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| SYSTEMS WORKSHOP |
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| **Presenter Notes** |

# Aim

The GSTO22 focusses on engaging subcontractors via three challenges: Systems, Motivation and Climate.

The aim of this workshop is to have a group discussion about how you can improve the systems (policies, procedures, …) you have in place regarding subcontractor management. Improvement can be understood as refinement of the process itself or as creating ownership and dialogue with your subcontractors. Both add value to the process itself.

# how to use the workshop pack

The workshop pack has three documents you can use:

* The presenter notes: these contain practical preparation tips as well as the script for the slides.
* The support slides (PPT): these will allow you to introduce the workshop and to explain the concepts which will be treated during the workshop.
* The workshop documents: these are to be distributed (digitally or in print) to the participants. They contain a brief explanation of the concept which are treated as well as all the discussion questions of the workshop.

Obviously you can customize the slide pack with examples of your own project for instance. We don’t however recommend to blend in extra messages which have no direct link with the GSTO22 theme as this can compromise/dilute the main message to send and insights to be required.

Please note that the slide pack is intentionally quite brief. It is only an introduction to the workshop and the concepts. The core is the interaction during the workshop. This is where the added value of the entire exercise is created.

# Preparing for the workshop

The main objective of the workshop is to create or improve engagement, but this doesn’t mean that compliance – be it with internal requirements, legal requirements or client requirements – isn’t important. The first thing to do, would be to review your project HSE plan in order to review these requirements and integrate them in your workshop.

Next, choose one or more elements of your subcontractor management process to discuss. These might be elements which are lacking or elements which you think can be improved. In the next part we’ll go deeper into what a subcontractor management process should look like. That would be a good starting point to make an inventory of discussion topics.

The workshop is primarily intended for the project team (project management, technical office, construction management), but you could invite subcontractor representatives if you think this could add value to the discussion.

The workshop questions should not be seen as a checklist. Instead, they should be seen as questions to start meaningful discussions on critical success factors. Since a workshop is not a procedure, you will not find “the right answers” in this guidance document. The added value of doing the workshop is to start from the reality as people live it, to invite creativity and to find solutions which are fit for project.

The result of the workshop should be an inventory of actions and ideas (obviously with owners and deadlines) which will improve your subcontractor management process.

To fully understand and master all concepts, we strongly recommend to read the BESIX Field Guide to Subcontractor Engagement. For this workshop the sections on systems and especially leadership is key.

# Script slides

Slide 1

When showing the title slide you can welcome the participants to the workshop and speak about the critical role subcontractors play in our business. You can also explain why we’re specifically talking about “engagement” and not just “management”. If you need inspiration, the BESIX Field Guide on Subcontractor Engagement has a section called “The context of subcontracting”.

Slide 2

Tell the group that to create engagement with out subcontractors, we need to work on three challenges: Systems, Motivation and Climate.

Slide 3

Tell the group that this workshop will be focused on Systems.

Slide 4

Present to the group the process of subcontractor management. If you want to add additional activities in the different phases, that’s perfectly fine. Tell the group that these phases, even though subsequent, are not linear. They are in fact circular. This becomes visible when you put the process in the context of the structure of the ISO 45001, the standard to which a large number of health and safety management systems are certified to.

Slide 5

Present to the group the process of subcontractor management via the structure of the ISO 45001. Talk about the phases being interlinked so that they follow a wheel of continuous improvement.

Now ask the group the rhetorical question: “Why do we insist on subcontractor management as a process while we want to create subcontractor engagement?” And answer it by saying: “Because there’s a link between management – or the systems approach – and engagement.”

First of all, a poorly structured system or on the other hand an overly inflated bureaucratic system will lead to disengagement. A system which uses the right inputs and has the right feedback loops will generate added value on the output side and this will have a positive effect on engagement of people.

Secondly, systems do not exist autonomously. Systems exist because people maintain them and – maybe even more importantly – because people work inside these systems. This is where subcontractor engagement comes in. Because the more people are engaged, the better the system will function, the faster it will improve and the more yield it will produce.

Slide 6

Highlight the importance of leadership and participation. If you want, you can also talk about transactional and transformational leadership (see the BESIX Field Guide for this).

Slide 7

Tell the participants that you’ve been talking long enough now and that you’re curious about the thoughts and ideas the group has on the subject (your role will change here from presenter to moderator).

Invite the participants to take their workshop sheets and tell them you will now as a group have a discussion and exchange of ideas on how we can improve the process of subcontractor management in order to boost engagement.

Tip: in the Leadership Toolkit section of the Field Guide you can find a number of tips and cues to invite participation and interaction.