



Saudi Binladin Group

Building Productivity

As a major part of the Saudi Binladin group, the Rush Projects division undertakes high profile and short timescale projects of major size for royal, private and public clients

THE PROPOSAL

Binladin Rush Projects had a high profile tight deadline project that was losing them money – purely through the overcrowing and overresourcing of key tasks. At the stage of bulk construction, manpower productivity on basic tasks needed to be improved. They also knew that, once this was done, working hours per day and resource allocation would also have to be managed better to ensure that the improvement was not wasted.

Coming on the back of previous successful projects, Renoir's assessment identified three main areas of opportunity :

- developing and implementing a fact-based assessment of productivity for
- basic tasks and the causes of inefficiency
- Training the front line leaders and engineers to understand the drivers of productivity
- and lead performance within their areas
- Installing resource allocation and timekeeping systems with site management
- to ensure people were present and active

THE RESULTS

The result of this project proved to be significant, with the focus on individual and team productivity creating clarity of real performance, and

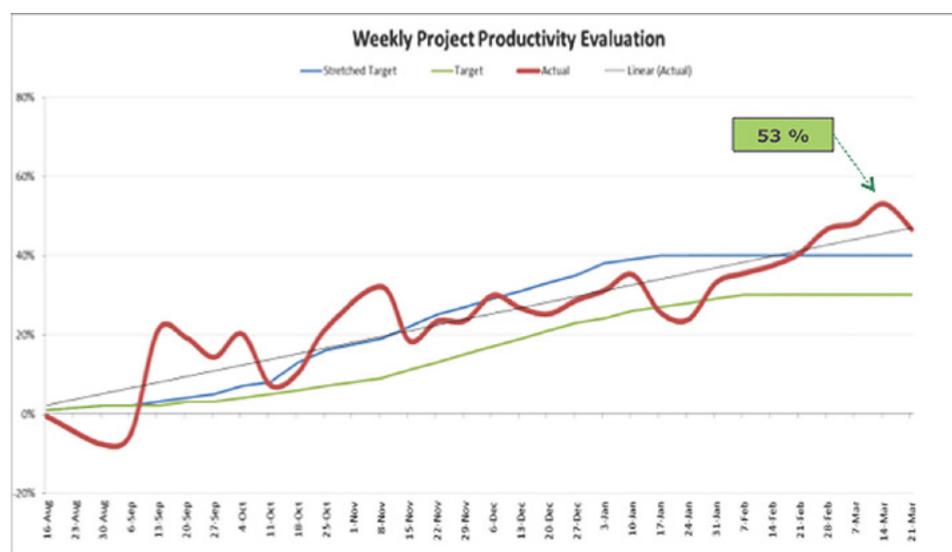
Key Results

Labour productivity increased by 53%

Working hours per day dramatically improved

Fact-based determination of individual performance

Skill-matrix based resource allocation



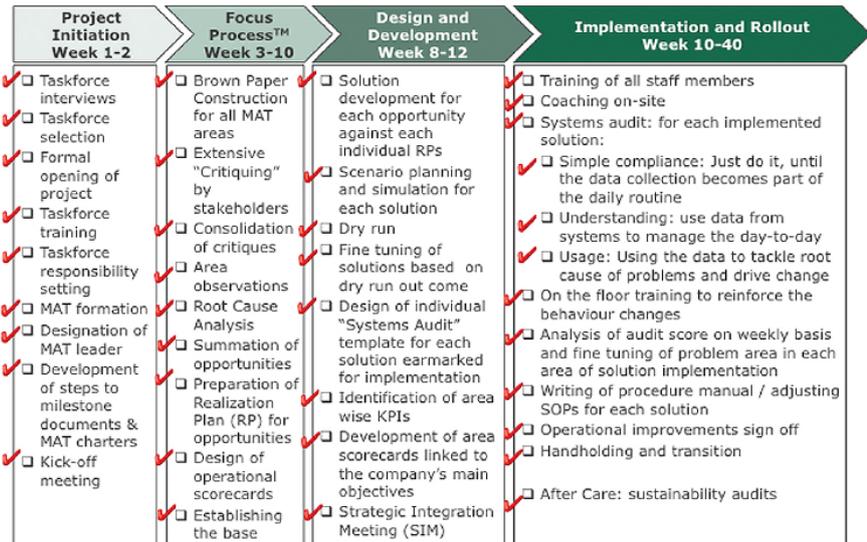
World Leaders in Sustainable Change

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the training and development of the leaders creating healthy competition. With rigorous inspection to ensure that quality standards were not being compromised, backed up with audits to ensure that performance was as claimed, the teams drove improvement in productivity per worker of over 50% - achieving a rolling average of 50.1% at the close of the project and a weekly maximum improvement of 53%.

In addition to worker productivity, the project also tracked the percentage of available hours that were used productively. From a start point of 25000 per week – representing c. 40% of all the hours deployed onto the project – the figure for productive hours rose to 43200, or just over 65%.

THE PROJECT PROCESS



The 40- week programme was heavily implementation biased, with three quarters of the working time dedicated to rollout and implementation support. The task force and management action teams were selected and trained at the outset, during the project initiation fortnight. Following this, the "Focus Process™" – understanding the issues and the solutions needed, "design and development" – creating the solutions, and "implementation and Rollout" – the use of those solutions on the site, all took place with overlaps designed to minimise the time until results were seen. The "content" of these solutions ranged from simple management systems to complex behavioural training and even the setting and auditing of new Standard Operating Procedures, designed to ensure sustainability.

Gaining buy-in was critical, so teams were formed from across the site, working together to define and implement the solutions. Management

Action Teams (MATs) were formed to create and manage the implementation of the solutions overseen by steering committees reporting to a Steering



Group of managers and engineers. With guidance as to best practice, coaching, templates and challenge from the Renoir team, the result was a set of tools and approaches that the Binladin staff knew, understood, believed in, and wanted to make work. Hence compliance to the new ways of working grew rapidly – and so did the results.

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THE RENOIR GROUP

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