

Case Study 5: Infrastructure Project Delivery Improvement

Context:

A major UK infrastructure project utilising £7 billion in government funding faced pressure from rising costs, delays, and government scepticism about the leadership team's delivery capability.

Challenge:

Despite partial leadership changes, dysfunctional team dynamics continued to undermine the needed operational and cultural transformation. There were additional concerns about potential safety compromises made to meet financial and time milestones. In addition, a large systemic change in how they worked with major subcontractors was introduced.

Approach:

We crafted a tailored application of our leadership programme for this high-stakes infrastructure context:

- Delivering an intensive Launch session focused on establishing urgency and strategic clarity
- Combining elements from Workshop 1 (Shaping the Future) to reinforce strategic priorities
- Emphasising Workshop 2 (Accelerating People Performance) components to address team dysfunctions
- Integrating relevant portions of Workshop 3 to build leadership resilience under pressure
- Implementing action-first principles with high accountability between-session projects and change initiatives
- Creating a robust sponsor engagement framework to ensure visibility to stakeholders

Outcome:

The leadership team successfully implemented the necessary changes to mitigate falling government confidence in project delivery, improving long-term performance against time and cost parameters while maintaining safety standards.

