

Culture *Change*



SITUATION

Multibuild has been established for over twenty years and is now one of the UK's leading contractors. The company decided that the culture they wished to develop would be one that focussed on high

quality relationships between themselves, their customers and their suppliers.

They wanted to move from some of the old style adversarial approaches associated with the construction industry. They wished to build a culture of people who worked in "The Multibuild Way". This is a values driven approach which ensures people listen well and work with others in a spirit of co-operation looking for win/win solutions to problems that arise. To do this they accepted the need to equip staff to handle difficult situations that any large building project can be presented with at times.

OUR CONTRIBUTION

To ensure all the employees were equipped with the information to operate in "The Multibuild Way", and to help achieve a culture of care and co-operation – we drafted a ten-point code of ethics and designed a management development programme around this and to respond to the changes that may be required. The programme encouraged teams to work together - exchanging honest and detailed feedback and agreeing changes they would personally make to ensure the team worked as effectively as possible. Guidelines and evaluation processes were also put in place to ensure the agreed objectives were met.



PROGRAMME DELIVERY

Oakridge worked alongside Multibuild to design and deliver two training modules to help their staff learn how to deal more effectively with a wide range of situations. Professional actors were used to ensure theory was tried out in practise. These sessions were attended by people at all levels including the CEO and all board members.

RESULTS

There was an additional module designed on Leadership and Motivation for those in a leadership role. Finally teams worked together exchanging honest and detailed feedback and agreeing changes they would personally make to ensure the team worked as effectively as possible.

WHAT THE CLIENT SAID

The training inputs were rated by the company internally on a 5 point scale. They were all very high including 4.8 for how knowledgeable and well prepared the trainer was and 4.7 for the trainer's approachability and willingness to answer questions.

Mike Peden, Multibuild Chief Executive commented that courses were presented in an "easily understandable manner" and concluded "I would recommend Oakridge to anyone wishing to further their knowledge of people management".

achieving more together