

EXECUTIVE COLLABORATION TRAINING

BUILT ENVIRONMENT & URBAN TRANSFORMATION:

Collaborative Practices to Deliver Change



WESTERN SYDNEY
UNIVERSITY



Australian Government
Australian Research Council

The Research Project

"Decreased errors, onsite efficiency and improved quality can only be good."

Philip Alviano, MBAV

"Combining academic/ theoretical research with industry experience and knowledge to achieve optimum practical and economic outcomes."

Mike Castles, Metricon Homes

Large-scale industry transformation to adopt innovative processes or new technologies requires intensive collaboration.

The three-year national study funded by the Australian Research Council does not go over old ground about the potential benefits of off site manufacturing (OSM), nor does it launch into motherhood statements about transforming the housing sector. The project's main premise is that the success of OSM implementation depends on enabling industry collaboration for such innovations across the entire supply chain including: house builders, designers, project managers, land developers, financiers, manufacturers and trade subcontractors.

The new Collaborative Practice Training Framework will be offered to companies throughout Australia, at the world class MBAV Building Leadership Simulation Centre (BLSC) in Melbourne. As part of the study, the team investigated five very different case studies. The rigorous analysis has resulted in the development of collaborative training and practice materials.

The Collaborative Practice Model has been developed to enable customisation to various contexts, innovations and change management scenarios.

COLLABORATION: KEY FINDINGS

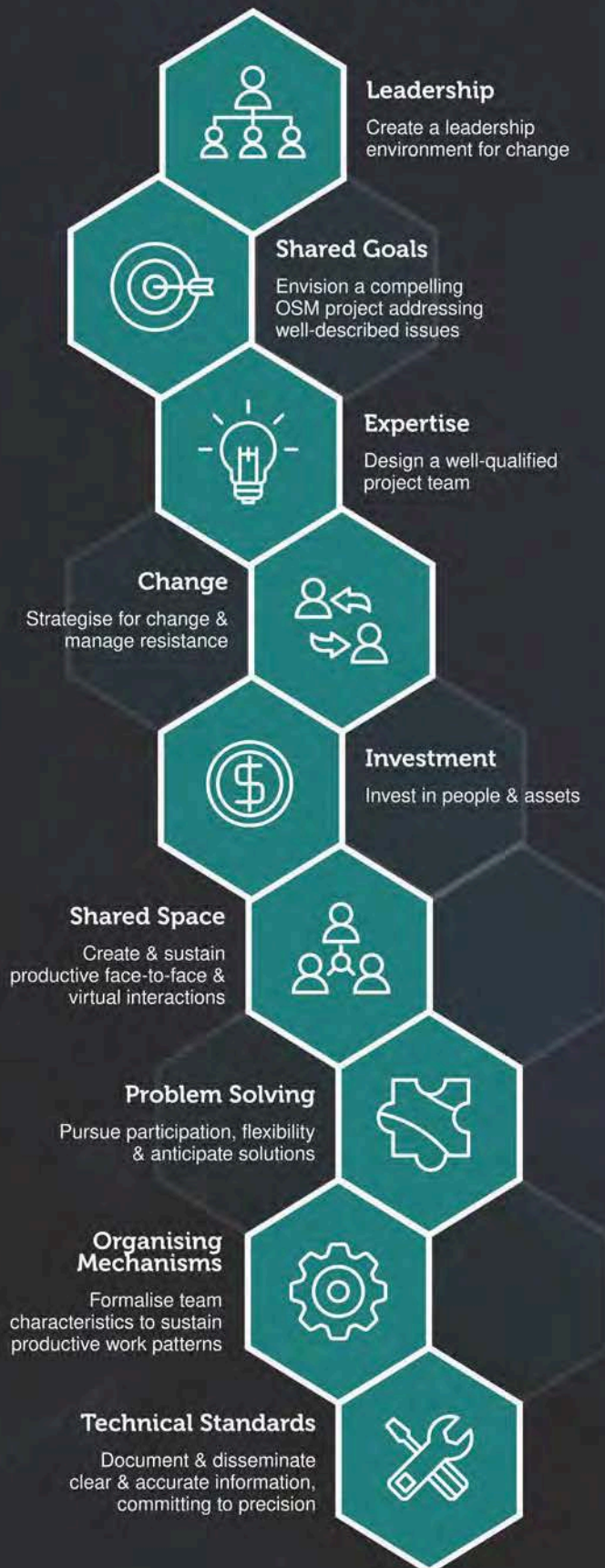
DRIVERS

- Collective mindset, thinking as one
- Flexible structure that supports collaboration
- Employees with multiple skills sets, supported by mechanisms like job rotation
- A problem solving approach
- Early involvement of stakeholders

BARRIERS

- Actors focusing on own goals
- Lack of teamwork
- Conflicts of interest and tradeoffs, for example internal vs external collaboration
- Excessive focus on relationships at the expense of performance
- Perception that collaboration requires investment, without guaranteed returns

Collaborative Practice Model



Collaboration Training

The Collaborative Practice Training Framework was completed through data analysis that involved two detailed phases including an initial analysis of the interviews and case studies and a secondary analysis of collaboration barriers and drivers.

The key to achieving success, in many change initiatives that require innovation and process integration, is a commitment to collaborative practices.

Collaboration has long been considered in the construction industry; however, little attention has been paid to developing practical outcomes based on lessons learned from successful scenarios in such a detailed manner as this. We now have evidence based research underpinning a rigorous, systematic and detailed approach to training for collaboration to effect change. There is now a clear pathway customised for this fast growing sector.

Designed to be delivered through the MBAV Building Leadership Simulation Centre (BLSC), The Collaborative Practice Training Framework has six key elements:

- 1 Collaborative Practice Model
- 2 Collaborative Practices Actions (CPA) and Position Competency Matrix
- 3 CPA Index
- 4 Indicator Descriptors
- 5 Training Scenarios
- 6 Collaborative Practice Training

3 Step Cyclic Process for Deep Immersive Training: Simulation, Assessment, Feedback

The Collaborative Practice Training Framework was formed through carefully constructed comprehensive training scenarios compiled from the study, and then developed into detailed scripts by professionals, and transformed into interactive simulations with actors. The innovative materials for these new training programs focus on strategic and operational collaboration.

Virtual simulation-based training will be conducted at MBAV's innovative BLSC, the only one of its kind in the southern hemisphere. Participants in simulations will be presented with different dilemmas and challenges in short scenarios. Training for employees from companies can be in small teams of 2-3 and can include a company's suppliers. Professionals, using the six Collaborative Practice Training Framework elements designed by the research team, assess individual and group performances. The process is repeated quickly following performance feedback, enabling training teams to be deeply immersed in the collaborative practice elements. Training programs can be customised to suit individual company needs.

ARC Linkage Project:

BUILT ENVIRONMENT & URBAN TRANSFORMATION: Off Site Manufacturing (OSM) Collaborative Practices to Deliver Change

The project has continued to reinforce my belief that the industry is ripe for change and the way we construct houses in the future will be very different to today's cottage industry.

Michael Meehan, Frasers Property Australia

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