ABB added value by devising an integrated programme that was able to link theory with practice, using real situations to develop learning and real solutions to existing issues.

Inviron underwent substantial re-organisation two years before they approached us. After strengthening their basic operational performance, they began the process of developing their people on a ‘journey of improvement’.

They recognised that they’d made insufficient investment in developing people and were determined to rectify this.

Acutely aware that the only area where they added value for clients was on the building site, they made a decision that the first stage would be to develop their site-based supervision.

They engaged ABB to deliver a development programme for their supervisors.

Their aims were as follows:

− Improved site efficiency and effectiveness.
− Introduction of a sustainable culture of continuous improvement.
− Increased morale of the supervisors.
− Better relationships between local branches.

Benefits
− Supervisors’ morale and behaviour was improved.
− Ideas, best practice and solutions were shared.
− Standardisation across the region was enhanced.
− Channels of communication were established.
− The management team took action to ensure that the learning was utilised.
− Key issues requiring follow-up action were highlighted.

Solution
We had already worked with Inviron to help them deliver their ‘Building for Success’ programme, which was directed at project managers and project engineers. The Effective Supervisor programme was to complement that training for site supervisors.

Prior to the delivery of this, second, programme, we spent time with the business managers, engineers and supervisors to understand what they truly needed. Then we followed up by shadowing the supervisors to:

− Develop a greater understanding of the day-to-day issues they faced.
− Learn the language of a building site.
− Gain anecdotal and qualitative data for use within the overall programme.

The programme itself was delivered in four modules separated to allow for reflection, learning and implementation.

− Effective supervision. Theory and Practice. Participants were introduced to action-based learning in supervisory skills, situational leadership, man management, time management, communication and teamwork.
− The Streetwise Subbie®. This module covered the requirements of a sub-contractor and stressed the need for effective contract management and paperwork. Once again, the learning was action-focused.
– Business management system. This module was delivered, unusually, by the internal quality and safety management. The delegates were given full instruction in the quality management essential to the delivery of a contract, linking The Streetwise Subbie module to the Inviron procedures.

– Continuous improvement module. Theory and practice. Using real issues from building sites, delegates were introduced to the tools of Continuous Improvement, including CEDAC (Cause and Effect Diagrams with Added Cards), Root Cause Analysis, 5 Whys and 5 Hows, Value and Non-Value add, Visible Workplace, 8-Step Process etc. The resulting ideas for improvement were presented to the MD for implementation.

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