the behavioural consultants will continue to work with us, developing BMF, supporting facilitators and the BMF team, sharing their knowledge and specialism for the remainder of 2016 to identify trends and provide data to support the success of BMF.

Our communications strategy will promote and encourage projects to understand and see the benefits of using BMF. We will offer information on the latest project news, showing our successes and lessons learned with a library of BMF information. We will listen and engage with our communities and facilitators giving a voice to all so we may share and learn using internal and external online resources.

We will develop and align BMF with internal Human Resources values and Health & Safety ensuring consistency and support is embedded in our companies. We will continuously work to closely align BMF to Highways England key imperatives and key enablers.

Year ending **2017**

We aspire to have all teams' contracts and projects using BMF, exhibiting, demonstrating and contributing good behaviours for successful collaboration. BMF will be growing organically with effective knowledge transfer and reporting tangible impacts across performance dimensions of safety, innovation, quality, time and cost.

We will continuously review our work and look to improve and develop using our empirical evidence. We will be crucially reducing reliance on external specialist resource while developing our skills internally.

Our programme will grow and our facilitator's knowledge and expertise will be recognised and valued. BMF will be well known within the highways industry and our results will prove the value against delivery and performance.

Year ending **2018**

Leading collaborative behaviours will be embedded in our industry as the norm. The highways sector will be recognised as industry leaders in terms of developing collaborative behaviours. We will be leading the way and other industries will be encouraged by our work adopting BMF.

We consistently monitor and evaluate the impacts of changes in behaviour against delivery performance, customer service, and health and safety. Comparison of overall performance measures will provide the data to support the investment in BMF. As the behaviours mature, our performance measures will incrementally improve.

Focus areas

- We will deliver a defined programme of work with capital projects and programmes, and Asset Delivery.
- We will prioritise future projects by understanding the scale, cost impact and political importance.
- We will engage with Highways England Major Projects and Operations directorates looking at the future programme to develop BMF to meet demand.
- We will continuously recruit and train new facilitators to widen our pool of talent developing knowledge and capability in pace with demand.
- We will incorporate BMF into industry academic and learning and development programmes.
- We will host a series of roadshows with our supply chain and Highways England creating opportunities to raise awareness of BMF.
- We will create an independent IBIP website where links will be available on internal company portals/ intranets.
- We will develop bespoke opportunities with selected high profile programmes, organisations and groups.
- We will evaluate the relationship between the behavioural changes and the projects / programmes Collaborative Performance Framework gains.

How will we measure our success?

By influencing behaviours and understanding the changes in all projects we will be able to see the impact it is having on our delivery, cost and performance giving us positive results. We will share our findings openly and use our results to influence and improve BMF.

Collaborative Performance Framework will provide tangible evidence about improvement plans for collaborative behaviour capability and we will trace this across the wider delivering performance dimensions.

Our risks and considerations

- We need to ensure we have the resources available of trained BMF facilitators to meet the demand from the Highways England future delivery programme 2015-2020 and other highways industry partnerships.
- We need to secure funding to be able to continue to support the development of the programme over the next 5 years.
- We need to ensure that BMF is available for other industries outside the highways sector.
- We need to ensure that the value of BMF is articulated and understood.
- We need to ensure that facilitators are able to find the time necessary to support BMF assessments.
- We need to ensure our timeline described in our plan is fulfilled.

Small changes, big impacts

Improving behaviours, improving performance
Behavioural Maturity Framework Strategy

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Version 1/2016