Housekeeping

Margaret Johnson

Supply Chain Development
Group Lead

Safety Moment
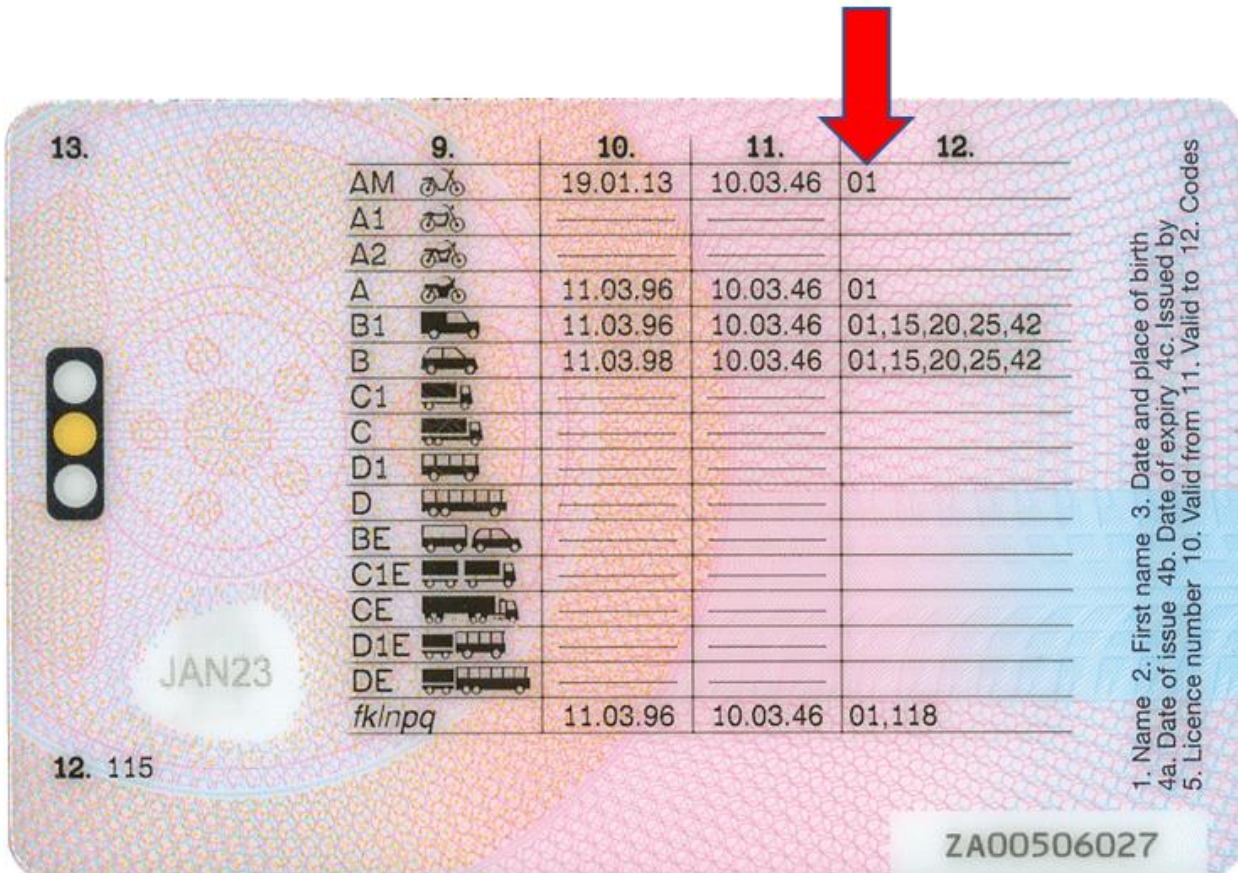
Check your Drivers License

national
highways

Check your Licence

If your licence contains code 01 it means you have to comply with a condition imposed by the DVLA on your licence by wearing glasses or contact lenses to correct your vision when driving

Change of Categories

DVLA Eye Sight Rules.

Check If Your Health Effects Your Driving

Martin Bolt

Head of Lean

Introduction

national highways

What is the silver bullet to increase productivity

What we have learnt from visits TOYOTA

- ✓ **Lean thinking** is embraced

- ✓ **Quality** Focussed

- ✓ **Customer** is a key driver

- ✓ **Empowerment** to reduce waste

What are the most important learnings:

- ✓ **Top Down Management**.

- ✓ **Clear Leadership** and Vision.

- ✓ **A culture and behaviours** that are embedded in continuous improvement.

- ✓ **Bottom-up approach** enabling people/teams to make improvements

- ✓ **Toyota trust people** to drive productivity and improvement forward
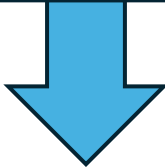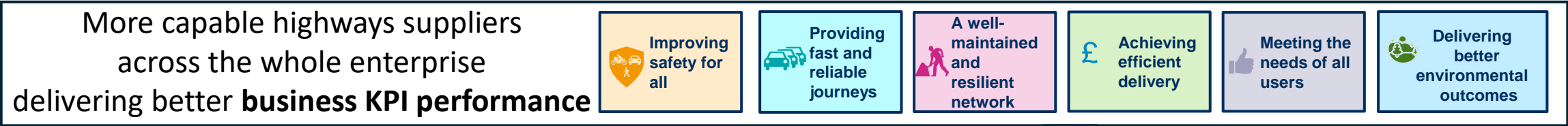
The 'Why' Business Performance Improvement

TOYOTA

Supply Chain Development

Sadia Ahmed

Team Lead Supply Chain Development

national highways

National Highways Supplier Development System – critical capabilities for high performance in RIS3

More capable highways suppliers across the whole enterprise delivering better **business KPI performance**

| Improving safety for all | Providing fast and reliable journeys | A well-maintained and resilient network | £ Achieving efficient delivery | Meeting the needs of all users | Delivering better environmental outcomes |

Supplier Development System

- ✓ Helps suppliers of all sizes align their capabilities with National Highways' performance outcomes

- ✓ Suppliers have demonstrated improved business performance using SDS

- ✓ Created with suppliers, with NH subject matter experts and with NH businesses

- ✓ SDS is a contractual requirement in current and future contracts

Good at the basics	Delivering Safely
	Predictable & efficient delivery: time, cost, quality
	Customer centric delivery & operation
Continuous improvement	Environmental sustainability & decarbonisation
	Deployment of Digitalisation
	Modern delivery methods and productivity
Progressive values & behaviours	Action on social value & EDI
	Collaborative enterprise / aligned practices
	Motivating leading performance, culture & change

Supplier Development capable & engaged highways suppliers delivering better business performance

National Highways Supplier Development System – critical capabilities for high performance in RIS3

Our Supplier Development System has proved to be very successful in helping suppliers develop their capabilities, achieve significant maturity growth and improve performance on the ground. Our refreshed system provides direction and support to all highways suppliers in building capability to deliver future performance outcomes. So please register and turbocharge your capability to perform well in our sector!

Stefan Jastak Supply Chain Development Group Lead

- Free easy access to development tool
- Free access to huge learning & development resources in Supply Chain School to develop skills and capabilities
- Automatic, tailored development plans with L&D resources
- Helps signpost suppliers to the right tools for their development
- Scalable to small companies with support from NH & contractors
- Works in tandem with Roads Academy leadership programmes

Register → **Self-assess** → **Action planning** → **Online learning** → **Business performance improvement**

Supplier Development capable & engaged highways suppliers delivering better business performance

Improving Behaviours Improving Performance
Supply Chain Leadership Forum
8th April 2025

ibip

Gabby Parker

Leatitia Dobson

Qualified Coaches, Team Coach & Facilitators. Experienced Organisational Development Practitioners

Organisations that report **higher than average trust** experience gross margins **2 to 7% greater than the** industry norm
(FMI Consulting & AutoDESK, 2020)

Organisations **where challenge is treated as conflict** can experience a loss of two hours per week per employee; or 5% loss of productivity **(Tjosvold, Wong, & Chen, 2019)**

Organisations with **effective communication have** been shown to achieve **47%** higher returns over 5 years **(Schneider, 2018)**

Organisations that report higher levels of **leadership accountability** are more likely to be **high performing (Molinaro, 2017)**

FMI Consulting & AutoDESK. (2020). Trust Matters: The High Cost of Low Trust
Minor, D., Brook, P., & Bernoff, J. (2017). Are Innovative Companies More Profitable? MIT Sloan Management Review
Molinaro, V. (2017). The Leadership Accountability Gap. Lee Hecht Harrison
Nutt, P. (1999). Surprising but True: Half the Decisions in Organizations Fail. The Academy of Management Executive, 13(4), 75-90
Schneider, M. (2018). Costs of Poor Communication Reach $37 Billion. Avoid Disconnects By Implementing These 2 Things.
Tjosvold, Wong, & Chen. (2019). Managing Conflict for Effective Leadership andOrganisations

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- Provides clarity about how we expect our people to behave in collaborative teams and provides a **consistent language** to support this

- 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**

- By referring to a behavioural framework , teams can **identify** positive and negative behaviours, address them, and make **targeted behavioural interventions**

- Encourages the right behaviours by creating the **right environment** for individuals and teams **to excel** and work effectively.

- Enables us to **develop and maintain working relationships**

High Performing Teams

Introduce yourself

What is a high performing team to you?

Share a story where behaviours have had an impact in your work?

Why are behaviours important to you?

*Small Changes **Big Impact***

ibip

What behaviours do you see here?

Build Trust

Align Goals, Achieve Together

Communicate Openly, Engage Others

Adapt with Intention

Own It

Challenge with Curiosity

https://www.youtube.com/watch?v=6n7mB-P2_M4

What we do:
We help create and sustain
high performing integrated teams

Why we do it:
To help successfully deliver
project outcomes and KPIs

PROCESS

TECHNOLOGY

Improving behaviours
Improving performance

COLLABORATION

PEOPLE

Enable the right environment, behaviours and attitudes

Your personal trainer for your behavioural goals

High-Performing Teams Workshops

Individual/Team Coaching

Conflict Resolution

IBIP Implementation Route Map

Behavioural Observations

Collaborative Behaviour Training

Best Practice & Lessons Shared/Learned

Behavioural Skills Development

Measures & Reporting

Specialist Behavioural Consultancy

Small Changes **Big Impact**
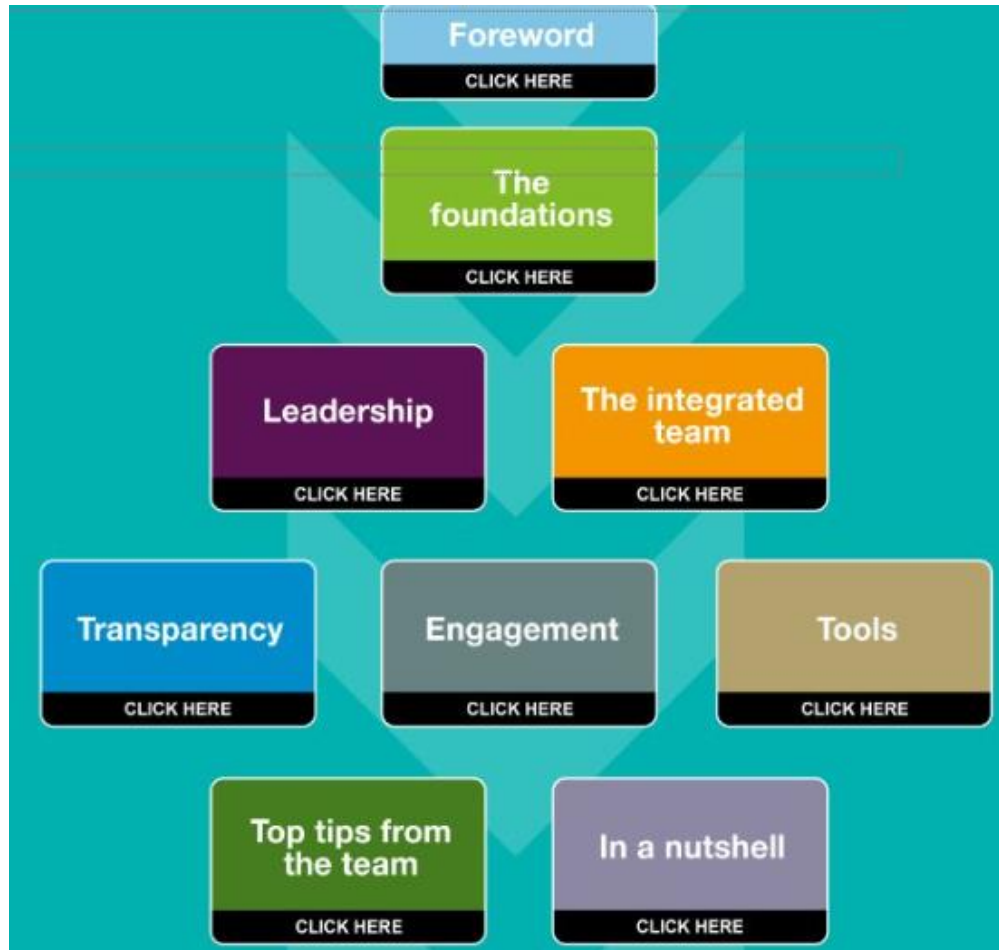
There is a consistent focus on behaviours and

- The project is currently being delivered on programme and within budget.
- Consistently high performance scores.
- A position at the top of the league tables when it comes to performance.
- On target to achieve their tender margin.
- The project is on target to achieve 'open for traffic' date.
- The project is on track to deliver the NH expected benefits.

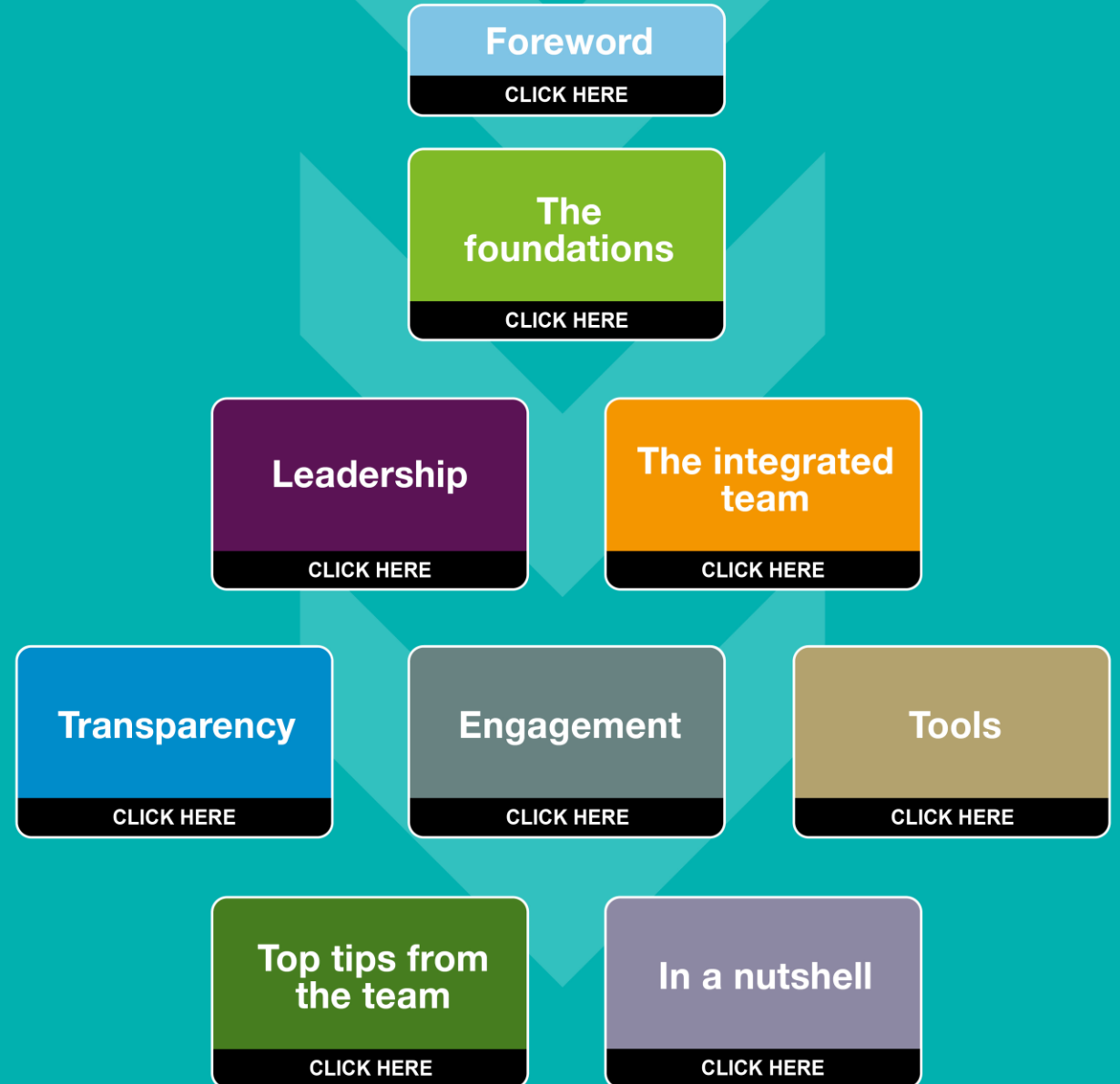# Behaviours within a successful project

After interviewing over 30 people working at multiple levels of the A428 project, we are sharing the main factors that have paved the way to creating an enterprise way of working and some lessons learnt.

This page shows the key elements enabling the collaborative behaviours in the A428 integrated project team.

Click on each of the elements to discover the role each has played, how it has been brought to life and some examples of what this looks like.

Foreword
CLICK HERE

The foundations
CLICK HERE

Leadership
CLICK HERE

The integrated team
CLICK HERE

Transparency
CLICK HERE

Engagement
CLICK HERE

Tools
CLICK HERE

Top tips from the team
CLICK HERE

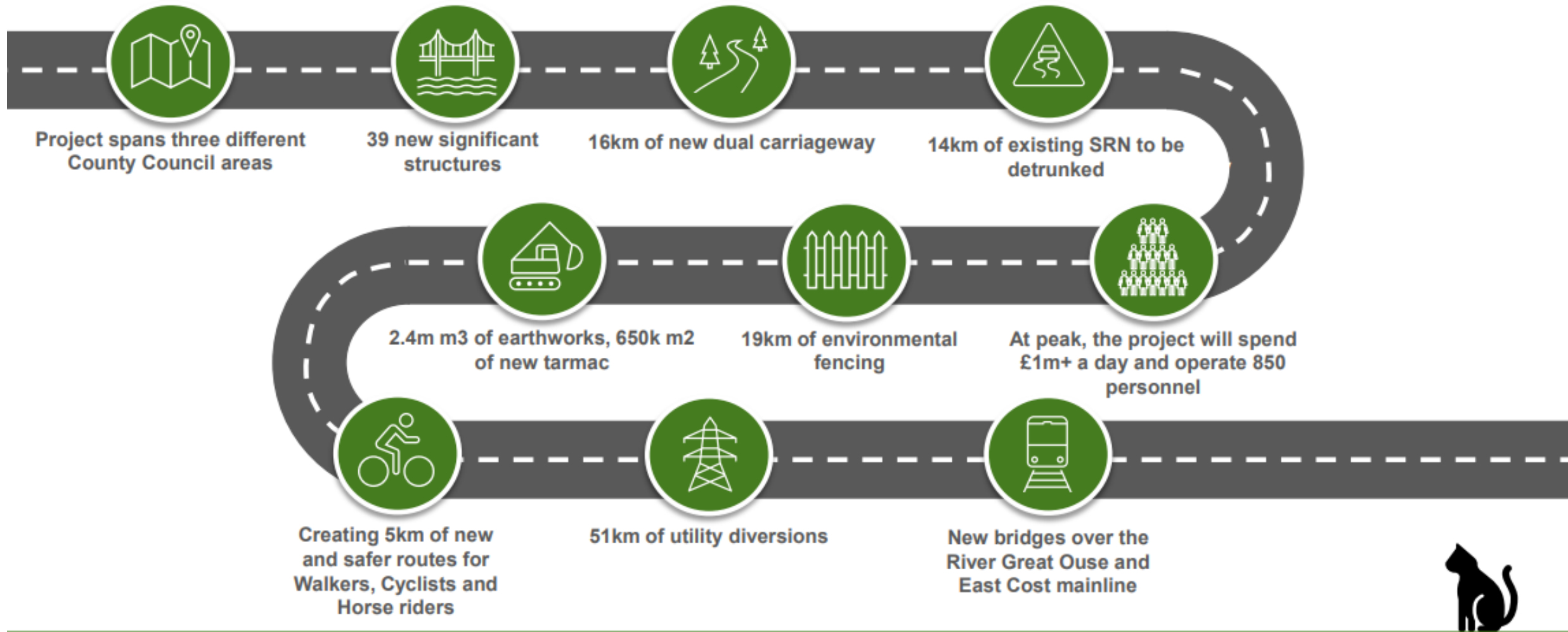**In a nutshell**
CLICK HERE

**Sarah Hough,
Head of People
and Legacy**
- Skanska A428
Black Cat to Caxton
Gibbet project

- Trained IBIP Coach, Facilitator & Enabler
  - Working with IBIP behaviours since 2017

- My project role is responsible for:
  - Behaviours
  - Social Value
  - EDI
  - Internal Comms

Small Changes **Big Impact**

Project spans three different County Council areas

39 new significant structures

16km of new dual carriageway

14km of existing SRN to be detrunked

2.4m m3 of earthworks, 650k m2 of new tarmac

19km of environmental fencing

At peak, the project will spend £1m+ a day and operate 850 personnel

Creating 5km of new and safer routes for Walkers, Cyclists and Horse riders

51km of utility diversions

New bridges over the River Great Ouse and East Cost mainline
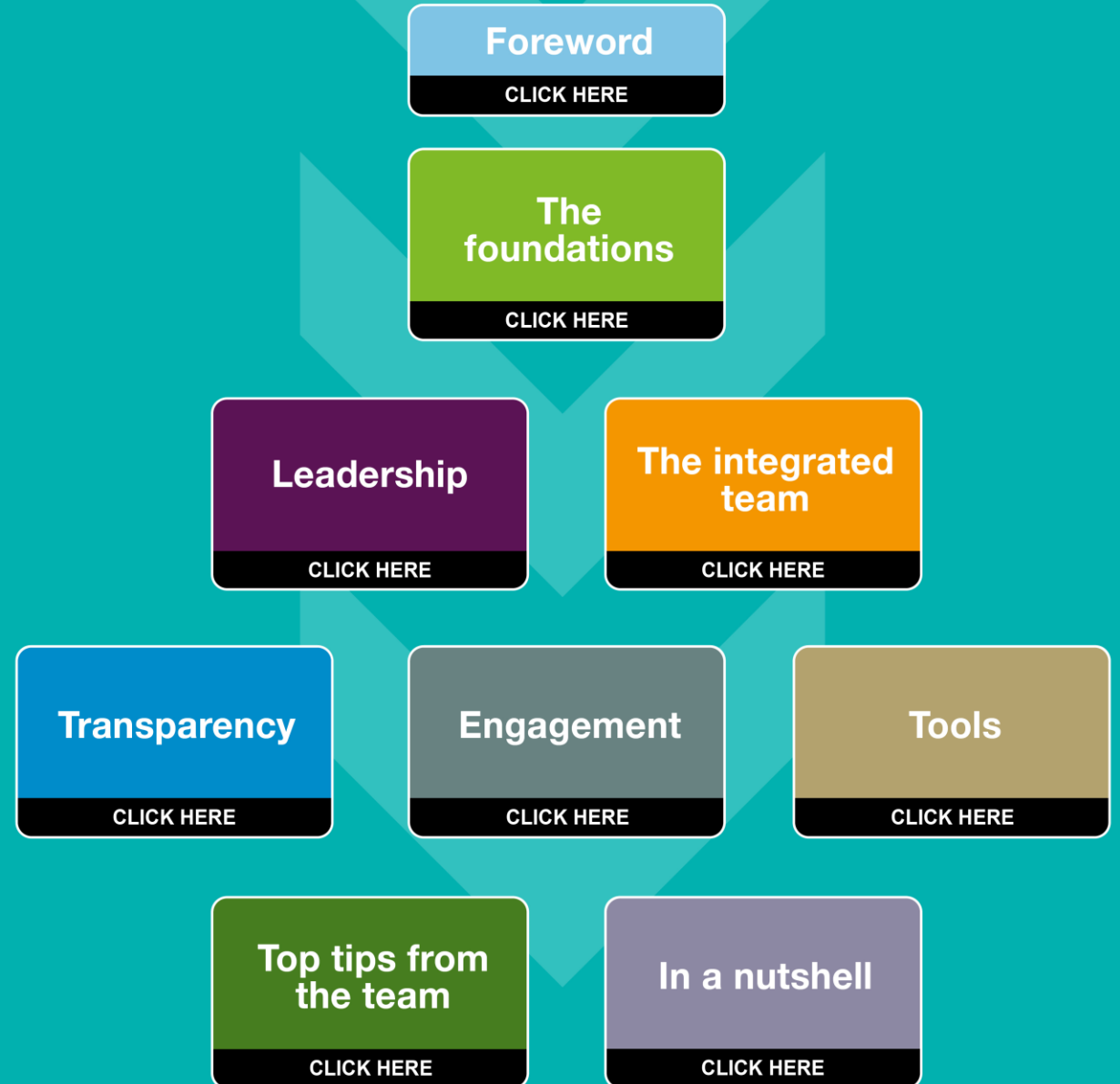
Small Changes **Big Impact**

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The project vision and values – how?

The SLT invested time as a group, identifying the project's vision and values.

A shared vision quickly became clear, however, with multiple partners, there were many different values to consider.

To agree the project values, the collective list of values was shared with all the project members. They were asked to vote on the values that resonated most with them and which they felt were most important to the project. As a result, the five values chosen reflected the views of the whole project team.

As a consequence, they are owned by the integrated project team.

The foundations
The A428 vision and values

Safety

Integrity

Inclusive

One scheme   One team

Our **A428** vision & values

Shared success

Teamwork

Honesty

Safety
we care for each other and ensure everyone goes home safely

Integrity
we hold ourselves to the highest moral standards

Honesty
we are open and transparent with each other

Teamwork
through collaborative working we behave as 'one team'

Inclusive
everyone is valued and has a voice

The foundations
The shared success model

The semi circle represents the required key outcomes for each organisation on the A428 Project to be successful

By understanding these key outcomes we are able to support each other to achieve 'Shared Success'

The foundations
The A428 behaviours

Our behaviours – why?

The project behaviours set the tone and support the desired culture of the project.

- They support the delivery of the project through effective teamwork.

- They provide a framework which everyone has committed to 'role-model' and be held accountable for.

How?

The SLT discussed which behaviours were most important to the project, and identified two additional behaviours over and above the six IBIP behaviours. These behaviours were considered to be critical in driving performance to ensure delivery.

Decision Making
We share information, openly and willingly, involve the right people in decisions and take decisions in an effective, timely manner.

Accountability
We ensure commitments are clearly agreed and kept, and people hold themselves and others to account.

Constructive Challenge
We are open to challenge and different ideas, and speak our own minds even in difficult situations.

Improvement and Innovation
We challenge the status quo to find better ways of working and create an environment which allows this to happen without fear of failure.

Communication and Engagement
We communicate with each other in the best possible way to ensure understanding, and create commitment to deliver on our purpose.

Trust and Respect
We recognise and encourage the contribution of others, We act with integrity in everything we do: we say what we do and we do what we say.

In addition to the six IBIP behaviours, the project has identified two additional behaviours important to it's success.

Purpose & Determination
We keep focused on the required outcome and persevere to get things done.

Positivity & Energy
Our mindset is 'we can do that' and we are enthusiastic when addressing difficult challenges.

The leadership team fundamentally believe in the contribution behaviours have in achieving the project outcomes. The leadership team invest time and energy in role-modelling and driving the vision and values, and positive behaviours across the project.

Leadership
Role-modelling the behaviours

The integrated project team has been created by identifying and cultivating leaders who demonstrate the following qualities:

Committed to the shared vision, authentically living the project values

Transparent about project performance, including: costs, schedule and risks

Continually driving **focus** on the outcomes in the shared success model

Demonstrate courage to do things differently and try new things

Prioritise behaviours and **build relationships** from the start of the project

Empower people to take ownership of their work to achieve shared success

Role-model behaviours and **hold themselves accountable** for doing so

Actively engage in behavioural conversations

Inspire the rest of the project team

Show willingness to learn from others and focus personally on developing their own behaviours

The main purpose of the A428 Strategic Leadership Team is to define the strategic vision for the A428, to communicate that vision, and to motivate and persuade others to achieve that vision. The vision will be delivered through the role modelling of our Values and Behaviours.

Leadership
Strategic leadership objectives with a focus on behaviours

Strategic Leadership Team objectives

The key objectives of the SLT.

- Define and communicate the vision and clear objectives.

- Motivate and facilitate the wider team members to embrace the vision.

- Be the 'custodians' of the project's ambitions, behaviours and values.

- Role-model the behaviours that support the project's vision and values.

- Develop and implement reward and incentive schemes.

- Identify and address threats to the delivery of the vision, and find solutions to even the most challenging problems that may affect project delivery.

- Execute organisational change.

- Work towards helping each other achieve our aims and goals.

What does it look like?

Regular Performance meetings drive accountability with of all elements of the project. Achievements, risks, and a look ahead with any requests for support are addressed for each area of the project, including "people".

The leadership team have identified ways of holding themselves and others accountable in order to focus on the project outcomes and behaviours.

The leadership team give time to reflect on their behaviours. There is a standing item on SLT agendas focusing on behaviours.

Open and honest conversations take place with partner organisations and the shared success model is reviewed regularly. When an organisation leaves the project, the status of their success factors is assessed.

There is complete transparency as to whether their success factors have been achieved or not.

What have we done recently to embed Vision, Values and Behaviours

- What have you done personally in the last two weeks to role model our values and behaviours?

- How have you encourage others?

- What behaviours have you experienced across the SLT?

- What behaviours have you experienced across the project team?

Integrity
we hold ourselves to the highest moral standards

Safety
we care for each other and ensure everyone goes home safely

Honesty
we are open and transparent with each other

Teamwork
through collaborative working we behave as 'one team'

Inclusive
everyone is valued and has a voice

Decision Making
We share information, openly and willingly, involve the right people in decisions, and take decisions in an effective, timely manner.

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Improvement and Innovation
We challenge the status quo to f nd better ways of working and create an environment which allows this to happen without fear of failure.

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We communicate with each other in the best possible way to ensure understanding, and create commitment to deliver on our purpose.
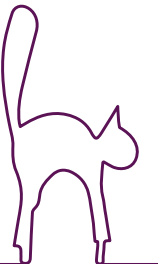
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Purpose & Determination
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Positivity & Energy
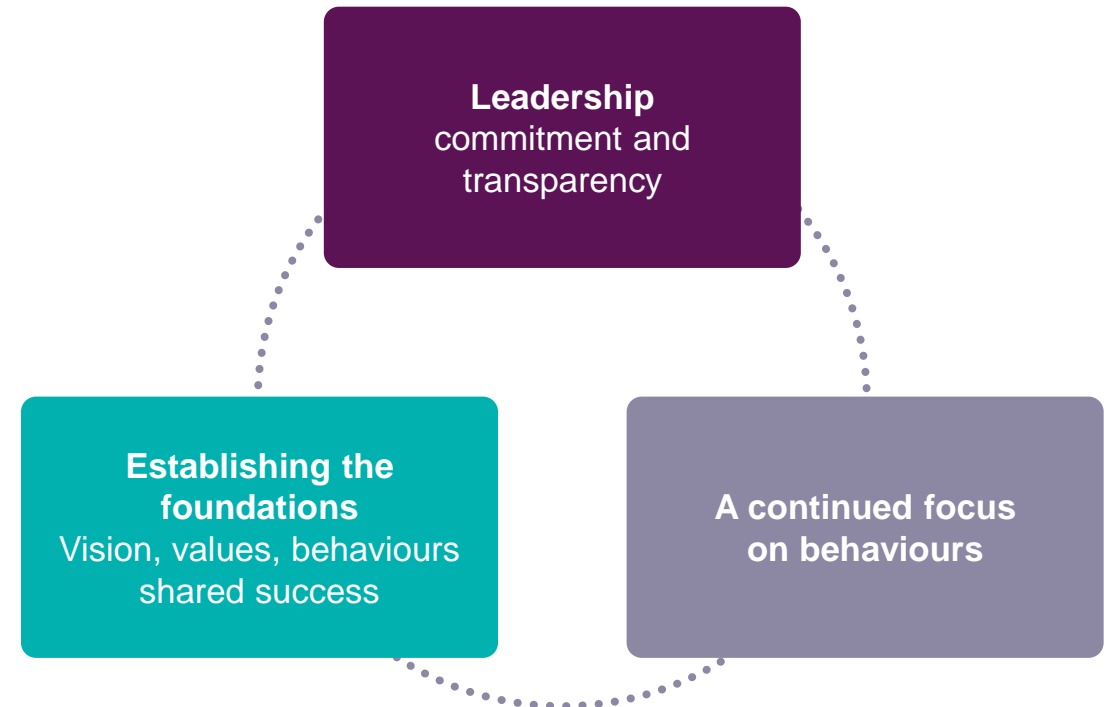Our mindset is 'we can do that' and we are enthusiastic when addressing diff cult challenges.

The A428 approach has provided the following tangible delivery benefits:

- The project is currently being delivered on programme and within budget.

- Consistently high performance CPF scores of 9-10.

- Attainment of the highest IBIP maturity level 5.

- A position at the top of the league tables when it comes to performance.

- Skanska is on target to achieve their tender margin.

- The project is on target to achieve 'open for traffic' date.

- The project is on track to deliver the NH expected benefits.

Leadership
commitment and transparency

Establishing the foundations
Vision, values, behaviours shared success

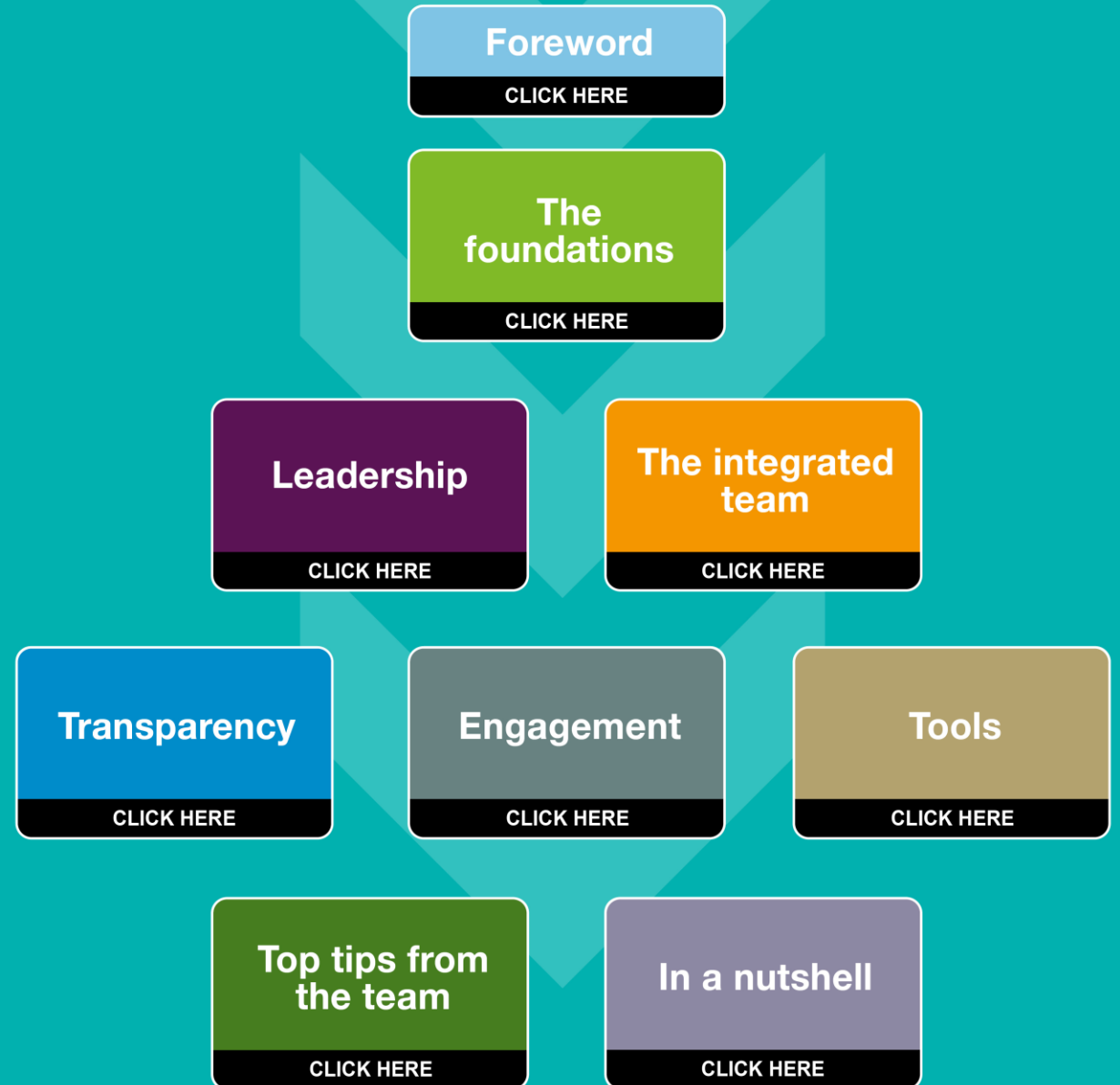**A continued focus on behaviours**

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CLICK HERE

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CLICK HERE

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In a nutshell
CLICK HERE

10 minutes

Esther Perel

Couples' therapist.

Over the last 7 – 10 years, Esther has started identifying parallels between the approaches to maintaining healthy personal relationships and healthy relationships in work and has started sharing her wisdom in business platforms.

Understanding the Emotional Bank Account:

Coined by renowned author Stephen Covey in his book The 7 Habits of Highly Effective People, the emotional bank account represents the trust and emotional connection we establish with others.

Trust

Think of trust like a 'bank account'. The balance of the account can be positive or negative, depending on the number of deposits and withdrawals made.

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High opening balance
My default is to trust you until you prove otherwise

Low or nil opening balance
My default is not to trust you until you prove otherwise

Deposits

Positive interactions that strengthen our relationships. By consistently making these deposits we build trust, enhance communication, and foster collaboration

Withdrawals

Negative interactions that weaken our relationships. If we continuously behave in a manner that erodes trust without making enough deposits, our trust bank account becomes depleted

Tend to be smaller amounts

Tend to be larger amounts

Share an example of a difficult relationship at work that causes you problems

- How might you do something differently to help build the trust and effectiveness within that relationship?

OR

- Share a situation where you have turned a difficult relationship around.

Small Changes **Big Impact**

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Build Trust

We foster genuine relationships with honesty, openness, and support.

Communicate Openly, Engage Others

We are transparent, listen actively and ask questions to create understanding.

Align Goals, Achieve Together

We unite around a shared vision to drive effective decisions and joint outcomes.

Own It

We are accountable, honour commitments and contribute to collective success.

Challenge Considerately

We seek understanding, we are curious, open to challenge and share feedback to drive win-win solutions.
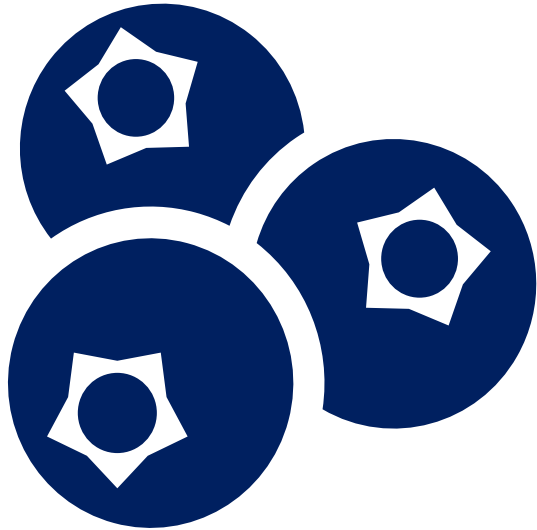
Adapt with Intention

We adopt a flexible mindset to reflect, adjust, decide and act swiftly.

LUNCH!

XX mins

BOMB!

SHIELD

Build Trust:

ibip

We foster genuine relationships with honesty, openness, and support.

Examples of when I'm living this include ...

Everyone...
- I treat others with respect for who they are, not just for their role or title.
- I handle what others share with me with care, confidentiality, and respect.
- I openly share my challenges and acknowledge my limitations.
- I actively build and nurture genuine relationships and connections.
- I do what I say I'm going to do.

Additional manager / leader focus ...
- I create space for the team to build and strengthen relationships with each other.
- I set clear expectations for how my team treats one another and address inappropriate behaviour.
- I role model prioritising relationships, especially during challenges, by staying honest, supportive, and respectful.

Examples of when I'm living this include ...

Everyone...
- I show preferential treatment to people based on their role or seniority.
- I take credit for others' work to enhance my own reputation.
- I withhold my true thoughts and feelings when communicating with others.-

Additional manager / leader focus ...
- I lead with authority alone without building authentic team connections.
- I make decisions without considering the team impact, weakening trust and respect.
- I allow behaviour within my team and the broader organisation that is not respectful and / or erodes trust.

Communicate Openly, Engage Others:

ibip

We are transparent, listen actively and ask questions to create understanding.

Examples of when I'm living this include ...

Everyone...
- I share information, updates, and decisions promptly to keep everyone informed.
- I actively listen to others' perspectives and seek to understand before responding.
- I engage stakeholders beyond my team to ensure they feel informed, valued, and included
- I use plain language to promote clarity and alignment.
- I raise issues as soon as I notice them without delay.

Additional manager / leader focus ...
- I share key insights that drive clarity, alignment, and informed decision-making across teams.
- I address when team members are not being open and honest in their communications.
- I encourage my team to actively listen, ask questions and share insights with each other.
- I deliver clear and consistent communication and engage actively across the project to promote alignment.

Examples of when I'm living this include ...

Everyone...
- I treat information as power, being overly selective in what I share.
- I only listen to opinions that accord with my own, or from people like me.
- I hold back on asking clarifying questions for fear of seeming uninformed.
- I prioritise speed over clarity, leaving room for misinterpretation.
- I overlook how my communication style impacts different audiences.

Additional manager/ leader focus ...
- I allow silos to form, limiting open communication and engagement.
- I limit discussions by asking closed questions and lacking curiosity about my team's input.
- I encourage my team to withhold information.

*How might an increase in any of these **behaviours** improve performance in your teams?*

1) Which behaviours would you benefit from seeing demonstrated more often?

2) What benefits would there be if you saw an increase in the behaviours you have identified?

Reflecting on your role as a leader of a high performing team
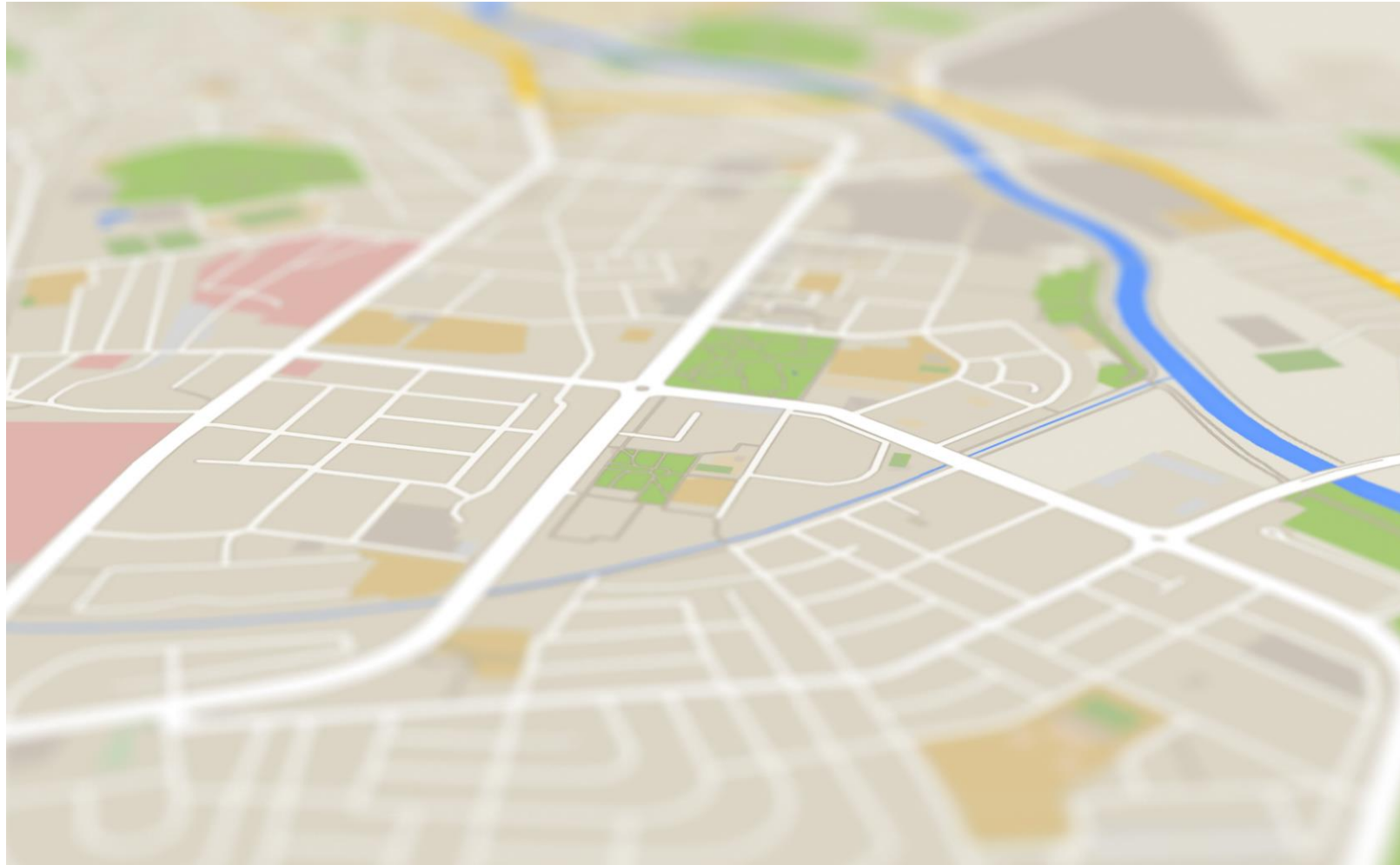
In pairs, ask each other these questions

a) What behaviour could you personally refocus or increase?

b) What will make that a reality?

10 minutes

Where could you start on a behaviours focused journey?

IBIP

Discuss behaviours with your teams

What do your team members think about current behaviours?

What is productive and what is unproductive?

What behavioural commitments can you agree to as a team?

*Increase the level of focus and hear people's perspectives and needs*

Role Model and Call it Out!

✓ Lead the way

✓ Make it matter to you

✓ Highlight and recognise where you see it working well

✓ Share stories that highlight the behaviours that make the difference

Build it into the way you work

- Regular team meetings – reflect on the behaviours

- Build it into colleague surveys

- Workshops – create a focus within workshops to discuss what works well and what needs improving

- Communications – review communications to see identify connections to the behaviours and find ways to highlight positive behaviours.

- Include behaviours within performance objectives

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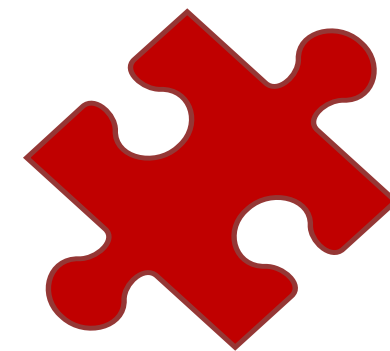
1. Where do **you** see your **opportunity to influence** the **behaviours** across your teams?

2. How can **you build** this into your **ways of working ?**

3. What's the **one thing** you want to pay attention to when it comes to **behaviours personally**?

Look out for behavioural webinars within the Supply Chain Webinar Plans

Feedback Form

https://forms.office.com/e/we9H0AqepU

Small Changes **Big Impact**